
V. ACTION AGENDA



V. ACTION AGENDA

The East End Neighborhood Steering Committee developed specific actions that, if undertaken, should bring positive change for the East End Neighborhood. These Goals and Implementation Measures are fully detailed in *Section 3, Inventory and Analysis*.

Included herein is an Action Agenda that lists all the projects recommended to catalyze the revitalization of the East End Neighborhood. While this Action Agenda and the listed projects provide a blueprint for the City's East End Neighborhood, this Action Agenda should be considered a living document that should be reevaluated and updated as projects are completed, priorities change, and new opportunities arise.

IMPLEMENTATION

In order for the goals of this Plan to be fully realized, and for the projects to be implemented, the City will need to continue its commitment to the East End. There is currently no clear non-governmental organization or entity to spearhead implementation. This Plan proposes that a Neighborhood Association, or a committee of the 7th Ward, be developed, and recognize that it will take a number of years before such a group will have the capacity to effect real change. Even then, the long term involvement and commitment of the City will be vital to future success. The City may want to consider appointing a task force of City staff, officials, and stakeholders to ensure a continued, consistent, and organized focus to ongoing revitalization efforts and to track progress.

At the outset, it is important to concentrate on activities that will: (1) increase capacity to implement and coordinate projects, (2) be relatively easy to accomplish, and (3) have high visibility. Early successes are important in creating excitement for revitalization activities, maintaining momentum, and for combating apathy among businesses, property owners, and residents. The "clustering" of various individual projects can exponentially increase their impact. For example, combining the planting of street trees with the repaving of streets, and perhaps the rehabilitation of residences, will multiply the impact of each individual project. As progress is made, every success, no matter how small, should be celebrated publicly. Attempts should be made to highlight a success or a milestone on a regular basis.

In the early stages of the revitalization effort, it is important that efforts do not get bogged down with difficult to implement projects. If progress is not being made on a particular issue, it may need to be set aside temporarily in order to accomplish other tasks. Failures should be assessed to identify what did not work, and to identify what can be done to better address the issue in the future. As needs change, and new opportunities arise, the City and neighborhood should be flexible and open to new projects, concepts, and ideas that are consistent with the vision of the East End Neighborhood. Lastly, it should be understood that revitalization efforts are ongoing and incremental, and are not completed in a few months or years. Improvement of this neighborhood is experiencing a groundswell of support and enthusiasm from residents and business owners. This bodes well for future revitalization efforts. It is important that this momentum not be lost.

V. ACTION PLAN MATRIX

Goal	Implementation Measure	Plan Reference
Adopt Comprehensive Plan		
HOUSING		
1.1 Ensure all dwelling units are in compliance with NYS Property Maintenance Code.	1.1.1. Continue to support comprehensive housing code enforcement efforts in the neighborhood to maintain owner-occupied and income property units in standard condition.	Page: 21
1.2 The City will strive to ensure that substandard housing units in the East End are rehabilitated to standard condition.	1.2.1. Seek financing sources, such as State or federal funds, to renovate housing in the East End Neighborhood through rehabilitation programs. Particular emphasis should be paid to homeowners who struggle financially. Income property rehabilitation programs, where the majority of tenants are lower income, should be conditioned on rent subsidy programs or affordable rents. 1.2.2. Partner with Cortland County and other agencies devoted to housing related issues such as lead based paint, radon, energy efficiency, asbestos, and safety issues. The City will be a part of the referral network.	Page: 21
1.3 There will be units in the City, existing or proposed, which are affordable and accessible to all income, age, and disability segments of the population.	1.3.1. Partner with financing sources to provide financing for developers to create market rate housing. Such housing will be created via new construction or the rehabilitation of existing residential, commercial, or mixed commercial/residential structures. 1.3.2. Work with qualified developers who share a common vision with the City in developing new living units to meet growing needs that are in keeping with the character of the neighborhood.	Page: 21

Goal	Implementation Measure	Plan Reference
	1.3.3. Consider the development of the north side of Clinton Avenue, near the Grange and along the banks of the Tioughnioga River, for market rate income housing. This area is near the Riverside Plaza and close to I-81. Provide attractive amenities for prospective tenants.	Page: 22
1.4 Stabilize/maintain homeownership in the East End Neighborhood.	1.4.1. Seek funding for programs that provide assistance to first time homebuyers. 1.4.2. Regarding properties that are seized for back taxes (in-rem), ensure that, where feasible, residential properties are offered to single family homeowners. 1.4.3. Provide financial incentives through homeownership programs to entice owners to live in the East End for a specified time period. 1.4.4. Limit the conversion of single family homes to multifamily through strict adherence to City code.	Page: 22
1.5 Future housing development, or modifications to existing housing, will be consistent with the size, scale, aesthetics, architecture, character, and historic nature of the East End.	1.5.1. Enact minimum design standards that include all housing development so that new construction and significant rehabilitation/renovation of existing housing is consistent with the character/architecture of the neighborhood. 1.5.2. Incorporate design standards into site plan review.	Page: 22
1.6 Become a regional leader in the use of sustainable technology and building practices.	1.6.1. Promote energy efficiency for new or existing housing units such as green build standards, alternative energy sources, and/or new energy saving technologies. 1.6.2. Promote energy saving or alternative energy appliances, technology, materials, or other apparatus that do not interfere with any neighboring properties and/or will not negatively impact the East End/City environment and quality of life. 1.6.3. Promote housing development that conserves energy, including such measures as higher density development that reduces the need for significant investment in infrastructure.	Page: 22

Goal	Implementation Measure	Plan Reference
1.7. New housing development will be linked and connected to existing development via interconnected sidewalks, roadways, and/or trails.	1.7.1. Require sidewalks, trails, or multimodal connections in residential areas so that the East End is a walkable neighborhood. 1.7.2. Ensure stricter enforcement of sidewalk ordinance regarding maintenance and snow removal.	Page: 23
1.8. After complying with all applicable laws and regulations, demolish residential properties not fit for habitation.	1.8.1. Enlist the Code Enforcement Office in inventorying and identifying properties that are not habitable. 1.8.2. Seek funding to remove blighted housing from the East End. 1.8.3. Work with the Cortland Fire Department to remove properties as part of a controlled burn.	Page: 23
PARKS, RECREATION, AND OPEN SPACE		
2.1. Preserve, maintain, and expand the programs and equipment available at Yaman and Dexter Parks.	2.1.1. Develop a master plan for Dexter Park for its land use. Priority should be given to programs and land uses that benefit children. 2.1.2. Pursue funding to obtain new playground equipment, facilities, and amenities at Dexter Park. 2.1.3. Initiate programs offering sports clinics at Dexter Park. 2.1.4. Showcase all City parks by rotating annual festivals among all City parks including Dexter and Yaman. 2.1.5. Initiate community gatherings at Dexter Park such as block parties. 2.1.6. Maintain/upgrade equipment and facilities at Yaman and Dexter Parks. Seek funding sources to finance these projects. 2.1.7. Develop a yearly festival in Dexter Park, such as an Italian Festival.	Page: 27

Goal	Implementation Measure	Plan Reference
2.2. Improve the facilities and infrastructure at Dexter and Yaman parks.	2.2.1. Maintain/improve/develop sidewalks and a riverwalk to improve accessibility and safety between Yaman and Dexter Parks. 2.2.2. Remove the deteriorated fence on the north side of Dexter Park and replace with new fencing, sidewalk, and shrubs. 2.2.3. Install garbage cans and doggy pots in park. 2.2.4. Move the East End Community Center to Dexter Park. 2.2.5. Re-build the Dexter Park building.	Page: 27
2.3. Expand parkland and greenspace and recreational opportunities within the East End.	2.3.1. Pursue funding to create park or riverwalk and dog run along the Tioughnioga River on the property adjacent to Yaman Park under the I-81 overpass.	Page: 27

Goal	Implementation Measure	Plan Reference
COMMERCIAL RESOURCES		
<p>3.1. Establish the Elm Street/Pomeroy Street intersection as a neighborhood commercial area providing essential goods and services to residents.</p>	<p>3.1.1. Expand the Service District zoning around the intersection of Elm and Pomeroy Streets westward to Crandall Street to allow more small scale neighborhood businesses.</p> <p>3.1.2. Develop signage and design guidelines to ensure development is compatible with the balance of the neighborhood.</p> <p>3.1.3. Limit neighborhood commercial businesses in other areas of the neighborhood.</p>	Page: 31
<p>3.2. Support the development and growth of small businesses, particularly businesses providing essential neighborhood goods and services.</p>	<p>3.2.1. Seek funding to establish a Microenterprise Assistance Program to provide grants, low interest loans, and training to new and existing businesses with five or fewer employees.</p> <p>3.2.2. Seek funding to assist new or expanding small businesses (five to twenty employees) to establish and expand in the East End.</p> <p>3.2.3. Work with the Chamber of Commerce to assist neighborhood businesses to establish joint marketing campaigns and to brand the East End neighborhood such as "Little Italy".</p>	Page: 31
<p>3.3. Improve the transition from Exit 11 highway commercial development to surrounding residential neighborhoods.</p>	<p>3.3.1. Work with the City to develop design standards that require all commercial development/ redevelopment on Clinton, Pomeroy, and River Street south of the Tioughnioga River to have a residential architectural style (such as steep gabled roofs, wooden siding, and vertically oriented windows).</p> <p>3.3.2. Encourage the City to revise site plan requirements for all commercial development/ redevelopment on Clinton Avenue, Pomeroy, and River Street south of the Tioughnioga River to include lesser lot coverages, larger setbacks from residential property lines, greater amounts of landscaping, larger trees, and less invasive site lighting.</p> <p>3.3.3. Seek funding to renovate and maintain existing housing on Clinton Avenue.</p>	Page: 31

Goal	Implementation Measure	Plan Reference
	3.3.4. Maintain existing zoning districts and deny use variance requests in order to maintain neighborhood character and protect residential properties.	Page: 32
3.4. Visually improve the Exit 11 commercial areas north of the Tioughnioga River.	<p>3.4.1. Encourage the City to revise the City sign ordinance for high-rise signs for businesses within 600 feet of a highway Exit to no higher than 45' and reduce the maximum size of the sign. As an incentive to reducing the number of signs, provide additional height allowances for businesses that share signposts. Restrict high-rise signs for businesses outside a 60 foot radius of the exit. An amortization schedule should be adopted to ensure all signs are consistent with the ordinance within 10 years.</p> <p>3.4.2. Advise the City to revise its sign ordinance to limit primary site signage (not including directional signs or high-rise signs) to monument style signs at the roadway and require that such signs incorporate brick or stone, be landscaped around the base, and be externally lit. Signs should be no more than 8' tall. Internally lit and/or animated signage should be prohibited, as should the number and size of building and site signs. Businesses with shared entrances should share signs.</p>	Page: 32

Goal	Implementation Measure	Plan Reference
	<p>3.4.3. Work with the City to revise site plan requirements for highway commercial areas to create a sense of place, infuse more landscaping and greenspace into developments, and provide an enhanced gateway to the City. Recommended changes include limiting the amount of unbroken paved areas, including parking lots; requiring curbed and landscaped medians along the edge of the roadway that are of consistent design (similar widths, plantings and trees) along the roadway; limiting paved areas to the minimum needed; requiring landscaped medians for every four or five rows of parking; protection of mature trees; planting of new trees at both the roadway edge and in parking lots, requiring the largest trees that the site can accommodate; and requiring landscaped planting areas around the edges of buildings. Furthermore, all site plans/developments with water frontage should be required to embrace their waterfront locations and to incorporate water access into their site plans.</p> <p>3.4.4. Seek State and federal funding to undertake streetscape improvements at the Exit 11 area. These improvements should be consistent with one another, and should create a unified appearance along the roadway including new trees, landscaped medians, and attractive lighting in order to create a welcoming gateway to the community.</p> <p>3.4.5. Work with the City to develop minimum design guidelines for new buildings and major renovations to existing buildings. The guidelines should require pitched/gabled roofs on smaller buildings, stone, brick, or clapboard sidings, and architectural detailing in order to provide a consistent and attractive character to the area.</p>	Page: 32

Goal	Implementation Measure	Plan Reference
<p>3.5. Develop Riverside Plaza as an attractive retail and service center for the City and as a regional destination.</p>	<p>3.5.1. Support redevelopment efforts, including sponsoring funding applications, to improve the physical appearance and condition of the Plaza and site.</p> <p>3.5.2. Partner with the Plaza owner to attract retail businesses and restaurants that serve local needs as well as attracting customers outside the community.</p> <p>3.5.3. Ensure that a western entrance to the Plaza is retained.</p>	<p>Page: 33</p>
TRANSPORTATION AND INFRASTRUCTURE		
<p>4.1. Reduce the negative impacts to the neighborhood created by commercial truck traffic serving local industries while retaining easy and needed access to such industries.</p>	<p>4.1.1. Maintain designated and signed truck routes to and from major industries in the neighborhood.</p> <p>4.1.2. Develop traffic calming techniques/features to discourage truck traffic where it isn't desired. These may include raised intersections, narrowed intersections, trees, landscaping, and other features.</p> <p>4.1.3. Eliminate physical impediments to large trucks on designated truck routes and ensure that roadways are constructed to withstand the types and levels of traffic they receive.</p> <p>4.1.4. Enforce existing local traffic laws to the fullest extent, and revise/adopt new laws to ensure the ability of local police to address traffic concerns, such as truck weights, as needed.</p> <p>4.1.5. Develop a proactive and cooperative working relationship between the City/neighborhood and local industry to address issues as they emerge.</p> <p>4.1.6. Create buffering requirements for large parking lots including curbed and landscaped medians, vegetative screening, and decorative fencing.</p>	<p>Page: 36</p>

Goal	Implementation Measure	Plan Reference
4.2. Maintain a western entrance to Riverside Plaza.	4.2.1. Work with all parties involved to identify a reasonable and cost effective solution to ensure that a western access to Riverside Plaza remains available to residents. 4.2.2. Mitigate potential negative impacts to Riverside Plaza neighbors resulting from any solution that is implemented.	Page: 37
4.3. Ensure a comprehensive sidewalk system that is well maintained and interconnected.	4.3.1. Enforce City codes regarding sidewalk maintenance to eliminate deteriorated sidewalks. 4.3.2. Seek funding to assist residents with the cost of sidewalk replacement and installation. 4.3.3. Install new sidewalks where needed to ensure an interconnected and continuous grid of sidewalks, particularly near Dexter Park. 4.3.4. Work with the NYS DOT to ensure safe pedestrian and bicycle passage, particularly in the area surrounding NYS Route 13 as it traverses through the East End.	Page: 35
4.4. Work to develop a riverwalk from the Riverside Plaza to Yaman Park. Encourage local hotels/motels and restaurants to provide access for their customers.	4.4.1. If the County is disinterested in continuing the River Trail project, seek to have grant funds transferred to the City.	Page: 37
4.5. Ensure adequate water, sewer, and stormwater systems.	4.5.1. Eliminate dead-ended water mains on Regina Drive, Excelsior Street, and Salisbury Street. 4.5.2. Replace the deteriorating box-culvert under Central Avenue. 4.5.3. Eliminate common water laterals where they occur.	Page: 37

Goal	Implementation Measure	Plan Reference
4.6. Mitigate the visual intrusion of overhead utility lines.	4.6.1. Require new development and construction to bury service connections. 4.6.2. Investigate the burying of utility lines as part of other major infrastructure projects. 4.6.3. Work with utility providers to relocate services to the rear of properties where feasible.	Page: 38
INDUSTRIAL RESOURCES		
5.1. Mitigate the negative impacts of neighborhood industries on nearby residential development.	5.1.1. Encourage/require decorative fencing (masonry, wooden, vinyl, and aluminum) in place of chain link fencing, or screen chain link fencing with landscaping. Install new screening fencing where needed. 5.1.2. Work cooperatively with industries to install landscaping screening, including earthen berms, shrubbery, small and large trees (including conifers where appropriate) at the sidewalk line, the property interior, and around parking lots. 5.1.3. Sponsor funding applications for tree planting and landscaping improvements on and near industrial sites. 5.1.4. Require landscaping and screening improvements as a condition of local, State, or federal economic development funding. 5.1.5. Work cooperatively with local industries to eliminate the negative impacts of their operations, including dust, noise, and site clutter and debris. Establish local ordinances only if cooperative efforts fail to mitigate concerns.	Page: 40

Goal	Implementation Measure	Plan Reference
------	------------------------	----------------

<p>5.2. Support the continued presence, economic sustainability, and job growth of existing industries.</p>	<p>5.2.1. Work proactively with neighborhood industries to leverage resources for expansion, modernization, training, and other needs.</p> <p>5.2.2. Work in a cooperative manner to address the physical and financial needs of neighborhood industries.</p> <p>5.2.3. Seek funding for environmental hazard identification and remediation as needed.</p> <p>5.2.4. Provide needed infrastructure (water, sewer, gas, telecommunications, and roadways) to support continued and expanded operations.</p>	<p>Page: 40</p>
<p>5.3. Entice the redevelopment and reuse of vacant industrial sites with new-job creating uses that are compatible with the neighborhood.</p>	<p>5.3.1. Re-zone currently vacant, industrially zoned sites to restrict heavy industry.</p> <p>5.3.2. Seek funding, such as Brownfield Opportunity Area (BOA) designation to identify and foster remediation of brownfield sites.</p> <p>5.3.3. Work with the Cortland County Business Development Corporation to create a strategic plan/policy to encourage the location of sustainable industrial uses within the East End.</p>	<p>Page: 41</p>

Goal	Implementation Measure	Plan Reference
LAND USE AND ZONING		
<p>6.1. Maintain the character of the East End Neighborhood while creating more business development opportunities.</p>	<p>6.1.1. Maintain the boundaries of GB zoning district as it currently exists at the intersection of Clinton and Pomeroy Streets.</p> <p>6.1.2. Maintain the existing zoning districts on Clinton Avenue (within the project area) and encourage mixed use and townhouse development, as allowed by Professional Office and R-4 district zoning.</p> <p>6.1.3. Maintain the existing Professional Office zoning on Clinton Avenue within the project area.</p> <p>6.1.4. Expand the Service District zoning on Elm Street westward to included the four corners at Crandall Street.</p> <p>6.1.5. Rezone the Saunders Concrete Company, a/k/a Cortland Ready Mix, Inc., located at 6 Locust Avenue from Industrial to Commercial.</p> <p>6.1.6. Adhere to zoning code to provide for heightened scrutiny when considering variance or other zoning requests that cause commercial or industrial encroachment into residential zoning districts.</p> <p>6.1.7. Support the City’s review and revise, as appropriate, the definition of “home occupation” in the zoning code.</p> <p>6.1.8. Develop procedures for permitting home occupations that expands opportunity but protects residential neighborhoods from incompatible uses.</p> <p>6.1.9. Support the City’s development of new design guidelines.</p> <p>6.1.10. Support the City’s review and revise of site plan review.</p>	<p>Page: 46</p>
<p>6.2. Develop a plan of action to redevelop the gas station property on Clinton Avenue.</p>	<p>6.2.1. Determine the best use for the property based on current zoning.</p> <p>6.2.2. Develop a master plan for redevelopment of the property, including the provision of greenspace and/or gateway improvements.</p> <p>6.2.3. Strive to create a public/private partnership to facilitate redevelopment of the site, with preference given to development that keeps the property on the tax rolls, while providing needed greenspace at the intersection.</p>	<p>Page: 47</p>

Goal	Implementation Measure	Plan Reference
6.3. Promote light, clean, and sustainable industry in the East End.	6.3.1 Support all provisions in the current zoning code that relate to industrial uses and revise to prohibit heavy industry or any industrial uses that emit any odor, noxious fumes or degraded air emissions, smoke, or degraded water quality, noise, heat, vibration, glare or radiation, that is detectable at the property line, or that release toxins into the soil due to any operation, storage, or receivables, or that produce significant truck traffic through the neighborhood. 6.3.2. Support industrial zoning district regulations to allow clean light industrial uses such as research and development, high technology, light manufacturing and assembly facilities.	Page: 47
NATURAL RESOURCES AND THE ENVIRONMENT		
7.1. Encourage non-motorized modes of travel.	7.1.1. Identify appropriate areas and develop pedestrian pathways, sidewalks on at least one side of the street, and bike lanes throughout the City and the East End. 7.1.2. Encourage non-motorized commuting by studying commuting patterns, the availability of safe pedestrian and bicycle commuting thru ways allowing residents to travel safely from the East End to other areas within the City.	Page: 49

Goal	Implementation Measure	Plan Reference
7.2. Preserve, maintain, and expand the vegetative cover within the East End.	7.2.1. Develop and adopt landscape code. 7.2.2. Create civic interest group to work with industry to install landscaping (flowers, shrubs) along unbroken fence lines, in medians, and elsewhere as appropriate to beautify industrial properties located within in the East End and to mitigate the negative impact and aesthetic associated with large parking areas, long fence lines, and large building footprints. 7.2.3. Seek grant funding to beautify street corners with flowerbeds. 7.2.4. Identify appropriate location for a community garden within the East End; pursue funding for such.	Page: 49
7.3. Eliminate contaminated brownfields from the East End.	7.3.1. Request proposals from qualified firms to provide planning services associated with the development of a Step 1 Pre-Nomination Study for a Brownfield Opportunity Area (BOA) Program application for former industrial locations throughout the City that have not already been remediated or otherwise addressed. 7.3.2. If BOA participation is not pursued, create inventory of all possible brownfield sites within the East End, to enable landowners to apply for clean up funding, and to redevelopment these sites for various types of infill development. 7.3.3. Identify parcels that are currently in use that create environmental hazards and develop plan to mitigate or eliminate such hazards.	Page: 50

Goal	Implementation Measure	Plan Reference
7.4. Encourage employees of neighborhood industries to live in the neighborhood.	7.4.1. Develop incentive programs, in concert with local businesses and industries, to entice employees to live within walking distance of work.	Page: 50
HISTORIC AND CULTURAL RESOURCES		
8.1. Recognize the unique place of the East End in Cortland's history.	8.1.1. Develop an informational brochure for distribution by the City, the Chamber of Commerce, commercial establishments, and other institutions detailing the history of and historic resources of the East End. 8.1.2. Identify a route for an East End historic walking tour. 8.1.3. Develop a brochure describing the East End Historic Walking Tour for distribution by the City, the Chamber of Commerce, commercial establishments and other institutions. 8.1.4. Design and purchase historic markers for placement on buildings and sites within the East End. 8.1.5. Seek funding for historic marker program for historic sites in the East End.	Page: 52
8.2. Maintain an annual festival celebrating the ethnic heritage for East End residents.	8.2.1. Identify immigration patterns in East End. 8.2.2. Develop a festival that celebrates the heritage of ethnic groups who immigrated to the East End.	Page: 52
8.3. Enhance visibility and patronage of the Grange Museum.	8.3.1. Seek grant funding or conduct fundraising for development and distribution of promotional materials and more signage for the Grange Museum.	Page: 52