



Village of Schoharie
Long Term Community
Recovery Strategy Part 1
September 2014



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Executive Summary

The Village of Schoharie initiated this Long Term Community Recovery (LTCR) planning process after Hurricane Irene to identify ways for:

- Reconstruction and redevelopment that will enhance economic and community vitality;
- Finding opportunities for environmental and natural resource enhancements to natural functions, especially of our creeks that maximize community benefits;
- Reducing risks to a level that is less than what it was before the disaster; and
- Identifying financial resources for recovery and revitalization activities.

The Village hopes this LTCR strategy will provide a unifying direction for residents and organizations in the Village and a set of ideas that can be implemented to serve the community long-term. Key benefits of the LTCR strategy include the following:

- Organization and Focus - The Strategy promotes cooperation and coordination among federal, state, and local officials, organizations, businesses, and residents.
- Community Driven – The Strategy involved and engaged the community in the process.
- Hazard Mitigation – It addresses hazard mitigation needs.
- Partnerships - This Plan fosters cooperation and coordination among local officials, agencies and organizations, both public and private along with businesses and residents. It is hoped that this Strategy can be the spark to foster new participants, leaders, and positive outcomes.

This LTCR Strategy attempts to look at the Hurricane Irene disaster from the perspective of identifying opportunities that can unfold in the future. The LTCR planning process allowed the Schoharie community to:

- Rethink and re-evaluate our community vision;
- Improve upon previous conditions, especially economically;
- Find new opportunities;
- Provide public focus so that long-term projects can come to fruition;
- Garner critical government support locally, and at the County, State and Federal levels; and
- Spur community resolve and spirit to move progress forward.

Introduction

Disaster Event

Flooding from Hurricane Irene (Irene) in August 2011 caused the Schoharie Creek to rise more than 15 feet in just 12 hours. The flooding that resulted from this left major roads closed, bridges destroyed, and nearly \$130 million in damages county-wide. In the Village, an estimated 75 to 85 percent of all homes and essentially 100 percent of local businesses were negatively impacted. Nearly every public building (town, village and county offices, police and fire facilities) were under water, with

the exception of the Schoharie Central School. Based on a review of housing damage performed by Schoharie County Planning and Development in 2012, approximately 47% of homes in the Village of Schoharie were destroyed or sustained severe damage from Hurricane Irene and then by Tropical Storm Lee (Lee).

Businesses still face significant loss of assets, extensive repairs, and loss of a customer base. The economic future of Main Street is also precarious due to the continued vacancy of several anchor structures including the Taylor Block and Parrott House.

These losses have eroded both property values and the property tax base, and has damaged prospects to secure investors for needed, new housing and commercial development. Although successful recovery of some businesses on Main Street and opening of a few new businesses since the flood have taken place, full recovery has been slow and there is a continued loss of economic vitality that threatens current business efforts.

Likewise, residential areas have lost many affordable, attractive and historic homes. In addition, where homes have been demolished, neighborhood character and cohesiveness has been affected. Loss and damage of homes, businesses, and several notable historic buildings has eroded both property values and the property tax base and has damaged prospects to secure investors for needed, new housing and commercial development.



Figure 1: Bridge Street during the flood.

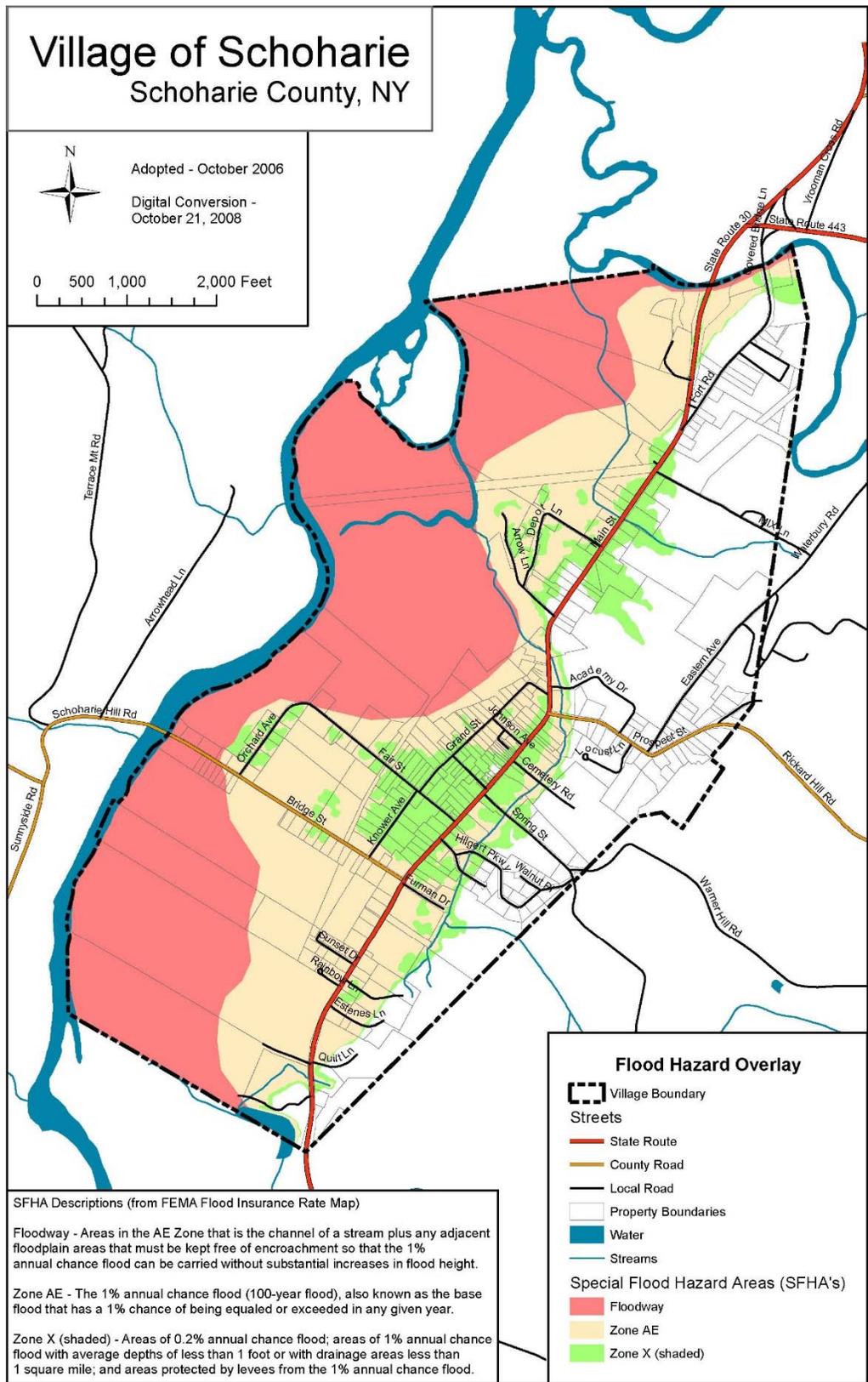


Figure 2: Mapped flood hazard areas in the Village

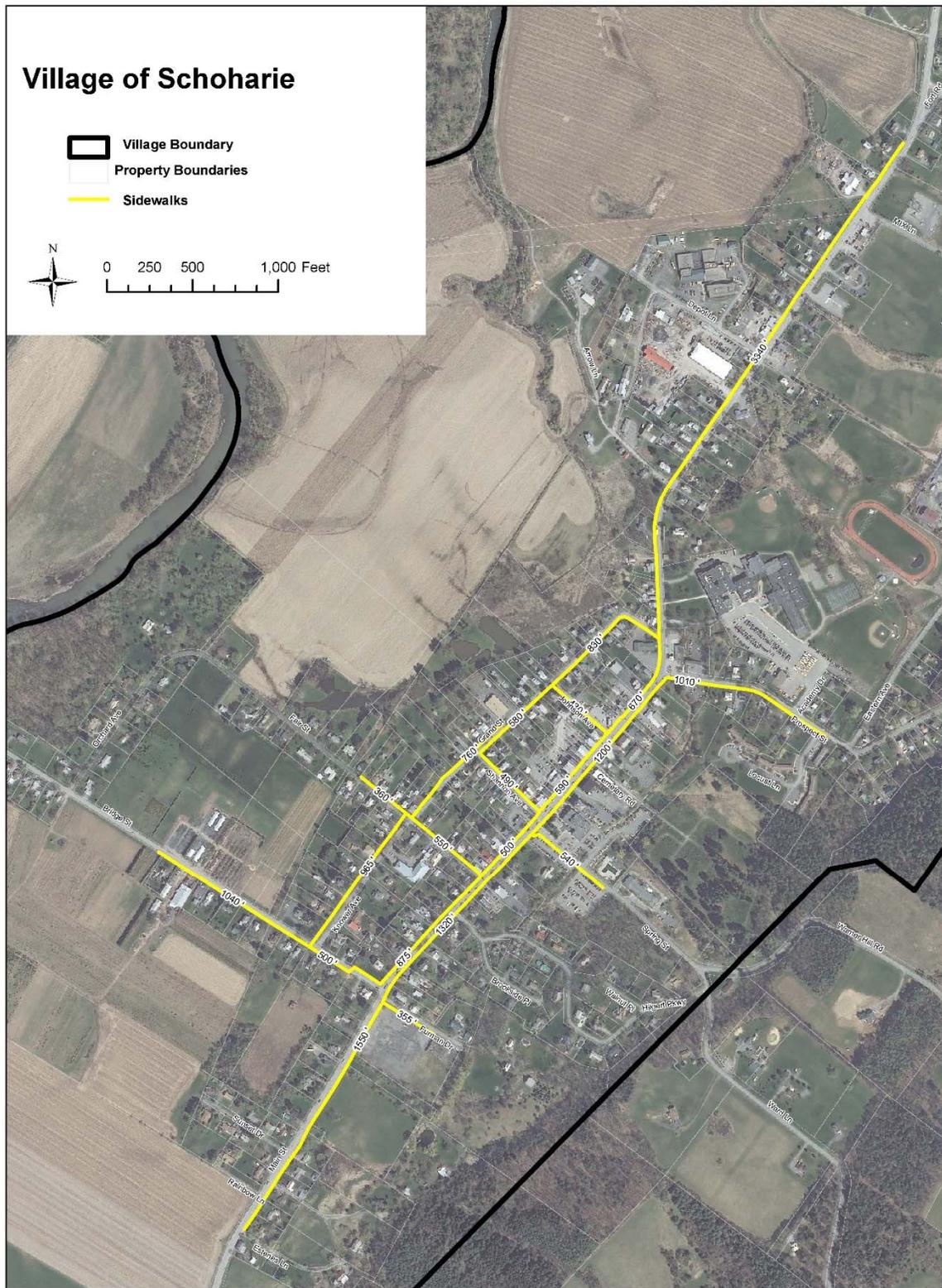


Figure 3: Aerial view of the Village of Schoharie

Early Recovery Planning Activities



Figure 4: Corner of Prospect Street and Route 30 during the flood.

After the flood emergency, there was an outpouring of help and support in the Village. Numerous volunteer and citizen organizations have done tremendous work since the flood including coordination of significant volunteer help, provision of building materials, and offering financial and other recovery assistance. Several groups have been working to continue recovery, notably Schoharie Area Long Term Recovery and Schoharie Recovery, Inc. Soon after their organization, Schoharie Recovery developed an excellent comprehensive Business and Community Action Plan¹ which provided a solid foundation for moving forward towards long-term revitalization.

Schoharie Blueprint (FEMA)

In December of 2011, the Village teamed with the FEMA planning team to develop a Schoharie Blueprint² – a preliminary vision and outline for a plan to moving forward. That initial step focused on building capacity, organization, and identifying needs as the Village moves forward. The FEMA-led effort resulted in a shared recovery vision, economic development and housing goals, a list of preliminary recovery project ideas, and one catalyst project.

The FEMA Blueprint established a recovery vision and three goals. The goals are related to building group capacity, economic development, and housing. It also outlined the next steps for recover which were to:

- Develop organization capacity and structure;
- Engage in Community and Public Input;
- Develop Recovery Projects; and
- Leverage Resources.

¹ Plan of Action - Business and Community Development Team October 24, 2011 (rev. December 2012)

² LTRC Blueprint - Village of Schoharie Blueprint graphic produced by FEMA as part of LTRC process – 2012



Figure 5: Volunteer labor has been critical to the recovery of many houses in the Village.

Other Planning Efforts

This LTCR Strategy document builds on both the Schoharie Blueprint and Schoharie Recovery Inc.'s Business and Community Action Plan and provides a level of detail that will help the Village implement needed projects. Continuing the spirit of collaboration and building on past work, this LTCR Strategy is also informed by several other planning processes done both before and after Hurricane Irene.

Other planning activities that form the basis for or support this LTCR strategy are:

- Healthy Initiatives & Complete Streets; Healthy Initiatives & Complete Streets Policy Guidelines, Creating Healthy Places for Live, Work, and Play in Schoharie, February 2013;
- New York Rising Community Recovery Strategy – April 2014;
- Foundational Document, Schoharie Recovery Foundational Document, October 2011;
- Schoharie County Long Range Economic Development Strategy Moran, Stahl & Boyer, LLC study, October 2004;
- Town and Village Comprehensive Plan, February 1997;
- University at Albany Studio Report: Schoharie Main Street and Gateways, November 1998;
- Schoharie Master Plan 1964; and
- Schoharie Master Plan 1964, "Action Program", 1964.

Efforts by groups including Schoharie Promotional, Schoharie Valley Alliance, HUGS, SALT Recovery, Schoharie Local Development Corporation (LDC) and many others continue to work to promote and aid in economic development and recovery activities in Schoharie.

There remains a critical need for taking existing ideas and visions related to recovery and finding ways to help the Village implement them. This State-funded LTCR is an opportunity to

- Build upon work already done;
- Promote community consensus and involvement;
- Analyze and identify specific economic opportunities;
- Develop actions; and
- Develop details that will help the Village and its partners implement the actions.

This strategy contains not just the “what needs to be done”, but specifics on ‘who’, ‘when’, ‘where’ and ‘how’ those ideas can be carried out. It can serve as an opportunity to coordinate multiple revitalization and recovery efforts, and give the Village specific actionable tools that can be put to use right away and long-term.

Public Input - Assessing the Need

This LTCR strategy is based on extensive public input that helped identify strengths, weaknesses, opportunities, issues, and potential recovery and revitalization actions. Public input explored long-term impacts of the flood’s damages, the housing needs of Schoharie, community infrastructure and environmental issues that need to be addressed, and economic needs.



Figure 6: Aerial view during the flood.

This public input included:

1. **Formation of an LTCR Committee:**

This Committee was established by the Village Board to coordinate and guide development of this strategy.

2. **Business and Organization Interviews/Survey:** An effort was made to reach every business and organization within the Village. The following list of businesses and organizations were interviewed either in person or via telephone. To further the involve village businesses, an online business survey was conducted.

- | | | |
|---|---------------------------|---------------------------|
| Bank of America | Blue Star/Grandpa Georges | Century 21 Real Estate |
| Tri-Town Computers | SEFCU Insurance Agency | Community Apothecary |
| Country Café | Creekside Sports | Depot Lane Antiques |
| Glass Bar | Schoharie Hardware | J Lacy Hair Salon |
| J. Batcher Law Office | Joe's Garage | Little Italy Pizza |
| NBT Bank | Parrott House | Wedgewood Inn B/B |
| You're Worth It Salon | SchoWright Abstract Corp. | Harva, Inc |
| Wright Law office | Generations Antiques | Tom and Becky, LLC |
| Little Posy Place | Magical Printing | Russell Langwig, Attorney |
| Apple Barrel | The Hive | L. B. Berdan & Co., Inc. |
| The Carrot Barn | Depot Lane Singers | SALT Recovery |
| Old Stone Fort | Schoharie Recovery, Inc. | |
| Schoharie Promotional Association | | |
| Schoharie Colonial Heritage Association | | |
| Colonial Heritage Museum - RR Museum | Schoharie Fire Department | |
| Schoharie County Chamber of Commerce | | |

Schoharie Valley Association
Schoharie Local Development Corporation
Daughters of the American Revolution (DAR)
Schoharie Reformed Church
Schoharie Free Association Library
Schoharie Youth Commission

3. **Residents Survey:** A survey was developed to involve the general public. This survey was made available via paper surveys or online. SALT volunteers hand delivered copies of the survey to each household in the Village.
4. **Market Analysis and Economic Development Input:** A detailed market analysis was conducted by E.M. Pemrick & Co. to document economic data that the Village can use in marketing and promotion for business expansion. As part of this effort, an online survey was conducted with county employees and employees of the Schoharie Central School. Interviews with agencies and businesses were conducted.
5. **Village Board and Schoharie Local Development Corporation:** Based on information learned from the public and the market analysis, a detailed set of economic recovery recommendations have been developed. The Village held a joint meeting between the Village Board, the Schoharie Local Development Corporation, and consultant Harry Sicherman to learn about effective ways the Schoharie Local Development Corporation could aid in implementing some of the actions of this plan.
6. **Input to Prioritize Projects:** The list of potential projects was prioritized through the above public input, the LTCR Committee, input from the public through the New York Rising Community Recovery planning process, and from direct input from the Village Board.
7. **Coordination of Input with the New York Rising Community Recovery Program:** This planning program was conducted concurrently with this LTCR process and included multiple public meetings to generate and prioritize projects needed in the Village.

What We Learned

The following statements come directly from public input received:

Community Strengths

- o Area groups are working locally and regionally, such as Schoharie Promotional Association, SALT, SPA HUGS, Schoharie Valley Association
- o Financial resources for business development available through National Grid's Main Street Revitalization Program, NYS Office of Community Renewal, Schoharie County IDA Microenterprise Revolving Loan Fund, Schoharie LDC, etc.
- o Flood caused a widespread upgrade of housing and building - as a result, some of the housing stock is now more efficient and modern
- o Historic buildings and museums are a huge, untapped resource
- o Lots of waterfront along the Schoharie and Fox creeks that could potentially be used more
- o Many local farms and artisans are in the area
- o New business activity, including the opening of Hive, Creekside Sports and the new Laundromat are positive
- o Our history is exceptional
- o Outdoor recreation exists and there are opportunities for much more
- o Proximity to the Capital Region via I-88 is an asset
- o Renewed focus on getting local residents to support local businesses is positive. After the flood there were more people shopping locally than ever before and we need to continue that trend.
- o Schoharie Promotional Association
- o Schoharie's status as the seat of County government draws people to the Village
- o Some commercial space has been rehabbed for new businesses
- o Special events exist: e.g., village-wide yard sale, Holiday Craft Show, Old Stone Fort Days
- o Streetscape enhancements over the last 30 years, including the Village clock, flower barrels, and banners
- o The natural beauty and scenery of the Schoharie Valley
- o The Schoharie Creek
- o The success of the Apple Barrel and the Carrot Barn just outside the Village
- o The volume of drive-through traffic
- o Tourism opportunities - Schoharie probably has more museums per capita than virtually any other place



Figure 7: The Old Stone Fort Museum

- o Younger people have begun to move into the Village and are buying houses in the Village and causing a noticeable demographic shift

Weaknesses

- o Absentee owners drive up rents which may be too high for new businesses
- o Animosity between business owners, making it difficult for people to work together effectively
- o Businesses not open to new ideas, or not social media-savvy, but not taking advantage of small business training opportunities
- o Businesses perceived as not flexible in terms of hours of operation or products sold
- o Challenge is people's attitudes - it needs to be more positive and pro-local
- o Competition with malls and discount stores hurts Main Street
- o County tourism program focused more on generating overnight stays than on day trips
- o Facts, permits, procedures, and zoning rules are frequently misrepresented by the public. There is perception that procedures for permitting a business or change of business in the Village are unclear and onerous.
- o High business turnover
- o Lack of a community meeting space
- o Lack of a grocery store or pharmacy, basic services needed to encourage people to move to Schoharie
- o Lack of coordination and limited collaboration between various groups and organizations, both inside and outside the Village. There are lots of groups active in the area that makes keeping track of their efforts as well as potential volunteer, outreach, and involvement opportunities difficult.
- o Lack of diversity of businesses on Main Street
- o Lack of funding and administrative capacity to implement larger projects
- o Lack of incentives, grants, loans, etc. for businesses
- o Lack of jobs
- o Lack of organized public/private partnerships to implement larger projects
- o Lack of small business planning
- o Lack of Wi-Fi and 4G in Village
- o Large vacant buildings that need renovation, and unwilling or uncooperative property owners
- o Maintenance of property could be improved, especially vacant properties
- o Minimal budgets for marketing and promotion
- o More affordable housing is needed
- o More different types of housing are needed, especially condo's and townhouses to attract young professionals and families
- o No anchor business on Main Street any longer to draw people to Village



Figure 8: Parking area behind Main Street buildings.

- o Parking downtown is an issue
- o Perception in the Albany area that Schoharie is “faraway”
- o Prior administration of grant monies is perceived as flawed and unfair by some people which has not helped promote those programs
- o Sign regulations (e.g., those specifying size and appearance) are perceived as too restrictive.
- o Signage downtown (i.e. "Open" flags) can be confusing. Signage on Main Street lacks uniformity. There are still lots of vacant businesses that give the appearance of inactivity. Main Street is not inviting in its look or feel
- o Some feel code enforcement is unevenly applied to buildings in the Village where some owners aren't required to make improvements to bring buildings up to code while others are
- o Some feel the Village leadership is out of touch and needs to increase its communication with residents and businesses
- o The cost of taxes, fees, and flood insurance premiums are high
- o The Schoharie Local Development Corporation needs a clear vision tied to Village vision and goals, but is working well on some important fronts. The LDC is more focused on local projects than on marketing
- o There is a need to transition volunteer efforts to address ongoing but evolving needs

Opportunities

- o Antiques are a real opportunity to increase tourism activity
- o Become a "green" renewable energy center to benefit from hydropower and solar to decrease energy costs in the Village
- o Capitalize on the valley's scenic character, farms, history, and closeness to the Capital Region
- o Construction of a kiosk on Main Street showing maps with points of interest, scenic views, etc.
- o Creation of a hiking/biking path from Central Bridge to Middleburgh with public access to the Schoharie Creek and connection to the Village
- o Develop bike/hike path and leverage that to increase traffic to local businesses
- o Development of a bandstand as a location for concerts, auctions, etc. in the County courtyard
- o Development of the Birches senior housing complex
- o Flood preparedness, mitigation and restoration along the Creek and management of water flow from the dam
- o Joint marketing of Schoharie, Middleburgh, and Cobleskill through the Schoharie County Alliance or others
- o Link north part of Main Street with southern part with streetscape design to unify
- o Marketing efforts to new residents, new businesses, and new customers



Figure 9: The covered bridge on Fort Road near the Old Stone Fort Museum.

- More marketing to change urban visitors' opinion that Schoharie is not so far away
- More special events to attract people from outside the area to the Village
- Recruitment of niche businesses
- Redevelopment of the Parrott House as a focal point for the Village
- Renovation of upper-story space for residential use, providing a built-in market for Main Street businesses
- Schoharie should market itself as a bedroom community to the wider region. Advertise and get the word out to a broader audience of what Schoharie has to offer.
- The Village can work with SALT and other organizations to formalize and garner public/private partnerships and build capacity
- Upgrade Main Street with landscaping, flowers and street amenities like benches to aid in marketing the area.

Long Term Vision and Community Goals

Vision

The Village has had multiple planning efforts over the years that have established, re-validated, and continued promoting a common community vision. This LTCR strategy does not reinvent those plans nor does it establish a different direction. Rather, it assessed the long-standing overall vision of Schoharie and reaffirms that direction. The Village's Comprehensive Plan, FEMA Blueprint, Schoharie Recovery Business and Community Team Plan of Action Vision, and the Health Initiatives and Complete Streets plan all have established visions that this LTCR reaffirms.

1. The Plan of Action - Business and Community Development Team of Schoharie Recovery, Inc. established:

"The common theme of all of these resources is one of connection to the land and connection to our heritage. Schoharie is unique in that a small community placing its feet squarely in the 21st century is so well connected physically and culturally to its past."

2. The Healthy Initiatives & Complete Streets Plan established:

"The Village of Schoharie shall continue to enhance its transportation network to meet the needs of all motorists, pedestrians, bicyclists, children, persons with disabilities, movers of commercial goods, users of public transportation, and seniors. The planning, construction, reconstruction, retrofit, maintenance, alteration, or repair of streets, bridges, or other portions of the transportation network undertaken by the Village in the public right-of-way shall seek to incorporate these needs. The Village shall view all

transportation improvements as opportunities to improve safety and accessibility for all roadway users.”

3. The FEMA LTCR Blueprint Vision best expresses the desires of our community post-Irene:

“Emerging from recovery, expect the village of Schoharie to be the cleanest, greenest and most effective municipality in upstate New York, growing at a sustainable scale that complements the existing, while embracing modern technologies and developing a Wi-Fi-centric downtown business hub. A strong, involved and caring community fabric will emerge along with renaissance attitudes relating to our new downtown. The dynamic atmosphere of the village will draw energy from tourism, e-commerce and an appeal to those who wish to live in a traditional, intact town center communities within close proximity to all the amenities of the metropolitan Capital District. The Village will also serve as host to new non floodplain cluster-zoned LEED certified housing opportunities catering particularly to seniors and families throughout the valley displaced by the recent hurricanes, along with a wave of new homesteader opportunists involved in sweat equity home ownership as existing housing stock is restored and modernized with continued assistance from local recovery groups and newly developed government housing programs.”



Figure 10: The Creamery Building, Schoharie Colonial Heritage Association on Depot Lane.

Goals

The Village affirms that the following overall goals remain relevant to helping our community to recover and revitalize:

1. Maintain and enhance the unique features of the community, including the rural, small town character that makes Schoharie a quality place.
2. Seek to increase job opportunities and incomes and expand the local property tax base through increased economic development. Facilitate the revitalization of the Village's Main Street, and enhance shopping opportunities.
3. Improve downtown aesthetics along Main Street. Create a vibrant downtown which enjoys a net increase in business activity, support existing businesses through targeted technical assistance (such as marketing and branding education, a business director, or the local development corporation) and attract new businesses.
4. Develop a tourism-based economy by attracting visitors to an authentic village experience. In addition, existing tourist destinations must be enhanced and coordinated to present a compelling and diverse range of attractions. Existing destinations are too easily viewed singularly (Old Stone Fort, for example) and not in the context of a well-preserved historic community with multiple points of interest.
5. Support local agriculture.
6. Enhance housing opportunities for all residents and income groups, with a focus on "green" housing opportunities. Enable displaced residents to reestablish homes in Schoharie by rehabilitating existing housing and creating new opportunities.
7. Facilitate smooth traffic flow, provide ample parking and ensure pedestrian safety. Provide safe and comfortable routes for walking, bicycling, and public transportation to increase use of these modes of transportation, enable convenient and active travel as part of daily activities, reduce pollution, and meet the needs of all users of the streets, including children, families, older adults, and people with disabilities.
8. Capitalize upon the livable, walkable, affordable, and safe neighborhoods found in the Village.
9. Enhance recreational and cultural activities including the need for community gathering places.
10. Improve the administration, implementation and enforcement of land use planning regulations.

11. Focus on achievement by completing highly visible “catalyst” project(s) to signal recovery, uplift the community, and build momentum. Attract new leaders and project champions. Develop projects that go beyond short-term recovery and support the perception of an improved community. This includes maintaining the present energy level and build upon the multi-faceted partnerships and networks that have developed in the aftermath of the flood.
12. Address long-standing barriers to implementation of the community’s adopted comprehensive plan by strategically promoting and marketing the village’s assets to those outside the community who could build a range of new housing and help establish a thriving downtown business mix.
13. Promote land uses that are consistent with the capacity of the land and other resources.
14. Become more resilient to disasters, especially flooding. Ensure the safety and welfare of our residents and businesses through infrastructure improvements, establishment of appropriate land use and building regulations, and implementation of flood resiliency tools in our community.

In order to address the resiliency and recovery needs of the Village, the following new goals are established.

1. Improve telecommunications infrastructure on Main Street to become Wi-Fi enabled.
2. Enhance resiliency of the community and improve the Village’s capacity to prepare for and effectively respond to natural disasters and other emergency situations.
3. Remediate damage to infrastructure in a more flood resilient manner.
4. Reduce the risks of flood damage to housing and commercial structures.
5. Update Village land use regulations and policies to allow for new development while ensuring new structures are built and sited to increase flood resiliency.
6. Support the development and attraction of small-scale commercial businesses that meet the retail and service needs of both residents and visitors on Main Street.
7. Revitalize Schoharie’s economy through tourism, outdoor recreation, cultural events, and small businesses.
8. Enhance recreational opportunities for residents and visitors, capitalizing on the historic, cultural, and water-related natural features of the Schoharie and Fox Creeks.

9. Increase implementation of critical programs and initiatives by pursuing grants and identifying alternative funding mechanisms.



Figure 12: Main Street, Schoharie.



Figure 11: Schoharie Creek seen from Bridge Street.



Figure 13: LaSalle Park.

Recovery Projects

The Schoharie Long-Term Community Recovery Strategy is a guide for Schoharie’s elected officials, local stakeholders, and the community at-large to use in their long-term community recovery efforts. The Plan includes multiple projects developed by community members and prioritized by the public and Village officials according to importance for full recovery.

This Plan is a living document that will evolve and change as new community needs emerge. It should work hand-in-hand with other planning efforts including the Comprehensive Plan, the NY Rising Community Recovery (NY RCR) Program for Schoharie, and others. Maintaining the continuity of the Schoharie community’s shared vision, building upon the area’s core strengths, and working together will be key to the success of all projects.

This section details the projects that are considered priority. Details for each are provided to help the Village implement them. This detail will help with future grant applications and includes background description, action steps to implement the project, potential resources and partners, a preliminary cost estimate, project sponsor and/or partners who may be able to take a leadership role in following through.

The recovery projects are designed to help Schoharie recover, reduce future risks, and become more resilient. Priority projects meet one or more of the following criteria established in the New York State LTRC program:

1. Housing: Housing development, redevelopment and/or relocation within the community to meet the needs of residents displaced by flooding and wishing to return to the community while reducing the risk to life and property.
2. Commercial, Industrial, and Agricultural: Identify uses to be developed, redeveloped, and/or relocated within the community. This may include Main Street, business/commercial districts, industrial districts and parks, and/or agricultural uses damaged or destroyed by flooding and outline methods to economically recover.
3. Infrastructure: Repair, redevelop and/or relocate critical and necessary infrastructure in the community. This may include roads, bridges, water, sewer, health and safety, and communication infrastructure damaged or destroyed by flooding.
4. Environmental: Repair, restore, and/or enhance environmental resources and features within the community.

To achieve the Village’s vision and stated goals, the Village has determined that several critical actions must take place. These include:

- Fully rehabilitating Main Street buildings so they are available for commercial and residential reuse.

- Upgrade infrastructure and stormwater drainage systems to enhance flood resiliency.
- Reduce flood insurance rates is needed to help keep the Village an affordable place to live and do business.
- Market the Village to new residents, new businesses, and new visitors to revitalize the economy.
- Create recreational and cultural activities that enhance our citizens' health and quality of life, connect and increase access to our village's assets, and connect with the Fox Creek and Schoharie waterfronts in a positive way.



Figure 14: 1743 Palatine House on Spring Street.

The Village has developed a list of projects to address resiliency and recovery needs. These are detailed in the table below.

Long-Term Community Recovery Projects



This symbol indicates a priority project

Economic Development and Business Development: Rebuild, Restore and Repopulate Main Street

Description: A Main Street recovery and revitalization program with multiple components to include design, organization, promotion and economic restructuring for Main Street. This is a comprehensive approach to recovery and downtown revitalization that will encourage quality redevelopment, foster public/private partnerships, and focus on existing assets. The project also proposes funds for the formation of the Schoharie Local Development Corporation with a staff person to administer the work. The overall project includes purchase and stabilization of the Taylor Block and Parrott House, upgrade upper story apartments in both buildings to create new opportunities for housing, develop incubator/venue space to attract small, microenterprise businesses and food services, assist existing businesses expand; plan for and implementing storefront, street design and façade improvements, and upgrading parking. A component will also be to work with Schoharie Promotional Association, HUGS, Schoharie Valley Association and Schoharie County Chamber of Commerce and other existing organizations to enhance promotion.



Taylor Block and
Parrott House
Purchase and
Rehabilitation

This project is for the purchase, rehabilitation and reuse of the historic Taylor Block and the Parrott House, both significant Main Street resources. This project will allow opportunities for creating new housing opportunities and an incubator/venue to attract small/microenterprise businesses and food services. Taylor Block, significantly impacted by Irene flooding remains idle, and is at risk of falling into further disuse and becoming a magnet for blight on Main Street. By attracting residents and businesses, it can be used as a vehicle to create jobs, help recover from a significant loss in tax base, and provide a focal point for Village gatherings. Flood-resilient reconstruction can be show-cased as an educational opportunity. The project could be managed by Schoharie CDC who would purchase, upgrade/convert, and manage the property.

This project is also to purchase, rehabilitate and reuse one of the National Register-eligible historic Parrott House, as a vehicle for local job creation and affordable housing. The building was significantly impacted by Irene and is currently idle. This structure, still in need of repair and restoration from as a result the of flood damage, has

Economic Development and Business Development: Rebuild, Restore and Repopulate Main Street

served for decades as an iconic, social and economic driver in for the Village. Other than the County Court House, it is one of the largest buildings on Main Street. The project could allow the Schoharie CDC to purchase the building, and then complete a reconstruction program that would allow for adaptive reuse as apartments on the upper floors and small/microenterprise business incubator space, pop-up stores, a café/meeting place and/or full-service restaurant focusing on local agricultural products from the Schoharie Valley. The upper floors, once rooms of the hotel, will be reconstructed to create new apartments that could target young adults and professionals just starting their careers as economic drivers. The main floor would be renovated to include a Wi-Fi enabled business space tailored for a small business office, small pop-up or retail space and a café or restaurant. The types of businesses targeted will create jobs, and the focus is on replacing the lost tax base and tourism due to Irene. This is a model creative place-making initiative and its ability to leverage outside resources and attract developers while also creating a gathering place in the Village is critical to recovery.



Initiate a business restoration and incentives package to retain existing and attract new businesses. Concentrate initially on recruitment of grocery store, restaurant, and lodging businesses

See also recommendations from the Market Analysis and Economic Development Report. This project will assist in rebuilding Main Street's economy and increase downtown business opportunities. A financial incentive program would provide zero-interest or low interest loans or matching grants to existing or potential Main Street property owners to allow rehabilitation of commercial or commercial/mixed-use buildings in the Village. The program could be administered through the Schoharie CDC and/or SALT. The program could be coordinated with the proposed area-wide Resiliency for Business Program through the NYRCR Program (if funded) and provide funding for business repairs and resiliency planning.

This project will create a financial incentive program for economic support of Irene and Lee impacted businesses in the Main Street business district through an economic development revolving loan fund and a small grant program administered through the Schoharie LDC and/or Schoharie Area Long Term, Inc. The Business Restoration and Incentives Program will provide incentives for Main Street business owners to purchase

Economic Development and Business Development: Rebuild, Restore and Repopulate Main Street

or rehabilitate commercial property in the Village; and will provide funding to implement needed repairs and for ongoing business planning. A specialist will be retained under the project to efficiently administer the program and provide support to assist with business planning, retention and recruitment, and marketing to new business and business owners as staff for the Schoharie CDC.

This funding will assist in rebuilding Main Street's economy and to increase downtown business opportunities by providing financial incentives. A zero- or low-interest loans or matching grants program will be established to assist existing or potential Main Street property owners with rehabilitation of commercial or commercial/mixed -use buildings in the Village. The program would work in concert with Rebuild, Restore, and Repopulate Main Street.



Implement the comprehensive marketing and public relations program, including use of theme and logo and enhancement of the Village's website

A comprehensive marketing effort is needed to rebuild the Village's economic viability so negatively impacted by the flood. This project will take marketing planning materials (See Appendix 3) and implement the specific activities including use of the Schoharie Brand, development of a website, ongoing marketing communications to residents, businesses, visitors, and the relocation market, and development of placement of fountain(s) to support the 'Fountaintown' theme with a walking tour.

Enhance Main Street streetscape, update building facades, and connect North and South main streets together in a unified manner.

Develop an illustrated streetscape plan for Route 30 in the Village and plan for and implement a Main Street building façade program; and extend the Main Street improvements such as period lighting, banners, flowers, etc. to the northern end of the village. It is a Main Street recovery and revitalization program with multiple components to include design, organization, promotion and economic restructuring for Main Street. This is a comprehensive approach to recovery and downtown revitalization that will encourage quality redevelopment, foster public/private partnerships, and focus on existing assets. Together with the Parrott House and Taylor Block projects, this project would also coordinate new opportunities for low/moderate income housing, develop incubator/venue space to attract small, microenterprise businesses and food services,

Economic Development and Business Development: Rebuild, Restore and Repopulate Main Street

	assist existing businesses expand, plan for and implementing storefront, street design and façade improvements.
Update zoning to support business development.	Review and revise zoning to ensure there are no regulatory barriers to appropriate business development and to foster economic opportunities where feasible.
Upgrade Main Street parking opportunities.	Develop and institute a parking plan to enhance parking in the Village including evaluation of on and off-street parking policies

Enhance Recreation in the Village and Connections to Schoharie Creek

Description: The projects related to this topic include enhancement of the Fox Creek Park through construction of amenities such as a playground, a trail along the creek that follows under the Route 30 Bridge to connect to the Old Stone Fort Complex, a pathway from the Fox Creek Park west to the Schoharie Creek, a connection from the Creek to residential and commercial areas on Main Street, and better links between historic and economic resources with sidewalks. The Fox Creek Park can serve as a significant part of the green infrastructure of both the Schoharie and Fox creeks. A comprehensive system of sidewalks, and paths are needed to allow pedestrians, bicyclists, and a growing population of both very young, and senior citizens to access healthy recreational opportunities.



Develop recreational access to Schoharie Creek from Village.



Create a unified recreation system of parks and walking paths for the Village

The Village has received a planning grant from NYS DOS to prepare a recreational plan that improves connections from the Village to the Fox Creek and Schoharie Creeks better and to use waterway assets for recreation and economic development. This planning effort also includes design and planning for the FEMA buyout lands for parks and better connections to assets within the Village with paths and sidewalks. Planning for this will take place through the NYS DOS grant, but the Village will then need to implement that design in the future.

<p>Extend sidewalks in areas where none exist and improve those that do exist</p>	
 <p>Plan for a Bike/Walk path along the Schoharie Creek from I-88 to Middleburgh</p>	<p>This project is to build a multi-use trail to connect Schoharie Creek in Central Bridge through the Village of Schoharie to Middleburgh and beyond. Construction of the trail will provide the opportunity to install green infrastructure features, including enlarged culverts and other flood mitigation measures as needed. It will also provide the opportunity to create bike paths along Routes 30, 30A, and 145 to promote tourism and community health. Village of Schoharie residents have expressed support for this trail.</p>
<p>Develop a community center and recreation hall for all ages</p>	<p>Public input established the need for a community center that can be used for events, recreation, and as an emergency meeting location. Residents especially desire a place where area young people can go. In order to attain this, a location would need to be determined, plans designed, and funds attained.</p>
<p>Plan for and support more activities and events</p>	<p>Public input identified the desire to build Schoharie's sense of community and expand economic opportunities with more events and activities.</p>

Flood Damage Reduction and Enhance Infrastructure

Description: In order to be better prepared for floods or emergencies and to minimize damages that may occur, there is need to clearly outline steps the Village and its residents and businesses can take in the future. Projects related to this topic include developing a flood preparedness and mitigation plan, establishing an emergency management plan, and implementing much needed infrastructure improvements. The Village has already identified several stormwater and drainage improvements that are needed to reduce flooding and development of a 5-year capital improvement plan will help them plan and budget for these improvements. Another priority is to have the Village join the National Flood Insurance Program’s Community Rating System (CRS) to allow for a reduction in flood insurance rates for residents and businesses. The CRS is also tied to the flood preparedness and mitigation planning as it has many education and flood awareness components. The Village also wants a better understanding of the hydrology of the Schoharie Creek, and to identify methods that may be available to mitigate larger floods and to understand locations out of the floodplain that would be suitable for future growth. To ensure that new buildings to be built in areas subject to flooding, the Village needs to update and implement its local floodplain law.

Prepare a Flood Preparedness and Mitigation Plan for the Village of Schoharie

The Village of Schoharie, in coordination with the County and adjacent municipalities, will develop a plan that identifies methods to be better prepared for floods and other emergencies. Building on the County All-Hazard Mitigation Plan, this will provide village-specific methods and mitigations.



Stormwater, Drainage and Stream Improvements include:

1. South End Drainage Improvements

Over the years, small scale development has made storm runoff worse, especially during the floods caused by Irene and Lee. This project includes the construction of swales, retention ponds, culverts, storm drains, and the stabilization of stream banks in the Village’s South End to relieve chronic problems with ponding storm water.

2. Spring Brook Drainage Improvements

Spring Brook flooded severely during Irene and Lee. Improvements will be made to enhance flow capacity into the stream channel and, subsequently, Schoharie Creek.

3. Hilgert Parkway Stormwater Pumping Station

Land on Hilgert Parkway is lower than the Spring Brook streambed and other water outlets. Water cannot drain by gravity, leaving this area prone to flooding. Constructing a pumping station will relieve these flooding problems.

<p>4. Youngs Spring Intake Line Replacement</p>	<p>This project is to stabilize and protect the main source of drinking water for the Village. During Hurricane Irene geologic shifting threatened the water supply. The project would harden siphon pipes for water intake.</p>
<p>5. Master Drainage and Stormwater Plan</p>	<p>The flood damage sustained by the Village during Irene and Lee revealed a critical need for a master drainage plan which will be developed under this project. The plan will help the Village be proactive in its engineering and planning both for future storm events and additional mixed use development in the community.</p>
<p>6. North End Drainage</p>	<p>This project includes the stabilization of stream banks, stream restoration and improvement of drainage along the Fox Creek tributary that runs from the center of the Village to Fox Creek.</p>
<p> Join the FEMA Community Rating System and Implement projects that will reduce flood insurance premiums village-wide</p>	<p>As a result of the flooding, insurance premiums are sky-rocketing. This project is to obtain a rating under the FEMA Community Rating System to reduce flood damage and reduce the cost of flood insurance premiums. Savings from 10% to 40% on flood insurance rates could be realized from participation in the program.</p>
<p>Study Schoharie Creek and its floodplains and find ways to reduce flooding and identify lands that could be annexed to the Village for future growth:</p>	<p>Flood impacts at problem areas along Schoharie Creek flood impacts need to be identified and mitigated where feasible. This project is also to conduct a Land Use Study to identify lands to annex to the Village of Schoharie to support strategic relocation of buildings and promote development outside flood-prone areas.</p>
<p>Develop an updated emergency management plan, including ways to help those with special needs</p>	<p>Schoharie County Emergency Management Office has prepared draft emergency management plans for municipalities in the County. The Village can use these plans as a starting place for work with emergency providers to ensure that a management plan is in place, kept up-to-date, with personnel trained in a way that works for the Village.</p>
<p>Develop a five year Capital Improvement Plan to support actions identified in this plan.</p>	<p>Because there are many infrastructure and capital improvement projects needed and proposed in the Village, it is recommended that a 5-year Capital Improvement Plan be developed to help the Village plan for and budget staff, equipment and projects.</p>

Update the Local Floodplain Law.	The existing local Floodplain Law (LL#1 2004) needs to be consistent with latest federal and state standards. It also needs to be reviewed and updated to ensure that new development that takes place in flood-prone areas are built in a manner that will result in the least amount of damage to persons and property. Along with updating of the law, the Village needs to upgrade its filing system and forms for flood certificates – which are a central piece of the Community Rating System (above).
Redesign electrical grid to withstand future storms; underground utilities	Working with National Grid, the electrical system in the Village should be evaluated to withstand future storms and emergencies and improvements made over time as recommended.

Enhance Housing	
<p>Description: Homeowners' financial resources for additional property restoration and implementation of flood mitigation elements are minimal due to flood damage produced by both Irene and Lee. In order for them to be able to consider remaining in the community, these projects seek to establish financial support for a variety of mitigation efforts such as resiliency audits, home elevations, relocation of utilities, and filling-in cellars. A related project is proposed through the NYRCR program to address homes that are abandoned or too costly to renovate. It will include options to provide incentives for property maintenance or demolition. In the Village of Schoharie, in addition to continued rehabilitation of damaged homes, there is need to identify other housing needs, evaluate tax assessments, attract new residents (especially first-time homebuyers) to the community, and evaluate shared services with neighboring communities to reduce tax burdens.</p>	
Upgrade Housing	Continue rehabilitation of as many existing houses as possible.
Identify and plan for other housing needs	Develop a Housing Needs Assessment and Plan and update the land use law to expand housing opportunities to meet those needs.
Review tax assessment policies and programs	Public input indicated that there were concerns about property assessments on damaged structures. This project's emphasis is to evaluate tax assessment programs that are in place, or those that could be instituted to address and ensure fair property assessment.

Initiate a first-time homeowners program.	In order to promote Schoharie as a good location for young families, work with NYS and County programs to initiate a first-time homebuyers program.
Conduct/prepare a shared services study aimed at increasing efficiency of local government service delivery.	The Village may be able to become more efficient and reduce taxes by sharing services with the Town of Schoharie or other municipalities in the area. This project will evaluate possible services that can be shared and identify any tax benefits that may result.

Other Municipal Services	
Description: Several other municipal projects were identified through public input to make the Village more resilient, safe, and affordable.	
 <p>Support building of new firehouse</p>	<p>FEMA is providing funding for construction of a new firehouse to replace the Village firehouse that was destroyed during Irene. The Village of Schoharie, will contribute funds toward the cost of the new facility and equipment. The Town and Village together are requesting funds to support the establishment of this facility which was destroyed in the flood</p>
 <p>Construct new Police Center</p>	<p>The building that housed the Village Police Department and its vehicles and equipment was destroyed during Hurricane Irene. This project is to construct a new shared service facility outside of the floodplain on the Schoharie Central School District property. The building will house emergency services, police vehicles and equipment, and the police department's safety office.</p>
<p>Become a LEED-certified community to be more energy sustainable</p>	<p>LEED, or Leadership in Energy & Environmental Design, is a green building certification program that recognizes best-in-class building strategies and practices. To receive LEED certification, building projects satisfy prerequisites and earn points to achieve different levels of certification. Prerequisites and credits differ for each rating system, and teams choose the best fit for their project. The LEED program can be incorporated as guidelines for new development or through Village building code/zoning.</p>

Decrease cost of energy to village residents and businesses.

One area of interest to Village Board members and the public is to find methods to reduce costs for energy in the Village. One idea has been to promote a fuel oil buying cooperative that could reduce costs. Another is to promote use of solar energy. Renewable energy may result in significant annual savings for municipal operating expenses. The aim of this project is to examine the cost-benefit of solar energy upgrades for municipal buildings throughout the Village. Based on the study's results it would help establish an appropriate program to support solar installations for municipal, commercial, and residential buildings and promote the municipal NYSERDA solar project. A part of the effort would be to evaluate similar upgrades for business owners and residents. The use of solar and other renewables can help offset the cost of flood insurance. Additional benefits may be realized through solar thermal and biomass (continued heating during power outages) and potential to install off-grid solar PV for emergency use purposes.

Implementation and Action Plan

Implementation of many of the recommendations provided in this Strategy will require both financial resources and capacity. Bringing these ideas to completion will take collaboration and coordination. Implementation efforts, even at the local level, are rarely accomplished by one entity alone. While some tasks can be handled by volunteers, others require a greater commitment of time and effort. For instance, this Strategy recommends that business recruitment requires some sort of staff position, whether the person hired is a contractor or an employee of the Village, an LDC, or an existing non-profit organization.

Implementation also requires a commitment from municipal and County leaders, organizations, businesses, and individuals to improve communication and collaboration. For such a small area, Schoharie has an amazing array of groups and organizations – but they do not always work together, and there are overlapping activities and missions.

Good communication between all entities and agencies is critical for success. Attention also needs to be paid to improved communication with residents so that they are informed about the many positive action steps taken on behalf of the community.

The Village should coordinate recovery activities with the following (at least):



Figure 15: Local artists painted benches throughout the Village.

- Schoharie Promotional Association
- Helping Us Grow Schoharie (HUGS)
- Schoharie Valley Association
- Schoharie County Chamber of Commerce
- Schoharie Area Long Term Recovery (SALT)
- Schoharie Community Development Corporation (CDC)
- Schoharie County Planning and Development Agency

General Implementation Steps

1. Make this strategy available to the above agencies and organizations, and to the public.

2. Convene a workshop of above agencies and organizations to identify priority actions, assign specific tasks and establish time frames and reporting methods. Identifying “project champions,” or stewards, to lead the implementation of specific projects will be very important as a first step.
3. Assign a Village board member to be liaison with project champion for each action.
4. Create a checklist that summarizes these decisions for all groups to follow.

Foundational Implementation Steps

These are actions that should be taken first to pave the way for more specific project actions.

1. Strengthen the capacity of the Schoharie Community Development Corporation so that they can play a major role in the economic development of the Village.
2. Continue to retain a grant writer and communicate priority project ideas from this Strategy so that they can effectively aid in raising funds as needed.
3. Establish the Schoharie Brand, website, and work on marketing communications as outlined in the Marketing Plan (Appendix 3).
4. Hire a business development specialist as described in this Strategy. Work with Schoharie CDC and possibly SALT to accomplish this.

Implementation of Recovery Projects

The matrix below details information needed to bring these ideas to reality. These include approximate project cost, potential funding sources, project coordinators, and time frame. Priority projects are those that are those critical to initiate as soon as possible. Projects that are not identified as priority are still important, but they may be actions that are not initiated right away. The time frames included in this table start from when the Village of Schoharie accepts this LTCR Strategy.

Implementation Matrix for Projects

Project Name	Recovery Support Function	Funding Level and Approximate Cost	Potential Funding Source	Potential Project Coordinator (& Partners)	Priority Project	Time Frame to Implement Action	Status if with Another Program
Taylor Block Restoration	Economic Development Housing	High \$655,000	CDBG-DR	Schoharie CDC	Yes	1 st year	NYRCR
Historic Parrot House Restoration	Economic Development Housing	High \$980,000	CDBG-DR	Schoharie CDC	Yes	1 st year	NYRCR
Business Restoration and Incentives Program	Economic Development	High \$600,000	CDBG-DR; CFA	Schoharie CDC (SALT, Schoharie Promotional, HUGS, SVA, Chamber)	Yes	1 st year	2014 CFA
Comprehensive marketing and public relations program	Economic Development	Moderate \$20,000	NY DOS/CFA	Schoharie Promotional, (SALT, HUGS, SVA, Chamber)	Yes	1 st year	
Streetscape and Main Street Improvements	Economic Development	High \$2,000,00	NYS DOT/NYS DOS/CFA /ESD	Village (SALT, Schoharie Promotional, HUGS)	No	Year 3-5	
Review and Revise Zoning	Economic Development	Low \$10,000	Village	Village (County Planning)	No	1 st year	
Develop Parking Plan	Economic Development	Moderate \$25,000	NYS Main Street Program/ CFA	HUGS	No	Year 3-5	
Recreation Trail Access to Schoharie Creek	Infrastructure	Moderate \$100,000	NYS Parks, NYS	SALT	Yes	Year 3-5 (after planning)	2013 CFA Funded Planning

Project Name	Recovery Support Function	Funding Level and Approximate Cost	Potential Funding Source	Potential Project Coordinator (& Partners)	Priority Project	Time Frame to Implement Action	Status if with Another Program	
Enhance and Develop Parks	Infrastructure	\$500,000	DOS/CFA NYS Parks, NYS DOS/CFA	Village	Yes	Year 3-5 (after planning)	2013 CFA Funded Planning	
Improve Sidewalk System	Infrastructure	\$200,000	NYS DOT, NYS DOS/ ESD CFA	Village	No	Year 5	2013 CFA Funded Planning	
Bike/Walk Path along Schoharie Creek in Village	Infrastructure	\$200,000	NYS DOT/ CFA, NYS DOS/NYS Parks/CF A	SALT (Schoharie Promotional, HUGS)	Yes	Year 3-5 (after planning)	2013 CFA Funded Planning	
Community Center	Infrastructure	\$175,000	NYS Parks	HUGS	No	Year 5-7		
Activities and Events		\$20,000	Private Donation s	Schoharie Promotional	No	Ongoing		
Flood Preparedness and Mitigation Plan	Flood Mitigation	\$60,000	FEMA	Village	Yes	1 st year		
Stormwater and Drainage Improvements	Infrastructure, Flood Mitigation		See Below					
South End Drainage Improvements	Infrastructure, Housing, Vulnerable Populations, Flood Mitigation	\$880,000	HMGP or CDBG- DR, ESD funds	Village	Yes	Year 1-3	2013 Hazard Mitigation Request; NYRCR	
Spring Brook Drainage	Infrastructure, Flood	\$3,800,000	HMGP or CDBG-	Village	Yes	Year 1-3	2013 Hazard	

Project Name	Recovery Support Function	Funding Level and Approximate Cost	Potential Funding Source	Potential Project Coordinator (& Partners)	Priority Project	Time Frame to Implement Action	Status if with Another Program
Improvements	Mitigation		DR, ESD funds				Mitigation Request; NYRCR
Hilgert Parkway Stormwater Pumping Station	Infrastructure, Flood Mitigation	\$185,000	HMGP or CDBG-DR, ESD Funds	Village	Yes	Year 1-3	2013 Hazard Mitigation Request; NYRCR
Young's Spring Intake Line Replacements	Infrastructure, Flood Mitigation	\$70,000	HMGP or CDBG-DR, ESD Funds	Village	Yes	Year 1-3	2013 Hazard Mitigation Request; NYRCR
Master Drainage Plan	Infrastructure, Flood Mitigation	\$80,000	HMGP or CDBG-DR-	Village	Yes	Year 1-3	2013 Hazard Mitigation Request; NYRCR
North End Drainage Plan	Infrastructure, Flood Mitigation	\$290,000		Village	Yes	Year 1-3	2013 Hazard Mitigation Request; NYRCR
Become a FEMA CRS Community	Community Planning and Capacity Building, Flood Mitigation	\$50,000	CDBG-DR-	Village	Yes	1 st Year	NYRCR
Hydrology Study of Schoharie Creek in Village	Flood Mitigation	\$48,000	CDBG-DR-	SCSWCD	No	2 nd – 5 Year (may be valley-wide)	NYRCR
Develop Emergency	Community Capacity	\$20,000	FEMA	Village Police, Scho-Wright	Yes	1 st year	

Project Name	Recovery Support Function	Funding Level and Approximate Cost	Potential Funding Source	Potential Project Coordinator (& Partners)	Priority Project	Time Frame to Implement Action	Status if with Another Program
Management Plan				Ambulance, Fire Department			
Develop 5-Year Capital Improvement Plan	Infrastructure, Community Capacity	\$20,000	Village	Village Highway Department	No	Year 3-5	
Update local Floodplain Law	Community Capacity, Flood Mitigation	\$1,500	Village	Village	No	1 st year	
Update electrical grid	Community Capacity, Public Utilities	\$500,000	National Grid	Village	No	Year 3-5	
Continue rehabilitation of housing	Housing	\$875,000	HUD/FEM A	SALT	No	Ongoing	NYRCR
Housing Needs Assessment	Housing	\$10,000	HUD	SALT	No	Year 5	
Evaluate tax assessment process	Housing	\$2,000	Village	Village	No	Ongoing	
First-time Homebuyers Program	Housing	\$800,000	CDBG/C FA	SALT	No	Year 5	
Shared Service Study	Community Capacity	\$20,000	NYS DOS	Village	No	Year 5	
Fire Station and Pumper Replacement	Capacity Building, Health and Public Services	\$300,000	CDBG-DR-	Fire Department and Village	Yes	Year 1-3	NYRCR
Construct new Police Center	Capacity Building,	\$200,000	CDBG-DR-	Village Police Department	Yes	Year 1-3	NYRCR

Project Name	Recovery Support Function	Funding Level and Approximate Cost	Potential Funding Source	Potential Project Coordinator (& Partners)	Priority Project	Time Frame to Implement Action	Status if with Another Program
	Health and Public Services						
Become a LEED-certified community to be more energy sustainable	Community Capacity, Public Services	\$1,500	Village	Village	No	Year 5	
Plan for decrease cost of energy to village residents and businesses.	Community Capacity, Public Utility, Public Services	\$80,000	National Grid/DEC /Village	Village	No	Year 5	NYRCR for solar

Summary Appendix 1. Market Analysis and Economic Development Recommendations

Summary of Market Analysis and Recommendations³

See Volume 2 for Full Market Analysis and Recommendations Document

This study is aimed at supporting the proposed marketing program and the Village's overall economic development activities. The purpose of the Market Study is to assess market opportunities in the Main Street area and provide recommendations regarding business development and recruitment, marketing, and other strategies to enhance economic activity in Schoharie. The study includes market data that can be used to promote Schoharie's assets and recruit prospective entrepreneurs and retailers.

The study used public input from and employee survey of the County and Schoharie Central School District, a resident survey, and stakeholder Interviews and meetings.

The study included:

- Review of existing materials generated by Community Planning & Environmental Associates as part of the Schoharie Long-Term Community Recovery (LTCR) process, as well as other reports and studies with relevant information on economic and market trends and tourism in Schoharie County.
- A survey of employees based at the County Office Building and at the campus of the Schoharie Central School District to determine demographic and socioeconomic characteristics, interest in retail goods and services not currently available locally, the types of businesses/activities likely to be successful on Main Street, barriers to support for local businesses, and related topics.
- Interviews with various stakeholders to discuss current and past marketing efforts, identify opportunities and challenges for economic and business development, and solicit input on the types of businesses/activities likely to be successful in the Village of Schoharie.
- Compilation and analysis of market demographics, lifestyle characteristics, and consumer spending patterns within the local trade area, and an assessment of non-resident markets.
- Evaluation of the existing retail environment in the Village of Schoharie relative to competing retail locations in Middleburgh and Cobleskill, among other nearby locations.

³ Market Analysis of Village of Schoharie prepared by E.M. Pemrick & Co., January 2014.

- Compilation and analysis of data on retail sales by store type to evaluate the current mix of goods and services and determine which types of establishments and/or product lines have unmet sales potential that could be captured by businesses in the Village of Schoharie.
- Research on best practices in retail and marketing and successful business recruitment techniques used by communities similar to Schoharie.
- Identification of business opportunities and development of recommendations

The report details the following:

Existing Conditions	Traffic Counts	Business Mix
Vacancies	Market Definition	Market Segmentation
Retail Market Analysis	Retail Gap Analysis	Consumer Spending
Potential and Estimated Retail Sales	Employees in Schoharie	
Competing Retail Locations	Trade Area Market Demographics	
Trade Area Resident Characteristics	Employees in the Trade Area	
Market Opportunities including Grocery Stores, Tourism, Seasonal Residents, and Tourism-Based Retail		

Multiple economic development oriented recommendations are made including rehabilitation and ownership of commercial property, the Parrott House, business development and recruitment, assistance to existing businesses, marketing and promotion, and suggestions for implementation of these recommendations.

Attachments to this study include:

Appendix A: Inventory of Existing Businesses and Commercial Properties by Address

Appendix B: Employee Survey Results

Appendix C: Schoharie Area Tourism Assets

Appendix D: Schoharie Website Assessment

Summary Appendix 2. Schoharie's Readiness for Participating in the National Flood Insurance Community Rating System

Summary of Report⁴

See Volume 2 for Full Report on Schoharie's Readiness for Participating in the National Flood Insurance Community Rating System

The National Flood Insurance Program's (NFIP) Community Rating System (CRS) was created to recognize, encourage, and reward through the use of insurance premium discounts those communities that go beyond the minimum required by the NFIP.

Participation in the CRS program can benefit all properties in the village of Schoharie. Based on the Rating Class achieved, those properties carrying flood insurance and located in the Special Flood Hazard Area (SFHA) could see flood insurance premium discounts of 5 to 45%. In addition, even those village properties found outside of the SFHA would see a reduction of flood insurance costs of 5 to 10%.

The CRS has defined several prerequisites, based on desired Class Rating, which every community seeking admission to the CRS must meet to be considered for inclusion in the program. It is presumed at this time that the Village will seek a CRS Class of between 9 and 7. The village's status in regard to these requirements is detailed in the full report.

The report discusses:

- Participating Member of the NFIP for at least one year
- The Community must be in full compliance with the minimum requirements of the NFIP
- Elevation Certificates
- Repetitive Loss Properties Plan
- Flood Insurance Policies for Municipally-Owned Properties

Specific steps that the Village can take are laid out in the report. These steps are:

- Conduct a community quick check to assess the Village's possible CRS classification
- Review the local floodplain law
- Review the Village Land Use Law (zoning)
- Appoint a CRS Coordinator for the Village

⁴ Full report has been submitted to the Village Board. It was prepared by Jacob Tysz, Senior Scientist of Atkins North America, Inc. It was submitted to the Village on June 30, 2014 and entitled "Joining the National Flood Insurance Program's Community Rating System: Prepared for the Village of Schoharie".

- Properly use Elevation Certificates
- Insure all Village-owned properties that are in the flood hazard area
- Institute good recordkeeping

Finally, the report outlines the application process, how to earn points, dealing with repetitive loss properties, managing the CRS program, and training. A list of specific activities the Village can take to earn points and reduce flood insurance rates for all in the Village is detailed.

All the tools needed for the Village to participate in the CRS program have been provided to the Village Board. These include:

1. Community Assistance Visit (CAV) Guidance
2. Community Letter of Interest (Draft)
3. Community Quick Check
4. CRS Activity Cheat Sheet (summary of Activities for Schoharie)
5. CRS Activities Rankings (Initial rankings for Schoharie)
6. CRS Credit for Drainage System Maintenance
7. CRS GIS Layers (information that could be provided in maps)
8. CRS Uniform Minimum Credit – New York
9. Elevation Certificate
10. Flood Protection Library Documents
11. Map Information Log (To help with recordkeeping at Village Hall)
12. Outreach Flyer Example
13. Real Estate Agents Brochure (to be given to real estate agents)
14. Example of a Repetitive Loss Area Analysis – Alexandria, VA

Summary Appendix 3. Marketing and Promoting Schoharie

See Volume 2 for Full Marketing and Promoting Schoharie Plan

Summary of Comprehensive Marketing Plan⁵

The Village recognizes the important role that marketing plays in recovery. Multiple audiences need to be reached with different messages. There is a need to promote the Village in a positive way to reflect the excellent quality of life and sense of community here. The comprehensive marketing plan offers specific marketing activities, recommended action steps, cost information, and design ideas. It includes:

Component A

Step One – Broadly define who the Village of Schoharie is with a specific brand.

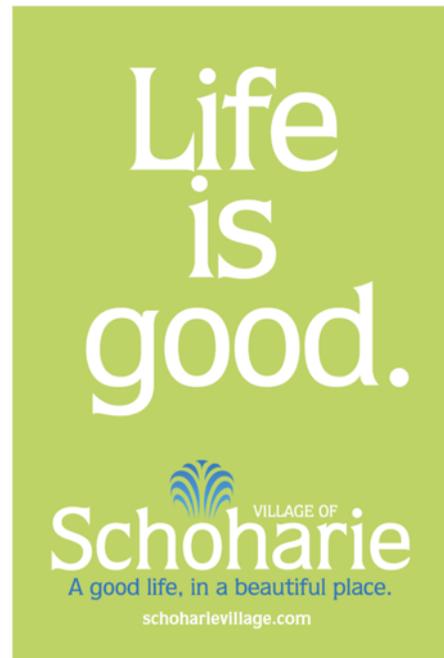
Step Two - Develop a marketing identity, including the Village's name, a graphic element and a tag line. Using the history of the Village as 'fountaintown', the plan builds on this and offers the following for this:



Component B – Website. The plan outlines the kind of website, content, and steps for site development that should be considered by the Village.

Component C – Marketing Communications. This section of the Plan discusses ways of providing progress reports and other communications to partners working with the Village and residents. It also discusses ways to reach out to the local visitor market, regional visitor market, distant visitor markets, and the relocation market to attract new visitors, businesses, and residents.

Component D – Infrastructure. This discusses the idea of investigating installation of fountains to create a decorative 'water feature' on Main Street that would reinforce



⁵ Prepared by Kurt Pelton, Media Marketing Consultant, Sloansville, NY

the history of the Village. Also included in this part is information on how a walking tour might help, and how that could be accomplished.

Summary Appendix 4. Recommendations for the Local Development Corporation

See Volume 2 for Full Set of Recommendations for Not-For-Profit Development Corporation⁶

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

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

1. Many of the activities that comprise most economic development endeavors do not fall within the traditional role of municipal government. These include direct lending to for-profit businesses, development and management of property, marketing, and fund-raising.
2. The use of an NFPC enhances the confidence of for-profit businesses and developers in working with the community by creating a perception of credibility and insulation from local government. This insulation from local government also offers a degree of privacy and confidentiality that is often essential to structuring community and economic development projects.
3. An NFPC can greatly facilitate the activities that are inherent in most development projects including property acquisition and disposition, contracting for construction and related services, negotiation of agreements, procurement and issuance of debt, etc.

The Appendix offers detailed information and examples for a corporate purpose, by-laws, board of directors, corporate purpose and activities, geography to cover, funding, and staffing. These are all included in Volume 2 of this Strategy.

The recommendations related to the LDC are”

- Undertake incorporation by private citizens or ensure that the existing Schoharie Community Development Corporation is a Type C corporation under Section 201(b) of the New York State Not-For-Profit Corporation Law.

⁶ Authored for Schoharie by Harry Sicherman, President, H. Sicherman & Company, Inc., 5852 Forest Creek Drive East Amherst, New York 14051-1961

- Establish a broad mission statement (corporate purposes) and place no restrictions on the activities of the company beyond what is prohibited by law.
- Install a relatively large Board of Directors with diverse business and civic interests.
- Take steps to establish independence from governmental authority.
- Consider serving a geographic area larger than the Village itself.
- Make hiring staff a priority.

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

Position Title: Economic Development Coordinator

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

Position duties and responsibilities include the following:

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

7. Perform any other services necessary to carry out the CDC's mission of economic and community development and its administrative responsibilities as directed.

Key Skills, Abilities and Qualifications:

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

Summary Appendix 6. Updated Community Demographics

See Volume 2 for Full Report on Community Demographics

Summary

Demographic data is collected to characterize the population in the Village. The most complete set of data comes from the 2010 Census. Estimates for 2012 are also provided from the U.S. Census, but they probably do not reflect the 2011 changes from the flood. Highlights of some demographic data for the Village of Schoharie are:

- The Village continues to decline in population (decreased about 10.5% over the past decade).
- The average age of residents in the Village is 46.7 years, higher than the town, County or NYS. This has increased from 43.1 years in 2000.
- About 16% of the population in 2011 was under 18 years old.
- The Village lost households, families, families with children, and married couple families over the last decade.
- The number of rental housing units stayed the same over the past decade, but the number of owner occupied and vacant structures increased.
- The Village has higher median family incomes, higher per capita incomes, and lower poverty rates than Schoharie County and the Town of Schoharie.
- The 2012 estimates have a population of 1002 persons with a median age of 44.4 years and 540 housing units.

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

See Volume 2 for Full Report of all Project Ideas

One of the primary goals of public input was to generate projects and ideas about what projects or activities the Village of Schoharie can do to fully recover from the flood and revitalize. A very large list of ideas was generated. From this broader list, the LTCR committee and community worked to pull out those critical activities and prioritize them. These are the ones highlighted in this LTCR strategy.

However, most of the ideas generated by the public input are excellent. Many are short-term and low-cost and can be implemented. While this strategy concentrates on the priorities, it is as important to recognize there are other viable project ideas. Over time, the Village and its partners should refer to the full list of ideas in Appendix 7 to identify other needed and desired projects. When the Village does a comprehensive plan update, some of these ideas should be included as future endeavors to be planned for. The other, long-term strategies identified by the public are categorized as follows:

- Activities and Events (8 projects)
- Business Development (8 projects)
- Capacity Building and Partnerships (8 projects)
- Flood Preparedness, Response and Mitigation (12 projects)
- Housing (5 projects)
- Community Image Building and Marketing (5 projects)
- Municipal and Institutional Strategies (12 projects)
- Recreation, Transportation and Public Space (8 projects)
- Streetscape and Aesthetics (4 projects)
- Tourism Promotion (7 projects)
- Public Utilities (4 projects)