

Task Force Final Report: Part A

Charge / SWOT and Critical Issues

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|------------------------|---------------------------|---|
| Task Force # 8 | Facilitators: | Date: |
| Village Revitalization | Chris Casey, Sue Stehling | October 10, 2006 Certified Copy |

Members: John Holden, Meg Chaides, Mary Colyer, Jeff Allchin, Bea Parker, Warner Fisher, Maura Steede, Holly Malley -- Also participated - Gina Mangimelle, Nick Cretakos, Bill Turner, Randy Farnsworth

Charge: To investigate and analyze the type of Village we want, consistent with our desired quality of life and the Victor brand. This will include all of the aspects, which would make us a world-class Village. It includes aesthetics, building facades, Village experience, services as well as the cleanliness and “presentability” of our Village.

SWOT Analysis Summary:

Internal (S/W)

External (O/T)

The Dangers fell into the following three categories

1) Economic, lack of target business and the lack of viability of others. This includes the need for specific anchors including a grocery store and night time restaurant. Additionally we spoke about the threat of residential properties being recognized as viable and high dollar commercial parcels thus threatening the residential viability of often historic residential properties.

2) Transportation, the amount of traffic on Rte 96 is recognized as a threat. This is confounded by the commercial truck traffic and the bus traffic coming off High Street. Inability of residents to get around at certain times, and additional dangers abound for pedestrians including not a “walkable” community

3) Lack of Branding and draw of Village, an over all lack of quaintness, lack of enough destination businesses as well as some staples (grocery store), leading to a lack of excitement - not viewed enough as a destination.

The Opportunities were recognized as follows:

1) Some Branding now in place with Ganondagan, the train and trolley heritage, the Mead Square District. Opportunity for Ganondagan to become a destination for area 4th grade classes as part of their NYS curriculum.

2) Ability to capitalize on the route 96 traffic, opportunities for marketing with ski, golf and wine venues, i.e. the Finger Lakes Trail.

3) Opportunity to open up west railroad corridor, not as a 4-lane bypass but as an alternative for easy access, for connectivity to residential areas and as corridor for future controlled Village growth.

- 4) Ability to capitalize on the future county Fiber Optic Ring.
- 5) Vibrant, growing community that likes where it lives and wants a successful Village to showcase for themselves and visitors.

The Strengths were recognized as follows;

- 1. Strong history of Village.
- 2. Existing Brand of a livable community consisting of:
 - (a) Affordable Housing
 - (b) Good school district on a self contained campus,
 - (c) Safe neighborhoods
 - (d) Relatively low taxes
 - (e) Proximity to shopping, sporting and cultural events.
- 3. Good existing anchors, with a good mix of retail and service and government including the library.
- 4. Residents' support.

Our Critical Issues:

- 1. Should the Village have a separate identity?
- 2. How important is it to revitalize the Village?
- 3. How can we utilize placement of businesses to revitalize?
- 4. How do we revitalize the Village while remaining within our historical past?
- 5. Does current Town and Village government structure impede revitalization?
- 6. How do you get people to come to the Village businesses, Eastview Mall?
- 7. Does traffic interfere?
- 8. Would a more attractive Village bring in more people?
- 9. What unique things would bring in people?
- 10. How do other communities do this?
- 11. Who should we benchmark against?
- 12. What is/are the anchor(s) that would start moving the Village forward?
- 13. How do you plan for recruitment of Village anchors?
- 14. What are simple things that can be done to improve curb appeal of Village?
- 15. What would get people walking the streets of the Village?
- 16. Do we need a separate brand / theme for the Village?
- 17. What traffic improvements need to occur?
- 18. Do we have a grant writer?
- 19. Do we have a liaison to state government?
- 20. "How certain should the Village government be concerning their plan to revitalize the Village before they assert their power of eminent domain to force long standing residents from their homes?"

Task Force Final Report: Part B

Strategic Intents/Key Initiatives /Action Plans and Cost Benefit

| | | |
|------------------------|---------------------------|---|
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Strategic Intent #1: The Town of Victor will continue to support the Village of Victor Revitalization Plan, formerly know as the Saratoga Plan, through the Local Development Corporation. By 2011, the Village will be recognized as a unique and viable economic center and will continue to provide and retain businesses that service the needs of the Victor community. We will continue to promote a mixed use of residential and commercial properties in harmony with each other that will improve the Village streetscape. In addition, we will preserve and expand historic and cultural venues for residents and visitors

Key Initiative #1 By December 2007 secure a grocery store presence in the Village.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|--|------------|
| | | 1 | Identify amount of Town/Village incentives available for supporting a grocery store presence in the Village. | |
| | | 2 | Request from Village a specific grocery store project that is possible and desirable. | |
| | | 3 | Contribute Town/Village incentives toward the grocery store project. | |

Key Initiative #2 By June 2008, redevelop Dryer House/Victor Antiques.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|--|------------|
| | | 1 | Identify amount of Town/Village incentives available for supporting the development of the Dryer House/Victor Antiques project. | |
| | | 2 | Partner with Village on finding a developer who would convert the building into commercial/business or upscale residential condos. | |
| | | 3 | Contribute Town/ Village incentives toward the commercial/business or residential condo project. | |

Key Initiative #3 By December 2008, utilizing the Village Revitalization Plan, create depth of commercial buildings off of Main Street Victor.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|---|------------|
| | | 1 | Identify amount of Town/Village incentives available for supporting an increase of commercial businesses off of Main Street Victor. | |
| | | 2 | Partner with Village on finding, prioritizing, and deciding which sites to develop for commercial businesses. | |
| | | 3 | Contribute Town incentives toward the commercial business project. | |

Key Initiative #4 By June 2009, develop a process to measure the return on investment in revitalization.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|--|------------|
| | | 1 | Benchmark 5 villages and try to collect their return on investment. | |
| | | 2 | Measure and benchmark business occupancy rate, sales tax revenue, business retention percentage, and the number of jobs created. | |

Key Initiative #5 By December 2009, in conjunction with Urban Renewal Agency complete the Mead Square Project.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|--|------------|
| | | 1 | Initiate discussions with Library Board regarding capacity and potential need for growth. | |
| | | 2 | Initiate discussion with Urban Renewal Agency concerning other uses of Library Building (if they need to enlarge and relocate) Determine which configurations. | |
| | | 3 | Recruit new anchors for in fills. | |
| | | 4 | Revamp access and parking. | |

Key Initiative #6 By June 2010, recruit new non-chain upscale restaurant for downtown with possible outside seating.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|---|------------|
| | | 1 | Make priority for LDC. | |
| | | 2 | Find potential sites. | |
| | | 3 | Develop list of potential successful restaurants which might want additional locations. | |

Key Initiative #7 By June 2010, recruit one additional non-retail anchor for downtown.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|---|------------|
| | | 1 | Determine list of potential anchors including FF Thompson, FFLC or MCC, Native American Art Gallery, History and Cultural Center. | |
| | | 2 | List potential sites. | |
| | | 3 | Look for financial support including grants, member items and endowments. | |

Key Initiative #8 By Dec. 2008, promote mixed use of buildings and increase number of residents living in the Village downtown area.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|---|------------|
| | | 1 | Determine needs assessment for housing. | |
| | | 2 | Find locations for housing including looking at gateways. | |
| | | 3 | Providing affordable upscale housing for professionals. | |

Key Initiative #9 By Dec 2010 secure a Town Hall presence in the Village.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|---|------------|
| | | 1 | Develop a timeline to renovate or build a new Town Hall with the Village of Victor. | |

Key Initiative #10 By November 2007 the Town of Victor will financially support the Local Development Corp. and URA with \$40,000 to be used specifically for obtaining grants for Village Revitalization.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|---|------------|
| | | 1 | Thru the New York State Parks Dept. identify matching grants in the Certified Local Government Program "to survey and inventory" historic structures in the Village. | |
| | | 2 | Thru the New York State Historic Preservation Office Landmark Conservancy Program identify grants to acquire/preserve/restore the Masonic Lodge on Maple Ave. | |
| | | 3 | Thru the New York State Finger Lakes Watershed Grant Program identify grants for removal of debris, dead trees, erosion prevention & bridge work on Great Brook in the Village between Maple Ave & School St. | |
| | | 4 | Thru the Laura Bush Library Foundation Grant Program work with the Victor Library to identify grants for public educational programs relating to the local history of the Native American Indians. | |
| | | 5 | Thru the New York State Historic Preservation Program identify grants for "protecting, rehabilitation, or restoration" of historic structures in the Village. | |
| | | 6 | Thru the Federal Railroad Administration Grant Program/OCIDA/Victor Insulator/Ontario Railroad/Finger Lakes Scenic Railroad to identify grants available for improving local railroad track safety standards from commercial grade to passenger grade and to Acquire and preserve local historic railroad / trolley structures. | |
| | | 7 | Thru the Genesee Regional Transportation Authority and the Federal Small Cities Grant Program identify grants that will improve Village streetscapes: i.e. sidewalks, street lighting, park benches, trees, etc. | |

Strategic Intent #2 By 2011, 90% of community respondents will recognize the Village of Victor as the heart of the Town with a true “sense of place” characterized by a clear brand, inviting areas of shops, restaurants and cafes; preservation of history and historic buildings; a strong library center; places to recreate and gather for events enticing to residents and visitors. Further the Town and Village will form a solid partnership and collaborate for success.
Note: Task Force 5 Strategic Intentions and Key Initiatives have been integrated into Task Force 8.

Key Initiative #1 By Dec 2007 present a detailed plan to improve the streetscape.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|--|------------|
| | | 1 | Form a study group(s) to visit 5 Villages we think have good streetscapes. | |
| | | 2 | Determine features that are appealing, collecting photos of features. | |
| | | 3 | Evaluate information gathered and develop features we want. | |
| | | 4 | Inventory existing signs on Main, Adams, School and Maple. | |
| | | 5 | Create logo and design for street signs along with costs. | |
| | | 6 | Create design and placement of Directory and Parking signs along with costs. | |
| | | 7 | To ensure the funding for the production of signs for public parking and public buildings. <i>(From Task Force #5)</i> | |
| | | 8 | To ensure the installation of signs for public parking and public buildings the design of which to be determined by Victor’s branding concept based on recommendation of Communications Task Force. <i>(From Task Force #5)</i> | |
| | | 9 | To pursue grants to provide funding for incentives to restore historic buildings and create historical looking facades for buildings – with a focus on specialty businesses. <i>(From Task Force #5)</i> | |
| | | 10 | Hire an architect to create a rendering that will show how the Village will look with all of the new facades for the community to view. <i>(From Task Force #5)</i> | |

Key Initiative #2 By June 2008 create a detailed plan to develop/redevelop three areas for “street of shops”. 1. Trolley Building/Adams Street 2. Mead Square Park. 3. Central Business District.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|---|------------|
| | | 1 | Evaluate present condition of proposed areas. | |
| | | 2 | Work with Village Board and URA to determine plane for these areas. | |
| | | 3 | Develop list of resources improve and/or create these pockets. | |
| | | 4 | Present to Town Board. | |

Key Initiative #3 By Dec. 2008, create a plan that makes our Library into a multifaceted life long learning center.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|---|------------|
| | | 1 | Benchmark innovative library systems of 3 communities. | |
| | | 2 | Evaluate participation of Town, Village and community in supporting our library system. | |
| | | 3 | Create plan to rectify deficiencies and move us to a multifaceted life long learning center. | |

Key Initiative #4 By June 2009, create a detailed plan to help preserve the identified historical buildings in Victor. i.e. Moore Building, Dryer House, Masonic Lodge, Black Diamond, churches, others still to be determined.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|---|------------|
| | | 1 | Identify with Town Historian and Urban Renewal Agency buildings of historical significance. | |
| | | 2 | Document with photo and verbiage and put on a Village Registry. | |
| | | 3 | Identify and pursue funding resources to help with preservation. | |
| | | 4 | Document on Village Registry the preservation of information on historical people. | |

Key Initiative #5 By December 2009 present a detailed plan to create places to recreate and gather for events enticing to residents and tourists.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|---|------------|
| | | 1 | Determine ways that firemen's field can be utilized to recreate and gather for events. | |
| | | 2 | Re-evaluate Mead Square Park, its purpose and be proactive to get what we want. | |
| | | 3 | Put out Request for Proposal to developers. | |

Strategic Intent #3 (Transportation) By June 2008, To have the route 96 corridor move more freely allowing for easy and free travel for the residents and visitors to through Victor.

Key Initiative #1 By December 2008 NYS will have passed a law allowing free transport between exit 44 and 45 to help remove pass through commercial and commuter traffic off route 96.

| P | C/B | # | Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i> | Who |
|----------|------------|----------|---|------------|
| * | | 1 | The Village and Town will jointly propose to our state elected officials free travel between exit 44 and 45 of the New York State Thruway and continue to lobby for its adoption. | |
| | | 2 | Upon adoption, the Town and Village will provide signage to suggest that the pass through commercial and commuter traffic use the alternate free route of the NY State Thruway. | |

Cost/Benefit Analysis

| Strategic Intent #1 and #2 | |
|--|--|
| Key Initiative # | Action Plan # |
| Cost | Benefit |
| <i>Itemize estimated financial, time, human resource and other associated costs.</i> | <i>Itemize the potential impact/benefits; detail rationale and compelling reason.</i> |
| Approximate cost of \$5000 per grant received (hoping for up to 8 active grants). | Finding alternative money through grants will help the Village revitalization achieve some of its goals without the immediate burden on Town/Village residents. |