IV. IMPLEMENTATION PLAN

A. Natural, Historic & Cultural Features and Resources

- 1) Land Use Plan, Zoning Law, Development/Site Plan Regulation Changes
 - a. The Town of Shandaken Land Use Plan, Zoning Law and Development/ Site Plan Regulations should be updated to ensure that natural, historic and cultural features that are important to the Town are protected. *Priority: Immediate*
 - b. Critical environmental areas should be identified and designated. *Priority:* Short-Term
 - c. Specific design standards and review procedures should be established for structures that may detract from the character of the hamlets, villages or overall community. *Priority:* Short-Term
 - d. Development plans in sensitive areas must include erosion protection plans. *Priority: Immediate*
 - e. Zoning requirements and site plan review should be used to minimize the adverse effects of development on designated and other freshwater wetlands and their associated drainage basins. Adverse effects include erosion, sedimentation, pollution, and damage to wildlife habitats. *Priority: Immediate*
 - f. Site and development guidelines should be used to ensure preservation of important scenic resources. *Priority: Immediate*
 - g. Lighting regulations should be reviewed to make sure that they minimize light spillage, meet minimum safety requirements, and yet preserve the rural nature of the Catskill Park setting and the visibility of the night sky. *Priority: Short-Term*
 - h. Investigate funding sources for a town-wide hydrogeologic study. *Priority:* Long-Term
 - i. Any future development should be planned based on a sufficient water supply. *Priority: Immediate*
 - j. Continue the development of the GIS database, particularly with respect to environmental and land uses, for use in making future land use and planning decisions. *Priority: Immediate*

Responsible Parties:

Town Board Planning Board Ulster County Planning Department

- 2) <u>Regional Natural Features/Resource Protection</u>
 - a. Coordinate with jurisdictional agencies to monitor and stabilize the banks of existing streams to prevent further erosion, where required, and repair eroded banks using techniques that minimize damage to

the natural environment. Coordinate with jurisdictional agencies to pursue funding for stream bank stabilization. *Priority: Immediate*

- b. Recreational uses of fish and wildlife resources must ensure the protection of fish and wildlife resources and also take into consideration other activities dependent on these resources and protection of water quality. *Priority: Immediate*
- c. The benefits and obligations of designating Route 28 as a scenic byway should be evaluated. *Priority: Long-Term*

Responsible Parties:	Town Board
-	Planning Board
	Other Involved Agencies

- 3) Man-Made Resource Preservation/Restoration
 - a. Proposed actions to historic, architectural, cultural, or archaeological resources, that would be incompatible with the objective of preserving the quality and integrity of the resources and their surroundings, should be carefully considered. Compatibility between the proposed action and the resource means that the general appearance of the resource should be reflected in the architectural style, design material, scale, proportion, composition, mass, line, color, texture, detail, setback, landscaping and related items of the proposed action to the maximum extent possible. *Priority: Immediate*
 - b. Alteration of or addition to one or more of the architectural, structural, ornamental or functional features of a building, structure, or site that is a recognized historic, cultural, or archaeological resource, should be minimized, if practicable. Demolition or removal in full or part of a building, structure, or earthworks that is a recognized historic, cultural, or archaeological resource should be prevented. *Priority: Immediate*
 - c. Identify additional structures and resources in the Town that are eligible for listing on the National Register. Grants and/or loans for restoration of historic structures could be sought, particularly for structures in the hamlets that can contribute to overall hamlet revitalization. *Priority:* Short-Term

Responsible Parties:

Town Board Planning Board

B. Economic Development

- 1) Chamber of Commerce / Business Attraction
 - a. Establish a Chamber of Commerce, or work closely with existing Chambers of Commerce. These organizations can implement educational programs, help attract new desired forms of development, encourage development that is consistent with the goals of this Plan, facilitate cooperation with neighboring towns to develop regional economic programs, assist with new business and home business

start-ups, and provide information and access to programs and financial assistance sources to assist economic development efforts. *Priority: Short-Term*

- b. A professional brochure, promoting the Town to tourists and businesses, can be effective. Promotion of the Town via its website should also be pursued. In today's increasing technological society, the website can be an important marketing and communication point for the Town to provide business, regulation and tourist information, and business incentives. Grant funding for website enhancement can be obtained from a variety of sources. **Priority:** Immediate
- c. The Ulster County right-of-way, currently used for tourist train operations, is a unique and invaluable resource and should be studied to determine its potential for tourism or other uses by the Town. The location along the Esopus Creek and Route 28 not only makes for unparalleled scenic views and access, but also provides the link by which the many activity centers along the corridor can be economically and visually connected. *Priority: Long-Term*
- d. Pursue the development of the Interpretive Center in Mt. Tremper as the first step to creating the gateway features into the Catskill Park and Forest Preserve in the Town. *Priority: Short-Term*
- e. Hiking, biking, scenic river walks and trails should be developed to link hamlets together. *Priority: Long-Term*
- f. Design standards for certain sign types, facade improvements and streetscape improvements could be established to create a sense of unity throughout the Town (which can be attractive to businesses), to coordinate with DEC and DOT regulations and to attract people to these existing centers. *Priority: Short-Term*

Responsible Parties:	Town Board
	Planning Board

2) Incentive Programs

The Town should work with Chambers of Commerce and the Ulster County Industrial Development Agency (UCIDA) to develop incentive programs to attract desired types of businesses, particularly home-based businesses and small industries that can establish without a need for a significant amount of infrastructure. Incentives could include things like start-up assistance, tax abatement and marketing assistance. Homebased businesses can be encouraged by not imposing strict location and process regulations. **Priority:** Short-Term

Responsible Parties: Town Board Planning Board Ulster County IDA Ulster County Development Corp. Ulster County Planning Department 3) Funding Identification/Assistance

The Town should act as a sponsor for economic development grants and develop partnerships with financial organizations and institutions. Community Development Block Grant funding can be obtained to assist with things like sidewalk construction and building rehabilitation. This can be important to make the Hamlets more attractive. **Priority:** Immediate

Responsible Parties:

Town Board Planning Board

4) Fair and Consistent Application of Laws and Regulations

Zoning and land use regulations should be strictly enforced in a fair and uniform manner to help foster an atmosphere of good business climate. *Priority: Immediate*

Responsible Parties:	Town Board
-	Planning Board

C. Development Patterns

- 1) Establish Desired Land Use Types, Characteristics and Locations
 - a. Determine and map desired growth areas. Identify specific potential development parcels and provide incentives for the desired types of development. Develop and implement an infrastructure improvement plan for these desired growth areas. Focus on hamlet revitalization programs. *Priority: Short-Term*

The following presents the land use and development recommendations:

Hamlets

- Hamlet revitalization should be promoted and coordinated through use of available loan and grant programs to encourage business development and building renovation.
- Events such as historic tours, music and arts festivals, crafts fairs, etc. should be organized in the hamlets at frequent intervals and coordinated between the hamlets.
- New development within the hamlet areas should be compatible with the existing hamlet development, as appropriate to the capacity of sewer and water systems.
- Mixed uses combining residential and commercial development are attractive, as they tend to reduce traffic and help concentrate activity within the hamlets.
- In-fill development in the hamlets should have the same setback and orientation to the street as existing buildings. Odd angled buildings or large setbacks should be avoided.
- Where possible, hamlet street beautification should be encouraged to integrate diverse building forms.

- Buildings and signs should be consistent with the architecture and rural character of the area in terms of design and materials.
- Floodplain issues must be considered.
- Development of gateways as people enter the hamlets should be considered.

Route 28 Corridor

- Between the hamlets, Route 28 is the image of the Central Catskills long views of mountains, glimpses of mountain streams open fields and wooded hillsides and a varied array of small, diverse structures and uses glimpsed at 55 mile per hour. In general, development along this corridor should not be extensively promoted and should be limited to small, cottage-type businesses. The design principle for Route 28 should be to blend manmade development into the natural landscape to the maximum extent possible and to prevent an increase in development intensity in terms of physical and visual impact.
- Existing vegetation or new landscaping should be maintained between buildings and parking lots and the roadway. Residences, in particular, should be set back as far as possible and screened by natural growth, stone walls or fences. Incentives to encourage beautification of existing parcel frontages should be considered.
- New building placements should be sensitive to protecting the rural character portrayed along the corridor.
- Buildings and signs should be consistent with the architecture and rural character of the area in terms of design and materials.
- Unless the nature of the specific use requires a site with unique features, tourist destination uses should be located in or adjacent to the hamlets.
- Cottage industries and tourist-related businesses should be encouraged.

Mountain Valleys (Rt. 42, etc.)

- Most development along these roads is residential or community service in nature.
- These roads often provide access to tourist recreational destinations, such as campgrounds and creek access.
- There is very limited land available for development along most of these corridors. The corridors are mostly very narrow, due to floodplain issues.
- Development should be limited to residential, home businesses, and small businesses related to tourism. Overnight accommodations could also be encouraged, as long as they are compatible with the surrounding land uses.
- Buildings should be consistent with the natural character of the area in terms of design and materials.
- Development intensity should be low.

Mountainsides, Ridgelines and Mountaintops

- Regulations by other authorities, as well as Town of Shandaken Zoning Laws, limits development on most mountainsides, ridgelines and mountaintops within the Town of Shandaken.
- Development in these areas should not be encouraged.
- Any development or utilities should be responsible to the environment and appropriately regulated. They should be closely examined for the dynamics between the need for economic development and protection of scenic vistas and the environment. In all cases, rigorous standards and guidelines should be established to mitigate all impacts, particularly impacts to the Route 28 and hamlet viewsheds.
- Any development in these areas should be sensitive to the Route 28 and hamlet viewsheds.
- b. Rehabilitation of the Towns existing housing stock is the most effective means to provide housing opportunities that are compatible with existing development patterns and to foster hamlet revitalization. Alternative housing needs to meet the needs of seasonal and visitors to the area should be considered. *Priority: Short-Term*
- c. The zoning law should be amended to regulate adult entertainment businesses. *Priority: Immediate*
- d. Pursue the goal of prohibiting casino gambling within the Catskill Park Blue Line Designation. *Priority:* Short-Term
- e. Encourage continued development of the Belleayre Ski Center as a four-season facility consistent with the carrying capacity of the area's sewer, water and transportation system. *Priority:* Short-Term
- f. Access to and use of the vast New York State lands must be planned in a way that benefits both users and the tourist economy. Coordinate and cooperate with State led efforts to provide this needed access. *Priority: Short-Term*

Responsible Parties:	Town Board
-	Planning Board
	Chambers of Commerce

2) <u>Modifications to Development/Site Plan Regulations, Land Use Plan and</u> <u>Zoning Laws</u>

Existing zoning and land use regulations should be modified to reflect the recommended actions in the Comprehensive Plan and to encourage the desired development types, locations and characteristics. It is not the intent to increase zoning densities at this time. *Priority:* Short-Term

Responsible Parties:	Town Board
	Planning Board

3) <u>Review Hamlet Boundaries</u>

Hamlet boundaries should be reviewed to make sure that they reflect

existing land use patterns, current investment in public infrastructure and desired future growth areas. Many economic development recommendations in this plan focus on the Hamlets. Having defined Hamlet boundaries will help to focus the development efforts on the desired locations and would help when pursing grants and other funding for Hamlet revitalization projects. **Priority:** Short-Term

Responsible Parties:	Town Board
	Planning Board

4) Provide Incentives to Build Desired Developments

Encourage development and use of loan and grant programs for rehabilitation of existing housing stock. Encourage development of new housing for senior citizens by organizations such as SHARP. Grants, financing assistance and tax abatement can be used to promote desired development. *Priority: Long-Term*

Responsible Parties:	Town Board
-	Planning Board

5) Provide Full Range of Housing Opportunities

A healthy housing mix is beneficial to the overall economic health of the community including; aiding local businesses in labor force attraction and retention as well as provide for additional revenues for businesses, providing construction jobs and associated material purchases some of which occur locally, and generation of critical mass that allows for creation of service oriented businesses within the community that revitalizes the hamlets and reduces needed travel.

- a) Encourage development and use of loan and grant programs for rehabilitation of existing housing stock. Grants, financing assistance and tax abatement can be used to promote desired development. *Priority:* Short-Term
- b) Develop a definition of affordable housing consistent with the needs of the community and connected to recognized standards and practices.
 Priority: Immediate
- c) Develop an assessment of housing needs to ensure that the community responds to its fair share of regional needs. *Priority: Immediate*
- d) Establish flexibility in design, density and unit type to provide a healthy housing mix. *Priority:* Short-Term
- e) Rehabilitation of the Towns existing housing stock is the most effective means to provide housing opportunities that are compatible with existing development patterns and to foster hamlet revitalization. *Priority:* Short-Term
- f) Alternative housing needs to meet the needs of seasonal and visitors to the area should be considered. *Priority: Short-Term*

g) Explore the "toolbox" of alternatives available to the community including incentive set asides, tax credits, etc., and incorporate into policy and regulatory documents that are appropriate to the town's needs and ability to implement. *Priority: Short-Term*

Responsible Parties:

Town Board Planning Board

D. Infrastructure

- 1) Utility Plan and Expansion
 - a. Work with the respective utility companies to develop a long-range, comprehensive utility plan, which will place all overhead utilities underground or will use other unobtrusive methods. *Priority: Long-Term*
 - b. Repair or construction of underground utilities (electric, phone and cable) in the hamlets should be coordinated with sidewalk repair and replacement, development of off-street parking areas and underground relocation of overhead lines. *Priority: Immediate*
 - c. Plans for new or expanded sewage and wastewater treatment facilities and storm water systems should involve close coordination with appropriate regulatory agencies. *Priority: Short-Term*
 - d. Expand water distribution facilities within the Phoenicia Water District. Provide for storm water handling in the hamlets in accordance with DEP regulations. *Priority:* Short-Term
 - e. All new utilities should be placed underground, if possible. *Priority: Immediate*
 - *f.* Means to improve trash removal, and a convenient location for a transfer station should be explored. *Priority: Long-Term*

Responsible Parties:

Town Board Planning Board Utility Companies

- 2) Communication Infrastructure Plan and Upgrades
 - a. A committee should be formed, which would work with various telecommunications companies to develop a communications infrastructure plan. This plan would provide for emergency communication, high-speed internet access and cellular phone service, while minimizing impacts on the environment. *Priority: Immediate*
 - b. New communication and transportation infrastructure should be consistent with the environmental goals of this plan. A law should be enacted to regulate communications infrastructure. Specifically, controls on lighting, use of computer visualization to see how equipment will look in the natural setting, camouflaging and

permissible locations and heights. Location of equipment along ridgelines should be discouraged, except if effectively camouflaged, as it would seriously detract from the scenic vistas of the Town. *Priority: Immediate*

Responsible Parties:

Town Board Planning Board Telecommunication Service Providers

3) Transportation and Parking Program

- a. The Town should coordinate with Ulster County and NYSDOT to identify road improvements, which would fix current deficiencies and could enhance the Town's ability to achieve its goals. Specifically, the fixing of the State roads within the Town should be given top priority. *Priority: Immediate*
- b. Using GIS as a tool, develop and implement a Highway Management Plan, in conjunction with the County and NYSDOT. The Plan could include a database inventory of roadway facilities and conditions, plus prioritization and capital budgeting for road maintenance and upgrades. The plan should explore ways to make better use of highway funding, focusing on safety improvements and reducing long-term maintenance costs. **Priority:** Short-Term
- c. Bike lanes should be incorporated into highway and bridge designs, where feasible. *Priority: Immediate*
- d. Locations for off-street parking facilities in Pine Hill, Phoenicia and the other Hamlets should be identified and evaluated. *Priority: Short-Term*
- e. Transit alternatives to meet specialized transportation needs should be considered. Specific transportation needs of the youth, senior citizens and disabled should be determined. *Priority:* Long-Term
- *f.* New road, driveway, parking lot and sidewalk construction should take into consideration snow removal in their design. *Priority: Immediate*

Responsible Parties:

Town Board Town Highway Superintendent

4) Transportation Safety Concern Areas

High accident areas should be identified, documented and submitted to NYSDOT and Ulster County for potential improvement projects. *Priority: Immediate*

Responsible Parties:

Town Board Town Highway Superintendent

- 5) Trails and Recreation Development
 - a. Grants should be sought to expand the area trail network. Further investigate trail projects, such as the Phoenicia River Walk and Tanbark Trail. Cooperation with adjacent towns should be encouraged to further develop a regional scenic rail corridor and further develop the regional trail network. *Priority:* Short-Term
 - b. Opportunities for "turnouts", where people can enjoy scenic vistas or read interpretive signs regarding the area's history, should be investigated. The vistas and signs should also be provided along the trail system. *Priority: Short-Term*
 - c. Tourist information services, visitor centers, lodging referral networks, and similar services should be coordinated with all involved public, non-profit and business agencies to provide 'one-stop shopping'. Provide restrooms at rest areas. *Priority: Short-Term*
 - d. A Catskill Interpretive Center should be developed on the original site purchased by the Catskill Center for Conservation and Development in Mt. Tremper to welcome visitors and educate them regarding the history and natural resources of the area. The location is attractive and approximately halfway between the Thruway and Belleayre at a point where the visitor has left behind much of the commercial/suburban development and is beginning to sense arrival at a special place. The immediate environs of the site relate closely to the mountains and the Esopus Creek, which convey the essence of the Central Catskills. It is an ideal opportunity to provide information and services at the entrance to the Central Catskills. *Priority: Short-Term*

Responsible Parties:

Town Board Planning Board

6) Public Facilities

Explore the need for a community facility. Any community facility should be developed with extensive input from the public, particularly the potential users to insure that it would meet their needs. Determine sources of funds. Identify and evaluate potential sites and if residents desire the facility, insure that it is preserved for this specific use. *Priority:* Long-Term

This facility could house or serve as any or all of the following:

- Town Hall
- Highway Department Facility
- Library
- Senior Citizens Center
- Meeting Hall
- Evacuation Center
- Emergency Services
- Recreation Center/Pool

Responsible Parties: Town Board

7) Flood Prevention and Mitigation

Locations that are most prone to flood damage should be identified. Effective methods to avoid and minimize flooding should be researched. Work with FEMA and other agencies to identify means to help avoid floods and minimize damage. Specific locations, methods and funding sources should be determined. **Priority:** Immediate

Responsible Parties:	Town Board
-	FEMA
	Army Corps of Engineers

E. Regionalism and Partnerships

- 1) The Town should consider taking the lead in developing regional solutions for environmental and development goals. Develop a regional roundtable to work on the critical environment vs. development issues. *Priority:* Long-Term
- 2) Promote cooperation and coordination efforts between involved and overlapping agencies. In order to take advantage of the significant resources available to the community, develop partnerships of understanding and assistance, not only in decision-making but also in implementation of local projects, to protect or enhance the environment. Use the partnerships to assist in meeting community goals in an environmentally responsive way. *Priority:* Short-Term
- 3) Encourage cooperation with governmental and nongovernmental organizations to promote economic revival and to develop regional incentive programs to attract desired types of businesses. *Priority: Short-Term*
- 4) Work with Ulster County, NYSDOT and other agencies/groups to identify regional multi-modal transportation solutions, including, but not limited to, trail network expansion, regional tourism rail and transit. *Priority: Long-Term*
- 5) Work with FEMA, other agencies and other Towns in the Catskill region to identify regional solutions to flooding issues. *Priority: Immediate*

Responsible Parties:

Town Board Planning Board Various Regional Orgs./Agencies

F. Public Education and Outreach

1) Form a committee to develop and implement a Public Education and Outreach plan. Define the methods, target audience and types of information to be transmitted. Ensure that sufficient means exist for all segments of the population to receive necessary information and provide input. *Priority: Immediate*

- 2) Enhance the Town web site to make it an effective tool for public education and outreach. Streamline the Town's regulatory, application and public input processes to make them web-based, as well as in written form. Provide statistical and GIS-based graphical information about the town, its characteristics, its laws and regulations, and proposed plans and projects. *Priority: Immediate*
- 3) Use the planned Catskill Interpretive Center as a public education center. Consider web access points and streaming video to transmit critical information. Consider education programs in the schools to make students aware of critical issues and involving them in solving various problems in the Town. *Priority: Short-Term*
- 4) Develop a community leadership program that brings important stakeholders into the education and outreach and provides for a forum to discuss the need for a healthy housing mix as a community development tool. *Priority: Short-Term*

Responsible Parties:

Town Board Planning Board