

ACTION PLAN MATRIX

Following is a summary of the Goals and Implementation Measures found in Chapter III. *Inventory and Analysis*. They are compiled into an Action Plan Matrix as a quick reference for the reader.

The Goals are the overriding set of principles the City should follow when making decisions regarding the future of the City. These goals will remain in place until the City formally updates or replaces its Comprehensive Plan. As the City gains success in achieving its goals, or when conditions and priorities change, it will become necessary for the City to periodically update the Goals of its Comprehensive Plan. It is recommended that the City review and update its Comprehensive Plan approximately every five years.

Each Goal includes a series of Implementation Measures designed to help the City achieve its Goals. These Implementation Measures will likely change over time as progress is made, circumstances change, new opportunities arise, and new ideas for other measures that may further the City's Goals are identified. The City must, therefore, remain flexible in its approach to moving forward with implementing its Comprehensive Plan and the Implementation Measures therein, while adhering to its overarching Goals.

IMPLEMENTATION MEASURE PRIORITIES

All Implementation Measures have been prioritized in order to guide the community as it implements its Comprehensive Plan. As the City of Cortland moves forward with the implementation of its Plan, it recognizes that time, money, and opportunity are important factors in determining which actions are given the highest priority. If an unforeseen opportunity presents itself to the City, or circumstances otherwise change, Cortland acknowledges that a reordering or changing of priorities may be necessary. It is recognized that some of the projects included herein will have a definitive beginning and end, while some projects will have a longer duration, or may always be a City priority, such as street maintenance, for example. The timeframe imposed for the Implementation Measures is under ideal circumstances. All Implementation Measures have been prioritized as follows:

- **Immediate** - If an Implementation Measure, or project, is categorized as *Immediate*, it is a high priority activity. The City should initiate that measure within one year from Plan adoption, although they might not necessarily be completed in that timeframe. Measures identified as *Immediate* are vital to the implementation of the Plan.
- **Short Term** - If an Implementation Measure is categorized as *Short Term*, it is a medium priority activity that the City's should work to initiate within 0 to five years



from plan adoption. Such activities are important to the Plan, but do not need to be addressed immediately.

- **Long Term** - If the Implementation Measure is deemed *Long Term*, it is a lower priority activity that should be initiated within 0 to 15 years from plan adoption. However, just because an Implementation Measure is classified as *Long Term*, does not mean that that City shouldn't undertake the project sooner if the proper conditions and opportunities are present.
- **Ongoing** - If the Implementation Measure is deemed *Ongoing* it is to be undertaken throughout the life of the Comprehensive Plan, which is typically 15 to 20 years. Ongoing Implementation Measures are not necessarily high, medium, or low priority, but may be activities that the City is currently doing that should be continued, are policies that should be initiated and followed, or otherwise should be addressed throughout the duration of the Plan.



VI. Action Plan Matrix

Goal	Implementation Measure	Urgency	Plan Reference
Adopt Comprehensive Plan			
HISTORIC RESOURCES			
1. Preserve and protect the City's historic architecture and character.	1A. Complete one or more Historic Resource Surveys for areas of the City outside the existing historic district, particularly the College Hill neighborhood, to determine appropriateness for new or expanded historic districts or individually designated historic properties.	Short Term	Page: 26
	1B. Expand the Tompkins/Main Street Historic District to include the entire zoned Central Business District and Church Street adjacent to the Central Business District.	Short Term	Page: 24
	1C. Adopt a City-wide demolition ordinance to protect and preserve resources of historical, architectural, archeological, and cultural significance. Historic buildings that are demolished should be properly documented prior to removal.	Immediate	Page: 26
	1D. Seek funding or support other entities in leveraging funding sources to preserve, restore, and/or rehabilitate historic properties.	Ongoing	Page: 26
	1E. Preserve and enhance the architectural character of homes or commercial properties renovated through City rehabilitation programs.	Ongoing	Page: 26-27
	1F. Educate property owners on the federal and State historic tax credits for rehabilitation.	Short Term	Page: 26
	1G. Adopt the "444-a" real property tax exemption law.	Immediate	Page: 27



Goal	Implementation Measure	Urgency	Plan Reference
<p>2. Develop the capacity of the government to properly manage, protect, and promote the City's historic resources.</p>	<p>2A. Seek Certified Local Government (CLG) status with the assistance of the New York State Office of Parks, Recreation, and Historic Preservation.</p>	Short Term	Page: 27
	<p>2B. Require high standards and qualifications for members of the Historic Commission and require ongoing training to ensure that members are knowledgeable in architecture and historic preservation standards.</p>	Ongoing	Page: 27
	<p>2C. Provide the Historic District Commission with the services of a qualified professional, such as a preservation architect, to provide assistance with design review.</p>	Short Term	Page: 28
	<p>2D. Develop and adopt clearly written and illustrative design guidelines specific to Cortland to ensure that decisions of the Historic Commission are consistent and to provide property owners with guidance in developing projects. Such guidelines should follow the Secretary of the Interior's Standards for Rehabilitation and deal with issues such as size, scale, proportion, rhythm, massing, building materials, roof pitch, architectural style, and relationship and compatibility to neighborhood buildings and surrounding neighborhoods.</p>	Short Term	Page: 28
	<p>2E. Update regulations as needed to hold property owners legally responsible for the violation of preservation laws through strict fines and other penalties.</p>	Short Term	Page: 26
	<p>2F. Ensure that all local ordinances, codes, and zoning support the City's goals to preserve its historic architecture and encourage new development that is compatible with surrounding development.</p>	Ongoing	Page: 26



Goal	Implementation Measure	Urgency	Plan Reference
3. Recognize and promote City history and the role and value of cultural resources within the City.	3A. Work with the City and the County Historians and other entities to educate the public on the importance of historic architecture, to increase support and appreciation for historic preservation, and celebrate local architecture.	Ongoing	Page: 26
	3B. Maintain existing, and foster new, partnerships with the school district and local preservation organizations to develop elementary, junior high, and high school curriculum programs designed to educate students on the City's history, historic architecture, and the connections between the built environment and social development of the community.	Long Term	Page: 26
	3C. Encourage community groups and Cortland School District officials to provide quality educational and volunteer opportunities aimed at preserving and enhancing City cultural resources.	Long Term	Page: 26
	3D. Partner with community groups, not-for-profit organizations, educational institutions, the City and County Historians and other interested entities to continue to advance quality cultural events, and educational opportunities which benefit the citizens of the Cortland community.	Long Term	Page: 21
	3E. Create podcast tour of the City's historic district/resources to work in tandem with the current historic walking tour brochure.	Short Term	Page: 26
	3F. Educate local real estate professionals and property owners on the rules and regulations governing the historic district so that new existing and property owners are aware of their obligations.		



Goal	Implementation Measure	Urgency	Plan Reference
NATURAL RESOURCES			
<p>4. Future development and redevelopment within the City will not cause degradation of water resources.</p>	<p>4A. Work with the Town of Cortlandville and other entities to ensure that adequate stormwater runoff/retention ponds are in place for all new developments.</p> <p>4B. Encourage use of alternative and emerging technologies for existing and new developments, allowing the use of paving stones or other green technologies that minimize, redirect, or treat runoff from parking lots and driveways.</p> <p>4C. Seek assistance from the County Soil and Water Conservation District to comprehensively review and revise all local regulations dealing with storm water runoff and retention to maximize protection of surface and groundwater resources.</p> <p>4D. Delineate an aquifer protection district and adopt a local law requiring an aquifer protection permit for new commercial or industrial development or redevelopment within aquifer protection district.</p> <p>4E. Require SEQRA Long Form Environmental Assessment for all development proposals adjacent to, or with the potential to impact, wetlands to allow for more intense scrutiny so as to minimize impacts on wetlands.</p> <p>4F. Implement the actions and recommendations contained in the Tioughnioga Local Waterfront Revitalization Program.</p> <p>4G. Forge a partnership with SUNY Cortland to minimize environmental impacts of campus development.</p> <p>4H. Gather baseline data for streams and public water sources so that any potential future contamination from natural gas extraction processes can be documented and verified.</p> <p>4I. Work with other municipalities, and County, State, and federal governments to preserve and protect the safety, quality, and quantity of the public water supply from any negative impacts related to natural gas extraction processes.</p>	<p>Immediate</p> <p>Ongoing</p> <p>Short Term</p> <p>Immediate</p> <p>Immediate</p> <p>Short Term</p> <p>Long Term</p> <p>Short Term</p> <p>Ongoing</p>	<p>Page: 35</p> <p>Page: 38</p> <p>Page: 35</p> <p>Page: 35</p> <p>Page: 36</p> <p>Page: 36</p> <p>Page: 35</p> <p>Page: 37</p> <p>Page: 37</p>



Goal	Implementation Measure	Urgency	Plan Reference
5. Identify, remediate, and redevelop brownfield sites throughout the City.	5A. 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.	Short Term	Page: 39
	5B. If BOA participation is not pursued, create an inventory of all potential brownfield sites within the City, to enable landowners to apply for clean up funding, and to redevelop these sites for various types of infill development.	Short Term	Page: 39
	5C. Continue to pursue funding for clean up, development, and reuse of the Noss Industrial Park.	Short Term	Page: 39
6. Minimize flood risk and impacts of flooding.	6A. Seek funding to identify strategies and implement projects to mitigate or alleviate regular flooding of the Tioughnioga River, Dry Creek and Otter Creek.	Ongoing	Page: 37
	6B. In the event of a major flood that severely damages properties in the floodway, assemble parcels to create a park or other open space/recreation areas on parcels that are no longer developable.	Ongoing	Page: 37
	6C. Encourage the use of alternative technologies and methods, including permeable paving surfaces for parking lots, to reduce runoff contributing to flooding in flood hazard areas.	Ongoing	Page: 37
	6D. Require new developments to manage stormwater runoff on-site to the greatest extent practicable, and encourage the capture and reuse of rainwater.	Immediate	Page: 37
	6E. Amend land use regulations to limit the impact of new development in the 100-year flood zone.	Immediate	Page: 37



Goal	Implementation Measure	Urgency	Plan Reference
<p>7. Become a leader in the use of sustainable technology and green building practices.</p>	7A. Encourage energy conservation and efficiencies and promote the use of alternative/clean energy sources.	Ongoing	Page: 39
	7B. Promote energy efficiency, including LEED certification, for new or existing structures such as green build standards, alternative energy sources, and/or new energy saving technologies. Energy saving or alternative energy appliances, technology, materials, or other apparatus shall be of such a nature that it will not interfere with any neighboring properties and/or will not negatively impact the City's environment and quality of life.	Ongoing	Page: 39
	7C. Utilize alternative energy sources such as geothermal and solar in all City-owned building projects to promote use of green technologies.	Ongoing	Page: 39
	7D. Seek grant funds to assist private property owners to make properties more energy efficient and environmentally sustainable.	Short term	Page: 39
<p>8. Ensure that future development and redevelopment within the City complements and enhances the natural environment while remaining cognizant of unintended consequences that can hinder or impede desired development.</p>	8A. Conserve natural resources and environmentally sensitive areas including air, water, and land by encouraging conscientious development.	Ongoing	Page: 39
	8B. Review and amend land use regulations to protect and enhance the natural resources of the community while ensuring that new or enhanced regulations are not overly cumbersome or limiting to new development.	Immediate	Page: 40
	8C. Strictly comply with SEQRA for projects that require such review to ensure protection of natural resources.	Immediate	Page: 40
	8D. Seek grant funding and/or establish programs to increase and improve the urban forest to enhancing community character, and reducing the heat island effect. This includes planting of large trees where possible and smaller trees where above and below ground infrastructure is present.	Short Term	Page: 40
	8E. Support the development of community gardens.	Ongoing	Page: 40



Goal	Implementation Measure	Urgency	Plan Reference
	8F. Seek grant funding to establish voluntary gardening programs for high school students and adult volunteers to beautify commercial properties, large parking lots, fencelines, and paved areas with plantings and trees as appropriate.	Long Term	Page: 40
ECONOMIC DEVELOPMENT			
9. Retain/expand existing businesses in the City.	9A. Encourage the retention/expansion of businesses that provide neighborhood goods and services while maintaining neighborhood character. 9B. Encourage the expansion of businesses that serve visitors to the City. 9C. Use the City of Cortland Community Development Loan fund to assist in retaining/expanding job opportunities in the City. Develop marketing tools to increase awareness of the fund. 9D. Secure additional capital for the City of Cortland Community Development Loan fund. 9E. Reduce the cost of doing business in the City by controlling the cost of water, sewer, property taxes, and City services. 9F. Work with the Cortland County BDC to implement an ongoing communication program with contributory businesses in the City to assist in problem solving. 9G. Work with the BDC, local colleges, Department of Labor, Career Works Center, local schools and other training providers to ensure that there is an adequate workforce for City businesses.	Ongoing Ongoing Ongoing Ongoing Short Term Short Term Ongoing	Page: 48 Page: 50 Page: 45 Page: 45 Page: 45 Page: 45



Goal	Implementation Measure	Urgency	Plan Reference
<p>10. Increase the number of businesses in the City.</p>	<p>10A. Work with the Cortland County BDC to provide technical assistance for start up businesses including programs to train and place employees.</p>	Short Term	Page: 45
	<p>10B. Work with the Cortland County BDC to recruit businesses to the City that will provide well paying job opportunities with adequate benefits.</p>	Ongoing	Page: 45
	<p>10C. Make Noss Park an asset by using the information generated from Build Now-NY to promote industrial/commercial expansion and secure funds to complete the environmental remediation of the City-owned five-acre site in Noss Park.</p>	Short Term	Page: 46
	<p>10D. Fund a City-wide Microenterprise Program using CDBG funds to assist both new and existing businesses with funding and training.</p>	Ongoing	Page: 48
	<p>10E. Inventory vacant land/space suitable for business expansion to encourage the redevelopment of vacant and/or underutilized buildings and property as an alternative to development of greenfields. Reuse existing commercial property as commercial prior to converting residential or open space wherever possible.</p>	Short Term	Page: 48
	<p>10F. Attract new business opportunities that match the skill sets of existing employees.</p>	Ongoing	Page: 45
	<p>10G. Diversify and strengthen the local economy by attracting “green” businesses, businesses with ties to regional colleges and universities, and other emerging business sectors.</p>	Ongoing	Page: 48
COMMERCIAL RESOURCES			
<p>11. Visually improve the appearance of the City’s Highway Commercial areas, to create a sense of place suitable for the City of Cortland, particularly gateways into the City.</p>	<p>11A. Revise the City sign ordinance for high-rise signs for businesses within 600 feet of a highway exit to significantly reduce their height and encourage sharing of signage poles. An amortization schedule should be adopted to ensure all signs are consistent with the ordinance within 10 years.</p>	Immediate	Page: 54



Goal	Implementation Measure	Urgency	Plan Reference
	11B. Revise the City sign ordinance to limit primary site signage in highway commercial areas to monument style signs at the roadway and include standards for design of signs.	Immediate	Page: 54
	11C. Revise site plan design requirements for highway commercial areas to infuse more landscaping and greenspace including trees into developments and to create a better sense of place (<i>see conceptual site plan at the end of this section</i>).	Immediate	Page: 54
	11D. Revise site plan design requirements for all site plans/developments with water frontage to embrace their waterfront locations and to incorporate water access into their site plans wherever possible and appropriate.	Immediate	Page: 54
	11E. Develop Minimum Design Guidelines for new buildings and major renovations to existing buildings in order to provide a consistent and attractive character to commercial areas.	Immediate	Page: 54
	11F. Undertake streetscape improvements at the Exit 11 area, Port Watson Street, and Homer Avenue in order to create welcoming and interesting gateways to the community. Special attention should be provided to the abandoned gas station on Clinton Street, the P&C Plaza on Homer Avenue, and the BOCES plaza on Port Watson Street.	Long Term	Page: 54
	11G. Acquire and demolish and/or redevelop the abandoned gas station at the corner of Clinton Avenue and River Streets. Any redevelopment should limit direct access from Route 13 and provide greenspace along the roadway to improve the gateway into the City.	Short Term	Page: 54
	11H. Adopt a vacant building ordinance that imposes graduated and increasing fees or other disincentives regarding buildings left vacant for specified period of time. (<i>also see Land Use and Zoning</i>).	Immediate	Page: 54



Goal	Implementation Measure	Urgency	Plan Reference
12. Ensure pedestrian and bike access and safety.	12A. All new developments should incorporate sidewalks and trails, connected to municipal sidewalks, in order to enhance pedestrian and bicycle access, and should accommodate the proposed Tioughnioga River Trail and other existing or future multi-modal trails or bike routes.	Immediate	Page: 54
	12B. Sidewalks/crosswalks crossing business entranceways should be of a contrasting color and material, such as brick, stone, or stamped concrete. Such crosswalks should be consistent throughout the area with signage to remind drivers of pedestrians.	Immediate	Page: 54
	12C. Require bicycle racks and similar non-motorized amenities as part of site plan review requirements (<i>Also see Bike Ordinance under "Land Use and Zoning"</i>)	Immediate	Page: 54
DOWNTOWN			
13. Manage the Downtown effectively to promote a strong downtown economy.	13A. Continue to implement the National Trust for Historic Preservation's Main Street Approach through an effective and successful Cortland Downtown Partnership.	Ongoing	Page: 61
	13B. Investigate the development of a Business Improvement District to financially support downtown development and the Cortland Downtown Partnership.	Short Term	Page: 65
	13C. Continue to financially support the Cortland Downtown Partnership as an important economic development activity.	Ongoing	Page: 65
14. Establish the downtown as a center of arts, culture, and entertainment in the City and County.	14A. Seek funding and partner with downtown property owners to develop artist live/work spaces, studios, and galleries.	Long Term	Page: 61
	14B. Continue partnership with the Cortland Downtown Partnership, the Cultural Council of Cortland County, the Cortland County Convention and Visitors Bureau, and other individuals and organizations to promote the arts in the downtown.	Ongoing	Page: 61
	14C. Partner with SUNY Cortland and other organizations to place outside sculptures and other artwork in and around the downtown, particularly in the courtyard space between the Groton Avenue parking lot and Main Street.	Short Term	Page: 61



Goal	Implementation Measure	Urgency	Plan Reference
15. Create a diverse and robust downtown economy.	15A. Entice the development of a high quality full service hotel in the Central Business District. 15B. Support retail development as a vital part of the downtown and leverage the presence of SUNY Cortland to attract and retain retail businesses. 15C. Prohibit residences in ground floor storefronts in the CBD. 15D. Promote the development of small-to-medium sized high-tech businesses on upper floors of downtown structures in an effort to create a “digital downtown”. 15E. Establish a wireless internet system serving the downtown. 15F. Work with the Cortland County Convention and Visitors Bureau, Cortland County Chamber of Commerce, SUNY Cortland, Greek Peak, and other organizations, businesses, and events to direct traffic down Main Street as opposed to Church Street. 15G. Work with NYS Department of Transportation and other partners to install wayfinding signage to direct visitors, particularly those from I-81, to the downtown.	Long Term Ongoing Immediate Long Term Short Term Short Term Short Term	Page: 62 Page: 62 Page: 62 Page: 62 Page: 62 Page: 62 Page: 62
16. Support the preservation of historic buildings as an integral part of the economic success of the downtown.	16A. Expand the Historic District to include all areas of the Central Business District. Ensure that adopted design standards are in place. (see also Historic Resources) 16B. Leverage public funds, including State and federal historic preservation tax credits, and forge partnerships with private developers to redevelop historic properties in the downtown. 16C. Ensure adequate code enforcement resources are available to regularly inspect properties, particularly vacant properties and vacant areas of buildings. 16D. Consider adoption of a strict building maintenance code for the Central Business District. 16E. Prohibit the covering of windows with plywood or other materials except in cases of emergency and only for a limited period of time, e.g. 14 days.	Short Term Short Term Ongoing Short term Immediate	Page: 59 Page: 63 Page: 63 Page: 63 Page: 63



Goal	Implementation Measure	Urgency	Plan Reference
	16F. Establish local laws to guard against “demolition by neglect” and other significant decay of downtown buildings (see also Land Use and Zoning Section). 16G. Develop incentives to encourage property owners to utilize “green” building techniques or to seek LEED certification to improve energy efficiency and overall sustainability of the City’s built environment (See also Natural Resources and Land Use and Zoning).	Immediate Long Term	Page: 63 Page: 63
17. Create a diverse and dense housing mix in the downtown, particularly market rate rental housing.	17A. Work with private developers to leverage funding for market rate housing, such as historic preservation tax credits or other grant funding. 17B. Remain cognizant of emerging housing needs and trends, such as housing for college staff, young professionals, or aging empty nesters.	Long Term Ongoing	Page: 62 Page: 62
18. Provide sufficient parking opportunities and actively manage parking to accommodate the downtown’s changing parking needs.	18A. Develop structured parking to alleviate long-term parking concerns and stimulate future development. 18B. Establish agreements with owners of underutilized parking areas to allow for public parking. 18C. Proactively manage available parking in the downtown through permit systems, long versus short-term parking, overnight parking, restricted parking, and other strategies and tactics to maximize the availability and convenience of downtown parking. 18D. Prohibit the demolition of structures to accommodate new surface parking except under rare circumstances and where such demolition will not interrupt the rhythm of the streetscape or create open parking areas more than 75’ in length along Main Street. Prohibit the creation of parking lots at corners/intersections under all circumstances (<i>See also Land Use and Zoning</i>). 18E. Require all parking areas to be landscaped and screened in a manner consistent with other public parking areas in the downtown.	Long Term Long Term Short Term Immediate Immediate	Page: 64 Page: 64 Page: 64 Page: 64 Page: 64



Goal	Implementation Measure	Urgency	Plan Reference
19. Provide a high level of maintenance for downtown infrastructure including roads, sidewalks, medians, curbing, trees, street furniture, landscaping, and parking lots.	19A. In cooperation with the Cortland Downtown Partnership, establish a database of all public physical assets in the downtown with noted condition, dates of construction, major improvements, and/or installation, and work that is or may be needed in the future.	Short Term	Page: 59
	19B. In cooperation with the Cortland Downtown Partnership, conduct an annual survey of downtown's infrastructure to identify areas of concern and note emerging problems.	Ongoing	Page: 59
	19C. Establish a long-range capital plan to address infrastructure maintenance and improvements.	Short Term	Page: 59
HOUSING			
20. Encourage the creation of housing units in the City that are attractive to and desired by school district faculty and staff.	20A. Seek financing sources to renovate existing housing through rehabilitation programs and incorporate facilities for the physically challenged as is feasible.	Ongoing	Page: 77
	20B. Continue to develop housing rehabilitation programs that benefit both financially struggling owner-occupants and housing tenanted by lower income tenants. Income property rehabilitation programs, where the majority of tenants are lower income, should be conditioned on rent subsidy programs or affordable rents.	Ongoing	Page: 74
	20C. Support comprehensive housing code enforcement efforts in the City to maintain owner-occupied and income property units in conformance with the NYS Property Maintenance Code. Stricter local maintenance codes should be adopted as needed.	Short Term	Page: 81
	20D. Implement and enforce the Rental Housing Law as a means to improve the City's rental housing stock and to preserve single family residential neighborhoods.	Immediate	Page: 81



Goal	Implementation Measure	Urgency	Plan Reference
	<p>20E. Work with local, State, and federal housing agencies and organizations regarding the housing needs of special needs populations, including but not limited to, those with mobility impairments; the frail elderly; those with mental Impairments; the homeless; victims of violence and disasters; marital/family disruption; and recovering substance abusers. Provide handicap access where required, promote visitability of housing units, and assist with advocacy efforts when needed.</p> <p>20F. Partner with Cortland County and other agencies devoted to addressing housing safety and environmental issues such as lead based paint, radon, asbestos, smoke and carbon monoxide detection, and child, occupant, and elderly safety issues. The City will be a part of the referral and advocacy network.</p> <p>20G. Work with existing private developers to encourage and support private investment in the City. This includes, but is not limited to, rehabilitating the existing housing stock, providing tax incentives for new housing development when appropriate, and creating a formalized housing group to discuss housing issues, with a focus on creating a positive climate for housing investment.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Page: 77</p> <p>Page: 81</p> <p>Page: 72</p>
<p>21. Increase the percentage of owner occupied housing units in the City.</p>	<p>21A. Increase home ownership through programs that provide assistance to qualified first time homebuyers. Partner with lending institutions in this endeavor.</p> <p>21B. Increase home ownership through programs that target professionals, including but not limited to, nurses, police officers, teachers, and college professors.</p> <p>21C. Strictly adhere to zoning regulations and prohibit the conversion of single-family homes to multifamily, particularly in R-1 zoning districts.</p> <p>21D. Work to ensure that residential occupancies, especially in R-1 and R-2 Districts, are limited to no more than three unrelated persons except in defined housing density overlay districts.</p>	<p>Ongoing</p> <p>Short Term</p> <p>Immediate</p> <p>Immediate</p>	<p>Page: 75</p> <p>Page: 85</p> <p>Page: 81</p> <p>Page: 79</p>



Goal	Implementation Measure	Urgency	Plan Reference
	<p>21E. Limit the encroachment of large commercial development into traditional residential neighborhoods, e.g., the hospital's expansion into the single-family neighborhoods surrounding the hospital campus and commercial development expansion around the I81 Exit 11 interchange.</p> <p>21F. When seizing properties for back taxes, develop guidelines for prioritizing the development/redevelopment of single-family homes.</p>	<p>Immediate</p> <p>Short Term</p>	<p>Page: 82</p> <p>Page: 85</p>
<p>22. Create more housing choices in the City.</p>	<p>22A. Work with qualified developers who share a common vision with the City to create new living units in order to meet emerging needs, such as an increasing senior population. Such housing should in keeping with the character of the City, and include options such as condominiums and townhouses that are scarce in the City.</p> <p>22B. Partner with financing sources to provide financing for developers to create market rate housing and/or more housing options. This housing will be created via new construction or the rehabilitation of existing residential, commercial, or mixed commercial/residential structures.</p> <p>22C. Develop a proactive approach to the development of new rental units for all income, age, and disability segments of the population as demand and developable properties are identified. Avoid overpopulating certain geographic areas of the City with lower income housing developments.</p>	<p>Ongoing</p> <p>Long Term</p> <p>Short Term</p>	<p>Page: 76</p> <p>Page: 76</p> <p>Page: 77</p>



Goal	Implementation Measure	Urgency	Plan Reference
<p>23. Promote energy efficiency for new or existing housing units such as green build standards, Leadership in Energy and Environmental Design (LEED) standards, alternative energy sources, and/or new energy saving technologies. Energy saving or alternative energy appliances, technology, materials, or other apparatus shall be of such a nature that it will not interfere with any neighboring properties and/or will not negatively impact the City environment, quality of life, and/or aesthetics.</p>	<p>23A. Encourage development of housing that conserves energy, including measures such as green build components or higher density development that reduces the need for significant investment in infrastructure. Such development, and its benefits, will be detailed in new zoning regulations.</p>	<p>Immediate</p>	<p>Page: 74</p>
	<p>23B. Remain cognizant of emerging housing and energy conservation trends. While the City will promote energy conservation measures, it may be necessary to prohibit structures, appliances, and/or equipment that are harmful to adjacent properties, to the City environment or aesthetics, or are determined to be unsafe.</p>	<p>Ongoing</p>	<p>Page: 74</p>
	<p>23C. Provide land-use incentives to developers that incorporate green build standards in housing construction/development.</p>	<p>Immediate</p>	<p>Page: 74</p>
<p>24. Provide high quality rental housing while preserving City neighborhoods</p>	<p>24A. Create vibrant, higher-density neighborhoods that are geared toward students and are located within walking distance of both the campus and the downtown. Each individual neighborhood should have its own unique character based on its location.</p>	<p>Short Term</p>	<p>Page: 78</p>
	<p>24B. Establish design guidelines for Groton Avenue housing development that creates an urban character with attached, multi-story masonry apartment buildings that may or may not have first floor commercial space. <i>(draft site plan sketch attached)</i></p>	<p>Immediate</p>	<p>Page: 81</p>
	<p>24C. Develop housing density overlay districts that allow more than three unrelated persons per unit in exchange for stricter controls over design and landscaping.</p>	<p>Immediate</p>	<p>Page: 79</p>
	<p>24D. Work with developers to provide amenities that are attractive to students such as open space, basketball courts, gathering areas, workout areas, and cafes.</p>	<p>Immediate</p>	<p>Page: 81</p>



Goal	Implementation Measure	Urgency	Plan Reference
27. Encourage the development of home businesses outside of the R-1 zoning district.	27A. Update the City's zoning and land use regulations to allow for home businesses outside the R-1 district. This will include, but not be limited to, a definition of a home business and requirements that businesses in residential zoning districts be compatible with, and not disturb, the character of residential neighborhoods (<i>See also Land Use and Zoning</i>).	Immediate	Page: 81
28. Periodically update land use regulations, particularly with respect to housing.	28A. Update the City's land use regulations, especially those related to housing, so that they are reflective of the goals and vision of the Comprehensive Plan.	Immediate	Page: 81
	28B. Support the implementation of the Rental Permit Program to create a well designed and cost effective program that maintains safe and attractive rental units throughout the City of Cortland while ensure the rights and concerns of property owners.	Immediate	Page: 81
EDUCATIONAL RESOURCES			
29. Encourage the creation of housing units in the City that are attractive to and desired by school district faculty and staff.	29A. Work with the school on developing/identifying housing programs that encourage teachers and school staff to reside and seek homeownership in the City of Cortland.	Long Term	Page: 91
	29B. When the City acquires property for back taxes, develop a program to facilitate purchase of said properties by owner occupants, particularly young professionals such as teachers.	Short term	Page: 91



Goal	Implementation Measure	Urgency	Plan Reference
30. Consider the impact of new development on individual City elementary schools.	30A. The creation of new housing, particularly dense developments of affordable housing, should consider the impact on local elementary schools. Include the school district as part of the planning/development process.	Ongoing	Page: 92
	30B. Conflicting uses within sight of local elementary schools should be visually buffered, e.g., the student housing complex located next to the athletic fields at Barry Elementary School.	Long Term	Page: 92
31. Provide students with job/volunteering opportunities in the local community.	31A. Partner with the school district so that students can work for pay or meet community service requirements in City businesses, government, or not-for-profit organizations.	Ongoing	Page: 92
	31B. Partner with the school district, job training program providers, and area employers to develop programs so that job training in the schools match the skill sets needed by area businesses.	Ongoing	Page: 92
32. Continue to improve the main gateways to the high school so that they are attractive to prospective/existing students, and faculty and staff.	32A. Continue work on South Main Street and the greater South End Neighborhood to improve the gateway to the junior/high school.	Long Term	Page: 92
	32B. Work with the School to improve the safety and appearance of Valley View Drive.	Long Term	Page: 92



Goal	Implementation Measure	Urgency	Plan Reference
33. Improve the City's transportation network to benefit students and faculty/staff.	<p>33A. Work with the school and the County to explore the possibility of using the public bus transportation system for school uses.</p> <p>33B. Continue to work with the school district on identifying and improving the City's sidewalk, trail, and road network to encourage more children and staff to walk or ride their bicycles to school.</p> <p>33C. Improve crosswalks and signage where needed.</p> <p>33D. Continue working with the County and school on safety and health programs, including but not limited to, use of bicycle helmets and walking/biking City trails and sidewalks to take advantage of their health benefits. Encourage the installation of bicycle racks where appropriate.</p>	<p>Long Term</p> <p>Long Term</p> <p>Long Term Ongoing</p>	<p>Page: 93</p> <p>Page: 93</p> <p>Page: 93 Page: 93</p>
34. Expand the City's safety resources to protect and benefit the school district.	<p>34A. Based on the success of the existing Cops in Schools Program, the City's Police Department should continue a police presence in the schools. This should include not only police personnel but expanded training opportunities for police, staff, and students and acquiring up-to-date equipment and technology as well.</p> <p>34B. Work with neighborhoods to expand the Neighborhood Watch Program, with a particular emphasis on getting children to and from school safely.</p> <p>34C. Continue to monitor/control traffic in and around the district school buildings, particularly at arrival/dismissal times.</p> <p>34D. Continue work with the school district on making the Armory and Smith School a designated emergency shelter and responder site.</p>	<p>Ongoing</p> <p>Short Term</p> <p>Ongoing</p> <p>Short Term</p>	<p>Page: 93</p> <p>Page: 94</p> <p>Page: 94</p> <p>Page: 94</p>



Goal	Implementation Measure	Urgency	Plan Reference
35. Consolidate City and school district services and facilities as a cost savings measure.	35A. Continue the relationship with the school district and Cortland Youth Bureau regarding the use of athletic field space, programs, and facilities and the development of new venues.	Ongoing	Page: 94
	35B. Identify/implement other cost savings measures that would be mutually beneficial for the school district and the City, including but not limited to, partnering on grant opportunities, bulk purchases, use of school facilities for community events, and recycling and energy conservation efforts.	Long Term	Page: 94
PARKS AND RECREATION			
36. Identify underutilized spaces and facilities that have the potential to create additional and/or improved recreational opportunities for all age groups.	36A. Develop and maintain a current inventory and database of all facilities, open spaces, and programs.	Short Term	Page: 101
	36B. Review and assess inventories on an annual basis to insure full coverage of all interests and ages.	Ongoing	Page: 101
	36C. Regularly assess needs and match with City, School District, College or other nearby municipal facilities that could be utilized.	Ongoing	Page: 102
	36D. Add additional facilities in existing parks, such walking path loops, exercise trails, dog parks, and community gardens.	Long Term	Page: 104
	36E. Exhibit sculpture and other art forms in public spaces, particularly in the downtown.	Short Term	Page: 104
	36F. Investigate the development of an outside skating rink, perhaps in Courthouse Park.	Long Term	Page: 104
	36G. Increase usage, understanding and learning about the Tioughnioga River.	Long Term	Page: 103



Goal	Implementation Measure	Urgency	Plan Reference
37. Provide facilities that are safe, clean and well-maintained.	37A. Identify all safety, cleanliness, and general maintenance concerns. Issues should include playground equipment types, dangerous or failing structures, un-mowed areas, deteriorating swimming pools, handicapped accessibility, poor lighting conducive to misbehavior, litter, etc.	Ongoing	Page: 102
	37B. Review responsibilities and budget constraints to address these issues and establish a long-term maintenance plan.	Short Term	Page: 102
	37C. For specialized issues (playground safety, accessible surfacing and slopes, etc.), ensure that all staff has appropriate information and training.	Ongoing	Page: 102
	37D. Seek grant funding for park renovations and upgrades where appropriate.	Ongoing	Page: 102
38. Increase the amount of parkland in the City.	38A. Consider all land types for additional recreation facilities, such as brownfields, tax foreclosed properties, floodplain areas, and estate donations, to develop small open space or recreation facilities in close proximity to neighborhoods.	Long Term	Page: 102
	38B. Consider land contiguous to existing parks to expand such parks.	Long Term	Page: 103
	38C. Develop a multi-use greenway/linear park stretching from Beaudry Park in the South End to Yaman Park in the East End and continuing to the Tioughnioga River via old railroad right-of-ways and other available land.	Long Term	Page: 104
	38D. Maintain existing, and develop, new partnerships with other municipalities, the J.M. McDonald Center, local school districts, and SUNY Cortland to utilize recreational facilities.	Ongoing	Page: 102
39. Remain current with meeting the needs of the public and provide facilities and programs to meet those needs.	39A. Continue to conduct periodic needs assessments with the assistance of SUNY Cortland's Recreation, Arts, Sociology, and other departments.	Ongoing	Page: 101
	39B. Evaluate programs and participation levels to anticipate and meet changing trends.	Ongoing	Page: 102
	39C. Periodically review fees to perpetuate future programs and facility maintenance.	Ongoing	Page: 102



Goal	Implementation Measure	Urgency	Plan Reference
40. Support and promote the development of school and/or community gardens, which will not only educate but also promote health and wellness.	40A. Investigate all legal and/or Ag & Markets issues related to community gardens to understand the possibilities and limits.	Short Term	Page: 104
	40B. Provide input and assistance for locating sites for community gardens including City properties that are underutilized.	Long Term	Page: 104
	40C. Coordinate with the schools to insure continuity during the summer months when school is not in session.	Long Term	Page: 104
	40D. Seek grant funding to establish community gardens.	Long Term	Page: 104
INFRASTRUCTURE AND UTILITIES			
41. Insist that adequate fire protection is available and that additional proactive measures are taken to insure that the downtown area and other dense neighborhoods will not be subject to a destructive fire.	41A. Conduct a comprehensive “worst case scenario” evaluation of the downtown fire protection system (location and number of hydrants, fire flows, pipe sizes, etc.).	Short Term	Page: 108
	41B. Conduct a risk assessment of the existing buildings based on their sprinkler systems, alarms, construction materials and their present uses to determine the fire risk.	Short Term	Page: 108
	41C. Pursue, promote, and assist in the installation of sprinkler systems, firewalls, and alarms in the building where needed.	Long Term	Page: 108
42. Improve the efficiency and effectiveness of the existing water system.	42A. Continue to pursue all measures of identifying leaks so as to reduce the “lost water” volume associated with the present water system.	Ongoing	Page: 108
	42B. Develop a phased capital project improvement plan to identify and replace all undersized or deteriorated water mains and to loop dead-end mains.	Short Term	Page: 108
	42C. Implement a Geographic Information System to map City roadways, utilities, conditions, maintenance schedules, etc. <i>(see also Development Management)</i>	Short Term	Page: 108



Goal	Implementation Measure	Urgency	Plan Reference
43. Ensure the long term safety and reliability of the public water system.	43A. Continue to evaluate the “upgradient” risks and coordinate with the Town of Cortlandville on an Aquifer Protection District (Also see “Natural Resources”). 43B. Evaluate potential alternate location for a back-up water source location. 43C. Continue to work with the Town of Cortlandville in identifying areas where City water service could be extended to serve Town residents and businesses. 43D. Recognize, promote and educate the public about the value of the water supply and the Sole Source Aquifer designation.	Ongoing Long Term Ongoing Ongoing	Page: 109 Page: 108 Page: 109 Page: 108
44. Continue to repair and replace sewer mains and investigate “unauthorized” discharges so as to reduce inflow and infiltration.	44A. Regularly review the most current “inflow and infiltration” data and develop a phased approach to reduce. 44B. Continue to TV sewer mains and prepare a phased plan to repair priority locations.	Short Term Ongoing	Page: 109 Page: 109
45. Upgrade Wastewater Treatment Facility as needed and consider alternative ownership/management due to service area and future demands.	45A. Complete mandated upgrades as per Chesapeake Bay Initiative and other State and federal agencies. 45B. Plan additional upgrades and seek funding as needed to ensure adequate capacity for future needs and to protect natural resources. 45C. Examine value of alternative operational approaches and cost sharing. 45D. Ensure that all substances and chemicals accepted for treatment at the waste water treatment plant can be adequately treated, will not damage the treatment plant facilities, and will not release pollutants into the watershed.	Long Term Long Term Short Term Ongoing	Page: 109 Page: 109 Page: 109 Page: 109
46. Seek creative alternative uses for stormwater runoff that can benefit the community.	46A. Investigate and develop information concerning re-use of stormwater collected at residential properties such as rain gardens, re-directed downspout flows, rainwater irrigation system. 46B. Allow utilization of green infrastructure such as vegetated swales, porous pavement, and natural stormwater management to reduce flooding risk and improve water quality.	Long Term Long Term	Page: 109 Page: 109



Goal	Implementation Measure	Urgency	Plan Reference
	46C. Develop educational brochure for public distribution to educate the public and urge the use of green infrastructure.	Long Term	Page: 109
47. Seek alternative power sources to generate electricity and develop a phased program to initially serve small facilities (Public Works, City Hall, etc.)	47A. Investigate the upcoming legislation associated with the new law increasing the “Net Metering” for businesses and municipalities who utilize renewable energy sources. 47B. Remain current on all forms of renewable energy sources that could benefit and be applicable to the City.	Short Term Ongoing	Page: 110 Page: 110
48. Relocate overhead power lines to underground locations where possible.	48A. Develop regulations to require installation of underground power lines for new development and major redevelopment projects, including burying of service lines from main lines to buildings. 48B. Pursue funding sources and other opportunities to bury/relocate overhead power lines within the City when opportunities possible.	Immediate Long Term	Page: 110 Page: 110
49. Ensure the most efficient delivery of high tech, internet and wireless communication and similar systems to residents.	49A. Identify a knowledgeable staff member to periodically monitor the latest developments, statewide and nationally, on the technical and legal/jurisdictional issues concerning provision of Wi-Fi (wireless Internet) on a community wide basis. 49B. Identify a knowledgeable staff member who will attend periodic seminars/workshops which focus on the issue communitywide wireless internet service.	Short Term Short Term	Page: 110 Page: 110
TRANSPORTATION			
50. Maintain, enhance, and encourage pedestrian and bicycle routes, which promote connectivity and good health while reducing our reliance on vehicles.	50A. Identify gaps within the City’s existing sidewalk, trail, and bikeway system that could serve as key links to destinations in and around the City (parks, schools, shopping, downtown, jobs, etc.) and develop and expand such a system to close gaps. 50B. Promote and support the completion of the proposed River Trail to link Cortland and Homer. 50C. Include requirements, as part of the Site Plan Review, for all new projects to incorporate pedestrian and bicycle routes and facilities as part of the new development, as may be appropriate (<i>see also Land Use and Zoning</i>).	Long Term Ongoing Immediate	Page: 117 Page: 117 Page: 117



Goal	Implementation Measure	Urgency	Plan Reference
	50D. Pursue capital improvement programs that increase opportunities for pedestrian and bicycle usage and safety thereof.	Long Term	Page: 117
	50E. Develop informational brochure for public distribution that details the health and environmental benefits of using non-motorized forms of transportation.	Long Term	Page: 117
51. Improve and promote the use of public transportation.	51A. Improve and expand service and provide incentives to increase the use of existing public transportation system. Ensure the system is user friendly and convenient, particularly for the disabled and elderly.	Long Term	Page: 115
	51B. Examine consolidation/coordination of Cortland Transit and SUNY bus system, and provide public transportation between the College and downtown.	Long Term	Page: 116
	51C. Examine consolidation of public transit systems of Cortland and Tompkins Counties to provide greater connectivity between the two communities.	Long Term	Page: 116
	51D. Consider an express bus route between Cortland and Ithaca specifically for working public.	Long Term	Page: 116
	51E. Work with appropriate transportation providers to install bus shelters at key locations in the City, and to establish an indoor bus station open during regular business hours.	Long Term	Page: 116
	51F. Support development of commuter rail service or other public transportation linking Syracuse, Cortland and Binghamton.	Long Term	Page: 116
	51G. Develop public/private partnerships to develop a suitable indoor bus facility.	Long Term	Page: 116



Goal	Implementation Measure	Urgency	Plan Reference
52. As part of overall capital improvements program, continue to target existing streets in need of repair.	52A. Pursue capital improvements that remedy storm water flooding; and address infrastructure repair and replacement as part of the project.	Ongoing	Page: 115
	52B. Identify streets and locations where improvements/maintenance are most needed.	Ongoing	Page: 114
	52C. Evaluate flooding at streets and railroad crossings.	Ongoing	Page: 115
	52D. When applicable, coordinate designs with other agencies that are involved (DOT) that meet the needs of the City.	Ongoing	Page: 115
	52E. Seek outside financial assistance to funding needed capital improvements.	Ongoing	Page: 117
	52F. Ensure that sidewalks and trails within the City are well maintained.	Ongoing	Page: 117
	52G. Adopt a Road Usage Law to ensure that City streets and other City infrastructure is not damaged, destroyed, or otherwise negatively impacted from any use related to natural gas extraction in the region. Require repair or reconstruction of damaged roads by offending party or parties.	Short Term	Page: 115
EMERGENCY SERVICES			
53. Provide/contract for emergency services for its citizens so that they can live peaceably, healthfully, and safely in the community.	53A. Assist emergency services entities in searching and applying for grant funds when opportunities become available.	Ongoing	Page: 121
	53B. City Planning and Zoning Boards will consider the impact of any new development on emergency services and the potential need to expand fire and police.	Immediate	Page: 121
	53C. Ensure that all City emergency preparedness plans address risks associated with natural gas extraction processes and facilities, and that all emergency service entities are appropriately equipped and trained to deal with such risks including, but not limited to: fire, explosions, leaks, spills, and injuries.	Short Term	Page: 121



Goal	Implementation Measure	Urgency	Plan Reference
54. Provide emergency services in a cost effective manner while ensuring adequate and timely coverage.	54A. Continue to fund police and fire services while incorporating cost savings measures such as sharing services/ consolidation with nearby municipalities. 54B. Equip fire and police personnel with the equipment and technology to effectively do their job and to protect paid and volunteer personnel as the need arises and its budget allows. 54C. House its emergency services in adequate facilities and continue to seek funding for a new municipal buildings to address its space needs. 54D. Work toward consolidation and/or reorganization of the police and fire departments in order to ensure the highest level of services are delivered in the most cost effective manner. 54E. Investigate creative and cost-effective solutions to providing services, such as auxiliary police for traffic control or special events.	Ongoing Ongoing Long Term Short Term Long Term	Page: 122 Page: 122 Page: 122 Page: 122 Page: 122
55. Ensure that all municipal buildings have the proper security equipment and procedures, to ensure that employees, and elected and appointed personnel are adequately protected.	55A. Continue to install up-to-date security equipment in municipal buildings as needed and as affordable.	Ongoing	Page: 122
56. Ensure adequate ambulance services for City residents.	56A. Facilitate public outreach so that the citizens and property owners of the City are aware of ambulance services.	Ongoing	Page: 123
INTERGOVERNMENTAL COOPERATION			
57. Work with surrounding and nearby municipalities, the City School District, and County government to minimize costs and maximize services.	57A. Continue policies and efforts to share equipment, facilities, infrastructure, and services to maximize the benefit to Cortland City taxpayers.	Short Term	Page: 126



Goal	Implementation Measure	Urgency	Plan Reference
	57B. Consolidate services/departments, share equipment purchases, and share facilities where it makes sense, saves costs, and/or enhances services. 57C. Continue to execute reciprocal agreements regarding shared costs, e.g., paid fire staff being first responders under mutual aid agreements. 57D. Continue to investigate the benefits, drawbacks, and feasibility of local government reorganization, including consolidation, annexation, and/or dissolution.	Short Term Short Term Ongoing	Page: 126 Page: 127 Page: 127
CODE ENFORCEMENT			
58. All properties in the City of Cortland shall be in compliance with all City regulations.	58A. Increase the financial resources for Code Enforcement, as necessary, to provide proactive Code Enforcement. 58B. Include a comprehensive citizen educational component as part of the Code Enforcement effort.	Short Term Ongoing	Page: 127 Page: 129
59. Adopt Code Enforcement policies that complement and enhance its Code Enforcement Program.	59A. Develop and adopt a Nuisance Property Law that establishes a point system for Code violations and police calls with subsequent municipal enforcement action ranging from fines to revocation of certificate of occupancies for properties reaching a certain number of points over a specified period of time. Develop reasonable steps a landlord can take to address the point system. 59B. Develop and adopt a vacant buildings law that uses financial and other disincentives to discourage property owners from leaving structures in an abandoned state for an extended period and allowing vacant structures to fall into a state of disrepair. 59C. Prohibit demolition by neglect. 59D. Annually conduct a comprehensive review of Code Enforcement policies. 59E. Stricter enforcement of all codes will be the centerpiece of policy changes. 59F. Develop a consistent policy for prosecution of violations. 59G. Study the establishment of a Housing Court and implement with other local governments, if determined feasible.	Immediate Immediate Immediate Ongoing Ongoing Short Term Long Term	Page: 129 Page: 130 Page: 130 Page: 131 Page: 131 Page: 130 Page: 131



Goal	Implementation Measure	Urgency	Plan Reference
60. Review and update City building code/local laws/policies, including monetary and other penalties for non-compliance, and make changes as needed.	60A. Amend or adopt stricter/improved local codes, where necessary. 60B. Review and update its penalties for violators of building codes/local laws. 60C. Review its building code fee/permit schedules.	Immediate Short Term Short Term	Page: 131 Page: 130 Page: 131
61. Expand the technological and informational resources of the Code Enforcement Office.	61A. Periodically review and update, when necessary and financially feasible, property maintenance and other software, and hardware to provide greater department efficiency and effectiveness. 61B. Provide the resources necessary for Code Officers and staff to continue their education regarding code enforcement issues and technology. 61C. Expand the Zoning Officer position to provide comprehensive review of projects with respect to zoning, site plan review, and overall conformance with the planning goals of the Comprehensive Plan. 61D. Work with the City on completing a City-wide Geographic Information System (GIS) Needs Assessment and subsequently implementing a City-wide GIS as recommended in the Needs Assessment.	Ongoing Ongoing Short Term Short Term	Page: 128 Page: 130 Page: 129 Page: 128
LAND USE AND ZONING			
62. Enhance and preserve the visual and aesthetic integrity of the major gateways into the City including the Exit 11 Gateway, the Homer Avenue Gateway, and the Port Watson Street Gateway.	62A. Develop and adopt a Gateway Overlay zoning district, or a new zoning district/classification, with site plan and building design guidelines. The intention of such a district is to create aesthetically pleasing and visually inviting entrances into the City. 62B. Define the appropriate boundaries for gateways to the City. 62C. Develop signage and an informational brochure for public distribution to direct traffic entering the City to commercial centers and other points of interest within the City.	Immediate Immediate Short Term	Page: 136 Page: 136 Page: 147



Goal	Implementation Measure	Urgency	Plan Reference
<p>63. Adopt city-wide design standards and architectural guidelines for all new commercial and multi-family development and major renovations.</p>	<p>63A. Develop design guidelines that require and/or preserve desired architectural features that are consistent with the character of the City on a neighborhood basis. Require that new development or redevelopment match the scale, size, and proportion of existing buildings.</p>	<p>Immediate</p>	<p>Page: 134</p>
	<p>63B. Develop a separate design guidelines ordinance for the downtown historic district to preserve the traditional historic and commercial character of Main Street and to ensure all new development and major renovations are appropriate to the downtown.</p>	<p>Immediate</p>	<p>Page: 134</p>
	<p>63C. Major renovations to existing non-conforming properties should be subject to design guidelines so as to bring them into closer compliance with adopted standards.</p>	<p>Immediate</p>	<p>Page: 134</p>
<p>64. Eliminate visual and structural blight in the City.</p>	<p>64A. Develop and adopt a vacant buildings law and prohibit demolition by neglect.</p>	<p>Immediate</p>	<p>Page: 140</p>
	<p>64B. Amend zoning code with definitions and clarifications as needed to ensure that all properties meet or exceed the standards of the NYS Property Maintenance Code.</p>	<p>Immediate</p>	<p>Page: 140</p>
	<p>64C. Proactively use Code Enforcement to address structural blight on exteriors of commercial and residential buildings.</p>	<p>Ongoing</p>	<p>Page: 140</p>
	<p>64D. Prohibit the demolition of structures to accommodate new surface parking except under rare circumstances and where such demolition will not interrupt the rhythm of the streetscape. New parking areas should be adequately buffered.</p>	<p>Immediate</p>	<p>Page: 140</p>



Goal	Implementation Measure	Urgency	Plan Reference
<p>65. Increase opportunities for growth and development of retail and commercial establishments within the City.</p>	<p>65A. Amend zoning code and zoning map to allow mixed-density, mixed-use development at appropriate locations throughout the City, including on infill lots, thereby enhancing the opportunity for neighborhood retail and commercial establishments.</p>	<p>Immediate</p>	<p>Page: 144</p>
	<p>65B. Amend zoning code to create a section governing home businesses and develop provisions that establish regulations for signage, on-site storage, parking, and employees. Revise and clarify the definition and availability of home business.</p>	<p>Immediate</p>	<p>Page: 144</p>
	<p>65C. Ensure that all zoning decisions and design reviews are completed in a timely and streamlined manner.</p>	<p>Ongoing</p>	<p>Page: 144</p>
<p>66. Beautify the City and promote a sustainable built environment.</p>	<p>66A. Adopt a landscape code that requires planting of shrubs, flowers, and trees in and around parking lots, commercial properties, rental properties, and continuing maintenance thereof.</p>	<p>Immediate</p>	<p>Page: 147</p>
	<p>66B. Within landscape code, specify buffers between commercial use and residential uses; integrate such provisions with buffer section of zoning code.</p>	<p>Immediate</p>	<p>Page: 146</p>
	<p>66C. Within landscape code, require dense landscaping on commercial properties where there are large areas of unbroken pavement.</p>	<p>Immediate</p>	<p>Page: 147</p>
	<p>66D. Within landscape code include provision for amortization of grandfathered properties and standards for compliance upon a change in use, ownership, or occupancy, or upon major renovations.</p>	<p>Immediate</p>	<p>Page: 146</p>
	<p>66E. Within landscape code, include provision that requires review and consideration before vegetative cover is removed or the tree canopy altered. Include criteria for review, mitigation, and removal.</p>	<p>Immediate</p>	<p>Page: 147</p>
	<p>66F. Develop standards for use of pervious paving materials in parking lots and driveways.</p>	<p>Immediate</p>	<p>Page: 147</p>



Goal	Implementation Measure	Urgency	Plan Reference
	66G. Develop incentives within zoning code to encourage developers and property owners to utilize green building techniques and materials, green infrastructure, and to seek LEED certification.	Immediate	Page: 147
	66H. Develop and adopt bicycle rack ordinance to support non-motorized transportation.	Immediate	Page: 147
67. Preserve single-family residential neighborhoods.	67A. Amend zoning code to provide increased opportunities for development of medium to high-density cluster-style housing that increases housing opportunities and options for different segments of the population while preserving existing single and two family neighborhoods.	Immediate	Page: 139
	67B. Restrict the development of parking lots in R1 and R2 Districts.	Immediate	Page: 139
	67C. Amend zoning code (Section 300.75) to prohibit ancillary parking on another lot in the R-1 and R-2 zoning districts.	Immediate	Page: 139
	67D. Work with Cortland Regional Medical Center officials to direct growth toward non-residential properties, particularly along Homer Avenue, and to minimize impact of expansions, facilities, amenities, parking, and site activities, on residential properties adjacent to and surrounding the hospital facilities.	Short Term	Page: 140
	67E. Enact more stringent standards for rezones in R-1 and R-2 neighborhoods.	Immediate	Page: 140
	67F. Continue to restrict the number of unrelated persons living in single units to three, except in Density Overlay Districts (see below).	Immediate	Page: 139



Goal	Implementation Measure	Urgency	Plan Reference
<p>68. Foster development of vibrant, higher density student-centric neighborhood(s) within walking distance of the College campus and downtown in order to provide desirable, high-quality living experiences for students while preserving and enhancing nearby owner-occupied, single family neighborhoods.</p>	<p>68A. Create and adopt High Density Housing Overlay District(s) to allow for higher residential densities at appropriate locations in close proximity to the college and downtown in order to enhance economic opportunities for the downtown and reduce development pressures on predominantly owner occupied R-1 districts.</p>	<p>Immediate</p>	<p>Page: 139</p>
	<p>68B. Consider allowing more than 3 unrelated persons per unit in the High Density Housing Overlay District.</p>	<p>Immediate</p>	<p>Page: 139</p>
	<p>68C. Zoning requirements in the High Density Housing Overlay District will include design guidelines, enhanced provisions for required landscaping, parking, and lot coverage, allowance for mixed uses, and incentives for the provision of recreational facilities or other amenities.</p>	<p>Immediate</p>	<p>Page: 139</p>
	<p>68D. Use overlay district zoning to provide for mixed density, mixed use, urban corridor along and near eastern Groton Avenue from Main Street to Homer Avenue.</p>	<p>Immediate</p>	<p>Page: 139</p>
<p>69. Undertake a comprehensive review and revision of the City zoning code and other land use regulations.</p>	<p>69A. Appoint an Advisory Committee with at-large members and qualified professionals to initiate comprehensive review and revision of the zoning code, zoning map, and other land use regulations; and to make recommendations for amendments to the zoning code to ensure consistency with the Comprehensive Plan.</p>	<p>Immediate</p>	<p>Page: 137</p>
	<p>69B. As part of the zoning code review and revision, evaluate allowable uses in each zoning district to ensure that appropriate zoning is in place to meet current and future demographic and development needs of the community.</p>	<p>Immediate</p>	<p>Page: 137</p>
	<p>69C. As part of the zoning code review and revision, develop new zoning regulations or new zoning districts, including overlay districts, that accommodate infill, mixed-density and/or mixed-use neighborhood commercial, and cluster housing development.</p>	<p>Immediate</p>	<p>Page: 137</p>



Goal	Implementation Measure	Urgency	Plan Reference
	69D. As part of the zoning code review and revision, modify sign regulations for high-rise and shared signs. Adopt an amortization schedule to bring all signs into conformance within five to ten years.	Immediate	Page: 147
	69E. As part of the zoning code review and revision, emphasize connectivity within the City by including provisions that require sidewalks in new developments, pedestrian trails, and/or bicycle paths.	Immediate	Page: 147
	69F. As part of the zoning code review and revision, review the professional qualifications required for members of all advisory boards and commissions to ensure that each board has appropriate professional representation in the substantive area governed by the board.	Immediate	Page: 137
	69G. Revise the zoning code and zoning map within twelve months of the Comprehensive Plan adoption.	Immediate	Page: 137
	69H. Revise all other land use regulations (not contained in zoning code) within 18 months of Comprehensive Plan adoption.	Immediate	Page: 137
	69I. Develop any new land use regulations required or recommended by Comprehensive Plan within 24 months of Comprehensive Plan adoption.	Immediate	Page: 137
	69J. As part of zoning code review and revision, amend the code to specify a periodic review of all land use regulations at a minimum of every five years to assess consistency with the comprehensive plan, compliance with state law, and to ensure that said regulations meet the changing needs of the community.	Immediate	Page: 137



Goal	Implementation Measure	Urgency	Plan Reference
70. Strengthen the effectiveness of the zoning code by utilizing enhanced site plan review procedures.	70A. As part of enhanced site plan review, the impact of any new development on emergency services should be considered.	Ongoing	Page: 141
	70B. As part of enhanced site plan review, the impact of any new development on natural resources, such as wetlands, flooding, and the sole source aquifer, should be considered.	Ongoing	Page: 141
	70C. Require site plan review when development proposals involve changes to physical attributes of a parcel; when vehicular or pedestrian traffic, or site ingress or egress is changed; or when a variance is requested/required prior to development.	Immediate	Page: 141
	70D. Require buried power lines on new projects.	Immediate	Page: 141
DEVELOPMENT MANAGEMENT			
71. Establish clear development management policies and procedures for efficient, thorough, and timely review and approval of development proposals.	71A. Establish a Planning and Zoning Office separate from the Code Enforcement Office to manage planning, development and zoning in the City and to staff the Planning Board, Zoning Board of Appeals, and Historic Review Commission.	Short Term	Page: 154
	71B. Maintain a single point of contact, the City Zoning Officer, for all development projects and ensure that this position is provided the necessary authority, responsibility, and resources for review of projects.	Ongoing	Page: 154
	71C. Create clear graphical and written flow charts outlining the City's review and approval process. Provide such charts to applicants consistent with the approval requirements of their project along with application packages and forms needed for all parts of the review process.	Short Term	Page: 154



Goal	Implementation Measure	Urgency	Plan Reference
	71D. The Zoning Officer, or other designated point of contact, should assess each development application and create a detailed written review report summarizing the development's review needs, requirements, and issues. Reports should be maintained in the project file and provided to the applicant, code enforcement official, and other involved entities such as the Planning or Architectural Review Board.	Ongoing	Page: 155
	71E. Formalize a coordinated review process among all affected agencies and departments for large scale or complicated development projects. Determination for the need for coordinated review should rest with the Zoning Office.	Short Term	Page: 155
	71F. Require pre-application meeting with sketch plans prior to review of large-scale development or redevelopment applications.	Immediate	Page: 155
	71G. Review all development management policies and revise as necessary to create a clear, defined, and streamlined permitting process.	Short Term	Page: 155
	71H. Provide the Zoning/Code Enforcement Office with adequate staffing and technological resources to ensure the proper and timely review and management of projects.	Ongoing	Page: 154
	71I. Provide professional staffing to assist the Historic Review Commission, Planning Board and Zoning Board of Appeals with professional review of projects as needed. Such staffing can be provided via a qualified City employee or outside consultant(s).	Immediate	Page: 155
	71J. Upon completion and approval of the Historic Review Commission, the board should issue a "Certificate of Appropriateness". All conditions mandated by the Architectural Review Board should be clearly delineated in the project file and final Certificate of Occupancy should be contingent upon meeting all such conditions and requirements.	Short Term	Page: 156



Goal	Implementation Measure	Urgency	Plan Reference
<p>72. Strengthen enforcement and administration of land use regulations.</p>	<p>72A. Ensure that local staff and officials who administer local planning initiatives are appropriately trained to execute their duties.</p>	Ongoing	Page: 155
	<p>72B. Require and fund educational opportunities for Planning and Zoning Board of Appeals members that exceed New York State's training standards. The Zoning code should be amended to require that specific training take place within a specified time-frame from initial appointment of the Board member.</p>	Ongoing	Page: 155
	<p>72C. Require that planning officials receive the following local training:</p> <ul style="list-style-type: none"> • within 60 days of appointment, board members shall train on zoning basics, SEQR, site plan review, and reading plans and blueprints. • three hours in each of the following subjects: variances; special use permits; signage; parking; site plan review; SEQR; and zoning basics. • one hour of training in reading plans (with a licensed engineer) and in quasi judicial and administrative proceedings. • other required training shall take place within one year. • certificate of completion for each course to be filed with City Zoning Officer. • Failure to complete training results in termination of appointment after notice and opportunity to cure. 	Ongoing	Page: 155
	<p>72D. The City should explore development of its own training materials and programming for training locally hired, appointed, and elected officials charged with enforcement and administration of land use regulations.</p>	Short Term	Page: 155
	<p>72E. Provide Planning Board and Zoning Board of Appeals with attorney to attend meetings who is not the corporation counsel and who is a specialist in land use and will be present at meetings to advise boards.</p>	Short Term	Page: 155



