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# ACTION PLAN MATRIX



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Project	Implementation Measure	Project Leader / Potential Partners	Time Frame	Possible Funding Source	Plan Reference
Adopt South End Neighborhood Strategic Plan	<ul style="list-style-type: none"> <li>Formally adopt Plan according to local policy to support and enable implementation</li> </ul>	City Common Council	Immediate	N/A	N/A
Form Neighborhood Association or 5 <sup>th</sup> Ward Task Force	<ul style="list-style-type: none"> <li>Form group which includes owner-occupants, income and business property owners, business owners, City government representatives to enable and support implementation projects</li> <li>Use media outlets to announce project milestones</li> </ul>	<ul style="list-style-type: none"> <li>5<sup>th</sup> Ward Alderman</li> <li>Neighborhood Representative</li> <li>Local media outlets</li> </ul>	Immediate	N/A	N/A
<b>HOUSING</b>					
Develop housing programs that are affordable	<ul style="list-style-type: none"> <li>Renovate and/or repair deteriorated owner-occupied and income property housing in the South End.</li> <li>Develop new housing units for all income, age, and disability segments of the population.</li> <li>Develop housing programs that provide amenities for all persons to fully inhabit and enjoy housing units.</li> <li>Mobilize students/volunteers to maintain homes</li> </ul>	<ul style="list-style-type: none"> <li>Private Property Owners</li> <li>Housing Developers</li> <li>City Common Council</li> <li>Cortland Co. BDC</li> <li>Not-for-profit housing agencies</li> <li>Special interest housing groups</li> <li>Cortland School District</li> <li>SUNY Cortland</li> <li>Cortland Downtown Partnership</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>GOSC CDBG</li> <li>NYS DHCR</li> <li>NYS Affordable Housing Corporation</li> <li>RESTORE Program</li> <li>Weatherization Program</li> </ul>	Page: 22, 45

Develop affordable homeownership programs	<ul style="list-style-type: none"> <li>• Construct new housing units in the South End</li> <li>• Provide funds to purchase and renovate existing housing available in the South End</li> <li>• Develop programs which provide homeownership opportunities whereby income property is converted to owner occupied</li> <li>• Limit the conversion of owner occupied housing to multi-family income property through zoning</li> </ul>	<ul style="list-style-type: none"> <li>• City Common Council</li> <li>• City Planning Board</li> <li>• Private Property Owners</li> <li>• Housing Developers</li> <li>• Local lending entities</li> <li>• Cortland Co. BDC</li> <li>• Not-for-profit housing agencies</li> <li>• Special interest housing groups</li> <li>• Board of Realtors</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• GOSC CDBG</li> <li>• NYS DHCR</li> <li>• NYS Affordable Housing Corporation</li> <li>• Low Income Housing Tax Credits</li> </ul>	Page: 48
Demolish residential properties not fit for habitation and encourage demolition where it will serve to reduce undesirable housing densities	<ul style="list-style-type: none"> <li>• City Code Enforcement Office to identify properties that cannot be rehabilitated for reasonable cost</li> <li>• City to seek/provide incentives for demolition</li> <li>• Demolish second structures on properties with high densities, especially those properties that result in more on site parking</li> </ul>	<ul style="list-style-type: none"> <li>• City Common Council</li> <li>• City Code Office</li> <li>• Property owners</li> <li>• City Fire Department</li> </ul>		<ul style="list-style-type: none"> <li>• City Community Development funds</li> <li>• GOSC CDBG</li> <li>• Restore NY</li> <li>• City Fire Dept. Training funds</li> </ul>	Page: 49
Create green energy homes and incorporate other home safety features	<ul style="list-style-type: none"> <li>• Incorporate energy saving features in new or rehabilitated homes such as Energy Star or Leadership in Energy &amp; Environmental Design (LEED)</li> <li>• Address lead based paint, asbestos, radon, mold, and other housing health issues</li> <li>• Install safety devices such as smoke and CO2 detectors</li> </ul>	<ul style="list-style-type: none"> <li>• City</li> <li>• CAPCO</li> <li>• CHAC</li> <li>• Not-for-profit Housing Agencies</li> <li>• Local Contractors</li> <li>• Housing Developers</li> <li>• County Health Dept.</li> <li>• City Fire Dept.</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• NYS GOSC</li> <li>• NYS DHCR</li> <li>• Weatherization Program</li> <li>• RESTORE Program</li> </ul>	Page: 49
Develop more market rate housing in the South End	<ul style="list-style-type: none"> <li>• Develop more market rate housing to increase economic diversity</li> </ul>	<ul style="list-style-type: none"> <li>• City</li> <li>• Private developers</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Restore NY Program</li> <li>• City Miscellaneous Revenues</li> </ul>	Page: 51

Goal	Implementation Measure	Stakeholders	Time Frame	Possible Funding Source	Plan Reference
<b>BUILDING CODE ENFORCEMENT</b>					
Increase the financial resources for code enforcement work	<ul style="list-style-type: none"> <li>Assign Code Enforcement Officer(s) specifically to the South End</li> <li>Enforce Building Maintenance Code</li> <li>Enforce Building Code related to tenants' responsibilities</li> <li>Create/sponsor programs on how to be a better tenant</li> <li>Establish City Housing Court</li> <li>Periodically revise fee schedules for code violations, attorneys' fees, engineering reports, etc.</li> </ul>	<ul style="list-style-type: none"> <li>City</li> <li>Code Enforcement Office</li> <li>City Planning Board</li> <li>City Corporation Counsel</li> <li>Property Owners</li> <li>Tenants</li> <li>City Court System</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>GOSC CDBG</li> <li>Municipal Budget</li> </ul>	Page: 55
<b>LAND USE AND ZONING</b>					
Amend the zoning districts in the South End Neighborhood	<ul style="list-style-type: none"> <li>Support the update of the City's Comprehensive Plan</li> <li>Update zoning districts in South End</li> <li>Prohibit use and other variances that are detrimental to the character of the neighborhood</li> <li>Enforce required number of parking spaces</li> <li>Enforce number of unrelated persons living in dwelling unit</li> </ul>	<ul style="list-style-type: none"> <li>City</li> <li>City Code Office</li> <li>City Planning Board</li> <li>City Zoning Board of Appeals</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>NYS Dept. of State</li> <li>Municipal budget</li> </ul>	Page: 55
Remove billboard in railroad right-of-way	Work with owner and IDA regarding removal of billboard; if negotiation is unsuccessful, investigate legality of zoning enforcement to remove sign	<ul style="list-style-type: none"> <li>City Code Office</li> <li>Cortland Co. IDA</li> <li>Park Outdoor</li> <li>City Corporation Counsel</li> </ul>	Short Term	<ul style="list-style-type: none"> <li>Park Outdoor</li> <li>Cortland Co. IDA</li> </ul>	Page: 52

Goal	Implementation Measure	Stakeholders	Time Frame	Possible Funding Source	Plan Reference
<b>INFRASTRUCTURE and UTILITIES</b>					
Maintain/upgrade water and sewer system in South End	<ul style="list-style-type: none"> <li>• Maintain existing water and sewer infrastructure as the need arises</li> <li>• Extend water and sewer to needed areas in Noss Park to facilitate new business</li> <li>• Assist lower income homeowners with funds for water/sewer laterals</li> <li>• Extend water and sewer to unserved areas in Noss Park</li> </ul>	<ul style="list-style-type: none"> <li>• City</li> <li>• City DPW</li> <li>• City Water Dept.</li> <li>• Qualified engineering firm</li> </ul>	Long Term	<ul style="list-style-type: none"> <li>• GOSC CDBG</li> <li>• USDA Rural Development</li> <li>• Appalachian Regional Commission</li> <li>• NYS Revolving Fund/EFC</li> <li>• Bonding</li> </ul>	Page: 31, 57
Maintain and expand the transportation network including vehicular, bicycle, and pedestrian elements	<ul style="list-style-type: none"> <li>• Plant appropriately selected street trees</li> <li>• Replace/install sidewalks and curbs</li> <li>• Provide adequate lighting on all South End streets</li> <li>• Provide other street amenities such as trash receptacles, bike racks, benches, etc, where appropriate</li> <li>• Extend historic streetlights from RR tracks to City line on South Main Street</li> <li>• Install handicapped curb cuts on all street corners</li> <li>• Provide crosswalk/cross signal on South Main Street</li> <li>• Provide areas for safe bicycling such as Noss Park Drive, rail trail, etc.</li> <li>• Upgrade South Main/William Street parking lot</li> </ul>	<ul style="list-style-type: none"> <li>• City</li> <li>• City Community Development Office</li> <li>• Property owners</li> <li>• City DPW</li> <li>• National Grid</li> </ul>	Short Term	<ul style="list-style-type: none"> <li>• Municipal Budget</li> <li>• NYS Multimodal</li> <li>• Member Item</li> <li>• GOSC CDBG</li> <li>• Urban Forestry Program</li> <li>• National Grid</li> </ul>	Page: 30, 57
Maintain and provide other necessary infrastructure	<ul style="list-style-type: none"> <li>• Provide adequate storm water drainage to prevent erosion and damage to other infrastructure</li> <li>• Clean up the RR right-of-way</li> </ul>	<ul style="list-style-type: none"> <li>• City</li> <li>• City DPW</li> <li>• County Soil and Water</li> <li>• County Highway</li> <li>• Cortland Co. IDA</li> <li>• Neighborhood</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Clean Water State Revolving Fund</li> <li>• GOSC CDBG</li> </ul>	Page: 31, 57

<b>HISTORIC AND CULTURAL RESOURCES</b>					
Identify historic structures in the South End Neighborhood	<ul style="list-style-type: none"> <li>• Conduct Cultural Resource Survey</li> <li>• Sponsor and support grant applications for cultural and historic preservation purposes</li> <li>• Develop the arts in the South End such as a place for art exhibitions</li> </ul>	<ul style="list-style-type: none"> <li>• City Historic Commission</li> <li>• City Historian</li> <li>• County Historical Society</li> <li>• County Historian</li> <li>• Property owners</li> </ul>	Short Term	<ul style="list-style-type: none"> <li>• Rural NY</li> <li>• NYS Council for the Arts</li> <li>• Local universities</li> </ul>	Page: 33
<b>SOUTH END BUSINESS COMMUNITY</b>					
Retain/expand business opportunities in the South End	<ul style="list-style-type: none"> <li>• Maintain/expand commercial space in the South End.</li> <li>• Expand business sector which provides neighborhood goods and services</li> <li>• Promote industrial expansion in Noss Park</li> <li>• Provide technical, start up capital, training funds, equipment, working capital to new/expanding businesses</li> <li>• Identify vacant land/space suitable for business expansion</li> </ul>	<ul style="list-style-type: none"> <li>• City</li> <li>• Building owners in South End</li> <li>• Business owners</li> <li>• Entrepreneurs</li> <li>• Cortland Co. BDC</li> <li>• Cortland Co. Chamber of Commerce</li> <li>• City Community Development Office</li> <li>• Cortland Downtown Partnership</li> <li>• Board of Realtors</li> <li>• Private developers</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Local businesses</li> <li>• City</li> <li>• City Office of Community Development</li> <li>• NYS DOT</li> <li>• GOSC CDBG</li> <li>• Empire State Development Corp.</li> <li>• Appalachian Regional Commission</li> <li>• Restore NY Program</li> </ul>	Page: 25
Integrate the South End businesses into the Downtown business community	<ul style="list-style-type: none"> <li>• Work with the Cortland Downtown Partnership to include South End businesses in its business strategy</li> <li>• Hold a yearly community event in the South End</li> </ul>	<ul style="list-style-type: none"> <li>• City</li> <li>• Business Owners</li> <li>• Cortland Downtown Partnership</li> <li>• Cortland Co. BDC</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• City Community Development Funds</li> <li>• Legislative member item</li> </ul>	Page: 27

<b>DEVELOPMENT OPPORTUNITIES</b>					
Identify properties that are suitable for development that is in keeping with the vision for the South End Neighborhood	<ul style="list-style-type: none"> <li>• Assist industrial/light manufacturing businesses in locating in Noss Park</li> <li>• Encourage owner of former Wickwire site to develop site for commercial and/or residential use</li> <li>• Encourage owner of Third Rail site to develop as commercial use such as a small business</li> <li>• Encourage former Potter Paint site owner to develop residential units</li> <li>• Continue efforts to redevelop the Clocktower site for mixed residential/commercial use; support redevelopment of clock tower</li> </ul>	<ul style="list-style-type: none"> <li>• City</li> <li>• Building owners in South End</li> <li>• Business owners</li> <li>• Entrepreneurs</li> <li>• Cortland Co. BDC</li> <li>• Cortland Co. Chamber of Commerce</li> <li>• City Community Development Office</li> <li>• Cortland Downtown Partnership</li> <li>• Board of Realtors</li> <li>• Private developers</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Local businesses</li> <li>• City</li> <li>• City Office of Community Development</li> <li>• NYS DOT</li> <li>• GOSC CDBG</li> <li>• Empire State Development Corp.</li> <li>• Appalachian Regional Commission Restore NY Program</li> </ul>	Page: 63
<b>NEIGHBORHOOD POLICING</b>					
Ensure the public safety of residents and businesses within the South End Neighborhood	<ul style="list-style-type: none"> <li>• Provide a police detail specifically for the South End</li> <li>• Continue a police presence in Beaudry Park</li> <li>• Place a permanent high visibility speed monitor on South Main Street within sight of the high school entrance</li> <li>• Place a school crossing guard on South Main Street</li> </ul>	<ul style="list-style-type: none"> <li>• City Police Department</li> <li>• Cortland Youth Bureau</li> <li>• Neighborhood Watch Group</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• NYS DCJS</li> <li>• GOSC CDBG</li> <li>• US DCJS</li> <li>• GOSC CDBG</li> </ul>	Page: 36, 61

<b>COMMUNITY SERVICES</b>					
Establish community center in the South End	<ul style="list-style-type: none"> <li>Determine uses for the center such as a satellite police office, day care center, cyber café, educational purposes, community information site</li> </ul>	<ul style="list-style-type: none"> <li>City</li> <li>Cortland City Youth Bureau</li> <li>Cortland Police Dept.</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>GOSC CDBG</li> <li>USDA Community Facilities Program</li> <li>NYS JAG Program</li> </ul>	Page: 61
<b>PARKS, RECREATION AND OPEN SPACE</b>					
Preserve/expand active and passive recreation activities for all age groups  Maintain facilities and equipment	<ul style="list-style-type: none"> <li>Expand existing recreational offerings as time and space allow</li> <li>Construct new recreation building</li> <li>Replace aged equipment and other facilities that have met their useful life</li> <li>Create a dog park</li> </ul>	<ul style="list-style-type: none"> <li>City</li> <li>Cortland City Youth Bureau</li> <li>Neighborhood Association</li> <li>Engineering firm</li> <li>Qualified contractor</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>NYS Environmental Protection Fund</li> <li>Land and Water Conservation Fund</li> <li>Local civic groups</li> <li>Local businesses</li> </ul>	Page: 34