Town of Lexington

Draft Long Term Community Recovery Strategy September 2014

NEW YORK STATE DEPARTMENT OF STATE

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List of Acronyms

CDBG	Community Development Block Grants
CREDC	Capital Region Economic Development Council
DEM	Digital Elevation Model
ESDC	Empire State Development Corporation
FEMA	Federal Emergency Management Agency
GCSWCD	Greene County Soil and Water Conservation District
GIS	Geographic Information System
HMPG FMA	Hazard Mitigation Grant Program Flood Mitigation Assistance
HMPG PDM	Hazard Mitigation Grant Program Pre-Disaster Mitigation
HOME	HOME Investment Partnerships Program
HUD	US Department of Housing and Urban Development
LDC	Local Development Corporation
LTCR	Long-Term Community Recovery
NFPC	Not-for-profit corporation
NRCS	Natural Resources Conservation Service
NYC DEP	New York City Department of Environmental Protection
NYS	New York State
NYS CFA	New York State Consolidated Funding Application
NYS DEC	New York State Department of Environmental Conservation
NYS DOS	New York State Department of State
NYS DOT	New York State Department of Transportation
NYS OCR	New York State Office of Community Renewal
NYS OPRHP	New York State Office of Parks, Recreation, and Historic Preservation
REDC	Regional Economic Development Council
SEQRA	State Environmental Quality Review Act
SHPO	State Historic Preservation Office
USDA	United States Department of Agriculture
USGS	US Geological Survey

Executive Summary

To Be Completed

Introduction and Flood Event Background[1]

The Town of Lexington is a small, rural community of approximately 800 people located in the Catskill Mountains of Greene County, New York. Traversed by NYS Route 42 and 23a, the Town has a total area of 79.7 square miles and a low population density of 10 people per square mile. Lexington has 14.61 miles of NYS Department of Transportation roadways, additionally 34.97 miles are designated as Town roadways, and 16.79 miles are designated as County roadways. The Town is adjacent to the Schoharie Creek and West Kill Creek, and are significantly isolated during flood events. The fact that Lexington is home to 22 bridges illustrates the significant impact flooding has on travel, emergency response, and communications.

The Town of Lexington is one of 7 so-called "Mountaintop Towns" in Greene County, along with Ashland, Halcott, Hunter, Jewett, Prattsville, and Windham. These communities are characterized by their mountainous terrain, low population density, and rural character. In addition, they have significant amounts of land within the New York City Watershed and the Catskill Park. This impacts the types of business operations that are allowed. The Mountaintop economy is driven primarily by small businesses and tourism.

The Town of Lexington has several home based businesses and small employers. There are no large employers in the Town. The vast majority of residents in the workforce commute to jobs in such locations as Kingston, Windham, Jewett, Catskill, and Albany. However, an effort by the LTCR Committee to identify all individuals and businesses engaged in economic activity in the Town revealed that there are approximately 20 part-time, full-time, or seasonal business establishments, ranging from construction contractors and bed-and-breakfasts to computer repair services, plumbers, and niche farmers. In addition, the Town has about 30 individuals involved in the visual and performing arts, writing, furniture-making, and similar activities.

The Town of Lexington also does not have any retail stores or restaurants in operation at this time. Residents must travel to neighboring communities to buy a gallon of milk, a tank of gas, or a sandwich. However, the Lexington Farmers Market provides an opportunity for residents to purchase goods and interact with other community members while generating income for farmers and crafters from May through October.

Two major State highways form the backbone of the transportation system in Lexington – Route 42 and 23A. Both of these highways, along with most County and local roads follow either the Westkill or the Schoharie Creek. The fact that Lexington has 22 bridges illustrates the significant impact the creeks, and flooding has on travel, emergency response, and communications.

[1] This section adapted from Thomas P. Suro, *Preliminary summary of flood of August 28-29, 2011 in eastern New York* (Sept. 2, 2011), US Geological Survey, New York Water Science Center

Flooding From Hurricane Irene

On August 27, 2011, Hurricane Irene caused unprecedented flooding along creeks and rivers in upstate New York as a result of record rainfall. Rivers and creeks in the impacted communities rose to record levels, surpassing the historic floods in 1987 and 1996.[2] According to the U. S. Geological Survey, Hurricane Irene set 55 high water records on streams, creeks, and rivers in eastern New York State.

The National Weather Service reported preliminary rainfall totals for parts of eastern New York that ranged from about 4.2 inches in Albany to over 6 inches at many locations in Columbia, Delaware, Dutchess, Schenectady, Schoharie, Ulster and Washington counties. Over 11 inches of rain were reported at Slide Mountain in the Catskills, and 12.2 and 13.3 inches of rainfall were reported at East Durham, and East Jewett, NY respectively.

Tropical Storm Lee, which swept through the State just a week later, set records in many places, especially along the Susquehanna River and its tributaries. Presidential disaster declarations due to the storms were issued in August and September of 2011.

Flood frequency is commonly expressed in terms of recurrence interval or the probability of being exceeded (one is the reciprocal of the other). What has been traditionally referred to as the 100-year flood, for example, has a probability of 0.01 (1-percent chance) of being equaled or exceeded in any given year and is now being termed the 1 percent annual chance flood.

A stream gage along the Schoharie Creek in Lexington, in operation since 1999, recorded 40,500 cubic feet per second (cfs) of water and a water height of 22.87 feet on August 28, 2011 - a new period- of-record maximum. The Schoharie Creek at the Prattsville stream gage, in operation since 1902, recorded a new period-of-record maximum and the USGS estimates peak stream flow of 120,000 cfs before being extremely damaged by the flood.

Analysis of flood data shows that at most locations along the creeks in Lexington, the chance that discharges of this magnitude would happen again is estimated to be between 1-percent and 0.2 percent. Many USGS stream gages recorded new period-of-record maximums during this flood. In Lexington, the peak flow of over 40,000 cfs has a recurrence chance of less than 0.2%, or less than once in a 500-year period.

The storms generated a range of impacts including significant infrastructure and economic costs. Initial reports projected $1 billion worth of statewide damage, including $45 million in agriculture-related losses alone. In Greene County, massive flooding resulted in extensive

[2] *Thomas P. Suro, Preliminary Summary of Flood of August 28-29, 2011, in Eastern New York (September 2, 2011), US Geological Survey, New York Water Science Center.*

devastation of small towns and villages including Lexington, and in its aftermath, left significant short and long-term recovery needs.

The New York State Department of Transportation (NYSDOT) closed all of the bridges over the Schoharie Creek from the Gilboa Dam north to the Mohawk River, as well as major parts of the New York State Thruway and dozens of other major roads and bridges throughout eastern New York during this storm.[3]

Lexington's infrastructure components such as electrical grids, transportation systems, and communication networks were severely damaged in the flood. Widespread flooding resulted in significant Town and County road and bridge damage. The flooding also resulted in the isolation of a significant portion of Town residents with no way in or out, and no electricity, telephone, cell phone, or Internet service. The bridge on Spruceton Road was severely damaged in the flood. Those on Pushman Road and Bush Road washed away. Some houses in the hamlet of Lexington were significantly damaged.

Across the region, communities hit hardest by Hurricane Irene and Tropical Storm Lee now have a variety of recovery needs. These include provision of affordable, safe, quality housing; addressing repetitive flood losses of properties and enhanced flood mapping. Other needs include historic property preservation; renovation and protection of infrastructure; industrial retention and adaptive site reuse; protection and preservation of older commercial downtown areas; water quality management; resources to implement recovery and redevelopment initiatives; and renovation and protection of critical community assets. As a largely rural county, Greene County is trying to address the major economic disruptions that occurred in the agricultural sector during the flooding.

[3] Emergency Support Function #14/Long-Term Community Recovery FEMA-DR-4020/4031-NY, *Damage Assessment by Recovery Support Function and Long-Term Community Recovery Strategy Recommendations for the State of New York.*

About the LTCR Grant

In the aftermath of the flood, the Town of Lexington applied for and received a grant to develop a Long Term Community Recovery strategy from the New York State Department of State. LTCR is a process for the Town to organize and take action to address the significant long-term implications of Hurricane Irene. It is a forward- looking effort intended to address disaster recovery and help move beyond repair of damaged elements of our Town toward improvement on the pre-disaster conditions. Implementation of the LTCR Strategy will ultimately help Lexington become healthier, more sustainable and disaster resilient.

Significant public input is a key part of how an LTCR strategy is developed in order to identify the direction the Town wants to take in the future. The focus of the LTCR is to generate a list of projects the community feels are needed for the future and then specify in detail what, when, where, and how much each action will cost so that the Town will be prepared for implementation.

This LTCR strategy relies on a sound planning process that builds community capacity and leadership. It involved many stakeholders and invited all members of the community to participate to ensure the recovery actions are relevant to the Town. The planning process looks comprehensively at all aspects of our community - from housing, economics, infrastructure, social/health services, community services, natural and cultural resources, to governmental, non-governmental, and private sectors.

It is anticipated that this LTCR strategy will augment and coordinate with other, current efforts underway in the Town to help Lexington rebuild. It does not replace existing efforts or plans. Rather, it helps pinpoint strategies needed for long-term recovery, especially those related to economic revitalization. The project will result in actions ready to implement.

Related Planning Efforts

This LTCR Strategy document provides a level of detail that will help the Town implement needed projects. Continuing the spirit of collaboration and building on past work, this LTCR Strategy is also informed by several other planning processes done both before and after Hurricane Irene.

Other planning activities that form the basis for or support this LTCR strategy are:

- Town of Lexington Comprehensive Plan
- Capital Region Economic Development Council Strategic Plan
- Mountaintop Towns Planning Efforts
- Schoharie Creek and West Kill Stream Management Plan
- Greene County Broadband Plan
- Greene County Agriculture and Farmland Protection Plan

- Greene County Comprehensive Economic Development Plan
- Greene County Open Space Plan
- Greene County Trails Plan

LTCR Project Steps and Timeline

The following is a summary of the steps used to develop this LTCR and the timing of the actions taken during the planning process.

1. Consultant Team Hired – July 2013
2. LTCR Committee Formed (local residents, Town officials, and local business owners) and First Scoping Meeting Held – August 2013
3. Public Input Process Developed and Implemented– September 2013 through January 2014
4. Drafted Recovery Vision and Goals – March 2014

   The vision the community developed for this LTCR identifies how the Town sees its future post-disaster and lays out its basic elements. Goals and objectives to help Lexington realize its vision and facilitate its long-term recovery are identified.

5. Strategy Development, Project Prioritization, and Development of Project Narratives – March through July 2014

   Nested within the broad framework established by Lexington's vision and goal are specific strategies and projects to be undertaken to support long-term recovery. Next, projects were prioritized after input from the community. To arrive at a final list of priority projects, data analysis, public input, and other recovery planning criteria were considered.

   These criteria included an analysis of a Project Recovery Value for each identified project.[4] This analysis involved assigning a value to 50 specific criteria falling under the four general headings (See sidebar, this page). These values were summed and compared across projects, and this comparison provided additional input during the prioritization process.

   Identified projects were also evaluated against the following criteria:

   - Housing development, redevelopment and/or relocation within the community to meet the needs of residents displaced by flooding and wishing to return to the community while reducing the risk to life and property.

Project Recovery Value Analysis Categories

Post-Disaster Community Need

Project Feasibility

Project Sustainability

Crosscutting Benefits
- Economic Impact
- High Visibility and Builds Community Capacity
- Linkages to Other Projects and Funding
- Enhances Quality of Life in the Community

[4] See FEMA, *Long-Term Community Recovery Planning Process: A Self-Help Guide* (Dec. 2005), https://s3-us-gov-west-1.amazonaws.com/dam-production/uploads/20130726-1538-20490-8825/selfhelp.pdf.

- Commercial, industrial and agricultural uses to be developed, redeveloped and/or relocated within the community. This may include Main Street, business/commercial districts, industrial districts and parks, and/or agricultural uses damaged or destroyed by flooding.
- Infrastructure repair, redevelopment and/or relocation within the community. This may include roads, bridges, water, sewer, health and safety, and communications infrastructure damaged or destroyed by flooding.
- Environmental feature repair, restoration and/or enhancement within the community.

Finally, the plan contains project narratives that provide a description, scope of work, cost estimate, and other key details that will help the Town of Lexington implement each of the priority projects.

6. Development of Final LTCR Strategy, Implementation Plan, and Public Presentation – August 2014

   A key component of this LTCR is the implementation plan, presented as the Taking Action Matrix. It outlines the recommended project team, contains a detailed scope of work, and indicates potential funding sources to aid in implementation. In addition, each project is given a priority rating and timeframe for implementation.

Community Involvement

This LTCR strategy is based on extensive public input that helped identify strengths, weaknesses, opportunities, issues, and potential recovery and revitalization actions. Public input explored long-term needs related to impacts of the flood's damages, community infrastructure and communication needs, environmental issues that need to be addressed, and economic needs.

Public input during the planning process included:

- **Economic Development Roundtable -** The planning team held a roundtable discussion with area business stakeholders on October 18, 2013. Invitees included businesses, entrepreneurs, writers, artists, and artisans based in the Town.
- **Residents and Landowners Survey -** A survey was distributed by mail to residents and landowners in the Town in December 2013 and generated 112 responses. A summary of the results is included as Appendix E – Summary of Resident Survey of Results.
- **Public Workshop –** A public workshop was held on Saturday, January 11, 2014 at the West Kill Community Center. There were 28 attendees. During the workshop, the planning team provided a summary of progress of the LTCR planning process and feedback received to date from the survey. Participants were asked to validate the community vision for long-term recovery; brainstorm recovery needs, projects, and actions; and prioritize strategies.
- **Greene County Soil and Water Conservation District Project Public Input Sessions –** A companion study, funded by the GCSWCD Watershed Assistance Program, was conducted in the Lexington and West Kill hamlet areas to identify and evaluate options for stream bottom, stream bank, and bridge alterations that may reduce flood levels in the future. This effort included meetings with the LTCR Steering Committee, a public meeting, and coordination with this LTCR process.
- **LTCR Steering Committee Meetings -** The Steering Committee met monthly throughout the project.

- **Project Website -** Documents, maps, data, and other materials relating to the LTCR planning process were made available online through a link on the Town of Lexington homepage.

Current Conditions, Issues, and Emerging Trends

During the planning process, residents, businesses, and other stakeholders were asked to identify conditions and issues both within Lexington and in the wider region that they considered important to the Town's long-term community recovery.

This section synthesizes this community input along with a review of existing demographic, housing, and economic data as well as environmental conditions and mapping. It provides a framework of important considerations within which to view the vision, goals, and strategies.

The table on the following page presents a summary of the strengths, weaknesses, and opportunities. The detailed results are included as Appendix F – Detailed SWOT Results.

	Community Planning & Capacity Building	Economic Development	Health & Social Services	Infrastructure & Housing	Natural & Cultural Resources
Strengths & Assets	• Comprehensive Plan exists • Zoning and other land use regulations are in place • Volunteer network was mobilized – created a large sense of community	• Local agriculture • The Lexington Farmers Market • Strong recreational resources • Active groups and organizations exist in Town • Talented individuals and businesses engaged in economic activity, including artists, tradespeople, writers, performers, etc. o	• Food pantry at the Baptist church	• Town Municipal Building • Pavilion at the Municipal Building • West Kill Community Center • Community Meeting Room at Methodist Church • Town Highway garage • Sewer District and Sewer Project	• Peace and quiet • Natural beauty • Outdoor pursuits and recreation activities • Crystal Lake • DEP/DEC lands • Historical Society • Waterfalls • Community gardening and agriculture • Scenic views

	Community Planning & Capacity Building	Economic Development	Health & Social Services	Infrastructure & Housing	Natural & Cultural Resources
Weaknesses & Liabilities	• Floodplain law is not detailed and not up-to-date • Laws do not integrate risks, environmental issues and consideration of vulnerable locations and populations. • Building code and other regulations do not reflect current methods to protect assets	• Lack of cell and internet services • Vacant and underutilized properties and businesses closed • Lack of a gas station • Lack of retail – especially a general or convenience store • Not capitalizing on natural resources for economic development (e.g. biomass or wood products) • Few employers to serve as the basis for new economic development initiatives • Communication technology (cell and broadband) is poor • Demographic challenges • Lack of needed businesses • Seasonal resident tensions • Low level of coordination among agencies	• Health services not easily accessible • No senior center and limited senior services • Lack of community meeting space for smaller groups • Issues related to emergency services (equipment and personnel) • No mechanisms in place to provide emergency kits, phones, generators, etc, to address the ”islands” of land/residences that get isolated during a flood.	• No public transportation or taxi service • Lack of cell and internet services; lack of routers • Road drainage problems • Road damage due to heavy vehicle traffic • Spruceton Road in need of resurfacing • Overhead power and phone lines vulnerable to service disruption • Lack of sidewalks • Trail head parking and accessibility issues	• Debris remain in the creek • Lack of community meetings to discuss future growth • Historic buildings are deteriorating

	Community Planning & Capacity Building	Economic Development	Health & Social Services	Infrastructure & Housing	Natural & Cultural Resources
Opportunities	• Emergency preparedness plan • Update zoning to modern building and flood mitigation standards • Strengthen community identity • Involve weekenders – network of services, infusion of talent and resources • Ensure future development is consistent character • Pursue more grant funding for critical programs	• Provide infrastructure businesses need (e.g. cell & broadband) • Rehabilitate & reuse historic structures • Provide support for businesses such as planning, training, funding • Attract a store to meet basic needs • Leverage natural resources • Community kitchen to promote agriculture • Build on our natural beauty, the creek • Public relations and marketing • Improved Communication Technologies	• Help seniors age in place • Mitigate effects of isolated areas when a flood exists. • Improve Town flood preparedness • Transportation options • Put emergency call box with booster in the Notch • Rescue services – support 6-6 and/or regionalization • Medical services • Services to disabled people	• Rehabilitation of houses • Senior housing options • Services for disabled • Public transportation • Improve communications technologies • Fix problems with roads, overhead lines, & signage • Stream restoration and flood mitigation • Create webpage to list services	• Agricultural potential • Streams as habitat & recreation sites • Outdoor recreation • Arts & culture – space for performances, workshops • Coordination of groups/ volunteer organizations • Access to grants

Lexington's Vision

Lexington defines itself in the present while planning a future for growth that respects our traditions and qualities. Lexington is a town of natural beauty, deeply rooted rural character and a strong sense of community. Retaining and growing from these qualities, capitalizing on the historic features of existing structures and creating an environment for development opportunities is the essence of our vision of the future.

Every effort will be taken to enhance the Town's ability to withstand natural disasters, to have mechanisms and resources in place to ensure an educated public that has what it needs in case of natural disaster, and that the community as a whole can enjoy the security and opportunity cell and broadband communication affords, both in crisis and as drivers for future growth.

Figure 1: An illustration of words used by the public to describe the future of the Town.

Road and culvert construction and repair, maintaining stream bank stability, and providing resources to help residents meet the challenges they may face during and immediately after extreme events are a priority. Emergency medical training, Internet and cell connectivity, and targeted supplies adequate to ensure the well-being of Lexington's residents are essential components of readiness.

Tourism and our attractiveness as a site for second homeowners will continue to be a Lexington priority and a driver for our vision of the future. Restoring and stabilizing streams to enhance recreational uses, encouraging forest stewardship, agroforestry and niche agricultural projects important to local commercial enterprises, and establishing a local food hub have already begun in Lexington's

present and are important to Lexington's future. Our guidelines for zoning will reflect not only our efforts at flood mitigation and ensuring our rural character, but also our potential as a site for historic designation, and our interest in "character-specific" commercial enterprises.

Goals

Through the LTCR planning process, Lexington identified the following goals for long-term community recovery:

1. Improve telecommunications infrastructure to make cell phone service and broadband access available community wide as a key component of public safety and small-scale commercial development.
2. Enhance resiliency of the community by improving Lexington's capacity to prepare for and respond to natural disasters and other emergencies by reducing the risks of flood damage to housing and commercial structures, and developing a full program of emergency response that includes resident training for medical emergencies, warehousing of necessary supplies across the community and state-of-the-art communication community-wide.
3. Remediate damage to roads, bridges and culverts with reconstruction tied to flood resiliency.
4. Restore stream beds to stable hydrologic and ecologic functioning both as a flood mitigation measure and to grow Lexington's tourist economy and outdoor recreation opportunities.
5. Capitalize on NYS DOS, NYS DEC, NYC DEP and FEMA funding opportunities in ways that encourage recreational or agricultural use and the staging of cultural events.
6. Encourage forest stewardship and agroforestry projects both for commercial potential and as key assets in reducing flood damage through soil and water retention inherent in forested land.
7. Develop land use regulations that take into account updated flood analyses, the historic and commercial potential in existing hamlet structures, as well as small-scale commercial development in repaired hamlet structures or in areas sited for increased flood resiliency.
8. Increase implementation of critical program and initiatives by pursuing grants and identifying alternative funding mechanisms.
9. Revitalize Lexington's economy through tourism, outdoor, recreation, cultural events and small businesses, paying creative attention to rehabilitated land and structures.

The Lexington Long-Term Community Recovery Strategy is a guide for Lexington's elected officials, local stakeholders, and the community at-large to use in their long-term community recovery efforts. The Plan includes multiple projects developed by community members and prioritized by the public and Town officials according to importance for full recovery.

This Plan is a living document that will evolve and change as new community needs emerge. It should work hand-in-hand with other planning efforts including the Town Comprehensive Plan, the regional and county economic development strategies, and others. Maintaining the continuity of the Lexington community's shared vision, building upon the area's core strengths, and working together will be key to the success of all projects.

Priority Projects

This section details the projects that are considered priority. Details for each are provided to help the Town implement them. This detail will help with future grant applications and includes background description, action steps to implement the project, potential resources and partners, preliminary cost estimates, project sponsors and/or partners who may be able to take a leadership role in following through.

The recovery projects are designed to help Lexington recover, reduce future risks, and become more resilient. Priority projects meet one or more of the following criteria established in the NYS LTCR program:

1. Housing: Housing development, redevelopment and/or relocation within the community to meet the needs of residents displaced by flooding and wishing to return to the community while reducing the risk to life and property.
2. Commercial, Industrial, and Agricultural: Identify uses to be developed, redeveloped, and/or relocated within the community. This may include Main Street, business/commercial districts, industrial districts and parks, and/or agricultural uses damaged or destroyed by flooding and outline methods to economically recover.
3. Infrastructure: Repair, redevelop and/or relocate critical and necessary infrastructure in the community. This may include roads, bridges, water, sewer, health and safety, and communication infrastructure damaged or destroyed by flooding.
4. Environmental: Repair, restore, and/or enhance environmental resources and features within the community.

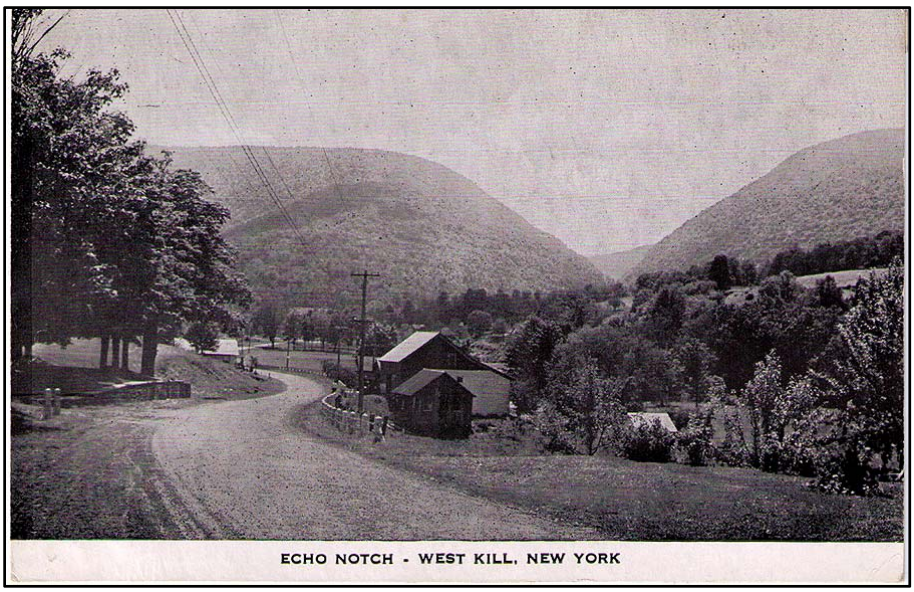
To achieve the Town's vision and stated goals, Lexington has determined that several critical actions must take place. Primary among these include providing up-

to-date cell and internet services throughout the Town, enhancing economic opportunities, and preparing for emergencies.

The Town has developed a list of projects to address these and other resiliency and recovery needs. These are outlined in the table below, organized by recovery topic. The ★ indicates that the strategy is a priority project for the Town. Details for each project are provided in the following sections which include narratives and implementation details. Other non-priority projects are listed as well. All of this information is summarized in a matrix.

Emergency Planning, Response and Flood Mitigation
★**Emergency Recovery Program - Equipment**
★**Flood Remediation Implementation**
★**Stream Corridor Restoration and Stabilization**
★**Community Meeting Place and Emergency Command Center**
Recruit and train additional people to serve as volunteers for emergency services
Infrastructure
★**Broadband Connectivity and Cell Towers**
★**Stabilization Study of West Kill Creek and North Beech Ridge**
Place call boxes in the Notch and establish cost estimates
Enhance the website to more effectively communicate vital information as well as services and businesses in town
Plan for seismic monitor on slide area on Route 42, and determine action steps and cost estimates
Provide access to medical services for residents
Create a database of frequently impacted infrastructure and identify other solutions to address and mitigate so future repairs are not needed. Research all infrastructure related improvements that have been impacted by floods over the years.
Repair roads and culverts damaged by Hurricane Irene
Conduct a bridge capacity study to determine other reconstruction work needed to increase resiliency of this infrastructure
Identify sites where debris still needs cleaning
Evaluate sewer plant location for burying utility lines to prevent future power outages
Community Enhancement
★**National Historic District Nomination**
★**Zoning Law Update and Creation of Design Guidelines**
★**Historic Structure Rehabilitation and Reuse**

★**Schoharie Creek Public Access**
Design and place signage, parking, and access to trail head areas
Expand agricultural and agri-forestry initiatives including innovative crops such as agri-forestry, mushrooms and ginseng
Access funds to rebuild houses and commercial structures prone to flood in a resilient manner.
Construct sidewalks in the hamlets to provide for pedestrian safety
Designate a grant writer to aid in identifying funding. Establish local committee charged with assisting in grant writing and identifying alternative funding sources for projects
Create a community garden and meeting place
Economic Development
★**Community-Based Not-For-Profit Corporation**
★**Co-Operative Store**
★**Tourism Development and Marketing Plan**
Expand the farmers market and establish buy-local campaign to promote local agriculture
Establish incentives to attract new businesses to Town that serve local and visitors' needs.
Develop and implement a comprehensive marketing program oriented to re-establishing and expanding outdoor recreation opportunities. This would include concept plans and steps and development of ideas such as the outdoor museum in Lexington.
Create and coordinate stream oriented programs to expand tourism.
Re-open Crystal Lake and address liability, access and other issues
Explore designated by-way status and unified wayfinding system in town
Expand arts and cultural opportunities, workshops, performances, etc. to re-build sense of community



Priority Project Narratives

Emergency Recovery Program – Equipment

Background

Natural disasters result in the widespread interruption of basic utilities such as electric services and water, often causing damage to critical infrastructure. As a disaster unfolds the reestablishment of electric power becomes a priority in affected communities. In Lexington, power was lost and that impacted everything from communications to accessibility of clean water. Since all residents rely on well water, lack of electricity means water pumps stop and potable water supplies are curtailed. In some places, wells were contaminated with flood waters as well. Generators, emergency kits, and satellite phones are a major necessity and should be included in emergency shelter locations for continuous functionality during disaster events.

Description

The Town has been caught off guard with past flooding to the area, and did not have emergency recovery systems, communications, and programs in place. Implementation of this project will provide the community with access to critical electrical and communication services during future disaster events. The project will also decrease emergency spending which occurs when needed resources are unavailable within the community.

Scope of Work and Action Steps

- Identify agencies and communication businesses that can provide a temporary cell tower to provide for emergency communication services. Work with service providers to develop a plan that can be put into place during a future emergency.
- Develop an emergency operations plan that includes this plan for communications so that the contact and mechanism to provide rapid communication equipment is in place.
- For electrical needs, determine installation requirements.
- Determine necessary size of supplemental generators to include allowance for growth.
- Prioritize installations and available funding.
- Install system(s).

Financial Needs/Cost Estimates

- Cost per installation: $50,000 - $70,000
- Cost for planning for emergency communication equipment – research time only.

Potential Funding Sources

- HMGP/PDM – Safe Room Construction/Generators
- Member Item – Local Initiative

Project Team

- Town of Lexington Board
- Lexington Fire Company
- Lexington Rescue Squad
- Lexington Long Term Emergency Planning Team

Flood Remediation Implementation

Background

The USGS reported a peak flow rate in Schoharie Creek of 120,000 cubic feet per second (cfs), which is 24 percent larger than the FEMA predicted 500-year frequency (0.2% annual chance) flood and 2.2 times larger than the previously recorded high flow in 1996. A separate project was initiated through the Greene County Soil and Water Conservation District with support from the NYC DEP Stream Management Program. This project was oriented to the hamlets of Lexington where engineers from Milone & MacBroom, Inc. (MMI) assessed flood hazard conditions and potential mitigation measures for those areas in the Town of Lexington. They conducted studies to identify projects that may be useful to reduce flood conditions. As a result of this study, some flood mitigation projects may be feasible. See the Flood Mitigation Report by Milone and MacBroom for full results.

That analysis used HEC-RAS techniques to evaluate existing flood vulnerabilities and flood mitigation alternatives. The analysis focused on identifying mitigation of larger floods (i.e. the 50-year and greater events). The Lexington flood analysis concentrated on the Town's two hamlets (West Kill and Lexington/13A), and the results could help inform the Town and landowners about potential future projects that could reduce flood risks in these population centers.

A variety of flood remediation alternatives were studied through the GCSWCD planning. These included bridge replacements in various locations, creation of new floodplain areas, lowering of floodplains, reducing stream bottom roughness, widening floodplains, sediment removal, or some combination of alternatives. Some of these alternatives were eliminated because no flood mitigation benefits were identified. The study has identified two or three potentially beneficial remediation projects in the hamlet areas.

Description

If any of the flood mitigation projects prove to have a positive cost/benefit ratio and the Town and landowners decide to move forward to implement these, a future project could be developed to move these flood mitigation projects to the next level. This would entail working with the affected landowners and the community to determine the most effective alternative and seek funding.

For projects determined to have both flood mitigation benefits, and are economically feasible, the immediate result of implementing one or more of these projects will be to reduce flood hazards. That in turn will create a safer community. The benefit could be to create a situation where flood hazards are more controlled. This will help the Town be more confident to allow growth in the hamlets and to promote economic development.

Scope of Work and Action Steps

- Work with GCSWCD and consulting engineers to finalize flood remediation options and choose one or more that will have the most positive outcome.
- Develop public outreach to landowners in the vicinity of the preferred project. Work with landowners to address concerns about construction or changes in stream or road conditions.
- Work with affected landowners to determine interest in pursuing these projects.
- Develop full engineering plans and specifications for preferred projects).
- Establish project webpage to inform all members of the community of work progress.
- Work with consulting engineers to develop scope of work, construction specifications, time lines, and budget.
- Identify funding sources.
- Identify and obtain needed permits for stream remediation work.
- Prepare bid documents.
- Advertise and then award bids.
- Coordinate construction activities and maintain communication with landowners and Town during process.

Financial Needs/Cost Estimates

The GCSWCD study included a cost benefit analysis and estimated costs for implementing feasible projects. See the final report of this study for these cost estimates.

Potential Funding Sources

Identify grant and other funding opportunities that relate to this grant.

- NYC DEP
- FEMA

Project Team

- Town Board
- GCSWCD
- Greene County Highway Department
- NYS DEC
- NYC DEP
- FEMA
- Landowners affected by the project

Stream Corridor Restoration and Stabilization

Background

The flooding that occurred during the Hurricane Irene and Tropical Storm Lee weather events caused significant damage not just to homes and infrastructure, but also to adjacent unpopulated and undeveloped lands. There was significant stream bank erosion and stream channel movement in many areas. The flood plains and riparian buffers in some places have been stripped of topsoil and vegetation, are no longer connected to the streams, and are probably not functioning as they have in the past. These changes have caused noticeable damage to the natural habitat of these streams, and may exacerbate the effects of future flood events on the Towns' infrastructure and the homes of residents.

Eroded bank with stripped vegetation and topsoil on the West Kill, along Route 42

At the time of this report, the GCSWCD is performing a Local Flood Hazard Mitigation Analysis (LFHMA) for the Westkill hamlet and Lexington hamlet areas within the town. The purpose of this study is to determine the causes of flooding and to identify potential projects that can mitigate hazards and future flood damage. While this exercise has identified a number of projects that could potentially mitigate future flood damage, it is limited in scope, and some of the projects identified don't have an appropriate benefit/cost ratio.

In order to fully understand the potential impacts of future flood events and identify all possible mitigation measures, a full hydrologic study should be performed for areas outside the Hamlets encompassing the entire watershed area. The hydrological analysis and identified mitigation efforts should include stream bank and stream corridor remediation.

A stream bank/stream corridor remediation project contains some of the same elements as the local flood hazard mitigation analysis. However, stream remediation takes a more holistic look at the stream system, encompassing the entire watershed. In addition to the hydrologic modeling and site-specific remediation projects included in a typical hydrological study, a stream remediation project will usually include recommendations for stabilization work along the entire length of the stream corridor. Due to the comprehensive nature of such a project, Lexington should look into partnering with

neighboring towns that include the watersheds of the West Kill and Schoharie Creek. (i. e. Prattsville, Jewett, Hunter, and possibly Ashland)

Description

Stream restoration and stabilization does not prevent flooding. But, it does attempt to mitigate the damaging effects of flooding by stabilizing the stream. It keeps the stream where it is, it an existing stable channel, rather than allowing it to migrate into areas that may cause damage to adjacent land, homes, and infrastructure.

A stable stream system is able to move water, sediment, and detritus in a way that maintains the streams patterns, dimensions, slope, and profile. A stable stream will still scour and transport sediment, but it will not degrade or aggrade (remove and deposit stream bed materials) in a way that causes the established stream channel to move outside its existing boundaries.

Example of a Rock Vane (Washington County, PA)

The goal of a stream restoration project is a stable, natural stream - to return the steam to a natural state of hydraulic stability by stabilizing the banks and the bed of the stream, and optimizing the stream's ability to transport and use sediment effectively. The tools used to do this may include reconnecting the stream channel with its floodplain, establishing connections with adjacent natural or constructed wetlands, modifying the streambed using naturalistic structures, such as rock vanes, log vanes, mud sills, and bank sloping.

Scope of Work and Action Steps

- The Town should establish a Stream Restoration Advisory Committee, or identify an individual to spearhead such a project with regular communications with the Town Board.
- Reach out to neighboring towns to identify willing co-sponsors for the project
- With assistance from GCSWCD, seek a consultant to complete the watershed-wide hydrological study and stream stabilization project
- The Advisory Committee and consultant should solicit input from government officials and residents, using public information meetings to help identify flooding threats and damaged stream reaches
- Assemble all existing available data
    - Construction drawings of bridge crossings and structures

    - Aerial photogrammetry, topographic mapping, LiDAR based DEM and/or GIS data of the project area
    - FEMA Flood Insurance Study, Flood Insurance Rate Maps (FIRMs), and HEC-RAS modeling
    - Depth grids available from the FEMA Flood Insurance Studies or the county
    - Reports of flooding that have been compiled and documented by the local community or county, or NYC DEP
    - The community's and/or county's all-hazard mitigation plan
    - Stream Management Plans
- Run a Baseline Hydraulic Model at various flow conditions
- Conduct a visual assessment of the stream channel and floodplain. Assess conditions and complete a watershed-wide inventory of problem spots including:
    - Areas of Degradation (lowering of stream bed elevation)
    - Areas of Aggradation (Increase in stream bed elevation)
    - Stream Bank Instability
    - Severe Erosion
    - Channel Instability (shifting channel location)
    - Identification of low lying structures, bank and channel conditions, and vegetation along the stream corridor
    - Photo-documentation of channel reaches and problem spots
    - Identification of significant storm drainage discharge points into the stream and locations of known or suspected inadequate road drainage conveyance
- Design and Permitting
    - Assemble the data and information needed to perform hydrological modeling of the watershed
    - Using the hydrological model, design the stream corridor-wide remediation/restoration elements needed to stabilize the stream, including but not limited to:
        - Rock Cross Vanes, J-Hook Vanes, W-Vanes
        - Log Vanes, Root wads, Mud sills
        - Bank sloping and revetments (revetments are sloping structures placed on banks in such a way as to absorb the energy of incoming water)
        - Constructed wetlands and floodplains
    - Obtain the permits needed to construct the remediation/restoration of the stream, including Federal and State agencies

    - Obtain permission from adjacent landowners where access to the stream is needed
- Construction – Specialized training of potential contractors will be needed
- Monitoring
    - Long term (5-10 years) monitoring of remediation efforts is needed to ensure lasting benefits from the work done
    - Repair or replacement of remediation elements may be needed if they become damaged or are found to be ineffective

Financial Needs/Cost Estimates

- Initial organization and coordination with NRCS and GCSWCD $ 0

Grant writing and professional help in fund raising. $5,000 to $10,000.

This cost may be offset if the task can be accomplished with help from one of the Project team members

Note - The following estimates are taken from a presentation: *Stream Restoration Cost Estimates* by Brian Bair (2000), of the USDA Forest Service, and are adjusted to 2013 values. The stream reaches described in this report are in rural, heavily forested areas in the Pacific Northwest. Land uses and cover appear to be similar to those in Lexington. Access to the stream channel over multiple private lands can have a significant impact on the final costs. Also, these estimates are based on the project team members doing much of the organizational work. There is a stream restoration effort presently underway in Schoharie County, fully run by a private consulting firm. This project is in a more urbanized area, with significant private land owner access requirements. Costs for that 9.5 total mile project are over $2.6 million dollars per restored stream mile. This is significantly more than the high end of the per mile estimates given below.

There are approximately 12 miles of the Westkill and 7 miles of the Schoharie Creek within the town's borders. All of these stream miles may not be involved in the final construction phase of the restoration.

- Hire a consultant to perform the modeling and analysis, design and permitting - This can range widely, from $30,000 to $150,000 per stream mile. A reasonable estimate is about $92,000 per stream mile.
  Total cost estimate for this phase would be approximately $1,748,000.
- Hire contractors for the construction phase. This may be part of a larger contract that would include the modelling, design, and permitting phases of the project. - This can range widely, from $56,000 to $327,000 per stream mile, and will depend on the extent of the remediation needed. A reasonable estimate is about $80,500 per stream mile, or $1,529,500 for the 19 miles of main stem Westkill and Schoharie Creek found in the town.

Potential Funding Sources

- NRCS Emergency Watershed Protection (EWP) program
- NYC DEP
- NYS DOS EPF
- Greene County Soil & Water Conservation District (GCSWCD) Watershed Assistance Program (WAP)
- USDA NRCS Emergency Watershed Protection Program (EWP)
- FEMA Flood Mitigation Assistance (FMA) Program
- FEMA Pre-Disaster Mitigation Grant Program
- County matching funds

Project Team

- Federal Agencies:
    - NRCS
    - U.S. Fish and Wildlife Service
- State and Local Agencies:
    - NYS DOS
    - NYS DEC
    - GCSWCD
    - NYC DEP Stream Management Program
    - Catskill Watershed Corporation
- Private Sector: Consultants
- Town of Lexington
- Adjacent Building and Landowners

Community Meeting Place and Emergency Command Center

Background

The town government offices are currently housed in a municipal building on Route 42 outside the hamlet of Lexington. While the office space is adequate for the town's day-to-day business needs, there is not enough room in the building for larger public meetings, nor for it to serve as a command center in the case of a major natural disaster. The location of the West Kill Community Center is not ideal, as access to it relies on bridge crossings that are susceptible to washout during major storm events. Mobile communications are non-existent, and emergency power is not available at the site. A better location in a more accessible area, with adequate communications and access to emergency services is needed.

Description

The town should investigate options for establishing a community meeting place that can also serve as an emergency command center during natural disasters, and possibly temporary shelter for displaced citizens. This could be in an existing vacant or unused building with a landowner willing to sell. Such a building could be expanded, if needed, and upgraded with the necessary equipment. Or, if no existing structures can be found, a new building could be constructed on vacant land.

Two possibilities discussed during the LTCR project are the upper floor of the Town's highway garage, and the former Arts Center in the hamlet of Lexington. The highway garage has the benefit of already being owned by the town, although space and access is limited, thereby limiting the variety of possible uses. The Arts Center includes plenty of open space, numerous buildings, and is currently for sale. The variety of sizes and types of structures on the property open possibilities for a wide variety of uses, including a gym, a business and/or arts incubator, park land, emergency shelter, and public meeting space. The condition of the Arts Center buildings may not suit all potential uses, and the current asking price may be prohibitive. However, the location and amount of land included would allow for the widest variety of uses and future expansion possibilities.

In order to properly identify and evaluate potential locations, the town should form a community center committee, or use the not-for-profit community development organization described in another project sheet.

Scope of Work and Action Steps

In order to properly identify and evaluate potential locations, the town should form a community center committee, or use the not-for-profit community development organization described in another project sheet. The following steps outline the general process:

- Discuss the following steps with the town's engineering firm, or hire an architect/engineer to help with the more technical aspects of this project
- Outline the specific needs for a community building/emergency center

    - Identify locations with adequate access to county, state, and federal emergency services
    - Describe of the various community uses it might serve
    - Estimate the size/number of occupants for various events
    - Identify kitchen requirements for community events as well as emergencies
    - Identify temporary shelter requirements and storage areas for related equipment and supplies
    - Describe emergency power and communications requirements
- Identify any existing structures that might fill some or all of these requirements
    - Consider locations that may fill the requirements with additional newly built space
- If there are no existing available structures, consider available vacant land that can be developed with a new building
- Evaluate the options
    - There may be multiple options that include the use of existing buildings and new construction. The pros and cons of each scenario should be evaluated in order to provide the most services for an appropriate cost
- Enter into negotiations with potential location owners
    - An agreement may be needed with potential landowners to hold a property while the town evaluates needed improvements and costs
- Develop an RFP for any construction work needed to bring an existing building up to the requirements, or to build a new building

Financial Needs/Cost Estimates

- Cost to purchase an existing building or land: $200,000 to $400,000
- Hire an architect/engineering firm to do the design work: $ 20,000 to $50,000
- Construction costs, permits, fees, etc. will vary widely based on the condition of existing land and structures, and the ultimate building needs identified.

Potential Funding Sources

- USDA Community Facilities Loan and Grant Program
- NYS DOS EPF
- NYS Consolidated Funding Application (if such a center can be tied in with tourism, the arts, and other strategies outlined in the regional strategic plan)

Project Team

- Greene County Planning
- Town of Lexington
- Potential Building owners and Land owners
- New York State Department of State

Broadband Connectivity and Cell Towers

Background

High-speed Internet has become as essential to a community as other basic public utilities. Local residents and almost all businesses need to be connected to the Internet in order to function well in today's world. High-speed Internet is also critical to modern emergency services and public safety organizations that use social media and publish web updates during and after disasters. The storms and flooding of 2011 devastated the Town and not having access to service was a major issue. In case of emergencies, it would be beneficial to ensure access to cell phone service and communication options. Having spotty service in times of emergencies threatens the health, safety and welfare of the community.

In addition, broadband and Wwi-Ffi access is an essential part of education and economic development. From tourism to retail; from distance learning to working from home - the lack of connectivity has impacted every part of the economy. The Town of Lexington, as well as its neighboring towns and other rural communities have long strived to provide access to residents, visitors and businesses alike. While the long term goal is to create network with complete coverage, given the varied terrain of the Town and spread out populace it may be best to begin with the creation of wifi hot-spots or smaller cloud based networks.

It has not been until recently that a rural municipality could, with the flip of a switch, literally be the "hotspot"… well that is the Wi-Fi hotspot for its residents, businesses, visitors, and municipal employees.

WHAT IS BROADBAND?

Broadband refers to high-speed Internet access and advanced telecommunications services for homes, commercial establishments, government, schools, and community anchor institutions. In New York State, broadband service is primarily delivered via cable modem, fiber-optic cable, digital subscriber line (DSL), or through mobile wireless (3G/4G/LTE). In fact, many service providers use a combination of wire line and wireless technologies to provide hybrid broadband service to their customers.

Wire line Technologies

Fiber to the Premise (FTTP) is the "Gold Standard" in broadband technology. FTTP is the most expensive to deploy, but can deliver consistently high speeds reaching 1 Gigabit (1,000 Mbps) and higher.

Cable Modem uses coaxial cable connection to deliver broadband with download speeds ranging from 6 Megabits (Mbps) to over 50 Mbps. Bandwidth is managed through shared connections. Therefore, although broadband is widely available throughout New York State, advertised speeds may not always be maintained during peak usage times.

Digital Subscriber Line (DSL) uses copper telephone lines to deliver broadband with download speeds generally under 10 Mbps. Aging networks can degrade service over time, which can decrease speeds delivered to the home.

Broadband Over Power Lines (BPL) uses existing electric wiring along with fiber to deliver broadband through electric outlets. Requires special equipment installed at the home and has limited availability in New York State.

Wireless Technologies

Fixed Wireless / WiMax uses a combination of a fiber backbone and wireless towers to deliver broadband at speeds comparable to DSL. This technology can be quickly deployed at lower costs with a wide reach. Many plans have data usage caps.

Mobile Broadband is a combination of cellular and data service generally for use on mobile devices. Typically complements wire line connections, but some companies provide home broadband service delivered over mobile broadband networks. Many plans have caps that limit usage.

White Space is a new and emerging technology that uses the empty fragments of TV spectrum scattered between frequencies. White space is less expensive to deploy in areas without a lot of existing infrastructure, with the ability to travel through physical obstacles, such as trees and mountains, without diminished signal. The FCC requires networks to follow strict requirements not to interfere with existing broadcasts.

Satellite is a two-way transmission of Internet data passed between satellite and a dish placed at the home. Because data traverses long distances, latency delays can occur. Most plans have data caps, but satellite broadband is 100% available in New York State.

Benefits of Wifi

We live in a world where ideas, information and news travels with blinding speed and we have an intrinsic need to get the edge in business, stay ahead on news, or communicate socially with friends around the world. As a result people need instant, easy, and RELIABLE access to the internet. Wi-Fi enables everyone with a laptop or a smart phone to have access to the internet – whenever and wherever – wireless internet access happens to be available. The Town of Lexington recognizes this and in the drive for a competitive advantage is looking to set up their own single location hotspot and ultimately create wider coverage, municipal Wi-Fi, as a long term goal.

The Town of Lexington can expect a Wi-Fi system to generate increased economic development activity as an indirect benefit of this resource. Businesses that need Wi-Fi will be attracted to areas with consistent, reliable service. In addition, the

Town of Lexington with a Wi-Fi network can market itself as "cyber" or "digital" and this label has traditionally had an extremely positive affect on business expansion and relocation. Ultimately, businesses can attract more customers… customers attract more businesses… and employees can be more productive, closing the digital divide.

A municipal Wi-Fi network further can make a rural community a very attractive, sophisticated place which can draw more professionals, entrepreneurs, creatives, and many others to our rural Main Streets. A reliable Wi-Fi system supports more home based businesses by encouraging a broader range of low-impact, small-scale enterprises. Municipalities can promote business opportunities and attract non-traditional professionals (telecommuters) who work from home most of the time. Many non-traditional workers only need the ability to connect to the internet and do not necessitate a bricks and mortar setting to do business. Wi-Fi provides the freedom from infrastructure, and allows towns and villages to focus on promoting their community's assets such as their rural landscape, small-town atmosphere, great family community, etc.

Costs of Wi-Fi

While the advantages of Municipal Wi-Fi can't be ignored, the big question is…Who is going to pay for it? There are three types of Wi-Fi that a municipality can explore: hotspots, zones, or clouds.

- ($) Hotspots are limited to a singular place Library, Town Hall, School, coffee house, etc.
- ($$$) Zones are an aggregation of hotspots to create a system that is available to a locality, such as a Main Street.
- ($$$$$) Clouds are much larger in scope (and expense) but offer continuous coverage over a significant portion of a town or hamlet's geographic area. Usually clouds consist of multiple zones and hotspots to create this seamless coverage.

Many larger communities have attempted to create large scale municipal Wi-Fi clouds and have been unable to get past the costs of the infrastructure. While it is universally agreed that the backend will result in tremendous economic benefit, the frontend is not affordable to taxpayers. Just like other services and infrastructure, nothing is free… and at some point in time, someone is going to have to pay something for the network. But this is where the rural community has the advantage. Creating a hotspot in a rural town or village can be cost effective, serve a municipal purpose, and function as an economic anchor for the community. It can bring residents to town, much like the "good old days" when people came to the market daily, a community hot spot can be the draw that brings towns and residents together.

Project Description

With recent flooding affecting the community and creating conditions where it was hard for residents and emergency workers to contact outside help, the addition of broadband and cell towers will help out the Town immensely in the event of another catastrophic weather event and will update their communication infrastructure. Creating a hot spot at a municipal building, such as the Town Hall, fire and DPW buildings has the added benefit of improving government and public safety. It can provide a safe environment and increase response times or enable them to have access to critical information in the field. Having a service "cloud" in the hamlet would help provide direct service to emergency workers as well as homes, buses, and localized access points.

Municipal Hotspot. Creating a hotspot at village hall and the future emergency command center has the added benefit of improving government and public safety. Public works, code enforcement officials, and public safety officials may all benefit from enhanced wireless technology that allows them to save time and improve efficiencies for the community without having to be tied to a desk to complete their jobs. In particular, public safety officials – police, fire, and medical – which are tasked with providing a safe environment can increase response times or enable them to have access to critical information in the field. However, once you are committed to creating a hotspot, it is worth the investment to insure your wireless coverage is broad enough to allow public access without diminishing the level of service to your municipal employees and service providers.

Communities throughout the Adirondacks, Catskills, and other underserved areas of the state are creating hotspots as a tool to extend the stay of their tourists as well as meet the business needs of their second homeowners or "weekenders". Often visitors crave connectivity to stay in touch with loved ones, or they use the internet to research additional activities to enjoy during their vacations. In addition, many second homeowners find that they would stay longer if they can work from home for a few hours. For example, the Town of Thurman in Warren County has flipped the switch and has created a municipal hot spot in their town hall. They have a room in which residents can "set up shop" and connect to their home or work office to complete their work and extend their stay in the town.

Cyber Café Hotspot/hamlet based. Many coffee shops already provided free Wi-Fi to entice customers in the door and to ultimately stay a little longer. The Town may choose to partner with some of its local shops and restaurants to create multiple hotspots within its hamlets. This takes the pressure of providing the service off of the municipality while enhancing the local businesses. If enough businesses are able to provide coverage, a small main street may be able to market its self as a "Cyber Main Street" without costing the taxpayers. This type of marketing is a win-win for the community and the economy.

County-wide Point–to-Point Fixed Wireless System. The Greene County Department of Economic Development, Tourism, and Planning has submitted an application to create a phased fixed wireless system to provide wireless broadband

access to the communities within the County. If awarded, parts of the Town of Lexington may be able to participate in the deployment of this economic and community infrastructure and may be able to expand it into the other projects as noted above.

As Greene County is taking the lead on developing a county-wide broadband network, it is recommended that the Town of Lexington a) coordinate its efforts with the County; and b) focus its initial efforts on creating hotspots in strategic locations, and then work on creating a "mesh" or a series of hotspots within the hamlets. Greene County is already negotiating with service providers, and is in the process of obtaining grants to roll-out a system that will meet the needs of all the regions of the County.

Examples of Municipal Broadband Networks

Red Hook's Wireless Network

Red Hook is a borough of Brooklyn with approximately 11,000 residents, 70% of which live in New York City housing projects. The community is cut off from the rest of the borough physically, with no subway service, and digitally, through a lack of network connections. The community has installed a mesh network, which is comprised of white boxes spread across rooftops which work as a series of interconnected hot spots. These devices speak to one another and remain connected to the overall mesh network regardless of being connected to the internet. This becomes extremely helpful in emergency situations, or anytime the internet is down, so residents and government workers may still access the mesh for important information, e.g. find where to pick up supplies or where to find government officials.

Broadband in Margaretville

The Village of Margaretville is located within the Town of Middletown in Delaware County, New York. The Village borders the Catskill Park and has a total area of 0.7 square miles. The surrounding towns of Conesville, Gilboa, Halcott, Middletown, and Roxbury are all communities that are very rural in nature and lack access to reliable network services. The delivery of broadband is critical and a priority for businesses, municipal facilities, and other anchor institutions within these areas.

Beginning in 2013, Margaretville Telephone Company, with $1.8 million in grant funding through through Governor Cuomo's Connect NY Broadband Grant Program and $250,000 in funding through the Catskill Watershed Corporation (CWC). Prior to developing the system and the grant application, Margaretville Telephone Company (MTC) partnered with the CWC to develop a survey highlighting the need in the area for broadband.

Following the survey and the successful grant application, MTC began construction on a fiber optic network geared specifically to expand broadband to the unserved residents within the Village and surrounding Towns. The construction includes over 100 miles of new fiber optic facilities offering broadband, telephone, and cable

television services to residents and businesses that currently have no access to facilities based broadband service.

Scope of Work and Action Steps

- Create a Wi-Fi/Broadband committee
- Adopt a resolution in support of the Greene County CFA application.
- Prepare a petition and letter of support for the CFA application.
- Partner with Greene County to identify the locations that the fixed wireless system can support and then identify options for expansion of the system with other options.
- Create a municipal hotspot at the village hall, community center and DPW.
- Identify partners within the hamlets for expanding the hotspots into a cloud based network.
- Engage as an active member in town and regional groups concerned with telecommunications.
- Contact successful regional grantees (i.e. Hamilton County) to determine how they were able to gain NYS investment into broadband.
- Create a feasibility study for the Town in order to develop a thorough understanding of the technology or obtain technical assistance to evaluate the current conditions.
- Work with rural providers to identify methods for expanding the network and invest in broadband via the NYS Broadband initiative.
- Research available incentive programs, grants, and opportunities to create public-private partnerships.

Financial Needs/Cost Estimates

Feasibility Study - $15,000 - $30,000

Initial whitespace system $200,000 to $400,000 for the installation of equipment, $280 for receivers to each site, $45 a month access charge.

Potential Funding Sources

USDA Broadband -

ESDC - Feasibility Study

Connect NY Broadband Grants

Universal Broadband Access Grant Program

Regional Council CFA

Project Team

- Town of Lexington Planning Board
- Greene County Chamber of Commerce
- New York State Broadband Program Office
- US Department of Agriculture, Rural Development Program

Stabilization Study of West Kill Creek and North Beech Ridge

Background

The Town of Lexington would like to conduct a stabilization study to remediate damages done to West Kill and North Beech Ridge during the past storms that hit the area. The past flooding caused destabilization of banks along the Creek north of the newly reconstructed bridge. With continual bank stabilization and deterioration the damage to the banks will cause severe damage as well as the closure of the road. Given the likelihood of future flooding on the vulnerable Town additional studies of the waters and tributary streams are warranted towards stabilization efforts.

Description

The study will examine threats and assist in developing mitigation efforts for residences and other properties within the floodplain. The study will also help to determine the best methods for stabilization of the area's water ways and to prevent the destruction of the newly renovated bridge over the Creek.

Scope of Work and Action Steps

- Pursue funding for engineering analysis for stabilization study
- Issue RFP and bid on firms to perform stabilization study
- Hire consultant for feasibility study
- Work with consultant and NYS DOT on project and budget

Financial Needs/Cost Estimates

$15,000 - $30,000 for feasibility study

Stabilization costs – TBD – pending outcomes of feasibility study

Potential Funding Sources

HMGP/FMA/PDM – Minor Localized Flood Reduction Projects/ Soil Stabilization

ESDC – Feasibility Study

NYS DOS EPF

NYS DOT – Restoring damages to highways and bridges

SMIP – (Stream Management Plan Implementation Program) Stream Improvements

Member Item – Local Initiative Funding

Project Team

- Town of Lexington Planning Board
- Greene County Chamber of Commerce

- GCSWCD
- NYS DEC
- NYS DOT
- NYS DOS
- U.S. Army Core of Engineers

National Historic District Nomination

Background

The Town of Lexington has a long and proud history that is celebrated in many ways. The town just finished a year-long celebration of its Bicentennial. That event emphasized the historical connections in the community and the importance Lexington places on its past as vital to its future. Lexington's history is part of its current quality of life and is viewed as having great importance to its revitalization and resiliency.

The Town has prioritized preservation of historic sites as an important part of both its comprehensive and long term planning. The 2003 Comprehensive Plan recommends establishment of historic districts as a means to preserve its history. The hamlets of West Kill and Lexington are the traditional centers of Town and are where significant historic structures remain. The Town has established a goal to promote growth in proximity of these hamlets. Lexington recognizes the potential for adaptive reuse of its historic structures in the hamlets as an important resource for revitalization and strengthening the local economy.

Many of the historic buildings are in need of rehabilitation and the Town has an opportunity now to promote reuse of these structures before the structural integrity declines. Creation of a national historic district has many benefits. The State and National Registers are a recognized and visible component of public and private planning. The registers promote heritage tourism, economic development and appreciation of historic resources.

The Town has applied for funding from the Preservation League to conduct a reconnaissance-level study of historic resources as a first step in the nomination process (June 2014 pending).

Description

The Town desires to nominate portions of the hamlets of West Kill and Lexington to be placed on the State and National Historic Register as a historic district. Establishment of historic districts will help improve resiliency through redevelopment of structures to promote business use along the Main Streets of the hamlets. Benefits of having one or more historic districts include:

- Official recognition that a property is of significance to the nation, the state, or the local community.
- Listing raises the community's awareness and pride in its past.
- Listing is a requirement for participation in state and federal rehabilitation tax credit programs.
- Not-for-profit organizations and municipalities that own listed properties are eligible to apply for New York State historic preservation grants. Additional grants are available through other public and private sources which may also consider whether a property is listed.

Properties that meet the criteria for registers listing receive a measure of protection from state and federal undertakings regardless of their listing status. State and federal agencies must consult with the SHPO to avoid, minimize or mitigate adverse effects to listed or eligible properties.

Establishment of a historic district in Lexington could have positive implications beyond the Town and is a project that would be consistent with the Capital Region Economic Development Council Strategic Plan (See Box). The Town is home to several major Catskill Mountain trailheads and is thus an important destination for visitors.

Those goals, as stated in the CREDC revolve around "capitalizing on our inherited and created assets, leveraging the beautiful, natural environment, deeply rooted in history, arts, and culture, and use them as beacons and anchors to make our communities thrive."

Historic sites in Town that should be considered as part of this effort include:

> The CREDC recognizes the importance of tourism in the region and the Catskills in particular, noting that tourism pumps $2.1 billion annually into the regional economy and supports 3,500 companies and employs over 15,000 people. The CREDC also notes that the region is the "national epicenter for heritage areas" where four million people annually visit. Lexington already plays and important role in tourism and can play an even larger role in the future. Further, the CREDC plan notes that "Commercial 'Main Streets' will be enlivened, reflecting the Region's culture and history." Lexington is in the heart of an important tourist area that if revitalized, could contribute to meeting this CREDC strategy. Historic districts would be consistent with the CREDC's goal to "Showcase Our Beauty" and "Spotlight Our Strengths."

- The Lexington House built in the late 1800's by two Van Valkenburgh brothers who after some sort of quarrel, one of them pulled and built the Monroe House (now the Lexington Hotel) down the street. The Lexington House is duly accredited in Beers' *History of Greene County* as a significant establishment in the "boarding days of the Catskill Mountains.
- The Monroe House (see above).
- The Newton Farm in West Kill - history back to the early 1800's
- The Angle House - home of Daniel Angle, Hessian Soldier who deserted to fight with us in the Revolutionary War.
- The Angle House Barn - which the Greene County Historical Society just discovered last year as one of three original surviving Dutch Barns (with H frames) in Greene County.
- The Parker Farm. Now owned by Nate Sleeper. Locally, it is referred to as the "Girl Scout Camp" because it was once owned by Girl Scouts of America.
- The Levi Hill House: Home of Daguerreotypist Levi Hill, who in the 1850's developed the first colored Daguerreotype and did not get credit for his work until recently. He now has his proper place in the Smithsonian. Work has begun on getting the house on the National Register.
- The Huguenot Stone House.

Scope of Work and Action Steps

The following steps detail the major tasks and actions steps needed to implement this project fully:

- Form a Historic District Nomination Committee of interested citizens to coordinate efforts;
- Discuss project with Preservation League of New York Technical Assistance Staff;
- Conduct a reconnaissance level historic survey;
- Contact the NYS Division for Historic Preservation for application and instructions;
- Work with their staff to have the location evaluated by National Register staff for eligibility;
- If property is eligible, the designated committee prepares the required nomination materials;
- Identify in-kind or cash-match resources to help support the project;
- Prepare a grant application (Preserve NY Grant fund for example);
- Prepare nomination materials with assistance from qualified professionals:
    - Use information from the reconnaissance level survey, statements of historic and architectural significance, and photographs and maps.

    - Develop map(s) showing potential district boundaries
    - Work to develop these materials under guidance of National Register staff;
- Nomination is reviewed by the New York State Board for Historic Preservation.
- The board's recommendation is forwarded for approval to the State Historic Preservation Officer, who is the NYS OPRHP Commissioner;
- If approved, property is listed on State Register and forwarded to the National Park Service for approval and listing on the National Register.

Financial Needs/Cost Estimates

Costs for implementing this project are primarily to develop the nomination materials. The Reconnaissance Level Survey is estimated to be $12,000. An additional $7,500 to support preparation of a National Register Historic District nomination is estimated.

Potential Funding Sources

Preserve New York Grant Program of the Preservation League of New York

National Trust for Historic Preservation

NY State Council on the Arts

NYS DOS EPF

NYS Office of Parks Recreation and Historic Preservation

NY Landmarks Conservancy

National Endowment for the Arts – Save America's Treasures

Project Team

- Town of Lexington
- New York State Department of State
- Lexington Historical Society
- Mountain Top Historical Society
- Preserve New York
- Landowners in proposed area

Zoning Law Update and Creation of Design Guidelines

Background

Hurricane Irene caused significant damage to roads, bridges and some houses in Lexington. Some of the impacted structures were built decades ago before zoning, building codes and floodplains were regulated. Local land use regulations including zoning, subdivision, and the floodplain law along with the building code serve to control how, where, and how much development can occur in Town. While growth rates have been low, the Town is much more aware of the potential impact of flooding along the waterways in Town in the aftermath of Irene.

There is a need for local laws to work better to minimize negative impacts of flooding. That includes the need to protect floodways and riparian areas, promote safety, and ensure that new structures are built in a manner that avoids or minimizes impacts from flooding. While the Town does not desire high levels of new development, some development, especially in the hamlet areas is important to revitalize their economy. The time to plan for appropriate growth with adequate controls is more important than ever.

Description

The goals for this project are to ensure that the Town of Lexington has up-to-date local laws that adequately address resiliency and flooding issues, and ensure that new development will be constructed to improve safety, minimize negative impacts on floodplains, and to ensure consistency with Lexington's environment and character. The project will involve review and updating of the floodplain law, building code, zoning, and subdivision laws. It will also result in a set of design standards for commercial buildings.

Existing local laws are not as effective as they need to be, nor do they reflect state-of-the-art resiliency and floodplain protection controls. This work will address housing, commercial, and infrastructure resiliency needs and will result in better managed flood hazard areas. Further, development of design standards in the zoning will encourage commercial building owners to enhance the physical appearance by preserving historic buildings and developing sensitive designs that are consistent with the character of Lexington for new structures.

Scope of Work and Action Steps

The following steps would be needed to

- Create a Local Law Update Committee
- Prepare budget, scope of work and request for proposals
- Interview and hire consultant
- Consultant to audit local laws to identify areas needed to be updated to enhance resiliency and meet goals of Town
- Consultant to prepare draft language for review by Committee

    - Floodplain Law
    - Building Code
    - Zoning and Subdivision
    - Design Guidelines
- Prepare final draft language with consultant
- Submit draft language to Town Board for review
- Attorney review
- Advertise and hold public hearing
- Submit to Greene County Planning Board for 239-m review
- Conduct a SEQRA analysis via a Generic Environmental Impact Statement
- Adopt and file local law updates as per Town Law

Financial Needs/Cost Estimates

Floodplain Law Update: $3,000

Building Code Update: $3,500

Zoning and Subdivision Law Update: $10,000

Develop Design Guidelines: $8,000

Potential Funding Sources

- Town of Lexington
- NYS DOS EPF
- NY Cleaner Greener Program

Project Team

- Town of Lexington Town Board
- Town of Lexington Planning Board
- Greene County Planning
- GCSWCD
- Town of Lexington Code Enforcement Officer
- Town of Lexington Historical Society

Historic Structure Rehabilitation and Reuse

Background

Numerous historic structures can be found in the hamlets of Lexington and West Kill. These structures not only are central to the history and character of the Town of Lexington, but are assets that can be used to grow the economy in Lexington. The Town has determined that reuse of these critical buildings would be consistent with the type of development desired in Lexington and could meet multiple community goals. These goals include preserving significant resources, growing the hamlet areas, restoring existing buildings that are located in the floodplain in a more flood resilient manner, promoting tourism, and seeking affordable housing options for new residents. Together with the establishment of a historic district (See Historic District project sheet), the rehabilitation of these structures is a vital step forward for the Lexington community.

There are several historic buildings in Lexington that could be adaptively reused. However, some buildings are currently not in use and in danger of becoming further deteriorated to the point where rehabilitation may not be feasible. These structures have experienced sustained physical deterioration, decay, and disinvestment over the years, but could be anchors for hamlet revitalization. The community highly values these structures and supports rehabilitation and reuse.

Historic rehabilitation and reuse is a project consistent with the Capital Region Economic Development Council Strategic Plan. The Town is home to several major Catskill Mountain trailheads and is thus an important destination for visitors. The Capital Region REDC recognizes the importance of tourism in the region and the Catskills in particular, noting that tourism pumps $2.1 billion annually into the regional economy and supports 3,500 companies and employs over 15,000 people.

The CREDC also notes that the region is the 'national epicenter for heritage areas' where four million people annually visit. Their strategic plan in particular recognizes the need to make communities in the region "exciting, attractive places not only to work, but to live, with homes, offices, entertainment venues, cultural and educational institutions and shopping."

The tourism sector remains a critical part of the Greene County economy with its businesses providing roughly 10% of all County jobs. However, the industry has been deteriorating since the 1950's as air travel and newer offerings have been better able to meet the changing demands of travelers. According to the Greene County economic development plan, inducing private investment in existing and new tourism destinations and facilities is vital to the revitalization of the Greene County tourism industry.

The REDC plan notes the outcome of economic development efforts is that "Commercial "Main Streets" will be enlivened, reflecting the Region's culture and history." While Lexington is not an urban area, it is in the heart of an important tourist area that if revitalized, could contribute to meeting this REDC strategy.

Rehabilitation of these buildings would also be consistent with the CREDC's goal to "Showcase Our Beauty" and "Spotlight Our Strengths." Those goals, as stated in the CREDC revolve around "capitalizing on our inherited and created assets, leveraging the beautiful, natural environment, deeply rooted in history, arts, and culture and use them as beacons and anchors to make our communities thrive."

Description

This project revolves around purchasing or negotiating long-term leases with the aid of a Lexington local development corporation (See Community-Based Not-For-Profit Corporation project sheet) to rehabilitate and adaptively reuse the historic structures located in the hamlet of Lexington and West Kill. Working cooperatively with existing landowners, this project entails evaluating the structural integrity of the buildings, establishing vision and goals for reuse, establishing a redevelopment plan, raising funds for needed capital improvements, and marketing it for those new, desired uses.

There are many creative opportunities for reuse of these buildings that would benefit the Lexington community. Uses could include apartments, offices, bed and breakfast or small inns, business incubator space, local stores or restaurant, or mixed-use buildings with commercial and housing. Implementation of this project would address the need for economic development suitable to Lexington, housing redevelopment, and Main Street/Hamlet redevelopment and revitalization.

These projects would benefit the Town by boosting the economy, providing some local employment opportunities, and if mixed uses, potential affordable housing opportunities. The Town of Lexington has few, if any employers to serve as the basis for economic development initiatives. Data from Zip Code Business Patterns (2012, the most recent available) shows just 4 businesses in the Lexington, 12452 zip code and 3 in the West Kill, 12492 zip code. All of the businesses identified have fewer than five employees. The Town of Lexington does not have any retail stores or restaurants in operation at this time. The vast majority of employed residents in Lexington commute to jobs in such locations as Kingston, Windham, Jewett, Catskill, and Albany.

Scope of Work and Action Steps

- Work with landowners of historic structures in West Kill and Lexington to collaborate and plan for adaptive reuse of historic buildings. The critical first step is to build consensus and cooperation among landowners, groups and individuals who have a role in the revitalization process. The first step is to develop an active community-based revitalization effort.
- Establish a vision and attainable goals for each structure.[5]

[5] Reuse of these buildings as mixed use is a feasible idea. Combining residential uses and commercial use would be eligible for NYS funding. Another idea that could be considered for reuse of the Lexington Hotel or Lexington Center for the Arts could be to create a housing cooperative. This could create a viable, affordable opportunity for homeownership or apartments. A housing cooperative is a

- Seek funding to conduct a structural inventory (See Historic Building Recommendation).
    - Seek funds from the New York Main Street Technical Assistance (NYMS-TA). NYMS-TA funds are intended to improve a community's readiness to administer a future NYMS building renovation program. Two essential elements in successful administration of a New York Main Street renovation program are a clear understanding of the needs of the project community, and interest from mixed-use property owners. NYMS-TA funds are available to encourage communities to evaluate neighborhoods, building conditions and housing opportunities to prepare for future NYMS projects. NYMS-TA funds are available to do a building reuse or feasibility study.

      To support this application, use this plan and data included with it to show:

        - Housing needs for median-income residents and the extent of substandard housing in the target area, based on measures such as age, extent of known deficiencies, and health, safety, and code violations.
        - Socio-economic and labor market data.
        - The extent rehabilitation will provide benefits and how it will stimulate private investment to revitalize the hamlet.
        - If mixed use of these structures are feasible, show how the rehabilitation could meet affordable housing needs.
        - How the aesthetics of the hamlet can be improved, how it will spur investment of private resources, and mobilize additional resources to sustain the area's physical and commercial assets.
    - Conduct a study for the rehabilitation or adaptive re-use of the historic hamlet building(s) to provide property owners with the resources necessary to make informed decisions regarding the feasibility of rehabilitation projects. These studies may include; historic and architectural analysis; building condition assessment; building code analysis; proposed uses for the building including opportunities for upper story apartments; plan drawings; green technology potential; cost estimates; and funding strategies, including historic tax credits; and pro-forma analysis. Identify an architect

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legal corporation that cooperatively runs the building. Individuals pay a monthly amount to cover operating expenses and the cooperative owns the lands, buildings, and common areas. Members buy shares in the cooperative to live in the unit. A limited equity cooperative can also be formed to allow restrictions on a unit's sale price to maintain affordable conditions.

skilled in historic renovation for professional input, conduct a structural assessment and provide plans for redevelopment that adhere to the Secretary of Interiors Standards for Rehabilitation. Include flood proofing and flood resiliency techniques in rehabilitation planning, and get cost estimate for conducting a structural inventory.

- Develop a long-term capital campaign for building rehabilitation.
- Work with the landowners and Local Development Corporation (see Community-Based Not-For-Profit Corporation) to negotiate purchase or long term lease of buildings.
- Explore funding sources and consider use of historic tax credits via the LDC.
- Work with Historical Society and community to solicit volunteer labor and skills to assist in rehabilitation activities.
- Develop a proforma to guide the redevelopment process and attract new businesses.
- Develop a marketing plan to recruit new users to buildings.
    - This plan should outline a strategy for attracting new customers, potential investors and residents, and finding new commercial uses for traditional buildings in the area.

Financial Needs/Cost Estimates

Conduct a structural assessment and provide plans for redevelopment.

- Conduct the structural inventory (See Historic Building Recommendation): $15,000
- Hire attorney to work with the landowners and Local Development Corporation: . $2,000
- Grant writing and professional help in fund raising: $,1000 to 2,000
- Construction and rehabilitation costs, permits, fees, etc.: >$1 million but to be determined after structural inventory
- Develop marketing plan to recruit new users to buildings: . $3,500

Potential Funding Sources

- National Development Council – low interest loans and technical assistance
- NYS DOS EPF
- Community investment program
- Tax increment financing
- Historic rehabilitation tax credits
- Bonds

- CDBG Funds – Housing, Small Business, Economic Development, Microenterprise
- New York Main Street Building Renovation Funding and Downtown Anchor Project
- NYS OPRHP – Environmental Protection Fund
- US HUD Mortgage Guarantee (for development of a cooperative if that is feasible)
- Private Foundation
- Individual Donors
    - HOME Funds Consideration is also given to applicants who demonstrate a strong understanding of current economic conditions in the district, identify opportunities for market growth, and provide plans for monitoring the economic performance of the district.
- Bank Loans
- Federal Home Loan Bank
- NYS housing programs

Project Team

- Lexington LDC
- Town of Lexington
- NYS DOS
- Lexington Historical Society
- Building Landowners
- Preserve NY
- NYS Historic Preservation Office

Schoharie Creek Public Access

Background

The project site is comprised of two small parcels that were bought out by FEMA. The parcels front on the Schoharie Creek and are separated from each other by approximately 200 hundred feet. Three residential parcels separate the two sites. Parcel 1, the westerly parcel, has approximately 130 feet of road and creek frontage and ranges from 90 to 120 feet deep. The lot slopes gently toward the creek and contains some vegetation. Parcel 2, the easterly parcel, has approximately 100 feet of road and creek frontage is about 80 deep. The lot slopes gently toward the creek and contains very little vegetation.

Description

Due to the nature of these small parcels, it is recommended that they be used for public access to the Schoharie creek for fishing, small boat access and picnicking. All uses will be day use only with no overnight use. In order to maximize the retention of vegetation, it is proposed that Parcel 2 be utilized as the location for parking and small boat access. Parking is expected to be head in paring for about 9 cars with the remaining space allocated to fishing and boat access. Due to the greater lot depth and existing vegetation, Parcel 1 is proposed to be a picnic area and fishing access. Since the parcels are so close to each other, the picnic area will have a drop off area for ease of loading and unloading vehicles. Parking will be at the Parcel 2 location.

The anticipated amenities include:

- Gravel parking area
- Boundary delineation fencing (Privacy for Neighbors)
- Picnic tables
- Refuse containers
- Portable sanitary facilities
- Signage

Scope of Work and Action Steps

- Obtain boundary and topographic survey of the parcels.
- Prepare site plan for each parcel
- Identify and submit permit applications associated with stream access and County Highway access.
- Construct Improvements

Financial Needs/Cost Estimates

- Boundary and topographic survey: $3,000
- Site plan for each parcel: $3,000

- Submit permit applications: $2,000
- Construct Improvements: $50,000
- Total: $58,000

Project Team

NYS DOS

Potential Funding

NYS DOS EPF

Town of Lexington

Town of Lexington Highway Department

Community-Based Not-For-Profit Corporation

Background

Given its limited resources and staff capacity, the Town of Lexington would benefit from having an organizational partner to help address the community's long-term recovery needs and facilitate project implementation. In particular, there is a need to enhance Lexington's economic vitality, sustainability, and overall quality of life; the Town has few commercial businesses to generate revenues, provide retail goods and services, and employ residents. The formation of a community-based not-for-profit organization would increase the Town's capacity for economic and community development, making Lexington more resilient and self-sufficient.

Description

This project will establish a community-based not-for-profit corporation (NFPC) to provide support and oversight for economic and community development initiatives. The organization will have a broad mission, with no restrictions placed on its activities beyond what is prohibited by law. This will allow the NFPC to address a range of community development, economic development, and housing needs and assist with the implementation of Lexington's Long-Term Community Recovery Plan.

The creation of a NFPC will build community capacity, providing Lexington with a organizational mechanism to plan, implement, manage, and raise funds for projects. The benefits of using a NFPC instead of a municipal organization or public authority to effect community and economic development are numerous, and include the ability to:

- Undertake activities that do not fall within the traditional purview of municipal government, such as developing and managing property, fundraising, and marketing;
- Operate independently, unencumbered by regulatory and procedural constraints inherent in local government, leading to faster and more flexible decision-making;
- Access grant funding available to community-based not-for-profit corporations from foundations, charitable organizations, and public agencies; and
- Accept tax-deductible donations with a 501(c)(3) designation from the Internal Revenue Service.

The NFPC will be established pursuant to Section 201(b) of the New York State Not-For-Profit Corporation Law as a Type C corporation. A Type C corporation is the recommended form for not-for-profit community and economic development corporations that will have broad purposes and will undertake a variety of activities

that extend beyond industrial and commercial development, job creation, and general business assistance.

The membership of the Board of Directors of the NFPC will include both full-time and seasonal residents with professional expertise in areas such as community development, business management, financing, and commercial real estate development. It will also include representatives from diverse business and civic interests. Consideration will be given to dedicated seats to establish liaisons with municipal and County government, public and private agencies, and chambers of commerce, either as voting or non-voting members. Initial funding will be sought from non-governmental sources through fundraising efforts, foundation and other charitable grants, etc.

Initial funding estimated at $3,000 will be needed for filing fees and legal costs associated with the preparation and filing of Articles of Incorporation and other paperwork.

Ongoing operational funding will eventually derive from any number of conventional sources including governmental and foundation grants, institutional and non-traditional financing, and funds generated from the operations of the NFPC. More important for short-term consideration is initial funding for the organization. Since some form of community fundraising may be the only source at this stage, it will be important for the NFPC to quickly establish some level of credibility. Two ways to do that are through the credentials of its Board members and via positive marketing of the organization's mission.

Scope of Work and Action Steps

The NFPC will provide organizational support and oversight for a variety of community and economic development projects in Lexington, including:

- Agricultural and agriforestry initiatives;
- Establishment of a cooperative store;
- Creation of a community meeting place, with the potential for co-location with other desired uses;
- A comprehensive marketing program oriented to promoting outdoor recreation opportunities;
- A buy-local campaign designed to increase support for local agriculture;
- Rebuilding a sense of community in Lexington through the arts, cultural events, and performances; and
- Other initiatives as needed.

The action steps required to create the NFPC will include the following:

- Establish a nominating committee.
- Establish initial board of directors and elect officers.
- Develop a mission statement, bylaws, and policies to guide decision-making.

- File Articles of Incorporation and bylaws with the NYS Department of State.
- File for 501(c)(3) designation with the Internal Revenue Service.
- Conduct organizational meeting.
- Contact potential partners and secure funding commitments.
- Secure other resources (e.g., staff, volunteers, materials, donations) as needed.
- Initiate activities.

Financial Needs/Cost Estimates

- Establish a nominating committee. No Cost
- Establish initial board of directors and elect officers. No Cost
- Develop a mission statement, bylaws, and policies to guide decision-making. No Cost
- File Articles of Incorporation and bylaws with the NYS Department of State. $2,250
- File for 501(c)(3) designation with the Internal Revenue Service. $750
- Conduct organizational meeting. No Cost
- Contact potential partners and secure funding commitments. No Cost
- Secure other resources (e.g., staff, volunteers, materials, donations) as needed. TBD
- Initiate activities. No Cost

  Total cost $3,000

Initial funding estimated at $3,000 will be needed for filing fees and legal costs associated with the preparation and filing of Articles of Incorporation and other paperwork.

Ongoing operational funding will eventually derive from any number of conventional sources including governmental and foundation grants, institutional and non-traditional financing, and funds generated from the operations of the NFPC. More important for short-term consideration is initial funding for the organization. Since some form of community fundraising may be the only source at this stage, it will be important for the NFPC to quickly establish some level of credibility. Two ways to do that are through the credentials of its Board members and via positive marketing of the organization's mission.

Potential Funding Sources

- Individual contributions
- Fundraising events
- Private foundations

Project Team

- Greene County Department of Economic Development, Tourism and Planning
- Greene County Industrial Development Agency
- Greene County Chamber of Commerce
- Empire State Development Corporation (ESDC)
- New York State Office of Community Renewal (NYSOCR)

Co-Operative Store

Background

Lexington residents and stakeholders have identified small-scale commercial development as an important priority for the Town's future. There is nowhere in town to pick up a loaf of bread or a carton of milk; there are no coffee shops where people can gather, nor are there any shops or restaurants to draw visitors. Asked what they want the Town of Lexington to be like in ten years, participants in the resident survey most often cited a desire for businesses such as a general store, gas station, convenience store, grocery, deli, restaurant, or café.

The Town faces some challenges in attracting these types of establishments, however. Among them is the limited size of the market. Lexington has a year-round population of 800, plus an estimated 1,100 part-time residents based on the number of seasonal housing units. In addition, Lexington has many vacant and underutilized properties, suggesting a fading community rather than one with vitality and promise. To meet local needs, an alternative model of business ownership has been identified: a co-operative store, organized, owned, and managed by members of the community.

Description

Co-operatives have long been used in rural communities, often to fill a need ignored by the marketplace. While they are commonly associated with natural foods, co-operatives exist in virtually every sector of the economy, and range in size from a few dozen to thousands of members.

A *co-operative* is an enterprise that is owned and democratically managed by its members (although one does not usually need to be a member to shop there). Members invest time, money, or both and have a say in decision-making. A co-operative works exclusively for its members, not for investors or corporate entities. Any excess revenue is typically reinvested in the enterprise. Because no profits are expected, the store is able to keep wages high and costs low, allowing members of the cooperative to benefit.

> *A cooperative has the same needs as any other business. Co-ops need sufficient financing, careful market analysis, strategic and comprehensive planning, and well-trained and competent personnel.*
>
> - Cooperative Grocers Network, *How to Start A Food Co-op*, p. 3.

Most co-operatives operate according to a series of internationally-recognized principles that originated with the first co-op in the nineteenth century. These principles include:

- Voluntary and open membership;
- Democratic member control;
- Member economic participation;
- Autonomy and independence;
- Education, training and information;

- Co-operation among co-operatives; and
- Concern for community.

Establishing a co-operatively owned store is not as simple as finding a location and purchasing inventory. It takes considerable time, effort, and perhaps most importantly, leadership; a three- to five-year development timeline is common. As with any business enterprise, there are risks, but numerous resources, "how-to" guides and reference materials are available, both in print and online (see below).

The establishment of a retail co-op in the Town of Lexington will create an economic anchor and a foundation for the revitalization of the community. It will enhance residents' quality of life and make the Town more self-sufficient. The success of the co-op is expected to encourage new business development and private investment in the Town.

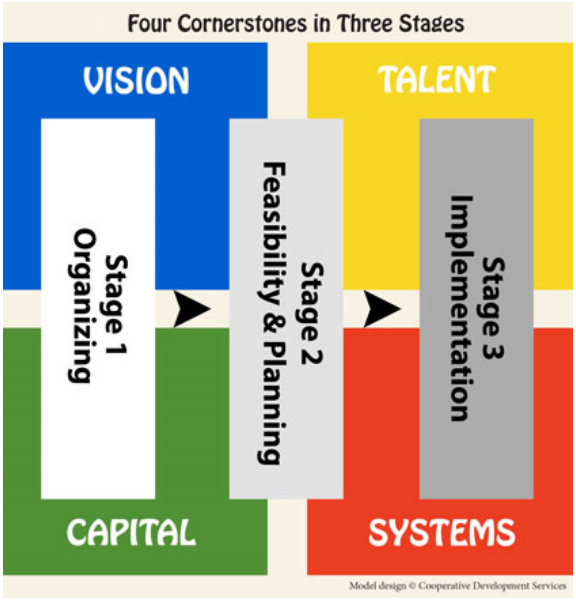
Scope of Work and Action Steps

The Food Co-op Initiative Development Model illustrated at right is a model for developing a co-operative retail food business. The model builds on the four cornerstones of vision, talent, capital, and systems; each is critical to the success of a new co-operative.

Vision is the articulation of the hopes and dreams of the founding group, and is refined as the emerging co-op moves through the stages of development. It reflects the core values and purpose held in common by the group, including the need for which the co-op represents a solution.

Talent includes the people who are invested in the success of the new co-op, from those who champion the project, the founding members or steering committee, to the board of directors; from the project developer to the general manager and staff. All of the talent is necessary to provide leadership and accountability during all three stages of development.

Capital refers to the financial resources necessary for all stages of development: organizing, feasibility, business planning, and implementation, as well as for sustaining the new co-operative. Internal resources are needed to leverage external resources.



Systems are organized, integrated, coordinated, and interdependent methods that become more complex as the organization proceeds through the development stages. They include legal, governing, planning and assessment, communication, marketing, finance and accounting, and operations.

The four cornerstones and their three stages – organizing, feasibility and planning, and implementation – comprise the process for establishing a food co-op. Specific action steps for each stage are outlined below:

Organizing

- Establish co-op start-up steering committee
- Gather basic information about cooperatives and how to organize a food co-op
- Develop an initial vision
- Establish committees (e.g., planning, finance, membership) and assign tasks
- Assess community interest
- Research funding options
- Research membership structures
- Coordinate communications, outreach and publicity
- Hold informational and planning meetings as needed
- Contact other food co-ops in the region for advice and support
- Establish formal board of directors
- Prepare Articles of Incorporation and bylaws and file with the NYS Department of State

Feasibility and Planning

- Seek assistance from outside experts and consultants with experience in starting co-ops
- Conduct a feasibility study (or hire a consultant) to determine project viability
- Review findings and determine whether to proceed
- Recruit members
- Develop a business plan for financing and operations
- Secure financing for the co-op's start-up and early stages
- Select and secure a co-op site through lease or purchase
- Undertake pre-construction/construction activities as required

Implementation

- Prepare for start-up of operations
- Hire store management
- Set up operational systems

- Implement staffing, marketing, and membership program plans
- Monitor cash flow and debt

Technical assistance is available from the Food Co-op Initiative Program (www.foodcoopinitiative.coop), a 501(c)(3) non-profit established in 2005 to help communities turn their co-op vision into reality, and CDS Consulting Co-op (http://cdsconsulting.coop), a shared-services co-operative that specializes in providing consulting services to co-operatives. Other successful co-ops in upstate New York may be willing to answer questions or provide assistance.

Below is a list of websites with reference materials, training documents, webinars, and other resources for start-up food co-operatives:

- Food Co-op Initiative Program: http://www.foodcoopinitiative.coop/resources
- Neighboring Food Co-op Association: http://nfca.coop/startup
- Cooperative Grocer Network: http://www.cooperativegrocer.coop/library

Financial Needs/Cost Estimates

The typical cost per square foot for a new retail co-op in leased space is $250-$275, but that's for development and construction (i.e., implementation). The feasibility study will run $15,000 to $25,000. Other tasks during the organizing and feasibility and planning stages will depend on whether, and to what extent, the steering committee requires professional assistance.

Potential Funding Sources

The Cooperative Fund of New England (www.cooperativefund.org)

The Food Co-op Initiative Seed Fund

(www.foodcoopinitiative.coop/resources/loans)

National Cooperative Bank (www.ncb.coop)

Co-op Members (Shares, Donations, Loans)

Fundraising Events

USDA Rural Development Grants and Loan Guarantees

USDA Business and Industry Loan Programs

Project Team

- Greene County Department of Economic Development, Tourism and Planning
- Other co-ops in the region: e.g., Honest Weight Food Co-op (Albany), Chatham Real Food Market, a Local Co-op (Chatham), High Falls Food Co-op (High Falls)

Tourism Development and Marketing Plan

Background

Tourism is an important economic engine for Greene County and the Catskill Mountains. The area has a wide range of natural, historic, and cultural resources and public lands that attract visitors and second homeowners. One hundred years ago, the Town of Lexington hosted hundreds, if not thousands, of summer visitors at small inns and boarding houses. Those facilities are long gone. However, modern accommodations and other businesses (e.g., retail stores, a brewery, even a yoga studio) have been established in nearby Hunter and Windham. The potential exists for new tourism businesses to be developed in Lexington as well. In fact, there has been a resurgence in the last few months, with a new B&B and a food truck that offers breakfast and lunch from a site near Lexington Town Hall.

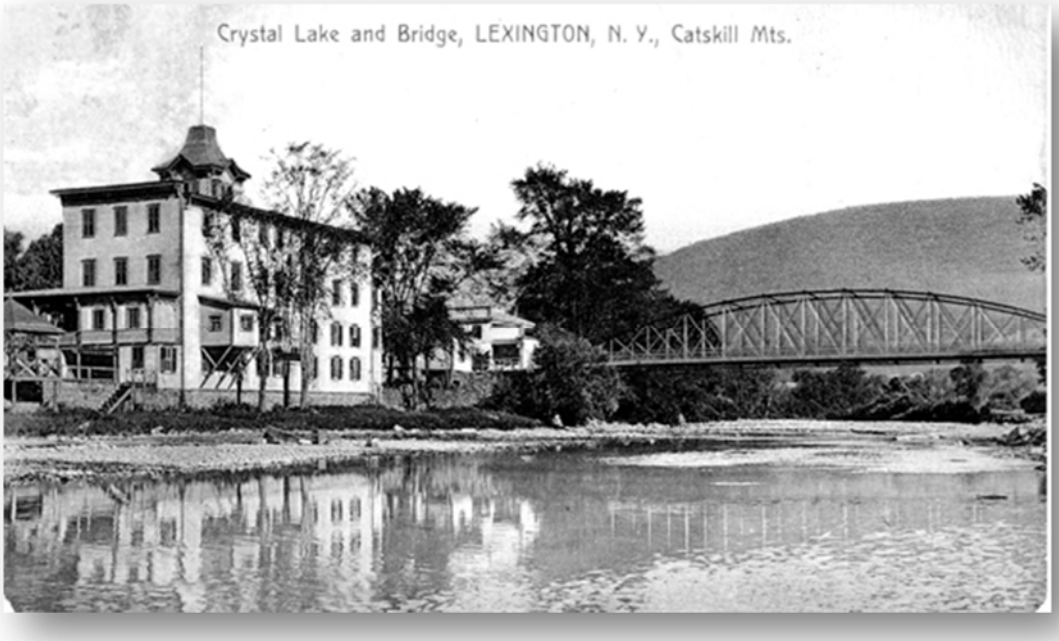
> *Make Lexington a destination for fishing. Use Roscoe, NY (Trout City USA) as a model of what Lexington and its fisheries could be.*
>
> - Comment at Public Meeting, January 11, 2014

Today, Lexington is (in the words of a participant in the business roundtable) a "drive-through town," with no identity or brand awareness to entice newcomers. Yet community residents and stakeholders agree that Lexington has abundant assets: natural beauty; trails, streams, and woodlands that offer year-round recreational opportunities; an active and successful farmers' market; historic structures and hamlets; and an emerging community of talented artists, writers, and performers. A plan is needed to enhance and promote these assets and find new ways to bring visitors to the town. Ultimately, revitalizing the Town's tourism industry will help to expand the community's income-generating potential, creating a more resilient economic base.

Description

This project will entail the creation of a tourism development and marketing plan for the Town of Lexington. It will evaluate local tourism assets with a fresh eye, recommend strategies for enhancing these assets, and provide new ideas for promoting the Town as a destination. The plan will build on what Lexington already has to offer, while identifying opportunities to develop additional resources and amenities.

It is anticipated that the tourism development plan will be tied to other projects and strategies undertaken to assist with Lexington's long term recovery and revitalization. These include initiatives to expand recreational opportunities, attract new businesses, and increase cultural events that, like the Farmers Market, reinforce the larger sense of community within the Town.



A component of the plan will address waterfront access and water-based recreation. According to the survey, nearly two-thirds of Lexington residents feel that more public access to the creeks for recreation is something the Town should pursue for tourism enhancement. Participants in the January 2014 public workshop identified a number of water-related opportunities, such as improving fisheries through stream restoration projects and re-establishing Crystal Lake, a man-made pond where people used to swim, fish, and ice-skate in the early twentieth century.

The tourism development and marketing plan will assess opportunities for other forms of outdoor recreation including hiking, biking, cross-country skiing, ice-climbing, and hunting as well. Although there are trails on state lands in the Town of Lexington, these are known mainly by experienced hikers and local residents. Many visitors are unfamiliar with trailhead and parking locations. Better signage and the development of marketing materials are among the strategies that will be considered to increase awareness of recreational opportunities.

Full-time and seasonal residents recognize Lexington's extraordinary natural beauty, but these and other assets are not being used to their full economic potential. Limited tourism infrastructure and the lack of retail and dining establishments further add to the Town's challenges. Nevertheless, a coordinated effort to increase tourism could drive economic development in Lexington in years to come, resulting in a stronger and more resilient local economy.

Scope of Work and Action Steps

Typical steps in a tourism planning process include:

- Asset inventory and evaluation – this process may be aided by an on-site community assessment, stakeholder interviews, and research

- Market analysis
- Goal setting
- Strategy development
- Action/implementation plan development
- Plan implementation and monitoring
- Plan evaluation

Although the content of a tourism development plan varies, recommended strategies and projects may cover such topics as product (asset) development, special events, visitor services, organizational capabilities and partnerships, tourism-related business development, and marketing and branding.

It is envisioned that the Town will seek a qualified consultant to develop the tourism development and marketing plan. The action steps required to hire a consultant are as follows:

- Establish project steering committee
- Develop request for proposals process and schedule
- Prepare request for proposals including project overview/objectives, scope of work, proposal requirements, evaluation criteria, etc.
- Issue request for proposals and advertise and/or distribute
- Review and evaluate proposals
- Interview finalists
- Approval of consultant by Town Board
- Plan development by consultant

Financial Needs/Cost Estimates

Establish project steering committee.	No Cost
Develop request for proposals process and schedule.	No Cost
Prepare request for proposals.	No Cost
Issue request for proposals and advertise and/or distribute.	$300
Review and evaluate proposals.	No Cost
Interview finalists.	No Cost
Approval of consultant by Town Board.	No Cost
Plan development by consultant.	$15,000-$25,000
Total	**$15,300-$25,300**

Potential Funding Sources

Empire State Development Corporation

New York State Department of State EPF

New York State Department of Parks, Recreation and Historic Preservation

New York State Department of Transportation – Scenic Byways

U.S. Department of Agriculture, Rural Development Program

U.S. Department of Commerce, Economic Development Administration?

Appalachian Gateway Communities Initiative: Natural and Cultural Heritage Tourism Development (Appalachian Regional Commission/National Endowment for the Arts)

Project Team

- Lexington Historical Society
- Mountain Top Historical Society
- Catskill Park Advisory Committee
- Greene County Department of Economic Development, Tourism and Planning
- Greene County Chamber of Commerce
- Greene County Council on the Arts
- NYC DEP
- NYS DEC
- NYS DOS
- New York-New Jersey Trail Conference

Implementation of many of the recommendations provided in this Strategy will require both financial resources and building capacity. Bringing these ideas to completion will also take collaboration and coordination. Implementation efforts, even at the local level, are rarely accomplished by one entity alone. While some tasks can be handled by volunteers, others require a greater commitment of time and effort.

There also needs to be a commitment among municipal and leaders from organizations, businesses, and individuals to improve communication and collaboration. Good communication between all entities and agencies is critical for success.

The Town should coordinate recovery activities with the following (at least):

- Greene County Department Planning and Economic Development
- GCSWCD
- New York State Department of State
- Catskill Watershed Corporation
- New York State Department of Environmental Conservation
- New York City Department of Environmental Protection
- Capital Region Economic Development Council
- Local fire and emergency department

General Implementation Steps

1. Make this strategy available to the above agencies and organizations, and to the public.
2. Convene a workshop of above agencies and organizations to discuss priority actions, assign specific tasks and establish time frames and reporting methods so there are good channels of communication.
3. Identify or confirm "project champions," or stewards, to lead the implementation of specific projects.
4. These project champions should familiarize themselves with the Consolidated Funding Application process, the members of the Regional Council, and ready themselves to promote their assigned project in concert with the Regional Economic Development Plan.
5. Assign a Town Board member to be liaison with project champion for each action.
6. Create task force or sub-committees to work on specific priority projects. These should be focused to spur implementation. Consider prioritizing the

projects and identify catalyst projects needed to be done first. Also consider those tasks that are 'early win' or easier to accomplish.

7. Identify any overlaps between projects that might enhance funding opportunities, or reduce duplication of effort.
8. Create a checklist that summarizes these decisions for all groups to follow.
9. Consider working with NYS Department of State's Local Waterfront Revitalization Program (LWRP) to use this LTCR as a starting place for LWRP targeted funding.

Implementation of Recovery Projects

The matrix below details information needed to bring these ideas to reality. These include approximate project cost, potential funding sources, project coordinators, and time frame. Priority projects are those that are those critical to initiate as soon as possible. Other projects that are not identified as priority are still important, but they may be actions that are not initiated right away. Some details for non-priority projects are not included in the matrix.

Priority **Project Lead or Committee**	**Resiliency Criteria Met**[6]	**Project Rating**	**Related Goal**	**Estimated Total Cost**	**Preliminary Funding Sources**	**Recovery Value Score**[7]	**Time Frame**[8]
Emergency Planning, Response and Flood Mitigation							
Emergency Recovery Program - Equipment							
Jo Ellen Shemerhorn	I	Priority Project	2	$50,000 - $70,000	• HMGP/PDM – Safe Room Construction/Generators • Member Item – Local Initiative	26	ST
Flood Remediation Implementation							
Adam Cross		Priority Project		To Be Determined based on GCSWCD Study	• NYC DEP • FEMA	25	LT
Stream Corridor Restoration and Stabilization							
Judd Weisberg Lynn Byrne	E	Priority Project	4	To be determined	• NRCS Emergency Watershed Protection (EWP) program • NYC DEP • NYC DOS EPF • (GCSWCD) Watershed Assistance Program (WAP) • USDA NRCS Emergency Watershed Protection Program (EWP) • FEMA Flood Mitigation Assistance (FMA) Program • FEMA Pre-Disaster Mitigation Grant Program • County matching funds	30	LT
Community Meeting Place and Emergency Command Center							
Town Board and LTCR Committee	I	Priority Project	2	$220,000 - $450,000 plus construction fees	• USDA Community Facilities Loan and Grant Program • NYC DOS EPF • NYS CFA (if such a center can be tied in with tourism, the arts, and other strategies outlined in the regional strategic plan)	30	MT

[6] NYS DOS required topics for State-funded LTCR strategies to consider. These include housing (H), commercial/industrial/agricultural (C), infrastructure (I), or environmental (E).
[7] See FEMA, *A Self-Help Guide to Long Term Community Recovery Planning Process: Project Recovery Value Worksheet*
[8] ST = Short Term (0 – 3 years); MT = Medium Term (3 – 5 Years); LT = Long Term (5 + years)

Priority **Project Lead or Committee**	**Resiliency Criteria Met**[6]	**Project Rating**	**Related Goal**	**Estimated Total Cost**	**Preliminary Funding Sources**	**Recovery Value Score**[7]	**Time Frame**[8]
Develop an up-to-date emergency preparedness plan. Ensure that it clearly identifies the chain of command and communication. Work to establish electronic and printed education materials to help residents understand emergency access routes and plans.							
	I	Other Projects	2			29	ST
Recruit and train additional people to serve as volunteers for emergency services							
	I	Other Projects	2			26	LT
Infrastructure							
Broadband Connectivity and Cell Towers							
Steve Blader Joe Cuesta	I	Very High Priority Project	1	$215,000 - $430,000; $280/site for receivers; $45/month access charge	• USDA Broadband - • ESDC - Feasibility Study • Connect NY Broadband Grants • Universal Broadband Access Grant Program • Regional Council CFA • The O'Connor Foundation • U.S. Rural Infrastructure Opportunity Fund	34	ST
Stabilization Study of West Kill Creek and North Beech Ridge							
Bonnie Blader	I	Priority Project	3	$15,000 - $30,000 for feasibility study; Stabilization costs pending outcomes of feasibility study	• HMGP/FMA/PDM – Minor Localized Flood Reduction Projects/ Soil Stabilization • ESDC – Feasibility Study • NYC DOS EPF • NYS DOT – Restoring damages to highways and bridges • SMIP – (Stream Management Plan Implementation Program) Stream Improvements • Member Item – Local Initiative Funding	19	ST
Place call boxes in the Notch and establish cost estimates							
	I	Other Projects	1			28	ST
Enhance the website to more effectively communicate vital information as well as services and businesses in town							
	C, I	Other Projects	1			27	ST

Priority **Project Lead or Committee**	**Resiliency Criteria Met**[6]	**Project Rating**	**Related Goal**	**Estimated Total Cost**	**Preliminary Funding Sources**	**Recovery Value Score**[7]	**Time Frame**[8]
Plan for seismic monitor on slide area on Route 42, and determine action steps and cost estimates							
	I	Other Projects	2			30	MT
Provide access to medical services for residents							
	I	Other Projects	2			24	LT
Create a database of frequently impact infrastructure and identify other solutions to address and mitigate so future repairs are not needed. Research all infrastructure related improvements that have been impacted by floods over the years.							
	I	Other Projects	2			Not Calculated	ST
Repair roads and culverts damaged by Hurricane Irene							
	I	Other Projects	3			28	ST
Conduct a bridge capacity study to determine other reconstruction work needed to increase resiliency of this infrastructure							
	I	Other Projects	3			23	ST
Identify sites where debris still needs cleaning							
	I, E	Other Projects	3			23	ST
Evaluate sewer plant location for burying utility lines to prevent future power outages							
	I	Other Projects	5			17	LT
Community Enhancement							
National Historic District Nomination							
Karen Deeter	C	Priority Project	7	$19,500	• Preserve New York • Grant Program of the Preservation League of New York • National Trust for Historic Preservation • NY State Council on the Arts • NYS Office of Parks Recreation and Historic Preservation • NY Landmarks Conservancy • National Endowment for the Arts – Save America's Treasures • NYC DOS EPF • The O'Connor Foundation	25	MT

Priority **Project Lead or Committee**	**Resiliency Criteria Met**[6]	**Project Rating**	**Related Goal**	**Estimated Total Cost**	**Preliminary Funding Sources**	**Recovery Value Score**[7]	**Time Frame**[8]
Zoning Law Update and Creation of Design Guidelines							
Dixie Baldrey	H, C, I, E	Priority Project	7	$24,500	• Town of Lexington • NYS Department of State EPF • NY Cleaner Greener Program	27	MT
Historic Structure Rehabilitation and Reuse							
Karen Deeter	H, C	Priority Project	9	$1.2 million	• National Development Council – low interest loans and technical assistance • Community investment program • Tax increment financing • Historic rehabilitation tax credits • Bonds • CDBG Funds – Housing, Small Business, Economic Development, Microenterprise • New York Main Street Building Renovation Funding and Downtown Anchor Project • NYS OPRHP – Environmental Protection Fund • NYC DOS EPF • HUD Mortgage Guarantee (for development of a cooperative if that is feasible) • Private Foundation • Individual Donors o HOME Funds Consideration is also given to applicants who demonstrate a strong understanding of current economic conditions in the district, identify opportunities for market growth, and provide plans for monitoring the economic performance of the district. • Bank Loans • Federal Home Loan Bank • NYS housing programs	25	LT
Schoharie Creek Public Access							
Lynn Byrne	H, I	Priority Project	5	$58,000	• NYS Parks, Recreation, Historic Places • NYC DOS EPF	26	LT
Design and place signage, parking, and access to trail head areas							
	C	Other projects	5			18	LT

Priority **Project Lead or Committee**	**Resiliency Criteria Met**[6]	**Project Rating**	**Related Goal**	**Estimated Total Cost**	**Preliminary Funding Sources**	**Recovery Value Score**[7]	**Time Frame**[8]
Expand agricultural and agri-forestry initiatives including innovative crops such as agri-forestry, mushrooms and ginseng							
	C	Other Projects	6			23	LT
Access funds to rebuild houses and commercial structures prone to flood in a resilient manner.							
	H, C	Other Projects	7			23	LT
Construct sidewalks in the hamlets to provide for pedestrian safety							
	H, C	Other Projects	7			20	LT
Designate a grant writer to aid in identifying funding. Establish local committee charged with assisting in grant writing and identifying alternative funding sources for projects							
	H, C, I, E	Other Projects	8			Nog calculate d	ST
Create a community garden and meeting place							
	H, C, I	Other Projects	9			19	ST
Economic Development							
Community-Based Not-For-Profit Corporation							
Adam Cross Beverly Dezan	C, H, I	Very High Priority Project	9	$3,000	• Individual contributions • Fundraising events • Private foundations	19	ST
Co-Operative Store							
Janice Barconi	C	Priority Project	7	new retail co-op in leased space is $250-$275/sq. ft.; feasibility study: $15,000 - $25,000	• The Cooperative Fund of New England (www.cooperativefund.org) The Food Co-op Initiative Seed Fund (www.foodcoopinitiative.coop/resources/loans) • National Cooperative Bank (www.ncb.coop) • Co-op Members (Shares, Donations, Loans) • Fundraising Events • USDA Rural Development Grants and Loan Guarantees • USDA Business and Industry Loan Programs	26	ST

Priority **Project Lead or Committee**	**Resiliency Criteria Met**[6]	**Project Rating**	**Related Goal**	**Estimated Total Cost**	**Preliminary Funding Sources**	**Recovery Value Score**[7]	**Time Frame**[8]
Tourism Development and Marketing Plan							
Joe Cuesta	C	Priority Project	9	$15,300-$25,300	• Empire State Development Corporation • New York State Department of State • New York State Department of Parks, Recreation and Historic Preservation • New York State Department of Transportation – Scenic Byways • U.S. Department of Agriculture, Rural Development Program • U.S. Department of Commerce, Economic Development Administration • Appalachian Gateway Communities Initiative: Natural and Cultural Heritage Tourism Development (Appalachian Regional Commission/National Endowment for the Arts) • Catskill Mountain Foundation • The O'Connor Foundation	21	ST
Expand the farmers market and establish buy-local campaign to promote local agriculture							
	C	Other Projects	9			28	ST
Establish incentives to attract new businesses to Town that serve local and visitors' needs.							
	C	Other Projects	9			21	LT
Develop and implement a comprehensive marketing program oriented to re-establishing and expanding outdoor recreation opportunities. This would include concept plans and steps and development of ideas such as the outdoor museum in Lexington.							
	C	Other Projects	9			19	MT
Create and coordinate stream oriented programs to expand tourism.							
	C, E	Other Projects	9			22	ST
Re-open Crystal Lake and address liability, access and other issues							
	C	Other Projects	9			21	LT

Priority **Project Lead or Committee**	**Resiliency Criteria Met**[6]	**Project Rating**	**Related Goal**	**Estimated Total Cost**	**Preliminary Funding Sources**	**Recovery Value Score**[7]	**Time Frame**[8]
Explore designated by-way status and unified wayfinding system in town							
		Other Projects	9			17	LT
Expand arts and cultural opportunities, workshops, performances, etc. to re-build sense of community							
		Other Projects	9			19	MT