

VILLAGE OF STAMFORD, NY

Downtown Revitalization Plan



January 2009

New York Main Street Group

Project Commissioned by Western Catskills Community Revitalization Corporation funded by:
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Introduction & Project Overview

The Village of Stamford is nestled in the Catskill Mountains of Delaware County, along New York State Routes 23 and 10. The Village spans the Towns of Stamford and Harpersfield. With a population less than 1,300 and its unique scenic and historic features, Stamford remains a small, picturesque village that conjures images of the heyday of Catskill communities.

Stamford was once a destination for travelers worldwide. The clean air and moderate temperatures drew people from far-away places to enjoy the peaceful respite of the Catskills in the summertime. Grand Inns lined the streets and provided luxurious and comfortable accommodations for the many visitors to the village. Farmers and craftspeople called Stamford home, and the downtown hosted a wide variety of shops and artisan businesses that served the local population and catered to the tourists as well.

With the invention of air-conditioning, the changes in transportation and travel patterns, and then the suburban land-use patterns that followed, Stamford lost a great deal of its population and tourism business. The great old inns fell into disrepair and many of the shops left Main Street. However, the Village is still a vibrant place, kept going by the passionate and dedicated community that remains. Stamford has many desirable qualities recognized by its residents, and the potential for revitalization is tremendous due to the historic architecture, quaint and walkable downtown, and the enthusiastic efforts of community leaders.

The residents of Stamford hope to restore the village's downtown and reposition it as a distinctive place to visit and live. This Downtown Revitalization Plan was commissioned by the Western Catskills Community Revitalization Corp (WCCRC) in 2006 to achieve that mission. This project was funded by grants from the New York State Housing Trust Fund Corporation Division of Housing and Community Renewal, the New York State Department of State Quality Communities Program, and the Robinson Broadhurst Foundation. The purpose of this planning effort is to define the desired vision for the future of the Village of Stamford, and to provide a set of tools that can be used to achieve that vision. The Village recently updated their Comprehensive Plan, which was carefully studied and used as a guide for this planning effort. While the Comprehensive Plan is an important tool, its scope is very broad and cannot address issues directly related to Downtown Revitalization that are necessary to properly evaluate the needs of Main Street.

The Downtown Revitalization Plan includes an inventory and analysis of existing conditions and a detailed plan for various Physical Enhancements to the Village. The Plan also includes a Market Analysis focused on defining the retail and service needs of the Village and its surrounding market area, along with a list of potential store types that could be encouraged within the Village to occupy empty storefronts and become the catalyst for future revitalization and economic development. The basic premise behind the combination of Physical Enhancements and Marketing Analysis is that Stamford must be able to attract people to its downtown, but once they are here they need to be comfortable and have an experience that will prompt them to return time and time again.

In order to ensure that the recommendations in this plan are carried out, it is suggested that the Village form a Main Street Revitalization Committee to lead the charge of implementing the Plan. This

Committee will be discussed in detail in the “Implementation” section. The success of Stamford’s downtown hinges on the involvement of dedicated teams of people working toward continued improvements to the Village, using this Downtown Revitalization Plan as their guide. Stamford should also recognize and use to its best advantage the wide network of schools, churches, volunteer organizations, and other dedicated people working to make Stamford a wonderful place to live and work.

Project Study Area Boundary

The study area was defined as including all of the parcels with frontage on Main Street from Liberty Street to Lake Street. The area also includes Harper Street extending from the intersection with Main to the commercial parcels on the far side of Lake Street. South Street and the portion of Railroad Avenue from South Street to Main Street are also within the study area boundary. While this boundary defines the areas being studied for physical enhancements and improvements, the entire Village, the surrounding Towns, and a greater regional area are the focus of the marketing analysis and must be taken into consideration when conducting planning efforts. The following map illustrates the Project Study Area.



Legend

- Building Footprint
- Study Area Boundary
- Parcel Line

Village of Stamford Downtown Revitalization Plan Study Area Building Footprints and Parcels



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A Vision for Stamford's Future

Prior to World War II, the downtown was the hub of most communities. Downtown buildings usually had several tenants: retail shops on the ground floor and offices or apartments on the upper floors. The banks, post office, library, and local government offices were also located in the downtown, bringing residents to the downtown on a daily basis. In addition to being the center of the community's commercial activity, downtown was also an important component of civic life; on Thursday, Friday, and Saturday nights, people filled the streets to meet friends, see a movie, and window shop.



Since then, America's downtowns, including downtown Stamford, have changed. The interstate highway system changed the way Americans shop. People could easily travel longer distances to outlying shopping centers and regional malls. Areas like Oneonta's Route 23/28 commercial corridor became regional shopping centers, and, as a result: businesses in the downtown closed or moved, the number of shoppers diminished, and property values and sales tax revenues fell.

To revitalize its downtown today, Stamford must look for ways to attract new businesses and customers. As explained later in this document, due to current market realities, Stamford's revitalized downtown will not be the same as it was at the turn of the 20th century, when downtown stores met most retail needs for the community. Instead, it will be based upon the realities of the regional market in the 21st century, a complementary blend of tourist-based businesses and neighborhood retail.

Often, the initial impulse is to try to fill all of the empty storefronts with any business or use willing to locate in the downtown. However, experience proves this to be counterproductive, because successful downtowns today are no longer places where people simply shop or live. In order to be competitive, downtowns must reinvent themselves as the civic, social, and entertainment hub of the community and region, with high aesthetic, design, and "livability" standards that invite people to spend time and recreate.

People choose to live and keep second homes in and around Stamford because it is a lovely village and a pleasant place to make a home. The downtown is the core of the community's identity--should the quality of the downtown decrease, the whole community will suffer. The village's ability to attract visitors and residents will suffer as well.

However, if the downtown is attractive and useful, the whole community will thrive. Downtown Stamford has many advantages, including its location in the Catskill Mountains and the resulting scenic vistas that create a picturesque downtown setting, a stock of historic and architecturally significant buildings, recreational opportunities in and around the Village core, a population of involved and caring citizens, and a walkable Main Street with the capacity to host a wide variety of retail and service businesses. By capitalizing on these assets, Stamford can attract and serve a population beyond local residents.

This plan focuses on what steps can be taken by the Village and its residents to recreate a downtown in which the entire community can take pride. A coordinated effort to improve the physical condition of the downtown while maintaining its historic quality, link the downtown to the numerous recreational and tourism opportunities of the region, and launch a targeted marketing effort to recruit tourist based businesses that also appeals to the local population, is the foundation for long-term economic success.



Vision for Downtown Stamford

The objective of the Downtown Revitalization Plan is to enhance the Village's unique historic character and its location in the Catskill Mountains. This objective is achieved by:

1. Making downtown a destination with retail shops and entertainment venues that attract local residents, regional residents, seasonal homeowners, residents of the New York Metro area, and Catskills tourists
2. Establishing year-round recreational and tourism opportunities that build on the existing assets of the Village
3. Enhancing the pedestrian experience by providing improved amenities that include safe and attractive walks, shade trees, benches, easily interpreted signs, and places to engage other pedestrians in conversation
4. Preserving and enhancing the historic character of the downtown buildings

Common Themes/Guiding Principles

The next step in the planning process was to develop a series of guiding principles based on public input and research conducted during the course of developing the plan. These principles, listed below, provide the framework for the recommendations set forth in this report.

- Preserve and maintain the historic small-town character of Stamford through building restoration and the appropriate integration of new development
- Create a pedestrian friendly environment
- Expand retail offerings in the Village
- Connect to local and regional recreation opportunities
- Enhance the facades of downtown buildings
- Improve quality of life issues (i.e., traffic flow, public safety, pedestrian safety, enforcement, etc.) throughout the study area
- Connect to the tourism economy



Downtown Profile

The Village of Stamford is located in the north-east corner of Delaware County on the border of Schoharie County, and is flanked by the Towns of Stamford and Harpersfield. Regional roadways passing through Stamford include NYS Routes 23 and 10. The headwaters of the Delaware River originate in close proximity to Stamford, and the Village is within the New York City watershed, with the Schoharie Reservoir close by.



Stamford was once known as the “Queen of the Catskills.” The Village was a major resort destination in the late 1800’s and early 1900’s and at its peak was home to 32 grand hotels and inns. Until 1954 the Ulster and Delaware Railroad extended its passenger service to Stamford; at peak it ran 8-10 trains per day. Visitors came for the beautiful mountain scenery, clean air, grand accommodations, and outdoor recreation.

The Village of Stamford has a very good collection of historic architecture along Main Street, with structures from the late 19th century and early 20th century. Architectural styles include Greek Revival, Italianate, and Victorian, among others. Many of the historic buildings are in a state of disrepair, however, and facade renovations and structural improvements will greatly enhance the architectural experience. Specific hotels and inns of note include the following:



- Rexmere Hotel: 1898 >, by Dr. Churchill
- Delaware Inn, oldest remaining structure built in 1804
- Belvedere
- Westholm
- Cold Spring Farm
- Historic golf course, built in the 1920’s, was originally located on the Rexmere Hotel property

Stamford’s location in the Catskill Park and the New York Central Leatherstocking Region, as well as its proximity to the Capital District and Hudson Valley, makes it an attractive destination for tourists and second home-owners. The Village of Hobart, and the Hamlets of Grand Gorge and Roxbury are nearby, and all three sister communities are part of the “Utsayantha Mountain region.” The former railroad corridor has been converted into the Catskill Scenic Trail, a 19 mile recreational trail open for hiking, biking, horseback riding, snowmobiling and cross-country skiing. The region offers a number of tourism opportunities, from outdoor recreation to arts and entertainment to historic sites and tours.

The downtown area along Main Street is home to some small shops and restaurants, as well as Village Hall, a grocery store, and a handful of residences, churches and other uses. While the downtown businesses provide some goods and services to area residents, Stamford is located between two regional

retail areas, Cobleskill and Oneonta, where area residents do most of their shopping.

There are a number of significant assets in and around the Village that have historically brought tourism to the area. The Scotch Valley Ski Center, located just outside the downtown, has been closed since 2001. Mount Utsayantha (elevation 3,365ft) towers over the village and provides a park with a lookout and hiking trails. Historic attractions in the area include the Ned Buntline House, Churchill Park, John Burroughs historic site/state park, Gilboa Fossils, Hanford Mills, the Delaware and Ulster Railroad and the Jay Gould historic site, among others.

Building Inventory

An inventory of the buildings within the study area was compiled for the Village of Stamford. This inventory includes a numbered list of buildings that corresponds to the parcel and building footprint map created by the Main Street Group. The inventory contains information about each building in the study area, such as physical address, owner, number of stories, condition, names of any businesses located within, and common name of the building.



The format of this building inventory will allow the Village to update the inventory as the information changes over time. The inventory will be useful to the Village for providing information to perspective buyers and renters in the downtown area, for Main Street renewal purposes, and as a benchmark to compare against as growth and revitalization occur in Stamford.

A full copy of the building inventory can be found in Appendix A.

Land Use Findings

Main Street is made up of a mix of uses, including residential units in the form of single-family and multi-family dwellings, and apartments, a variety of commercial uses such as retail, restaurants, and service businesses, as well as vacant storefronts and land. There are a number of Community Services located within the Downtown, including two Town Parks, Village Hall, and the Fire Station, School, Post Office, and Library. The Catskill Scenic Trail borders the study area to the south and the Mt. Utsayantha Trails border the Village to the north.

The main clusters of commercial uses occur at the conjunction of River, Main, and Harper Streets, along Main St. between S. Delaware and Academy St., and outside study area on Main Street between Liberty and Beaver Streets. There is also a growing cluster of commercial development at Lake and Harper Streets where the new Rite-Aid is located.

There are a number of vacant properties within the study area, including underutilized structures and vacant storefronts. Large historic inns can be found at numerous locations along Main Street and the surrounding streets, most of which are either vacant or currently housing other uses. Industrial uses mainly located outside study area, though the south-western portion of the study area contains some more intensive commercial uses.



Public parking is currently available in the following locations:

- Behind Grand Union
- By the Village Recreation Facilities
- Around Veterans Park
- Behind Ace Hardware
- Behind 79 Main

The majority of properties within the study area are owned by residents of Stamford and the surrounding areas. Non-resident land owners are mainly from other parts of New York State, though a small portion are from other states such as Florida, South Carolina, Virginia, Maine, and elsewhere.

Physical Enhancement Plan

The Physical Enhancement Plan is intended to be a guideline for the Village of Stamford to conduct future physical improvement projects. The ideas and strategies outlined here are designed to work in concert with one another to form a cohesive redevelopment plan for the entire Village. The long-term goal is for Stamford to be reestablished as a tourist destination that also offers a superb quality of life for residents. Prioritizing these potential projects and formulating an implementation plan will bring Stamford to a point at which it can begin taking steps toward comprehensive renewal and revitalization.

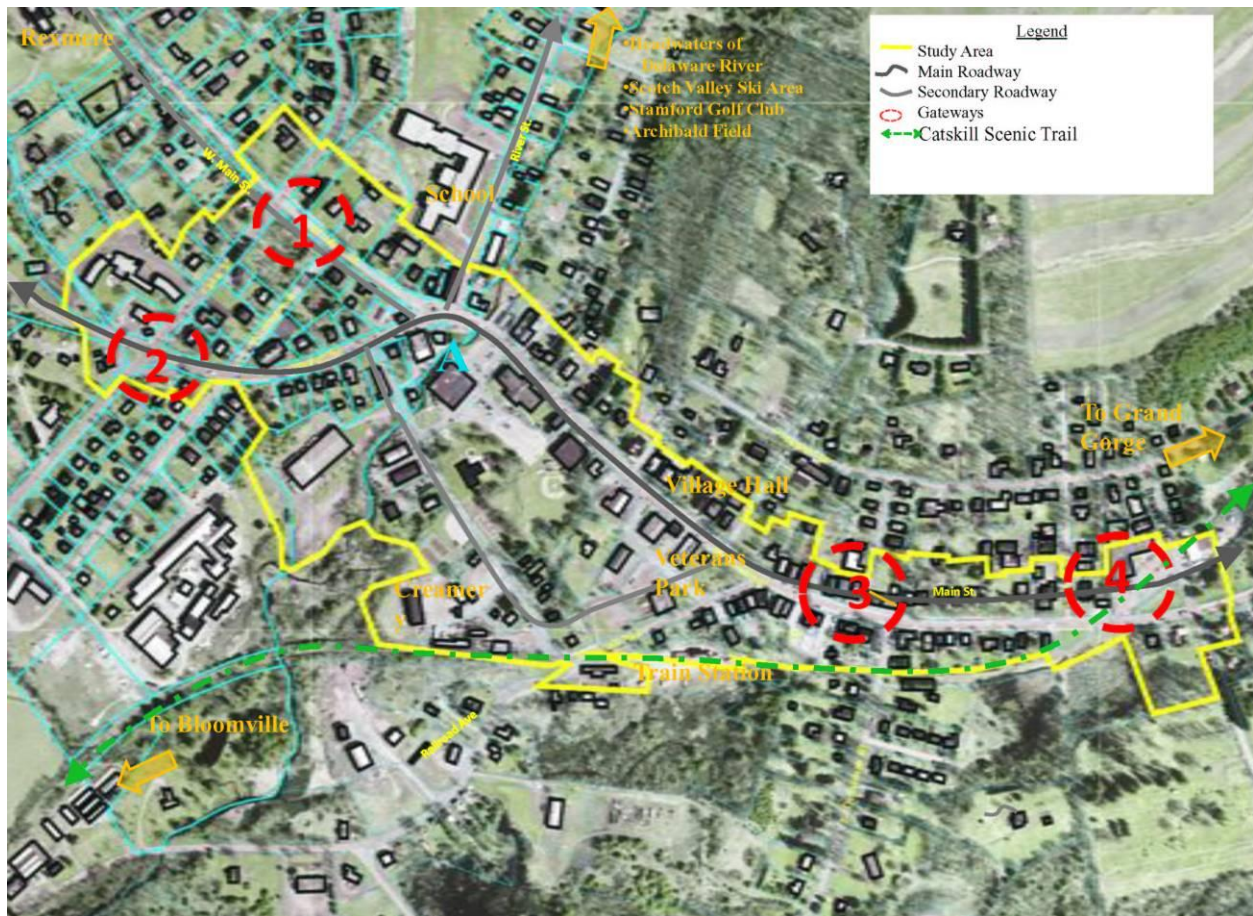
Gateways

Gateways serve as the first and last impression of a community, as well as signifying a sense of arrival into the community as a whole. These gateways may or may not be located at the boundaries to the Village or Town; the location is dictated by a sense of arrival, which may be influenced by physical landmarks such as intersections, views, or buildings. In addition, gateways signal to travelers that they have arrived at a place where they can find a full range of services to fulfill their needs and make their trip more enjoyable.

Some guidelines that could be applied to all Gateway areas are as follows:

- Ensure provision of proper pedestrian infrastructure (sidewalks, crosswalks, etc.)
- Install Welcome signs to alert travelers to their arrival in downtown Stamford
- Design guidelines that ensure construction of appropriate buildings
- Landscaping for beautification and visual interest
- Provide way finding signage to help visitors navigate
- Signage to educate visitors about services and attractions available in Stamford

Four Gateways have been identified for Stamford as illustrated on the accompanying map, and recommendations for each one are outlined below:



Gateway 1: Intersection of Lake Street and West Main Street

- Investigate with DOT possibility of returning West Main Street to a two-way street
- If street is changed, add directional signage into Downtown to make the best of the views of Main Street from the top of the hill
- Maintain the residential feel of the area at the intersection while simultaneously emphasizing the presence of the Village down the hill

Gateway 2: Intersection of Lake Street and Harper Street

- Explore other uses for lot on south east corner, working with the current owner to formulate a plan for redevelopment or negotiating for full or partial public access or ownership
- Add directional signage into Downtown from all directions
- Continue to develop appropriate commercial services that complement Downtown offerings

- Continue to cluster retail and commercial services that complement downtown businesses
- Create design guidelines to address landscaping, architecture, building placement, and signage

Gateway 3: Main Street Intersection with S. Delaware Ave

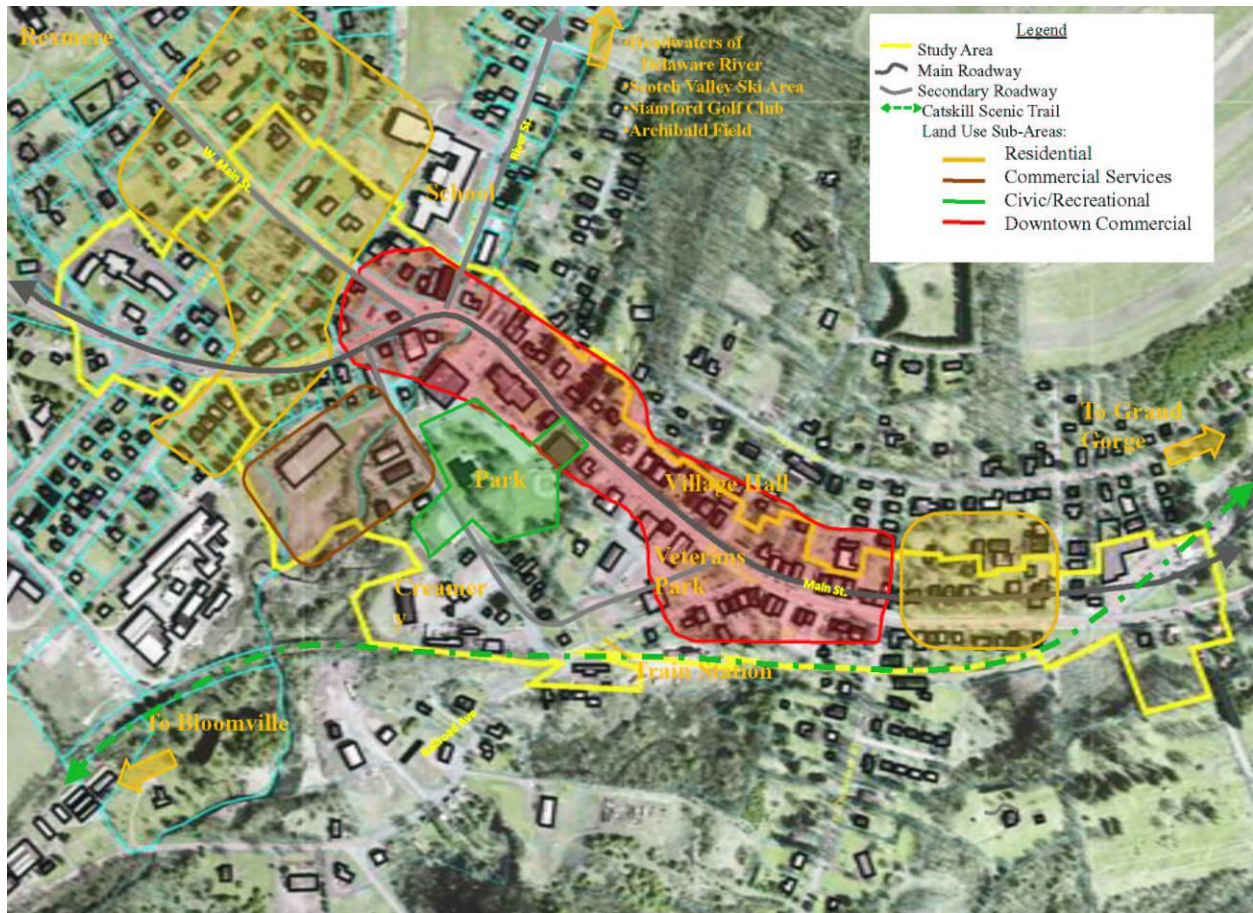
- Redevelopment of Delaware Inn will provide a grand welcome to visitors arriving from this direction
- Placement of wayfinding signage at intersection can direct visitors to the downtown and other attractions

Gateway 4: Main Street at Mixed Use Office / Commercial Plaza

- Maintain commercial atmosphere and remain open to new retail development
- Pursue building designs that are appropriate and visually appealing
- Welcome signs
- Continue to cluster retail and commercial services that complement downtown businesses
- Create design guidelines to address landscaping, architecture, building placement, and signage

Land Use Sub-Areas

The Downtown Revitalization Study Area has been broken down into sub-areas based on the primary uses present and the goals for redevelopment. Those 4 areas are identified below, as are specific recommendations for each.



Residential:

- Maintain residential feel through approval of residential uses for future development
- Provide adequate pedestrian infrastructure such as crosswalks and sidewalks as a means to safely connect to Downtown
- Encourage maintenance of properties by owners, possibly through small grant awards or local contests such as “Most Improved Property” or “Best Neighborhood Garden”



Commercial Services:

- Ensure proper provision of pedestrian infrastructure in order to provide safe connections to Downtown and to nearby public park
- Maintain commercial uses that service local populations



Civic/Recreational:

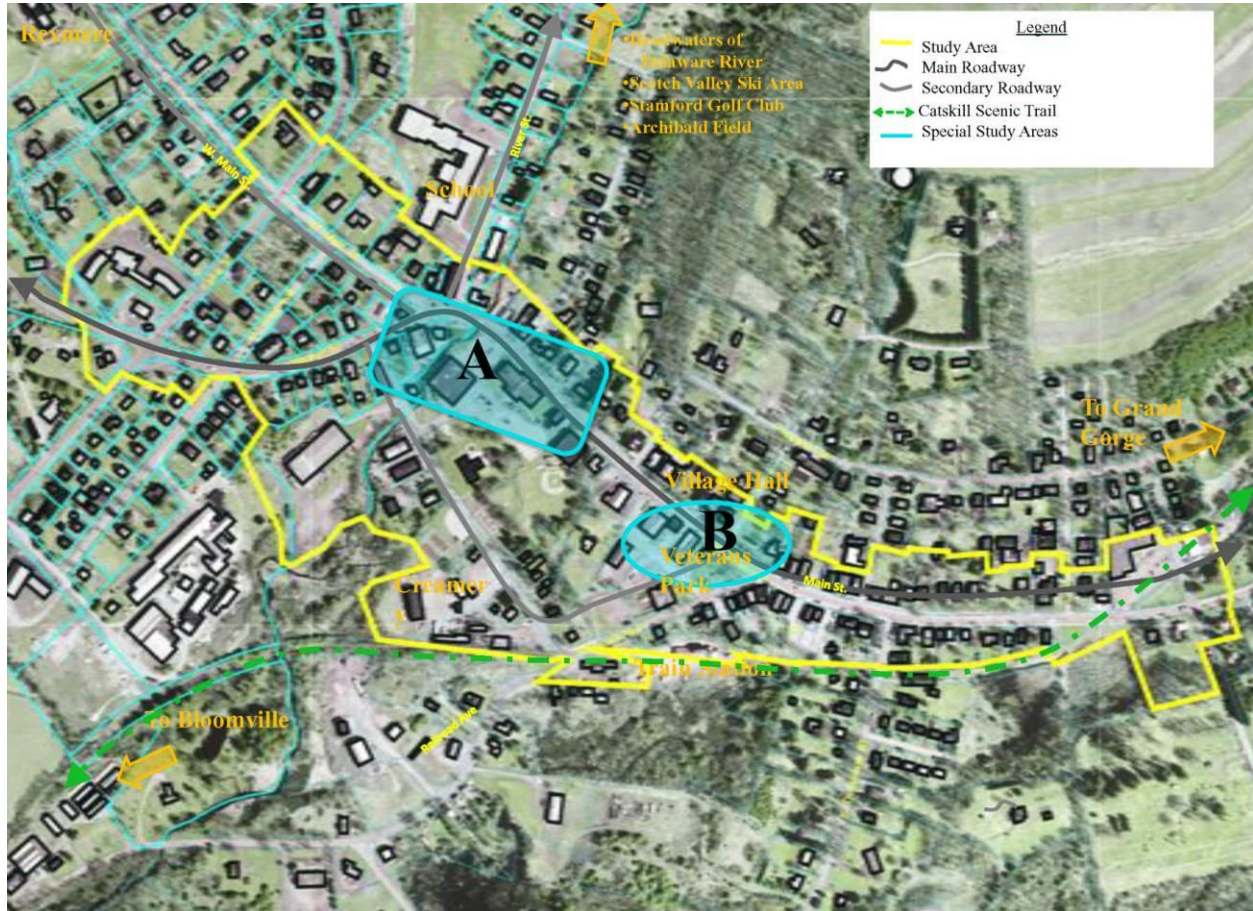
- Strengthen connections between park and other areas of downtown such as footpath near Library and connection to Grand Union parking lot
- Formalize parking area and provide crosswalks and other pedestrian safety measures
- Improve and maintain all sidewalks and pedestrian infrastructure
- Provide bike racks to encourage bicycle use
- Install new fencing to make park more accessible and visually appealing
- Enhance landscaping of park
- Explore potential improvements to front of Library for increased public use

Downtown Commercial:

- Encourage property owners to undertake façade improvements
- Provide adequate crosswalks, bicycle lanes, traffic buffers, and sidewalks
- Reduce number and size of curb cuts to enhance pedestrian experience and reduce breaks in the walkability of downtown business district
- Comprehensive street tree planting program with defined tree placement
- Comprehensive pedestrian-scale lighting program with defined light placement
- Landscaping, plantings, and maintenance of same to improve aesthetic quality
- Encourage property owners to create visually pleasing window displays in vacant store-fronts while soliciting new businesses to fill empty retail spaces
- Create building design and signage guidelines to dictate quality of future changes and improvements to downtown properties
- Re-locate informational Kiosk to a more prominent location for increased visibility
- Improvements to public parks (outlined in Special Study Areas section)
- Evaluate parking areas and consider options to improve the availability, accessibility, condition, and location of parking spaces both on-street and in public and private parking lots

Special Study Areas

Two special study areas have been identified that will receive slightly more focus due to their visibility and importance to the downtown setting. These areas are important focal points for Stamford as they provide valuable public spaces that enhance the social and cultural fabric of the community.



Study Area A: Intersection of Harper, Main, and River Streets

- Potential reconfiguration of intersection and crosswalks
- Creation of trail from public park to headwaters of Delaware River
- Emphasis placed on Delaware River headwaters, including improved landscaping, water access, signage, and maintenance program
- Formalize Farmers' Market area and make necessary improvements to parking lot
- Improvements to landscaping, street trees, plantings, etc.
- Pedestrian scale lighting, street furniture, and other amenities
- Reconfiguration of existing parks for more cohesive public space, providing street furniture, interpretive signs, access to water, and possibly restrooms
- Recommend improvements to Grand Union parking lot for aesthetic quality
- Informational signage

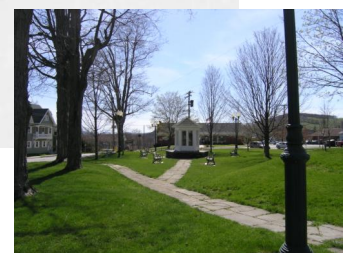


Study Area B: Veteran's Park

Veteran's Park is located in the heart of Stamford and it is recommended that Veterans Park be reconfigured in order to provide larger open area for public gatherings. Redesigning the landscaping and placement of memorials, benches, and trash receptacles will help to make the park more accessible and user-friendly, providing park users with better and more varied options for passive recreation.

Reducing the number and variety of signs surrounding exterior of the park will create a more unified look and present a cleaner, less cluttered appearance. Improvements to the parking area along side of Veteran's Park will provide better and safer parking options and will be less visually disruptive than the current conditions and make a safer transition from park to street.

Adding features such as an outdoor theater gazebo could make the park a more community-centered area to house social events, art, and theater, and become a center of community activity in Stamford. The Historical Society is working to replace a Totem Pole in the park where it historically was located.



Connections

Creating good connections between key areas of Stamford is a crucial step in creating a more cohesive and successful downtown. Pedestrians and cyclists in particular will benefit from the ability to easily navigate and travel between important destinations within the town. Landscaping, signage, stairways, sidewalks, bike lanes, trails and other public amenities are all tools that can be used to improve the connections between various areas of Stamford.



Below are recommendations for specific connections that should be strengthened in order to make Stamford more accessible.

- Public School to Downtown
- Catskill Scenic Trial to Park and Downtown
- Park to Main Street
- Park to Grand Union/Western Catskills Parking Lot
- Downtown to various attractions in surrounding area, including:
 - Mt. Utsayantha
 - Rexmere (Cyr Center)
 - Archibald Field
 - Scotch Valley Ski Area
 - Stamford Golf Club
 - Trailheads of various hiking and walking trails
 - Surrounding community

Catskill Scenic Trail

The Catskill Scenic Trail provides a potential for increased recreational opportunities within the region. Encouraging use of the Trail should be emphasized in all promotional materials about Stamford and the recreation options it offers. The rehabilitated train station at the trail access point creates a unique welcome center that can inform visitors about the trail, the history of the rail line, and the amenities offered by Stamford and the surrounding region. Efforts should be made to inform trail users of the proximity of downtown Stamford to the trail and about the services, recreational opportunities, and cultural offerings located there. Interpretive and wayfinding signage should be utilized to provide this information. Additional recommended improvements are outlined in the Gateway 3 section above.



Main Street Revitalization Strategy

The following recommendations, along with the physical enhancements described in the previous section, make up the bulk of the Main Street Revitalization Strategy. When these projects are put into effect and combined with the marketing tools outlined in Section IV, Stamford will have positioned itself to realize the established vision for its future. While the following recommendations are loosely presented in order of priority, they should be implemented simultaneously whenever possible to have the greatest impact on the revitalization of the community.

Restored Hotels and Inns

Overnight accommodations should continue to be encouraged around Stamford's Main Street district. Having accommodations located right in the center of town will place visitors in walking distance of restaurants and retail businesses. This will create additional commerce that can not be yielded typically from day trips and short stays in the community.

Development of new accommodations should be encouraged around Stamford's Main Street District: Bed and Breakfasts, Small Inns, and small hotels could accommodate additional visitors who could spend additional time enjoying Stamford, as well as other attractions in the area. Having accommodations located right in town will place visitors in walking distance of restaurants and retail businesses.



Conference Center

A Main Street Conference Center located at a hotel with both conference/meeting and banquet facilities should be considered for the Main Street District, to complement the existing accommodations in the community. Having a Conference Center in Stamford could bring visitors to the Village of Stamford 12 months a year, reinforcing an increased tourism objective. Possible locations could include:

- a. Rexmere Hotel
- b. Delaware Inn
- c. Other Main Street Hotel or Inn
- d. Combination of Hotel or Inns with shared facilities

The image below represents a potential redesign strategy for the Rexmere Hotel as a regional conference center.



Golf Course

The existing Stamford Golf Course could play an important role in the redevelopment of Stamford's Main Street. The Golf Course could be additionally marketed to overnight guests because:

- a. the 18-hole course is in good condition,
- b. it is an historic course, built in the 1920's,
- c. It was originally built on the Rexmere Hotel property, and
- d. Main Street is in close proximity.

Delaware Headwaters Interpretive Area

An interpretive center could be created near the Delaware River headwaters area and potentially coordinated with the proposed improvements to the public park located adjacent to the river. Having a museum component on Main Street celebrating the beginning of a river that plays an important role in millions of people's lives down-stream could become an important attraction.

Regional Information Center

An Information Center, with the help of the Chamber of Commerce, would create an indoor, year-round information venue, to highlight area attractions and diverse businesses. The Village might consider leasing out space, in this new building to the Chamber of Commerce for use as offices and meeting rooms.

Train Museum/ Cultural Center

The Railroad played an important role in the development of Stamford, its Main Street, and the entire region. To compliment the existing efforts of the Scenic Rail Road, the Rail Trail, and its interpretive center/information center, a museum remembering this history could be created as a year-round attraction for Stamford. The former Creamery building would be a suitable location for this museum. A Cultural/Arts Center could also be located in the building, taking advantage of many of the existing larger spaces as multi purpose spaces for larger events.

The Arkville Train

The Scenic Rail Road, originating in the hamlet of Arkville and now continuing through the Village of Roxbury presents a variety of quality attractions for tourists visiting Stamford. Additional development ideas should be in the future:

- a. Extension from Roxbury (thru Grand Gorge)
- b. Future connections to Kingston (and NYC and Albany)
- c. Future Light Freight transporting possibilities.

Rail Trail

Stamford should develop better pedestrian connections between the Rail Trail and the Village's Main Street district, as well as other points of interest within the area.

- a. Signage and physical design should alert trail users to the offerings of Stamford and direct them efficiently to Main Street.
- b. Rail Trail linkages should be fully developed to the parks, rivers and streams, as well as other trails and recreational opportunities.
- c. Local businesses should be encouraged to setup or expand bicycle and cross country ski rental business to complement trail usage.

Main Street Businesses

Investigate the potential of developing quality café/restaurants and evening activities on Main Street to help it become a destination place. Galleries and antique shops, as well as other retail businesses are a good complement to main street restaurants and have traditionally served as anchors and destination attractions. These types of businesses should be encouraged to expand and to locate in the district in order to complement existing local businesses. A Guide could be developed to highlight these businesses, alerting potential tourists to the dining and shopping opportunities available in Stamford.

Additionally, businesses that serve the daily needs of residents should be encouraged to locate on Main Street. Having a mix of uses in a downtown area can help to achieve a healthy balance that will maintain the viability of the neighborhood for residents and businesses alike.

The marketing analysis provided in Section IV below contains a detailed report identifying store types that would be a good fit for Stamford. These are based on a detailed retail market study, the nature of the downtown setting, the desires of local customers identified during an intercept survey, and an analysis of the supply and demand of various businesses in the region.



Focus on Historic Character of Main Street

Highlighting and featuring Stamford's historical buildings is an important part of any main street redevelopment process. Identifying historical buildings is just part of the process in creating cultural magnets to function as positive destination elements. The following are strategies that Stamford can utilize to reconnect with its history and heritage.

- *Historic Architecture*

Stamford may wish to showcase its historic architecture as well as the historic architecture of adjacent areas. Historic architecture is a very big attraction to visitors, and is also an important part of the quality of life discussion for those looking to relocate to a particular community. Often communities think that their older buildings are not historic, but Stamford has a wonderful collection of both nineteenth- and early twentieth-century residential and commercial structures that can be maintained and celebrated.

- *Historic Districts*

Stamford should consider creating historic districts in the Main Street district and in some of the older residential areas. Historic districts would encourage building owners to take stock in their buildings, create a tourist attraction and destination, and help to build community pride. The community may, at some point, apply to the State of New York and to the Federal Government for their historic designations to further protect and promote its historic architecture.

- *Historic Elements*

Historic elements and details should be preserved and where possible restored. This includes, but is not limited to: bluestone sidewalks, wrought iron fencing, wind vanes, and authentic wood shutters (with appropriate historic hardware).

- *Walking and Driving Tour Guides*

Stamford may wish to publish a pamphlet that showcases its Main Street's historic architecture as well as the historic architecture of adjacent areas of the Village. The pamphlet could serve as a "Walking Tour Guide" booklet and be distributed throughout the region to help promote the village's architecture.

A driving tour brochure/pamphlet may also be developed featuring the historic buildings and history and culture of the area. Examples could include Churchill Park and the historic hotels and former hotel sites of Stamford, NY.

Expanded Cultural Offerings

Stamford can and should continue to become a place for Culture and the Arts, with an emphasis on the interests of the village's residents. Transforming Stamford's Main Street District into a destination attraction will appeal to visitors and tourists, and embracing the arts could be a major catalyst to the Village's revitalization.

- *Art Galleries*

Art Galleries are a good complement to current efforts now taking place in Stamford. If it is found that art galleries are a good fit for the community, a gallery district should be considered.

The village might consider creating special incentives and guidance for people interested in contributing to this idea.

- *Theater/Performing Arts Complex*

With permission of the existing Performing Arts Center, a feasibility study should be commissioned in conjunction with the local arts community to determine if the existing center could be transformed into a larger Performing Arts Center at some point in the future.

- *Stamford Historical Society/ Museum*

Expansion of the offerings at the recently expanded Historical Society could command more of a presence for visitors to Stamford for a “Stamford Museum”. The museum could potentially act as an economic development anchor to help to draw people to the town, and to the Main Street’s businesses.

- *Stamford Art Center*

Creating a cultural attraction such as an Art Center, possibly with accompanying artist’s studios, would nicely complement Stamford’s current cultural efforts. Although a cultural project may be challenging, other main street communities in the region, such as Liberty, NY, have been quite successful with this effort. Partnerships with the schools and local libraries should be considered.

- *Public Art*

Displays of public art are known to draw visitors from far and wide. Stamford could consider options for displaying public art including installing large-scale sculpture along the trails adjacent to Main Street, choosing various places along the street or in the parks to display local or nationally acclaimed sculptor’s work, or commissioning yearly themed sculptures similar to the “Cats” of the Village of Catskill or the “Horses” of the City of Saratoga Springs.

Connections to Area Attractions

The purpose of establishing a list of “Connections to Area Attractions” is to consider the possible positive effects on the economy of Stamford. The first step in this process is to identify attractions that would interest both visitors and potential new residents to travel to Stamford for quality cultural and recreational experiences. The second step would be to assess whether the sites can convey a quality experience for a visitor to that site or whether the attraction is in need of refurbishment. Finally, a combined marketing plan would be developed for the attractions that would bring visitors to the area. The following is a list of possible “Attractions” candidates:

- Hanford Mills, East Meredith, NY
- Gilboa Dam, Gilboa, NY
- Gilboa Fossil Outdoor Exhibit, Gilboa, NY
- West Kortright Center, East Meredith, NY

- Roxbury Historic Main Street, Roxbury, NY
- Ski Plattekill, Roxbury, NY
- Other Area Ski Slopes: Hunter, and Windham, NY
- Lansing Manor, North Blenheim, NY
- Howes Caves and Mining Museum
- Old Stone Fort, Schoharie, NY
- Zadock Pratt Museum, Prattsville, NY
- Schoharie Valley
- Hobart- Book Village of the Catskills, Hobart, NY
- Baseball Hall of Fame, Cooperstown, NY
- Farmers' Museum, Cooperstown, NY
- Fenimore Art Museum, Cooperstown, NY

Additional Recreational Opportunities

Creating a coherent network of open spaces and recreational facilities with direct integration into the Main Street district will attract additional tourism and improve the quality of life in the community. Some methods to accomplish this are as follows:

Pedestrian promenades connecting Main Street to the parks and the Rail Trail could be established.

Improvements to Blazer / Travis Pond Park and their connections to Main Street could play an important role in the revitalization of Stamford. Suggestions from the previous feasibility study should be reviewed.

- a. The Lookout and Utsayantha Park can play an important role in the redevelopment of Stamford. The Lookout can continue to be refurbished into a major attraction with its breathtaking views and vistas, possibly creating an interpretive center and park that could be marketed as a major historic and recreational attraction.
- b. Connections to other trails should be made to reinforce all possible connections to the Main Street. Develop trailhead entrances and support businesses and services that cater to trail users.
- c. Stronger ties to existing parks and natural attractions in the region should be developed, providing Stamford visitors with additional important attractions. This could be accomplished nicely by creating a brochure highlighting these attractions and pointing out their close proximity to the town.
- d. Snowmobiling opportunities should be created and enhanced based on growing interest in the sport and the need for improved trails and trail connections.

Public Amenities

One major component of a successful downtown is the ability to provide needed services and comfort items for visitors. In addition to the wayfinding and informational signage, pedestrian infrastructure and safety provisions listed above, visitors appreciate, and often require, a variety of amenities. Public Restrooms are often at the top of this list, and Stamford should investigate the potential to create or provide access to restroom facilities open to the public.

Other things to consider are ensuring that snow removal is done in a complete and timely fashion, enforcement of parking violations and encouraging downtown employees and business owners to park on side streets. Attempting to recruit stores that sell basic necessities, cold beverages, and travel items will also help to provide comfort and convenience to visitors.

Projects Outlined in Visioning Workshops

A number of project ideas were formulated by the community during a visioning workshop conducted with the public. Some of the projects suggested during this workshop have been included within the recommendations set forth by this document, while others stand alone and are ideas that spawned directly from area residents. These project ideas fell into various categories, such as recreation & social issues, community appearance & aesthetics, business development & tourism, and infrastructure & community facilities.

Tables containing the complete information about the variety of projects suggested during these workshops can be found in Appendix B.

A. Façade Renovations & Building Improvements

The continuation of the successful Façade Improvement Program would help to greatly enhance the appearance of all existing buildings within Stamford's Main Street District. Specific Architectural Façade Guidelines should be developed in order for the Village of Stamford to continue to seriously implement a high-quality Façade Improvement Program. These Guidelines should be based upon the following outline information:

- a. Community Involvement and Merchant Participation
- b. Historic Restoration & Renovation of Main Street Buildings
- c. Historic Architecture & Building Details



Many of the building have been altered, some severely, obstructing the view to the buildings original architecture. It appears that most of the buildings have retained their original character behind metal, wood, or vinyl cladding. Over time these alterations can be removed, exposing the original architecture to be restored.

The Village of Stamford may wish to coordinate all new signage and awnings to complement the building architecture. The community may establish a palette of (approximately 16) historic paint colors/chips that may be selected from when the building owners are starting a building restoration or building refurbishment. Creating this palette will help to unify visually the buildings within the district.

B. New Main Street Development

1. New Infill Buildings

On Stamford's Main Street, many of the original historic Buildings no longer exist. There are visual holes in the Main Street façade "fabric". This has caused an interruption in the typical Main Street experience, creating an effect resembling a series of "strip mall" like retail conditions. This contributes to producing a dis-jointed Main Street Business District experience.

To rectify this, several things need to occur:

- a. Properly sized sidewalks on both sides of the street with designated crosswalks need to be installed as often as possible for safe crossing.
- b. Green buffer strips along the road should be installed with places for street trees.
- c. Additional landscaping elements should be placed in the present gaps (former building locations) to create and reinforce the building street wall.



2. New urban spaces

Creating "urban spaces" within the Main Street District is important in helping a village to create a true main street destination. Areas within the main street district should be set aside for outdoor cafés, music, entertainment, and public art. Allowing for these entertainment-type public interactions to occur, main streets can help to foster opportunities for spontaneous interactions and social networking. Successful main streets often find that residents, weekend visitors, and tourists come back again and again in search of this kind of experience, typically only found in larger urban places.

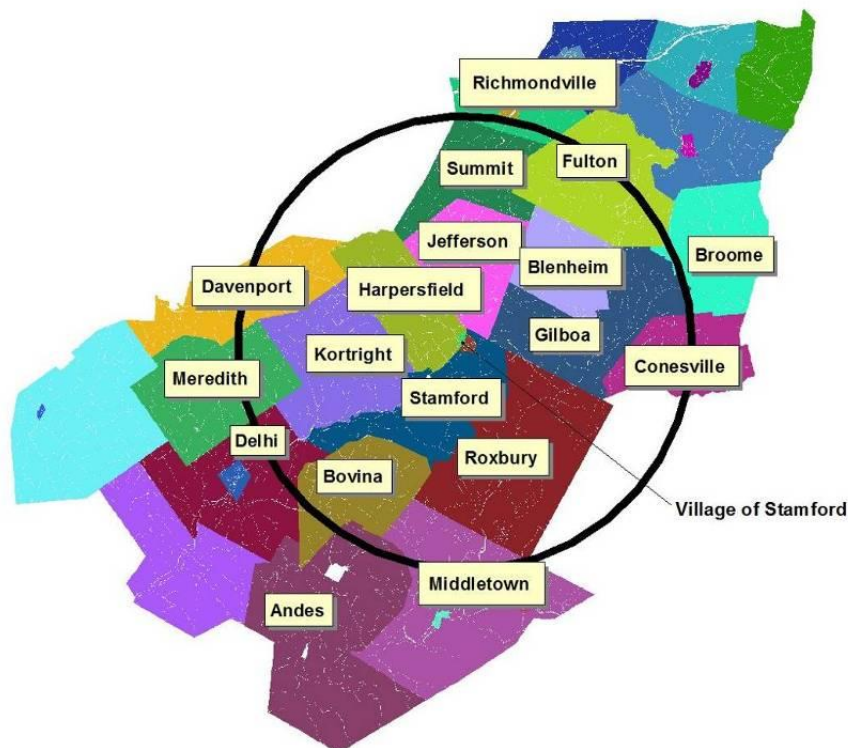
Market Profile and Strategy

Stamford has the distinct advantage of having several assets and opportunities that will allow the economic repositioning of the downtown as a viable core of the community. These include the historic building stock, the rich history and cultural context of the region, the beauty of the Catskill Mountains, and the recreational opportunities provided by the natural landscape.

To ensure long-term economic success and to help determine the market potential of downtown, an analysis of local and regional demographics and retail expenditures was completed. By determining the identity of potential customers, where they live, and what their needs are, the general store types and entertainment venues that could benefit from a location in downtown Stamford can be identified. These analyses should also be the justification for enhancing the physical environment to meet the expectation of new customers.

Retail Trade Area

The Village of Stamford's primary retail trade area is the geographic area from which the majority of retail customers are currently drawn, and which represents the greatest opportunity for growth. Based on current customer travel patterns and discussions with the Stamford Downtown Committee, the primary downtown retail trade area was defined as a 15-mile radius around downtown Stamford.



Not to scale

Village of Stamford
15-Mile Radius - Towns and Villages

Prepared by:
ELAN
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Retail Market Indicators

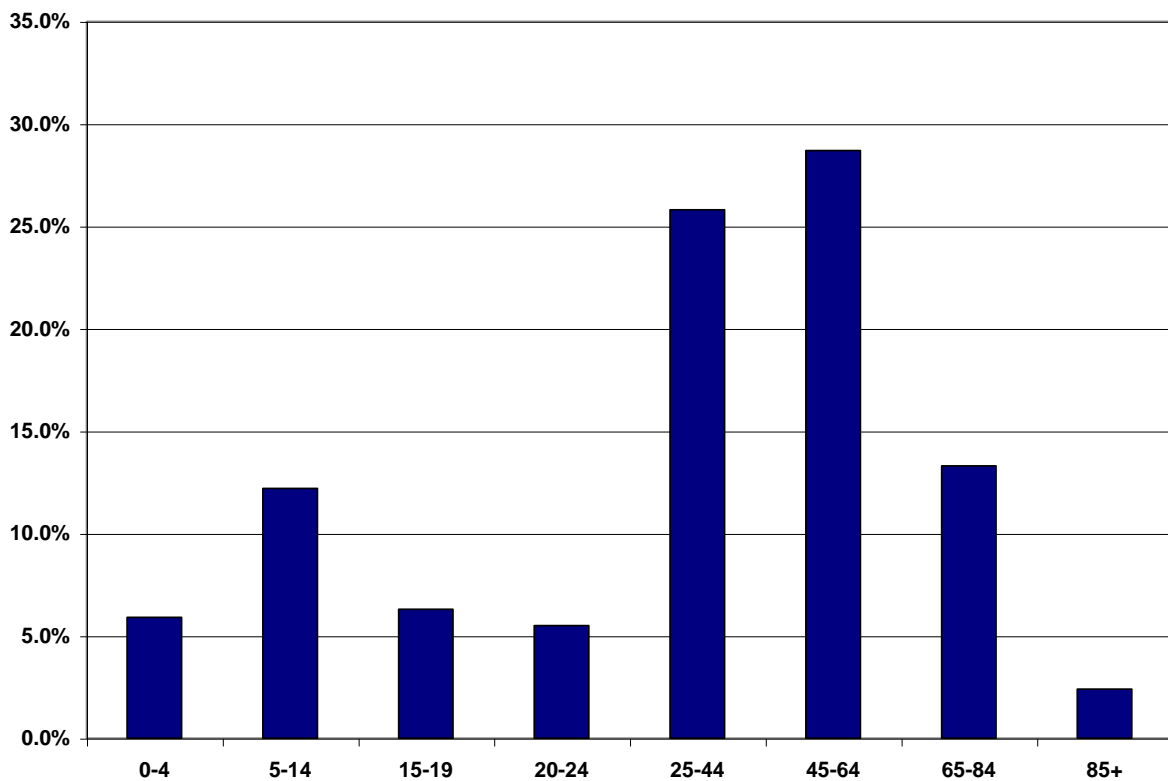
This section provides key economic and demographic data for the trade area surrounding Stamford. A full report of all demographic variables in the trade areas used in this report can be found in Appendix C. This radius was chosen based on a commonly accepted driving time for reaching regional retail services, as well as to match the area determined for the Community Tapestry analysis conducted during this study process.

a. Population and Households

The trade area has a combined 2008 estimated population of 20,397. The population is made up of 7,969 households, with an average household size of 2.45. In 2008 there were an estimated 14,121 housing units, 48.5% of which are owner occupied and 10% of which are renter occupied. The remaining 41% of housing units fall into the “Vacant” category, which applies to both vacant properties and seasonal or vacation homes that are not occupied year-round.

b. Age Breakdown

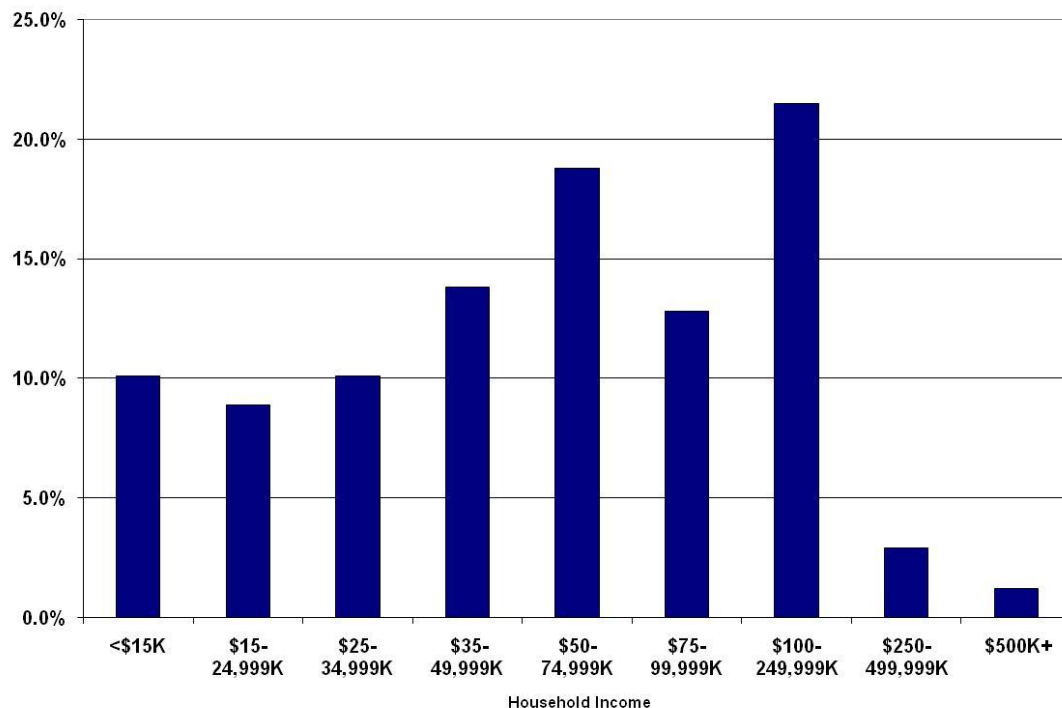
The median age in the retail trade area is 45.3 years. The age cohorts with the highest percentage are 45-64 years (28.7%) and 25-44 years (25.8%). The chart below shows the age breakdown for the study area.



c. Household Income

The median household income for all households within a 15 mile radius of Stamford is \$42,058. There is a high concentration of wealth in the area, and income usually positively corresponds to retail spending. The chart below shows a breakdown of the income brackets within the study area. A significant percentage of households have an income between \$100,000 and \$249,999.

Comparisons between Stamford’s median household income and that of Schoharie and Delaware Counties further illustrate this concentration of wealth. Schoharie County’s median household income is \$37,422, and Delaware County’s is \$34,142, both drastically lower than Stamford area’s median household income of \$42,058.



d. Housing Values

The median value of all owner-occupied housing units in the Stamford area is \$161, 228. When compared to Delaware County’s median home value of \$74,200 and Schoharie County’s median home value of \$82,500, the relative prosperity and desirability of Stamford is readily apparent. This disparity in home price can lend a hint as to the type of stores and services that may be desirable in Stamford in order to service a population with higher income levels and home values.

Community Tapestry

Community Tapestry is an analysis of population invented and conducted by ESRI, a data mapping and GIS company. Community Tapestry is used to precisely identify and target specific consumer groups and operates on the “birds of a feather” principle, meaning that people with similar tastes, lifestyles and

behaviors tend to seek out others with the same tastes, and therefore neighborhoods are likely to be home to similar people. This tool allows businesses to understand consumers/constituents and supply them with the right products and services. Each neighborhood is analyzed and sorted by more than 60 attributes including income, employment, home value, housing type, education, household composition, age, and other key determinants of consumer behavior. The tapestry data is presented in 65 segments that range from 1 (most wealthy) to 65 (least wealthy).

A Community Tapestry analysis was conducted for Stamford using the zip-codes of the owners of all properties within a 15 mile radius of the Village. This means that the information about where these property owners hold their primary residence was used, not their local Stamford area address. By using the primary residences, the analysis was better able to determine the types of people with primary and second homes in the area and to get a more realistic picture of the purchasing power and retail and service demands of the population.

The top five Community Tapestry Segments found in the 15 mile radius around Stamford are:

31 – Rural Resort Dwellers	28.2 %
33 – Midlife Junction	12.5 %
5 – Wealthy Seaboard Suburbs	6.8 %
10 – Pleasantville	6.6 %
46 – Rooted Rural	6.2 %

A description of these top five Tapestry Segments is included below. While the characteristics listed here are rather common, there are inevitably varieties within each Segment. These characteristics should be used as a guide by the community and the economic development organizations to make generalizations about the types of customers found in the Stamford area to inform decisions related to desirable store types, services required by the local and seasonal population, activities typically enjoyed by residents and seasonal homeowners, and the type and quality of goods offered by Main Street retailers.

31 – Rural Resort Dwellers:

- 28.2% of the population area
- Median Age is 46.9
- Median Household Income is \$47,311
- Many collecting Social Security benefits
- Most live in single family homes
- Commonly reside in rural non-farm areas
- Many have seasonal homes
- Homeownership rate is high at 83%
- Rural Resort Dwellers prefer modest living and have simple tastes





33 - Midlife Junction:

- Comprises 12.5% of study area
- Median Age is 41.1
- Median Household Income is \$47,683
- 33% Draw on Social Security benefits
- Homeownership is 67%
- Many are still working
- Most live in Suburban areas
- Tend to spend carefully and save for retirement

5 - Wealthy Seaboard Suburbs

- Make up 6.8% of study area
- Median Age is 41.9
- Median Household Income is \$101,041
- Married couples, mostly without children
- Mostly live in single family homes (89%)
- Tend to live in older, established areas of affluence
- Maintain and remodel homes often
- Planning and saving for early retirement
- Shop at warehouses and upscale retailers



10 - Pleasantville



- Make up 6.6% of study area population
- Median Age is 39.7
- Median Household Income is \$78,090
- Mostly middle-aged, married couples with children
- Tend to be affluent
- Work in diverse industries
- Many are receiving retirement income
- Mostly live in single family homes
- Hire contractors to do home remodeling
- Shop at upscale retailers and appreciate a good discount
- Dine out, go to theme parks, and attend sporting events

46 – Rooted Rural

- 6.2% of study area population
- Median Age is 41.9
- Median Household Income is \$37,509
- 46% of segment are 55+
- Most are married couple families
- Majority work in Service and Manufacturing industries
- 70% live in single family homes, 26% in mobile homes
- High proportion of seasonal housing
- Tend to take pride in their homes
- Prepare meals at home with vegetables grown in their gardens
- Enjoy hunting, fishing, auto races and country music



Evaluating the community tapestry segments that make up the population in and around Stamford can provide great insight into the customer profile for the area. Knowing the income levels, homeownership trends, hobbies and retail purchasing habits of the local and seasonal residents can assist Stamford in choosing the appropriate goods and services to offer in the downtown shopping experience. Combining this knowledge with the results of the Intercept Survey and Surplus/Leakage analysis described below, Stamford can select a list of store types and businesses that would complement the existing Main Street offerings. This will allow the Village to streamline their marketing efforts and efficiently attract desirable businesses into the downtown that will attract tourists, cater to the local population, and become catalysts to the redevelopment of Stamford.

Local Issues and Trends – Intercept Survey

A survey was conducted at local businesses in Stamford in order to determine the general customer base, and also to gain a greater sense of the retail needs and desires of both local customers and visitors. The survey asked the following questions:

- Which of the following describes you best: resident, area resident (15 mile radius), or visitor (and if so from where)?
- How long did it take you to drive here today?
- What other businesses do you patronize in our downtown?
- What kinds of shopping or services would you like to see in our downtown?
- What is your favorite aspect of Downtown Stamford?

There were a total of 39 responses to the survey, which was conducted in October 2007 at two separate locations: Country Wine & Liquor and Grand Union. Of the 39 responses, 20 people were residents of

towns within 15 miles of Stamford, 13 were Stamford residents, and 6 were visitors. Visitors reported coming from the NYC metro area, New Jersey, and Long Island.

The results of the survey showed that respondents patronize most or all of the businesses in Stamford. The highest number of responses went to Rite Aid, Stewarts, Grand Union, Ace Hardware, Core Values, and the various restaurants, as well as the Farmers Co-op, gas station and laundromat.

There were a number of ideas for the kinds of shopping and services that respondents want to see in downtown Stamford. Multiple people expressed a desire for the coming Dollar Store, a small department store, clothing and shoe stores and boutiques, children's entertainment, a movie theater, and a variety of fast food establishments. Other suggestions included a natural food store, antique store, and a craft store. Some survey respondents had more general suggestions, such as more shopping, stores staying open later, and a wider variety of food choices.

When asked about their favorite aspect of Downtown Stamford, many respondents stated that the friendly atmosphere, small town feel, and the people were at the top of the list. Words such as clean, safe, small, comfortable, convenient, cute, quiet, and beautiful were used to describe the Village. Other things respondents cited as their favorite aspects were the architecture, ability to walk to stores, the Scarecrow Festival, the public pool, and the old-fashioned feel of Stamford.

Gaining an understanding of the existing customer base is a critical step in the economic revitalization process. While it is beneficial to gather and analyze the raw data relating to retail spending and estimated business demand, a working knowledge of the people who live and work in a community is an invaluable asset when creating an economic revitalization strategy. Tourism and transient spending can often be a large part of the market share for an area, but the residents are an important consumer of local goods, and knowing their desires and preferences can help a community make informed decisions about marketing to potential businesses.

Retail Surplus/Leakage Analysis

Consumer behavior patterns are a key indicator of retail potential for any given area. Understanding where people travel and for what types of goods and services in general can be compared to existing conditions in an area to provide insight on what markets may be served versus where there may be opportunities. With this as a basis of understanding, additional markets may be explored.

Examining retail sales and demand is one way to determine where people spend their money, what they spend their money on, and what they would like to buy. Conducting a Retail Surplus/Leakage analysis determines whether Stamford fulfills the retail demand of the consumers in the trade area. If people are traveling outside Stamford to buy a certain item, there may be an opportunity to open a store to fulfill this need. For the purposes of this portion of the market analysis, a radius of fifteen (15) miles from the center of Stamford was determined as the study area.

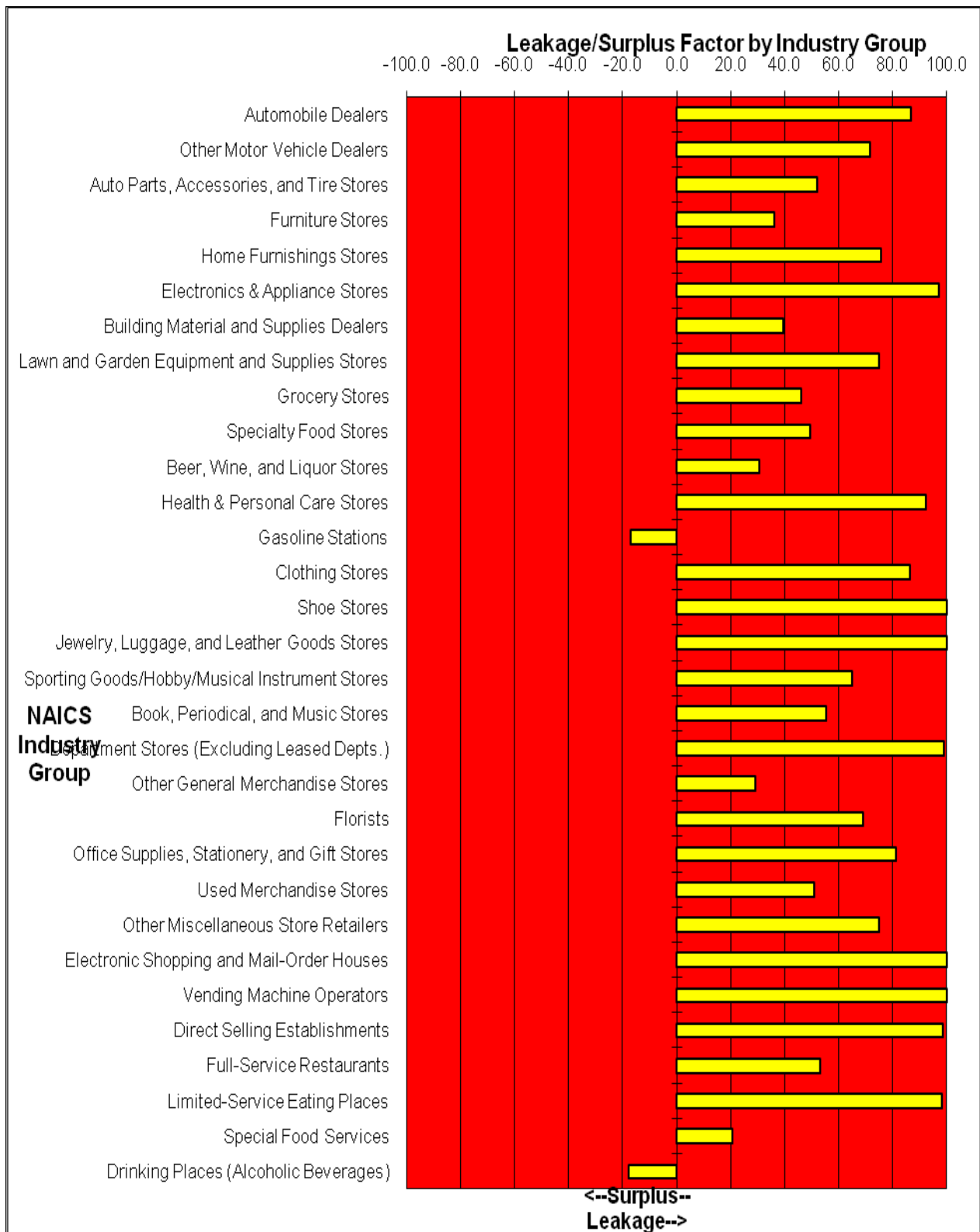
There are reportedly 124 businesses in the study area included in this analysis, 87 of which are retail trade businesses, while the remaining 37 are food and drink related. The total retail trade sales are estimated at \$66,681,581, and total sales of food and drink are \$5,987,084, for a total of \$72,668,665 estimated for these 124 businesses. Sales are estimated by ESRI and represent sales to consumers by establishments, not between businesses.

Total retail demand in the study area is \$163,608,563, and total demand for food and drink is \$22,528,796, for a total of \$186,137,359. This demand, estimated by ESRI, represents the expected amount to be spent by consumers at retail and food establishments. It is clearly evident from the disparity between these two sets of numbers that the demands for goods and services within the 15 mile radius of Stamford are not being filled by the existing businesses.

In this analysis, the sales and demand figures listed above are compared to determine the 'Leakage/Surplus Factor', which is a measure of demand relative to supply. The factor ranges from 100 (total leakage) to -100 (total surplus). For example, if there were demand for a retail item that was not available in the primary or secondary trade area, the factor would be 100. This means that consumers are seeking that item outside of the 15-mile radius around Stamford.

Based on the estimates provided by ESRI, the Stamford area has significant leakage in nearly all of the industry categories. Surplus is only realized in two categories, which are gasoline stations and drinking establishments (alcoholic beverages). Figure 1 below illustrates the levels of leakage and surplus for the 15 mile radius around Stamford for a variety of industry groups.

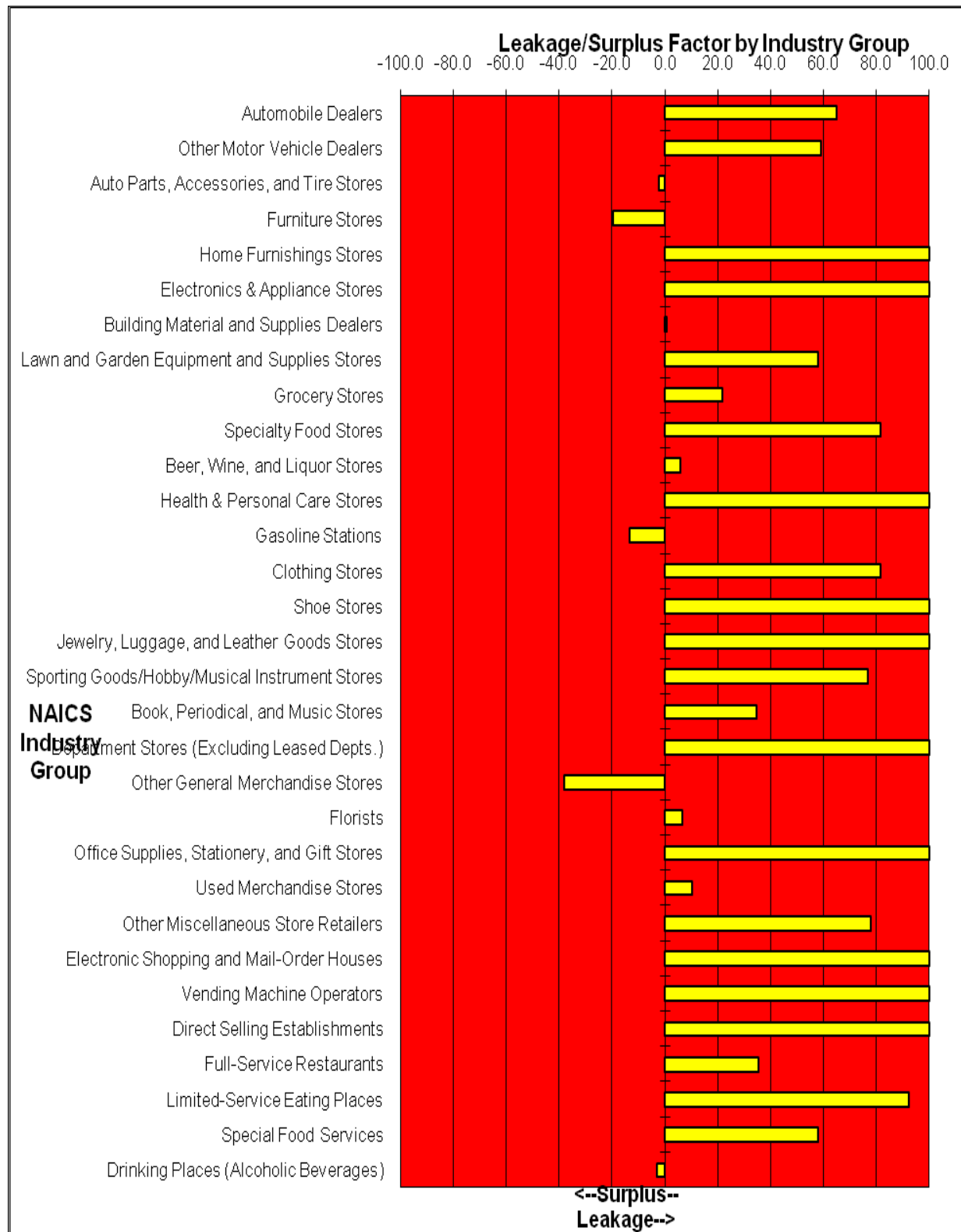
Figure 1



The high levels of leakage from these industries in the study area shows the significant number of Stamford residents who must travel more than 15 miles to obtain the goods and services that they exhibit a demand for. Each of these retail industries represents an opportunity for Stamford to expand its business offerings both to reduce the need for local residents to travel longer distances to find what are considered common neighborhood goods, and to become a shopping destination for more unique and specialized retail businesses.

Figure 2 below shows the same leakage and surplus information for a smaller area, only 5 miles around Stamford. A comparison between this smaller radius and the larger one gives an indication of those business types that are lacking in the wider area that may already present in Stamford's downtown. Based on the data provided, it seems that general merchandise stores, furniture stores, florists, and building materials supply stores, though lacking in the wider area, are available in Stamford and do not necessarily need to be duplicated.

Figure 2



While some of the business types that show leakage in the immediate area would not be appropriate uses on Main Street in Stamford, there are a number of business types that could be successful in a downtown setting, and even become a draw for additional tourism and consumer dollars. The economic revitalization strategy outlined below examines which business types that are in demand in the area would be appropriate in the historic downtown setting that Stamford provides.

Economic Revitalization Strategy

When close to home, people seek basic goods and services such as personal care items, groceries, liquor, and restaurants. People are willing to travel further from home for regional retail items such as those found at major big box retail centers. People are willing to travel even further if the result of their effort is a distinctive store, recreation experience, entertainment venue, or restaurant. Stores, restaurants, entertainment venues, and recreational attractions in this category can be thought of as “destinations.” For example, people may be willing to travel further for a specialty store that sells unique items, or a special recreational experience. The destination experience can also be a combination of both, such as a restaurant with outdoor seating overlooking the mountains, or a retail store combined with an art gallery.

Healthy downtowns have a mixture of all three scales of retail and entertainment. These types of retail stores, restaurants, entertainment venues, and recreational experiences can serve the local market by making the community a fun and exciting place to live, as well as bringing in people from outside the community to spend time and money. The nature of these retail and destination businesses allows them to locate in downtown areas, inhabiting renovated spaces and benefiting from the foot traffic and small-town atmosphere provided by such a location. Finding a niche that Stamford can fill in the tourism and shopping market of the Catskill region could make it a destination for a much wider range of visitors.

The regional retail market segment is being mainly fulfilled outside of downtown Stamford, in larger communities in the surrounding area such as Oneonta and Cobleskill. Oneonta, NY is a major retail center that provides competition for Stamford in the sense that it provides a wide array of goods and services at reasonable prices. It is not likely that Stamford could effectively compete with Oneonta in the market of goods and services for easy access, selection, or price. Stamford does, however, have the potential to compete with Oneonta and other larger retail destinations in terms of ambiance, entertainment, and emotional attachment.

Stamford is in need of some additional business to complement the existing stores that serve the neighborhood retail needs, but overall has a decent base of these business types to build from. The third retail component, destination scale venues such as theaters, tourist attractions and the like, provide a unique market opportunity to bring in visitors to the community and to make Stamford an exciting and fun community in which to live.

This market opportunity should be based on superior quality and experience, as opposed to the large volume, low cost environment of big box retailers found at regional shopping centers. When people visit Stamford, or become a resident, there are certain expectations for an experience beyond what big box retailers provide. If retailers, restaurateurs, entertainment, or recreational providers strive to provide

a high quality “product” then people will be more willing to make an investment in time and money because their expectations have been met. Focusing on providing quality and experience throughout downtown with a focus on the historic architecture and cultural history will help distinguish Stamford from other Catskill destinations and expand the local market share.

New development activity in downtown Stamford should build on the existing offerings in a coordinated manner, to achieve a critical mass of retail activity that serves the local resident, the regional resident, and the tourism community. There are a number of business types that would fit well into the fabric of Stamford’s downtown, which are listed below. This list is driven by national and regional trends in tourism and consumer spending, the leakage and surplus analysis, and the results of the consumer intercept survey.

Prepared Food:

- Entertainment Restaurants – mixing of food with music, sports, and special events
- Coffee House/Bakery
- Candy/Ice Cream
- Pubs/Taverns
- Outdoor Cafes, especially with scenic views

Entertainment:

- Historic walking tour
- Museum related to the train station, local history, or other regional focus
- Expanded community events
- Information/Tourism Center
- Link to regional attractions listed in the downtown revitalization report

Specialty Retail:

- Antiques
- Frame Shop
- Bike Rentals
- Souvenir/Gifts/Cards
- Fishing Guides (summer and winter)
- Used Books
- Home Decorating
- Children’s Apparel/Toys
- Florist
- Sporting Goods
- Snowmobile Tours
- Cross Country Ski Tours/Rentals

Lodging:

- Hotels/Motels
- Inns
- Bed and Breakfasts

While this is not an exhaustive list of potential businesses, it is a good starting point that will allow the Village to determine the desired character of the Stamford business community and prepare its marketing materials accordingly.

Business Development/Expansion

Business Retention

The Greater Stamford Chamber of Commerce and other local community development champions should continue to coordinate with existing businesses to encourage expansion or stabilization. While recruitment will be necessary to expand the economic base, economic development should begin with the already established businesses.

Every effort should be made to continue to assist existing business owners to understand the nuances of this report and connect them to resources that can help stabilize or grow their businesses. This may include:

- Connecting business owners with local development agencies that may be able to provide technical assistance, such as the Delaware County Chamber of Commerce, the Catskill Watershed Corp. and the Greater Stamford Chamber of Commerce
- Taking further advantage of the Village's Main Street façade restoration funds
- Establishing a micro-loan that would assist small businesses by providing loans and grants. This program would be targeted to business that cannot obtain a commercial loan
- Sharing this study with the private sector, to educate about the intent of this revitalization plan
- Linking local businesses with the Village's web site to provide an outlet to summarize the retail and service offerings within the Village. Using this summary, gaps can be identified and perhaps fulfilled with existing businesses.

An example of technical assistance could be to educate storeowners about the importance of window displays in creating a vibrant atmosphere in downtown. Based on national retailing 'rules-of-thumb', window displays should:

- Attract and hold attention, and indicate immediately the type and quality of merchandise.
- Be large enough to see easily into the store from the sidewalk, or for customers inside to be able to see the street outside.
- Take 8 seconds to capture persons walking; 2-3 seconds if driving.

- Be kept up-to-date
- Be simple, clean and well lit; let merchandise take center stage.
- Rotate merchandise every 1 to 5 days.
- Be lit until 10:00 pm.

For vacant storefronts, the Village could work with building owners to create a consistent display that adds vitality to the street by making the storefront interesting, even educational if desired, rather than an empty, dusty window. Having displays related to regional tourism, the history of Stamford, or other locally based content will help keep visitors engaged with the local culture and happenings. The result of this storefront effort gives the appearance that the community cares and is working to revitalize its downtown.

New Business Recruitment

In addition to helping existing businesses expand, the Main Street Revitalization Committee should work with various regional agencies such as the Delaware County Chamber of Commerce, the Catskill Center for Conservation and Development and other members of the private sector to recruit new businesses. Informal business consultation should be provided in order to spread the message that Stamford is a 'good place to do business.'

Using this Market Profile and Strategies section as a guide, new businesses should be attracted to downtown Stamford. While it is not yet likely that many national chain stores and restaurants will look to Stamford to locate a new store, there are quality independent stores that may find the area favorable. Independent store types should correlate to the targeted retail businesses discussed above. With a critical mass of two to three additional independent stores or restaurants, and an increase in foot and vehicular traffic, Stamford may begin to attract some national chains. If national chains come to Stamford, the Village should have a set of established Design Guidelines in place to ensure that they fit into the historic character of the Village.

As a starting point, a list of companies and organizations who are potentially interested in Stamford can be compiled. Once identified, a direct mail campaign can be initiated which includes a summary of this study and an invitation to meet with the appropriate community and economic development organizations. Regional companies with multiple locations can be targeted as a starting point.

- **Work with the Real Estate Community**

The Village should work with the real estate community to identify prospects and place them into the target area. As a starting point, each realtor should be given a copy of this plan. Using the physical plan and marketing opportunities as a guide, the targeted business types should be explained and desired physical locations should be identified. When located, prospects should be invited to downtown Stamford for a personalized tour given by the Village and Committee. If they are interested, the prospect should be put in contact with the property owner or leasing agent.

- **Prepare a Recruitment Package**

A recruitment package can be an effective way to attract new businesses. To this end, the Main

Street Revitalization Committee should seek funding to prepare a professionally designed, high quality package for distribution to interested parties. Contents of the package should include:

- A Template Letter
- A Summary of the Market Analysis Findings and Anticipated Physical Enhancements
- A Listing of Technical Assistance
- Information About Specific Properties

Marketing and Promotion

In addition to efforts aimed at business development, the Village needs to connect to the tourism market and create reasons to visit and stay in Stamford. An effective marketing and promotion campaign can help sustain this effort. The message should be concise and create the desired image of a destination retail, entertainment and recreation area based on superior quality and experience.

Various marketing techniques include:

- Preparing a web site. The site can stand alone and/or in partnership with the Village or other entities such as the Delaware County or Greater Stamford Chambers of Commerce.
- Preparing a downtown Stamford directory of shops and services. This should be widely distributed throughout the village and region including local visitor centers, arts and cultural venues throughout the Catskills, tourism destinations, and other areas in the region.
- Adding more community special events as a way of projecting a positive image. In addition to the Scarecrow Festival, Farmers' Market, and other local events, Stamford could host other events that would draw visitors and expose more people to the assets the Village has to offer
- Promoting Stamford's retail, entertainment, and recreation opportunities at community and regional special events by setting up a booth to promote the culture, architecture, and history of Stamford and handing out printed materials
- Preparing a black and white 11 x 14" newsletter which highlights the ongoing activities in downtown Stamford. The creation of the newsletter could be funded with small business ads.
- Institute a 'Buy Local' campaign

Cross Promote Stamford Events with Regional Events and Points of Interest

Tourism is an important component of the regional economy. Throughout the Catskill Mountains, many communities and organizations have recognized this trend and are organizing events and/or programs to improve visitation.

To draw visitors to downtown Stamford, and to extend visitation in the region, the Village should continue to coordinate with other communities and entities throughout the Catskill Park, such as the

Delaware County Chamber of Commerce, the Catskill Association for Tourism Services, and others. Providing additional activities will help increase visitation and encourage visitors to spend more time and money in Stamford, helping to boost economic activity and bring life back to downtown.

Local Property Development Component

Revitalization of downtown Stamford is the key to bringing back tourism and capturing local dollars. By establishing a critical mass of businesses and lodging opportunities, providing a mix of retail, entertainment, and dining offerings, and enhancing the downtown experience, Stamford can become a regional destination in its own right. Understanding the market in terms of demographics, desired types of businesses, interests of tourists and residents, and regional competition will help Stamford to attract and promote the appropriate type and size of business to Main Street.

The intent of the Surplus/Leakage analysis above is to identify specific business types that are lacking in Stamford and what businesses may thrive there. The Village of Stamford, along with private investors and business people can use this information to establish new retail businesses on and around Main Street, as well as to market Stamford to potential operators as an attractive location for their business.

In order for Stamford to effectively market to new businesses, steps should be taken to ensure that Main Street looks the part of a successful downtown that can attract consumers. The Village should work with Main Street property owners to conduct façade renovations, make streetscape improvements, and maintain the visual attractiveness of the pedestrian areas. This includes an effort to fill each storefront with a display of some kind, whether it is a local history exhibit, real-estate marketing information, children's artwork, or any other item of interest, rather than an empty, dusty window.



Implementation of this economic revitalization strategy and the physical enhancements plan created during this process will allow Stamford to reestablish itself as the “Queen of the Catskills.” While each individual component is important, it is the combination of all the different factors working in conjunction with one another that will ensure the success of this community revitalization effort.

Benchmark Analysis: Regional Case Studies

The Benchmark Analysis is intended to give a snapshot of other communities in the region that have successful downtowns and are thriving in the Catskill Mountains. These communities are of similar size and character to Stamford, and have faced many of the same struggles that Stamford faces today. While these brief summaries of three Villages are by no means comprehensive, they can provide insight into the businesses, programs, and other efforts that are working for small Catskill communities. Stamford can learn much from the successes and failures of surrounding communities and use their examples to strengthen the Downtown Revitalization efforts of the Village.

Village of Margaretville, NY

Introduction

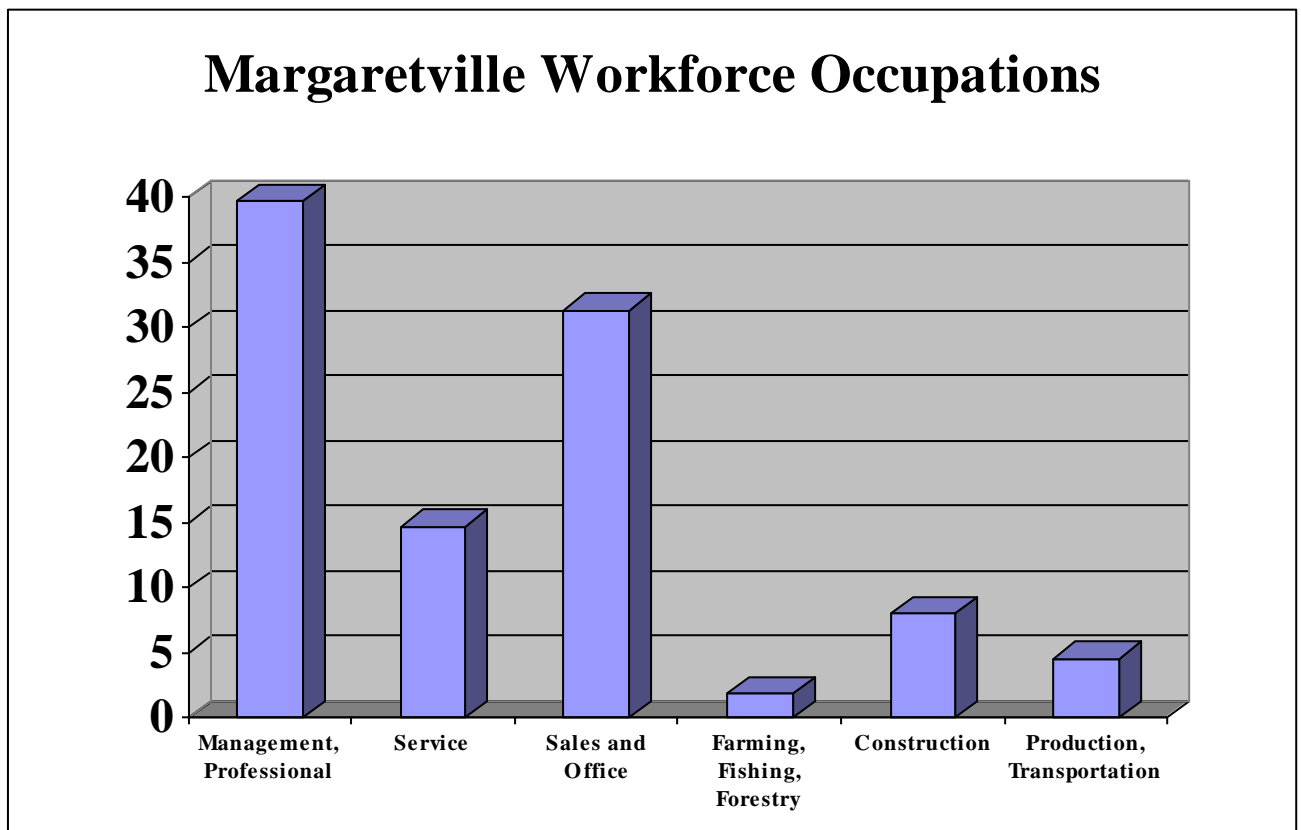
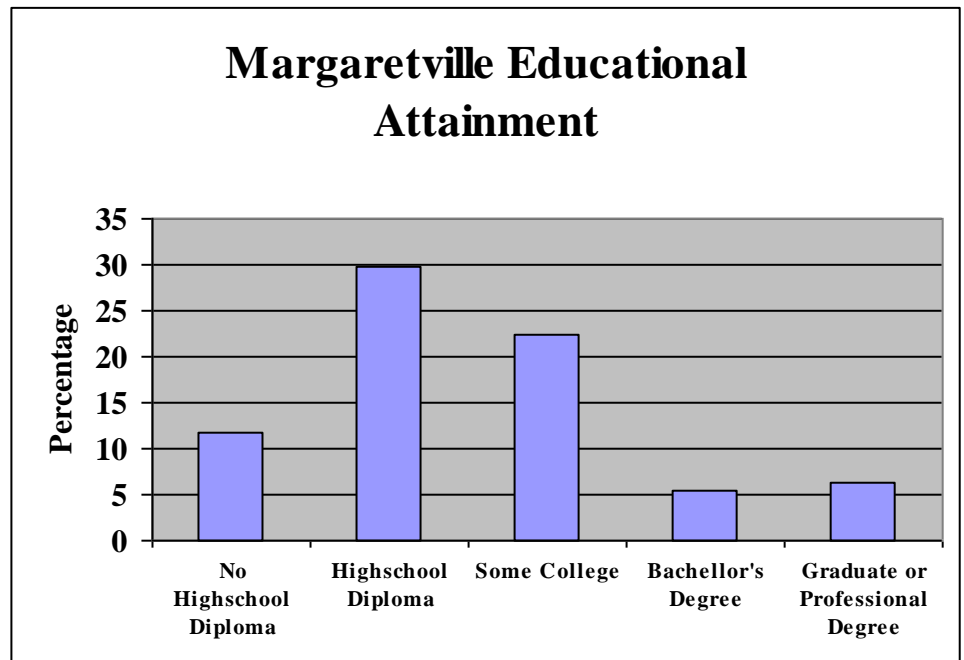
Margaretville is situated at the intersection of New York State Routes 28 and 30, making it a central location for the Town of Middletown, as well as the greater Catskill Region. The village was developed in the 1840's and was greatly influenced by the subsequent extension of the railroad into the area. The transportation access to the greater region allowed Margaretville to thrive on its exports, mainly butter and cauliflower. The village was a popular resort destination within the Catskill Mountains, and continues to be a thriving community today.

Demographics

From the Census Bureau, year 2000:

Population -	1,398
Average household size-	2.33
Average family size-	2.98
Median Age-	38.9
% under 18 years of age-	25.3%
% over 65 years of age-	18.4%
Median household income-	\$30,583
Per capita income-	\$17,948
Owner occupied housing units-	60.2%
Renter occupied housing units-	39.8%

Education and Occupation-



Top Tapestry Segments:

33 – Midlife Junction

32 – Rustbelt Traditions

31 – Rural Resort Dwellers

Downtown Setting

The Village is situated on Route 30, a minor travel corridor in the Catskills, and just off of Route 28, a more significant route through the area. The Village is visible from Route 28, and signs direct travelers to the downtown. The East Branch of the Delaware River runs through the village behind the buildings along Main Street, though few of the businesses take advantage of that close proximity. There is a park that spans the area between the river and Main Street and features a display of art done by local school children. Another park is situated a few hundred feet away adjacent to the school. Near downtown are Margaretville Hospital, a major employer, as well as a number of other businesses and the scenic tourism train to Arkville. The proximity of the hospital to Main Street appears to be extremely important, as the hospital is a regional health care center that brings a significant amount of people to the area, in addition to providing jobs to many area residents.

A portion of the Main Street properties are in a floodplain, having experienced a number of 100-year floods that have done extensive damage to the building stock. This location in the floodplain, as well as in the New York City Watershed, presents specific regulatory requirements that can make development more challenging for the downtown. However, major flooding in 1996 spurred a public buy-out of a number of properties, which presents an opportunity for creation of public recreational spaces along the river.

The buildings downtown are in various states of repair, though most are in good condition and there is an obvious effort by building and store owners to make improvements and do the best with what they have. The streetscape is in fairly good condition, though sidewalks are fairly narrow and there are few street trees and public amenities like benches and trash cans. Those street trees that are present look as though they have recently had brick pavers installed around the bases.

The 2001 “Village of Margaretville Revitalization and Recreational Use Plan” noted that:

“The Main Street has a good mix of retail stores, offering goods and services that cater to both the year-round permanent population, and the second-homeowners and seasonal visitors. A healthy mix of newer restaurants, gift and antique shops, and specialty stores are complemented by more established retailers like the Cheese Barrel, Miller’s Pharmacy, Margaretville Liquor and the barber shop. However, there is a significant amount of vacant retail space, and a fair amount of business turnover.”

Business Inventory

The following business types were present in the downtown area of Margaretville when this study was conducted in November of 2008:

Food Related Services:

- 4 Restaurants, Pizza and Chinese Food
- Deli with specialty grocery items
- Ice Cream
- A&P Grocery Store
- Liquor Store
- Fish market

Retail:

- Jeweler
- Rocks and Minerals Store
- Children's Clothing
- Children's Toys
- Adult Clothing
- Shoe Store
- Art Gallery
- Artisan Guild
- 4 Souvenir and Gift Shops
- Fishing and Hunting Store
- Thrift Shop
- CVS
- Independent Drug Store

Services:

- Bank
- Gas Station
- 2 Real estate agencies
- Attorney
- Accountant
- Car Sales
- U-haul
- Car storage and sales
- Auto Repair

Other:

- Catskill Watershed Corporation
- American Legion
- School
- Village Offices and County DMV
- Chamber of Commerce
- Open Eye Theater

There are only 5 obviously vacant storefronts in the Village. One store employee noted that there is a great deal of turnover of businesses, but there are also a number of long-time businesses that are still in operation. That same individual also mentioned that many of the store owners are from the New York metro area and are often not full-time residents of Margaretville.

Business Support

The Village of Margaretville is supported by the Central Catskills Chamber of Commerce, the Delaware County Chamber of Commerce, the Delaware County Department of Economic Development, and the Delaware County Industrial Development Agency. In addition to these business development and assistance organizations, the Catskills has a number of tourism agencies and other organizations dedicated to promotion or preservation of the region as a whole. These include the Catskill Association

for Tourism Services, Catskill Region Today, the Catskill Mountain Club, the Belleayre Region Lodging and Tourism Association, the Catskill Center for Conservation and Development, I Love NY, and others.

A not-for-profit preservation company called the M-ARK Project, Inc. is dedicated to enhancing sustainable economic development and quality of life in the Margaretville-Arkville area, and has assisted the Village with a number of planning and development projects, as well as providing low-interest business loans and helping to obtain and administer grant funding for a variety of public projects. The Catskill Watershed Corporation, which strives to achieve economic development in the Catskills that is focused on Water Quality Protection and Community Preservation, is based in Margaretville.

Planning Efforts

Margaretville completed its Comprehensive Plan in July of 2008. This plan's primary focus is the improvement and promotion of the business district, strengthening the Village for both visitors and residents. Involving local business owners, taking advantage of collaborative marketing opportunities, catering to a broad market, dealing with obstacles such as parking, high rent costs, and declining sales, and developing Margaretville as a year-round destination are recommendations centered on this theme. The plan identifies an active Chamber of Commerce, the quality building stock, the participation of local business owners, and new art-based community development initiatives as the major assets of Margaretville. Directing travelers from Route 28 into the downtown remains a significant struggle as it relates to tourism and economic development.

In November 2001, the M-ARK Project prepared the "Village of Margaretville Revitalization and Recreational Use Plan." This plan outlined streetscape amenities, public park creation and upgrades, gateway enhancements, parking and street improvements, trails and public access provision, and streambank stabilization measures that would all benefit Main Street Revitalization efforts.

Marketing and Special Events

- Cauliflower Festival
- Margaretville Street Fair
- Margaretville Memorial Hospital Antiques and Flea Market
- Guide to Natural and Holistic Health Practitioners in Margaretville

Physical Improvements

Some façade work has been done on a couple of buildings, the street trees appear to have been paved around in the recent past, and the park is nicely appointed, though it could have a better design. There are no obvious signs of major improvements within the last 5 years.

Village of Middleburgh, NY

Introduction

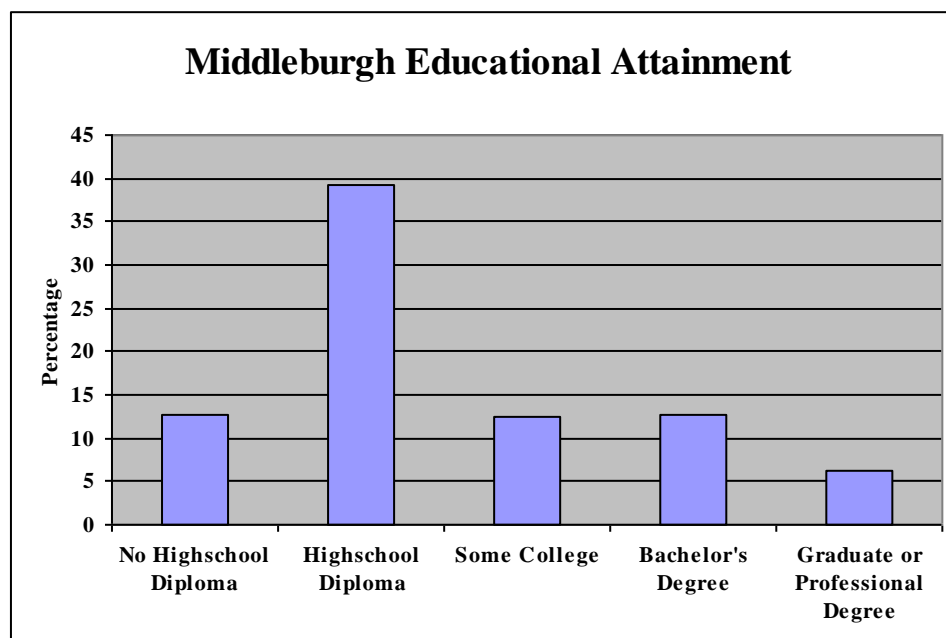
The Village of Middleburgh, NY is located in Schoharie County along the Schoharie Creek in the Town of Middleburgh. Though the Village was not incorporated until 1881, it has a rich history that dates back to its initial settlement in the early 1700's. Despite the fact that many of the historic buildings of bygone eras have been destroyed by fire, the village retains a good deal of its older structures and celebrates the remaining links to its past. The downtown business district is largely made up of two story buildings constructed in the last 50 years, and has a mix of retail business and services that creates a successful and pleasant Main Street feel.

Demographics

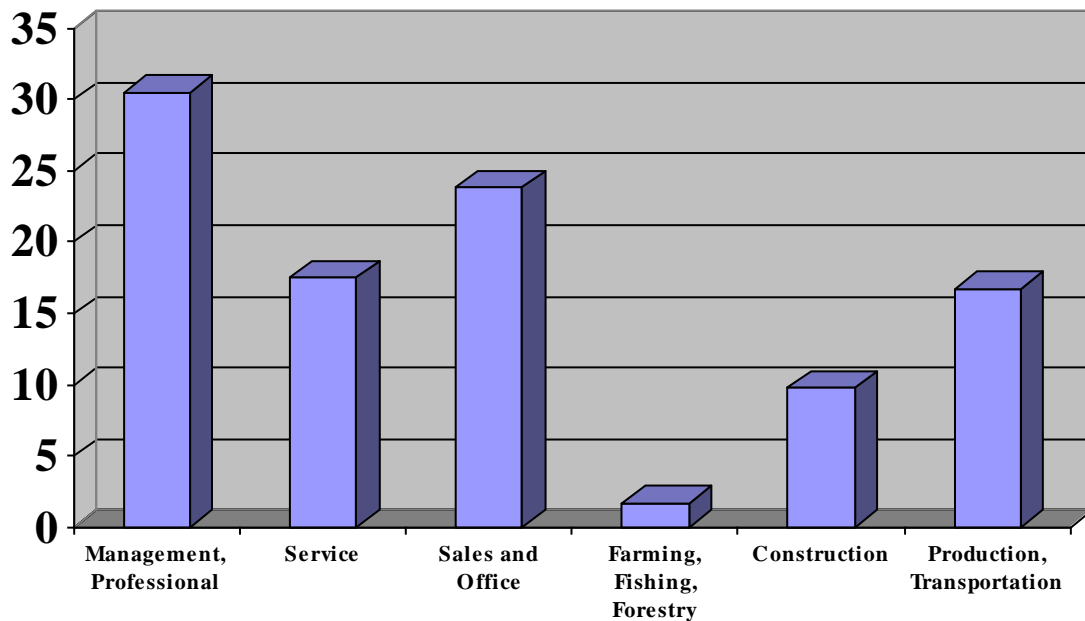
From the Census Bureau, year 2000:

Population -	1,398
Average household size-	2.33
Average family size-	2.98
Median Age-	38.9
% under 18 years of age-	25.3%
% over 65 years of age-	18.4%
Median household income-	\$30,583
Per capita income-	\$17,948
Owner occupied housing units-	60.2%
Renter occupied housing units-	39.8%

Education and Occupation-



Middleburgh Workforce Occupations



Top Tapestry Segments:

- 33 – Midlife Junction
- 32 – Rustbelt Traditions
- 31 – Rural Resort Dwellers

Downtown Setting

Main Street begins at the end of the bridge over the Schoharie Creek and runs perpendicular to the creek. Though the water is in close proximity, there is no evidence or celebration of its presence on the Main Street. The single obvious connection to the creek is found via a small alley between two buildings. A small park at the end of the bridge is poorly designed and does not appear to serve as a gathering place or focal point of the community. The downtown is surrounded by residential neighborhoods hosting nice houses with great architecture, though many are in a state of disrepair.

Middleburgh's Main Street is a vibrant place with a wide variety of stores and services and a welcoming streetscape. The sidewalks are wide and well-maintained, there is a good continuity of storefronts, and there are trees and other amenities that make it a pleasant place to walk around. Storefronts that are vacant, for the most part, have some type of display in the window to reduce the look of empty windows. A variety of buildings exists, some of which are in relative disrepair while others have had obvious improvements and are well maintained. The signage for downtown businesses is dated and unattractive, and the street trees seem cramped by the power lines.

There are parking meters along both sides of Main Street with a convenient amount of empty parking spaces, and crosswalks were abundant and respected by autos. The school has significant park facilities

adjacent to the downtown, and there is one small park, Veterans Park, just outside of the main retail district that is poorly designed and appears to be underutilized. River Street, which travels east away from the Village, is a well-maintained street with a number of beautiful historic homes opposite the Schoharie Creek. This road has had significant improvements, including new sidewalks, pedestrian lighting, street trees, and landscaping.

Business Inventory

Food Related Services:

- Specialty food store
- Candy Store
- Liquor Store
- 2 Cafes
- Pizza
- Chinese
- Restaurant

Retail:

- Napa Auto Parts
- Hardware store
- Gift and children's clothing
- 2 Gift stores

Services:

- Doctor
- Chiropractor
- Dentist
- Barber shop
- Nail Salon
- Stewarts
- Gas Station
- Insurance
- Attorney
- 2 Real Estate offices
- Bank
- Post office

Other:

- School
- Library
- Village Hall
- 2 Churches

Business Support

The Village of Middleburgh is supported by the Schoharie County Chamber of Commerce, the Schoharie County Planning and Development Agency, and the Schoharie County Industrial Development Agency. Other tourism and economic development organizations working in the area include I Love NY and the Tech Valley Chamber Coalition.

Planning Efforts

The Town and Village of Middleburgh conducted a joint Comprehensive Planning effort in 1999. Specific recommendations of the plan related to the Village included:

- Creating a Business Improvement District
- Updating policies, regulations, and actions that will benefit and attract businesses
- Improving the aesthetics of the Village
- Enforcing the loitering ordinance
- Working with regional promotional efforts
- Developing a parking plan
- Designate River Street as an Historic District
- Manage the appearance of storefronts
- Prepare a directory of local services

Marketing and Special Events

Annual events held in the Town and/or Village of Middleburgh include:

- Strawberry Festival
- Summer Concert Series
- Craft Fair
- Village-wide Garage Sale
- Fall Harvest Parade
- Miracle on Main Street (Christmas holiday event)

Physical Improvements

The streets and sidewalks along Main Street are well maintained, making it difficult to determine how long it has been since upgrades have been made. The street trees are not a desirable type of tree for a downtown setting, and the power lines running along the street are a major detractor from the aesthetics of the Village. As stated above, it seems that the majority of efforts spent on physical improvements have been focused on the historic River Street area.

Hamlet of Phoenicia, NY

Introduction

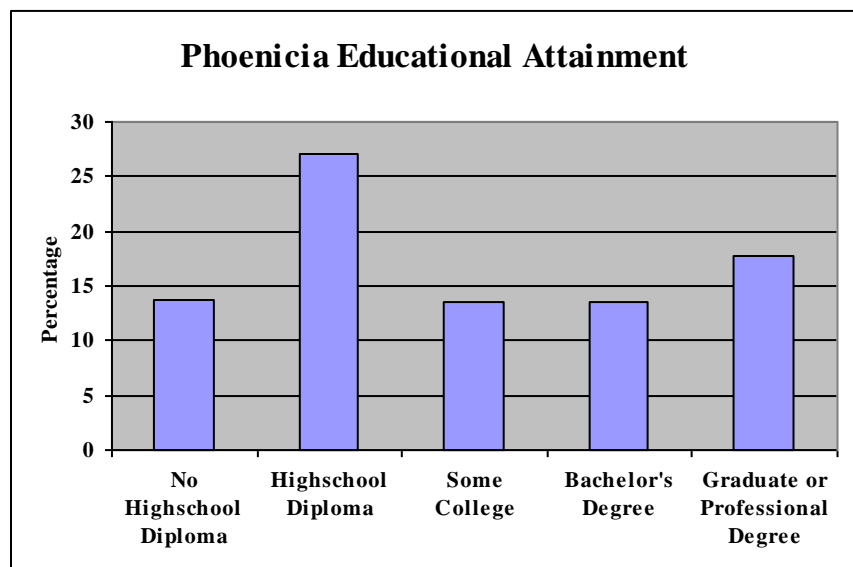
Phoenicia is the largest hamlet in the Town of Shandaken, situated along the Esopus Creek in the northwest corner of Ulster County. The Esopus Creek drains into the Ashokan Reservoir, which is a critical part of the New York City Watershed. Phoenicia is located just off of Route 28, barely visible from the main road. However, the hamlet is thriving with a number of restaurants and small retail shops catering to both locals and passersby. Route 214 travels north from the hamlet toward the Hunter Mountain ski area and the communities of Hunter and Tannersville. Other area attractions include the Empire State Railway Museum, the world's largest kaleidoscope, and the many opportunities to explore the outdoors, from tubing to horseback riding, and from skiing to fly fishing.

Demographics

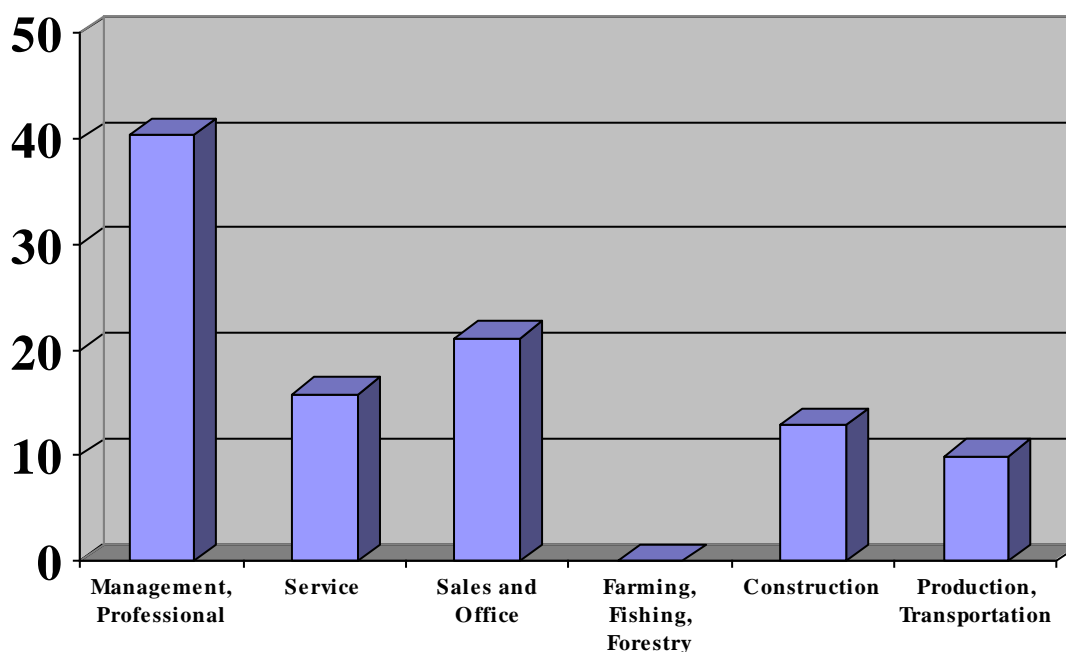
From the Census Bureau, year 2000

Population -	381
Average household size-	1.96
Average family size-	2.88
Median Age-	45.8
% under 18 years of age-	18.1%
% over 65 years of age-	23.1%
Median household income-	22,159
Per capita income-	15,408
Owner occupied housing units-	52.6%
Renter occupied housing units-	47.4%

Education and Occupation-



Phoenicia Workforce Occupations



Top Tapestry Segment:

31 – Rural Resort Dwellers

Downtown Setting

Phoenicia is located off of the main drag of Route 28, and cannot be easily seen from that major travel corridor. While the entrance to the hamlet from the east has a defined gateway and is well signed, the entrance from the west is a bit less obvious and has no formal gateway area. Outside of the hamlet along Route 28 are the Belleayre Ski Area, a railway museum, the Catskill Mountain Scenic Train, and a variety of other businesses.

There is a burned building that is currently being cleaned up at the 100% corner in the hamlet. Adjacent to this is a small park with a gazebo, which is poorly designed and does not relate to the rest of the street. The burned building creates a significant eyesore but also presents tremendous potential for redevelopment and improvement of the hamlet. Parking was plentiful, with on-street parking and parking lots behind a number of the businesses. The building facades are well maintained and the businesses have nice signage. The sidewalks are relatively narrow, there are no street trees, and power lines cut across the sky, detracting from the charm of the hamlet.

Business Inventory

Food Related Service:

- Deli
- 5 Restaurants, including Mexican, American, Italian, Pizza, Seafood
- Independent supermarket
- Liquor Store
- Ice Cream

Retail:

- Pharmacy
- Bait and Tackle Shop
- 4 Souvenir and gift shops
- Tibetan goods
- Antiques
- Art Gallery

Services:

- Video Rental
- Gas Station
- Bank
- Hair Salon
- Physical Therapist
- Photographer
- 3 Mortgage and Realty companies
- Yoga Studio

Other:

- 2 River Tubing companies
- Bus Stop
- Library
- 3 Churches
- RV Park and public picnic area along creek
- Bed and Breakfast
- Motel off 214
- Phoenicia Forge

There was not one obviously vacant storefront along the entire downtown business district.

Business Support

The Town of Shandaken and the Hamlet of Phoenicia are supported by the Ulster County Industrial Development Agency, the Belleayre Region Lodging and Tourism Agency, the Ulster County Chamber of Commerce, Catskill Association for Tourism Services, Catskill Region Today, the Catskill Mountain Club, I love NY, and other agencies. No local Chamber of Commerce or similar body is currently in place to assist the Town of Shandaken or its hamlets with economic development or tourism efforts.

Planning Efforts

The Town of Shandaken completed a Comprehensive Plan in July of 2005. The focus of this plan was to balance a successful economy with environmentally sensitive development. Tourism and natural resource protection were at the center of many of the Town's goals, with a particular emphasis economic development centered on hamlet revitalization. Shandaken recognizes the unique nature of its hamlets, including Phoenicia, and strives to identify and promote the distinct character of these areas of the Town. Other recommendations of the plan were to form a Chamber of Commerce for the Town of Shandaken and to establish a stronger relationship to the Ulster County Industrial Development Agency.

Marketing and Special Events

The Town of Shandaken has a website that is fairly good and informative, with some content focused on marketing the Town for visitors. Phoenicia does not have much of a presence on the internet, which must detract somewhat from the attraction of tourism dollars to the area. No special events were found specifically relating to the hamlet of Phoenicia, and very few even for the Town as a whole. The concentration of restaurants in the hamlet may be the most significant tourism draw, in addition to the two tubing companies located there.

Physical Improvements

The hamlet does not seem to have had any major improvements made to the public spaces in the last few years. The burned building in the center of the hamlet that is adjacent to the public open space presents a unique opportunity for improvements to the downtown setting, and the outcome of that redevelopment remains to be seen. Building owners seem to make an effort to maintain their facades and storefronts in good condition, creating a pleasant and attractive hamlet area.

Implementation

Creating a Downtown Revitalization Plan is an important step in improving the future of a community. However, without dedicated and passionate individuals and groups to carry out the recommendations of the Plan, this planning effort will amount to little else than a stack of papers on a shelf. Local business owners, residents, non-profit groups, and government must come together to pick up this Plan and lead the charge to implement the ideas and projects contained herein. It is important to recognize that some of these recommended actions can be implemented immediately, while others may take significantly longer. Although the Village may prefer to implement all of the recommendations immediately, an incremental approach is likely to be more efficient and realistic, based on the availability of funding resources, staff, and volunteers.

Therefore, a critical step in the implementation process is to form a Downtown Revitalization Committee that will be the leader in initiating and supporting the projects and policies of this Plan. This Committee should be made up of a wide variety of people from various businesses, organizations, government entities, and residential areas. Having representation from many different interest groups and stakeholders will ensure continued community support, input from each sector of the community, and a greater likelihood of success. A preliminary list of potential implementation partners and organizations that could be represented on the Downtown Revitalization Committee is as follows:

- 76 Main!
- CORE Values
- MURAL (Mt. Utsayantha Rural Arts League)
- Stamford Historical Society
- Rotary Club, VFW
- Friends of Music
- Streetlight Committee: Joan Hinman, Jim Kopp, Ardy Harmon
- Village Trustees and Village Planning Board
- Stamford Village Improvement Association
- Greater Stamford Area Trust
- Stamford Library
- Greater Stamford Area Chamber of Commerce
- Robinson Broadhurst Foundation
- Catskill Revitalization Council
- Western Catskills Community Revitalization Council
- Fire Department / Emergency Squad
- O'Connor Foundation
- Music on the Mountain
- Central Catskill Trail Association
- Stamford- Harpersfield Senior Citizen Group
- Stamford Central School – maybe the board, superintendant, principal
- Stamford Golf Club
- National Bank of Delaware County and NBT
- Towns of Harpersfield and Stamford
- Village of Hobart
- Towns of Jefferson and Gilboa
- Catskill Watershed Corporation
- Local Churches, Schools, and volunteer organizations

While this list is by no means exhaustive, it provides a good example of the types of individuals and organizations that need to be involved in the Downtown Revitalization process in order for it to succeed.

The Main Street Revitalization Committee can use the Implementation Matrix contained in this document to assist with the process of deciding which recommendations to implement first, what organization, agency, or government entity should initiate and lead the project, and what funding sources may be available for each project. This Implementation Matrix is a stand-alone document that is meant to assist the Village and the Main Street Revitalization Committee. It will be a valuable tool for the Village to carry out the recommendations of this plan and should be considered a working document.

Stamford has a history of partnerships with various local, state, and federal agencies, and there are other potential partners available that have yet to be exploited. These include the Greater Stamford Chamber of Commerce, Catskill Revitalization Council, Western Catskills Community Revitalization Council, Schoharie and Delaware Counties, a variety of charitable organizations, NYS Department of State, NYS Office of Parks, Recreation, and Historic Preservation, NYS Department of Housing and Community Renewal, NYS Economic Development Corporation, the New York State Department of Transportation, and others. The Village should continue to participate with these and other agencies to implement the revitalization plan, as well as seek funding and partnership from new and different sources.

Conclusion

Stamford has tremendous assets upon which to build, and a number of passionate individuals and organizations dedicated to its revitalization and success. Using the tools and strategies outlined in this Plan, the Village can once again realize its potential as a regional tourism destination. Additionally, the quality of life for Village and area residents will be vastly improved through the implementation of the Physical Enhancements and downtown revitalization strategies contained in this document. By following these recommendations and maintaining a critical momentum of implementation, Stamford can once again live up to its reputation as “The Queen of the Catskills.”

APPENDIX A: DOWNTOWN STAMFORD VISIONING WORKSHOP RESULTS

BUSINESS DEVELOPMENT & TOURISM						
Project Title	Project Description	Cost?	Difficulty?	Timeframe?	Controversy?	Votes
Internet Marketing	This project focuses on improving marketing of the community using the Internet – and the new web site in particular. It would involve putting information on trails, school statistics, links to events, real estate listings and more on the new Stamford web site.	Low	Easy	Short	None	8
Community Case Studies	This project would involve researching other communities similar to Stamford that have been successful, to see what business incentives they used, what grants they tapped into, and what is their perception of success.	Low	Easy	Long	None	7
Encourage Cultural Events	This project would involve encouraging more cultural events in and around Stamford, including places like the Cyr Center, MURAL, and Mt. Utsayantha	Medium	Medium	Medium	None	7
Signage & Maps for Trails	This project would involve developing formal trailheads with information kiosks for area trails, and development of a new map that would show the trails and specific routes based on difficulty, etc.	Medium	Easy	Medium	None	11
Define Business Incentives	This project would involve defining and developing potential incentives to attract new businesses to downtown Stamford. Things like creative tax breaks, free counseling, low interest loans, landlord incentives, etc. would be explored.	Low	Medium	Medium	None	19

RECREATION & SOCIAL ISSUES						
Project Title	Project Description	Cost?	Difficulty?	Timeframe?	Controversy?	Votes
Hiking Trails	This project involves developing a map of the hiking trails in the area. It could mention the surrounding Towns in a four-season activity guide (Jefferson-Stamford-Hobart) designed to market the area as a hiking destination.	Medium	Easy	Medium	None	10
Fall Event(s)	This project involves combining existing events with new ones to create critical mass in order to attract visitors. It could include the Halloween Parade, a haunted house, Costume Ball, Scarecrow Festival, Dinner in the cornfield, etc.	Low	Easy	Medium	None	3
Winter Fest	This project involves developing a new signature event coordinated with the annual snowcross event. It could include dog races, ice skating, ice sculpture contests, and a winter ball or gala.	Medium	Medium	Medium	None	4
Village Green	This project involves using the existing Village Green as a central gathering space in the downtown. Weekly entertainment, activities, booths for non-profit groups, music, etc.	Medium	Medium	Short	None	4
Community Chest	This project involves hosting one or more large fundraising events where the funds would then be pooled and distributed to various non-profit groups in Stamford	Medium	Medium	Long	None	3

Art Walk	This project would involve using the local galleries (coordinating with Hobart) to host an art walk.	Low	Easy	Medium	None	6
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INFRASTRUCTURE & COMMUNITY FACILITIES						
Project Title	Project Description	Cost?	Difficulty?	Timeframe?	Controversy?	Votes
Community Center	This project would involve developing a community center (organized in stages). Consultant help would be needed and a site would have to be identified.	High	Hard	Long	Moderate	11
Community Clean Up Day & Pride Campaign	This project would involve having the Village sponsor an annual clean up day by street or neighborhood and the development of a local pride campaign.	Low	Medium	Short	None	2
Civilian Emergency Response Team	This project would involve applying for a grant to establish a CERT in Stamford to work with existing emergency services.	Low	Medium	Medium	None	3
Decorative Street Lamps & Sign Posts	This project would involve installing decorative street lamps in the village center, and replacing the existing street lamp posts with period poles to match the lights.	Medium	Medium	Long	Moderate	5
Continue Sidewalk Development	This project would involve continuing and completing the current sidewalk project funded by Robinson-Broadhurst.	Medium	Medium	Long Term	None	2
Signage - Directional Map & Kiosk	This project involves installing a sign at Routes 10 & 23 directing traffic into the business district, as well as a kiosk at the Village Green highlighting businesses and points of interest.	Low	Medium	Medium	None	6
Code Enforcement	This project involves updating local laws and code enforcement regarding removal of debris and unsightly materials.	Low	Medium	Medium	High	13

COMMUNITY APPEARANCE & AESTHETICS						
Project Title	Project Description	Cost?	Difficulty?	Timeframe?	Controversy?	Votes
Historic Plaques	This project involves forming a committee to design a historic plaque with information on houses and buildings in Stamford (pre 1900)	Medium	Easy	Short	None	10
Recognition for Restoration	This project involves developing a recognition program for homes and businesses, including gardens and landscaping. It would include an article in the newspaper and a certificate or plaque (Pride Awards?)	Medium	Easy	Medium	Moderate	1
Set Up Historic Districts	This project would involve identifying areas with a concentration of buildings of historic importance and researching if those areas would be eligible for a historic district.	Medium	Easy	Medium	Moderate	0
Community Clean Up Days	This project would involve getting local organizations, businesses, and the Village government involved in a Village-wide community clean-up.	Low	Easy	Short	None	8
Welcome Wagon	This project would involve creating a “welcome wagon” for new residents moving into the area, complete with a list of businesses, organizations, services, churches, etc.	Medium	Easy	Medium	None	6

APPENDIX B: DEMOGRAPHIC REPORTS

Latitude: 42.41052
Longitude: -74.620261

127 Main St
Stamford, NY 12167
Radius: 15.0 mile



2000 Total Population	20,128
2000 Group Quarters	637
2008 Total Population	20,397
2013 Total Population	20,480
2008 - 2013 Annual Rate	0.08%



2000 Households	7,969
2000 Average Household Size	2.45
2008 Households	8,268
2008 Average Household Size	2.39
2013 Households	8,387
2013 Average Household Size	2.36
2008 - 2013 Annual Rate	0.29%
2000 Families	5,463
2000 Average Family Size	2.91
2008 Families	5,573
2008 Average Family Size	2.87
2013 Families	5,594
2013 Average Family Size	2.85
2008 - 2013 Annual Rate	0.08%



2000 Housing Units	13,587
Owner Occupied Housing Units	47.9%
Renter Occupied Housing Units	11.3%
Vacant Housing Units	40.8%
2008 Housing Units	14,121
Owner Occupied Housing Units	48.5%
Renter Occupied Housing Units	10.0%
Vacant Housing Units	41.4%
2013 Housing Units	14,381
Owner Occupied Housing Units	47.9%
Renter Occupied Housing Units	10.4%
Vacant Housing Units	41.7%

Median Household Income

2000	\$34,348
2008	\$42,058
2013	\$48,690

Median Home Value

2000	\$77,811
2008	\$161,288

2013	\$166,057
Per Capita Income	
2000	\$17,836
2008	\$21,989
2013	\$24,606
Median Age	
2000	41.9
2008	45.3
2013	47.2

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by the number of persons in the household. Per Capita Income represents the income received by all persons in the population. Detail may not sum to totals due to rounding.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2008 and 2013.



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2000 Households by Income

Household Income Base	7,966
< \$15,000	17.7%
\$15,000 - \$24,999	17.4%
\$25,000 - \$34,999	15.9%
\$35,000 - \$49,999	18.9%
\$50,000 - \$74,999	17.0%
\$75,000 - \$99,999	6.9%
\$100,000 - \$149,999	4.5%
\$150,000 - \$199,999	0.7%
\$200,000 +	1.1%
Average Household Income	\$44,105

2008 Households by Income

Household Income Base	8,270
< \$15,000	12.7%
\$15,000 - \$24,999	13.7%
\$25,000 - \$34,999	14.3%
\$35,000 - \$49,999	18.5%
\$50,000 - \$74,999	22.6%
\$75,000 - \$99,999	8.2%
\$100,000 - \$149,999	6.9%
\$150,000 - \$199,999	1.5%

\$200,000 +	1.5%
Average Household Income	\$52,861

2013 Households by Income

Household Income Base	8,386
< \$15,000	10.7%
\$15,000 - \$24,999	12.8%
\$25,000 - \$34,999	11.4%
\$35,000 - \$49,999	16.5%
\$50,000 - \$74,999	24.8%
\$75,000 - \$99,999	12.5%
\$100,000 - \$149,999	7.8%
\$150,000 - \$199,999	1.6%
\$200,000 +	1.9%
Average Household Income	\$58,577

2000 Owner Occupied HUs by Value

Total	6,423
< \$50,000	20.8%
\$50,000 - \$99,999	49.3%
\$100,000 - \$149,999	16.1%
\$150,000 - \$199,999	7.4%
\$200,000 - \$299,999	4.3%
\$300,000 - \$499,999	1.4%
\$500,000 - \$999,999	0.4%
\$1,000,000+	0.2%
Average Home Value	\$97,084

2000 Specified Renter Occupied HUs by Contract Rent

Total	1,334
With Cash Rent	86.0%
No Cash Rent	14.0%
Median Rent	\$361
Average Rent	\$353

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, payments, child support and alimony. Specified Renter Occupied HUs exclude houses on 10+ acres. Average Rent excludes units paying no cash rent.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2008 and 2013.



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2000 Population by Age

Total	20,126
0 - 4	5.6%
5 - 9	5.9%
10 - 14	6.9%
15 - 19	7.2%
20 - 24	4.3%
25 - 34	10.4%
35 - 44	14.5%
45 - 54	15.1%
55 - 64	12.6%
65 - 74	9.5%
75 - 84	6.1%
85+	2.0%
18+	76.6%

2008 Population by Age

Total	20,397
0 - 4	5.6%
5 - 9	5.6%
10 - 14	5.6%
15 - 19	5.8%
20 - 24	5.0%
25 - 34	10.1%
35 - 44	12.0%
45 - 54	16.1%
55 - 64	16.0%
65 - 74	10.0%
75 - 84	5.8%
85+	2.5%
18+	79.4%

2013 Population by Age

Total	20,479
0 - 4	5.3%
5 - 9	5.3%
10 - 14	5.9%
15 - 19	5.7%
20 - 24	4.2%
25 - 34	9.8%
35 - 44	10.7%
45 - 54	14.9%
55 - 64	18.0%
65 - 74	11.6%
75 - 84	5.9%
85+	2.7%
18+	79.7%

2000 Population by Sex

Males	50.1%
-------	-------

Females	49.9%
2008 Population by Sex	
Males	50.1%
Females	49.9%
2013 Population by Sex	
Males	50.1%
Females	49.9%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2008 and 2013.



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2000 Population by Race/Ethnicity

Total	20,127
White Alone	96.1%
Black Alone	1.7%
American Indian Alone	0.3%
Asian or Pacific Islander Alone	0.3%
Some Other Race Alone	0.6%
Two or More Races	1.0%
Hispanic Origin	2.2%
Diversity Index	11.7

2008 Population by Race/Ethnicity

Total	20,397
White Alone	95.6%
Black Alone	1.9%
American Indian Alone	0.3%
Asian or Pacific Islander Alone	0.4%
Some Other Race Alone	0.6%
Two or More Races	1.2%
Hispanic Origin	2.5%
Diversity Index	12.9

2013 Population by Race/Ethnicity

Total	20,482
White Alone	95.3%
Black Alone	2.0%
American Indian Alone	0.3%
Asian or Pacific Islander Alone	0.4%
Some Other Race Alone	0.6%

Two or More Races	1.3%
Hispanic Origin	2.7%
Diversity Index	13.9



2000 Population 3+ by School Enrollment

Total	19,473
Enrolled in Nursery/Preschool	1.2%
Enrolled in Kindergarten	1.0%
Enrolled in Grade 1-8	10.9%
Enrolled in Grade 9-12	6.7%
Enrolled in College	2.2%
Enrolled in Grad/Prof School	0.6%
Not Enrolled in School	77.4%

2008 Population 25+ by Educational Attainment

Total	14,781
Less than 9th Grade	5.1%
9th - 12th Grade, No Diploma	12.7%
High School Graduate	39.0%
Some College, No Degree	16.4%
Associate Degree	9.1%
Bachelor's Degree	10.1%
Graduate/Professional Degree	7.5%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area share the same race.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2008 and 2013.

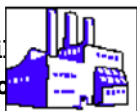


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2008 Population 15+ by Marital Status



Total	16,980
Never Married	25.5%
Married	58.4%
Widowed	7.6%
Divorced	8.6%



2000 Population 16+ by Employment Status

Total	16,204
In Labor Force	56.9%
Civilian Employed	52.8%
Civilian Unemployed	4.0%
In Armed Forces	0.0%
Not in Labor Force	43.1%

2008 Civilian Population 16+ in Labor Force

Civilian Employed	92.2%
Civilian Unemployed	7.8%

2013 Civilian Population 16+ in Labor Force

Civilian Employed	92.5%
Civilian Unemployed	7.5%

2000 Females 16+ by Employment Status and Age of Children

Total	8,118
Own Children < 6 Only	5.2%
Employed/in Armed Forces	3.3%
Unemployed	0.4%
Not in Labor Force	1.5%
Own Children <6 and 6-17	4.9%
Employed/in Armed Forces	2.5%
Unemployed	0.2%
Not in Labor Force	2.3%
Own Children 6-17 Only	15.6%
Employed/in Armed Forces	11.9%
Unemployed	0.3%
Not in Labor Force	3.4%
No Own Children <18	74.2%
Employed/in Armed Forces	31.8%
Unemployed	2.3%
Not in Labor Force	40.1%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2008 and 2013.



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2008 Employed Population 16+ by Industry

Total	9,218
Agriculture/Mining	5.8%
Construction	9.8%
Manufacturing	8.2%
Wholesale Trade	2.7%
Retail Trade	10.8%
Transportation/Utilities	5.1%
Information	2.0%
Finance/Insurance/Real Estate	4.0%
Services	46.2%
Public Administration	5.6%

2008 Employed Population 16+ by Occupation

Total	9,217
White Collar	54.2%
Management/Business/Financial	12.7%
Professional	21.4%
Sales	9.0%
Administrative Support	11.1%
Services	18.5%
Blue Collar	27.3%
Farming/Forestry/Fishing	1.8%
Construction/Extraction	7.5%
Installation/Maintenance/Repair	4.4%
Production	5.7%
Transportation/Material Moving	8.0%



2000 Workers 16+ by Means of Transportation to Work

Total	8,356
Drove Alone - Car, Truck, or Van	75.0%
Carpooled - Car, Truck, or Van	12.4%
Public Transportation	1.7%
Walked	4.6%
Other Means	0.8%
Worked at Home	5.6%

2000 Workers 16+ by Travel Time to Work

Total	8,356
Did not Work at Home	94.4%
Less than 5 minutes	7.4%
5 to 9 minutes	11.4%

10 to 19 minutes	24.2%
20 to 24 minutes	11.9%
25 to 34 minutes	16.8%
35 to 44 minutes	5.5%
45 to 59 minutes	6.5%
60 to 89 minutes	6.2%
90 or more minutes	4.5%
Worked at Home	5.6%
Average Travel Time to Work (in min)	28.4
2000 Households by Vehicles Available	
Total	7,962
None	5.8%
1	36.5%
2	41.7%
3	12.5%
4	2.7%
5+	0.8%
Average Number of Vehicles Available	1.7

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2008.



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2000 Households by Type

Total	7,969
Family Households	68.6%
Married-couple Family	55.9%
With Related Children	21.9%
Other Family (No Spouse)	12.7%
With Related Children	8.1%
Nonfamily Households	31.4%
Householder Living Alone	25.3%
Householder Not Living Alone	6.1%
Households with Related Children	30.0%
Households with Persons 65+	30.6%

2000 Households by Size

Total	7,969
1 Person Household	25.3%
2 Person Household	39.0%
3 Person Household	15.3%

4 Person Household	11.7%
5 Person Household	6.0%
6 Person Household	1.9%
7+ Person Household	0.9%

2000 Households by Year Householder Moved In

Total	7,961
Moved in 1999 to March 2000	12.5%
Moved in 1995 to 1998	22.0%
Moved in 1990 to 1994	15.8%
Moved in 1980 to 1989	22.2%
Moved in 1970 to 1979	14.2%
Moved in 1969 or Earlier	13.3%
Median Year Householder Moved In	1990



2000 Housing Units by Units in Structure

Total	13,464
1, Detached	73.5%
1, Attached	1.4%
2	2.9%
3 or 4	2.4%
5 to 9	0.9%
10 to 19	0.2%
20+	0.5%
Mobile Home	16.6%
Other	1.6%

2000 Housing Units by Year Structure Built

Total	13,586
1999 to March 2000	1.5%
1995 to 1998	5.4%
1990 to 1994	7.4%
1980 to 1989	17.8%
1970 to 1979	17.1%
1969 or Earlier	50.8%
Median Year Structure Built	1969

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing.



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Top 3 Tapestry Segments

1. Rural Resort Dwellers
2. Rooted Rural
3. Midlife Junction



2008 Consumer Spending shows the amount spent on a variety of goods and services by households that reside in categories that are not mutually exclusive. Consumer spending does not equal business revenue.

Apparel & Services: Total \$	\$12,399,423
Average Spent	\$1,499.69
Spending Potential Index	56
Computers & Accessories: Total \$	\$1,299,235
Average Spent	\$157.14
Spending Potential Index	66
Education: Total \$	\$6,534,420
Average Spent	\$790.33
Spending Potential Index	57
Entertainment/Recreation: Total \$	\$23,826,822
Average Spent	\$2,881.81
Spending Potential Index	78
Food at Home: Total \$	\$30,475,226
Average Spent	\$3,685.92
Spending Potential Index	75
Food Away from Home: Total \$	\$19,917,104
Average Spent	\$2,408.94
Spending Potential Index	70
Health Care: Total \$	\$29,443,754
Average Spent	\$3,561.17
Spending Potential Index	87
HH Furnishings & Equipment: Total \$	\$12,384,570
Average Spent	\$1,497.89
Spending Potential Index	65
Investments: Total \$	\$3,950,259
Average Spent	\$477.78
Spending Potential Index	47
Retail Goods: Total \$	\$172,249,736
Average Spent	\$20,833.30
Spending Potential Index	77
Shelter: Total \$	\$79,787,329
Average Spent	\$9,650.14
Spending Potential Index	62
TV/Video/Sound Equipment: Total \$	\$8,290,387
Average Spent	\$1,002.71
Spending Potential Index	70
Travel: Total \$	\$11,017,094

Average Spent	\$1,332.50
Spending Potential Index	71
Vehicle Maintenance & Repairs: Total \$	\$6,424,595
Average Spent	\$777.04
Spending Potential Index	78

Data Note: The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Expenditure data are derived from the 2004 and 2005 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI.