

Village of Cuba

Strategic Plan

for

Downtown Revitalization

Prepared by Stuart I. Brown Associates, Inc.

Adopted November 15, 2006

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PLAN OVERVIEW

This Strategic Plan is intended to guide future decisions regarding efforts the Village of Cuba will undertake to foster the economic revitalization of the Village’s downtown central business district. The Plan includes recommendations for measures directed at retaining existing businesses, recruiting new businesses, restructuring the mix of types of businesses and attracting additional pedestrian traffic into the central business core. The Plan also contains recommendations for improving the Village’s infrastructure and for the construction of public facilities which will support the commercial vitality of the central business district.

METHODOLOGY

A Steering Committee comprised of 14 members appointed by the Village Board was established and charged with the task of overseeing the preparation of the Strategic Plan. The following persons, listed in alphabetical order, served as members of the Steering Committee:

- Dave Crowley
- Carol Donovan
- Brien Learn
- Mike Marsh
- Bruce Metler
- Nancy Mereday
- Jack Nease
- Mary Nease
- Nancy Orcutt
- Mary Quigley
- Darlene Smiley
- Tom Taylor

Village Mayor James Wetherby, Trustees John Shelley and Jim Bradley and Village Code Enforcement Officer Richard Klein also participated.

The process used by the Steering Committee to prepare this Strategic Plan involved the following eight steps:

1. Delineate the Target Area
2. Document existing conditions and identify community resources and assets
3. Describe the demographic characteristics and economic characteristics of the community
4. Solicit stakeholder and public participation and involvement
5. Analyze the strengths, weaknesses, opportunities and threats (SWOT) of the community
6. Review relevant plans, studies, programs and policies that are directed at or impact on the Target Area
7. Develop a vision and goals for the Target Area
8. Formulate recommended actions for achieving the goals and an implementation plan for carrying out recommended actions.

STEP 1 – DELINEATE THE TARGET AREA

The Village’s traditional downtown business district has been selected as the Target Area. The boundaries of the Target Area are depicted on Map 1. The Target Area encompasses both sides of Main Street generally between Elm Street to the west and Maple Street to the east, both sides of Genesee and South Streets between the southern tip of the Village green (at the intersection of Genesee Street and Genesee Parkway) and Spring Street.

STEP 2 – DOCUMENT EXISTING CONDITIONS AND IDENTIFY COMMUNITY RESOURCES AND ASSETS

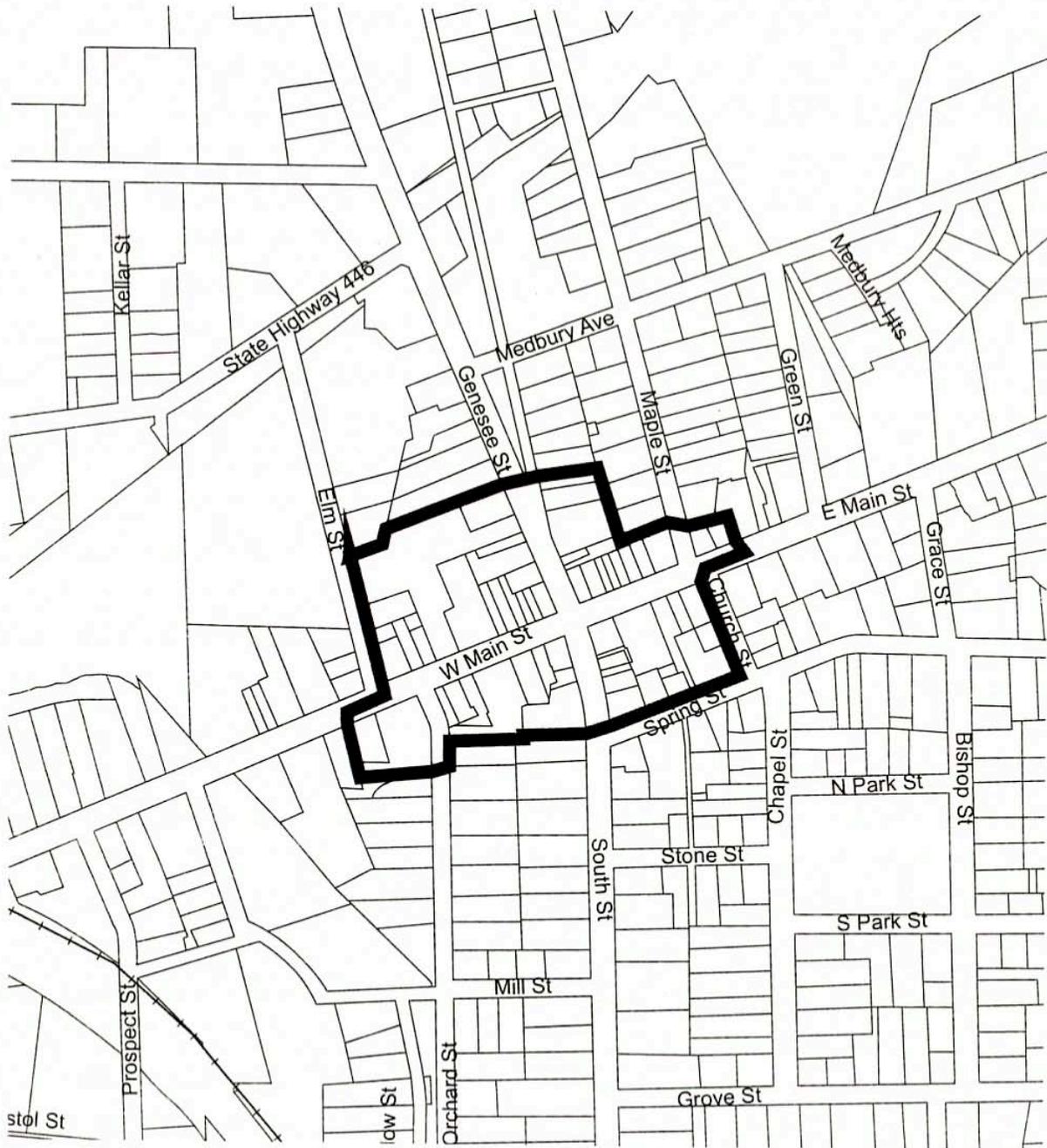
The Steering Committee participated in a downtown charette on June 26, 2006. The charette provided the Steering Committee an opportunity to closely observe and examine existing conditions in the downtown and to identify attributes and issues that impede the economic vitality of the Village’s commercial core. Community resources located in the downtown that present opportunities for enhancing the economic vitality of the downtown commercial district were also identified. The observations and findings resulting from the charette are contained in Appendix A. Additional information regarding the condition of the municipal water and sewer infrastructure in the downtown area was obtained from Village officials. Information about the interior condition of buildings in downtown and apartments located above the storefronts was obtained from the Village’s Code Enforcement Officer and the Town Assessors. The information obtained from Village officials was used to supplement observations made during the charette. A summary of the existing conditions follows.

CONDITION OF BUILDINGS AND PROPERTIES

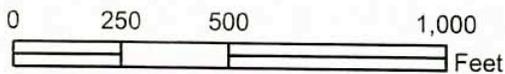
Buildings and Business Signs– The condition of commercial buildings in the Target Area varies considerably. Generally, the occupied buildings are better maintained than the vacant buildings. At one end of the spectrum are buildings that are well maintained and attractively painted with their historic and architecturally significant features intact and visible. At the other end of the spectrum are buildings that display substantial exterior and interior deterioration and a thorough lack of maintenance. In some cases such buildings contain exterior surface treatments that cover the buildings’ original architectural features. Most commercial buildings in the Target Area fall between these two extremes. They are reasonably well maintained, exhibiting only minor or limited amounts of deterioration, although some may be painted in unattractive color schemes and/or others may have had some of their historic and architecturally significant features removed or covered with more modern facades that are out of place with the historic character of the commercial core and detract from the appearance of the buildings.

Signage in the Target Area is not uniform. Each business displays its own unique type and style of sign with unique lettering and color schemes. Signs vary significant in size as well. In some cases, vacant buildings contain signage that was displayed by the former business occupant, even though the buildings are now vacant. In some cases the old signs display significant deterioration. Abandoned store furnishings and debris are visible through the display windows of several of the vacant storefronts which further detract from the appearance of the buildings in the Target Area. The former Palmer House (12-16 W. Main Street), a building listed on the National and State Register of Historic Buildings, is in the midst of being refurbished

Village of Cuba Strategic Plan for Downtown Revitalization Target Area



Source of Tax Parcel data: Allegany County Department of Real Property Tax Services



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after the roof collapsed causing interior damage. The Cuba Friends of Architecture, a not-for-profit corporation, purchased the Palmer House and obtained an Environmental Protection Fund grant to replace the roof. Efforts are underway to secure additional grant funding to refurbish the interior of the building which contains three adjoining storefronts. The former Ace Hardware building (24 E. Main Street) diagonally across the street from the Village Hall is purported have a deteriorated roof that will soon need to be replaced if the building is to be saved. Some buildings contain silhouettes in the display windows or in the windows of the upper floors, remnants of a prior downtown beautification effort. The silhouettes provide a unique appearance to the buildings in which they are displayed and enhance the overall appearance of downtown.

Automobile repair shops are in operation within the Target Area at either end of Main Street and on South Street. Although auto repair businesses are generally not appropriate land uses in downtown business districts, the locations near the periphery of the downtown business district somewhat diminishes their incompatibility with the other businesses in the central business core. The auto service business located on the southwest corner of East Main and Orchard Streets, however, has numerous unlicensed automobiles parked on the lot. As these vehicles are not screened from the view of passing pedestrians and motorists traveling along West Main and Orchard Streets, the junked vehicles detract from the appearance of the downtown

CONDITION OF INFRASTRUCTURE AND PUBLIC FACILITIES

Streets – The asphalt surface of the streets in Target Area are in good condition and generally well maintained. On-street parking spaces are clearly striped.

Sidewalks and Pedestrian Amenities – The sidewalks in the Target Area are generally in good condition, although in some limited areas, sidewalk cracking and heaving has occurred.

Landscaping / Open Space – The Village has an ongoing downtown tree planting program. Trees line both sides of the streets within the Target Area except along the west side of Genesee Street where the large centrally located parking lot abuts the street. Although the trees enhance the appearance of the commercial core, several screen the storefront business signs from the view of passing pedestrians and motorists.

Clyde Brown Park is a privately-owned open space available for public use in the heart of downtown. The park contains flower beds and several shade trees. The surface of the park is comprised of concrete paving stones and the center of the park is depressed with an incline for handicapped accessibility. Settlement in the center of the park has created depressions and an uneven walking surface. Although the park serves as a public open space, it lacks amenities such as benches and tables for the comfort and enjoyment of pedestrians. The reluctance of the property owner (Community Bank) to install street furniture stems from the fact that adolescent youth use the park for performing skateboard acrobatics and due to vandalism of the park presumably attributable to the adolescents. A newly constructed skateboard facility elsewhere in the Village is expected to attract youth from Clyde Brown Park and reduce or eliminate the vandalism.

Street Lighting – Streets and parking lots in the Target Area are well illuminated at night. Although the streets and parking lots are well illuminated, the size and style of the light fixtures detract from the appearance of the downtown. The light standards and fixtures are not of pedestrian scale nor do they have an attractive appearance like the ornamental street lights that line the historic section of South Street immediately south of the Target Area.

Storm Sewers – The storm sewers in the Target Area and throughout the remainder of the Village were constructed in the early part of the 20th century and have not been upgraded since then. The flat

topography, a lack of adequate stormwater catch basins and a street surface that has been built up over time, results in the ponding of stormwater on the street surface, in the gutters and on the parkway, i.e., the area between the curb and the sidewalk. The storm sewers are well beyond their useful life. There is substantial potential for more serious drainage problems to arise in the future as the old sewers continue to deteriorate.

Watermains – The watermains in the Target Area and throughout the remainder of the Village were also constructed in the early part of the 20th century. The watermains are in severely deteriorated condition. A large proportion (45%) of the 300,000 gallons of potable water produced daily by the Village daily is not accounted for and presumably is lost through leakage. In the spring of 2006, the Village hired a leak detection company which located two large watermain leaks. It was estimated that one of the leaks was resulting in the loss of 197,000 gpd and the other 20,000 gpd.

Although the foregoing leaks were repaired, more leakage can be anticipated due to the advanced state of deterioration of the watermains. Improvements the Village made to its water reservoir a few years ago also contributes to the potential for more widespread and severe watermain leaks as the improvements increased the water pressure in the watermains. Subsurface ground conditions also make it very difficult to detect watermain leaks and breaks as the leaking water is often able to travel underground and enter the wastewater collection and stormwater drainage systems without first surfacing. The Village's watermains have been utilized well beyond their useful life.

Sanitary Sewers – The Village's wastewater collection system was also constructed in the early part of the 20th century. It is purported that due to the flat topography, the wastewater collection system was designed to permit the infiltration of groundwater into the sewers to ensure adequate flows although this could not be verified. Nevertheless, the wastewater collection systems receive large volumes of groundwater infiltration and stormwater inflow whether by design or not. Inflow and infiltration (I&I) is no longer permitted by New York State. Furthermore, the large volume of I&I taxes the hydraulic capacity of the wastewater treatment plant (WWTP) with flow nearly reaching the maximum capacity during rainy periods and snow melt. As a result, the NYS Department of Environmental Conservation (DEC) will not permit the Village to make new sanitary sewer connections unless and until the I&I is reduced. Although the Village has been repairing deteriorated sewers incrementally since undertaking a comprehensive study of the wastewater collection system in the 1980s, much additional sanitary sewer repair and improvement work needs to be completed to further reduce I&I. The I&I problem is the single most significant impediment for new development in the Village of Cuba.

The Village's WWTP was constructed in the 1950s and has been upgraded a couple of times since its original construction, most recently in 1987. The WWTP has excess biological treatment capacity, but the I & I as described above taxes its hydraulic capacity.

Public Parking – The 62 on-street parking spaces in the Target Area represents the only public parking space available in downtown. The commercial core, however, also contains some privately-owned parking lots that adjoin the commercial buildings located in the Target Area. These privately-owned parking lots are provided for the benefit of the employees and customers of the businesses occupying the downtown commercial buildings and, therefore, serve as de facto public parking lots. The large parking lot on the north side of West Main Street that extends from Genesee Street to Elm Street is actually comprised of several adjoining privately-owned lots. The owners of the private parking lots maintain their respective lots including plowing snow and salting the surface during the winter months. The Village, however, routinely transports piles of snow from the private parking lots and disposes of it. Table 1 identifies the location and number of public and privately-owned parking spaces in the Target Area. The locations of the private parking lots are identified on Map 2.

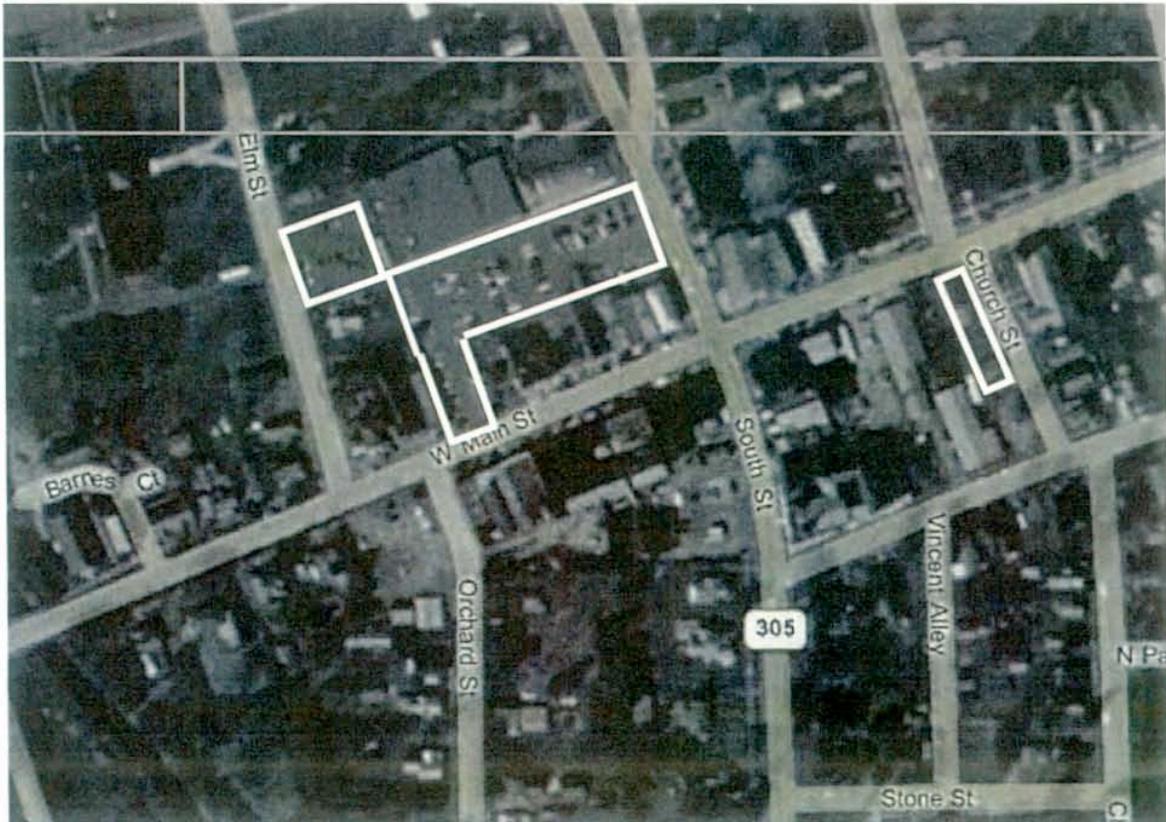
TABLE 1
Downtown Cuba Parking Inventory

On-Street Spaces	Standard	Handicapped	Total
W. Main St. (north side) between Elm and Genesee Sts.	13	1	14
W. Main St. (south side between South and Orchard Sts.)	13	1	14
W. Main St. (south side west of Orchard St.)	2	0	2
E. Main St. (north side) between Genesee and Maple Sts. & in front of Library	12	0	12
E. Main St. (south side) between South and Church Sts.	9	0	9
Genesee St. (West side) between Main St. and Village Green	1	0	1
Genesee St. (eastside) between Main St. and Village Green	8	0	8
South St. (eastside between Main and Spring Sts.)	0	0	0
South St. (West side between Main and Spring Sts.)	2	0	2
TOTAL ON-STREET PARKING SPACES			62
Off-Street Parking Spaces	Standard	Handicapped	Total
Church parking lot on Southwest corner of E. Main and Church Streets (The number of space has been estimated as the lot is not striped.)	35	0	35
Central parking lot between Elm and Genesee Streets on the north side of W. Main St. (Includes reserved spaces and spaces occupied by waste dumpsters. Does NOT include the unpaved area reserved for Gallmann Brothers Hardware customers)	142	1	143
TOTAL OFF-STREET PARKING AVAILABLE TO THE PUBLIC			178
TOTAL DOWNTOWN PARKING SPACE AVAILABLE TO THE PUBLIC			240

Village of Cuba Strategic Plan for downtown Revitalization

MAP 2

Private Parking Lots Used for Public Parking



The adequacy of parking is widely disputed. Some stakeholders who were interviewed perceive the amount and location of existing parking space to be adequate for current and future demand. Others perceive a current shortage of parking space and think more space is needed to meet current demand. Still others perceive that the current amount of parking space is adequate for current needs, but that additional parking space will be needed when the vacant downtown storefronts in downtown are filled with new businesses. Based on the interviews conducted, there appear to be times of peak demand when there may be a temporary shortage of parking space, such as Friday evenings and Sundays following worship services when many residents patronize downtown eateries.

It is also purported that downtown business owners and operators and their employees routinely park in on-street parking spaces in front of the Buildings where they work. This practice denies customers and potential customers convenient parking and may deter customers and diminish the amount of business downtown shops receive. The practice may also give the impression that there is inadequate parking space in downtown. Section 187-16 of the Village Code prohibits on-street parking within the Target Area in excess of two hours. Despite this parking time limitation, the problem appears to persist due to a lack of enforcement of the time limit.

The Presbyterian Church on East Main Street recently purchased the vacant lot on the southwest corner of East Main and Church Street and developed it into a parking lot for church members. However, the Presbyterian Church permits public parking in the lot during weekdays. This new parking lot has greatly improved the convenience of accessing businesses located along East Main Street.

Field observations were made by the consultant at various times during the preparation of this Strategic Plan. On no occasion were all on-street and off-street parking spaces occupied. At the times of these observations, the Presbyterian Church parking lot on East Main Street which contains 35 spaces and the parking lot area between Elm Street and the Family Dollar Store which contains 37 spaces were both virtually empty. Both of these parking lots, however, are at the either end of the Target Area and not as conveniently located. Although many of the more conveniently located on-street and off-street parking spaces were occupied during these observations, vacant spaces were nevertheless observed in these areas and parking space turnover was frequently observed.

The opinion that there is an inadequacy of parking in the downtown appears to be due to two factors. One, the limited availability of parking spaces on Main Street caused by business owners and operators and their employees parking all day in these parking spaces, and two, the unwillingness of residents to park in the less conveniently located parking lots at the east and west ends of the Target Area. The lack of parking space appears to be more of a perception than a reality not supported by observations. Stricter enforcement of on-street parking limits would likely go a long way to reducing this perception.

During the downtown charette and stakeholder interviews, several suggestions were made to reinstall diagonal parking along Main Street in the Target Area. Many years ago, diagonal parking existed along Main Street, but was replaced with linear parking. During the preparation of this Strategic Plan, Tom Swift of Clark Patterson Associates, the Village's consulting firm, evaluated the feasibility of reinstalling diagonal parking. Mr. Swift determined that there would be insufficient room to accommodate diagonal parking without narrowing the sidewalks on either side of the street and even if the sidewalks were reduced in width, the amount of space would still be inadequate. In addition, the NYS Department of Transportation discourages diagonal parking due to the inherent danger involved when backing into the traffic lanes of the street. Accordingly, although the reinstallation of diagonal parking was suggested by several persons as a means of increasing parking space in the Target Area, it was ruled out of consideration.

If at some future time, it is determined that more public parking is needed to serve the Target Area, the parcel on the southwest corner of Main and Orchard Streets currently occupied by an auto service and

wrecking business would be best suited for use as a public parking lot for several reasons. First, auto service and wrecking businesses are not the types of businesses that require highway visibility and the existing business could be relocated without harm. Two, this type of land use is not appropriate in a pedestrian oriented commercial core of a small village. Three, the lot is large, approximately 1/2 acre in size, and would add from 50 to 70 more parking spaces. Four, the lot is largely vacant and could be converted quickly and relatively inexpensively into a public parking lot. Five, a parking lot on this parcel would increase accessibility to the part of downtown that is currently the least accessible.

STEP 3 - DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS OF THE COMMUNITY

Demographic Characteristics

The Village of Cuba is small, rural community located in western Allegany County near the border of Cattaraugus County and approximately 14 miles north of the New York-Pennsylvania State line. NYS Route 305, which corresponds to South and Genesee Streets, runs through the center of the Cuba and the downtown business district in a north-south direction bisecting the Village. The Southern Tier Expressway a/k/a Interstate 86 (formerly NYS Route 17) passes through the northern tip of the Village of Cuba with an interchange where I-86 crosses Route 305. I-86 and Route 305 along with Route 446 provide easy access to the Village of Cuba. Recent NYS Department of Transportation traffic counts reveal that significant volumes of traffic travel along the arterial streets that pass through the Village of Cuba as summarized below:

<u>Highway Segment</u>	<u>Average Daily Volume</u>
Rt. 305 between County Rd. 6 and Main St.	4,168
Rt. 305 between Main St. and Rt. 446	7,775
Rt. 305 between Rt. 446 and I-86	8,008
County Rd. 20 between Friendship and Village line	6,543

According to Census data, the Village of Cuba had a population of 1,633 in the year 2000 down 3.6% from the population of 1,698 reported in the 1990 Census. The Town of Cuba which envelopes the Village had a population of 1,759 in 2000 down slightly (0.2%) from the 1,763 reported in the 1990 Census. The U.S. Census Bureau estimated the population of the Village to be 1,602 in 2004 and the population of the Town to be 1,797 suggesting that the population of the Village continues to decline, while the population of the Town has reversed direction and is beginning to grow. In comparison, Census data reveals that the population of Allegany County decreased from 50,470 in 1990 to 49,927 in 2000. Census population estimates for 2004 suggest the Allegany County has also reversed directions with the population estimated to have increased to 50,789.

The median age of Village residents is 37.5 and 20.0% of the residents are age 60 or older. The median age of Town of Cuba residents is 41.4 and 21.0% are age 60 or older. The median age Allegany County residents is 35.0 and 18.4% are age 60 or older.

The 2000 Census reported that a significantly large proportion (38.8%) of the dwellings in the Village of Cuba were renter occupied. Renter-occupied dwellings accounted for only 14.6% of the occupied dwellings in the Town of Cuba outside the Village. Approximately 8.9% of the dwellings in the Village were vacant at the time of the 2000 Census enumeration. A large proportion, 61.2%, of the houses in the Village were constructed prior to 1940 and 16.1% were constructed between 1940 and 1960. The median value of owner-occupied homes in the Village was \$50,000 compared to \$62,300 for owner-occupied homes in the Town and \$50,400 for owner-occupied homes in Allegany County. The average household size was 2.47 persons in the Village of Cuba, 2.51 persons in the Town of Cuba and 2.53 persons in Allegany County.

Approximately 1/2 (48.5%) of the employed residents of the Village of Cuba worked within the Village of Cuba according to 2000 Census data, while 51.5% worked outside of the Village. Nearly 2/3 (63.4%) of employed residents worked in Allegany County and approximately 1/2 (33.5%) worked outside Allegany County, but still within New York State while 3.1% of employed Village residents worked outside of New York State. Nearly 1/2 of employed residents had commutes to work of less than 15 minutes while 34.3% had commutes to work between 15 and 30 minutes. Another 12.9% had commutes between 30 and 60 minutes to their place of employment. Only 6.0% commuted more than one hour to work.

Data from the 2000 Census revealed further that 31.4% of employed Village residents worked in “management, professional and related occupations”, 23.6% worked in “sales and office occupations”, 17.1% worked in “service occupations”, 16.3% worked in production, transportation and material moving occupations” Only 10.9% worked in construction, extraction and maintenance occupations” and 0.7% in “farming, fishing and forestry occupations.”

The median household income in the Village of Cuba in 2000 was \$30,682. This compared to \$36,224 for Town of Cuba residents and a county-wide median household income of \$32,106.

Economic Characteristics of the Community

Information about the Village of Cuba is not available through the Economic Census as data for municipalities with populations of less than 2,500 is not compiled the Census Bureau. Data compiled from field observations of one of the Steering Committee members is summarized in Table 2. This table provides a breakdown of the types of businesses and organizations currently operating in downtown Cuba. At the time of the inventory, nine (9) storefronts within the Target Area were vacant.

TABLE 2
Inventory of Existing Businesses

Type of Business/Entity		Total Number of Establishments
Retail Sales:	Breakdown	11
General Merchandise	1	
Convenience Store / Gasoline Sales	1	
Pharmacies / Health Related Products	2	
Outdoor Supplies	1	
Hardware	1	
Automotive Parts	1	
Florist	2	
Jeweler	1	
Video and DVD Rentals	1	
Personal Services:		4
Barbershop / Hair Salon	2	
Tanning Salon	1	
Tattoo Parlor	1	
Restaurants		4
Taverns		2
Financial / Insurance / Realty Businesses		3
Professional Services:		5
Physician / Optometrist /Chiropractor	3	
Attorney's Office	1	
Laboratory (well water testing)	1	
Newspaper Publisher		1
Automotive Service and Repair		4
Governmental / Quasi-Governmental / Not-for-Profit Agencies		7
	TOTAL	41

The foregoing information was linked to property assessment information to develop Table 3. Table 3 provides detailed information about the buildings and businesses currently operating in Cuba's downtown business district. The data contained in Table 3 were used to prepare Map 3 to depict the locations of existing businesses and vacant storefronts. As Table 3 and Map 3 reveal, the vacant storefronts are not concentrated in a particular area of downtown, but are dispersed throughout the Target Area.

Table 3
Cuba Downtown Building and Business Inventory (May 2006)

#	Tax Parcel ID	St. Address	Owner	Business Occupant	Class	Store-fronts	Land Value	Bldg Value	Total Value
1	179.7-2-9	4-8 E Main	Fadale, Charles	Doc's Hair Style	481	3	\$2,600	\$67,400	\$70,000
	"	"	"	Vacant					
	"	"	"	Women's Exercise Studio					
2	179.7-2-10.1	12 E Main	Resch, Diana	St. James Hotel (tavern)	481	2	\$3,900	\$74,100	\$78,000
3	179.7-2-11.1	24 E Main	Bloise, James V III & Christina	Vacant Storefront	481	1	\$3,000	\$59,500	\$62,500
4	179.7-2-11.2	30 E Main	Beaver, Linda	Life Science Laboratories	484	1	\$1,800	\$13,800	\$15,600
5	179.7-2-13		Presbyterian Church	Private Parking Lot		NA			
6	179.7-2-14		Presbyterian Church	Private Parking Lot		NA			
7	179.7-2-16	9 Spring	Fichtner, John	Vacant Commercial Building (former self-serve laundry)	485	1	\$3,300	\$47,200	\$50,500
8	179.7-2-17		First Baptist Church	Private Parking Lot		NA			
9	179.7-2-18		First Baptist Church	Private Parking Lot		NA			
10	179.7-2-19	South & Spring	First Baptist Church	First Baptist Church	621	NA	\$3,100	\$171,900	\$175,000
11	179.7-2-20	13 South	Freeman, John	Freeman's Auto Service	449	1	\$2,600	\$12,400	\$15,000
12	179.7-2-23	9 South	Freeman, John	"	481	1	\$2,600	\$22,900	\$25,500
13	179.7-2-21	3-5 South	Freeman, John	"	481	1	\$100	\$22,900	\$23,000
14	179.7-2-22	South	Village of Cuba	Undeveloped Land	330	NA	\$800	\$0	\$800
15	179.7-2-70	14 South	NNN Acquisitions LLC	Un-Mart Convenience Store	486	1	\$4,200	\$156,600	\$160,800
16	179.7-2-24	6 South	Riggs, Robert	Vacant Storefront	210	1	\$600	\$16,700	\$17,300
17	179.7-2-8	2 W Main	Dibble, William	Vacant Storefront	481	2	\$2,600	\$59,900	\$62,500
	"	"	"	Vacant Storefront					
18	179.7-2-7	10 W Main	Magnano, Michael	Eckerd Pharmacy	481	1	\$2,600	\$134,000	\$136,600
19	179.7-2-6	12-16 W Main	Cuba Friends of Architecture	Palmer Opera House (Vacant Storefront)	481	3	\$2,900	\$22,100	\$25,000
	"	"	"	Vacant Storefront					
	"	"	"	Vacant Storefront					
20	179.7-2-3	18-32 W Main	Wright, Christopher	Stage II Bistro Restaurant	481	4	\$4,100	\$55,900	\$60,000
	"	"	"	Proair (medical supplies)					
	"	"	"	Inkubeau Ink (tattoo parlor)					
	"	"	"	Vacant Storefront					

Table 3
Cuba Downtown Building and Business Inventory (May 2006)

#	Tax Parcel ID	St. Address	Owner	Business Occupant	Class	Store-fronts	Land Value	Bldg Value	Total Value
21	179.7-2-4	34-36 W Main	Haug, Bo Zhong	New Hong Kong Restaurant	481	2	\$2,000	\$47,800	\$49,800
	"	"	"	Vacant Storefront					
22	179.7-2-2	42-44 W Main	D L Smiley Insurance Agency	Smiley Insurance Agency	481	1	\$2,600	\$62,400	\$65,000
23	179.7-2-1	46 W Main	Fortuna, Brenda	The Bakery Tavern	481	1	\$3,300	\$40,900	\$44,200
24	179.7-1-11.1	W Main @ Orchard	Tuttle, John	Haskin's Auto Service	431	1	\$4,200	\$40,300	\$44,500
25	179.7-1-8	56 W Main	Learn, Brien	Barbara's Flowers	210	1	\$2,700	\$37,300	\$40,000
26	166.19-4-30	53 W Main	Castor, Richard	"	433	1	\$2,900	\$33,300	\$36,200
27	166.19-4-29	51 W Main	Castor, Richard	Jaspers Auto Service	449	1	\$2,500	\$21,500	\$24,000
28	166.19-4-28.1	45 W Main	Gulati, Rajan & Charanjit	Rajan Gulati, Physician	481	1	\$2,000	\$59,000	\$61,000
29	166.19-4-28.2	W Main	Gleason, Robert & Harold	Self-service Laundry	484	1	\$800	\$42,300	\$43,100
30	166.19-4-31	Elm Street		Residence	210	NA			
31	166.19-4-82	Elm Street		Residence	210	NA			
32	166.19-4-81	19-27-31 W Main	LFO Heritage Ltd Partnership	Family Dollar (general merchandise)	454	3	\$9,500	\$515,500	\$525,000
	"	"	"	Subway Restaurant					
	"	"	"	Gallmann's Hardware					
33	166.19-4-15.2	23 Genesee	Dean, Cloyd	Undeveloped Land	220	NA	\$3,300	\$67,300	\$70,600
34	166.19-4-25	21- 25 W Main	Community National Bank Assoc.	Community National Bank- 1st floor / John Cappellini attorney-2nd floor / Pedestrian Park	461	1	\$3,600	\$246,400	\$250,000
35	166.19-4-24	17-1/2 W Main	Community National Bank Assoc.	Vacant Storefront	330	1	\$2,100	\$0	\$2,100
36	166.19-4-23	17 W Main	Community National Bank Assoc.	Cuba Community Development Corp.	461	1	\$2,500	\$211,900	\$214,400
37	166.19-4-22	13 W Main	Gran, Beatrice	Jan's Outdoor Supply	481	1	\$1,500	\$61,700	\$63,200
38	166.19-4-21	9 W Main	ALCO Federal Credit Union	ALCO Federal Credit Union	481	1	\$1,300	\$29,300	\$30,600
39	166.19-4-20	5-7 W Main	Peacock, Larry & Sheila	Vacant Storefront	481	1	\$1,300	\$42,700	\$44,000
40	166.19-4-19	1 W Main	Shaffer, Gary	Roadrunner Auto Parts	481	1	\$2,000	\$63,500	\$65,500
41	166.19-4-17	Genesee	Community National Bank Assoc.	Private Parking Lot	330	NA	\$1,500	\$0	\$1,500
42	166.19-4-16	Genesee	Community National Bank Assoc.	Private Parking Lot	330	NA	\$5,200	\$0	\$5,200
43	166.19-4-75	26 Genesee	Vishton, Peter	Vision Eye Care (optometrist)	484	2	\$2,900	\$83,800	\$86,700
	"	"	"	Vacant Storefront					

Table 3
Cuba Downtown Building and Business Inventory (May 2006)

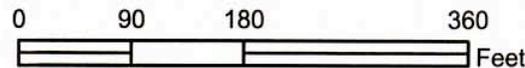
#	Tax Parcel ID	St. Address	Owner	Business Occupant	Class	Store-fronts	Land Value	Bldg Value	Total Value
44	166.19-4-74.1	12-20 Genesee	Genesee Valley Improvements Corp	The Tanning Place	482	4	\$4,000	\$165,000	\$169,000
	"	"	"	Cuba Historical Society					
	"	"	"	Project Head Start					
	"	"	"	Kester's Flower Shop					
44	166.19-4-73	8 Genesee	Hurd, Alice	Chiropractor (Dean Emerson)	465	1	\$800	\$13,200	\$14,000
45	166.19-4-74.3	Genesee	Hurd, Alice	Vacant Land	330	NA	\$500	\$800	\$1,300
46	166.19-4-76	4-6 Genesee Pkwy	Mohr, Robert	Pennysaver News Paper	411	1	\$2,700	\$44,500	\$47,200
47	166.19-4-72	1 E Main	Cuba F & AM Lodge 306	Cuba F & AM Lodge 306	481	1	\$1,500	\$45,700	\$47,200
	"	"	"	Movies and More					
48	166.19-4-71	5 E Main	American Legion Post 655	American Legion Post 655	632	1	\$2,000	\$81,700	\$83,700
49	166.19-4-69	11 E Main	Hurd, Alice	Kopper Keg Restaurant	481	1	\$1,000	\$42,500	\$43,500
50	166.19-4-68	13-15 E Main	Clark, Glenn	Al's Barber Shop	481	2	\$1,000	\$48,800	\$49,800
	"	"	"	Vacant Storefront					
52	166.19-4-67	17 E Main	Village of Cuba	Cuba Village Hall	652	1	\$1,000	\$41,100	\$42,100
53	166.19-4-66	21 E Main	Lawrence, Thomas MD	Olean Medical Group	481	1	\$1,800	\$51,900	\$53,700
54	166.19-4-65	25-27 E Main	Klein, Richard	P.B. Jewelers	481	2	\$2,700	\$52,300	\$55,000
	"	"	"	Vacant Storefront					
55	166.19-4-64	33 E Main	Horton, Kenneth	Four Seasons Auto Service	433	1	\$2,622	\$29,578	\$32,200
56	166.19-2-32.2	41 E Main	Cuba Circulating Library	Cuba Circulating Library	611	NA	\$1,800	\$801,700	\$803,500
57	166.19-2-32.1	39 E Main	Cuba Circulating Library	Cuba Circulating Library	611	NA	\$2,500	\$100,000	\$102,500

Key to Downtown Building and Business Inventory



 Target Area

Source of Tax Parcel data: Allegany County
Department of Real Property Tax Services



 **Stuart I. Brown Associates, Inc.**
Planning and Management Consultants

STEP 4 – SOLICIT STAKEHOLDER AND PUBLIC PARTICIPATION AND INVOLVEMENT

Public participation in the preparation of the Strategic Plan involved interviewing stakeholders and conducting a public forum.

Stakeholder Interviews

The Strategic Plan Steering Committee selected 12 prominent Cuba business owners and operators (stakeholders) to be interviewed in order to obtain their viewpoints, input and insight in the planning process. The stakeholders interviewed represent a broad array of types of businesses identified in the following list:

- restaurants (2)
- personal services (2)
- real estate office
- grocery
- cheese shop
- insurance agency
- automotive parts retailer
- video / DVD rental
- petroleum products wholesaler
- automotive service

The stakeholder interviews involved a series of questions about their respective businesses and their customers as well as questions about their views and opinions about what measures the Village should take to improve the economic vitality of the downtown commercial district to foster downtown revitalization. Appendix B contains the summaries of the stakeholder interviews and a list of the interview questions.

Public Participation

In order to provide the public with an opportunity to participate in the planning process, the Steering Committee conducted a public forum. The meeting was held on the evening of September 25, 2006 at Cuba Elementary School. The public forum was used to introduce the Steering Committee, describe the Strategic Planning process, and present the proposed Strategic Plan goals and recommended actions for achieving the goals. The public was asked to comment on the proposed Plan as well as to offer suggestions for modifying or improving the Plan. Following the public forum, the Steering Committee met to discuss and to consider the suggestions and comments offered by the public and to determine if and how the proposed Plan should be modified in view of the suggestions and feedback comments. Appendix C contains a summary of the public comments and suggestions received during the public forum.

STEP 5 - RELEVANT PLANS, STUDIES, POLICIES AND PROGRAMS

Existing plans, studies, policies and programs were identified to determine their relevance to the strategic planning for downtown revitalization. The relevant findings and recommendations of existing plans and studies were taken into consideration to ensure that the goals and recommended actions formulated for this Strategic Plan would be compatible with the goals and recommendations contained in the other plans and studies, unless conditions had sufficiently changed to warrant disregarding any of the goals and recommendations contained in the earlier plans and studies. Existing municipal policies and programs were also taken into consideration to determine if any policies and/or programs would need to be modified in order to further the recommended actions contained in this Strategic Plan.

Zoning Regulations

Zoning Districts - Nearly the entire Target Area, except a few parcels on West Main Street near the west end of the Target Area, is contained in the C-B “Central Business” zoning district. Uses permitted in the C-B district include the following as well as other businesses that are of similar nature based on the opinion of the Village Planning Board.

- grocery stores
- meat markets
- bake shops
- banks
- pharmacies
- bus stations
- clothing stores
- furniture & home furnishings stores
- general merchandise stores
- hotels & motels
- restaurants and taverns
- bowling alleys
- hardware stores
- barber & beauty shops
- appliance stores
- physicians’ offices
- office supplies & equipment
- engineering & architectural offices
- news & tobacco stands
- attorneys’ offices
- insurance & realty offices
- funeral homes
- newspaper printing
- theaters & assembly halls
- shoe repair & fix-it shops
- assembling, altering, finishing or cleaning goods sold at retail exclusively on the premises

The zoning regulations also permit residential uses in the Central Business District provided the residence is not located in a storefront. Rear and upper story residences are permitted.

Much of the Target Area is also within the HP-O “Historic Preservation Overlay” district. The HP-O district regulations are designed to preserve the historical, architectural and cultural character of properties located within the district. In order to preserve such properties, the owner must obtain a certificate of appropriateness for any proposed changes to the exterior design or appearance of a building, alternations to a building, demolition of a building, or relocation of a building. Applicants for a certificate of appropriateness are required to submit detailed drawings of the proposed changes and alterations as well as samples of color or materials to be used and signs and lettering drawn to scale for the Village Planning Board’s review and consideration. Decisions made by the Village Planning Board may be appealed to the Zoning Board of Appeals. The HP-O district regulations also require the owners of properties to maintain the properties in good repair in order to protect such historical buildings.

The Target Area with zoning overlays are depicted on Map 4.

Village of Cuba Strategic Plan for Downtown Revitalization

Zoning Districts



Target Area

Zoning Districts

R-1 Residential

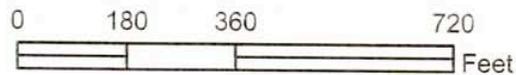
C-B Central Business District

G-B General Business

G-H Genesee Historic District

R-2 Residential

Historic Preservation Overlay



Source of Tax Parcel data: Allegany County
Department of Real Property Tax Services



Stuart I. Brown Associates, Inc.
Planning and Management Consultants

Sign Regulations – The Village’s zoning ordinance also regulates signage in the Target Area. All signs require the approval of the Village Planning Board before the Zoning Officer may issue a permit.

- a. The total area of all commercial signs erected to advertise a specific business or activity on a single property is limited to no more than two (2) Sq. Ft. for each linear foot of building frontage measured along the street or off-street parking area that provides the principal access for the building. Business identification signs attached to interior of windows and/or doors that are visible from the street are excluded from the maximum allowable signage if the sign does not exceed 30% of the total surface area of the window and/or door. Signs attached to windows and/or doors to advertise the temporary sale of goods or services and that do not identify the name of the business are also excluded when determining the total area of permitted signage.
- b. Freestanding commercial signs are permitted, but may not exceed twenty (20) feet in height. The setback requirements for freestanding signs are established by the Village Planning Board on a case-by-case basis.
- c. Commercial signs may not extend more than 12 inches from the face of the buildings to which they are attached.
- d. Illuminate signs are permitted provided they lighting does not create a traffic hazard, nuisance or is unreasonably detrimental to adjoining or neighboring properties.
- e. Flashing or moving signs are prohibited. Signs may not contain banners, streamers, spinners or similar devices.
- f. Roof-top signs are prohibited.
- g. Commercial signs may advertise only the business that exists on the premises on which the sign is located.

Although the Village regulates many aspects of signage (size, type, location, etc.) the Village has no design standards to regulate the design or aesthetic appearance of commercial signage in the commercial core.

Cuba Village Plan

The Cuba Village Plan, completed in January 1993, set forth the five following objectives:

1. To prepare a plan to steer future land use and development throughout the Village.
2. To ensure the future physical and economic health and vitality of Main Street as the center of Cuba by cultivating its visual quality as a place and improving the Genesee Street corridor as a means of attracting people into the Main Street area.
3. To highlight the canal and rail history of Cuba in the redevelopment concept.
4. To project and enhance the natural beauty of the area so that it may be enjoyed by future generations.
5. To protect structures and areas of historic and/or architectural importance from demolition or incompatible adjacent uses.

6. Improve, through design and reconstruction, the public environment of the Village core as way of increasing private investment and achieving revitalization of the downtown business district.

Specific Objectives for the Village Core

1. Design improvements to existing parking lots, sidewalks, and public open spaces, as well as selected building facades is encouraged. *[No action taken]*
2. The selective removal of incompatible structures is encouraged. *[No action taken]*
3. Promote the upper floors for residential use. *[No action taken]*
4. Establish maximum building heights of 50 ft. and minimum heights of 30 ft. to retain a continuous streetscape. *[Height restrictions have been incorporated into Cuba zoning regulations]*
5. Retain features of common party-walls separating buildings and setbacks that provide for facades abutting sidewalks. *[No action taken. Setback requirements in zoning regulations do not permit party-walls or zero setbacks from sidewalks]*
6. Establish architectural controls for building additions and alterations to retain architecture that resembles and is compatible with the turn-of-the-century historical features of the existing buildings. *[Historic Preservation Overlay District regulations have been incorporated into the zoning regulations.]*
7. Develop uniform façade design standards for downtown buildings that incorporate based façade design principles of continuity, scale, rhythm, texture, color, style, unity and variety. *[No action taken]*
8. Construct a new addition to the St. James Hotel building and the reconstruct the façade for the Ace Hardware store. *[No action taken]*
9. Redesign the off-street and on-street parking in downtown to provide a total of 336 off-street parking spaces and 100 on-street parking spaces. This proposal includes providing diagonal parking along Main Street and constructing two public parking lots (see 10 below). Reference Figure 36 in the Cuba Village Plan. *[No action taken]*
10. Construct a 16-space parking lot at the east end of downtown (northwest corner of Maple St./E. Main St. intersection) and a 16-space parking lot at the west end of downtown (northeast corner of Elm St./W. Main St. intersection) where buildings are proposed to be demolished. *[No action taken]*
11. Install landscaping to screen and soften view at key downtown locations. *[No action taken]*
12. Construct small public spaces for sitting and socializing behind the Key Bank bulidng on the north side of Main St. and behind the former Opera House at the intersection of South and Main Streets. *[No action taken]*
13. Maintain tree plantings along Main St. *[Ongoing]*

Friendship Empire Zone Development Plan

The Friendship Empire Zone was designated in 1994. An application to reconfigure the boundaries of the Empire Zone was submitted to the NYS Empire State Development Corporation in December 2005 in accord with NYS requirements. The proposed reconfiguration is expected to be approved in the near future. The reconfigured Empire Zone encompasses virtually all of the downtown business district Target Area as well as large portions of the northern part of the Village of Cuba and encompassing much of the area surrounding the I-86 interchange. The objective of reconfiguring the Empire Zone boundary is to capitalize on the accessibility of land to I-86 and NYS Route 305 to stimulate industrial and commercial investment and create jobs.

The Empire Zone offers various incentives to qualified businesses. Incentives include tax abatements and credits as well as reduce utility expenses. Business must create jobs in order to qualify. Generally retail businesses do not qualify for Empire Zone designation unless the businesses are considered tourist destinations. Recreational, tourism and/or hospitality businesses that serves as a tourist destinations are targeted in the Friendship Empire Zone Development Plan. It should be noted, that not only is the Village of Cuba's central business district within the Friendship Enterprise Zone, but so is much of the northeastern quadrant of the Village and a large portion of the northwestern quadrant.

STEP 6 – ANALYZE EXISTING STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT ANALYSIS)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Cuba has a high degree of name recognition in the northeast region of the country due to Cuba Cheese • Downtown contains many attractive, historically and architecturally significant buildings and is listed on State and National Register of Historic Places • The downtown is compact and pedestrian friendly • Off-street parking is centralized and conveniently located and is privately maintained • A bank, pharmacy, hardware and general merchandise store (pedestrian generators) are located in the downtown • A “critical care” hospital is located in the Village • Rents for downtown storefronts are very affordable 	<ul style="list-style-type: none"> • The Post Office is not located downtown • The more modern facades installed on some downtown historical buildings detracts from their appearance. • Some building facades in the downtown are poorly maintained and unsightly • Several downtown storefronts are vacant. Some vacant buildings contain debris visible through the display windows. • Signs are lacking on Genesee St. informing motorists existing I-86 of the direction and location of the downtown business district. • Stormwater drainage is poor in the downtown; stormwater ponds on the street and parkway in some areas. • Although parking may be adequate for the existing businesses, more space may be needed if vacant storefronts become occupied.
Opportunities	Threats
<ul style="list-style-type: none"> • The conversion of NYS Route 17 to I-86 is likely to bring more traffic past Cuba (increase of potential market) / Downtown is a very short distance from the I-86 interchange. • The proposed Cuba Hospital assisted living facility will attract more residents and visitors and create jobs (increase the potential market) • The new Cuba Cheese Museum has potential to attract more tourists • The Cuba Cheese Shoppe attracts bus loads of tourists to the Village • The newly established Garlic Festival has the potential to draw more people from outside the community into Cuba • Seasonal homes around Cuba Lake bring affluent people to the area during the summer season. • A proposed water park in a nearby community is expected to draw more tourists to the area if constructed. • The downtown business district is within the Friendship Empire Zone • The Palmer House is being repaired and refurbished by the Friends of Architecture. • The Village and Town officials have initiated discussions and have begun to explore the feasibility of jointing developing a facility in downtown to collocate Village and Town offices and the Police Department. 	<ul style="list-style-type: none"> • Nearby Olean serves as a regional shopping center which overshadows Cuba • National “Big-Box” and “Category-Killer” chain stores which can sell merchandise at prices below small, independent retail shops draw customers away from downtown. • The cost to repair and refurbish some downtown buildings may be prohibitive for the property owners and small, start-up businesses thereby deterring repair/refurbishment efforts. • Many residents have a negative attitude about the community and its potential



National Register

Sources of Preservation Assistance

Investment Tax Credit

Certified Local Government

Archeology

Environmental Review

Technical Assistance

Online Resources

Territory Maps

Site Map

Contact

Investment Tax Credit

If you own a historic building that could use some work or even a lot of work, and you want to maintain its architectural value, then you need to know about the preservation tax credit.

The credit is a substantial federal tax break that helps offset the cost of rehabilitating an older building. Equally important, the tax break helps ensure that New York State's historic buildings are renewed and preserved. The State Historic Preservation Office can guide you through the tax credit process and provide technical assistance.

Income Tax Credits

• **Federal Investment Tax Credit (20%)**

Frequently Asked Questions

• **New York State Barn Income Tax Credit (25%)**

Property Tax Abatements

• **Locally Designated Property**

• **Farmer's Protection and Farm Preservation Act**



Jefferson Clinton Hotel
Syracuse, Onondaga County



National Register | Sources of Preservation Assistance | Investment Tax Credit
Certified Local Government | Archeology | Environmental Review | Technical Assistance
Online Resources | State Plan | Territory Map | Site Map
Contact | Private Policy



STEP 7 – DEVELOP A VISION AND GOALS

VISION STATEMENT

The Village of Cuba will have an aesthetically appealing and economically vibrant downtown business district in which all storefronts are filled with a variety of successful businesses, the buildings and storefronts are all well maintained, and the architecture of the historically significant buildings has been preserved and restored.

STEP 8 – FORMULATE RECOMMENDED ACTIONS FOR ACHIEVING THE GOALS AND AN IMPLEMENTATION PLAN FOR CARRYING OUT THE ACTIONS

The goals of this Strategic Plan and the specific actions recommended to be carried out to achieve the goals (implementation strategy) are identified in tables beginning on the following page. In addition, the recommended timeframe for undertaking each recommended action is identified. A cost estimate for each recommended action is also provided and potential funding sources are identified as well.

Goal / Recommended Actions	Timeframe	Estimated Cost	Potential Funding Source
1. Support and retain existing downtown businesses and encourage the establishment of new businesses in order to maintain full occupancy of all downtown storefronts.			
A. Appoint a Village Economic Development Committee with responsibility for carrying out recommendations 1.B, 1.C, 1.D, 3.G, 3.J, 5.B, 5.F, 6.C and 7.A below.	Immediately	No cost to Village	No cost to Village
B. Supply the Cuba Chamber of Commerce, local realtors, banks, commercial property owners, existing business owners and operators, and the Town and Village Clerks with brochures that describe the business training and financial assistance the ACCORD Corp. Business Development Center provides to existing and start-up small businesses. Link Chamber of Commerce and ACCORD Business Development Center websites.	Immediately and ongoing	No cost to the Village	No cost to Village
C. Develop a Village promotional brochure containing information that would be useful to entrepreneurs considering opening a business in Cuba and distribute the brochure as in 1.B. above.	Within 1 to 2 years	To be determined	Village budget
D. Implement a business recruitment program to attract new businesses to downtown Cuba focusing on the types of businesses that have historically done well in Cuba such as restaurants and service businesses. (To be carried out by Economic Development Committee – see 1.A. above.)	Within 1 to 2 years and ongoing	No cost to Village	Not cost to Village
E. Work to retain existing downtown businesses within the downtown commercial core. (To be carried out by Economic Development Committee – see 1.A. above.)	Within 1 to 2 years and ongoing	No cost to Village	Not applicable
F. Become a member the Main Street Center (National Trust for Historic Preservation) to access revitalization information, guides and strategies to apply in Cuba. (See Appendix D)	Within 1 to 2 years and ongoing	\$200 per year	Village budget

Goal / Recommended Action	Timeframe	Estimated Cost	Potential Funding Source
2. Discourage inappropriate noncommercial uses, including residential uses, in commercial buildings in the downtown business district.			
A. Encourage the owners of downtown properties and businesses to reside in the upstairs apartments in their buildings.	Within 1 to 2 years	No cost to Village	No cost to Village

Goal / Recommended Actions	Timeframe	Estimated Cost	Potential Funding Source
3. Improve the appearance of the downtown business district			
A.1. Continue the downtown tree replacement program. Consider selecting and planting species of trees that will not screen business signs from the view of motorists and pedestrians OR	Ongoing	Current budget amounts	Urban and Community Forestry Grant Program
A.2. install ornamental lamps with flower baskets and/or banners instead of planting trees. (Planting of shrubbery, bushes and/or flower boxes can be incorporated into this approach as well.)	Phased project implemented within 3 to 5 years.	To be determined	NY Main Grant Program Small Cities Grant Program Business Improvement Dist.
B. Revise zoning regulations to require private waste receptacles in the downtown to be screened from the view of pedestrians and motorists.	Within 1 to 2 years	Nominal cost	Village budget
C. Plant trees and/or other landscaping along street parkways currently devoid of landscaping to enhance the streetscape and to screen large, visible walls of buildings, e.g., along the west side of Genesee Street adjacent to the central parking lot, and along West Main between Elm and Orchard Streets. See Map 5	Within 3 to 5 years	\$3,000 - \$5,000	Urban and Community Forestry Grant Program Village budget
D. Work with local historic and arts groups and the owners of vacant downtown buildings to display art work and/or historic photographs and/or silhouettes in the display windows of vacant storefronts. Work with downtown businesses and building owners to display silhouettes in the windows of the upper floors of the buildings.	Within 3 to 5 years	No cost to Village	No cost to Village
E. Obtain grant funds to provide downtown property owners with financial assistance to improve the appearance of their storefronts, building interiors and signage. (See Appendix E)	Within 3 to 5 years	\$5,000 for grant application	Small Cities Grant Program NY Main Street Program Restore NY Program
F. Revise the zoning regulations to require property owners to remove business signs from commercial buildings when the storefront becomes unoccupied.	Within 1 to 2 years	Nominal cost	Village budget
G. Work with the owners of downtown businesses and/or high school art teachers to arrange for local artists and/or high school students to paint artistic murals on the large walls of downtown businesses that are visible from a distance.	Within 3 to 5 years	Nominal cost for paint	No cost to Village; Chamber of Commerce and/or merchant contributions
H. Encourage the owners of private parking lots in the downtown to install asphalt or concrete surfaces.	Within 3 to 5 years and ongoing	No cost to Village	No cost to Village

Goal / Recommended Actions	Timeframe	Estimated Cost	Potential Funding Source	
3. (continued) Improve the appearance of the downtown business district				
I.	Strictly enforce the NYS Fire Prevention and Building Code property maintenance section in downtown and along the Route 446 and 305 corridors/gateways leading into the Village.	Immediately and ongoing	Current budget amount	Village budget
J.	Encourage downtown restaurants to provide outdoor tables and seating for diners during the summer months while continuing to prohibit the outdoor consumption of alcoholic beverages.	Immediately and ongoing	No cost to Village	Not applicable
K.	Encourage Community Bank to refurbish its pedestrian park adjoining the Community Bank office at 17 West Main St.	Within 3 to 5 years	No cost to Village	Not applicable
L.	Revise the zoning regulations to permit party walls and zero front lot setbacks from the sidewalks for buildings constructed in the downtown.	Within 1 to 2 years	Nominal	Village budget
M.	Evaluate the formation of a local development corporation (LDC) or a private corporation for the purpose of purchasing and refurbishing downtown commercial buildings and leasing the storefronts or selling the buildings to entrepreneurs. (See Appendix F)	Within 3 to 5 years	No cost to evaluate. Cost to form an LDC is nominal	Village budget
N.	Evaluate forming a business improvement district (BID) to raise revenue to make physical improvements in the downtown business district. (A BID is a special assessment district established to raise property tax revenue to pay for public improvements and/or specialized services within the BID. Although it requires Village Board action to create a BID, the creation of a BID is conditioned on the approval of a majority of the property owners within the proposed BID.)	Within 3 to 5 years	No cost to evaluate forming a BID. Cost to form a BID is nominal.	Village budget

Goal / Recommended Actions		Timeframe	Estimated Cost	Potential Funding Source
4. Upgrade the municipal infrastructure serving the downtown				
A.	Repair and/or construct new sanitary sewers to reduce stormwater/groundwater inflow and infiltration and improve sewer service in the downtown and other parts of the Village depicted on Map 6. (Although the Village's water distribution system and stormwater drainage system have also been identified as being antiquated and deteriorated, the sanitary sewer system represents the most pressing infrastructure impediment to the economic revitalization of the Village and should be addressed within the timeframe of this Strategic Plan. Deficiencies in the water distribution and stormwater drainage systems are less pressing and should be remediated over a longer time frame.)	3 to 5 years	To be determined based on scope	Small Cities Grant Program Clean Water State Revolving Fund (CWSRF) Bond Act Grant Program

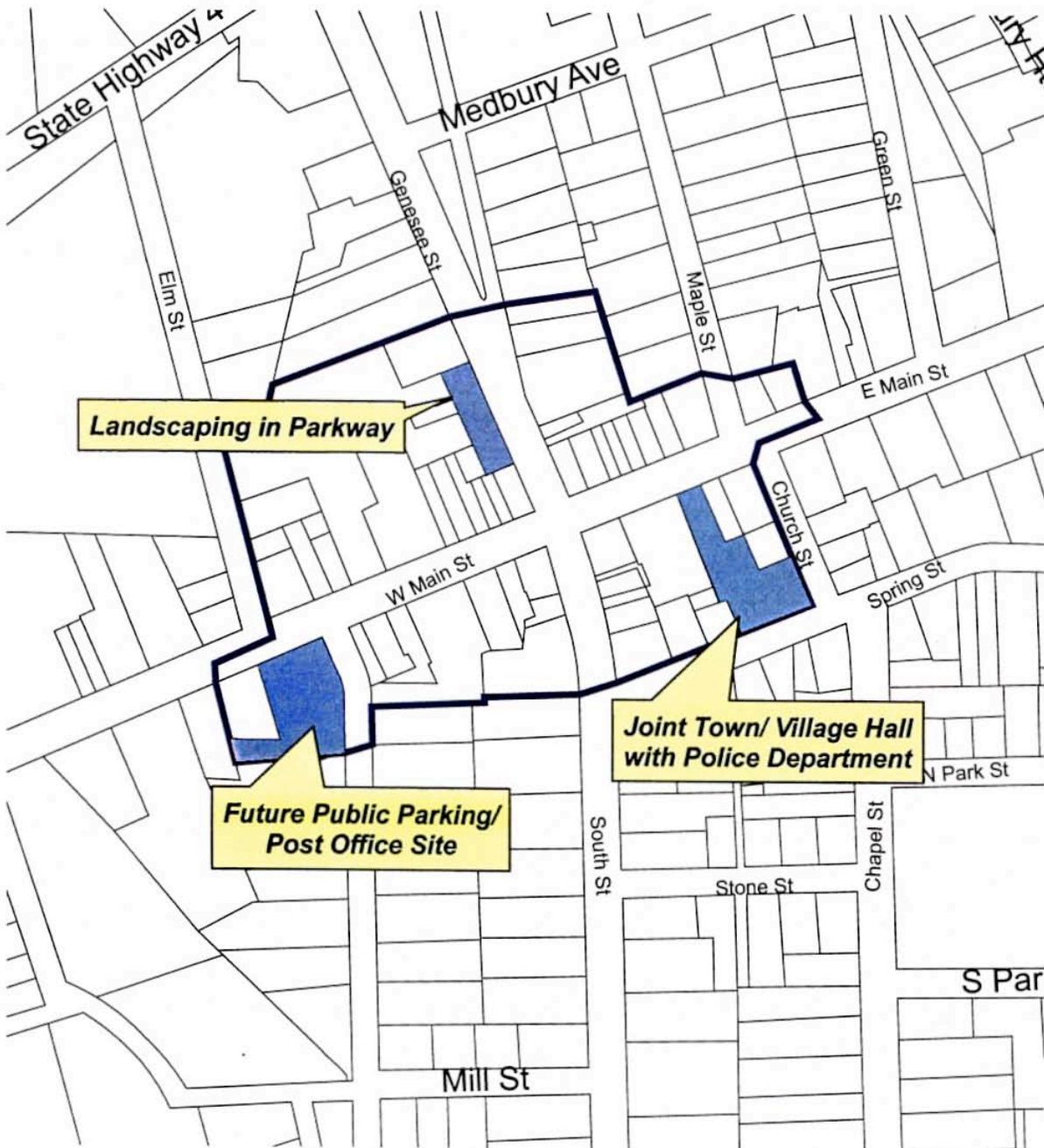
Goal / Recommended Actions		Timeframe	Estimated Cost	Potential Funding Source
5. Support and facilitate the establishment of governmental and not-for-profit uses in the downtown as well as other activities that will draw significant numbers of pedestrian and motorists into the central business core.				
A.	Work with the Town of Cuba to develop a joint Town-Village municipal building in a downtown location to house Village and Town offices and the Police Department. See Map 5.	Within 3 to 5 years	To be determined	Rural Development Shared Municipal Services Incentive Program
B.	Work with the Cuba Historical Society and Cuba Cheese Museum to collocate the Historical Society Museum and Cuba Cheese Museum in a downtown location.	Long-term	No cost to Village	No cost to Village
C.	Construct municipal sanitary sewer and waster distribution system improvements necessary for the construction and operation of the proposed Cuba Memorial Hospital senior independent/assisted living facility (included in 4.A. above).	Within 2 to 3 years	\$1 million	Small Cities Grant Program Rural Development
D.	Work with the U.S. Postal Service, U.S. Congressmen and Senators, and building owners to relocate the Post Office to a suitable downtown location. A potential site is the 1/2-acre lot on the southwest corner of the intersection of Main and Orchard Streets. See Map 5. (The lease for the current Post Office location expires in 2010.)	Immediately and ongoing.	No cost to the Village	No cost to Village
E.	Encourage the Cuba Garlic Festival organizers to arrange for some of the Festival attractions to be located in the downtown business district or to establish other types of linkages with the downtown.	Within 1 to 2 years	No cost to Village	No cost to Village

Goal / Recommended Actions		Timeframe	Estimated Cost	Potential Source	Funding
5. (continued) Support and facilitate the establishment of governmental and not-for-profit uses in the downtown as well as other activities that will draw significant numbers of pedestrian and motorists into the central business core.					
F.	Encourage special events to be held in the downtown pedestrian parking lot and/or in the central parking lot area fronting on Elm Street. Possible events include: crafts shows, antique and/or sports car shows, horse shows, antique shows, gas and/or steam engine shows.	Within 1 to 2 years	No cost to Village	Not applicable	

Goal / Recommended Actions		Timeframe	Estimated Cost	Potential Source	Funding
6. Attract motorists and tourists traveling along I-86 into the downtown					
A.	Install signage at the I-86 exit and along Genesee Street to inform motorists of the direction and close proximity of the downtown business district.	Immediately	To be determined based on number, size and types of signs	Village and Chamber of Commerce budget	
B.	Install banners or other types of ornamentation along Genesee Street between the I-86 exit and Main Street to create a visual linkage between I-86 and downtown.	Within 3 to 5 years	To be determined	Village and Chamber of Commerce budget	
C.	Encourage local businesses to cross promote each other and to offer incentives to visitors and motorists so when visitors and motorists patronize a local business, they will be encouraged to patronize other local businesses.	Immediately and ongoing	No cost to the Village	Not applicable	

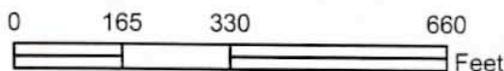
Goal / Recommended Actions	Timeframe	Estimated Cost	Potential Source	Funding
7. Provide ample and conveniently located public parking in downtown				
A. Encourage downtown business owners and operators and their employees to not park in on-street parking spaces.	Immediately and ongoing	No cost to the Village	No cost to Village	
B. Strictly enforce the 2-hour parking limit for on-street parking in the downtown. (Town Police Department responsible for enforcement.)	Immediately and ongoing	TBD – May require contribution to Town for higher level of enforcement	Current Town Police Dept. budget perhaps with contribution from Village	
C. Acquire conveniently located land in the downtown and develop it into a public parking lot when the need for additional parking occurs. (The large lot on the southwest corner of the intersection of Main and Orchard Streets has the potential for such a use.)	Long-term	To be determined based on scope of project	Village Budget	Small Cities Grant Program
D. Form a committee to examine ways in which to improve the circulation patterns, ingress and egress, and layout of parking spaces in the central parking lot. The committee would be comprised of Village officials and the property owners who permit portions of their property to be used for public parking.	Within 1 to 2 years	No cost to Village.	No cost to the Village	

Village of Cuba Strategic Plan for Downtown Revitalization Proposed Improvements



Source of Tax Parcel data: Allegany County Department of Real Property Tax Services

 Target Area



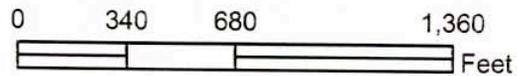
 **Stuart I. Brown Associates, Inc.**
Planning and Management Consultants

Village of Cuba Strategic Plan for Downtown Revitalization

Proposed Sanitary Sewer Improvements



 Proposed Sanitary Sewer Improvements
 Target Area



Source of Tax Parcel data: Allegany County
Department of Real Property Tax Services



Stuart I. Brown Associates, Inc.
Planning and Management Consultants

APPENDIX A

Summary of Steering Committee's Downtown Charette June 26, 2006

1. Business signs should be removed from buildings when a business vacates a storefront.
2. Color-coordinated and attractive canvas awnings installed on all storefronts should be encouraged.
3. Empty display windows in vacant storefronts detract from the appearance of the business district. Efforts should be made to work with the property owners to permit the display of the work of local artists and/or historical photographs of Cuba or some other attractive displays to screen the interior of the building from the street and to improve the appearance of the building.
4. A few of the display windows and upper floor windows contain silhouettes. Efforts should be undertaken to encourage the display of silhouettes in all upper floor windows and vacant display windows to give the downtown a unique and attractive appearance.
5. Some of the downtown buildings have exposed large side and/or rear walls visible from some distance. Most of these exposed walls are not attractive. Efforts should be made to have decorative murals painted on such walls to improve the appearance of downtown and to make it more inviting. Altoona, Pennsylvania has had murals painted in its downtown. Alternatively, exposes walls could be sandblasted to clean up the brick and to make them more attractive.
6. The portions of the surface of the pedestrian park located next to Community Bank have sunken due to what appears to be settlement of the soil beneath the park. The park should be repaired and benches and perhaps tables installed to be inviting for pedestrians. The central part of the park is below grade and it would make it more pedestrian friendly if it were filled to raise the central part to grade. There has been and appears to be a continued problem with youth vandalizing the park and flower beds. Such vandalism would need to be eliminated before making improvements to the park.
7. The street surface is higher than the curbing and sidewalks in some areas. The condition causes stormwater to pond in the parkway (i.e., the area between the cube and sidewalk) and on the sidewalk in some areas. Stormwater is also ponding in the gutter in some areas due to a lack of grade.
8. Garbage dumpsters serving some downtown businesses are visible from the street and/or parking lots. Regulations should be enacted to require the property owners to screen garbage dumpsters from view with attractive plant screening and/or attractive fencing.
9. Four auto repair shops are operating downtown. Generally, auto repair is not compatible with other downtown business uses and detracts from the appearance of downtown. Current zoning regulations prohibit auto repair downtown and, if and/or when, existing auto repair shops move or go out of businesses, new auto repair shops should not be permitted to open. If the Zoning Board of Appeals continues to issue zoning variances for auto repair shops in the downtown, the ZBA should impose conditions that require the installation of attractive screening to eliminate the visibility of junk motor vehicles, vehicle parts, etc. from public view from the street and sidewalk.
10. Restaurants may be encouraged to provide sidewalk café style seating which will increase the visibility of downtown businesses to passing motorists and will exhibit activity which will tend to draw more people into downtown. There may be an issue with open container laws. Also, if taverns are permitted to place tables and seating on sidewalks, patrons may not convey a positive image of downtown.

11. Property owners should be encouraged to remove the modern facades that have been installed on some buildings to expose the historic architectural features beneath them. Property owners should be encouraged to restore the historic fronts of the buildings.
12. The waste receptacles should be replaced with replaced with better appearing receptacles.
13. The Town and Village governments should consider collocating in a building in downtown which would also house the Police Department. Collocation would have the following benefits:
 - a. It would improved customer service. Residents who need to conduct Town and Village business could do so at a single location with one stop.
 - b. Overhead costs would be reduced (utilities, custodial services, sharing of office equipment rather than duplication, e.g., photocopier and facsimile machine.
 - c. Police presence and visibility would be increased downtown.
14. One way perhaps to reduce downtown vandalism would be to increase the police presence in the downtown with bicycle patrols during certain hours.
15. The appearance of downtown would be improved is the paint used on the store facades were better coordinated.
16. There is evidence of deferred maintenance of some of the buildings that are occupied, e.g., broken stairs and pieces of building facades. Small things that should be taken care of immediately.
17. Various vendors should be permitted and encouraged to use the pedestrian park for selling their wares. They could rent space in the park. Perhaps a hotdog vendor could use the park as well.
18. The parking spaces abutting Main Street sidewalk in the parking lot entrance beside the Community Bank entrance should be better marked or barriers installed to prevent motorists from parking on the sidewalk. Motorists who park in these spaces are currently encroaching on the side walk.
19. Although the 1993 Cuba Comprehensive Plan and some stakeholders who have been interviewed have recommended reinstalling diagonal parking along Main Street, there is inadequate room to do so, even if the width of the sidewalks are reduced without making the street one way. In addition, backing into traffic from diagonal parking can be dangerous at times which speaks against diagonal parking.
20. The branches of the trees along the east side of Genesee Street in front of the building owned by ACCORD are too low and interfere with pedestrian circulation. The lower branches should be removed.
21. The trees that have been planted along Main Street screen business signs from motorists driving along the street and from pedestrians walking along the sidewalks on the opposite side of the street. In the future, consideration should be given when replacing trees to select types of trees that will not result in this screening effect.
22. The rear of the buildings on the northwest corner of the intersection of Main and Genesee Streets are highly visible to motorists who travel south on Genesee Street, but the back of the buildings are unattractive as is the entrance to the parking lot between the buildings on Main Street and the strip plaza housing General Dollar, Subway Sub Shop and Gallman Hardware. Landscaping should be installed along the rear of the buildings that face on Main Street as well as along the side of the parking lot abutting Genesee Street to screen the parking lot and the rear of the buildings from public view, to improve the appearance of downtown and to make the downtown more inviting to motorists who may

drive south on Genesee Street as far as Cuba Cheese, but who may be deterred from coming downtown due to the poor appearance.

23. The gravel parking area immediately east of Gallman Hardware store would have a much improved appearance if it were paved.
24. The striping in the central parking lot is very faded and parking spaces and ingress and egress points are not defined or marked.
25. The store fronts that have flower planters attached to the front of buildings beneath display windows containing flowers are attractive.
26. The Village should consider planting more colorful flowers in downtown.
27. Directional signs should be installed along Genesee Street at the I-86 exit ramp and at intervals along Genesee Street indicating the direction to the downtown business district.
28. Although many of the downtown buildings contain vacant apartments on the upper floors, residential use of these apartments should be discouraged as occupants are likely to contribute to problems in the downtown due to loitering and lack of private parking spaces.
29. The flags for sale displayed in the front yard of the property along the east side of Genesee Street between Main St. and the Cuba Cheese Shoppe is very unattractive and serves to convey a poor image of downtown.

APPENDIX B

Summary of Stakeholder Interview Comments and Suggestions

The following business community stakeholders were interviewed to obtain their insight and suggestions for measures to be undertaken to revitalize downtown Cuba.

<u>Stakeholder Name</u>	<u>Business Affiliation</u>
Alice Hurd	Kopper Keg Restaurant
Ruben Santiago	Cuba's Main Street Bistro
Charles Fadale	Doc's Barbershop
Al Tucker	Al's Barbershop
Linda Simon	Century 21 Realty
Jeff Bradley	Cuba Cheese Shoppe
John Freeman	Freeman's Auto Repair Shop
Chris Brardi	Giant Food Market
Larry Dye	Dye Insurance Agency
Tim Rinker	Rinker Oil
Ron Nichols	Movies and More
Gary Shaffer	Road Runner Auto Parts

Stakeholder comments and suggestions have been summarized below by topic.

Parking

1. Opinions of the adequacy of parking in downtown are mixed. Some stakeholders think the current amount of parking space is adequate, especially in light of the several storefronts that are currently vacant. Other stakeholders think that the current amount of parking space is inadequate, especially during peak demand periods such as Friday evenings. Those who think that more parking space is needed suggested that it be provided in areas of downtown that are more remotely located from the existing parking lots so there is convenient parking for businesses located in the more remote locations. Some lamented the removal of diagonal parking along Main Street.

Appearance / Property Maintenance / Code Enforcement

2. The facades and building interiors of several of the vacant downtown storefronts have not been maintained and exhibit visible signs of deterioration. It will be very expensive, possibly cost prohibitive, for the building owners and/or entrepreneurs to renovate the facades and interiors of these buildings for small businesses startups not capable of generating significant amounts of income.

Types and Mix of Businesses / Lack of Anchor Stores

3. Some stakeholders are of the opinion that the downtown lacks a sufficient variety of stores to attract significant customers. Other stakeholders have the opinion that the downtown business district has a good variety of businesses. Some stakeholders think that more specialty shops and unique types of shops are needed, especially high quality shops. Others think that the population of the Village and surrounding area is not sufficient to support specialty shops and that there is not enough year round tourist traffic to support the types of specialty shops that may appeal to tourists. Some stakeholders cited a recently failed gift shop as evidence. Service businesses that cater to local residents are the most likely to succeed downtown.
4. The relocation of the Post Office had a significantly detrimental effect on the downtown business district. The Post Office used to bring a lot of people into the downtown business district which benefited downtown businesses. After the Post Office moved, several businesses failed and vacant storefronts became more prevalent. If the Postal Service could be convinced to move the Post Office back into downtown, downtown businesses would greatly benefit. [The Post Office moved due to the fact that its former landlord would not repair a leaking roof or install air conditioning in the building, not because the Post Office was dissatisfied with the location.]
5. Downtown Cuba would benefit if traffic-generating businesses like Cuba Cheese, for example, were to located downtown.

Attitudes of Residents

6. Residents tend to have a “big-box-store” mentality. Many residents would rather purchase from a large national chain store to save a small amount of money even though most of the revenue by large national chain stores leaves the community even though most of the revenue received by locally owned businesses remains in the community.
7. Many residents have negative attitudes about new business ventures and new ideas or initiatives and are quick to find fault or to express opinions that the new business venture or idea will not succeed. Some have opinions that nothing will be successful in Cuba. Others do not want Cuba to change and are satisfied with the current condition of the Village.

Special Events / Tourist Attractions

8. The Garlic Festival, inaugurated last year, was successful and should be continued annually, but the location at the Block Barn did not bring pedestrians into downtown. There may be potential to build upon this festival in some way and to incorporate festival activities and attractions in the downtown.

9. A stakeholder suggested that the Historical Society operation and the Cuba Cheese Museum be combined and located in the downtown. This would create a larger tourist attraction and a larger pool of volunteers making it possible to extend the hours of operation of the museum.

Housing Above Storefronts

10. The owners of downtown buildings should NOT be encouraged to rent upstairs apartments as it would be detrimental to the downtown business district due to lack of parking, yards, quality of tenants, etc. Ellicottville is an example of the types of problems it creates.

Municipal Government Facilities and Activities

11. The Village needs a person/position with responsibilities to recruit new businesses and to serve as a business facilitator and to function as an ombudsman between entrepreneurs and the Village Board.
12. One stakeholder expressed displeasure with the Friendship Empire Zone making government subsidies and benefits available to new retail businesses that will compete with existing retail businesses that do not or are not eligible to receive Empire Zone incentives. Some stakeholders have the opinion that financial assistance is needed to attract new businesses.
13. The conversion of the former Acme Electric facility on Water Street resulted in the loss of ten businesses from the downtown when they moved into the former Acme Electric facility. The area in which the building is located is zoned for industrial purposes, but contains several non-industrial businesses.
14. Village and Town should be housed together under a single roof. The former bank building at 17-1/2 West Main St. would make a good location with convenient parking.

Miscellaneous Suggestions

15. One stakeholder thinks that the Palmer Opera House would be a good location for the Eckerd pharmacy.
16. One stakeholder thinks that the St. James Hotel should be turned into a "Cheers" type tavern and the upstairs apartments should be renovated and rented to retirees who spend their winters in the south.

APPENDIX C

Public Comments Made at the Public Forum

The Strategic Plan Steering Committee conducted a public forum on September 25, 2006 in the auditorium of the Cuba Elementary School located at 15 Elm Street in the Village of Cuba. Notices of the public forum were published in local newspapers and hand flyers were posted at strategic locations around town. The public notices informed the public that copies of the draft Strategic Plan were available at the Cuba Town Clerk's Office and the Cuba Circulating Library for public review prior to the date of the public forum.

A power point presentation was provided at the beginning of the public forum to introduce the Steering Committee members, to describe the planning process, to present the draft Strategic Plan and proposed recommended actions. The purpose of the meeting was to encourage the public to have a discussion with the Steering Committee about the draft Strategic Plan and to solicit public input, feedback and suggestions for improving the Strategic Plan.

Only one member of the public in attendance, the owner-operator of a downtown business, Inkabu Ink tattoo parlor and used book store, spoke. The owner asked the following two questions and made the following comment:

1. She asked if the Steering Committee had taken into consideration the financial impact of eliminating residential uses above storefronts in downtown would have on downtown property and/or business owners as the property owners and business owners often rely on the income generated by the residential rental units to supplement limited income provided by the businesses occupying the storefronts at street level.
2. She wanted asked if the cost of upgrading the watermains and sewers in downtown would be charged to the downtown property and businesses owners.
3. She said that, in her opinion, the Village is not supportive of businesses development and that there is selective enforcement of the downtown design standards with strict enforcement for some businesses and little or no enforcement for others.

The Steering Committee and consultant provided her with responses to her two questions as follows:

1. She was informed that the Steering Committee had had much discussion about whether it is advisable to discourage residential uses in the downtown and fully understood the financial implications for downtown property and business owners. The issue is the problems created by the tenants of downtown apartment buildings created by the lack of private parking space and yard space and the caliber of tenant who typically reside in downtown apartments. The Strategic Plan calls for discouraging residential uses downtown and eventually phasing out the apartments through attrition.
2. She was informed that all Village property water and sewer users would be charged for water and sewer improvements that may be made in downtown or anywhere else in the Village for that matter.

No other members of the public spoke. Attendees were informed that they could submit additional comments in writing by mailing or by e-mailing their comments and suggestions to the consultant, Stuart I. Brown Associates, by October 13, 2006. No written comments were received.

A member of the Cuba Friends of Architecture also submitted a written list of special events and activities that she suggested could be carried out in downtown in order to draw more people into the downtown business district and to further promote the Village. The list of suggested special events included the following:

- craft shows
- antique car shows
- horse shows
- antique shows
- gas engine shows
- sports car shows
- dog shows
- home school activities
- special camper programs

APPENDIX D

The Main Street Four-Point Approach™ to Commercial Revitalization

The Main Street Four-Point Approach™ to commercial district revitalization was developed by the National Trust for Historic Preservation, a national not-for-profit corporation. The Main Street Four-Point Approach has been used by small- and medium-sized communities for the past 25 years to revitalize their commercial business districts. The Main Street program is based on a four point strategy and eight principals. The four points of the Main Street approach include: (1) organization, (2) promotion, (3) design, and (4) economic restructuring.

1. Organization

Organization involves assembling the human resources to get downtown business owners, property owners, business associations, local government officials and volunteers working together toward the same goal. A governing body and standing committees which make up the fundamental organizational structure of the volunteer program are established. Volunteers are coordinated and supported by a paid program director. This organizational structure not only divides the workload, but facilitates consensus building and cooperation among the various stakeholders.

2. Promotion

This involves marketing the unique characteristics of the commercial business district to residents, investors, businesses owners and visitors. The promotional strategy is designed to forge a positive image of the business district through the use of advertising, retail promotional activities, special events and marketing campaigns carried out by the volunteers. The emphasis is on high-quality promotion and events in order to convey a positive image of the community in order to attract into the downtown business district people who reside outside of the community.

3. Design

The design component involves preserving and restoring historical buildings and storefronts to improve their physical appearance. In addition, an inviting atmosphere is created through the use of attractive window displays, parking areas, street furniture, signage, sidewalks, street lights and landscaping that convey a positive visual message about the commercial district.

4. Economic Restructuring

This component involves analyzing the existing mix of businesses in the commercial district. This information is used to identifying the types of businesses needed to diversify the economic base which is followed by efforts to recruit compatible new businesses and to encourage new economic uses in buildings in the commercial core. Converting unutilized or underutilized commercial space into economic productive property helps to strengthen the business district and boost the profitability of the businesses located in the business district.

In addition to the four points of The Main Street approach to downtown revitalization, the program is also based on the following eight principals.

1. Comprehensive

Activities and efforts are undertaken in all areas of the Main Street's four point strategy described above. To achieve long-term success, efforts must be carried out within each to be successful.

2. Incremental

Successful revitalization programs begin with basic, simple activities of limited scale in order to achieve quick successes to demonstrate that positive things are happening in the commercial district. As public confidence in the commercial district improves and as the volunteers become more experienced, the revitalization effort can become more sophisticated, more complex and larger in scale.

3. Self-Help

Only the commitment and involvement of local business owners, operators, government officials and residents will make for a successful Main Street revitalization program. Local leaders must display the will and desire to mobilize local resources and talent.

4. Partnership

Both the public and private sectors have a natural interest in an economically vibrant commercial district. Both sectors must work together within their respective roles to achieve common goals.

5. Identify and Capitalize on Existing Assets

Business districts must capitalize on the existing assets that make each unique. Every business district has unique qualities that give residents a sense of community and belonging. Such local assets must serve as the foundation for all aspects of the revitalization program.

6. High Quality

High quality must be emphasized in every aspect of the revitalization program. This applies to all elements of the process from storefront design to promotional campaigns to educational programs. Shoestring budgets and cut-and-paste efforts convey and reinforce a negative image of the commercial district. The emphasis should be on quality over quantity.

7. Change

Changes in attitudes and practices occur slowly over time. Public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district.

A large array of practical "Main Street" revitalization publications and video resources are available through the Main Street Center. Several of the resources are training kits and self-help tools with step-by-step instructions. Others provide ideas for and concrete examples of promotional and marketing campaigns that can be used. In addition to the resource materials, the Main Street Center, provides workshops and training programs for local economic developers including a professional "Main Street"

APPENDIX E

Village of Geneseo Sign Improvement Program (Example)

The sign improvement program offered by the Village of Geneseo, provides an example of a program that has successfully approved the appearance of the downtown business district in the Village. The program provides a financial incentive to business owners to install new, better looking signs or to improve the appearance of existing signs. The key elements of the program are identified below.

1. **Financial Incentive** – The Village will reimburse business owners for 50% of the expense involved to make approve signage improvements to a maximum of \$1,000. If the property is sold within the first year following payment of the incentive, the property owner must repay the full amount provided by the Village. If the property is sold within the second year, the owner must repay 66% of the amount provided by the Village, and if sold during the third year, the owner must repay 33%.
2. **Design Review** – Village Planning Board approval of the design of the sign is required in order for participation in the program. If a sign design is not approved, the Planning Board will provide an explanation for the decision and suggestions for modifying the design that would be approved. The business owner has an opportunity to modify the design and submit the modified or a new design to the Planning Board for approval.
3. **Self-Constructed Signs** – Business owners who construct their own signs are eligible for participation, but the program will reimburse the owner only for the cost of materials. No reimbursement is provided for an owner's own labor.
4. **Eligibility** – Any owner of a retail business or professional service is eligible to participate in the program. The written authorization of the building owner is required if the tenant businesses does not own the building. Applicants must also be current on all local taxes and water and sewer charges.

APPENDIX F

Example of a Private Downtown Revitalization Program Village of Clyde, New York (Wayne County)

local business people formed the Clyde Capital Improvement, Limited Partnership (CCILP) in 1997. CCILP was formed for the purpose of acquiring and renovating deteriorated commercial buildings in the Village's downtown business district and then recruiting businesses to occupy the renovated space.

CCILP raised \$84,000 in capital by selling 84 shares in the partnership at \$1,000 per share. CCILP also obtained a \$200,000 Section 108 loan through the U.S. Department of Housing and Urban Development (HUD) and \$80,000 in loans from commercial banks to finance the project.

CCILP purchased three buildings in the downtown commercial district which contained four storefronts at the ground level and five residential apartments on the upper floors. All the storefronts were vacant at the time CCILP purchased the buildings. The improvements made to the buildings included not only renovating the exterior of the buildings including the storefront facades, but also renovating the interior commercial space at the ground level and the residential apartments on the upper floors.

As of this date (May 2006) all four storefronts and five apartments are rented and occupied. The businesses occupying the storefronts include: (1) an antiques shop, (2) a Chinese restaurant, (3) a clothing alteration shop (minority-owned business) and (4) a pizzeria. Before and after photographs of the buildings are contained on the following pages.

Contact information:

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