

**PROPOSED SCOPE OF SERVICES
COMPREHENSIVE PLAN & DOWNTOWN REVITALIZATION STRATEGY
For the
VILLAGE OF COOPERSTOWN, NY**

PHASE 1 – PROJECT ORGANIZATION AND INITIAL PUBLIC INPUT

Task 1. Scoping Session

This Comprehensive Plan and Revitalization Strategy will be coordinated with County of Otsego IDA in cooperation with the Leatherstocking Foundation, Village of Cooperstown, the Chamber of Commerce, and selected members of the private sector. Together these groups will form the Advisory Committee will provide oversight, guidance and input throughout the project. The Advisory Committee should consist of the following members: IDA (2), Leatherstocking Foundation (2), Village (2), Chamber (1), and Private Sector (2). To accomplish this objective, the Advisory Committee will meet regularly with Elan Planning and Design as indicated in the project schedule (to be completed at the first meeting.)

Project Kick-Off Meeting

An initial meeting with the Advisory Committee will be held to review the scope and to transfer any additional information to Elan that would assist in completion of the project. Topics at this meeting may include but are not limited to the following:

- Project scope, goals and objectives
- Public participation program
- Time frames and deadlines
- Expected products

A brief meeting summary will be prepared by Elan to clearly indicate the agreements/understandings reached at the meeting. Elan will distribute the meeting summary to all meeting participants.

Task 2. Public Outreach

“Community Building” involves the community leadership, the general public, the private sector, and other organizations that are involved with community betterment and revitalization. Having the support of residents and business owners for this project will ensure it’s long-term success and may unearth a wealth of ideas and resources that could prove critical to the future of the Village. It is crucial to gather community support and participation for a project of this kind, in order to ensure enthusiasm and cooperation throughout the process. Without the vision and cooperation of the property owners and the general public, a cohesive revitalization plan will never be a reality.

The following are some options for soliciting public input. At the Kick-off meeting we will define the public participation process that will be employed during the study.

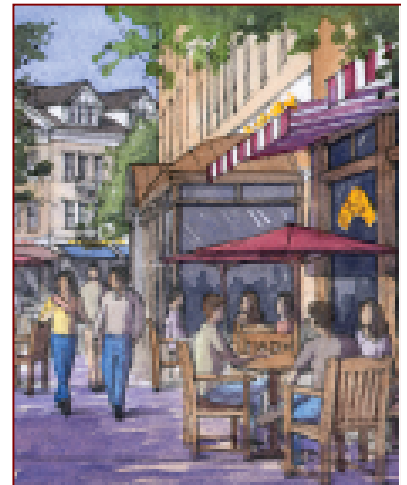
2.1 Charrette Week

As a foundation of the public input Elan will hold a multi-day charrette that will invite the public to participate in the future of Cooperstown. The multi-day charrette will be designed to allow for multiple ways in which the public can provide their thoughts, ideas, and concerns regarding the future of Cooperstown and downtown revitalization.

Charrette Week will include the following components.

A. Initial Ideas Workshop

The first night of the multi-day charrette will be dedicated to reviewing details on the existing conditions of the village. As such, it is proposed that Charrette Week be held at the conclusion of Task 3 so that information on physical conditions, land uses, zoning, basic demographics, advantages and impediments can be shared with the general public. While the theme of the week will be “There are no bad ideas”, the information collected will be verified through the information that was gathered in the economic and market analysis.



Following is an agenda for the first evening of the multi-day charrette:

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|---------|---|
| 5:00pm | Open House to Review Existing Conditions |
| 6:00pm | Welcome and Introductions |
| 6:15 pm | Brief Presentation of the Study Purpose, Goals and Objectives |
| 6:30 pm | Presentation of ‘Early Thoughts’ on strengths, weaknesses, opportunities and threats |
| 7:45 pm | Breakdown into groups of no more than 10 |
| | Exercise #1: After electing a group facilitator, use flip charts to answer key questions such as: |
| | <ul style="list-style-type: none">• What are the best defining features of downtown Cooperstown?• What issues/concerns need to be addressed?• What’s missing (store types, access, etc.)? |
| 8:15pm | Exercise #2: Working with maps, markers, and tracing paper, allow participants to articulate graphically their ideas for downtown revitalization. |
| 8:45 pm | Group Summarize |
| 8:50 pm | Conclude with Next Steps |

B. Open Design Studio

Following the first night's activities, the Project Team will setup an Open Design Studio, preferably in a storefront location in downtown for the duration of Charrette Week. The team will work on-site throughout the week in order to refine the future physical plan from the input gathered from community. The community and key stakeholders will be encouraged to stop in throughout the week as new issues come to mind and to check on the project's status.

The following tasks will be run 'side-by-side' during the Open Design Studio:

1. *Technical and Stakeholder Meetings*

In addition to thinking through initial designs, time will be set aside to schedule stakeholders to interview. Stakeholders will be identified with the Advisory Committee.

2. *Drafting Initial Concepts*

The Project Team will create a draft Illustrative (Concept) Plan that presents the redevelopment and/or enhancement ideas presented by the public and stakeholders. The intent is to define key project ideas for advancement in Phase 2.

Illustrations often communicate ideas better than words, and are valuable tools to test or confirm plan concepts and gather meaningful input. Illustrations, ground level and aerial perspective drawings, and diagrams that present emerging planning concepts will be created during Charrette Week to help participants better understand the proposed planning concepts. The plan and renderings will become an integral part of the Comprehensive and Downtown Revitalization Strategy. The clear vision that these exhibits portray will aid in the creation of a plan that shows possibilities for the future, rather than just describes them.

C. Work-in-Progress Presentation (Preliminary Concept Review Workshop)

At the conclusion of Charrette Week, the Project Team will present the week's work to the general public at a "Work-in-Progress" presentation. At this presentation, the Team will present the community input received throughout the week. The Team will present the draft Concept Plans and other findings. Following the presentation a question and answer session will generate responses from the attendees.

2.2 Organized Community Event (i.e., BBQ, evening gathering, etc.)

Communities often come together to celebrate and enjoy local traditions, food, art, history, etc. Depending upon when charrette week is scheduled, if there is a community event, the Project Team could 'go mobile' to collect information and input at a defined community event.

2.3 Consumer Intercept Survey

Working with the Advisory Committee, Elan will prepare a Consumer Intercept Survey to assist in

fully understanding the uniqueness of the market and its consumers. The survey will be used to understand when, where, why, how and for what people are shopping for, to understand their attitude toward downtown and how those attitudes affect shopping habits.

While Elan will prepare the survey instrument, it is assumed that some assistance will be provided by the Village of Cooperstown, the Chamber, and/or area businesses.

TASK 3 - INFORMATION GATHERING, MAPPING, AND ANALYSIS

The focus of this task is on preparing maps and data to assist in visualizing the village's physical features, land use patterns, zoning, and initial demographic make-up. Following are a list of maps that will be prepared for review by the Advisory Committee.

- 3.1. Village-wide Base Map
- 3.2. Land Use Patterns and Zoning Districts
- 3.3. Natural Resources (i.e., NYS wetlands, Federal wetlands (if available) steep slopes, flood plains, streams, rivers, lakes, etc.)
- 3.4. Recreational Facilities, Open Space, and Historic Features
- 3.5. Initial Socio-Economic Analysis

All the analysis will be summarized in report format. Both report and maps will be provided in digital format and will be used at the multi-day charrette.

Task 4. Phase 1 Summary

4.1 Summary of Public Input

The primary objective of Phase 1 is to gain the input of local and seasonal residents to Cooperstown. All information collected at various public events will be summarized and reviewed with the Advisory Committee. An issues identification and opportunities analysis will be prepared to form the basis of analysis in Phase 2.

PHASE 2 – COMPREHENSIVE PLAN AND DOWNTOWN REVITALIZATION STRATEGY

Task 5. Village and Downtown Economic Analysis

5.1 Detailed Market Analysis

The objective of this task is to gain an in-depth understanding of the primary markets and trade areas of the downtown that will be used to identify realistic opportunities for business investment, retail and business recruitment. In addition the findings can be used as a basis for promotional tools that articulate a competitive edge in the marketplace to attract business investment to the Village of Cooperstown.

Information will be collected and analyzed on the following:

Local and Regional Demographic and Economic Analysis

- Local issues and trends in retailing
- Identification of key market drivers such as tourists, major employers, residents, college students, college professors, etc.
- Review of plans for local property development (commercial, residential and business growth)
- Competition with major retail centers and districts
- Demographic profiles of trade area residents
 - Income, wealth, education and occupation
 - Housing characteristics
 - Racial, ethnic, and immigrant status

Analysis of Consumer Spending

- Consumer expenditures and retail market potential
- Competitive position within region based on surplus/leakage of retail sales
- Market segmentation analysis based on proprietary segmentation data (note: this will require purchasing of a proprietary analysis package)
- Review of existing marketing and promotions activities
- National retail trends

Tourism Market

Working with the Otsego County's newly developed Tourism Office; a profile of the tourism market will be conducted using available information. Items to be addressed include:

- Profile of tourism market visiting area – regional, national and international groups

- Lodging Opportunities
- Needs and expectations
- Type of Stay

Real Estate Market Trends

In this task, our primary objective is to gain an understanding of the local and regional supply, demand, occupancy rate for categories of developments including:

- Retail, entertainment retail and related
- Office/commercial
- Hospitality
- Residential rental/sale
- Special uses, such as cultural and tourism, community/public space needs, public spaces, etc.,
- Industrial, R&D and related

Characteristics assessed will include:

- Existing and proposed development
- Overall absorption
- Vacancy and rental levels
- Physical characteristics of the site
- Site advantages and project amenities for particular scenarios

5.2 Opportunities Analysis/Conclusions

Using information collected detailed market analysis, the consumer intercept survey, and the focus groups, Elan will make recommendations on regarding the potential business opportunities for downtown Cooperstown.

Task 6. Physical Enhancement Strategy

6.1 Sub District Area Master Plans

Using information from the previous tasks especially the public workshop, Elan will prepare the Physical Enhancement Plan for the downtown including Main Street from Fair Street to Railroad Avenue. The plan will clearly express the physical development opportunities and enhancements consistent with the market analysis.

The primary means of articulating the physical enhancements will be a series of graphics that define the proposed improvements along Main Street and immediate surrounding area. The

components of the Physical Enhancement Plan will include:

- Definition of sub-districts along Main Street (see attached sheet for and outline of initial areas of study)
- Pedestrian system safety enhancements and connections – cross walks, lighting, etc.
- Public amenity – parks/greenspace, landscaping, benches, trash receptacles, signage, etc.
- Vignettes for selected areas throughout the study area
- Existing parking area evaluation – location and proximity to downtown.

The plan will be highly illustrative and will be designed in such a way so as to easily articulate realistic projects that any member of the Advisory Committee will be able to undertake. A written description will also be provided to accompany the Physical Enhancement Plan. All of the products will be summarized in a format that will be easily incorporated into future grant requests so that projects can be undertaken individually or as a group.

Task 7 - Comprehensive Plan Vision, Goals, and Recommendations

The purpose of this task is to prepare a vision statement, goals, and recommendations on various topic areas.

7.1 Vision and Goals Development

Elan will hold working sessions with Advisory Committee to prepare and refine vision statement and to identify related goals. This task will be covered over 2-3 meetings and will be conducted in a workshop setting facilitated by Elan.

7.2 Recommendations

With a vision statement and goals complete, Elan will work with the Advisory Committee to identify recommendations that relate to the vision and goals. While the topic areas will be refined with the Advisory Committee it is likely that they will include: downtown revitalization, parks/trails/waterfront development, housing, natural resource protection, infrastructure needs, and government services (land use, zoning, etc.)

Task 8 - Draft Comprehensive Plan

The purpose of this task is to summarize the findings of the previous task into a Draft Comprehensive Plan and Downtown Revitalization Strategy. The primary product of this Task is a graphical plan that generally articulates desired future land use patterns with focused areas of redevelopment along Main Street, Railroad Avenue, and along the waterfront. Often times, this map provides guidance to communities when the zoning ordinance is updated as a subsequent project.

8.1. Graphic Future Land Use Plan

8.2. Comprehensive Plan Update Draft Report (Including Revised Vision, Goals, and Recommendations)

8.3. Downtown Revitalization Action Plan

Incorporated as a section within the Comprehensive Plan will be a Downtown Revitalization Action Plan that will be designed to achieve the most desired, highest priority objectives for the downtown/railroad/waterfront area.

Specific items to be addressed in the Action Plan include:

- Public and private incentives for property revitalization
- Management/Organizational structure;
- Business development/expansion and new business recruitment;
- Marketing and promotion ideas;
- Physical Enhancements including parking options;
- Zoning and other necessary local laws; and
- Quality of life issues.

All information will be summarized in an easily understood and readable format to encourage swift implementation. Both hard copies and web based materials will be provided.

Task 9 - Final Comprehensive Plan and Downtown Revitalization Strategy

The purpose of this task is to prepare the final Comprehensive Plan and Downtown Revitalization Strategy for review and adoption by the Village and Foundation Boards.

9.1. Final Comprehensive Plan

9.2. Implementation Strategy

The implementation strategy will describe the specific actions and projects that must be taken to achieve the desired objectives. While the strategy will be prepared in report format, an accompanying matrix will be developed that lists each action item. The matrix will be will categorize each action item (i.e., organization/management, physical project, marketing, promotion, etc.), list them in priority order, and include the short-, intermediate-, and long-term actions that must be taken to redevelop the area or achieve the desired changes. Grant opportunities will be identified for each recommendation/action.

9.3. General Public Meeting to Present the Draft Plan:

A general public meeting will be held toward the end of the process. It is anticipated that the public meeting will be 1 ½ hrs to 2 hrs in length and include a brief PowerPoint presentation of the draft plan to date. The majority of the meeting will be dedicated to allowing the public to ask questions and comment on the plan.

9.4. Village Review/Public Meeting over two meetings:

9.4.1. Village Board presentation of the plan

9.4.2. Formal Public Hearing at following Village Board meeting for Adoption

9.5. SEQRA Compliance

9.5.1. Establishment of Lead Agency

9.5.2. Long EAF

9.5.3. Negative Declaration (Note: should a positive declaration be desired an additional scope of work and fee will be prepared)