

5.0 IMPLEMENTATION METHODOLOGY

In order for the City of Oneonta's Comprehensive Plan to serve as a useful tool to guide growth and policy formulation in the City, it must include a discussion of implementation strategies. The activities discussed in this section will ensure that the City's comprehensive plan is a credible and enduring document in facilitating City policymaking into the third millennium. This section is broken down into four sections. These include: The Role of the Local Government Boards; The Role of the Business Community and Private Citizens and Organizations; Federal, State and Local Funding Sources; and Staffing Needs.

An Implementable Comprehensive Plan

Michael Chandler, an Associate Professor and Community Planning Extension Specialist, identifies ten questions which planning boards should ask themselves in order to ensure the implementation of a comprehensive plan. The following is based on Mr. Chandler's article entitled, "Preparing An Implementable Comprehensive Plan" taken from the Spring 1995 Issue of the *Planning Commissioner's Journal*.

The value of a comprehensive plan is not determined by its adoption but is judged by whether or not the quality of life enjoyed by the residents of a community actually improves as a result of the plan. The City of Oneonta's Comprehensive Plan, therefore, should be judged according to the degree to which the plan is implemented. The plan then becomes a tool of the community's leadership. The following identifies ten questions a planning board should be cognizant of in order to create an implementable plan.

■ Is the plan realistic

A plan should indicate not only what is desirable, but also what is possible given available resources. Most plans feature a full range of objectives. A good plan will also include the ways and means to measure whether the community actually achieves what the plan calls for.

The City of Oneonta Comprehensive Plan does identify what is desirable, currently and in the future. The plan identifies measurable goals and objectives. The objectives provide the city leadership with many avenues for further investigation. By providing this openness, the plan remains flexible and realistic.

■ Is the plan comprehensive

A solid plan addresses the full range of conditions that affect the quality of life in a community. In order to be effective, a plan must recognize the inseparability and interrelationship of all human conditions (e.g., social, economic, environmental, etc.). One particular component cannot be considered without the others.

The City's plan does indeed account for these various human conditions through its numerous vision

statements. Each vision and accompanying goal and objectives cannot be considered singly but must be thought of as a series of interrelated needs. The City's plan is comprehensive due to its all encompassing aspects.

■ Is the plan specific

Human, economic, social, and environmental conditions are not uniformly felt across a community. Therefore, a plan must reflect the unique needs of individual neighborhoods and the citizens who live within them. A comprehensive plan must be geographically targeted in order to meet distinct needs of different parts of the community.

Oneonta's comprehensive plan does recognize the unique needs of its neighborhoods. The visions, goals and objectives are written in such a way that respects the diversity within each part of the City of Oneonta while at the same time attempting to address the needs of the City as a whole.

■ Is the plan linked with related functions

Planning cannot take place in a vacuum, isolated from other governmental activities performed by a locality. At a minimum, the planning process should be linked or integrated with the community's annual operating budget, as well as the capital improvements program or budget. Such linkage is necessary because many of the recommendations contained in a comprehensive plan will be meaningless without the fiscal support of the local government.

Throughout the planning process in the City of Oneonta, the City's capital budgeting and budgetary concerns were taken into consideration. All of the City's department heads were provided an opportunity to input their concerns into the plan which included many capital program and budgetary concerns.

■ Does the plan link public and private interests

Improving the quality of life in a particular community cannot be the sole responsibility of government. Likewise, the private sector cannot be considered as a source of unlimited benevolence. An effective planning process will bring public and private interests together in a combined effort to address not only community challenges, but community opportunities as well.

The City's plan recognizes the importance of public and private partnerships. The City of Oneonta has effectively utilized many forms of public/private partnerships and will continue to do so in the future. The planning process utilized by the planning commission many times brought both public and private interests together to discuss the important issues facing the City. These concerns have been directly integrated into the plan.

■ Is the plan citizen focused

If the plan is to gain the political and community support required for its implementation, the process by which it is prepared must be open to all those affected by it. Additionally, opportunities for direct citizen involvement during plan implementation should be a key feature in the plan management process.

Throughout the City's planning process, there has been a significant level of community input into the plan. During the Inventory and Analysis period, the planning committee reached out to the public via specialized focus group meetings which allowed persons with particular expertise to speak to a particular subject. Also, the community survey garnered the public's view regarding the quality of life in the City. These results have been directly integrated into the plan. Lastly, Section 5.1.2 of this chapter recommends a continuation of the sub-group information gathering process during the implementation of the plan.

■ Is the plan understandable

It is vital that the community is able to read and understand the planning document. The plan should not be mired in technical terms and processes. The plan belongs to the community, therefore, the citizens should be able to understand and comprehend its primary objectives with relative ease.

■ Is the plan problem- and solution-specific

A meaningful comprehensive plan will identify community problems in an objective and forthright manner. A solid plan will propose solutions which, if implemented, will remedy or redress the identified problems.

The City's plan does identify its challenges as well as its opportunities in a forthright manner. The plan's visions, goals and objectives clearly lays out the vision for the city. Each vision is accompanied with a series of goals and objectives, which if followed, will ultimately achieve the desired end identified in the vision statements.

■ Is the plan change specific

A comprehensive plan should be viewed as incomplete if a specific "change strategy" is missing from the document. Having a change strategy means that the plan should offer specific strategies to alleviate identified community challenges and shortcomings.

Again, the "change strategy" of which Chandler references, is encompassed in the City's visions, goals and objective section of Chapter 4.0.

■ Is the plan current

It is imperative that a plan be updated when necessary to reflect changing conditions, as well as community perceptions. Allowing a plan to grow stagnant through neglect is self-defeating, as well as short-sighted.

As stated in Section 5.1.2 of this chapter, the Commission will review the plan annually in order to ensure that the components of the plan are being adhered to, and, consider to what extent the stated goals and objectives are being satisfied. The Commission will also supervise updating the plan as required or as circumstances in the City change, thereby making some aspects of the plan obsolete. It is expected that formal updates will occur every three years.

Adoption of the Comprehensive Plan

Role of Capital Budget and Planning Commission

The City of Oneonta Municipal Code identifies the Capital Budget and Planning Commission as the entity responsible for maintaining and updating the comprehensive plan for the City. Section 6.2 (A) (B) states:

- A. To prepare and recommend to the Common Council, a comprehensive plan of public improvements, looking to the present and future development and growth of the City. Such a plan, after its adoption by the Common Council, will be known as the official plan.*
- B. To prepare and recommend to the Common Council from time to time, such changes in the plan or any part thereof as may be deemed necessary by the Common Council or by the Commission.*

As a result, the Capital Budget and Planning Commission should formally make a recommendation to the Common Council to adopt the plan as the formal planning document for the City of Oneonta.

Role of Common Council

In addition, the Common Council as per changes in New York State Law as of July 1, 1994, must formally adopt the plan. Since the Common Council must carry out important roles as identified in the plan, and because the plan's effectiveness depends on support by the Common Council, the Council should formally adopt the comprehensive plan.

State Environmental Quality Review Procedures

Adoption of the Comprehensive Plan is a Type I Action pursuant to the regulations implementing 6 NYCRR Part 617 State Environmental Quality Review Act (SEQR). The Capital Budget and Planning Commission and the Common Council must comply with SEQR before taking final action on the Comprehensive Plan. Under SEQR, a lead agency is selected, an Environmental Assessment Form

(EAF) is completed, and determination of significance is made. If a positive declaration results, an Environmental Impact Statement (EIS) is prepared and reviewed pursuant to 6 NYCRR Part 617. If a negative declaration is determined, then, after filing requirements have been met, the environmental review process is complete.

Periodic Review of Comprehensive Plan

The Capital Budget and Planning Commission should formally review the Comprehensive Plan every year in order to ensure completeness. Formal updating should occur every three years beginning in 1998. The formal review procedure should be codified in the Municipal Code.

5.1 Role of Local Government Council, Boards and Commissions

The Common Council and the citizen boards, commissions and committees as promulgated in the City of Oneonta Municipal Code will plan an important role in the implementation of the Comprehensive Plan. Decisionmaking boards, commissions and committees that will be involved in implementing the comprehensive plan include the Common Council, the Capital Budget and Planning Commission, and the Zoning Board of Appeals. All departments within the city and all other citizen commissions and committees should also be cognizant of the plan's components and make decisions based upon the goals and objectives as highlighted in the comprehensive plan.

5.1.1 *The Common Council*

The City of Oneonta Common Council is primarily responsible for setting the policies of the City through its legislative authority. In terms of the Comprehensive Plan, the Common Council will take the lead role in the development of budget priorities. The Council will consider the goals and objectives stated in the plan and will formulate projects, activities and policies in conformance with the plan's precepts.

Also, the Common Council will have final approval powers over new regulations or changes in the Municipal Code in order to allow implementation of the regulatory components of the comprehensive plan. Applicable regulations, codes or actions include the zoning ordinance, site plan review, subdivision control and the historic district designations.

5.1.2 *The Capital Budget and Planning Commission*

The Capital Budget and Planning Commission will be responsible for coordinating comprehensive plan activities by providing direction when needed and reviewing activities undertaken by the City to ensure compatibility/consistency with the goals and objectives of the comprehensive plan. The Commission will also review zoning changes relating to the comprehensive plan and make recommendations to the Common Council regarding consistency with the plan.

The Commission will coordinate updates to the comprehensive plan. It will review the plan annually in order to ensure that the components of the plan are being adhered to, and, consider to what extent the stated goals and objectives are being satisfied. The Commission will also supervise updating the plan as required or as circumstances in the City change, thereby making some aspects of the plan obsolete. Formal updates should occur every three years.

It may be advantageous to create a series of key interest groups which the City would host, to continue the efforts of the sub-groups to develop specific policies by which to obtain the objectives outlined.

5.1.3 Zoning and The Zoning Board of Appeals

The City's Zoning Code will serve as a primary implementation tool for the City's comprehensive plan. Therefore, the City's Zoning Code should be revised as necessary by the Governmental Affairs Committee in cooperation with the Code Enforcement Office in order to ensure proper implementation of the plan. The Board of Appeals will interpret the Zoning Ordinance as a review function and will retain its variance and permitting powers under the Zoning Ordinance.

It should be further noted that the concept of zoning being consistent with some type of plan evidencing a community's land use policies has been settled via numerous court cases and actions of the New York State Legislature. While the Legislature has established a linkage by enacting zoning enabling statutes requiring that zoning be in accordance with a comprehensive plan, it did not however, define the term or the concept of the comprehensive plan.

The courts, interpreting this requirement, have not defined what the term "comprehensive plan" explicitly means. In most states and municipalities, the comprehensive plan is viewed as an advisory document. It is not binding on zoning decisions. The courts have ruled that zoning decisions which deviate from the plan are acceptable. Some states, such as California, Florida and Oregon, have amended state statutes to require that local land use controls and zoning adhere to an adopted comprehensive plan. However, this is the exception to the rule and not the norm and the courts have provided important guidelines concerning the meaning of the statutory mandate.

First, the plan need not be written. However, some evidence of municipal land use policies is necessary. If no written documentation exists, any municipality is taking a substantial risk. Generally, in states where plans are advisory and not binding, adherence to a comprehensive plan can benefit a community in a number of ways. Communities with an adopted plan can coordinate future zoning and capital improvements so that new public improvements are located in areas most likely to develop. A plan can also prove to be invaluable to a community if zoning decisions are challenged in court. Even though the courts do not require adherence to a plan, a community can use the plan to justify its actions.

Furthermore, the comprehensive planning process involves the collection of data about the

community's present and future capacities and demands. This information can assist a zoning board or the legislative body in making zoning or other decisions affecting the community.

Second, the zoning must benefit the entire community. It must not conflict with the fundamental land use policies of the community.

Third, the cases indicate that evidence of the "fundamental land use policies of the community" can be garnered or obtained from any source. This particular theory adds much to the confusion surrounding the issue of zoning and the comprehensive plan, since it means that a "master plan" is not the controlling source of evidence of the community's fundamental land use policies. Other sources, include evidence of the current views of the legislative body or the zoning policies over time. However, as noted above, a community is taking a substantial risk by not having a comprehensive plan in place.

Fourth, there should be some evidence of careful study, review and forethought preceding the enactment and amendment of zoning regulations. A comprehensive planning document can serve this purpose, although the courts have decided that the document need not be the overriding consideration.

Lastly, the New York State Court of Appeals has added an important requirement that regional needs be considered as part of the comprehensive planning process in which zoning must be considered.

5.2 Role of the Business Community, Civic Organizations, and Private Citizens

5.2.1 *Business Community*

Since the City of Oneonta Comprehensive Plan places a great deal of emphasis upon the continued stability and viability of its downtown and economic welfare generally, it is very important that the business community be involved in the implementation of the plan.

The primary vehicle through which the business community would be represented throughout the implementation process is the Downtown Oneonta Improvement Task Force (DOIT), the Otsego County Industrial Development Agency and the local Chamber of Commerce. These organizations will be playing an integral role in the creation of new business enterprises and the enhancement of existing businesses and employment opportunities.

Most importantly, business leaders and retail and commercial owners should be expected to act in conformance with the newly adopted Strategic Plan for Downtown Oneonta. Conformance to and implementation of the strategic plan will produce positive results throughout the entire City of Oneonta.

5.2.2 *Civic and Other Organizations*

Civic and other organizations in the City of Oneonta will have an important role primarily as educational outlets through which citizens can become more informed of all aspects of the comprehensive plan.

5.2.3 *Private Citizens*

Since the input of private residents has been an integral component of the comprehensive planning process via the information gathering workshops and the resident survey, it is of the utmost importance that private citizens also be involved in the implementation of the plan.

The success of this great republic is contingent upon the participation of all its citizens through activities such as voting, attendance at public meetings and communication with elected and appointed officials. The City of Oneonta shows that it is part of our great democratic society in that the people of the City continue to control the actions of its government. Therefore, citizen participation in the implementation of the plan is of utmost importance to ensure that the goals and objectives of the comprehensive plan are being met and properly administered.

Individual citizens likely will be among the first to note a shortcoming of City policy. Citizens must remain familiar with the goals and objectives of the plan, maintaining vigilance over City policymaking, and voicing opposition or support, as appropriate for proposed actions and activities.

5.3 Federal, State and Local Funding Sources

There are numerous federal, state and local funding programs which can facilitate the implementation of the City of Oneonta's Comprehensive Plan. The following briefly describes those which may be useful in administering the goals and objectives of the Comprehensive Plan. Some of the programs described below may not necessarily be those which municipalities may apply for. However, the Comprehensive Plan will recommend that these programs be examined as an option for local development corporations or other similar organizations to pursue.

5.3.1 *National Public Sector Funding Programs/Organizations*

United States Department of Housing and Urban Development (USHUD)

a. Small Cities Community Development Block Grant Program (CDBG)

The Small Cities CDBG Program is administered by HUD which makes community development funds available directly to small cities. The allocation of funds for the

Small Cities CDBG Program are split between the New York City and Buffalo Offices, and are awarded competitively. Grants are made for "Single Purpose" as well as "Comprehensive" projects. Single purpose projects are classified as housing, economic development or public facilities projects.

b. Other Programs Administered by HUD

A number of other programs are administered by HUD and are currently funded. These include but may not be limited to the following:

- Rental Housing Rehabilitation
- Emergency Shelter Grants Program
- Fair Housing Assistance Program
- Housing Counseling Assistance Program
- Congregate Housing Services Program
- Supplemental Assistance for Facilities to Assist the Homeless

United States Department of Transportation (USDOT)

The United States Department of Transportation administers a number of grant programs which directly benefit small cities and would facilitate implementation of many of the goals and objectives of the Comprehensive Plan. Detailed information about specific programs is not included in this section. However, the following are programs which are currently funded by the USDOT and should be explored when development and other opportunities emerge related to the Comprehensive Plan.

- United States Transportation Capital and Operating Assistance Formula Grants (already utilized by the City)
- Urban Mass Transportation Capital Improvement Grants
- Airport Improvement Program (already utilized by City)
- Urban Mass Transportation Technical Assistance Program
- Rural Technical Assistance Program
- National Recreational Trails

United States Department of Commerce

The Department of Commerce administers and supports a number of grant programs designed to assist small cities and other communities. Detailed information regarding said programs is not included in this section. However, the following are programs currently funded by the Commerce Department and should be explored further when development and other opportunities emerge related to the City's Comprehensive Plan. Programs include but are not limited to:

- Economic Development Grants for public works and development facilities
- Economic Development Assistance Programs for state and local economic development planning
- Public Telecommunications Facilities related to construction and planning

United States Department of Labor

The Labor Department administers and supports a number of programs. Although the City of Oneonta may not be eligible to apply for these funds as a municipality, identification of said programs in the plan may assist eligible entities to pursue them. Programs administered and funded by the Department of Labor include but are not limited to the following:

- Employment Services and Job Training pilot and demonstration programs
- Employment and Training Research and Development Projects
- Employee Assistance Programs as they relate to drug and alcohol abuse

United States Environmental Protection Agency (USEPA)

The USEPA administers and supports a number of programs. Detailed information is unavailable regarding said programs. However, the following are programs currently funded by the EPA and should be explored when development and other opportunities emerge related to the City's Comprehensive Plan. Programs include but are not limited to the following:

- Construction grants for wastewater treatment works
- Hazardous Substance Response Trust Fund
- Environmental Protection Consolidated Grants
- Solid waste disposal research

Federal Emergency Management Agency (FEMA)

FEMA administers and supports a number of programs. Detailed information is unavailable regarding said programs. However, the following are programs currently funded by FEMA and should be explored when development and other opportunities emerge related to the City's Comprehensive Plan. Programs include but are not limited to:

- Civil Defense as it relates to state and local emergency management assistance
- Facility survey, engineering, and development activities

- Emergency Management Institute as it relates to training assistance

Department of Education

The Department of Education administers and supports a number of programs. Although the City of Oneonta may not be eligible to apply for these funds as a municipality, identification of said programs in the plan may assist eligible entities to pursue them further. Detailed information is not included in this section regarding these programs. However, the following are programs currently funded by the Department of Education and should be explored when development and other opportunities emerge related to the City's Comprehensive Plan. Programs include but are not limited to:

- Adult Education state administered basic grant program
- Bilingual education support services
- Magnet schools assistance
- Student support services
- Rehabilitation training
- Centers for Independent Living
- Capital expenses
- Drug Free Schools and Communities as it relates to training of school personnel
- Secretary's Fund for Innovation in Education
- Educational Opportunity Centers

National Trust for Historic Preservation

The National Trust for Historic Preservation administers and supports a number of programs. Detailed information regarding these programs is not included in this section. However, the following are programs currently funded by the National Trust for Historic Preservation and should be explored when development and other opportunities emerge related to the City's Comprehensive Plan. Programs include but are not limited to:

- Preservation Services Fund
- National Preservation Loan Fund
- Inner Cities Venture Fund

United States Department of Health and Human Services (USHSS)

The United States Department of Health and Human Services administers and supports

a number of programs. Detailed information regarding these programs is not included in this section. However, the following programs are currently funded by HSS and should be explored when development and other opportunities emerge related to the City's Comprehensive Plan. Furthermore, the City of Oneonta may not be able to apply for these funds as a municipality, identification of these programs in the plan may assist other eligible entities to pursue them further. Programs available from HSS include but are not limited to the following:

- Medical Assistance Program
- Community Health Centers
- Mental Health Research Grants
- Drug Abuse Research Programs
- Family Planning Services
- Childhood Immunization Grants
- Community Partnership Demonstration Grant
- Drug and Alcohol Abuse Prevention
- Project grants for health services to the homeless

United States Department of the Interior

The United States Department of the Interior administers and supports a number of programs. Detailed information regarding these programs is not included in this section. However, the following is currently funded by the Department of the Interior and should be explored when development and other opportunities emerge related to the City's Comprehensive Plan. Programs include but are not limited to the following:

- Outdoor recreation programs as they relate to acquisition, development and planning

Appalachian Regional Commission

The Appalachian Regional Commission was created to serve the economic and social needs of the Appalachian Region. Its primary objectives include the stimulation of substantial public investments in public services and facilities that will attract private sector investments; to help establish a set of institutions in Appalachia capable of permanently directing the long-term development of the region; and on a joint federal/state/local basis, to develop comprehensive plans and programs to help accomplish the overall objectives of Appalachian development.

Appalachian funds enable the states and local areas to develop networks of facilities and services. Programs which the Appalachian Regional Commission supports and which this area (Otsego County) is eligible to receive, include the following:

■ Appalachian State Research, Technical Assistance, and Demonstration Projects (State Research)

The objective of this program is to expand the knowledge of the region to the fullest extent possible by means of state sponsored research (e.g., investigations, studies, technical assistance and demonstration).

Funds may be used to research and demonstrate the feasibility of plans and programs for concerted economic and social development.

■ Appalachian Vocational and Other Education Facilities and Operations

The objective of this program is to increase the productivity, proficiency and skills of the workforce or promote the development of entrepreneurial and management skills for business in the region to make them more competitive.

Funds may be used for equipment and renovation including supplemental grants and operation of publicly owned vocational education facilities and education demonstrations.

■ Appalachian Child Development

The objective of this program is to provide child care services throughout the region which meet the needs of industry and its employees.

Funds may be used to provide technical assistance, operating, construction, renovation and equipment grants. An example of funded projects include employment assisted day care.

■ Appalachian Supplements to Federal Grant-In-Aid (Community Development)

The objective of this program is to meet the basic needs of local areas and assist in the creation of jobs and private sector involvement and investment by funding development facilities such as water and sewer systems, sewage treatment plants, industrial sites and by providing basic water and sewer facilities in designated "distressed" counties.

Grant monies can be used to provide supplemental funds under any federal grant-in-aid program authorized on or before December 31, 1980.

■ Appalachian Housing Project Planning Loan, Technical Assistance Grant and Site Development and Off-Site Improvement Grant: State Appalachian Housing Programs (Appalachian Housing Assistance)

The objective of this program is to stimulate the creation of jobs and private sector investment through low and moderate income housing construction and rehabilitation, and to assist in developing site and off-site improvements for low and moderate income housing.

Funds may be used to cover costs of planning federal (HUD and FmHA) and/or state and moderate income housing projects and obtaining project financing. Included may be preliminary surveys of market needs, preliminary site engineering and architectural fees, consultant fees, site options, federal and/or state agency fees, construction loan fees etc.

■ **Public Telecommunications Facilities Planning and Construction**

The objective of this program is to assist in the planning, acquisition, installation and modernization of public telecommunications facilities, through planning grants and matching construction grants. The ARC, through this program, would like to (1) extend delivery of public telecommunications services to as many citizens of the United States by the most efficient and economical means, (2) increase public telecommunications services and facilities available to, operated by and owned by minorities and women; and (3) strengthen the capability of existing public television and radio stations to provide public telecommunications service to the public.

Funds may be used to cover the planning and construction of public telecommunications facilities. Matching grants are provided for apparatus necessary for production, dissemination, interconnection, and reception of non-commercial educational, cultural, radio and television programs, and related non-commercial, instructional or informational material.

■ **Telecommunications and Information Infrastructure Assistance Program (TIAP)**

The objective of this program is to promote the goals of development and widespread availability of advanced telecommunications technologies; to enhance the delivery of social services and generally serve the public interest; to promote access to government information and increase civic participation; and to support the advancement of an advanced nationwide telecommunications and information infrastructure.

Funds dispensed under the TIAP will be used to support projects that most effectively enhance economic opportunity, the provision of education, culture, health care, public information, library, public safety, social services, or other efforts to meet public needs. Grants are provided to encourage efforts that project a statewide, multi-state, national, local or intrastate impact.

5.3.2 *National Private and Not-for-Profit Funding Programs/Organizations*

International Downtown Association (IDA)

The International Downtown Association focuses on the revitalization of downtowns and adjacent neighborhoods in cities throughout North America. It promotes effective planning, management, development and marketing of downtowns including retail, housing, transportation, entertainment and physical improvement.

The IDA brings together the public, private and non-profit sectors to exchange information, foster innovation and speak with a collective voice. Its membership of professionals includes downtown association and chamber executives, public officials, investors, developers and consultants. Membership in this organization by representatives of DOIT may be beneficial.

Services provided by the IDA includes technical assistance, consulting and the organization has an annual conference.

The National Main Street Center (NMSC)

The NMSC is a human resource and technical reference center set up by the National Trust for Historic Preservation to stimulate economic development within the context of historical preservation, especially in downtowns and older neighborhood commercial areas. The Center conducts demonstration projects, provides training and technical assistance, produces publications and audiovisual materials and serves as a resource center for communities throughout North America.

Other National Private or Not-For-Profit Funding Programs and Foundations

There are numerous other national private or not-for-profit funding programs and foundations which currently have funds available. Detailed information regarding these organizations is not included in this section. However, the following should be explored when development and other opportunities emerge related to the City's Comprehensive Plan. These funding sources include but are not limited to the following:

- Gifts in Kind America
- Housing Assistance Council
- Enterprise Foundation
- Community Foundations
- McAuley Institute
- Center for Community Change

5.3.3 *Statewide Public Sector Funding Programs/Organizations*

There are numerous statewide public sector funding programs and organizations available which can facilitate implementation of many components of the Comprehensive Plan. However, in the Fall of 1994 a new gubernatorial administration was elected in New York State. Governor Pataki has targeted specific agencies for elimination or reorganization. Therefore, the following listing is subject to change.

New York State Department of Education

The New York State Education Department currently administers a host of programs designed specifically to aid local school districts. These programs are not discussed at length due to their non-applicability to local governments. However, the Department administers a records management fund of which numerous local governments have taken advantage. The Local Government Records Management Improvement Fund (LGRMIF) assists local governments in the inventory, storage, and preservation of local government records.

New York State Department of Environmental Conservation (NYSDEC)

Current programs administered by the NYSDEC assist municipalities and other not-for-profit agencies in the development, enhancement and improvement of programs and facilities which improve environmental quality in New York State. These programs are identified below:

- Tree Planting Program
- Community and Regional Environmental Management Councils
- Construction of Solid Waste Management Facilities
- State Water Pollution Control Revolving Fund
- Air Quality Improvement Projects (Construction)
- Solid Waste Management Act of 1988
- Hazardous Waste Remediation Projects
- Landfill Closure State Assistance Program

New York State Division of Housing and Community Renewal (NYSDHCR)

Current programs administered by the NYSDHCR assist municipalities and not-for-profit agencies in the development and/or improvement of affordable housing throughout New York State. The DHCR also maintains a number of neighborhood and rural preservation programs. Programs specifically related to issues raised in the Comprehensive Plan are identified below:

- Subsidized Housing Assistance e.g., Section 8, Rural Area Revitalization Program (RARP), Rental Assistance Program (RAP), etc.
- Low Rent Housing Subsidies

- Low Income Housing Trust Fund
- Affordable Home Ownership Development Program
- Farmer's Market Grants

New York State Urban Development Corporation

The Urban Development Corporation Programs are designed to assist urban and central commercial areas of communities throughout the state. Program assistance is available primarily to local development corporations, other not-for-profit economic development organizations, and municipalities undertaking projects to stimulate the economic development of these critical areas.

The programs have certain components which are available for eligible projects in all communities, although preference is given to "Distressed Communities". Other components focus exclusively on "Highly Distressed Communities". The City of Oneonta is not classified as either of the above. A summary of UDC's Urban and Community Development Programs are summarized below:

a. Commercial Revitalization Program

The UDC's Commercial Revitalization Program assists communities in revitalizing the physical and economic conditions of downtown commercial districts, especially areas weakened by physical blight, socio-economic distress, or economic deterioration.

UDC provides grants to local development corporations, business improvement districts, and other not-for-profit organizations for commercial revitalization projects. These consist of improvements to building facades such as exterior masonry, windows, awnings, exterior painting, signage, store fronts, exterior lighting and security barriers.

A commercial revitalization project generally consists of 10 to 50 storefronts/buildings in close proximity.

The Commercial Revitalization Program is designed for use as part of a larger community-sponsored comprehensive revitalization plan, undertaken with funding from a variety of sources. Particular attention is paid to the commitment of other local public or private funds to the revitalization process which recognizes excellence in local revitalization planning.

b. Economic Development Feasibility Study Grant Program

UDC provides grants to local development corporations, business improvement districts, industrial development agencies and not-for-profit economic development corporations.

These grants fund feasibility studies of development projects proposed for specific sites where the applicant can demonstrate site control.

The study is to be performed by a qualified, independent consultant and must examine any of the following:

- The feasibility of a site-specific development;
- Alternative development strategies for a site;
- A selected development strategy for a site.

c. Planning Assistance for Urban Projects

UDC provides grants for comprehensive planning studies of major projects which are likely to result in significant economic development in the cities and metropolitan areas where they are located. These studies may address such issues as zoning, design, development costs and financial feasibility. Examples include demolition, planning, construction, or improvement of facilities for commercial, industrial, manufacturing, cultural or similar uses, or remediating environmental conditions at particular development sites.

Only cities are eligible to apply for assistance. The project site must involve a community, neighborhood, or area comprised of at least one city block or five acres. The study must be conducted by an independent consultant engaged by the applicant or UDC. Preference is given to studies of projects located in Distressed Communities and which have a local development corporation as a co-sponsor.

New York State Department of Transportation

The NYSDOT administers a number of transportation enhancement programs which address a number of development issues. These are described below:

a. Intermodal Surface Transportation Efficiency Act (ISTEA)

The Transportation Enhancement Program of the Federal ISTEA is designed to improve the appearance of transportation corridors. Transportation enhancement activities have been defined quite broadly under the Act to include a number of issues. These include the following:

- Historic Preservation
- Acquisition of scenic easements and scenic historic sites
- Scenic or historic highway programs

- Rehabilitation and operation of historic transportation buildings
- Provision of facilities for pedestrians and bicycles
- Preservation of abandoned railway corridors, including conversion of use for pedestrians and bicycles
- Landscaping and other scenic beautification
- Control and removal of outdoor advertising
- Mitigation of roadway runoff pollution

Funds are distributed through the NYSDOT. Incorporated groups, municipalities, and state agencies and authorities are eligible applicants and may apply for funding directly to the NYSDOT. Incorporated groups must have a public sponsor and may be required to contribute to the non-federal share (20 percent) of the project cost.

b. New York State Scenic Byways Program

New York State has a rich history of concern for transportation routes and adjacent areas of scenic, historic, recreational, cultural, archeological, economic, and tourism interests. A Scenic Byways Program has been established by the NYSDOT to encourage and coordinate State actions and the activities of others which relate to the designation, development and protection, promotion and management of scenic byways.

New York State Department of Economic Development

The New York State Department of Economic Development administers the Training and Technical Assistance Program for Small Business. This program is designed to alert the business community to programs available to them that can facilitate more efficient, profitable operations. Assistance in the design and conducting of outreach programs to the business community is provided. Workshops, seminars and conferences are conducted for the business owner and for those who supply technical assistance to business.

New York State Small Business Development Center

The New York State Small Business Development Center (SBDC) specializes in providing direct one-to-one counseling to small business owners/entrepreneurs and offers training and instructional programs designed to meet the needs and interests of small business persons. Eighteen strategically located campus-based Regional SBDC Centers bring together the resources of the University, the private sector, and government at all levels. These resources, in turn, are utilized to counsel and train small businesses in resolving organizational, financial, marketing, technical and other problems they may encounter. Special emphasis is given to women and minority entrepreneurs.

New York State Office of Parks, Recreation and Historic Preservation (NYSOPRHP)

a. Historic Preservation Program

This program provides government agencies, organizations, and individuals with assistance on a full range of historic preservation concerns. These are identified below:

- Identifying historic properties;
- Researching community history;
- Documenting archeological sites;
- Enacting and administering local historic preservation legislation;
- Nominating properties to the State and National Registers;
- Utilizing the federal income tax incentives for rehabilitation of historic properties;
- Reviewing the impact of government projects on historic resources;
- Restoring and rehabilitating historic buildings;
- Other aspects of historic preservation planning.

b. 1986 Environmental Quality Bond Act (EQBA) - Municipal Parks Projects

The 1986 EQBA is designed to assist in the acquisition and preservation of open space and natural areas, and to assist in the development and/or the rehabilitation of municipal parks.

c. Environmental Protection Fund (EPF)

The Environmental Protection Fund was established as a result of the Environmental Protection Act of 1993. The EPF provides funds for a variety of State and local environmental programs. The NYSOPRHP administers a number of programs under the EPF, including the acquisition and development of municipal parklands and playgrounds, the preservation and restoration of historic properties, and the continuing development of the State's Heritage Areas System (i.e., development and installation of interpretive facilities, exhibits or associated programs).

New York State Office of Rural Affairs

a. Rural Assistance Information Network (RAIN)

The Office of Rural Affairs has been eliminated as a result of the newly adopted New York State Budget in June 1995. The functions of this office have been transferred to the New York State Department of State. The New York State Office of Rural Affairs administered the Rural Assistance Information Network (RAIN). Using a computer and a modem, rural local governments, not-for-profit organizations, educational institutions, businesses and individuals can have immediate access to information on over 1500 state and federal programs. The programs in RAIN can be searched by keyword or by agency. Each

program contains at least six pages of information including a program description, the type of assistance and the name, address, and phone number of a contact person. The information can either be viewed on screen or downloaded to the user's computer or printer.

b. Planning and Zoning Advisory Services

The Planning and Zoning Advisory Services provides training for municipal legislative bodies, planning boards, zoning boards of appeal, zoning enforcement officers in the implementation of comprehensive planning and land use regulations. Also provided are technical advice and assistance services for planning and zoning activities.

New York State Council on the Arts (NYSCA)

The New York State Council on the Arts administers the Architecture, Planning and Design Program. The program encourages excellence and innovation in the fields of architecture; landscape architecture; urban and regional planning; and urban design and historic preservation. The Program funds projects that focus on creative design and planning for hamlets, villages and cities. Projects may be part of a broader analysis addressing the economic benefits of downtown revitalization or more specific issues such as circulation, special district zoning, restructuring vacant land, public space design, growth management at the community's edge, or open space planning. Support is available for studies that explore creative design opportunities for adapting existing structures for new or expanded uses.

The program has limited technical assistance funds to provide professional advisory services by expert consultants to New York State not-for-profit organizations or municipalities faced with projects or challenges that its own staff cannot handle.

5.3.4 *Statewide Private, Not-for-Profit Funding Programs/Organizations*

New York State Main Street Alliance (NYSMSA)

The NYSMSA is a statewide not-for-profit organization dedicated to downtown revitalization, preservation and economic development. The purpose of NYSMSA is to provide communities of all sizes across New York State with information, referrals, workshops, conferences, training and technical assistance.

New York Planning Federation (NYPF)

The Federation provides information, research and conferences on planning, development, and zoning issues for private sector and municipal planners from across the state. The Federation

administers the Planning Grant Program funded by the J.M. Kaplan Fund, Rural New York Grant Program. The Federation grants financial assistance to small towns and communities to aid the promotion of sound planning and zoning policies.

Preservation League of New York State

The Preservation League of New York is a private, not-for-profit organization whose primary purpose is to stimulate and encourage public participation in historic preservation. The League provides workshops, technical assistance, newsletters, and information to communities across the State interested in preservation and design related issues. The League administers the Historic Preservation Grant Program funded by the J.M. Kaplan Fund, Rural New York Grant Program. The League grants financial assistance to aid in the preservation of Rural New York State's architectural heritage.

New York State Conference of Mayors (NYCOM)

NYCOM is a statewide advocacy organization committed to the betterment of towns, villages and cities across New York State. NYCOM administers numerous programs and undertakes many activities which help New York State communities. NYCOM's programs and services include but are not limited to the following:

- *State Legislative Lobbying*

NYCOM represents municipal interests to the State Legislature and updates members on developments in Albany.

- *Inquiry and Information Services*

NYCOM provides toll-free telephone assistance to answer municipal and legal questions. The organization also conducts research for member communities.

- *Amicus*

NYCOM provides legal support, at the appellate level, on issues of state-wide importance to municipalities.

- *Labor Agreement Database Service (LADS)*

NYCOM provides reports upon request which compare salaries and benefits for unionized employees.

- *Federal Legislative Lobbying*

NYCOM directly represents municipal interests to Congress and through the National League of Cities.

■ *Surveys and Research*

NYCOM distributes information on specific topical areas such as salaries, water/sewer rates, computer systems, fees and fines, and privatization, among others.

■ *Publications*

NYCOM publishes a number of newsletters and other publications which directly benefit municipalities. These include the "Municipal Bulletin", "NYCOM News", "Legislative Update", and the "Municipal Management Series".

■ *Meetings*

NYCOM sponsors a number of meetings and training sessions for elected and municipal officials. These include the various training schools (e.g., Municipal Official's Workshops, Fall School and Public Works School), the Annual Meeting, the Main Street Conference, and various regional workshops (e.g., elections, labor relations, volunteer firefighters, grant writing, etc.).

New York State Urban Council

The purpose of the Urban Council is to serve as a unified voice for downtowns throughout the State and to facilitate and encourage the development and improvement of downtowns in cities, towns and villages across New York State.

In order to serve this purpose, the Urban Council undertakes the following:

- Provides a network and forum for members to share knowledge and experiences.
- Serves as a clearinghouse for downtown development information.
- Encourages and assists communities of all sizes to organize and participate in available programs.

5.3.5 *Regional Funding Programs/Organizations*

New York State Urban Development Corporation

The New York State Urban Development Corporation administers the Regional Economic Development Partnership Program (REDPP). The REDPP provides loans at an interest rate that is necessary to make the project feasible. It can also provide grants to certain projects. In most cases the REDPP requires that other sources of private funding be in place before it will consider a project.

Assistance is provided in the following areas:

- Business development
- Training programs
- Child care assistance
- Regional Revolving Loan
- Infrastructure Development
- Tourism Development
- Economic Development Assistance
- Trust Fund Recapitalization

In order to be eligible for REDPP loan funding, certain program parameters must be satisfied. These include the following:

- The project is consistent with the regional economic development plan;
- The project will create or retain substantial private sector jobs;
- Sufficient private or public commitments are in place to finance the project;
- The project cannot be financed on reasonable terms offered by other public or private sources;
- The project will be unable to occur without REDPP assistance.

5.3.6 University Funding Programs/Organizations

Graduate School of Management and Urban Policy
The New School for Social Research

The Graduate School of Management and Urban Policy is known for its "Environmental Simulation Center". The Center is a sophisticated computer modeling lab that is able to generate three dimensional images of urban areas. This is a powerful tool for predicting future growth patterns under a number of different development scenarios.

Cornell University's Local Government and Development Program

Cornell University's Local Government and Development Program offers information, workshops, and assistance to communities that implement the basic policies of local economic development planning.

Cornell University's Community and Rural Development Institute (CaRDI)

CaRDI brings together over 200 faculty, research and extension specialists with expertise in four areas. These include economic development, environmental management, human services, and institutional leadership.

A major goal of CaRDI is to bring together research and extension programs which cross disciplinary and college boundaries in order to assist community leaders and policy makers address the complex development issues which confront them. CaRDI's programs are available statewide through the Cornell Cooperative Extension System and the Industrial and Labor Relations District Office. CaRDI offers research support, training workshops and a number of helpful publications.

5.3.7 *Foundation, Corporate and Bank Programs/Organizations*

The Foundation Center

The Foundation Center is based in New York City. The Center specializes in providing authoritative information on foundation and corporate philanthropy. The Center is open to the public free of charge.

Corporations

A number of large corporations in New York State disburse community and economic development funds on a regional basis. These include but are not limited to the following:

- New York State Electric and Gas Company, Binghamton, NY
Consumer Services and Communications Department
- Brooklyn Union Gas Company, Brooklyn, NY
Economic Development Department
- Consolidated Edison Company of New York, New York, NY
Economic Development Department
- Long Island Lighting Company, Woodbury, NY
Economic Development Department
- Niagara Mohawk, Syracuse, NY
Corporate Communications Department

Banks

A number of banks throughout New York State also disburse community and economic development funds. These include but are not limited to the following:

- Chase Manhattan Bank, N.A., Neighborhood Grants Program, New York, NY

- Key Bank of New York, Community Affairs Department, Albany, NY
- Citibank, N.A., Community Development Programs, New York, NY
- Fleet Bank of New York, Communications Department, Albany, NY
- Chemical Bank, Competitive Grant Program, New York, NY

5.3.8 *Local Foundation Programs/Organizations*

There are a number of local foundations which serve the region and the City of Oneonta. These public benefit foundations are described and listed below:

Future of Oneonta Foundation (FOF)

The Future of Oneonta Foundation was created in 1982 by Dr. Frederic Fay Swift and subsequently organized to "improve the quality of life for citizens of the Greater Oneonta area". The Foundation is a legally created corporation authorized to receive gifts, trusts, property or money for investment through its fiscal agent, the Wilber National Bank, Oneonta, and to authorize expenditures for designated purposes or perpetuate the grants and gifts as the donor or grantor shall specify.

The Foundation's purposes, as stated in its by-laws, include the following:

- Promote improvement of the quality of living and the general welfare of the community and the citizens of Greater Oneonta.
- Stimulate interest in the civic affairs of the community.
- Support the cultural and civic needs of the community.
- Solicit donations from the public so as to accumulate sufficient funds to support the purposes of the Corporation.

Since its formation in 1982, FOF has provided more than \$68,000 in program support to area agencies and civic, cultural, and educational projects; published a periodical entitled, "Pride in Oneonta", on a regular basis; sponsored television programs of local interest; supported publication of maps and brochures on the Oneonta area; published books and directories for service agencies; conducted surveys; given toward scholarships; and hosted an annual luncheon for business, educational, professional, cultural and governmental leaders.

The FOF makes many types of gifts. Categories include:

- Gifts for the general fund to be allocated as designated by the Board of Directors.
- Single gifts for designated purposes.
- Gifts from organizations, classes, companies, fraternities, foundations, etc.
- Funds (legacies) from estates.
- Gifts as memorials.
- Funds transferred from other accounts for specific designations.

- Life insurance policies assigned to the Foundation.

Other Foundations

Other local foundations which serve the community include the following:

- Beatrice Blanding Foundation
- Molinari Foundation
- Dewar Foundation
- Dewar Fund
- Nilah Hulbert Fund
- Fenner Fund
- Rowe Fund
- United Way of Delaware and Otsego Counties
- Friends of Huntington Library
- Friends of Swart Wilcox House