



# Grow the Gateways

Thompson | Monticello

A Strategic Plan for the Gateway Corridor

NOVEMBER 2017



# Executive Summary

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## **Why Grow the Gateways?**

The exits along Route 17 for Monticello are not just gateways into the Village, but to the major destinations in Sullivan County for residents and visitors alike. Monticello is the County seat, which draws people from all over the county for transactions with the DMV, Board of Elections, County Clerk, Real Property office and more. Exit 104 is the gateway for the many thousands of people travelling to the Bethel Woods Center for the Performing Arts and to the County’s popular hamlets along the Upper Delaware River. All of Sullivan County’s big box retail shopping is located off Exit 105, and Exits 105 and 106 are gateways for visitors to the new Veria/YO1 spa and the new Resorts World: Catskills casino. These new resort projects are estimated to attract more than four million visitors annually.

After decades of disinvestment, the corridor surrounding these significant County gateways is seeing a revival. Even before the opening of the new resorts, the economic stimulus from their construction has spurred the development of new businesses as well as upgrades and expansions to existing ones. New hotels have been approved for development. Properties on the market for years are now seeing interest.

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**Opportunity has come to Sullivan County, and particularly to the Town of Thompson and the Village of Monticello. It’s time to *Grow the Gateways*.**

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This Plan was prepared to help Monticello and Thompson seize the opportunities provided by new resort development in the area. It looks at ways to build on and sustain the momentum that’s been kicked off by the more than \$1.5 billion in recent investment. It also looks at ways to make new development better —faster, more efficient, more attractive, and more supportive of community needs and goals.

## **All Hands on Deck**

The planning process featured extensive outreach, including public meetings, focus groups, interviews and special events – such as a breakfast sponsored by the Sullivan County Partnership for Economic Development and a day-long community open house at the Ethelbert B. Crawford Public Library in the heart of downtown Monticello.

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**Hundreds of people who live, work, and own businesses or property in the gateway corridor contributed to the *Grow the Gateways Strategic Plan*. More opportunities to review, comment on, and carry out the Plan will be staged as the communities involved move forward with adopting the draft Plan and implementing its recommendations.**

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## Issues & Opportunities

Public outreach for the Plan, along with a review of existing conditions in the corridor, revealed many issues of concern, opportunities for action and ideas for improvement. These are detailed in the plan appendices, with major themes addressed in the main Plan document.

### PRIORITY CONCERNS

- **Public Image/Negative perceptions of the area**
- **Substantial presence of vacant and underutilized sites**, and of blighted and ill-maintained properties
- **Poor and confusing parking and circulation patterns**, particularly on Broadway and at the Exit 106 roundabout/lack of pedestrian accommodations/lack of access management/poor condition of public parking lots
- **Challenging development review process**/complicated Town-Village boundary with no land use coordination/lack of clear, predictable process/costly for small businesses/lack of design guidelines and standards
- **Lack of “things to do”**/desire for more parks, recreation, arts and culture, youth activities, Main Street retail

### POSITIVES TO BUILD ON

- **Unparalleled \$1.5 billion investment in the casino resort**, plus 2,300 new jobs
- **Positive energy, enthusiasm**/strong partnerships working on an aggressive menu of revitalization initiatives
- **Affordable properties ripe for redevelopment**
- **Rich “borscht belt” history** and proximity to the natural resources of the Catskills

## How should the Gateways Grow?

Part of the planning process for the corridor included the development of a vision for the future. The Plan’s recommendations are aimed at achieving this vision:

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*The Monticello-Thompson Gateway Corridor will be a destination for visitors to the area’s world class resorts and attractions, and for people who want a high quality of life in a rural small town surrounded by the natural beauty of the Sullivan Catskills. The area will offer affordable homes for all income levels and household types in close proximity to good jobs and quality schools. A rejuvenated downtown core will feature a traditional walkable streetscape with historic architecture and compatible infill development, hosting a vibrant mix of uses including restaurants, shops, offices, residences, boutique hotels, and places of entertainment, culture and recreation. Commercial and industrial growth will be accommodated outside the core, while abundant landscaping, well-designed signage, lighting, and other attractive design elements provide a cohesive appearance and sense of place. The Gateway Corridor will be safe, clean and well-maintained. It will support the full range of transportation options (for all ages and abilities) including driving, walking, cycling and transit.*

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## GTG Plan Recommendations

Because the gateway corridor comprises a diverse area covering two municipalities, several highway interchanges, a pedestrian-scaled downtown main street, and commercial strip and big box development, some recommendations are broadly applicable to the corridor as a whole while others relate to a geographic category and still others address specific project sites. The highlights given here are grouped by the issue they address:

### STRATEGIES FOR IMPROVING **IMAGE & PUBLIC PERCEPTION**

1. Develop a **brand identity** and **promotion campaign**
  - Coordinate Town and Village messaging
  - Train municipal officials and staff in delivering a consistent message
2. Actively **publicize positive developments**
3. Facilitate and incentivize **property maintenance and façade improvements**
4. **Prioritize efforts to address blight (see below)**
5. **Adopt Design Guidelines** and Standards to improve the quality of new development. **Note: Design Guidelines were drafted as part of this project and are included in a plan appendix.**

### STRATEGIES FOR ADDRESSING **VACANT, UNDERUTILIZED & BLIGHTED PROPERTY**

1. **Explore Joint Code Enforcement** between the Village and Town to improve capacity and stretch resources
2. Develop a plan for **Data-driven Strategic Code Enforcement**
  - Establish a Blight Task Force
  - Implement a Vacant Property Registry
3. Develop a program to increase **Active Storefront Displays** in vacant property

### STRATEGIES FOR IMPROVING **PARKING, CIRCULATION & WAYFINDING**

1. Create a **corridor-wide Wayfinding System** to help guide residents and visitors to points of interest, to existing municipal parking, and to reduce confusion at the Exit 106 roundabout
  - Upgrade, relocate and increase **Welcome Signage**
  - Install gateway banners on light posts
2. Develop a coordinated **Parking Improvement Program**, beginning with implementation of the “North Street Commons” project
3. Increase safe **Bike And Pedestrian Connectivity**
  - along Raceway Road that connects with Route 17B
  - along East Broadway, reconfiguring existing wide shoulder lanes
4. **Improve Access Management Conditions** throughout the corridor
5. Improve the appearance of the Exit 106 roundabout with **Iconic Public Art**

## STRATEGIES FOR IMPROVING THE DEVELOPMENT REVIEW PROCESS

1. **Adopt Design Guidelines**, as noted above, to help streamline reviews by establishing clear expectations
  - Establish a Design Guideline Committee to finalize the draft guidelines with each municipality, and to develop standards
  - Integrate Low-Impact Development techniques to manage stormwater runoff
2. **Coordinate zoning in the corridor along the municipal boundary**, potentially through the creation of identical zoning districts along the corridor for the Village and Town
3. Develop provisions and incentives **to expedite permitting**
  - Create a GEIS for the corridor once new zoning is in place
4. Encourage **Training** for Planning Board and ZBA members beyond the NYS required 4 hours
  - Create training in the application of the new design guidelines, code amendments and procedural improvements

## STRATEGIES FOR INCREASING VIBRANCY AND ACTIVITY

1. Bring **Residential Uses Downtown** to increase vitality, provide “eyes on the street,” and improve the economic viability of mixed use properties
  - Consider amendments to the Village B2 Core Business zoning district to allow for housing in strategic locations
2. **Create and promote financial** incentives for downtown mixed use and commercial development
3. **Recruit and facilitate Arts, Culture and Community activities downtown**
  - Facilitate restoration of the Broadway Theater
  - Upgrade the Ted Stroeble Community Center
  - Create playgrounds and pocket parks
  - Create outdoor space for community gatherings and festivals (e.g. North Street Commons)

## What’s Next?

An implementation team has been created to promote the GTG Plan and oversee its long-term implementation. It includes representatives from the Town of Thompson, Village of Monticello, Sullivan County Government and partner agencies including the Sullivan County IDA, Sullivan County Partnership for Economic Development, Sullivan Renaissance and Cornell Cooperative Extension of Sullivan County. All these entities are currently engaged in projects that advance the Plan’s recommendations. Contact Sullivan County Planning for more information, and to get involved in achieving the Grow the Gateways vision.

## Chapter 1



# Introduction

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## 1.1 Background and Purpose

The site of the former Concord hotel in the Town of Thompson will host one of three new casinos to be built in New York State with the intent of spurring economic development in distressed upstate regions. Projected to open in March of 2018, the Resorts World Catskills will be operated to five-diamond standards, includes over 100,000 square feet of gaming action, a renovated PGA-level golf course and an 18-story all-suite hotel. The project also includes an Entertainment Village, with additional retail and recreation amenities, and a 4-season waterpark with an additional 330 room hotel.

These projects are expected to attract four million visitors annually and bring more than 2,000 new jobs to the region. The casino announcement has spurred applications for other new hotel projects in both the Town of Thompson and the Village of Monticello, and the Village has annexed property on its fringes where some of this new development is proposed. More ancillary development is anticipated, particularly along the Broadway corridor, which parallels Route 17 and is less than half a mile from Resorts World Catskills. This Gateway Corridor strategic plan is intended to ensure that new growth supports long-term community revitalization.

This is an exceptional opportunity to create a multi-municipal corridor improvement plan that positions the Town, Village, and County for growth and revitalization. Monticello is the seat for Sullivan County government and the project study area is located within the heart of the old Catskills “Borscht Belt.” The region has experienced sharp economic decline over the past several decades, and is looking to the opportunities provided by Resorts World Catskills to provide an important stimulus for new investment. The Grow the Gateways Strategic Plan will be a key element in helping the area make the most of these opportunities.

This project grew out of joint meetings with the municipal, planning, and zoning boards of the Town of Thompson and Village of Monticello that were conducted in late 2015. Those meetings were facilitated by the Pace Land Use Law Center and resulted in a brief Economic Development and Land Use Strategy, which is included as Appendix A. The Grow the Gateways Strategic Plan was funded by grants from the USDA to Sullivan County.

## **1.2 Strategic Plan Organization**

The Gateway Corridor strategy is organized into four sections, which include:

- 1. Introduction**
- 2. Corridor Analysis**
- 3. Strategic Plan Recommendations**
- 4. Implementation**

The intent of the strategy's organization is to allow the reader to understand the process and rationale for how the strategy's recommendations were developed.

The strategy begins by assessing existing conditions such as land use patterns, regulations and permitting procedures in the corridor, as well as business attraction and retention activities and market opportunities. This is followed by a corridor vision and goals, which are supported by strategies, including proposed new uses and zoning amendments. Design policies have been developed as a draft that are ready for adoption by both the Village and the Town (See Appendix).

## **1.3 Regional Context**

The Grow the Gateways Study Area generally encompasses the area located between Exits 104 and 107 on NYS Route 17 (Future I-86) in the Town of Thompson and Village of Monticello. These exits are considered gateways to the area, particularly Exit 105, providing access to the Town's commercial center and Downtown Monticello, and Exit 106 at the east end of the Village. The Study Area also includes NYS Route 17B and Jefferson Street to the west and NYS Route 42 to the north. While the study area does not have precise boundaries, its general location is shown on the following map.

The Study Area is home to a variety of existing and proposed health and wellness, entertainment, and recreation destinations, as shown on the map below (descriptions follow).



### Key Regional Anchors

- Resorts World Catskills.** This mega-project is currently under construction in the Town of Thompson north of Route 17 between Exits 105 and 106. When completed it will feature a five-diamond casino and resort with an expected draw of four million annual visitors, of which 70% are expected to be day-trippers.
- Veria Lifestyle and Wellness Center.** Currently under construction near Anawana Lake Road north of Route 17 in the Town of Thompson, Veria will feature a wellness center with a spa, yoga center, organic restaurant and six-story hotel with 131 rooms. The \$90 million project is expected to open in the spring of 2017 and provide 330 new jobs.



Image Source: JCI Architecture



Photo Source: Veria Nature Cure and Ayurvedic Wellness Center

- **Monticello Casino and Raceway.** Located at the west end of the Study Area, the 40,000 square-foot casino and entertainment complex features slot machines, restaurants, and harness racing track.



Photo Source: Delaware Today.

- **Center for Discovery.** The Center provides residential adult and pediatric rehabilitation programs for disabled individuals. The Center has three campuses and is Sullivan County's largest employer.



Photo Source: Architectural Record

- **Monticello Motor Club.** This private club and race track features over four miles of track for its members and instruction, rentals, and other amenities.



Photo Source: Monticello Motor Club

- **Holiday Mountain Ski and Fun Park.** Holiday Mountain offers kid-friendly skiing and numerous summer activities including go-karts, bumper boats, mini-golf, rock-climbing and other activities.



Photo Source: Holiday Mountain

## 1.4 Study Area

The Gateway Corridor study area is generally the corridor from the Monticello Casino & Raceway along Route 17B to Exit 107 on NYS Route 17 (future I-86). The corridor includes the segments of Route 17B, Jefferson Street, Broadway, East Broadway, and Bridgeville Road to Exit 107. The corridor also includes Pleasant Street from Broadway, across the bridge over NYS Route 17 at Exit 105 to Concord Road.

The exits off NYS Route 17, particularly 106, 105 and 104, are considered key area gateways:

- **Exit 106** has been reconstructed as the primary gateway to the Resorts World Catskills casino and resort.

- **Exit 105** is the gateway to downtown Monticello and the County’s main shopping district in the Town of Thompson, where there is a shopping center and big box stores (e.g. Walmart, Home Depot). Exit 105 also provides an alternate route to the casino as well as access to the Veria Lifestyle Wellness Resort, another resort now under construction.
- **Exit 104** is located at the western fringe of the Village, but is a gateway from Route 17 to Route 17B which leads to the western, rural part of the County where the Bethel Woods Center for the Performing Arts is located, as well as the National Park Service Scenic Upper Delaware River. The existing Monticello Raceway and Racino is situated off this exit, and the new County Jail will be built nearby. There are substantial development opportunities, including a number of obsolete and deteriorating commercial sites.
- **Exit 107** is not currently a “gateway” exit but is included here because of its proximity to the casino and the potential to support new growth.

Paralleling Route 17 between exits 106 and 104 is the Village of Monticello’s core downtown area, including Broadway, the area around the Sullivan County Government Center and Coach/Shortline Bus Terminal, and the connection of the downtown to Exit 104 via Jefferson Street. East Broadway extends between the downtown core area to Exit 106. Finally, the Gateway Corridor study includes the segment of Pleasant Street (Route 42) from Broadway to Concord Road (Route 182), which is principally defined by auto-oriented uses. A map of the study area is shown below.



### Organizational Framework

For purposes of organizing recommendations in Chapter 3, a framework was developed for the Gateway Corridor to help describe different areas within the corridor based on their role and function. Overall, the study area is divided into three categories: Core, Corridors, and Gateways. Each of these is shown on the map below and described briefly.



**1. Core:**

The “core” area of the Gateway Corridor is where the village’s traditional downtown area is found. The core has the potential to function as the “activity” center of the community and, as in most communities, encompasses the downtown portion of the corridor. For the purposes of this project, the core area is defined as Broadway between Pleasant Street and Jefferson Street.

**2. Corridors:**

The study area corridors are the key connectors between the core and gateways (and areas beyond). While corridors function as major transportation routes, they also tend to be more intensively developed because they offer high visibility sites (due to high traffic counts) with easy access to regional transportation networks. The corridors identified in this project include areas extending three directions

from the core area: west to the Monticello Casino and Raceway, east to Exit 107, and north to Kiamesha Lake.

For purposes of understanding how the various corridors within the study area look and function, they have been further refined in Chapter 2 into specific character districts that form the basis for analyzing the character, land use, and zoning throughout the Gateway Corridor.

### 3. Gateways:

Gateways are relatively smaller, more defined areas that represent the primary entry points into the study area, and the community in general. Gateways indicate a transition into a new and unique place. In the Gateway Corridor, three highway exits off of Route 17 were identified as the primary gateways to the corridor study area (exits 104, 105, and 106), while two secondary gateways at the west and east entry points into the Core have been identified as a welcome point. Analysis and recommendations at the Gateways are focused on aesthetic and functional improvements.

## 1.5 Public Outreach

*Grow the Gateways: A Strategic Plan for the Monticello-Thompson Gateway Corridor*, or the Gateway Corridor Strategy, was developed through a series of meetings with a community advisory committee, interviews, and a community open house. The process included discussions among community members, business owners, residents, school officials, and regional economic development organizations. The outreach process was critical to developing a meaningful Gateway Corridor strategy built around assets that are unique to the corridor. The outreach process was also an important element in generating not only community support for recommendations put forward, but also in helping to define and refine these recommendations.

### Public Open House

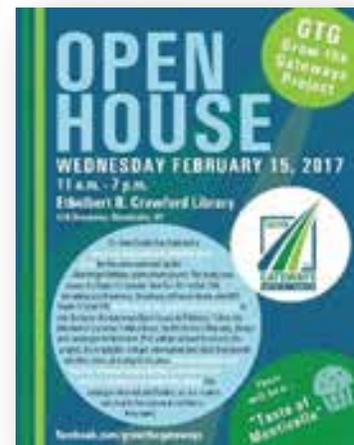
A key outreach technique involved a full day public open house held at the Monticello Library on February 15, 2017. The open house event was specifically designed to be a low-key, informal event that allowed community members to participate in a variety of ways. A series of stations were set up asking for input using sticky notes and dots to vote preferences. Representatives from both the consultant team and members of the advisory committee were present for one-on-one conversations and clarifications. The event attracted about 80 participants and provided a solid foundation for moving forward with plan recommendations and priorities.





The key themes and takeaways from the open house are summarized below. The full community open house input record can be found attached as Appendix E.

1. **Capitalize on Casino Visitors**
  - Need better signage/wayfinding
  - Parking for visitors
  - Shuttle/transportation system to get visitors downtown
2. **Address Crime and Safety Concerns**
  - Perception that downtown is not safe to walk around; drug activity downtown
3. **Reduce Blight/Vacancy**
  - Find a way to remove/demolish vacant buildings
  - Find ways to attract businesses to downtown/fill vacant storefronts
  - Redevelop/do something about the Apollo
4. **More Businesses and Amenities Along the Corridor**
  - Desire for more retail offerings (clothing stores, restaurants, boutiques)
  - More “things to do” – suggestions included: skateboard park, movie theatre, new/improved parks, museum, bars/nightlife, and YMCA
5. **Make Downtown More Vibrant**
  - Increase housing downtown
  - More shops, sidewalk cafes
  - Make bike and pedestrian friendly
  - Create Village square/public open space



## 6. Address Parking and Circulation Concerns

- Parking one of the top concerns
- Downtown parking lots need to be improved (repaved, landscaped, new lighting)
- Perception of a lack of parking along Broadway
- General unhappiness with DOT Broadway project
- Interest in new shuttle/public transportation options
- Interest in adding bike lanes throughout corridor

## Sullivan County Partnership for Economic Development Membership Meeting

On January 11, 2017 representatives from the consultant team provided a brief presentation to the members of the Sullivan County Partnership for Economic Development. The presentation gave an overview of the project, including introduction of emerging recommendations. Participants were also asked to share input using sticky notes on boards addressing key issues and opportunities throughout the Gateway Corridor.

The key themes from input included:

- **Issues:** empty buildings, poor pedestrian environment, crime and poverty, lack of character, parking
- **Opportunities:** redevelopment at the Apollo, attraction of millennials from New York City

## Facebook Surveys

Using Facebook, three questions were asked about how the Gateway Corridor functions. The top three responses are highlighted below:

- What do you leave the area for?
  1. Shopping
  2. Entertainment
  3. Dining
- What amenities would you most like to see offered within the Gateway Corridor?
  1. Movie theater
  2. Café
  3. Bars/brewpubs

- If the Village of Monticello and/or Town of Thompson had surplus funding, how would you like it to be spent?
  1. Buy blighted properties
  2. Provide assistance to existing businesses and recruit new
  3. Incentivize residential and commercial property improvements

## 1.6 Review of Existing Studies

The following documents and studies were reviewed as part of the process to develop the Grow the Gateways Corridor Strategic Plan.

- Economic Development and Land Use Strategy: A Pathway to a Better Monticello and Thompson
- Sullivan County Comprehensive Economic Development Strategic Plan (2011)
- Delaware River Basin Commission, Discharge to a Tributary of Special Protection Waters (2015)
- Wastewater Treatment Plan Improvements: Basis of Design Report (2014)
- NYS Route 42/Broadway Historic Resources Contextual Analysis (2000)
- The Broadway Project Design and Program Guide (1998)
- Visualizing our Options: Chautauqua County Design Principles Guidebook (2000)
- Downtown Monticello Market Analysis and Economic Enhancement Strategy (2001)
- Camoin Associates Economic Development Strategy (2001)
- Sullivan County Agricultural and Farmland Protection Plan (2014)
- Saratoga Associates North Street Parking Lot (2017)
- Monticello DRI Application (2016; 2017)
- Monticello Placemaking Audit (2017)
- NYS Comptroller Report of Examination: Village of Monticello Board Oversight (2016)
- Thompson & Monticello Comprehensive Plan (1999)

## Chapter 2



# Corridor Analysis

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## Introduction

The existing conditions analysis provides an inventory and analysis of conditions throughout the study area that are critical to understanding the key issues, opportunities, and constraints that should be addressed in the Gateway Corridor strategy. This section is organized around key categories, including:

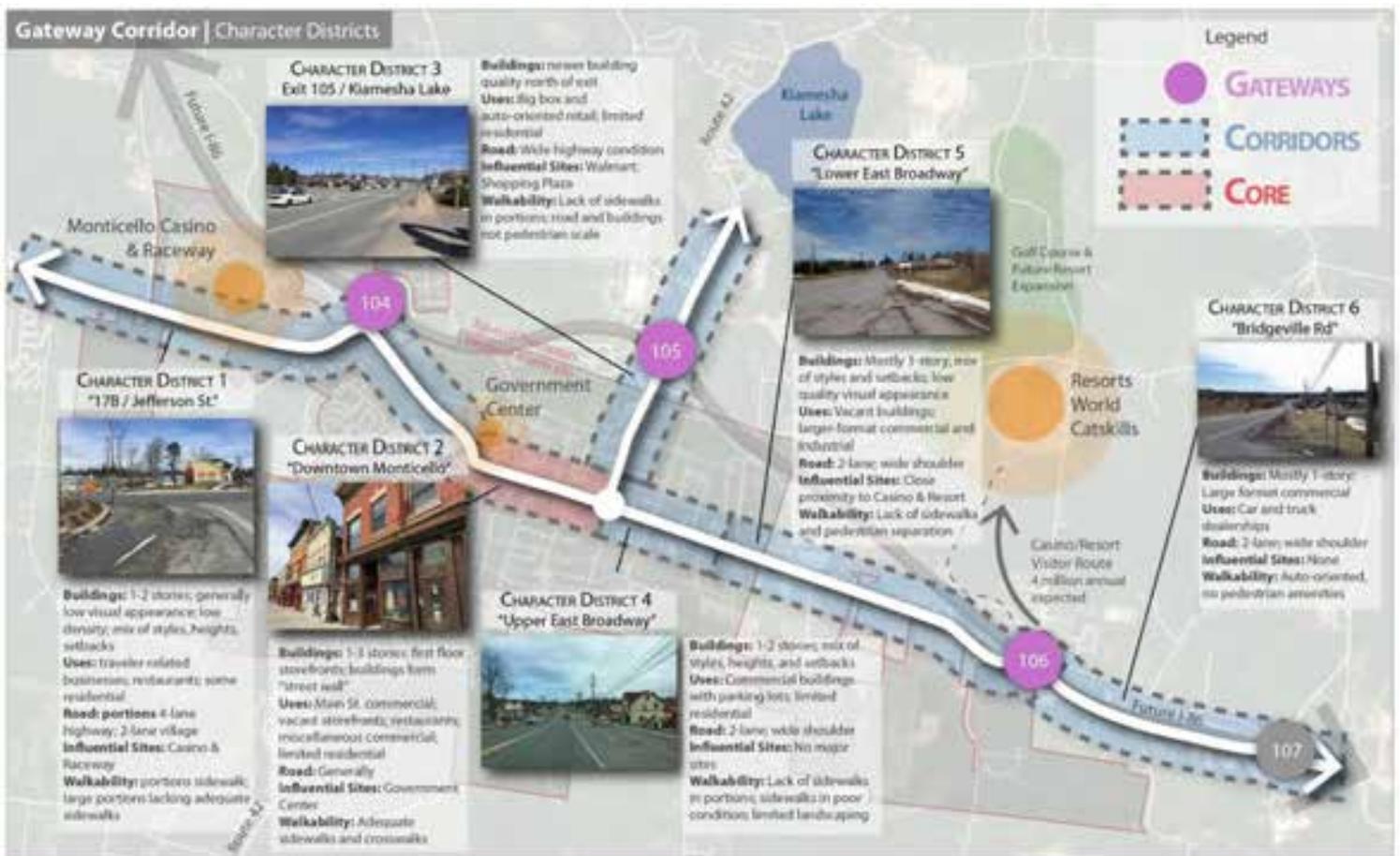
- **Character, Land Use & Zoning:** Provides an overview of the character and uses found throughout the corridor, existing development patterns, how those patterns have been shaped by zoning, and the constraints on development posed by the physical environment.
- **Demographic & Economic Trends:** Examines recent and projected trends in the population of the town, village, and county to identify critical planning issues and opportunities with respect to population growth, household composition, education and workforce, and commuting characteristics. Also gives direction for economic development opportunities related to the new casino and resort project.
- **Market Conditions and Opportunities:** Identifies current and future development opportunities based on real estate market conditions and the future opportunities related to the Resorts World Casino project.
- **Infrastructure Inventory & Analysis:** Analyzes the existing infrastructure in the study area for its ability to accommodate future development.
- **Design Assessment:** Details design conditions and deficiencies in the corridor with respect to landscaping, buildings, walkability, streetscape, access management, connectivity, and other physical characteristics.

Each section includes an inventory and analysis of current conditions, including a summary of key planning takeaways to inform the development of goals, strategies, and actions for the Gateway Corridor.

## 2.1 Character, Land Use & Zoning

### Character Profiles

In early spring 2017, a representative from the County Planning Department and a designer from the consultant team spent a day analyzing the physical conditions of the Gateway Corridor. Based on their analysis and conversations with the steering committee, six distinct character districts were identified. This section provides an overview of these districts and their predominant character. The map below summarizes each character district.



**1. 17B / Jefferson Street District**

The district is generally low density with a mix of mostly one- and two-story buildings as well as vacant lots and natural forested areas. The area south of the Monticello Casino and Raceway is the lowest density portion of the district with a mix of low intensity uses and a mix of vacant and occupied buildings of generally low aesthetic (and likely structural) quality. Portions of this area feel rural with areas of forested land bordering the road.

Closer to the exit 104 interchange is a cluster of travel-related businesses and local services including a Best Western hotel, gas stations, and several restaurants offering mostly fast and casual fare. In general, the corridor is auto-oriented with Route 17B functioning as a four-lane rural highway with wide shoulders. Jefferson Street, however, has a lower speed limit and a greater concentration of buildings and driveways. A sidewalk extends along Jefferson Street providing a pedestrian link between the intersection of Raceway Road and Jefferson Street to downtown.

**Character District Images: 17B / Jefferson Street**



This Vacant building across from the Raceway detracts from the local character.



A Recent Dunkin Donuts near Exit 104. The building design compliments the small-town character.



A vacant and abandoned lot along Jefferson Street detracts from the local character.



A recently completed sidewalk along Jefferson Street facilitates pedestrian safety while improving the visual character of the street.



Visual clutter in the form of rampant billboards along Route 17B



Tilly's Diner recently upgraded their façade and expanded their dining room. Note the lack of adequate buffering and access control along Jefferson Street.

## 2. Downtown Monticello

The downtown area has elements of a typical Main Street environment including buildings that adjoin one another and are constructed at the front edge of the property line. Buildings are generally two to three stories tall and feature first floor commercial and retail shops. Several of the buildings feature historic architecture and facades, although many have also fallen into disrepair. Portions of Broadway's south side are defined by large single-family houses, however many have been converted in whole or in part to commercial uses.

Broadway, the main road corridor through downtown, is fairly wide with four lanes of traffic, a raised median, and on-street parking in most locations. Downtown's public realm is generally positive due to upgraded sidewalks and other streetscape improvements; however, many storefronts are vacant. There is some landscaping, although there is a lack of shade trees or mature shade trees in many areas. The topography also creates some unusual elevations that require many railings and ramps in the pedestrian areas.

### Character District Images: Downtown Monticello



Historic façade of downtown building



Downtown features active first floor uses



The Monticello library with new landscaping.



Downtown building with improved sidewalk and pedestrian-scale lighting



A recent DOT project added new sidewalks, ramps, staircases, and railings downtown



Example of historic architecture downtown

### 3. Exit 105 / Kiamesha Lake

The Exit 105 / Kiamesha Lake district has a different character on either side of Exit 105. To the north, the district is largely auto-oriented retail with large big-box retailers and shopping plazas. Development in this area is generally large-scale compared to the rest of the study area. The road is a wide, high volume highway (NYS Route 42) with four lanes of traffic plus additional turn lanes. The business mix includes many that are geared towards travelers including several fast food restaurants and gas stations. Within shopping areas there are large expanses of surface parking. Pedestrian amenities are scarce; however, sidewalks are located along either side of the road.

To the south of Exist 105, the district is characterized by smaller lot sizes and more compact development patterns. The retail mix is still mostly auto-oriented; however, the width of the road is narrower, which creates a more pedestrian-friendly environment. There are some vacant and underutilized lots along with some residential uses mixed in along this portion.

#### Character District Images: Exit 105 / Kiamesha Lake



The Exit 105 corridor will serve as secondary entrance to the casino.



The Exit 105 corridor is home to several fast food and casual fare restaurants.



Auto-oriented uses dominate the Exit 105 corridor.



Auto-oriented retail with expansive parking area and uncontrolled access to NYS Route 42.



This gas station is undergoing facility upgrades in anticipation of the casino and increased vehicle traffic.



The Thompson Square Mall is a mix of big box retail and smaller specialty stores.

#### 4. Upper East Broadway

Upper East Broadway has a mix of commercial uses, but is generally more auto-oriented compared to downtown. Buildings are mostly one to two stories and are a mix of styles and quality. There are several restaurants located in the district as well as several businesses that are open only seasonally during the summer. There is a small shopping plaza with businesses catering towards lower income market segments. There are several contiguous vacant lots directly across the road from the shopping plaza that creates a significant gap in the built environment.

East Broadway is two lanes but has wide shoulders. The road widens closer to Pleasant Street and downtown where the road adds a third lane. The district is not pedestrian-friendly with conflict areas between cars and people and sidewalks that are worn, deteriorated, or completely lacking. The district is bound at either end by elevation changes and is located between downtown and Lower East Broadway.

#### Character District Images: Upper East Broadway



Seasonally open businesses add to the perception of vacancy in the corridor during the offseason.



Poor pedestrian environment makes sidewalks unsafe and difficult to navigate.



Vacant lots detract from the character of the corridor but provide opportunity for future development.



A retail shopping plaza that could accommodate infill development.



Large trucks frequently utilize the corridor, increasing noise and conflicts with pedestrians.



Vacant retail buildings create a negative perception of the corridor's economic trajectory.

## 5. Lower East Broadway

Lower East Broadway is generally bounded by Nelshore Drive to the west and Exit 106 to the east. The district is low density with a mix of commercial, industrial, and some residential uses. Buildings are mostly one-story and generally of low aesthetic quality. There are some large commercial and industrial buildings located in the district. Businesses in the district are mostly auto-oriented with parking lots located in front of their buildings that “flow” unrestricted into the road. There are limited or no sidewalks available for pedestrians. There are significant expanses with no vegetation or street trees. The road itself is two lanes with wide shoulders. The speed limit ranges between 30 and 40 miles per hour. There are some natural areas located in the district including a system of wetlands. There is a large, vacant and deteriorated shopping plaza near Exit 106, known as the Apollo Plaza, that significantly detracts from the overall character of the district.

### Character District Images: Lower East Broadway



The vacant and derelict Apollo property detracts from the character of recent improvements made around Exit 106.



View of the corridor looking west shows a lack of wayfinding signage and deteriorated street conditions.



Lower East Broadway resembles a rural highway in some areas.



Roundabout by Exit 106 is confusing and lacks public art.



Mix of active commercial buildings along the corridor.



Some residential buildings in the corridor have been converted to commercial use.

## 6. Bridgeville Road

The Bridgeville Road district encompasses the portion of the corridor between Exit 106 and 107. The road runs close to Route 17 and there is no development between the road and the highway. The mix of businesses in the district is most auto and truck-related including several automobile and truck dealerships. The district is not pedestrian friendly and is intended for use by cars and trucks. Compared to the rest of the corridor, parcel sizes are relatively large. Bridgeville Road is two lanes through the district. The district does not have sewer and water connectivity.

### Character District Images: Bridgeville Road



Auto and truck sales are a prominent use of Bridgeville Road.



View of the corridor looking east

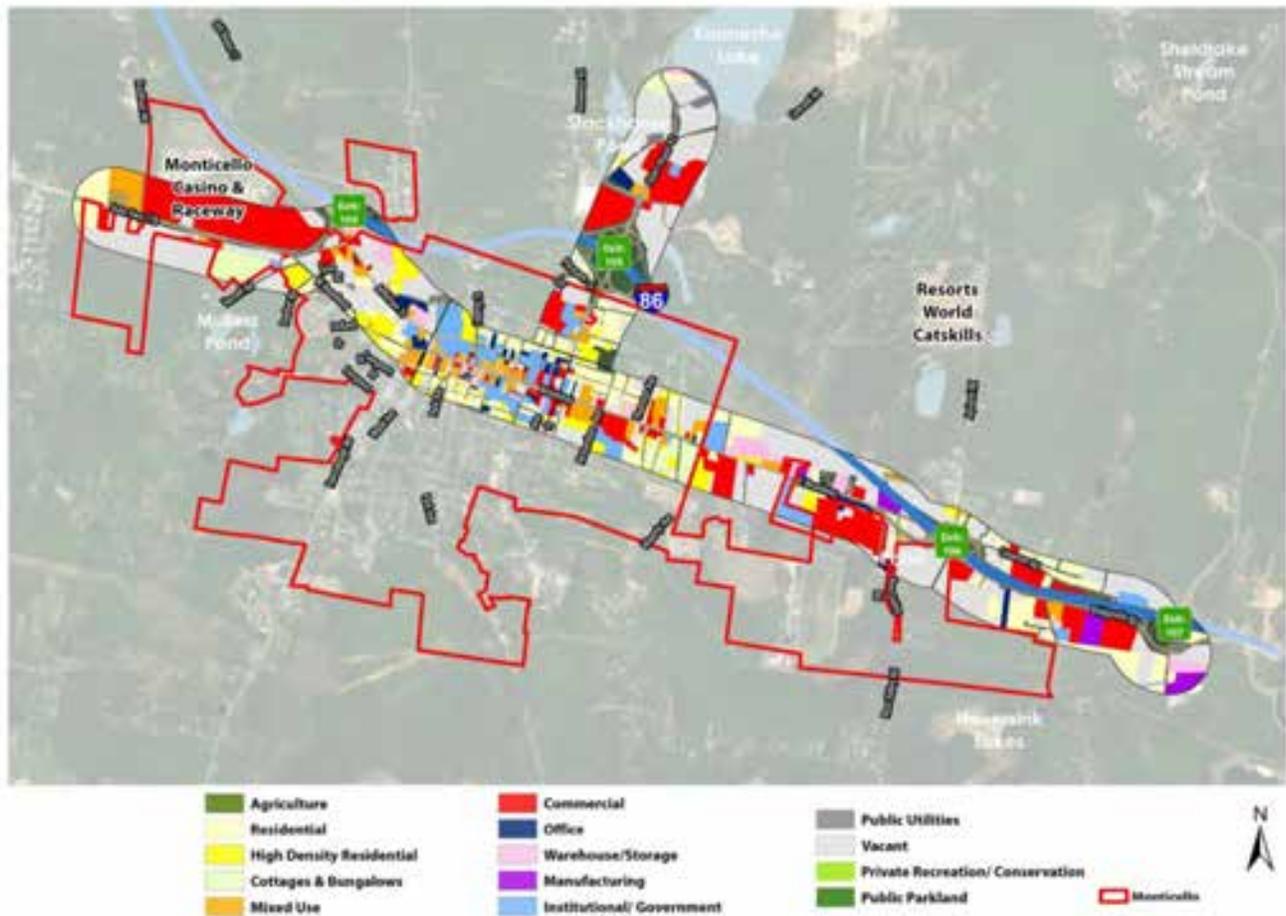


Automobile dealership

## Land Use

Land Use in the Gateway Corridor varies from dense residential neighborhoods tucked behind traditional mixed-use buildings in the Downtown Monticello district, to large lot commercial uses in the Lower East Broadway and Bridgeville Road Districts. Land use in the Corridor is influenced by the physical constraints of future I-86 (NYS Route 17), the presence of wetlands in the eastern side of the corridor, and large land uses like big-box retail in the Exit 105/ Kiamesha Lake district as well as the Monticello Casino and Raceway in the 17B/ Jefferson Street district.

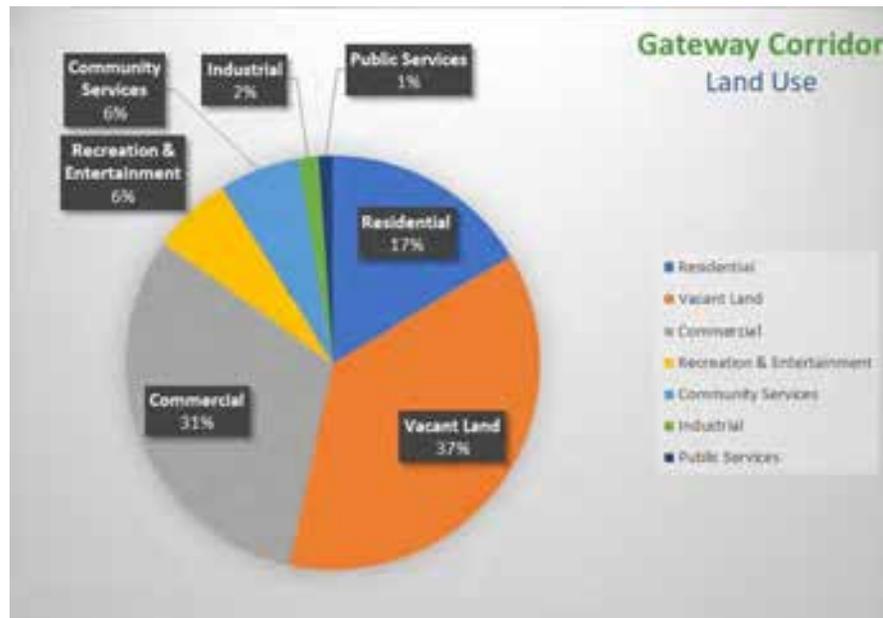
Land Use | Town of Thompson Village of Monticello



The top three land use categories within the Gateway Corridor are (1) vacant land, (2) commercial, and (3) residential. Much of the land (36.7%) in the Gateway Corridor is classified as “vacant.” It is important to recognize that land that is classified as vacant is not necessarily developable; this classification can include wetlands, steep slopes, inaccessible areas and areas adjacent to transportation corridors. While some land within the Gateway corridor is limited by these

constraints, much of the land classified as vacant in the Gateway Corridor is developable. Additionally, what is not reflected in these categories are the properties that are underutilized, such as the Apollo Plaza that is classified as 'commercial'. Combining both the vacant land and the underutilized properties within the Gateway Corridor reveals significant development potential throughout the study area.

Land classified as "commercial" represents the next largest use of land after "vacant." This category includes traditional commercial land uses as well as quasi-residential uses such as apartments and hotels. Much of the land that is currently classified as commercial in the Gateway Corridor could be further developed for more intensive use. This is particularly the case in areas where suburban style lot size regulations dictate larger than necessary lot sizes. This is addressed in the plan. In many of the areas classified as commercial, there is ample room for infill development, especially with adjustments to the zoning code.



Residential land accounts for 16% of the Gateway Corridor land use and is the third most common land use. Most residential land uses are concentrated in the Downtown Monticello District and the Upper East Broadway District. Recent updates to the zoning code allow residential development within the downtown area, which is resulting in more housing development and interest from developers in downtown buildings.

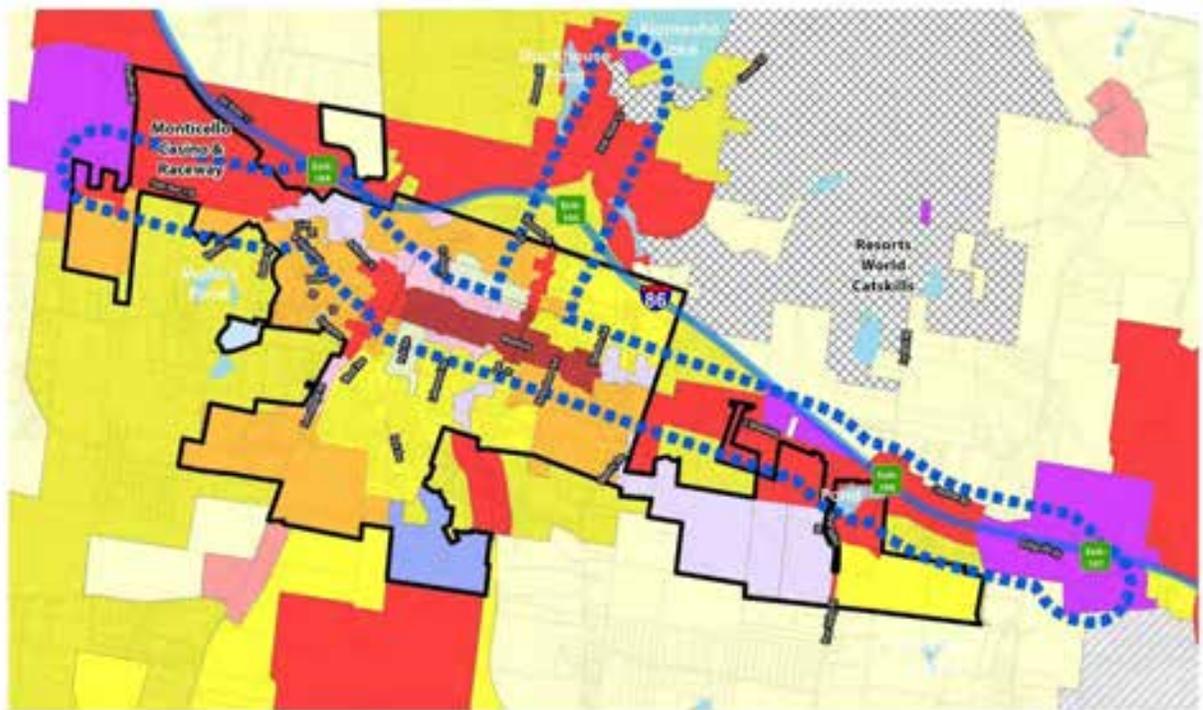
### Zoning

The Town and Village have long-standing land use regulations that they have been periodically updated over the past four decades. Each municipality exercises their

own independent set of regulations, boards, and review processes. Both municipalities have use-based zoning codes also referred to as “Euclidian” zoning, which classify different areas of the municipality by the types of allowed land uses.

It is worth noting that due to periodic annexations by the Village, Monticello’s border is irregular at the western and eastern ends of the Gateway Corridor (Exit 106 & 104). By nature of its size and shape, this perimeter results in opportunities for zoning coordination between the two municipalities. In order to continue development consistent with the character of existing buildings in the Gateway Corridor, it is worth considering adjusting the districts to be consistent between the municipalities throughout the corridor or switching to an alternative zoning system, such as a form-based code. As such, recommendations made later in the strategy focus on coordinating land use decisions between the two municipalities and updating the existing zoning to enhance coordination and support the vision of the corridor as a vibrant mixed-use area.

**Zoning | Town of Thompson and Village of Monticello**



Gateway Corridor Zoning			
District		Acres	Percent of Corridor
<b>Town</b>			
HC-2	Highway Commercial 2	349.6	20.3%
CI	Commercial Industrial	247.5	14.4%
SR	Suburban Residential	207.5	12.1%
RR-1	Rural Residential 1	70.5	4.1%
PRD	Planned Development	34.9	2.0%
<b>Village</b>			
B-1	General Business	253.5	14.7%
RM	Residence	203.5	11.8%
B-2	Core Business	110.5	6.4%
R-2	Residence	89.7	5.2%
BLI	Light Industrial	67.0	3.9%
B1-O	Business Office	56.7	3.3%
R2-B	Residence	24.3	1.4%

### Town of Thompson

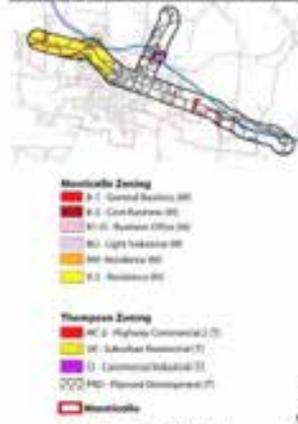
The zoning regulations in Chapter 250 of the Town Code date back to 1984. The regulations divide the town into eight districts. Overall, the primary development type allowed through zoning in Thompson is low-density, single-family housing and agricultural uses (although there is little agricultural use). The districts range from low- to medium-density, from the areas furthest from the village center (the RR-2 district having the lowest maximum density per acre, followed by the RR-1, then the Suburban Residential and Highway Commercial Districts). The Town does not have any traditional downtown districts as defined by high-density, mixed-use areas; however, the primary commercial district is on Route 42 north of Route 17. Residential development is allowed in all districts and at nearly double the density in areas with water and sewer.

### Village of Monticello

The Village of Monticello contains approximately 64% of the land in the Gateway Corridor. The zoning regulations, contained in Chapter 280 of the Village Code, divide Monticello into eight districts. In addition to the mapped zoning districts, the Village recently created the Senior Citizen Affordable Housing Floating District (SCAHFD). This district can be applied in all districts, excluding the Core Business District. The “Well Overlay” in the southern portion of the Village is intended to protect an important water source for the surrounding community.

Corridor Zoning Analysis

Zoning | 178 / Jefferson Street



- Areas of Potential Conflict**
- ① Commercial industrial zoning in the Town of Thompson adjacent to General Business in the Village. More intensive uses in the Town industrial district could deter tourism based recreation and commercial land uses in the Village.
  - ② General Business zoning in the Village adjacent to Suburban Residential zoning in the Town.



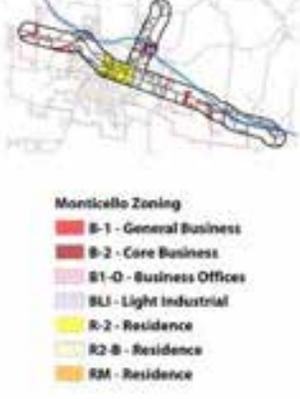
**General Description:** Adjacent to the Casino and Raceway along State Highway 178 and Kaufman Road, this area is zoned primarily as "General Business" (Village) and "Commercial Industrial" (Town). Along Jefferson Street in the Village the land is zoned as "Light Industrial" as Jefferson gets closer to Downtown Monticello the zoning changes to "Multiple Residence" and "Business Offices." The furthest east area in the 178 / Jefferson Street district is zoned "General Business" along exit 104.

**Uses:** The areas surrounding the Monticello Casino and Raceway allow for a wide range of commercial uses and some residential uses. Small portion of "Multiple Residence" allow for a higher density of housing, but fewer commercial uses.

**Dimensional Requirements:** The dimensional requirements in this area generally dictate that there will be one and two story structures set back between 30' and 50' feet from the roadway. Minimum lot sizes are generally a quarter acre.

**Conclusion:** The largest portion of this area is zoned B-1 and is in the Village. This district allows for a variety of uses including many different types of residential. Given that much of this land is around Exit 105, along the 178 corridor, and contains large amounts of open land associated with the Monticello Casino and Raceway, it may be beneficial to evaluate whether certain types of residential uses, say single family homes, is the highest and best use of the land in this area. The western edge of this area is zoned CI and is in the Town of Thompson. While residential uses are largely restricted, allowing only for summer camps, bungalow colonies and campgrounds, more intensive uses such as junkyards and warehouses and trucking terminals may impede development of more recreational and tourism related development.

Zoning | Downtown Monticello



- Areas of Potential Conflict**
- ① Limited residential options in both the B1-O and B-2 districts may discourage the establishment of workforce housing apartments in the Village core. A ban on ground level units throughout the B-2 district helps to maintain a vibrant Main Street, but may impede the development of apartments in areas off Broadway.



**General Description:** Existing, traditional Main Street area is zoned B-2 "Core Business" for retail, dining and upstairs apartment living. B1-O "Business Offices" districts buffer the Core Business District from two and three family districts to the north and south of Broadway.

**Uses:** The Downtown district allows for a range of uses that support a vibrant and walkable municipal center. Residential options are limited in the B-2 district to upper story apartments.

**Dimensional Requirements:** The dimensional requirements in the B-2 district allow for street front buildings and multi-story buildings. However, the dimensional requirements set forth in the Village zoning code do not mandate minimum heights or maximum setbacks, this could allow for the development of low lying suburban style infill.

**Conclusion:** The uses in the B-2 District in the Village are appropriate toward being proactive in the redevelopment of the Village core in a manner that does not conflict with the more auto-oriented uses that are likely to occur along the corridors outside of the village core.

**Zoning | Exit 105 / Kiamasha Lake**



**Areas of Potential Conflict**

The Exit 105 / Kiamasha Lake district is largely built out along the corridor. Since the area is bounded by various man-made and natural constraints there is relatively little space for green-field development.



- Thompson Zoning**
- CI - Commercial Industrial
  - HC-2 - Highway Commercial - 2
  - PRD - Planned Development
  - RR-1 - Rural Residential - 1
  - SR - Suburban Residential
- Monticello Zoning**
- B-1 - General Business
  - B-2 - Core Business
  - B1-O - Business Offices
  - BLI - Light Industrial
  - R-2 - Residence
  - R2-B - Residence
  - RM - Residence

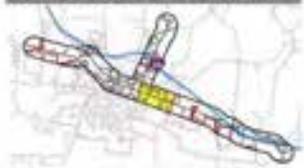
**General Description:** The Exit 105 / Kiamasha Lake district runs approximately 1.5 miles along Pleasant Street / Route 42 between Broadway and Kiamasha Lake. The area is primarily zoned "Highway Commercial" (HC-2) in the Town and "General Business" (B-1) in the Villages. Portions of the corridor are zoned "Suburban Residential" in the area surrounding Exit 105, but development there is virtually impossible due to the presence of off-ramps.

**Uses:** Highway Commercial zoning allows for a wide range of commercial land uses. This is the least restrictive commercial zone in the Town. The Village B-1 District is similarly permissive.

**Dimensional Requirements:** The dimensional requirements in the HC-2 district allow for suburban style, auto-oriented development.

**Conclusion:** Given the highly auto oriented nature of this corridor, it is zoned appropriately in both the Town (north of Exit 105) and in the Village (Pleasant Street south of Exit 105). However, because the area north of Exit 105 in the Town has/is becoming a regional retail destination and a stop along I-86, the town may want to review the residential uses, such as single family homes, as these may not be appropriate in an area that will likely use an increased amount of vehicles; nor would they be the highest and best use of lands that are serving for larger footprint retail uses.

**Zoning | Upper East Broadway**



- Monticello Zoning**
- B-1 - General Business
  - B-2 - Core Business
  - B1-O - Business Offices
  - BLI - Light Industrial
  - R-2 - Residence
  - R2-B - Residence
  - RM - Residence

**Areas of Potential Conflict**

- ① The transition between Light Industrial may not contribute to a cohesive streetscape due to varied setback requirements.
- ② The Village "Light Industrial" abutting Town "Suburban Residential" this may cause issues between residents and businesses
- ③ The Village "Multiple Residence" abutting the Town Highway Commercial could place residential neighborhoods in conflict with large commercial uses.



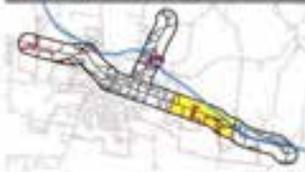
**General Description:** This is a transitional area between the auto-oriented lower Broadway Corridor and the Monticello Downtown. The zoning along this section of corridor is "Core Business" (B-2) to the west and "Light Industrial" and "Multiple Residence" to the east.

**Uses:** The B-2 district along Broadway allows for a range of uses that support a vibrant and walkable municipal center. The "Light Industrial" district allows for larger multi-family development and a wide range of commercial/ industrial activities. The Multiple Residence district does not allow for many of commercial uses that would contribute to a lively streetscape.

**Dimensional Requirements:** The dimensional requirements in the B-2 district allow for street front buildings and multi-story buildings. The "Light Industrial" and "Multiple Residence" districts requires larger front and side yard setbacks (30'-50'). The RM district along Broadway has setback requirements that mimic that of the Light Industrial.

**Conclusion:** As noted, there are a few areas of potential conflict. Overall, the differential of uses along this corridor and the variety of dimensional requirements will not be conducive to a cohesively redeveloped corridor. This area is also the eastern fringe of the core downtown area which could be appropriate for larger density residential projects. The Village's BLI district does allow for multiple dwellings, high rise apartments however it also allows for larger more industrial type uses (e.g., storage facilities, outdoor storage, manufacturing, warehouses, etc.) that could conflict with the residential uses and may not necessarily be appropriate given the infill opportunities associated with the portion of the corridor.

Zoning | Lower East Broadway



- Thompson Zoning**
- CI - Commercial Industrial
  - HC-2 - Highway Commercial - 2
  - PRD - Planned Development
  - RR-1 - Rural Residential - 1
  - SR - Suburban Residential
- Monticello Zoning**
- B-1 - General Business
- Monticello**

Areas of Potential Conflict

- 1 The transition between Suburban Residential and Highway Commercial zoning
- 2 The Town "Commercial Industrial" (CI) abuts Town "Highway Commercial" (HC) this may cause issues between residents and businesses and a built environment that does not reflect the human scale. The HC currently allows residential uses that the CI does not. There may also be intensive CI uses that conflict with both commercial and recreational uses.



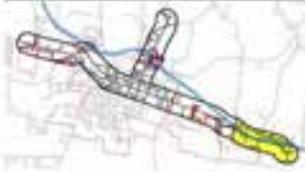
**General Description:** This is an area of irregular municipal boundaries. The Highway Commercial (HC-2) and "Commercial Industrial" (CI) zoning in the Town is interspersed with Village controlled "General Business" (B-1) zones. A strip of CI zoned land faces the now vacant site of the old Apollo shopping center.

**Uses:** There are a very wide range of allowable uses in this area. No areas, with the exception of a small patch of "Suburban Residential" are devoted exclusively to residential development.

**Dimensional Requirements:** The dimensional requirements in this area generally dictate suburban style, auto-oriented lot layout and building placement.

**Conclusion:** While this area is largely in the Town there are two areas that fall with the Village boundary: one in the center of this section and the other is a large part of the 'Apollo' parcel. While this can lead to some confusion, it is worth noting that the lands in the Town and Village are both zoned for commercial type uses. However, the allowed uses in for each community are not completely aligned. Since this is the primary gateway into the community it will be important that this area be redeveloped as a cohesive corridor with uses that may be complimentary to Resorts World Casino. It also worth noting that both the HC-2 District in the town and the B-1 District in the village both allow for a wide variety of uses, such as single and two family homes, that may not be appropriate nor the highest and best use of the land in this primary corridor.

Zoning | Bridgeville Road



- Thompson Zoning**
- CI - Commercial Industrial
  - HC-2 - Highway Commercial - 2
  - PRD - Planned Development
  - RR-1 - Rural Residential - 1
  - SR - Suburban Residential
- Monticello Zoning**
- B-1 - General Business

Areas of Potential Conflict

- 1 The transition between "Suburban Residential" and "Commercial Industrial" zones could lead to conflicts between intensive industrial uses and residential uses.
- 2 The Town "Commercial Industrial" abuts Town "Highway Commercial" this may cause issues between service oriented commercial uses in the HC-2 district and more intensive industrial uses in the "Commercial Industrial" zone.



**General Description:** This section of Broadway is bounded by Exits 106 and 107. This area is zoned for "Highway Commercial" (HC-2) and "Commercial Industrial" (CI) and intended for auto-oriented commercial uses. This section of the Gateway Corridor is regulated entirely by the Town of Thompson.

**Uses:** The "Highway Commercial" and "Commercial Industrial" districts allow for a wide range of uses. Residential development is permitted in the HC-2 while summer camps and bungalows are allowed in the CI district.

**Dimensional Requirements:** The dimensional requirements in "Highway Commercial" and "Commercial Industrial" districts encourage larger front setbacks and buildings no taller than 35 feet. Large minimum lot sizes in the "Commercial Industrial" District result in sprawling development that may be appropriate for this area.

**Conclusion:** This area is very visible as one travels both east and west along highway 17. Much of the development is along Bridgeville Road with some development along Cimarron Rd which dead ends on the east end just shy of Exit 107. While this area does not have sewer and water as it is developed some lots are larger that can accommodate the uses as outlined in the Town's CI District. Until development pressure is exceeded in the Upper and East Broadway corridor sections it is recommended that the zoning remain as is in this area.

## Physical Constraints to Development

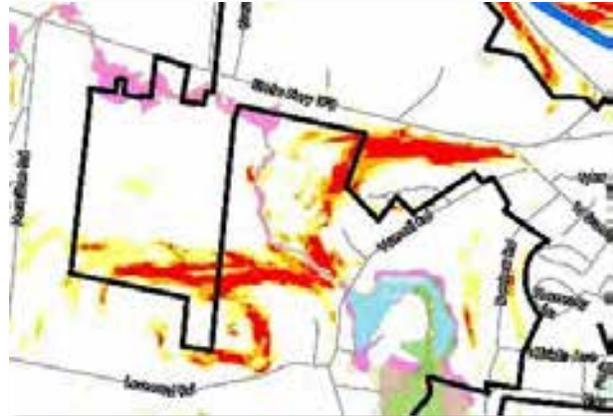
The study area features properties that are constrained by natural features including steep slopes, wetlands, and floodplains. The map on the following page shows where these constraints, described in detail further below, are found within the study area.

### Steep Slopes

Areas of steep slopes can make development more costly, difficult, or impossible. Steep slopes were determined by areas with a slope of 15% or greater. As shown in the Physical Constraints map, the portion of the study area most affected by steep slopes is the Route 17B area south of the Raceway.

There is only a thin strip of

developable land along the road before land becomes undevelopable due to the terrain. Therefore, the development potential here is limited to uses that do not require very large or deep sites.



*Areas of Steep Slope south of the Raceway shown in yellow, orange, and red.*

### Wetlands

Wetlands are areas of high environmental value and are regulated and restricted to development. The Physical Constraints map shows the wetland areas restricted to development by the New York State Department of Environmental Conservation (DEC). Additional wetlands from the Fish and Wildlife Service's National Wetlands

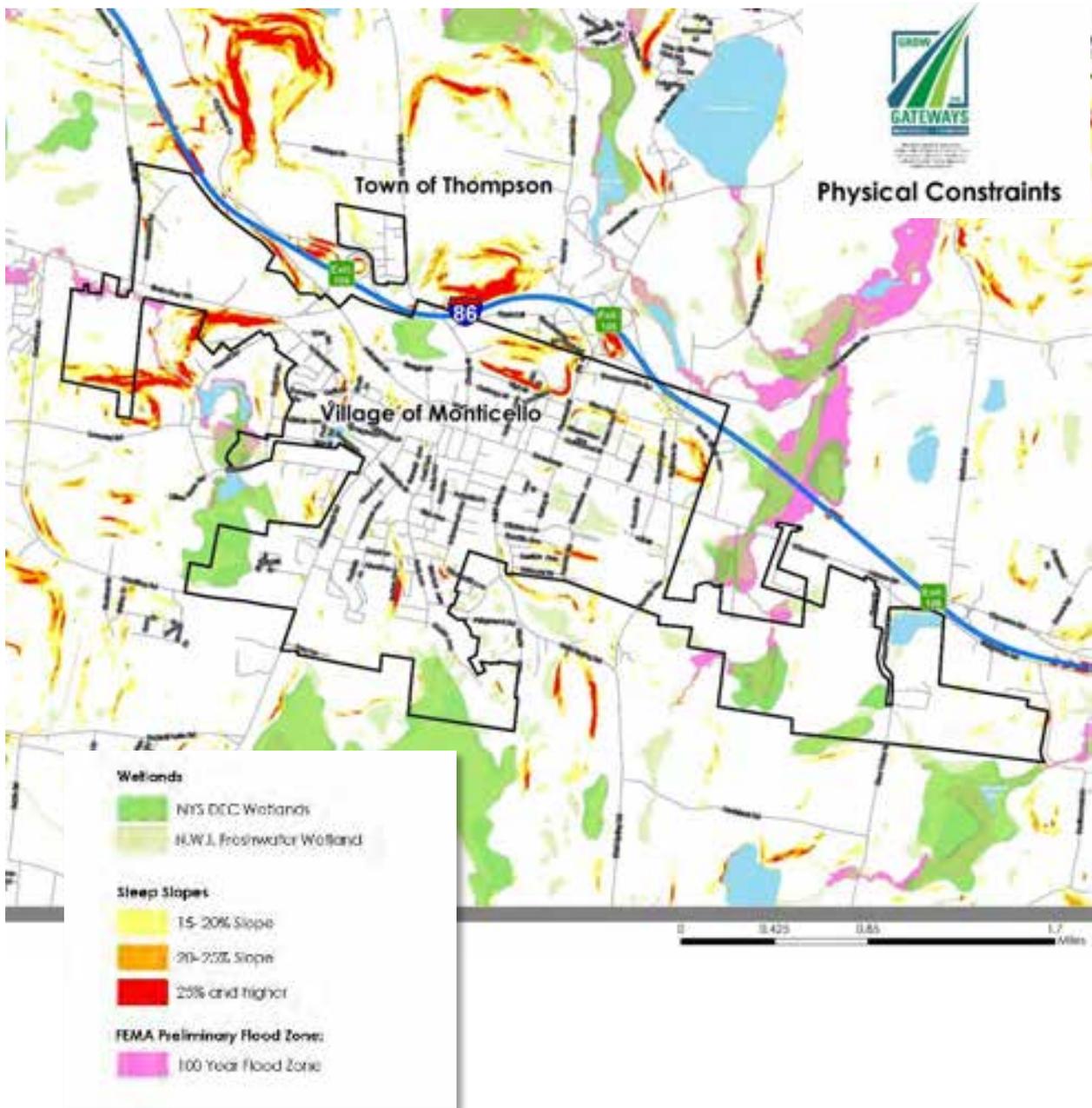
Inventory are shown. There are few areas of the study area corridor directly affected by wetlands. The most significant wetland constraint is found in the Lower East Broadway district where a wetland system connects under the roadway.



*Wetlands (green) and floodplain areas (pink) in the Lower East Broadway area*

Floodplains

Floodplains, shown on the map in pink, also pose a constraint to future development. The Study Area is affected by the presence of floodplains in two primary areas. The first is found adjacent to the wetland area described above. The second is located at the western edge of the corridor, south of the Raceway where there is an existing stream.

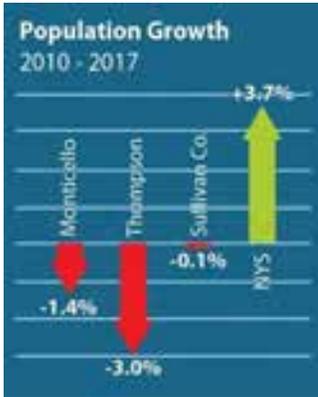


### Character, Land Use & Zoning Key Takeaways

- Town zoning adjacent to the Village, particularly the HC-2, is reflective of auto-oriented, suburban style development which is not consistent with the vision and goals for the Gateway District.
- Zoning districts around regional attractions, like the Monticello Casino and Raceway, allow for more intensive commercial/industrial uses that could potentially discourage development that complements tourism and retail uses.
- Large front setbacks and small maximum lot coverages do not allow for the development of dense, walkable, mixed-use nodes. The only identified area like this is the Downtown Core. As the new Casino influences development patterns, there will be more opportunities to establish additional dense, walkable, mixed-use nodes elsewhere in the Corridor.
- Minimum off-street parking requirements in the Town of Thompson (§250-22) and Village of Monticello (§280-23) may be requiring developers to over-provide off street parking spaces. This can result in a sprawling, auto-dependent landscape that discourages mixed-use development and walkability. In the Village of Monticello, current off-street parking requirements may be an impediment to redevelopment of historic properties with no existing off-street parking.
- Lack of maximum setback requirements and minimum building heights allows for infill development that does not complement the existing built environment, particularly in the Core and Upper East Broadway areas of the Village.
- Neither the Town nor Village zoning ordinances explicitly address the potential conflicts between industrial and residential development that could take place in close proximity to their borders.
- Lack of district intents makes the tasks of the Zoning Board difficult. Zoning Boards tasked with making interpretations are offered no guidance in the existing zoning ordinance and instead must rely on precedent, which has been inconsistent and therefore of little value.
- Layout and format of each municipality's zoning ordinance are irregular and difficult to understand. The zoning codes are not easily accessible or understandable. It is difficult to understand what the communities desired development outcome is based off of the zoning ordinance.
- Monticello's online zoning ordinance is not fully updated to include recent changes. Old zoning regulations are posted in such a way as to give the impression that they are the most up to date rules. The 63 pages of new rules (local law #3 of 2016) are buried in a list of local laws with no obvious indication that they supplant the more prominently displayed old zoning regulations.

## 2.2 Demographic & Economic Trends

### Population & Households



The village, town, and county populations have seen mild population declines between 2010 and 2017; however, when compared to the overall population gain of nearly 4% in New York State, it is clear that the region is not keeping pace in terms of growth. Based on projections that consider past population trends, the population is anticipated to continue to decline. However, the development of Resorts World Catskill, a transformative project, is likely to reverse population decline trends, bringing new growth to the Gateway Corridor.

It is also important to note that the area experiences a significant population spike during the summer months with seasonal residents. The arrival of seasonal residents brings both increased pedestrian traffic throughout the Gateway Corridor as well as increased commercial and retail operations that often close with the leaving of the seasonal population and summer tourism. This is an important dynamic because when businesses are closed and shuttered for the off-season, it contributes to the perception of a weak business environment.

Population Trends			
	Population		Percent Change 2010 to 2017
	2010	2017	
Thompson	15,308	14,851	-3.0%
Monticello	6,726	6,634	-1.4%
County	77,547	77,508	-0.1%
State	19,378,102	20,096,494	3.7%



Overall, the population of Monticello is younger than the Town of Thompson, Sullivan County, and New York State. Sullivan County is significantly older with a median age of 43.1 years old. Age distribution data shows that the Village of Monticello has greater portions of its population falling in the younger age segments. While the village has a higher concentration of 25- to 34-year old residents compared to Thompson and Sullivan County, it has the lowest proportion of its population in the 35 to 44 age range.

Median Age	
	2017
Thompson	39.4
Monticello	35.6
County	43.1
State	38.9

### Household Income



Households are very poor in Monticello compared to the town, county, and state overall. Households in Thompson are also relatively low-income, although less so than village households. The median household in the village of just under \$31,000 is about half of the overall state median household income and approximately 60% of the county median household income. This indicates a concentration of poverty in and around the study area.

The village has several existing and ongoing efforts to both help improve income opportunities for residents as well as manage shortfalls for food and housing. Catholic Charities and its Recovery Center have a strong presence on Broadway. The Sullivan County Federation for the Homeless is also located a few blocks off Broadway on Monticello Street. Other organizations include United Way, Monticello Housing Authority, Center for Workforce Development, and the County Human Rights Commission. In 2016, the County Human Rights Commission conducted a “Dialog to Change” program to help develop solutions to the local poverty needs. A number of organizations, including the Partnership for Economic Development, Center for Workforce Development, Monticello School District, BOCES, Cornell Coop Extension, and the County IDA, have all been working to help connect residents with employment opportunities at Resorts World Catskills. All of these efforts collectively will continue to bring about positive economic opportunities, especially with the arrival of the new casino and resort.

Median Household Income			
	2017	2022 Proj.	Percent Change 2017 to 2022
Thompson	\$42,661	\$43,828	2.7%
Monticello	\$30,952	\$30,820	-0.4%
County	\$52,049	\$53,972	3.7%
State	\$60,832	\$67,501	11.0%

## Housing

Monticello has 3,722 housing units as of 2016. Of the housing units in census tract 951800, which comprises most of the Village of Monticello, 40.5 percent were single family homes, 8.1 percent were duplexes or twins, and 50.1 percent had three or more units.<sup>1</sup>

Monticello Housing Units		
Housing Type	Number	Percent of Total
Single Family	1,506	40.5%
Duplex	302	8.1%
Multi-unit	1,866	50.1%

The overall housing vacancy rate in Monticello is relatively high at 8.6% of all housing units accounting for 237 vacant residential properties. An additional 134 properties are not active (5% of all properties) indicating the vacancy rate may be even higher. Vacant residential properties typically suppress property values and discourage new investment in housing and neighborhoods while creating the perception that the community is unsafe.

Monticello Housing Vacancy		
	Number	Percent of Total
Vacant Units	321	8.6%
Occupied Units	3,401	91.4%
<b>Total</b>	<b>3,722</b>	<b>100%</b>

The local housing stock is relatively old. The median year built among housing units is 1962. Approximately 64% of the housing stock was built prior to 1970. An old and aging housing stock is typically correlated with lower quality housing in need of renovation and upgrade. An older housing stock also typically tends to have lower values, as is the case in Monticello. In 2015, over 20% of the homes in Monticello were worth under \$60,000. Therefore, there is a need for updated and higher quality housing in the local area.

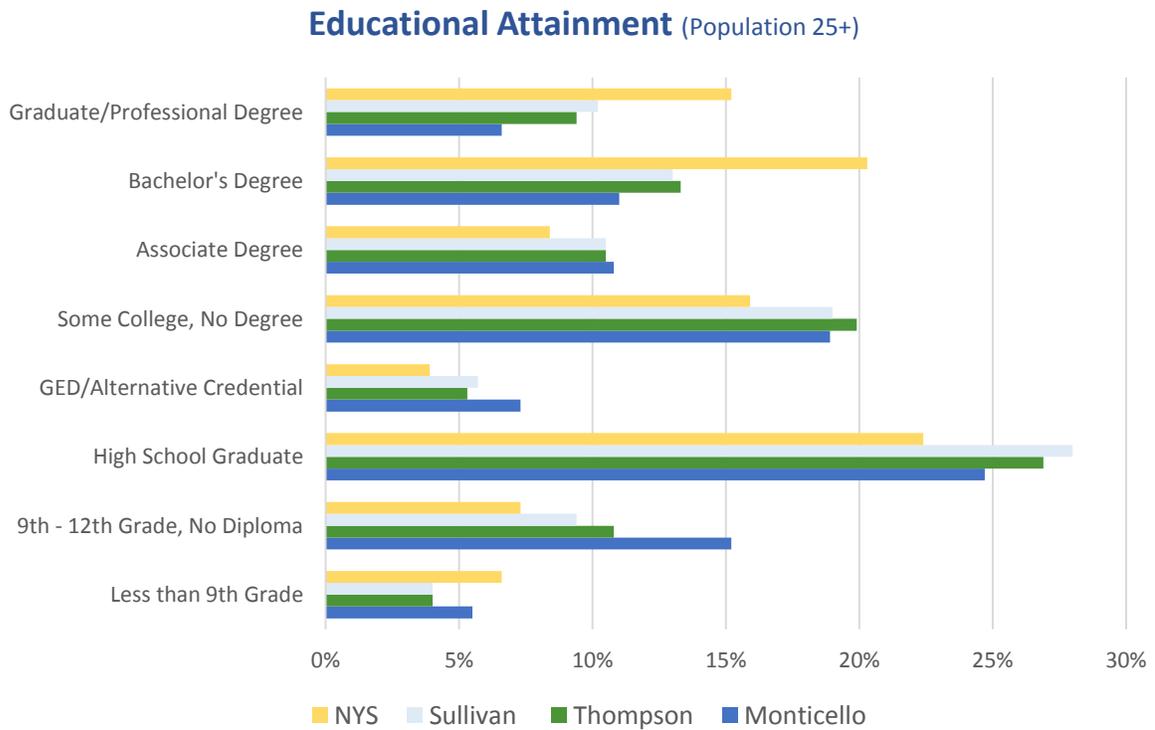
The Sullivan County Land Bank Corporation was approved in November 2016 and incorporated by New York State in February 2017. It is working to improve the housing stock in the county, including in the Town of Thompson and the Village of Monticello. The land bank facilitates the return of vacant, abandoned, and tax delinquent properties to productive use.

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<sup>1</sup> Based on Census Tract 36105951800

### Education

Low levels of education attainment are typically correlated with low household income levels, as is the case in Monticello. The village has a substantially smaller proportion of its adult population that has earned a graduate/professional degree or bachelor’s degree. The village also has a much larger share of its population that has not earned a high school diploma. The Town of Thompson educational attainment patterns also generally lag Sullivan County and New York State overall. The low educational attainment levels highlight the need for job training opportunities, especially in the service sectors.



## Employment

The tables below show the industries that have been growing in Sullivan County and those that have been growing in the Village of Monticello.

<b>Sullivan County Employment Growth by Industry (2001-2015)</b>		
<b>Industry</b>	<b>Change 2001-2015</b>	<b>Percent Change 2001-2015</b>
Health care and social assistance	2,019	41.7%
Manufacturing	605	58.2%
Transportation and warehousing	553	69.7%
Arts, entertainment, and recreation	443	54.2%
Real estate and rental and leasing	388	31.0%
Administrative and support and waste management and remediation services	327	34.0%
Management of companies and enterprises	194	96.0%
Educational services	169	57.9%
Other services (except public administration)	107	6.2%
State government	53	4.5%
Mining, quarrying, and oil and gas extraction	45	44.1%
Professional, scientific, and technical services	35	2.7%

Source: BEA

<b>Village of Monticello Employment Growth by Industry (2002-2014)</b>		
<b>Industry</b>	<b>Change 2002-2014</b>	<b>Percent Change 2002-2014</b>
Health Care and Social Assistance	1,560	302%
Management of Companies and Enterprises	158	608%
Arts, Entertainment, and Recreation	154	114%
Retail Trade	92	16%
Transportation and Warehousing	49	32%
Administration & Support, Waste Management and Remediation	3	4%

Source: Census OnTheMap

Health Care and Social Assistance has seen significant growth in the village and in the county. This represents a potential opportunity for the development of new medical office space and/or senior housing or assisted living facilities. As the population continues to age, demand for these types of facilities will continue to increase.

Manufacturing has also seen significant growth at the county level, but not within the Village, suggesting that there may be an unmet opportunity to capture some of

this industrial growth within the corridor. This opportunity is further highlighted by the growth in the transportation and warehousing industry in both the county and village. The logistics activities within transportation and warehousing industry share a close relationship with manufacturers as manufacturing enterprises utilize trucking, warehousing, and other related-businesses to move and store their goods.

The county and village have also continued to see an increased concentration in arts, entertainment, and recreation jobs and businesses – which will be greatly accelerated by the Resorts World Catskills development. The concentrated cluster of these types of businesses and the new casino and resort has the potential to create a strong regional tourism destination with additional businesses catering to visitors including lodging, restaurants, and retail.

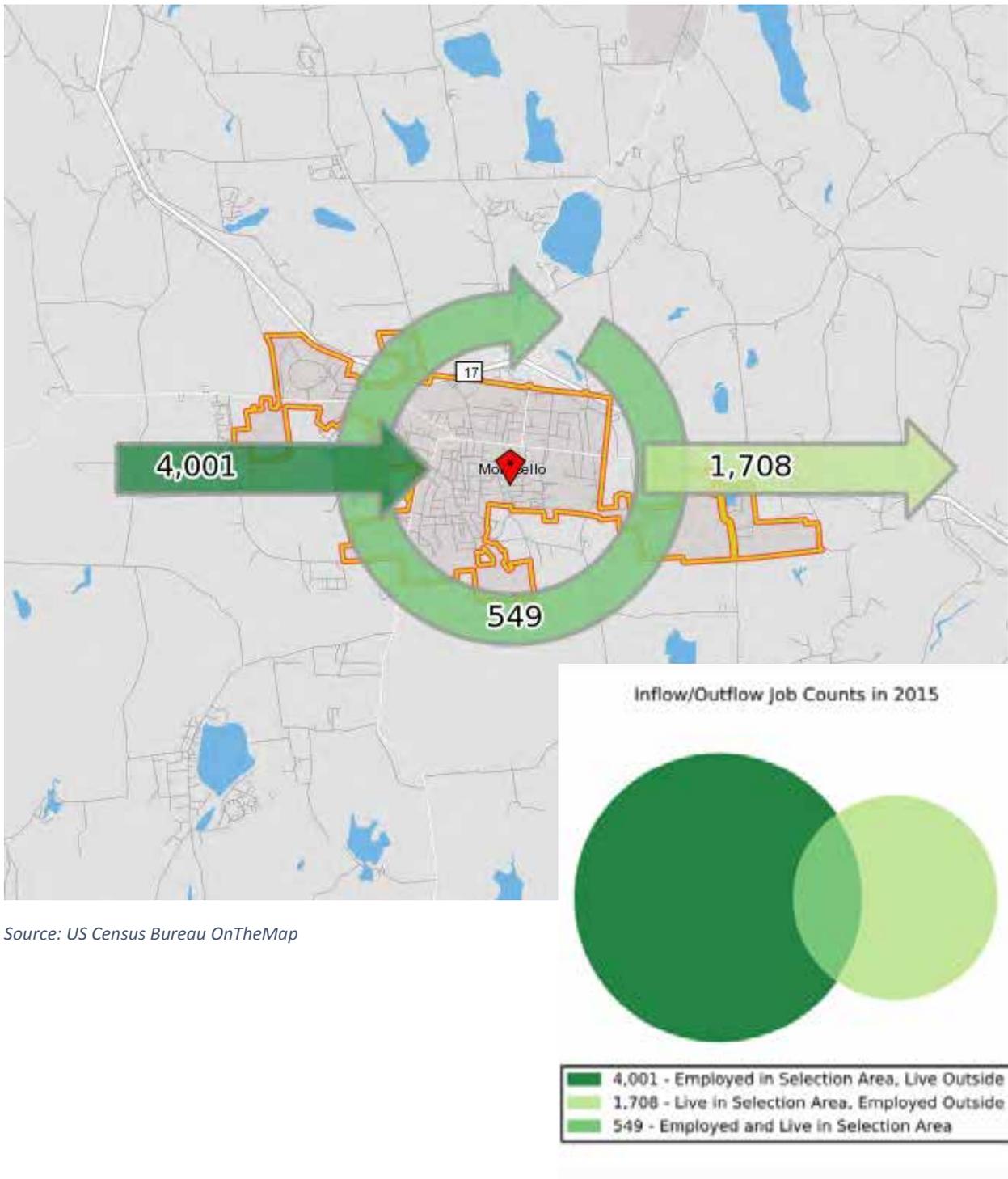
### Commuting Patterns

Commuting patterns are important to consider as the inflow and outflow patterns of people can reveal issues and opportunities, especially with respect to jobs and housing. The commuting patterns for the Village of Monticello were examined as most of the housing and businesses located within the study area are located within the village. Of the approximately 4,550 jobs located in the village, only 12% are filled by village residents. The majority of jobs are filled by people that live outside the village and commute to their jobs.

While the skewed ratio is somewhat expected given that the village is an employment center, the magnitude of difference between in-commuters and those living and working in the village suggests that there are factors driving people to live outside of the village, such as a lack of adequate housing, quality of life differences, cost of living disparities, availability of quality of schools, or other factors.

The following graphic summarizes the inflow/outflow of workers for the Village of Monticello.

Village of Monticello Commuting Patterns (inflow/outflow of workers)



Source: US Census Bureau OnTheMap

### Demographic & Economic Trends Key Takeaways

- **Capturing Workers to Live Locally Key to Avoiding Population Decline.** The village, town, and county have seen recent population declines. Although modest, the region is falling behind the rest of New York in population growth, which is closely correlated with economic development. The Resorts World Catskills project has the potential to expand the population, but only if there is appropriate and adequate housing options and a quality of life that attracts workers to live locally. Therefore, it is important that strategic plan recommendations address quality of life issues and housing for future workers at the resort and casino.
- **Workforce Training for Local Residents Needed.** Low education, income, and employment levels all point to a need for enhanced workforce and job training opportunities for the local population. The population of Monticello has critically low educational attainment levels and as a result has a significant concentration of households in poverty. Job training, especially in the service sector and for the new casino resort project and associated growth in the food and accommodations sectors, is critical to improving the local economy and quality of life for low-income households. Enhancing employment opportunities and income levels is a key factor in economic development as rising employment levels result in increased discretionary spending, which supports local businesses.
- **Public Transportation Likely Needed to Connect Residents to Jobs.** Low-income households and individuals are typically in need of public transportation options to commute to jobs. Low rates of automobile ownership are correlated with low income levels. Public transportation may be especially critical considering the existing lack of options to get potential workers to the new resort and casino site for employment. The strategic plan should address the need to provide safe, convenient, and comfortable public transportation opportunities.
- **Families and Higher-Income Households Living Outside of Village.** The vast majority of jobs in Monticello are filled by people living outside the village. The concentration of higher-income households outside of the Village suggests a dichotomy of low-income, less-educate people concentrated in the village, while higher-income and more educated people live outside of the village and commute to fill the higher-wage paying jobs in the village. This suggests there may be an opportunity to capture some of the in-commuter households to live locally.

- **Relative Concentration of Young Adults a Potential Opportunity.** The village has a relative concentration of young adults/millennials compared to surrounding areas, which represents a potential opportunity by strengthening their ties to the community. This may include connecting them with jobs, training opportunities, housing, social activities, entrepreneurship programs, and others, as well as ensuring that there are community amenities for this group. By strengthening those ties, it is increasingly likely that those individuals will form long-term bonds to the community, which will lead to economic growth. This group also represents a market opportunity for entertainment and other businesses catering to a younger population segment.

## 2.3 Market Conditions and Opportunities

### Retail Opportunities

The retail potential analysis examines the population within retail catchment areas to understand the types of new retail that may be supported by the existing population, and that may be supported in the future under a scenario where 2,000 people are added to the area's population. The population increase is based on the estimated job creation from the casino resort and other development (this figure reflects the fact that not all workers will live locally and that new workers that do move into the area will likely be bringing family members).

Retail Potential Analysis						
Retail Type	Customer Spending	Frequency of Purchase	Customers Needed	Avg. Sq. Ft.	Supported by Existing Population	Supported by Population Increase of 2,000
Restaurant/Bar	\$25-\$50	Weekly	1,915-3,191	4,000	Maybe	Yes
Specialty Food and Grocery	\$50 - \$125	Monthly	2,044-3,407	3,500	Maybe	Yes
Household Furnishings	\$200-\$400	Annual	12,142-20,239	10,000	No	Maybe
Apparel/Clothing	\$40-\$250	Monthly	11,778-19,632	3,000	No	Maybe
Health and Personal Care Store	\$10-\$25	Weekly	17,310-28,851	3,000	No	Maybe
Sporting Goods, Hobby, Book, and Music Stores	\$25-\$42	Monthly	4,239-7,065	5,000	Maybe	Maybe
Café and Coffee Shop	\$5-\$30	Weekly	1,614-8,460	2,500	Maybe	Yes
Art Gallery and Antiques	\$100-\$1,000	Annual	5,500-9,600	4,000	No	Maybe
Jewelry Sales and Watch Repair	\$300-\$750	Annual	8,500-13,600	3,000	No	Maybe

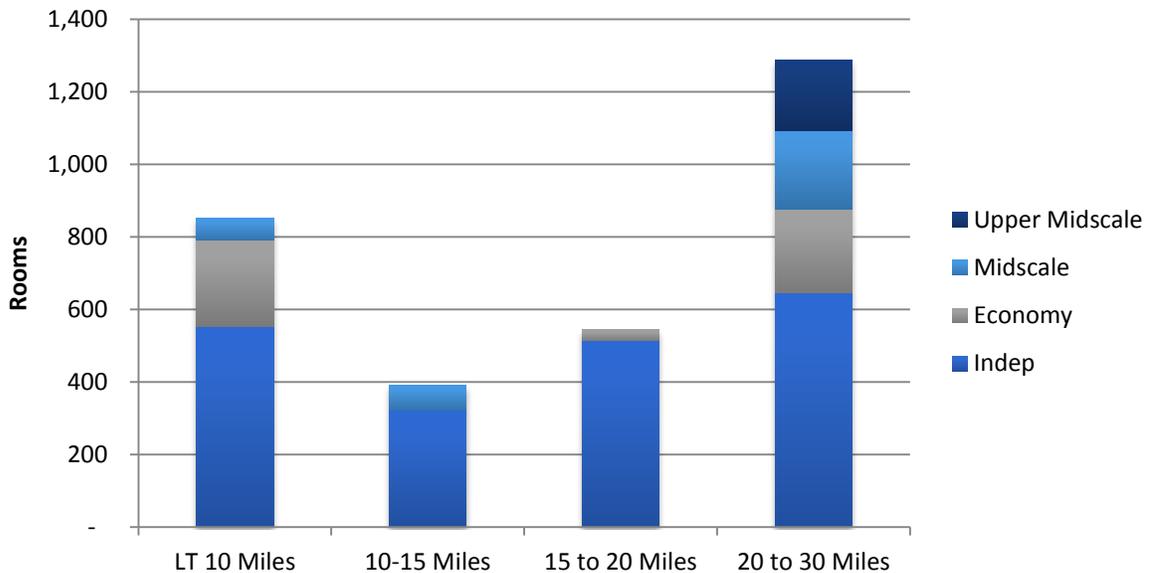
### Lodging Market

This section examines the market potential for additional hotel and lodging accommodations in the study area. The casino development, as well as tourist attractions like the Veria Lifestyle Wellness Resort and events at Bethel Woods, will create a need for hotel accommodations that are in line with the demographic that these amenities will attract. There is approximately \$131.6 million in annual tourism

spending on lodging in Sullivan County.<sup>2</sup> There are 3,000 total rooms in Sullivan County with 852 total rooms within ten miles of Monticello. Most of the rooms are independent operators with rooms priced below \$100. Many hotels are serving niche segments, such as the traditional Jewish population, while there are also a number of fishing lodges and hunting camps in the overall lodging sector.

Currently, the hotel market in the study area is underserved, especially in the Upper Midscale and Midscale tiers. However, due to the nature of the new development coming into the area and projects in the pipeline, there may not be a need for a large amount of new hotel rooms to be built. Both Resorts World Catskills and the Veria Lifestyle Wellness Resort are providing upscale lodging facilities as part of the development. Other tourist demographics are well-served by niche or independent hotel operators. Furthermore, since the Resorts World Catskills development will draw heavily on the New York City market, which is within driving distance, then that may cut down on the number of hotel rooms that are demanded.

**Hotel Rooms by Distance and Market Tier**



Despite the number of hotel rooms expected to be developed as part of Resorts World Catskills, there is still some potential for additional lodging development. One large draw to the area that would benefit from increased upper midscale or midscale hotel rooms is Bethel Woods, which has capacity to host 15,000 people at their outdoor shows. There may also be potential for hotels to service the

<sup>2</sup> Tourism Economics. The Economic Impact of Tourism in New York; 2011 Catskills Focus

“overflow” of visitors to the casino resort, especially during peak times. A unique downtown hotel that is close to new restaurants and entertainment options is also likely to be feasible by providing a unique experience relative to other lodging and accommodation options.

### Housing Market

This section examines the current housing supply and demand characteristics and provides insights into how the local housing market could change as a result of the Resorts World Catskill development.

#### Current Housing Supply

The overall housing vacancy rate in Monticello is relatively high at 8.6% of all housing units accounting for 237 vacant residential properties. An additional 134 properties are not active (5% of all properties) indicating the vacancy rate may be even higher. Vacant residential properties typically suppress property values and discourage new investment in housing and neighborhoods while creating negative perceptions around safety.

#### Rental Market

Monticello has approximately 1,870 apartment units accounting for half of all housing units in the village. In the village, 51.6 percent of households live in buildings with units of between 3 and 19 apartments. In Sullivan County, only 12 percent of households live in the same type of housing. This indicates a relative concentration of multi-family units and renter-occupied households in the village.

In addition to the concentration of units in apartment buildings, a large share of households rent single-family homes. The village has very low home ownership rates with only a little over 25% of households in the village owning their homes. By comparison, approximately 65% of households in Sullivan County own their homes.

Monticello Housing Vacancy		
Housing Type	Number	Percent of Total
Vacant Units	321	8.6%
Occupied Units	3,401	91.4%
<b>Total</b>	<b>3,722</b>	<b>100%</b>

#### Rental Prices

Data was collected on rental price points for apartments in Monticello as well as two comparison communities – Massena and Oneonta. One-bedroom apartments in Monticello are the most expensive among the three communities with average

rents at \$675. Rents for two-bedroom apartments are significantly higher at \$950 per month on average. The survey of rental prices also examined the amenities offered for the apartments. The results showed that despite the higher rents in Monticello, amenities were generally on par with the units in the comparison communities. Therefore, the relatively higher rents likely indicate a potential mismatch between supply and demand with additional rental units needed in the market.

<b>Apartment Rent Comparison</b>			
<b>Apartment Size</b>	<b>Massena</b>	<b>Oneonta</b>	<b>Monticello</b>
<b>1 BR</b>	\$537	\$608	\$675
<b>2 BR</b>	\$675	\$650	\$950

When rental prices are considered with household income levels, it is clear that the local area is need of additional affordable housing units. Relatively low incomes and high rental prices means that many local households are burdened by housing costs and are overpaying on rent compared to what they should be spending. In some parts of the village and corridor study area, more than 37% of renter households are burdened by housing costs.

#### **Housing Market Potential**

While the current housing market is weak, the market dynamics are expected to shift with the development of Resorts World Catskills. The number of unemployed in Sullivan County for Q1 2017 was 1,874. Resorts World Catskills, opening in February 2018, will create approximately 2,000 jobs. Many of these jobs will be taken by those who are unemployed and by workers seeking higher wages. If wages improve in the study area, then it can be anticipated that more people will migrate from lower quality housing to higher quality housing and from rental to ownership. Homeownership in Monticello is 25.4 percent. If household incomes increase then there is a likelihood of homeownership increasing as well.

It is anticipated that 1,050 full time jobs will be held in years 1–8 of the Resorts World Catskills project. The estimated average salary of these jobs is \$57,322. The after-tax income of these jobs is \$42,723, which leads to an estimated monthly rental or mortgage payment of \$1,150. This amount greatly exceeds the typical rent in the Village of Monticello of between \$800 and \$982. However, these jobs may experience turnover, seasonality, and be subject to economic trends.

Estimates of housing demand, accounting for the occupation or rehabilitation of now vacant units, ranges between approximately 510 and 1,260 units with higher demand for rental units compared to single-family homes.

<b>Future Housing Development Potential Generated by Resorts World Catskills</b>		
	<b>High Case</b>	<b>Low Case</b>
<b>Population Gain</b>	2,000	1,000
<b>Single-Family Development Potential (units)</b>	438	101
<b>Multi-Family Development Potential (units)</b>	825	412
<b>Total Housing Development Potential</b>	1,263	513

Source: Fourth Economy

### Resorts World Catskills Market Impact Discussion



*Architectural rendering of Resorts World Catskills. (Image: Empire Resorts)*

The scale of the casino development, the number of visitors it will attract, and the workforce it will employ should create demand for housing in the local real estate market. The strongest demand is likely to be for modern apartments with more mid-to upscale amenities than what is currently available in and around Monticello. If this type of housing is not available in the local area, it is likely that the casino and resort workforce will locate in communities further away where higher quality apartments are available.

If a significant number of casino and resort workers move into the local area, those workers will enhance the local commercial retail market. It is typical in casino communities for the workforce to support new restaurants, bars, and entertainment options. Due to the size of the casino and expected employment levels, a substantial number of new establishments in these categories may become

market feasible, especially in the downtown core of Monticello. The shift-schedules at casinos also typically lead to demand for nightlife options including live entertainment and bars that are open late at night. Other convenience retail categories are also supported from the general population increase. The retail potential in the corridor from the Resorts World Catskills project depends primarily on the ability to capture new workers to live and shop in the local area by ensuring there is adequate and appropriate housing targeted to these workers.

While workforce housing and businesses—supported by the new influx of workers who live in the area—represent the greatest market opportunities, casino visitors are also likely to enhance the market potential for other uses. Many casino patrons travel with family members and others that are interested in exploring other entertainment and recreation options outside of the casino and resort property. It is common for casino visitors to support new retail establishments, especially small and unique boutique stores that provide both a shopping and entertainment experience.

### Market Conditions and Opportunities Key Takeaways

- **Housing for New Workers is Greatest Market Opportunity.** The most significant opportunity for new development and economic development in the corridor is workforce housing for new casino and resort workers. There is a wide disparity between the expected housing demand from workers and the availability of housing in the town and village that matches the preferences of these workers. Housing demand for modern market-rate apartments is expected to be the greatest opportunity as many workers are expected to rent initially. Demand for single-family homes will increase more over time as workers put down roots and look for permanent residences.
- **Retail Potential Depends Primarily on Ability to Capture New Workers.** Capturing workers to live locally is also critical to supporting new business growth. Retail and other commercial businesses are enhanced by population growth. Casino and resorts jobs are expected to be relatively high-paying compared to existing jobs and current household income levels, suggesting that capturing these workers could significantly enhance retail potential in the corridor. This potential is considered greater than the retail potential generated by attracting casino visitors, as most of their spending will typically occur on-site at the casino.
- **Substantial Opportunity for New Restaurants, Bars, and Entertainment Options.** It is anticipated that capturing a large proportion of the workforce to live locally will create the potential for several new restaurants, bars, and entertainment options. Visitors to the casino and resort are also likely to

patronize these types of businesses, which enhances the market potential of these uses. Typical of other casino communities is a demand for nightlife and places that are open late and align with the shift schedules of casino workers.

- **Potential for Mix of Visitor-Oriented and Locally-Serving Retail Business.** There are existing retail opportunities in the local area and these opportunities are expected to grow with the completion of Resorts World Catskills. It is important to understand these opportunities so that regulations, policies, strategies, and incentives are aligned to capitalize on the market potential. Specific retail opportunities that exist now or in the near future include:
  - Restaurants and bars including local sourced craft food and beverages (including breweries)
  - Specialty food and grocery stores
  - Café and coffee shops
  - Household furnishings
  - Apparel/Clothing
  - Health and personal care
  - Sporting goods, hobby, book and music
  - Art gallery and antiques
  - Jewelry sales and watch repair

Small-scale boutique shopping, especially downtown, is an opportunity as this provides an entertainment and shopping experience for visitors to the casino that are looking for additional activities outside of the casino resort facility.

- **New Hotel and Lodging Businesses Likely Market Feasible.** There is likely additional hotel and lodging development potential in the local area beyond the rooms expected at Resorts World Catskills; however, projects in the pipeline are likely to meet most of this demand. There is some hotel development potential associated with Bethel Woods, which draws significant numbers of annual visitors. A downtown boutique hotel is also likely to be feasible, if downtown undergoes additional revitalization and gains additional retailers, restaurants, bars, and entertainment options.
- **Potential Future Demand for Additional Medical Office Space.** The health care industry has been a bright spot in the local and county economy with significant employment growth. Industry growth is typically associated with demand for real estate. Medical office demand is evidenced in the study area by the Catskill Regional Medical Group urgent care facility in Thompson near Kiamesha Lake. With the expected population increase due to the casino resort project and the continued aging of the population, additional medical office space may be needed.

- **Industry Growth May Generate Demand for New Industrial Space.** Manufacturing as well as Transportation and Warehousing have been growing in both the village and the county overall, suggesting that additional industrial development may be feasible. These types of industrial uses typically require sites served by infrastructure where land is cheap and highway access is in close proximity.
- **Market Constraints May Limit Development Potential from Being Fully Realized.**
  - **High vacancies and poor building conditions create a negative perception of the community and area market potential.** High vacancy rates send a negative signal to developers that market conditions are poor. New businesses looking at sites for expansion consider vacancy rates as a key market indicator as to whether businesses are successful in a certain location. Poor building quality throughout the study area also creates a negative perception that may deter future investment.
  - **Unreasonable Asking Prices and Speculation is an Obstacle to New Investment and (re)Development.** The market research revealed that local building and property owners throughout the corridor have asking sale or lease prices that are substantially above fair market value estimates. Many local owners appear to be speculating that the casino resort project has increased, or will imminently increase, the value of their properties. However, this speculation does not align with market realities, especially given the poor quality of buildings in the corridor that will require significant investment to rehabilitate. Unreasonable asking prices are preventing properties from turning over and being purchased by businesses and developers seeking to invest in the study area.
  - **Zoning Is Not Fully Aligned to Capitalize on Market Opportunities.** Existing town and village zoning restricts and prohibits some market feasible development opportunities in key areas throughout the corridor. The Town and Village should update their zoning to align with market conditions and capture unrealized market potential.

## 2.4 Infrastructure Inventory & Analysis

This section includes an overview of the existing conditions analysis of parking and utilities within the study area.

### Parking Assessment

The parking assessment includes the following information:

- Type of parking spaces: on street/off street, public/private;
- Condition of parking spaces: pavement, striping, lighting, access;
- Location, as shown on a map and measured distance to Broadway;
- Accessibility; (i.e. is it easily and safely walkable to Broadway?);
- Number of spaces;
- Whether or not parking location signs are provided; and,
- Current utilization based on a midday observation.

### Study Area

To establish a baseline of availability of public parking within a reasonable distance from Broadway, GPI performed a parking assessment and inspection to determine the amount of available spaces, time restrictions, current pavement conditions, and pedestrian accessibility including lighting, designated walkways and sidewalks, and signage. The area covered by this assessment was a 1,000-foot corridor centered on Broadway and extending from Jefferson Street on the west to Waverly Avenue to the east.

The parking paving assessment utilized New York States Department of Transportation (NYSDOT) Pavement Condition Assessment guidelines to determine the pavement grade. Primarily, this grading criteria focuses on the presence of frequency and type of cracking, faulting, spalling, and section loss of parking areas; grades range from 10 being the highest (new pavement with no distress) to 1 being the lowest (severe distress causing vehicular damage). For the purpose of this study, areas graded 1-3 are considered “poor”, grades 4-6 are considered “fair”, and grades 7-10 are considered “good”.

Parking accessibility was also graded “poor”, “fair” and “good” depending on the presence of lighting, designated pedestrian walkways, and proximity to Broadway. Areas that currently do not have any pedestrian accommodations are graded as poor as these areas pose concerns for public safety. Areas graded as fair include some pedestrian accommodations such as a deteriorated walkway or sidewalk that is inhibiting travel, limited lighting creating safety concerns or a lack of wayfinding signage. Good condition areas include a sidewalk or walkway that is compliant with American with Disabilities Act (ADA) guidelines, is properly lit with street lighting or specific pedestrian lighting, and has some type of signage directing the public.

Additional inspection categories included parking spaces available, the percentage of parking areas typically occupied during normal work week days, parking signage and restrictions regarding time or public use.

A survey of available parking, both private and public, within the study area was conducted on Tuesday March 7, 2017 from 9:00 AM to 4:00PM to determine a baseline of current occupancy during normal work week conditions. An available space was defined as a legal parking space that was unoccupied. A map of the analyzed parking areas is provided below followed by a summary analysis table for only current, *public* parking areas.

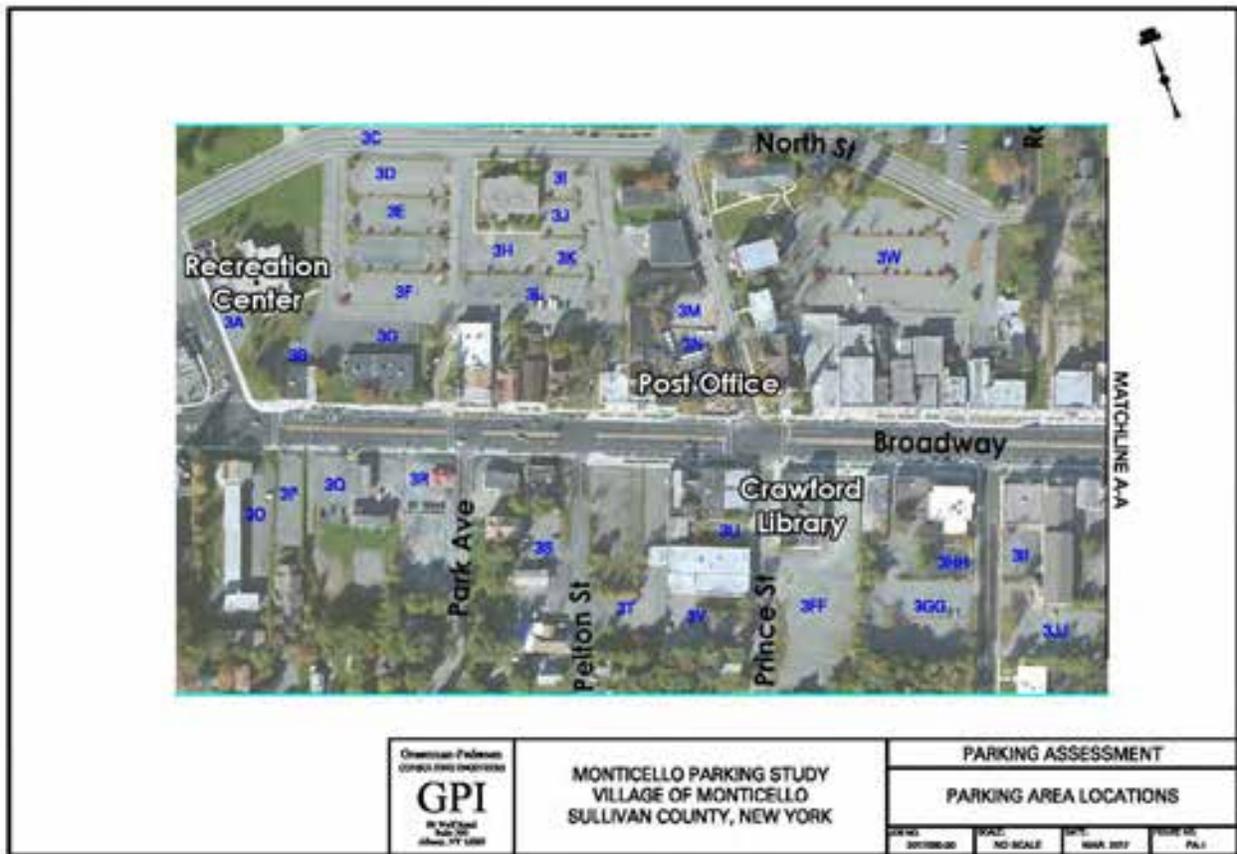


Table 1. SUMMARY OF AVAILABLE PUBLIC PARKING SPACE WITHIN BROADWAY CORRIDOR

Parking Area	Distance to Broadway	Pavement Condition	No of Parking Spaces	% Typically Occupied	Parking Accessibility	Time Restrictions
<b>3C</b>	400'-500'	Good	25	28%	Good	Yes
<b>3D</b>	400'	Poor	40	43%	Good	Yes
<b>3E</b>	350'	Poor	40	3%	Good	Yes
<b>3F</b>	225'	Fair	40	23%	Good	Yes
<b>3I</b>	440'	Fair	11	36%	Fair	No
<b>3J</b>	370'	Fair	11	9%	Fair	No
<b>3K</b>	300'	Fair	18	11%	Fair	No
<b>3L</b>	230'	Poor	54	13%	Fair	No
<b>3W</b>	330'	Fair	106	17%	Poor	No
<b>3FF</b>	250'	Good	62	31%	Good	Yes
<b>3GG</b>	290'	Fair	45	22%	Fair	No
<b>3JJ</b>	305'	Poor	28	7%	Poor	No
<b>3OO</b>	40'	Poor	90	23%	Poor	No
<b>LIBERTY ST</b>	0'-500'	Good	20	30%	Good	No
<b>BROADWAY</b>	0'	Good	75	76%	Good	Yes

Public parking areas located north of Broadway utilize designated walkways, signs and pedestrian lighting to direct people to them. Generally, the pavement at these locations will need improvements to correct deficiencies such as spalling (cracking or breaking at joint edges), pattern cracking, and section loss to improve riding characteristics and meet ADA compliance for pedestrians. Because striping is weathered and faded, motorists tend to park over the striping, reducing the amount of available spaces. There are varying time restrictions at these locations (i.e. no overnight parking).

With the exception of the Ethelbert B. Crawford Public Library parking lot, public areas located south of Broadway do not have signs guiding pedestrians and little to no lighting within the areas is present. Adjacent sidewalks promote pedestrian travel; however, improvements are not ADA-compliant. Generally, these locations are paved, and signs of section loss, pattern cracking, and spalling are prevalent. Striping is either non-existent or weathered reducing the amount of available spaces due to improper parking methods.

On-street public parking is allowed on both the north and south sides of Broadway and the east side of Liberty Street. Liberty Street has minimal striping to designate parking locations; however, the corridor is well lit and inviting to the public. There are no time restrictions; however, the adjacent sidewalk does not meet ADA requirements and will need repair to allow safe pedestrian usage. Broadway parking areas are well-defined with striping allowing for good public accessibility. The

Broadway corridor is well lit, accompanied by ADA compliant sidewalks allowing pedestrians to walk safely to their destination. There is a two-hour maximum time restriction for parked vehicles along Broadway.

### Water Systems

Delaware Engineering analyzed the existing Town and Village Infrastructure in the Study Area, assessed its current condition and capacity, and analyzed its ability to support future development.

#### Village of Monticello

The Village of Monticello owns and operates a public water supply system (NY-5203337) including source water, treatment, storage, and distribution systems that serve the Village as well as a number of water districts in the Town of Thompson. The population served by the Village system fluctuates between 6,300 and 12,000 seasonally through approximately 1,585 service connections.

#### *Source Water*

The Village draws water from Kiamesha Lake at a location in the Town of Thompson (outside the Village), which is the Village's primary source of water. A supplementary source of water is the Park Avenue Wellfield, which includes three groundwater wells that are used to supplement the surface water supply when water demand is highest. The Village is located within the Delaware River Basin and therefore all withdrawals (surface water from the Lake or well water) are regulated by the Delaware River Basin Commission (DRBC).

The Park Avenue Wells are located just east of the Monticello Central Schools and consist of three groundwater wells with pumps and transmission lines. In addition, there are two additional bore holes on this property that could potentially be used as additional wells with development.

#### *Water Treatment*

The Village's water treatment plant is located on Krier Lane adjacent to Kiamesha Lake in the Town of Thompson. The Village treats water at the plant, stores it on-site and pumps it to meet demand and fill water storage tanks.

#### *Water Storage*

The Village has four standpipes (water storage pipes) to provide system storage and water for fighting fires. The water plant provides water during daytime hours, while the storage tanks are used to meet nighttime demands and fire flows regardless of time of day. These are:

- West Broadway Standpipe – 500,000-gallon capacity
- Hospital Hill Standpipes – 220,000-gallon and 317,000-gallon capacities

- Sleepy Hollow Standpipe – 600,000-gallon capacity

#### *Booster Pump Stations*

The two booster pump stations within the system (pump stations that boost the pressure of water within a long pipeline) are the Cooke and Dollard (or West Broadway) and the East Dillon. The system also includes two chlorine booster stations that provide additional water treatment.

#### *Distribution*

The water distribution system is aging. Much of the pipe was installed between 50 and 150 years ago, and as a result it is leaking.

#### *Capacity and Demands*

Surface water capacity is 2 MGD (millions of gallons per day) in the summer months, and 1.53 MGD year-round. The average day demand from the surface water source is 0.9 MGD with a peak day of 1.4 MGD, which stresses the pumping system. The three wells can deliver 300,000–500,000 gpd (gallons per day) into the water distribution system. The wells have rated capacities of 230 GPM (gallons per minute) for Well 1, 225 GPM for Well 2, and approximately 225 GPM for Well 3. The combined permitted withdrawal from all three wells is 900,000 gpd.

#### *Issues*

- Well 2 is currently off line and reportedly requires replacement.
- There is no emergency power at the Park Avenue Wellfield so water cannot be withdrawn during a power outage.
- There are two additional bore holes on this property; however, these require development in order to be utilized as water supplies.
- Hospital Hill Standpipes are isolated from the water system and require improvement. Recommendations have been made to abandon the smaller tank and replace the larger tank with a new even larger capacity tank.
- Sleepy Hollow Standpipe reportedly overflows under some hydraulic conditions.
- East Dillon Booster Station cannot meet pressure requirements and it is at the end of its useful life.
- The water distribution system is aging; much of the pipe was installed between 50 and 150 years ago. As such, it is leaking. Replacement of many sections of line is recommended.

#### *Improvements*

- In response to the demand from the Resorts World Catskills development, the West Broadway Standpipe is being replaced with a new 2.5 MG concrete ground level water tank.

- A new altitude valve vault will be installed in the Sleepy Hollow Standpipe to prevent overflows.
- The Cooke and Dollard pressure zone will be expanded to address hydraulic issues.
- A standby generator will be installed at the Park Avenue Wellfield.
- Miscellaneous valve improvements will be implemented to assist with system hydraulics.

### *Conclusion*

While there is generally enough water supply capacity to support new development along the corridor as the Village water system capacity has already factored in some future development and build out, it should be noted that some of the available capacity is contractually obligated to existing properties. Any significant new water users may need to negotiate for this water capacity. This need may be somewhat mitigated by the relatively easy ability of the Village to expand source water capacity through the utilization of additional municipal wells. Therefore, water supply is not expected to be a limiting constraint on development in the near-term. Of greater importance is the age and condition of existing distribution lines. The replacement of some existing lines will likely be needed in the near future.

## **Wastewater Systems**

### *Village of Monticello*

The Village of Monticello owns and operates a wastewater conveyance and treatment system that services the Village as well as some areas of the Town of Thompson.

### *Treatment*

The Village Wastewater Treatment Plant (WWTP) treats wastewater prior to discharge to the Tannery Brook.<sup>3</sup>

### *Capacity*

The permitted capacity of the Village WWTP is 3.1 MGD and the average daily demand is 1.92 MGD, well below the average daily demand. However, the collection system is subject to infiltration and inflow (I&I) which introduces extra water into the sanitary sewer system. As a result, the plant has been subject to peak day flows

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<sup>3</sup> The plant utilizes a Complete Mix Activated Sludge (CMAS) Biological Treatment Process via oxidation ditch technology with draft tube aeration and mixing followed by secondary clarification, rapid-rate mixed media tertiary filtration and post aeration.

and instantaneous peak flows of 6.14 MGD and 12.15 MGD, respectively – well above the permitted capacity of the plant.

#### *Improvements*

The Village WWTP and sewer system have recently, or are currently undergoing major system improvements. The objectives the upgrades are regulatory compliance and extending the useful life of the existing facilities.

The improvements have been planned to take into account approved development as well as population growth to year 2030. These improvements, together with on-going mitigation measures of the issue of extra water entering the system should result in adequate capacity for the Village WWTP to absorb anticipated development.

Any large demand for sewer service (over 500,000 gpd) should be evaluated by the Village to determine impacts on the collection and treatment system and corresponding needs for improvements.

#### *Town of Thompson*

The Town of Thompson owns and operates a wastewater conveyance and treatment system that services the Kiamesha Lake Sewer District (KLSD) in proximity to the Study Area.

#### *Treatment*

The Town Wastewater Treatment Plant (WWTP) utilizes oxidation ditch technology to treat wastewater from the sewer district and the new Resorts World Catskills development.

#### *Capacity*

The permitted capacity of the KLSD WWTP is 2.0 MGD and the average daily demand is 300,000 gpd to 500,000 gpd. However, 1 MGD of capacity in the KLSD plant is allocated to a specific user via a legal settlement, leaving available capacity between 500,000 gpd and 700,000 gpd. A portion of this excess capacity is being allocated to the Resorts World Catskills development (approximately 121,000 gpd for Phase 1). The total demand for wastewater treatment from the entire Resorts World Catskills development exceeds 800,000 gpd.

#### *Improvements*

Due to the existing excess capacity of the KLSD WWTP, major improvements are not planned for this facility; however, the Resorts World Catskills development demand at full build out will require the addition of treatment capacity at the WWTP.

Any new large demand for sewer service should be evaluated by the Town in light of their flows, capacity, and legal obligations to other users to determine impacts on the collection and treatment system and corresponding needs for improvements.

### Power Supply

New York State Electric and Gas Corporation (NYSEG) currently serve the Village of Monticello and the Town of Thompson. Electric service is provided through overhead wires and poles located along public roads and in a number of easements.

In addition, there are a number of substations in the vicinity of the study area including:

- Kiamesha substation located on Lanahan Road west of Route 42 with a 12.5 KV capacity
- Concord substation located at the intersection of Chalet Road and Kiamesha Lake Road with a capacity of 4.8 KV.
- Rock Hill substation located near Exit 107 off NYS Route 17 with a capacity of 12.5 KV.

NYSEG does not provide generic information regarding location and capacity of electrical infrastructure. At such time as an economic development opportunity is presented, NYSEG should be contacted to review project specifics. It is noted that NYSEG charges a fee to review projects and provide an assessment of their existing infrastructure, required upgrades, and costs to serve a development project.

### Natural Gas

There is no natural gas service in the area and none is planned. The closest natural gas transmission line is some 10 miles away in the Town of Forestburgh. Review of the Resorts World Catskills (Montreign) environmental review indicates that NYSEG's position is that there is insufficient demand for natural gas in the area to justify an extension.

### Internet Access

Broadband internet access is provided in the Study Area by several providers at various speeds. Published data from the National Broadband Survey last updated June 30, 2014 provides the following information:

- Time Warner Cable, Inc. (now Spectrum) provides advertised speeds of 50-100 Mbps
- Verizon Communications provides advertised speeds of 10-25 Mbps
- AT&T, Inc. provides advertised speeds of 10-25 Mbps
- ViaSat, Inc. provides advertised speeds of 10-25 Mbps

Two additional companies provide internet at slower advertised speeds:

- Spacenet, Inc. provides advertised speeds of 768 kbps–1.5 Mbps
- Sprint Nextel Corporation provides advertised speeds of 768 kbps–1.5 Mbps

Any substantial demand for high-speed internet access in the Study Area should be addressed to Spectrum (formerly Time Warner Cable) to determine connection needs, costs and corresponding speeds.

### Infrastructure Key Takeaways

**Public Parking Availability is Adequate, but Improvements Needed.** Nearly 73% of parking spaces in public lots in the downtown Broadway corridor are in parking lots with pavement conditions rated as “fair” or “poor.” Occupancy levels of parking lots suggest that there is adequate capacity in the near term to support additional development. Parking occupancy should be periodically evaluated as additional development occurs. In addition to the need to repave many of the public parking areas, there is evidence to suggest that signage and wayfinding systems are needed to better direct people to available public parking areas beyond on-street parking spaces. The accessibility of parking areas was also generally found to be deficient among public parking areas with a need for better pedestrian accommodations, lighting, walkways, signage, and handicap accessibility.

**Water Supply Not a Constraint, but Distribution Infrastructure Needs Upgrading.** Water supply is not expected to be a constraint on development in the near-term due to the village’s ability to expand source water supply as needed. However, the condition of existing distribution lines is poor in many places and existing lines will likely need to be replaced in the near future.

**Wastewater Systems Can Accommodate Additional Development in the Corridor.** The village’s waste water treatment plant has capacity for anticipated development through 2030. Any new major development projects (that generate demand for over 500,000 gpd) should be closely evaluated for impacts to the wastewater system. Any projects that will add significant demand to the town’s wastewater treatment plant should be evaluated by the town in light of their flows, capacity, and legal obligations to other users to determine impacts on the collection and treatment system and corresponding needs for improvements.

**Natural Gas is not Available and May Constrain Certain Development Types.** While not a critical constraint to development, natural gas is typically seen as desired infrastructure among developers and certain businesses. The closest natural gas transmission line is located in Town of Forestburgh and NYSEG reports that there is insufficient demand for natural gas to justify expansion to Monticello and Thompson.



## 2.5 Design Assessment

The consultant team conducted an assessment of the design of the corridor through fieldwork analysis, including a walking and driving tour, as well as an examination of aerial images. The following categories were considered in the analysis:

- General Character
- Walkability
- Infrastructure condition
- Built environment
- Landscaping
- Lighting and signage
- Vacant/underutilized sites
- Access Management
- Any other special or unique considerations

The analysis is organized into more detailed district areas due to the large size of the Gateway Corridor. The districts:

1. Exit 104/Jefferson Street
2. Downtown Monticello
3. Exit 105/Kiamesha Lake
4. Upper East Broadway
5. Lower East Broadway
6. Bridgeville Road

The following pages contain an analysis of the corridor design within each of the specific districts.

### Exit 104/Jefferson Street

This district extends from the intersection of Jefferson Street west through the exit 104 area and along Route 17B past the Monticello Casino and Raceway. The district has areas of uncontrolled vehicle access to the road corridor where there are no, or limited, curbs between the road and paved parking areas of businesses. This is especially a problem where there is a concentration of businesses near the Raceway Road and Jefferson Street intersection.

The 17B portion of the district has a mix of natural forest areas and commercial buildings in generally poor condition. Several buildings are vacant and create a negative perception for people traveling into the study area along Route 17B, as well as a negative first impression for travelers going between Exit 104 to Bethel Woods.

The Jefferson Street area has a pedestrian connection to the Jefferson Street/Raceway Road intersection; however, this connection does not extend down Raceway Road to the hotel or beyond to the Casino and Raceway and planned development along 17B.

The eastern edge of the district also features underutilized and vacant lots that detract from the visual character of the district and would serve as good locations for infill development close to the downtown core.

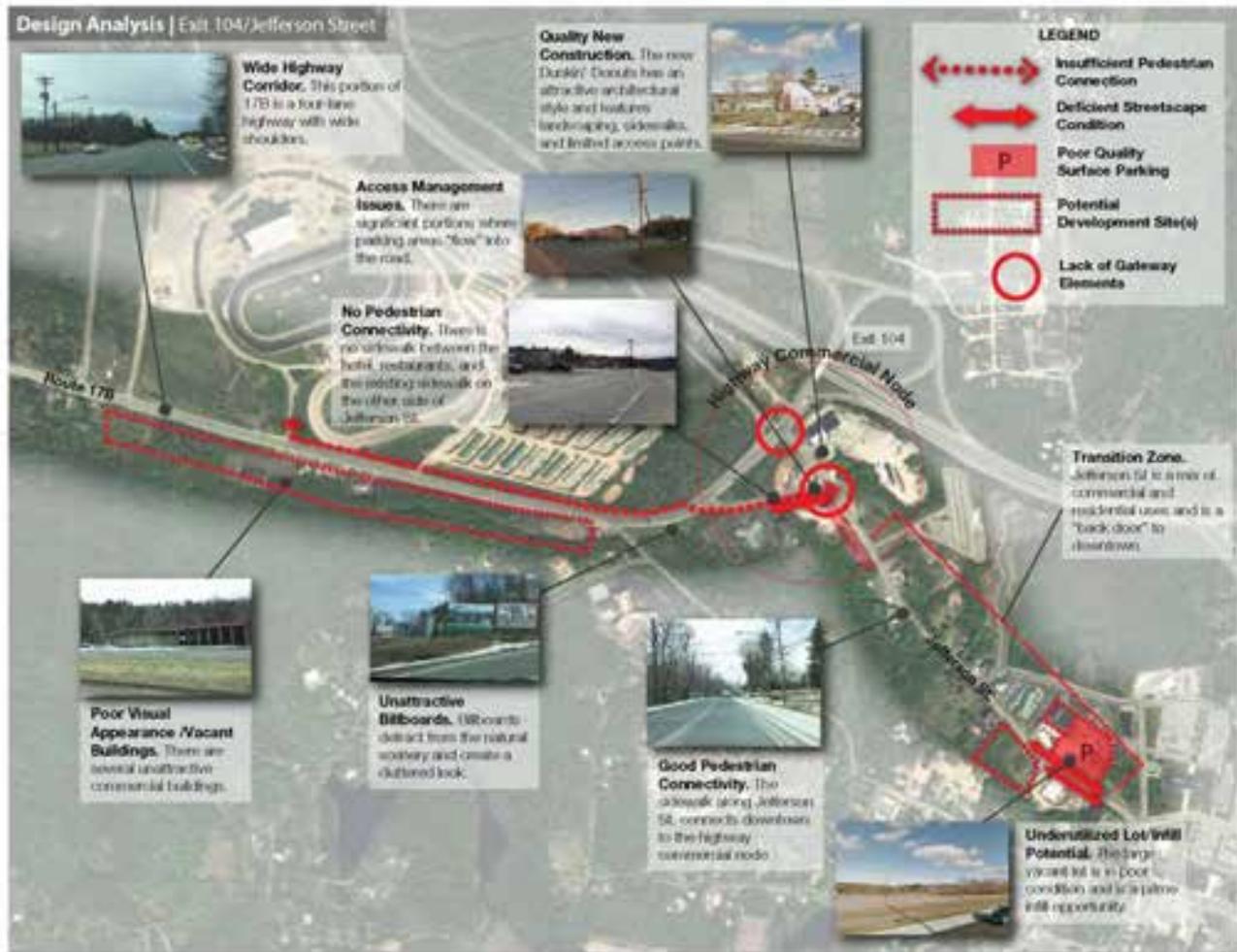
It should also be noted that there are a significant number of large, unattractive roadside billboards near the intersection of Raceway Road and Route 17B that create visual “clutter” and create a negative impression as people travel into the study area from points west.



*An example of uncontrolled access to the road corridor. Note the lack of curbs, sidewalks, and landscaping that create an unsafe and uninviting pedestrian environment.*



*Vacant and unattractive buildings, like that shown above on Route 17B, create a negative impression of the community.*



## Downtown Monticello

The Downtown Monticello district encompasses the Broadway corridor between Jefferson Street and Pleasant Street. When entering the district from either end, there is clear lack of gateway elements indicating entrance to the central core of the community. Several of the parking lots in downtown are in poor physical condition and lack adequate signage, lighting, and connection to Broadway (see infrastructure chapter for more detail). Portions of Broadway lack adequate landscaping and buffers between sidewalks and parking lots, especially at the western end of the district south of Broadway. Street trees along Broadway are generally too small to provide adequate shade and their growth is likely to be limited by the presence of overhead utility lines. Overhead utility lines and poles also detract from the visual quality of the district by providing a “cluttered” appearance downtown.

There are also notable gaps in the built environment. These vacant lots appear as “missing teeth” in the continuous row of buildings downtown (the “street wall”) and are ideal infill opportunities. While there are areas of consistent building types, styles, and sizes, there are also places of inconsistent building heights and scale that detract from the cohesiveness of the built environment. Several unattractive alleys exist between downtown buildings. The district also has many vacant storefronts in poor condition that diminish the character and experience of being downtown.

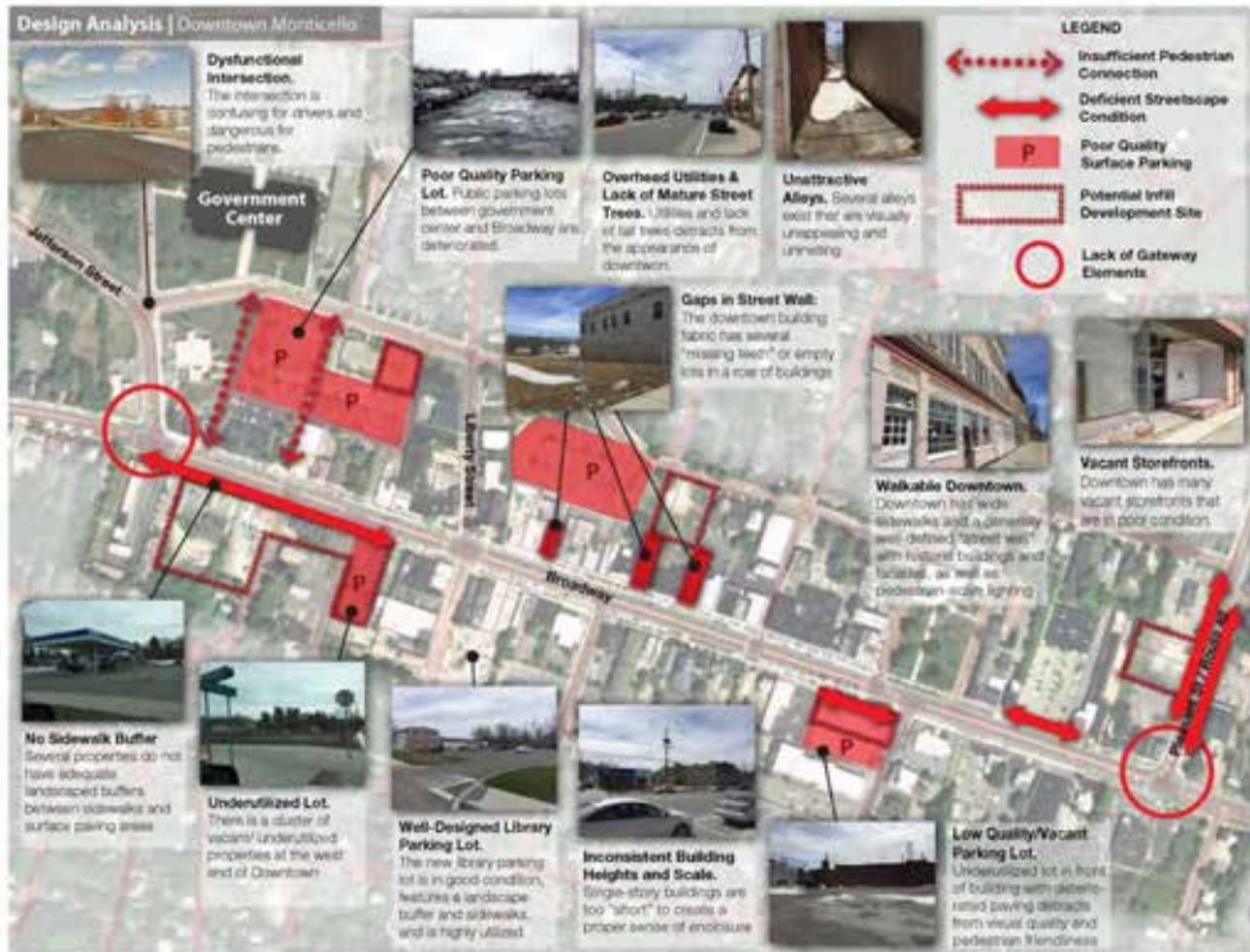
There are several examples of good design in the downtown area, including a very walkable downtown with upgraded sidewalks, pedestrian scale lighting, and areas with landscaping and outdoor dining and seating. There are also examples of historic architecture and the facades of many buildings have value in preserving.



*A vacant lot between downtown buildings on Broadway would be an ideal place for infill development. A park, garden, or other attractive public area would be an appropriate interim use.*



*Downtown features positive examples of design including wide sidewalks, landscaping, pedestrian scale lighting, a continuous “street wall” and visually interesting building facades.*



### Exit 105/Kiamesha Lake

The district includes Pleasant Street/Route 42 between Broadway and the intersection with Concord Road to the north. North of Exit 105, the character of the district is defined by a high traffic volume commercial corridor with big box and other retail businesses and shopping plazas. While sidewalks can be found along the road, the streetscape condition is generally unfriendly to pedestrians with a lack of street trees, pedestrian-scale lighting, buildings near the road, and street furniture such as benches. The commercial signage along the corridor is also not unified in scale, appearance, lighting, etc., which detracts from the appearance of the corridor.

South of Exit 105, the scale of development is smaller with smaller lot sizes and more compact patterns of development. Several of the commercial buildings in this portion of the district are dated and/or visually unattractive. Portions of the corridor lack effective buffers between the sidewalk and road and/or between the sidewalk and parking areas.

There are also several vacant and/or underutilized lots on Pleasant Street that create a negative impression as people enter the downtown area via Exit 105 and points north. There is also a lack of gateway elements to signal a transition to the core area of the community, with the exception of lamppost banners.

The lamppost banners, affixed to upgraded light fixtures, are an example of positive design elements found in the district. It should be noted that while the light fixtures are high quality, they are still automobile-scale, rather than being at a lower height that is pedestrian-scale.



*The district is characterized by auto-mobile uses and development lacks consistent signage, design, and scale.*



*Lampposts with banners represent a positive design element found in this portion of the corridor.*



### Upper East Broadway

The district includes the Broadway corridor between Pleasant Street and Nelshore Drive. There are significant access management issues in the district where there is uncontrolled access to the road corridor due to a lack of curb separation. This creates a dangerous environment for pedestrians without adequate separation and clearly defined pedestrian zones, such as sidewalks that extend across driveways. The streetscape in many areas lacks buffers between the road and sidewalk, as well as between the sidewalk and parking areas.

The physical condition of sidewalks is poor in many places and in urgent need of upgrading. There are also portions of the district lacking sidewalks where there should be some located. The streetscape also lacks adequate landscaping and street trees, which contributes to an unfriendly pedestrian environment. There is also a general lack of traffic calming measures such as medians. Similar to downtown, overhead utility lines detract from the visual appeal of the district.

There are several vacant lots that interrupt the pattern of development in the district. These lots represent a prime opportunity for future infill development. There are also infill opportunities at the Mountain Mall shopping plaza that would help create a more defined corridor by adding buildings closer to the road. The quality of buildings in the district is below average and detracts from the quality of place. There are several vacant buildings and others that are used only seasonally by businesses.



*East Broadway features an unfriendly pedestrian environment with deteriorated sidewalks, a lack of landscape and curb separation between the road and pedestrian areas, no street trees, and uncontrolled road access from parking lots.*



*A large vacant area across from the Mountain Mall shopping plaza interrupts the built environment and would be an ideal location for infill development.*



### Lower East Broadway

The Lower East Broadway District runs generally between Nelshore Drive and Exit 106. The district features substantial stretches of the corridor with access management deficiencies where there is no separation between parking areas and the road. This uncontrolled access to the road creates an unsafe situation for motorists and pedestrians. These expanses of paved parking areas that “flow” into the road lack sidewalks, landscaping, and curbs that would enhance the appearance of the district.

The district features the vacant and blighted Apollo shopping plaza property that has fallen into serious disrepair. This large-scale blight is especially significant given its location near the gateway area to the corridor for visitors coming into Monticello from Resorts World Catskills. The district features other examples of buildings of poor visual character. There are also many examples where the road pavement is worn and in need of replacement. Together, the buildings, road, and streetscape create an impression of disinvestment and low quality of place.

The bridge and roundabout area at the eastern end of the district is lacking in adequate wayfinding elements and gateway features. Gateway features are especially critical here to help entice visitors to Resorts World Catskills to visit the community by indicating that there is a unique community to explore on the other side of the bridge.

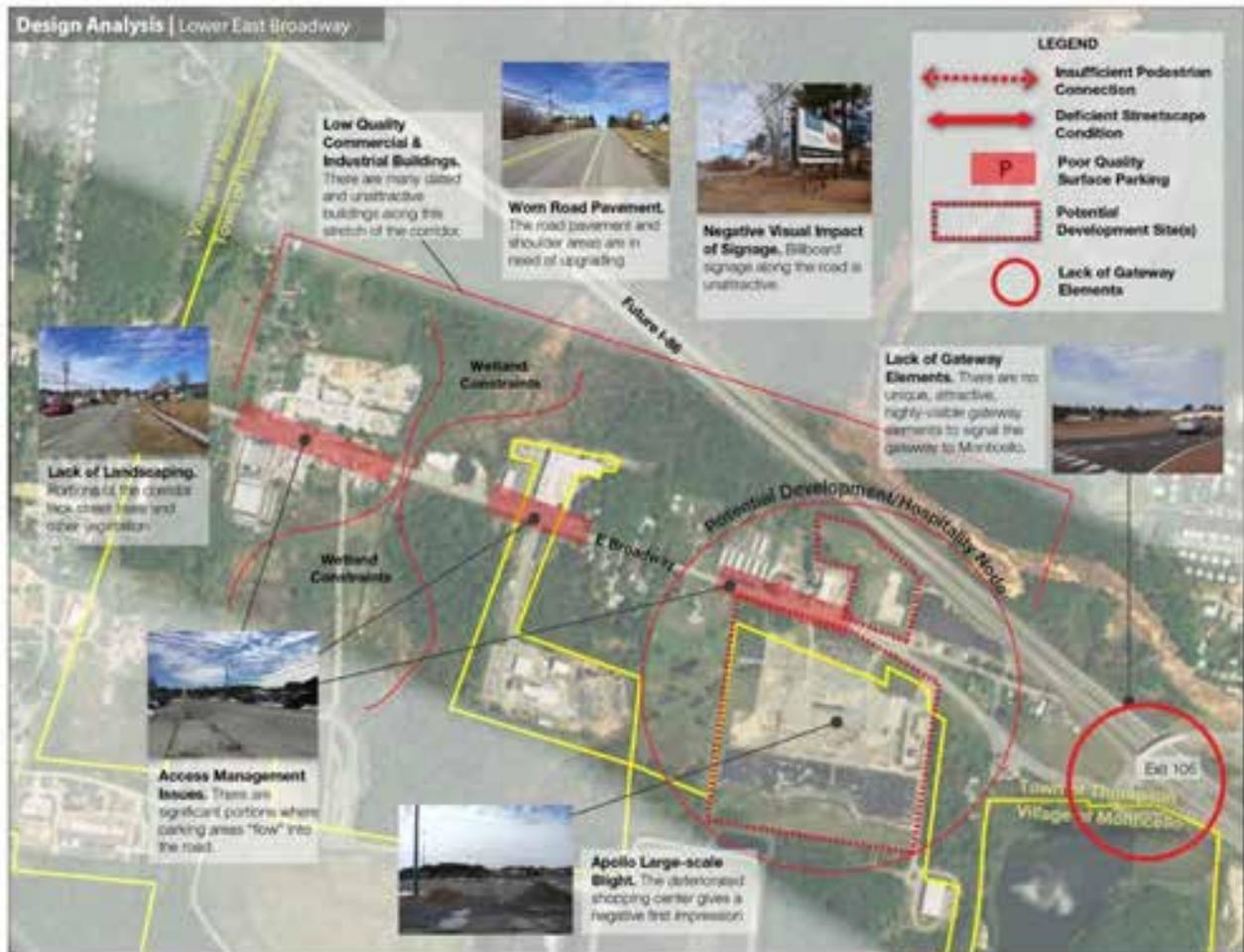
It should be noted that a wetland system traverses the corridor in the district, which creates development restrictions for affected properties.



*The vacant and blighted Apollo shopping plaza is a substantial problem area in the Lower East Broadway area that presents a negative first impression of the community to casino and resort visitors entering the corridor and heading to Monticello.*



*Lower East Broadway features areas of uncontrolled access that lack adequate curb and landscape separation between parking areas and the road, which also creates an inhospitable pedestrian environment.*



### Bridgeville Road

The Bridgeville Road district extends between Exit 106 and Exit 107. Bridgeville Road runs closely parallel to Route 17 and development only exists on the southside of the road as a result. The district has a concentration of automobile and truck dealership businesses although some residential uses are located close to the corridor and accessed using Bridgeville Road.

The district is auto-oriented, and while pedestrian amenities are lacking, they are generally not needed in the district. The district could benefit from better landscaping, including street trees and bioswales that replace the deteriorating cement stormwater gutters found along the road now. These gutters also collect trash, which detracts from the appearance of the corridor.

Bridgeville Road also has narrow shoulders that may create unsafe conditions from cyclists and pedestrian that may have a need to walk along the road.



*Bridgeville Road has narrow shoulders and unsightly stormwater management infrastructure.*



*The district is home to several car and truck dealerships and development patterns are automobile and highway oriented.*



### Design Assessment Key Takeaways

**Insufficient Pedestrian Friendly Environment.** The streetscape along many portions of the corridor does not provide a safe and welcoming environment for pedestrians. Many areas have deteriorated sidewalks or lack sidewalks altogether. Street trees and other landscaping elements are frequently missing from the streetscape. There is a general lack of adequate buffering between the road and pedestrian areas, including a lack of curbs and green space. This lack of separation between cars and pedestrian areas is not only unwelcoming to pedestrians, but also dangerous. Other examples of deficiencies include a lack of pedestrian-scale lighting, street furniture, wayfinding elements, and sidewalks that extend across driveways.

**Access Management Deficiencies.** There are countless examples of uncontrolled access to the road corridor where parking lots essentially flow into the road rather than having defined entry points and curb/sidewalk/landscape separation between parking areas and the road. This condition contributes to the unsafe pedestrian

environment discussed above. It is also potentially dangerous for drivers. The expanses of paved parking areas associated with the uncontrolled access also creates a negative visual impact compared to landscaped and street tree buffers that define that road corridor.

**Lack of Cohesive Built Environment.** A mismatch of building heights, sizes, styles, setbacks, and uses is found throughout the corridor. As a result, there is no unified (or complementary) design of the built environment in most places. Rather the existing buildings in the corridor present a hodge-podge impression without any unified design principles.

**Missing Gateway & Wayfinding Elements.** Gateways are entry points or transition areas that indicate arrival into a new and unique place. It is important to signify gateway areas as a way of creating a unique sense of place and identity for communities. The logical gateway points to the corridor include Exits 104, 105, and 106, yet elements such as public art, unique infrastructural pieces, prominent signage, banners, and others are not present. There are also other gateway points to the downtown core that are not clearly defined gateways, despite being clear entrances to downtown Monticello.

**Vacant Lots Create Gaps in Community Fabric.** There are numerous vacant lots found along the corridor of varying sizes that interrupt the community fabric (built environment). These vacant properties are ideal infill development locations for buildings that will enhance the corridor by utilizing attractive materials, adding definition to the road corridor, creating a pedestrian-friendly environment, and adding to the overall economic development along the corridor.

**Poor Visual Quality of Buildings.** Similar to vacant lots, vacant, deteriorated, and otherwise blighted properties detract from the visual quality along the corridor and create an impression of disinvestment in the community. Poor conditions include crumbling parking lots, peeling paint, damaged siding, and boarded up or broken windows among others.

## Chapter 3



# Strategic Plan Recommendations

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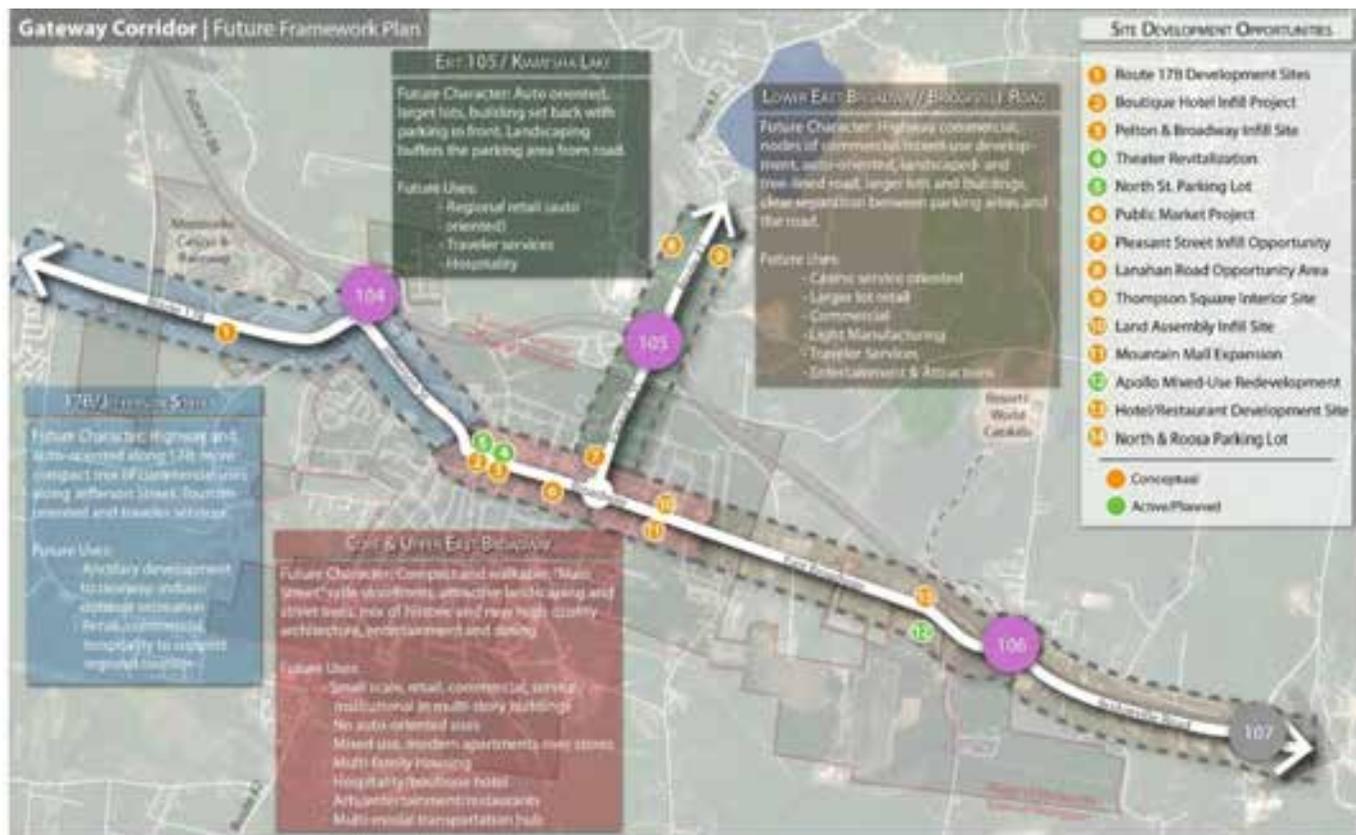
### Chapter Contents

- Future Framework Plan
- Vision
- Development Sites
- Core Recommendations
- Corridor Recommendations
- Gateway Recommendations
- Corridor-wide Recommendations
- Zoning Recommendations

The prosperity and health of the Town and the Village are intimately linked throughout the Gateway Corridor. This chapter outlines a roadmap for building and maintaining a healthy, prosperous and sustainable Gateway Corridor. This chapter begins with a future framework plan and a description of key development sites that are found throughout the corridor and can stimulate further investment and revitalization. A variety of recommendations are then outlined that involve physical improvements, development projects to capitalize on market opportunities, and a variety of policy adjustments. These recommendations include targeted development site recommendations followed by a detailed list of recommendations for the Core, the Corridors, and Gateway areas. The Chapter concludes with Corridor-wide recommendations, including recommended zoning adjustments.

Recommendations are rarely the responsibility of one organization; instead, they are a set of cross-cutting, interlocking actions that will deliver the maximum impact while achieving their objectives cost-effectively. They almost always involve capital investment from both the public and private sectors. Chapter 4 organizes these recommendations into priorities and timeframes to build to success over time. This chapter outlines strategies to spur exciting opportunities for local organizations and municipal leaders to work together across a variety of topic areas to strengthen the local economy and enhance the quality of life. Success will only be realized through a commitment to teamwork.

### 3.1 Future Framework Plan



The Future Framework Plan establishes the future desired character for each district in the corridor, including the desired and appropriate types of uses. Site development opportunities found throughout the study area are identified as either conceptual or as being actively pursued. These site development opportunities are discussed further in the following section. The framework plan is a tool to help guide and understand the recommendations outlined in this section.

### 3.2 A Vision for the Future

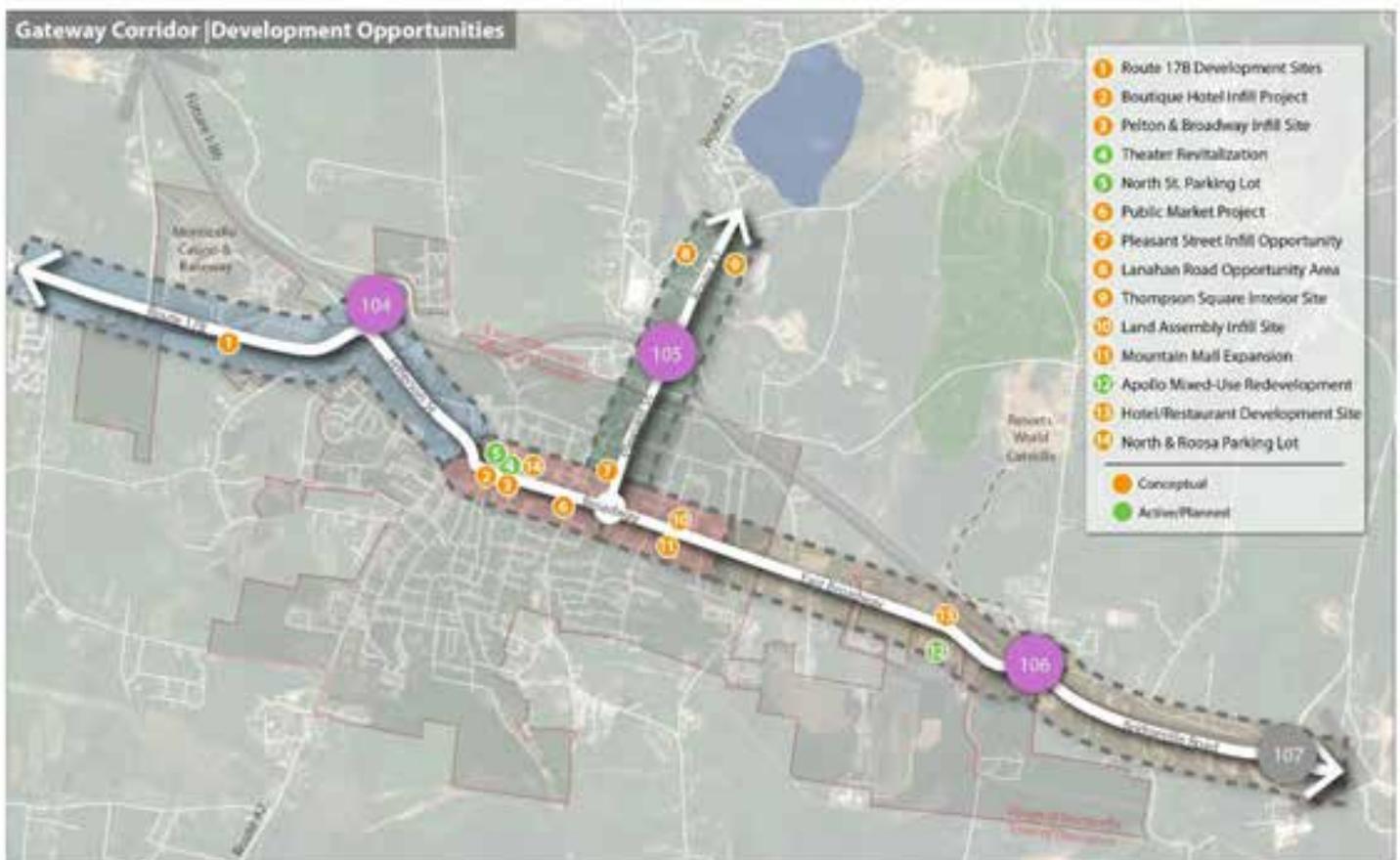
“The Monticello-Thompson Gateway Corridor will be a destination for visitors to the area’s world class resorts and attractions, and for people who want a high quality of life in a rural small town surrounded by the natural beauty of the Sullivan Catskills. The area will offer affordable homes for all income levels and household types in close proximity to good jobs and quality schools. A rejuvenated downtown core will feature a traditional walkable streetscape with historic architecture and compatible infill development, hosting a vibrant mix of uses including restaurants, shops, offices, residences, boutique hotels, and places of entertainment, culture and recreation. Commercial and industrial growth will be accommodated outside the core, while abundant landscaping, well-designed signage, lighting, and other attractive design elements provide a cohesive appearance and sense of place. The Gateway Corridor will be safe, clean and well-maintained. It will support the full range of transportation options including driving, walking, cycling and transit.”

### 3.2 Strategic Development Site Opportunities

Development sites identified here are those that are appropriate for commercial, retail, office, and/or high density residential growth. These sites may involve new construction, redevelopment, or adaptive reuse of existing buildings. These sites were selected by the consultant team and the project advisory committee using the following criteria:

- Vacant site
- Underutilized site
- Publicly-owned site
- Occupying a highly visible and valuable location that has the potential to stimulate investment in nearby properties

The following graphic illustrates the locations of the development sites while the following pages describe each site in more detail including why it was chosen and what opportunity it presents:



**1** Route 17B Development Sites

**Size:** Multiple Parcels

**Ownership:** Multiple; Private

**Description:** There are several parcels located along Route 17B that were identified as potential development sites. The properties are located south of 17B across from the Raceway & Casino. The proximity makes them ideal locations for commercial retail and hospitality uses catering to visitors to the Raceway and Casino and travelers that frequent this stretch of 17B to visit Bethel Woods for concerts and events. The following conceptual site plan was created for this area.



**2** Boutique Hotel Infill Project

**Size:** 0.5 acres

**Ownership:** Private

**Description:** The site, currently vacant, is a potential location for a downtown boutique-style hotel, an identified market opportunity. The site has frontage on Broadway and could accommodate a 50 +/- room hotel, as shown in the following design graphic. Portions of the adjacent land behind the Mobile Station may be required to ensure adequate parking. The project would add vibrancy to downtown Monticello by drawing in visitors and also help increase spending at local businesses on Broadway.



The project would add vibrancy to downtown Monticello by drawing in visitors and also help increase spending at local businesses on Broadway.



There is likely additional hotel and lodging development potential in the local area beyond the rooms expected at Resorts World Catskills. Additional room demand is expected from the “overflow” at the casino resort project. There is also hotel development potential associated with Bethel Woods, which draws significant numbers of annual visitors. A downtown boutique hotel is feasible if downtown undergoes additional revitalization and gains additional retailers, restaurants, bars, and entertainment options.



3

### Pelton & Broadway Infill Site

**Size:** 0.8 acres (combined 2 parcels)

**Ownership:** Private

**Description:** The two adjacent parcels are both currently vacant and their prime location in the downtown area with frontage on Broadway makes them ideal infill opportunities, and represents a potential land assembly project for a single larger development project. A conceptual design was created for the parcels showing new buildings fronting directly on the sidewalk with parking behind.



The most significant opportunity for new economic development in the corridor is workforce housing for new casino and resort workers. Assembling these properties creates an opportunity to site a mixed-use retail ground floor with residential upper floors. These residential units will then help spur new commercial and retail establishments downtown.

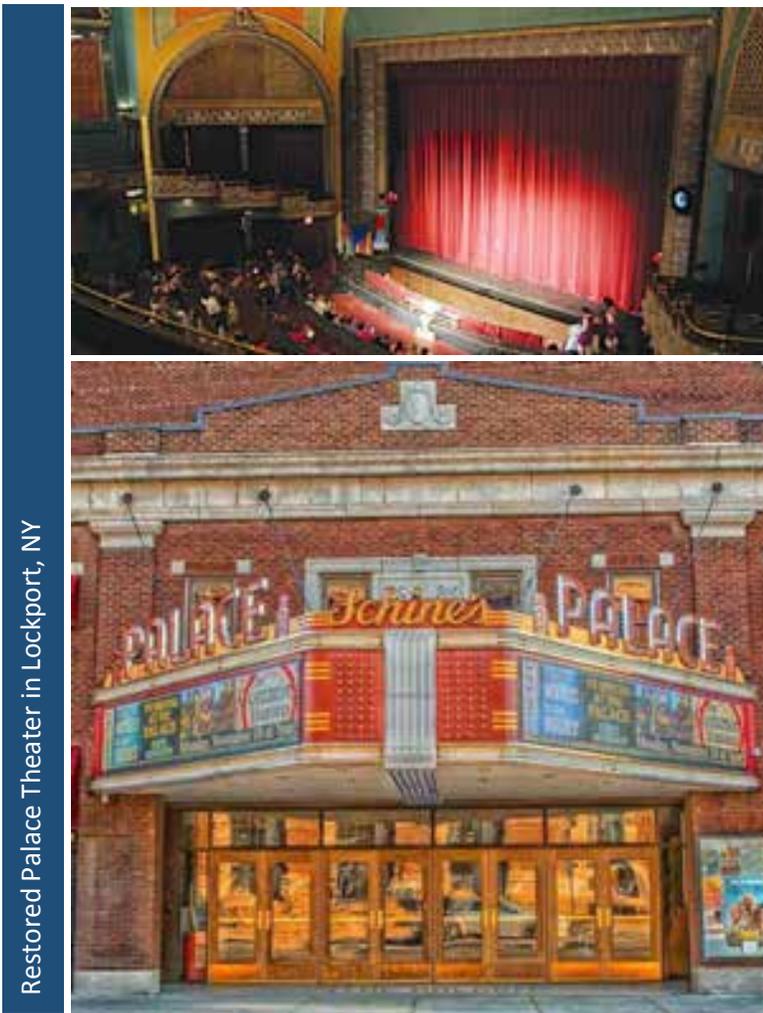


4 **Theater Revitalization**

**Size:** 0.4 acres

**Ownership:** Private

**Description:** The former Broadway Theatre on Broadway is no longer in active use and is in need of investment. Its potential to be reused for entertainment purposes along with its downtown location on Broadway makes it a high priority redevelopment opportunity.



Restored Palace Theater in Lockport, NY

◀ The Palace Theatre, in Lockport, NY, was opened on July 18, 1925 with 1,750 seats. After many successful years, the Palace Theatre closed its doors in 1969, and stood empty for almost three years. The Theater re-opened in 1972. As outlying multiplexes increased and retail left downtown it became harder to draw patrons to the downtown area. In December 2003, the theatre was sold to a non-profit group who now run the theatre. The whole complex including retail space, offices and the theatre, which was purchased for \$250,000. Today, the Historic Palace Inc. is a community-based organization dedicated to maintaining the historic and architectural integrity of this Western New York landmark while providing a venue for the performing arts and a center for arts education. The Broadway Theatre has an opportunity to become a year-round draw for visitors to the region, including alternative entertainment options to draw visitors of Resorts World Catskills into the Core.

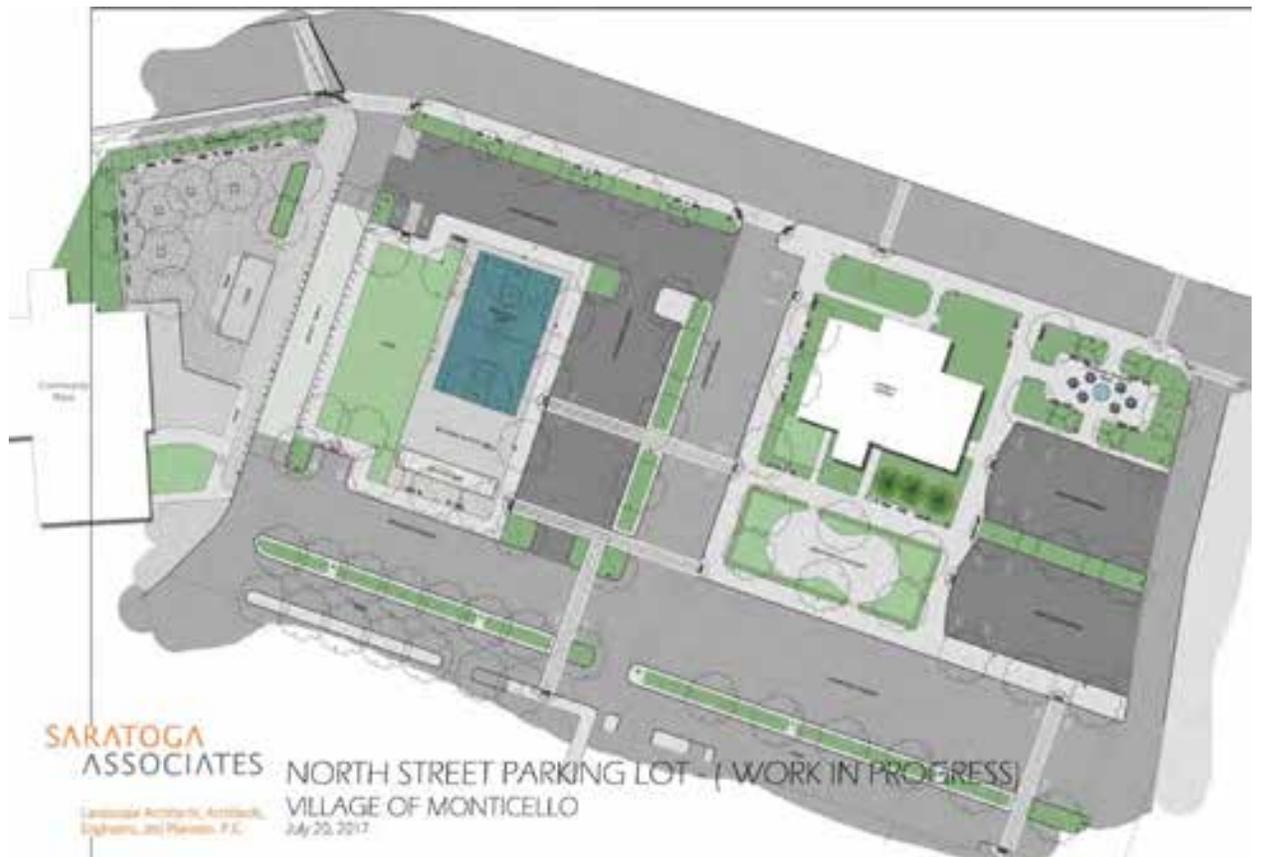
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**North Street Parking Lot – Parking & Community Commons**

**Size:** 3.4 acres

**Ownership:** Village of Monticello

**Description:** The North Street parking lot is located across from the Sullivan County Municipal Center and on the backside of buildings fronting Broadway. Preliminary design concepts were developed for the property in March of 2017.



**6 Public Market Project**

**Size:** 1.7 acres (combined 3 parcels)

**Ownership:** Private

**Description:** The large two story brick building at the intersection of St. John Street & Broadway is currently underutilized but has redevelopment potential. Due to the size of the building, the open area in front, and the availability of parking, it was identified as an opportunity to establish a public market in downtown Monticello



to help draw visitors to the area and enhance the community's quality of life.

**Retail Outlets**



**Places for Eating and Social Gathering**



Micro-brew

It is anticipated that residential growth will continue to grow throughout the Gateway Corridor and surrounding areas. As this growth continues, these residents will require amenities that can provide for their daily needs.

Research has found that public markets create multiple community benefits including job creation, small business incubation, tourist attraction, access to fresh, healthy foods, and increased surrounding property values.

- Build around the variety of ethnic restaurants available within the Core.
- Include retail outlets and services that meet the daily needs of residents, (such as a bakery, butcher, wine seller) and dry goods
- Include places for eating, as well as social gathering spaces
- Market analysis supports the potential for a 'specialty food & grocery' within the Gateway Corridor
- Consider upper level live/work space
- Include outdoor festival space

7

### Pleasant Street Gateway Site

**Size:** 0.6 acres (combined 2 parcels)

**Ownership:** Private

**Description:** This vacant site is strategically located in a gateway area into downtown Monticello. It currently creates a negative perception for people entering the core of the community, but has potential for commercial infill that provides an enhanced community gateway. The property across the street that houses Village Hall and the Village Police Department offers an additional opportunity to effect positive gateway changes in a concentrated area.



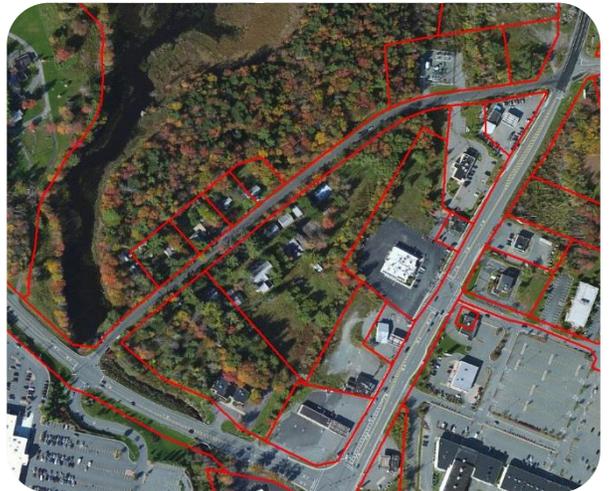
8

### Lanahan Road Opportunity Area

**Size:** Multiple Parcels

**Ownership:** Private

**Description:** There are several privately-owned parcels in the Lanahan Road vicinity that could potentially be assembled into development sites through negotiation with property owners. The area is directly adjacent to the major commercial retail area that includes a Walmart and Home Depot and could serve as an extension of the commercial area.



**9** Thompson Square Interior Site

**Size:** 1.75 acres  
**Ownership:** Private  
**Description:** The Thompson Square shopping plaza is not fully built out. This interior site currently has extra surface parking but could easily accommodate additional commercial development. It is also a priority site because development here would have less of an environmental impact than other “greenfield” sites.



**10** Land Assembly Infill Site

**Size:** 3.1 acres  
**Ownership:** Private  
**Description:** Several parcels across from the Mountain Mall plaza are entirely vacant or have significant portions that are not built upon. These properties could potentially be assembled into a large development site. The site’s high visibility on East Broadway and proximity to neighborhoods and retail uses makes it a strategic site for future mixed-use development. A conceptual site plan illustrates a potential build-out scenario for this site.



**11** Mountain Mall Expansion

**Size:** 7.2 acres (entire site)  
**Ownership:** Private  
**Description:** The Mountain Mall retail plaza could potentially accommodate additional retail space closer to East Broadway. It was identified as a strategic site because of the existing uses of the site and the potential to add buildings that would help define the road corridor. A conceptual site plan was created to illustrate potential expansion.





**12** Apollo Mixed Use Redevelopment

**Size:** 25 acres

**Ownership:** Private

**Description:** The former Apollo shopping plaza has fallen into serious disrepair and creates a negative impression of the community as people enter through the nearby gateway area of Exit 106. Redeveloping the site is especially critical with the Resorts World Catskill project opening in close proximity to the site. The site is a great opportunity for mixed-use redevelopment. A conceptual site plan illustrates a possible redevelopment vision for the site.



**13** Hotel/Restaurant Development Site

**Size:** 25 acres

**Ownership:** Private

**Description:** The property has approved site plans for a hotel and restaurants. Located in close proximity to Exit 106 and Resorts World Catskill, the property is a good fit for these uses. The property is also close to the gateway area and its redevelopment has the potential to enhance visitor’s perception of the community. A conceptual site plan closely illustrates the approved site plan for the site.



*The buildings shown in pink represent approved site plans; however, one restaurant building in an approved plan has been shown redesigned with no parking in front. Red buildings are conceptual design build out recommendations.*

14

**North & Roosa Parking Lot**

**Size:** 1.9 acres

**Ownership:** Village of Monticello

**Description:** The parcel is used for surface parking, but as indicated in the parking analysis, is underutilized. Because of the strategic location of the property and its public ownership, the site has significant potential for mixed use investment, including a municipal parking deck that can accommodate future parking needs for downtown as it grows.



Mixed-use parking deck on Butler College campus.



Mixed-use parking deck in Boulder, Colorado.



Parking decks can create significant blank walls, while parking lots can create large visual voids. Both have a way of ruining street life and give little in return. While development space is limited in urban communities, more parking takes away precious land from commercial, retail, office and residential potential. Yet parking is necessary for a successful residential and business environment. Many urban communities have recognized this competition for space and have responded by developing parking decks that incorporate mixed-use development around the edges of the parking decks.

### 3.3 Core Recommendations

The Core is generally defined as Downtown Monticello, between Jefferson Street and Pleasant Street. The Core is an important cultural, commercial, and business center for both Monticello and Thompson. It is the place that brings the community together and holds significant potential to become a destination for visitors of the new Resorts World Catskills and the region. The Core's future as a vibrant and successful center is heavily dependent on the overall health of the Gateways and Corridors that bring visitors to it.

A pedestrian-oriented, vibrant retail and cultural experience is the desired future for the Core. To attain that energy and vibrancy, the Core needs to include a mix of land uses that caters to a variety of people and income levels. Primary land uses in the Core should include restaurants and retail, cultural and entertainment, and residential. The range and types of amenities are also critical. Combined, these land uses will serve the community's residents and visitors and create a truly diverse, integrated place. These amenities should provide for both residents and visitors and should be designed with the highest regard to aesthetics.

Recommendations: Core	
Recommendation	Description
<b>Develop incentives for a diverse mix of housing types within the Core, including affordable and market rate units for sale and rent</b>	<ul style="list-style-type: none"> <li>• Housing development is a key opportunity for revitalizing the Core</li> <li>• National trends show an increasing trend for 'urban lifestyles', especially in small to medium-sized communities like Monticello</li> <li>• Offer incentives, through NYS Office of Homes and Community Renewal, Fannie Mae, NYS Section 485, and others to provide affordable housing, senior housing, and market-rate rental housing</li> </ul>
<b>Create an authentic Public Market</b>	<ul style="list-style-type: none"> <li>• As the Core continues to evolve and grow, the increased number of residents will require amenities that can provide for their daily needs</li> <li>• Build the Market around the variety of ethnic restaurants available within the Core. Celebrate the area's cultural food offerings</li> <li>• The Market will also be an attraction for visitors to the region</li> <li>• Include retail outlets and services focused mostly on the daily needs of residents, such as fresh food and beverages (i.e., café, bakery, butcher, wine seller) and dry goods</li> <li>• Include places for eating, as well as social gathering spaces</li> <li>• The market analysis supports the potential for a 'specialty food &amp; grocery'</li> <li>• Further evaluate the property at St. John Street and Broadway as a location. Space here could accommodate the Market at the lower level while creating reuse potential on the upper levels for live/work space. The large area along Broadway could also be utilized for festival space.</li> </ul>

Recommendations: Core	
Recommendation	Description
<b>Establish an Arts &amp; Cultural Center</b>	<ul style="list-style-type: none"> <li>• An Arts &amp; Cultural center in the heart of the Core would help draw visitors to the Core, and stimulate further investment</li> <li>• The Center can complement other tourist venues such as Resorts World Catskills, Monticello Casino and Raceway, Monticello Motor Club, Bethel Woods, and Holiday Mountain Ski &amp; Fun Park</li> <li>• Position the Arts &amp; Cultural Center as a draw for Core economic activity, attracting residents and visitors from the surrounding destinations noted above, as well as drawing new visitors in from the region and beyond</li> <li>• Showcase local artists’ work as well as draw from the New York City arts and culture community for various events</li> <li>• Consider the Broadway Theater as a potential location. This location would anchor the west end of Broadway, while the proposed Public Market above would anchor the east end, creating the potential to activate the street with potential customers for new and existing restaurants and retail opportunities</li> </ul>
<b>Attract interest in establishing a dedicated co-working space in the Core</b>	<ul style="list-style-type: none"> <li>• Build off of Monticello’s proximity to New York City, affordable real estate, diverse ethnic eateries, and the growing cultural and entertainment venues within the Village, Town, County and region</li> <li>• The co-working movement has its origins among freelancers, entrepreneurs, and the tech industry, but many established companies are increasingly incorporating co-working into their business planning</li> <li>• Monticello has much of the ‘funky’ and ‘grittiness’ that many young entrepreneurs look for in a place to set up shop</li> <li>• The Village should consider leading an outreach/recruitment program for developers of co-working enterprises</li> </ul>
<b>Invite boutique hotel developers into the Community to witness the renaissance taking place within the Monticello region</b>	<ul style="list-style-type: none"> <li>• As the Core continues to experience new investments, the market analysis suggests that a boutique hotel is feasible</li> <li>• The analysis cites overflow at the casino resort as well as the market drawn to Bethel Woods as demand for a boutique hotel</li> </ul>
<b>Develop an expedited permitting strategy</b>	<ul style="list-style-type: none"> <li>• Develop a program of expedited, fast-track land use and site plan permitting for development proposals that achieve this plan’s land use strategies and design policies</li> <li>• Explore a program of expedited building permits for specific desired projects such as downtown market-rate housing and work force housing</li> </ul>

Recommendations: Core	
Recommendation	Description
<b>Develop a coordinated parking improvement program</b>	<ul style="list-style-type: none"> <li>• The inventory section of this report included an inventory of public parking availability within the Core area</li> <li>• The findings indicated several parking areas in need of surface improvements to correct deficiencies</li> <li>• Parking areas are reasonably well identified with signage and lighting on the north side of Broadway, but it was found that the south side needs both improved lighting and signage</li> <li>• Consider the development of new parking signage as part of a coordinated, system-wide wayfinding signage program</li> <li>• Explore adding electric vehicle (EV) charging stations downtown as a way to attract people to the core and “shop and charge”</li> </ul>
<b>Adopt design polices for the Core</b>	<ul style="list-style-type: none"> <li>• Adopting design polices will help to ensure that new development facilitates a cohesive and attractive built environment</li> <li>• Design policies have been developed as a part of this project for the entire study area, and includes specific policies for the Core. These policies should be reviewed and adopted by the Village as an immediate action item</li> </ul>
<b>Develop a targeted retail recruitment and retention strategy</b>	<ul style="list-style-type: none"> <li>• This project outlined several key opportunities for retail development in the Core, including: restaurants and bars; specialty food and grocery stores; café and coffee shops; household furnishings, apparel/clothing; health and personal care; book and music; art gallery; and jewelry sales</li> <li>• While these target opportunities have been defined, it will still be necessary to develop an implementation strategy to attract and help foster the success of these establishments within the Core</li> <li>• Develop coordination and joint marketing at a regional level</li> </ul>
<b>Conduct a feasibility study to determine the need for new transit center and/or shuttle system</b>	<ul style="list-style-type: none"> <li>• Resorts World Catskills is anticipated to attract over 4 million visitors a year. It can be expected that the majority of these visitors will arrive via individual vehicles. However, there may likely be many that make the trip into Monticello via private bus lines.</li> <li>• Many of the new employees at Resorts World Catskills could potentially meet their housing needs within or near the Core area, generating demand for new transportation options.</li> <li>• A feasibility study will determine if a centrally-located transit in the Core could accommodate bus lines and provide public transit to key destinations throughout the community, including Resorts World Catskills and Monticello Raceway and Casino</li> </ul>

Recommendations: Core	
Recommendation	Description
<p><b>Improve the negative visual impact of the Police Department &amp; Village Hall Property</b></p>	<ul style="list-style-type: none"> <li>• The property is in need of a “facelift” given its strategic gateway location. The wall facing the parking lot should be included in any façade improvement efforts and is well suited for an artistic mural</li> <li>• The parking lot should feature attractive landscape buffering between the sidewalk and parking areas, following the design guidelines for the corridor</li> </ul>

### 3.4 Corridor Recommendations

As with community gateways, central corridors through a community create perceptions of the character, economic opportunity, and livability of the community. As such, corridors are a fundamental structure shaping both housing and economic development within communities. Understanding current and targeted development in a corridor creates the opportunity to make investments that are sensitive to community, environmental, land use and financial contexts, as well as transportation needs.

The recommendations outlined in this document identify a variety of land uses that will serve the local community as well as visitors. The recommendations also address various public amenities that should be developed to enhance the character and functionality of each corridor, such as pedestrian amenities, transit options, signage, and public art. The intent of these recommendations is to provide guidance for managing, operating, improving, and preserving each corridor across both jurisdictions to achieve the highest productivity, mobility, reliability, accessibility, and safety possible.

#### Study Area Corridors:

- Route 17B/Jefferson Street Corridor
- Kiamesha Lake Corridor
- Upper East Broadway Corridor
- Lower East Broadway Corridor
- Bridgeville Road Corridor

#### Recommendations: Rt. 17B/Jefferson Street Corridor

The Route 17B/Jefferson Street Corridor includes the Exit 104 Gateway and provides an important connection between the Monticello Casino & Raceway and Downtown. The corridor is a mix of two-lanes and four-lanes with varying levels of safe pedestrian connectivity. Land uses within the corridor consists of travel-related uses (hotels, gas station) and commercial auto-oriented (Dunkin Donuts). The corridor also includes Raceway Road, which provides a convenient connection between Route 17B and Jefferson Street, but also lacks any pedestrian connectivity.

Recommendation	Description
<b>Provide safe bike and pedestrian connectivity along Raceway Road that connects with Route 17B</b>	<ul style="list-style-type: none"> <li>• Raceway Road provides an important connection between Jefferson Street and Route 17B</li> <li>• An improved bike and pedestrian trail or sidewalk would provide opportunity for residents and visitors to bike or walk to the Monticello Casino &amp; Raceway</li> </ul>

<p><b>Improve access management conditions throughout the corridor</b></p>	<ul style="list-style-type: none"> <li>• Throughout the corridor, parking areas flow the length of properties into the roadway creating safety and efficiency problems</li> <li>• In an effort to reduce conflicts and define property limits, control access with defined entry points into parking lots by adding curb/landscape separation between parking and the roadway</li> <li>• When adjoining properties are commercial, require connected parking lots to help reduce demands on the road network</li> </ul>
<p><b>Adopt Design Policies for the corridor</b></p>	<ul style="list-style-type: none"> <li>• Design policies have been developed for the corridor as a part of this project</li> <li>• As noted above, main corridors throughout Thompson and Monticello are an important part of forming impressions of the community</li> <li>• Both the town and village will need to adopt the policies developed for this project in order to maintain a consistent theme throughout the corridor</li> </ul>
<p><b>Reconfigure Jefferson St./Government Dr./North St. intersection.</b></p>	<ul style="list-style-type: none"> <li>• The current configuration causes confusion and is potentially dangerous.</li> <li>• Design alternatives should be explored to create a more functional and safe intersection</li> </ul>

**Recommendations: Kiamesha Lake Corridor**

The Kiamesha Lake Corridor includes the Exit 105 Gateway and provides a secondary access route to the Resorts World Catskills. The corridor consists primarily of big box and auto-oriented retail land uses. The north end of the corridor is located in the Town of Thompson and the south is in the Village of Monticello. Because of the retail establishments located on the north side, there is a consistent flow of pedestrians coming from neighborhoods just outside the corridor on the south end. While pedestrian features are present throughout the corridor, there is need for improvements, especially at the bridge crossing. The commercial signage along the corridor is also not unified in scale, appearance, lighting, etc., which detracts from the appearance of the corridor.

Recommendation	Description
<p><b>Continue improvements to the pedestrian environment</b></p>	<ul style="list-style-type: none"> <li>• As noted above in the discussion of the Exit 105 Gateway, the corridor does include pedestrian features, but it is in need of improvement in some areas</li> <li>• The most notable need for pedestrian safety improvements is along the bridge crossing over Route 17/Future I-86</li> <li>• Enhance the pedestrian-friendliness north of Exit 105 with additional landscaping and street trees along the sidewalk</li> </ul>
<p><b>Continue working with new and existing businesses to maintain the integrity of the corridor</b></p>	<ul style="list-style-type: none"> <li>• As a whole, this corridor is functioning well</li> <li>• The key is to continue to work with existing property owners and new businesses to implement design policies, especially regarding signage and landscaping</li> </ul>

<p><b>Facilitate development of Two potential redevelopment sites located at the north end of the corridor</b></p>	<ul style="list-style-type: none"> <li>• Area just north of Mobile Station at Anawana Road – large parcel development opportunity that includes road frontage along Lanahan Road</li> <li>• Approximately 1.5 acres site located behind Auto Zone – currently used as a parking area with the potential for infill development</li> </ul>
<p><b>Encourage infill development on vacant lots at the south end of the corridor</b></p>	<ul style="list-style-type: none"> <li>• The vacant lots next to Wendy’s and at the intersection of Pleasant St. and Hammond Street are ideal development sites that currently detract from the character of the corridor and the west core gateway</li> </ul>

**Recommendations: Upper East Broadway Corridor**

The Upper East Broadway Corridor is located between Pleasant Street and Nelshore Drive. There are significant access management issues in the district where there is uncontrolled access to the road corridor due to a lack of curb separation, causing numerous pedestrian-automobile conflicts. The streetscape in many areas lacks buffers between the road and sidewalk, as well as between the sidewalk and parking areas. In many places, the physical sidewalks are in poor condition and in urgent need of upgrades. There are also portions of the district that lack sidewalks where they should be located. The streetscape also lacks adequate landscaping and street trees, which contributes to an unfriendly and unsightly pedestrian environment. Overall, the street itself is in poor condition and in need of repair. There is also a general lack of traffic calming measures such as medians. Overhead utility lines detract from the visual appeal of the district. There are also several vacant lots that interrupt the pattern of development in the district. Overall, the corridor is an important transition between the more pedestrian-oriented Core and the more auto-oriented Lower East Broadway Corridor.

Recommendation	Description
<p><b>Improve the pedestrian environment</b></p>	<ul style="list-style-type: none"> <li>• This segment of the corridor has a fractured sidewalk network: some areas have no sidewalks while those that do are mostly in need of repair</li> <li>• The corridor as-a-whole needs improved pedestrian amenities including a complete, well-maintained sidewalk network with defined street crossings</li> <li>• Include provisions for pedestrian amenities such as street trees and benches.</li> </ul>
<p><b>Improve access management conditions throughout the corridor</b></p>	<ul style="list-style-type: none"> <li>• Throughout the corridor, parking areas flow the length of properties into the roadway creating safety issues for pedestrians and motorist while impeding the safe and efficient flow of traffic.</li> <li>• In an effort to reduce conflicts and define property limits, control access with defined entry points into parking lots by adding curbs and landscape buffers between parking lots and the roadway</li> <li>• When adjoining properties are commercial, require connected parking lots and shared access to help reduce demands on the road network</li> <li>• Adopting the Design Policies outlined as part of this project will help to improve these conditions</li> </ul>
<p><b>Implement design policies throughout the corridor</b></p>	<ul style="list-style-type: none"> <li>• After adopting the design policies, implementation will take both time and commitment to make meaningful, quality impacts throughout the corridor</li> </ul>

**Encourage infill development of potential development node located at the center of the corridor**

- Located generally between Richardson Avenue and Thornton Avenue there are six properties that are either vacant or underutilized
- Because of adjacency, some of these properties could be assembled to create larger building lots for new economic development opportunities

**Recommendations: Lower East Broadway Corridor**

The Lower East Broadway Corridor runs generally between Nelshore Drive and Exit 106. The district features substantial stretches of the corridor with access management deficiencies where there is no separation between parking areas and the road. This uncontrolled access to the road creates an unsafe situation for motorists and pedestrians. These expanses of parking areas that “flow” into the road lack sidewalks, landscaping, and curbs that would enhance the appearance of the district. The district features the vacant and blighted Apollo shopping plaza property that has fallen into serious disrepair. This large-scale blight is especially significant given its location near the gateway area to the corridor for visitors coming into Monticello from Resorts World Catskills. The district features other examples of buildings that are of poor visual character. There are also many examples where the road pavement is worn and in need of replacement. Together, the buildings, road, and streetscape create an impression of disinvestment and low quality of place. Most of the corridor is located within Thompson, but some key redevelopment areas, such as the Apollo Plaza, is located within Monticello. This corridor will require both the Town and Village to implement the same zoning and design policies to maintain consistency. This is also a vital connecting corridor into the Core as it establishes impressions and expectations of both Thompson and Monticello.

Recommendation	Description
<p><b>Reduction of shoulder lane widths, and use of created space for landscape median, bike lane and sidewalks</b></p>	<ul style="list-style-type: none"> <li>• The corridor is in significant need of reconstruction due to poor pavement surfaces, access management issues (noted below) and lack of bike/pedestrian amenities</li> <li>• Reconstruction of the corridor should incorporate Complete Streets principles, incorporating safe mobility for all modes of transportation, including automobile, bike, pedestrian, and public transit</li> </ul>
<p><b>Improve access management conditions throughout the corridor</b></p>	<ul style="list-style-type: none"> <li>• Throughout the corridor, parking areas flow the length of properties into the roadway creating safety and efficiency problems</li> <li>• In an effort to reduce conflicts and define property limits, control access with defined entry points into parking lots by adding curb/landscape separation between parking and the roadway</li> <li>• When adjoining properties are commercial, require connected parking lots and access to help reduce demands on the road network</li> <li>• Adopting the Design Polices outlined as part of this project will help to improve these conditions</li> </ul>
<p><b>Implement design policies throughout the corridor</b></p>	<ul style="list-style-type: none"> <li>• After adopting the design policies, implementation will take both time and commitment to make meaningful, quality impacts throughout the corridor</li> </ul>

**Development opportunity at the Apollo Plaza**

- The Lower East Broadway Corridor is largely characterized as auto-oriented, and has the potential to service some of the demands of visitors of Resorts World Catskills
- The Apollo Plaza has been vacant for several years and holds the potential to host a variety of uses because of its location just off Exit 106
- A redevelopment concept has been outlined that includes a mix of uses, including new outparcel development opportunities abutting the edge of the property along Broadway



Rendering of improved access management along the Lower East Broadway Corridor

**Recommendations: Bridgeville Road Corridor**

The Bridgeville Road district extends between Exit 106 and Exit 107. Bridgeville Road parallels Route 17/Future I-86 and development only exists on the southside of the road as a result. The district has a concentration of automobile and truck dealership businesses although some residential uses are located close to the corridor and accessed using Bridgeville Road. The district could benefit from better landscaping, including street trees and bioswales that replace the deteriorating cement stormwater gutters found along the road now. The corridor currently has limited sewer and water opportunity. It's anticipated that this corridor could experience some increased traffic as a result of some travelers taking the wrong exit off the Exit 106 roundabout.

Recommendation	Description
<p><b>Integrate Low-Impact Development techniques to manage stormwater runoff</b></p>	<ul style="list-style-type: none"> <li>• Stormwater management technique that uses design techniques that infiltrate, filter, store, evaporate, and detain runoff close to its source</li> <li>• Includes not only use of open space, but also rooftops, streetscapes, parking lots, sidewalks, and medians</li> </ul>
<p><b>Long-Term, look to this corridor for improved light manufacturing and/or Transportation and Warehousing economic development</b></p>	<ul style="list-style-type: none"> <li>• The market analysis completed for this project does not currently recognize a demand for industry in the area</li> <li>• Given the areas proximity to the Rt. 17/I-86 corridor, the area has the potential to serve County's growth in these industries</li> <li>• Work with regional economic development agencies and the properties to further explore redevelopment potential</li> </ul>
<p><b>Extend water and sewer infrastructure for future economic development</b></p>	<ul style="list-style-type: none"> <li>• This area is currently not served/underserved by infrastructure needed to support future development projects such as light industrial or other businesses, especially those that require the larger lot sizes found in this corridor.</li> <li>• The Bridgeville Road corridor should be a priority location for the extension of water and sewer infrastructure. New infrastructure should be strategically located to serve key sites with development potential.</li> </ul>

### 3.5 Gateway Recommendations

The importance of gateways and landmarks in establishing a sense of place and a sense of welcome and arrival cannot be underestimated—it is for this reason that a visitor’s initial perceptions of the character and livability of a community often occurs along the major access corridors and entrances into the community. These corridors and entrances are gateways to the community and should be designed to create a cohesive identity and reflect the desired image of the community.

Gateways can include architecturally significant buildings, bridge or other public infrastructure improvements, monuments, signs, and landscaping. Gateways can be enhanced through either public realm improvements or private development, or a combination of the two. The public realm improvements can be in the form of landscape improvements or enhancements, directional/informational signs or markers, public artwork, monuments, and public infrastructure/bridge improvements. Private development can be guided to improve gateways through municipal land use controls, site planning standards, and design guidelines.

Several community gateway areas were identified at the exits of Route 17 during the planning process, as well as other gateways into Downtown Monticello. This Gateway Corridor plan recognizes a hierarchy of gateways: Primary Gateways and Secondary Core Gateways. Primary gateways are those that immediately establish a perception of the community when existing Route 17 and are found in the areas adjacent to the off-ramps. Here, improvements should include not only public realm amenities such as well-maintained landscaping or public art, but also clearly seen directional signage to guide the traveler to points of interest, such as Downtown Monticello, Monticello Casino & Raceway, and Resorts World Catskills. Secondary Core Gateways are those that welcome travelers into Downtown Monticello. Secondary Core Gateways should include signage that clearly welcomes travelers into the district. Welcome signage and pedestrian-oriented amenities should be introduced at these gateway points.

#### Primary Gateways:

- Exit 104
- Exit 105
- Exit 106
- Exit 107

#### Secondary Core Gateways:

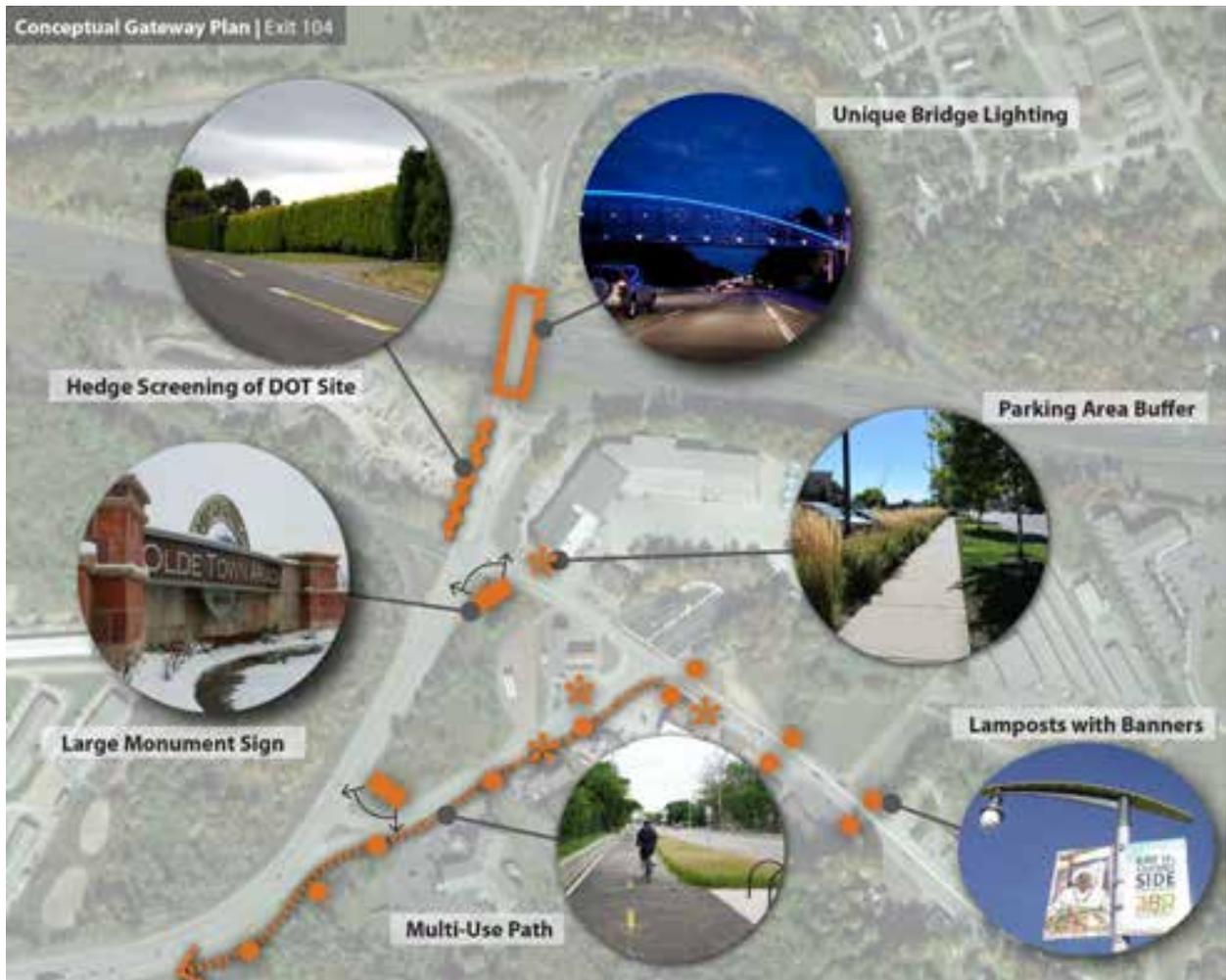
- Downtown Monticello – West
- Downtown Monticello – East

## Primary Gateways

### Recommendations: Exit 104 Gateway

Exit 104 is the principal gateway from Route 17 used by visitors to the Monticello Casino & Raceway. The exit ramp puts travelers at the intersection of Route 17B and Jefferson Street. The area surrounding the off-ramp is a combination of light industrial and auto-oriented uses, including a New York State DOT staging area, a wholesale operation and a gas station. The southwest corner is a heavily wooded area that buffers the Monticello Raceway horse barns. Jefferson Street provides a secondary connection to Downtown Monticello. Pedestrian crosswalks and lights are provided across Jefferson Street and the west side of the intersection crossing 17B.

Recommendation	Description
<p><b>Provide a landscape buffer to screen views of the NYS property</b></p>	<ul style="list-style-type: none"> <li>• The NYS DOT has a maintenance storage facility on the northwest side of the gateway onto Rt. 17B</li> <li>• Evergreen trees along the edge of the property would help provide a year-round buffer of the fencing and piles of brush and stone</li> </ul>
<p><b>Install a “Welcome to Monticello” monument sign</b></p>	<ul style="list-style-type: none"> <li>• As this gateway plays an important in welcoming visitors of the Monticello Casino and Raceway (and Bethel Woods) to Monticello, special care should be given to developing an imaginative and memorable welcome sign</li> <li>• A potential location to consider should be the south corner of the Rt. 17B/Jefferson Street intersection</li> </ul>
<p><b>Install directional signage to Downtown and the Raceway</b></p>	<ul style="list-style-type: none"> <li>• Directional signage as a part of a coordinated wayfinding system should point visitors to both the Raceway and Downtown Monticello</li> <li>• The distance to each destination should also be included on the signage</li> </ul>
<p><b>Consider eliminating the pedestrian crossings at Jefferson St. and 17B</b></p>	<ul style="list-style-type: none"> <li>• These pedestrian crossings seem to be inappropriately located as they do not connect with the pedestrian network</li> <li>• The crossing over Rt. 17B is especially unsafe because it puts pedestrians on the off-ramp from Route 17/Future Route I-86</li> <li>• Removal of these crossings should be part of a broader strategy to located dedicated bike and pedestrian connections along Raceway Road and onto Rt. 17B, connecting with the Raceway</li> </ul>



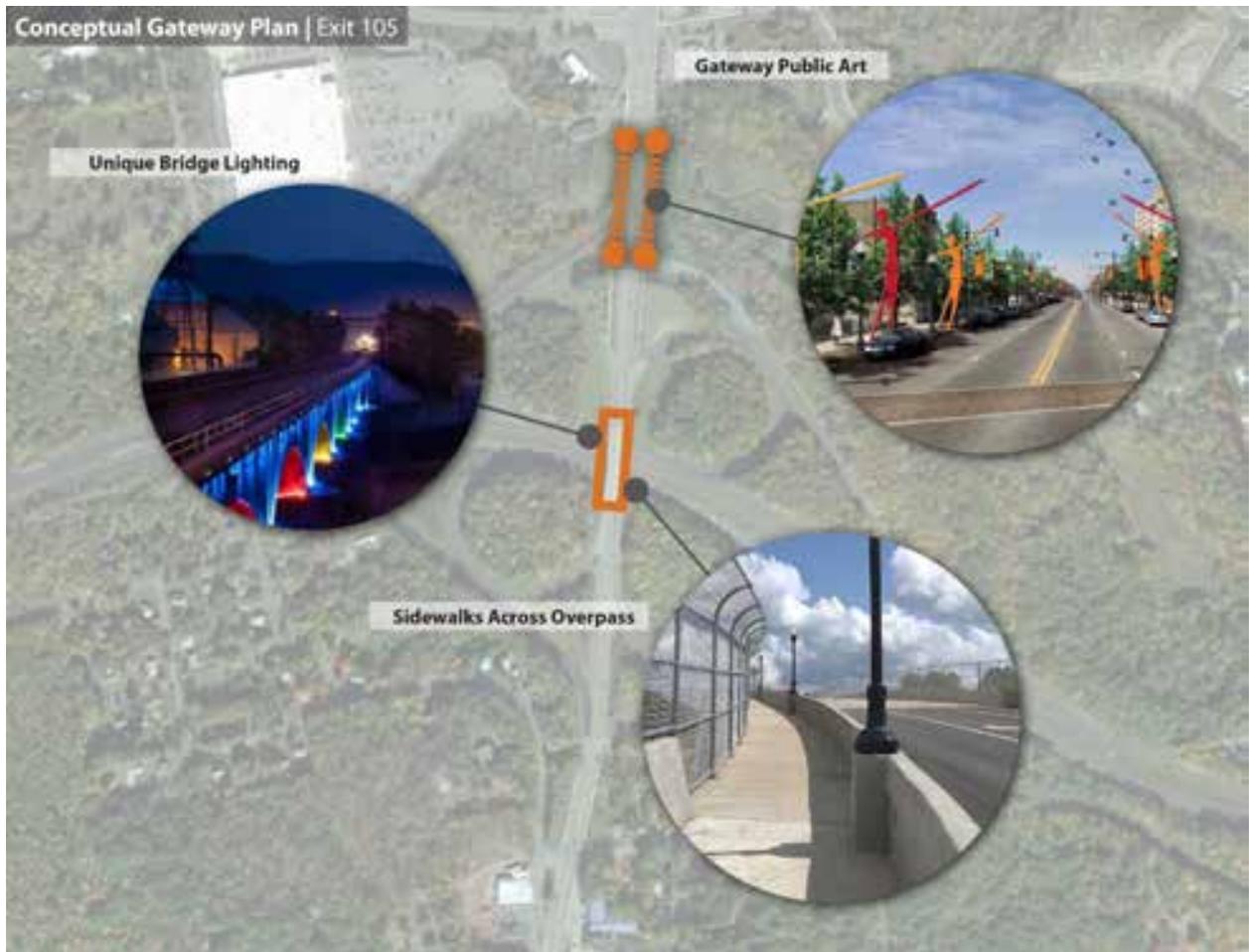
### Conceptual Gateway Plan: Exit 104

The gateway improvement concept plan for Exit 104 shown above illustrates the physical layout of the recommendations described previously. Unique bridge lighting helps create a sense of place and has marketing value as a highly visible marker for travelers on future I-86. Travelers exiting the highway would see a new hedge row instead of the unappealing DOT site as it exists today. A new monument sign welcomes visitors into the corridor and helps define the Jefferson St. entrance to downtown Monticello. Another monument sign addresses travelers from the west. Other gateway improvements including the buffering of parking areas with landscaping, new lampposts with banners, and a multi-use path extending the pedestrian connection along Jefferson Street to the Raceway and Casino portion of the corridor.

### Recommendations: Exit 105 Gateway

Exit 105 is a cloverleaf design that puts travelers onto the Pleasant Street (Rt. 42) corridor. The north exit allows travelers to access a variety of auto-oriented commercial and retail establishments, including big-box retail. The north exit also provides a secondary connection to Resorts World Catskills via Concord Road. Sidewalks are provided at the north end of the gateway along Pleasant Street, including a striped pedestrian crossing and crossing light. Pedestrian connectivity is not provided over the bridge. The south end of the gateway provides connections into the Village and a variety of auto-oriented businesses, as well as several residential areas. Sidewalk connections terminate at the on and off ramps, and do not connect to the north side of the bridge, although there is a wide shoulder on either side that pedestrians use; this creates an unsafe environment for pedestrians crossing over to the retail establishments on the north side of the bridge.

Recommendation	Description
<p><b>Enhance pedestrian connections on the bridge and along the southern portion of the gateway</b></p>	<ul style="list-style-type: none"> <li>• The north side of Route 17/Future I-86 provides a variety of commercial and retail destination accessed by the many residential areas on the south side</li> <li>• As such, this area is a heavily used pedestrian connection</li> <li>• Sidewalks are provided at the approach to the bridge, but then stop at the bridge</li> <li>• Work with DOT to determine pedestrian improvements to improve pedestrian safety (i.e. sidewalks, striping, planters, etc)</li> </ul>
<p><b>Install gateway banners on the light posts along with iconic public art</b></p>	<ul style="list-style-type: none"> <li>• As this gateway has the potential to be a significant secondary access point to the Resorts World Catskill, it is an opportunity to welcome visitors and let them know that they have ‘arrived’</li> <li>• Add gateway banners that celebrate the area along with a unique piece(s) of public art</li> </ul>
<p><b>Improve lighting along pedestrian areas across the bridge</b></p>	<ul style="list-style-type: none"> <li>• Similar to the sidewalk connections, cobra style lights should be provided along the approaches to the bridge, but not across the bridge</li> <li>• Use this as an opportunity to integrate creative lighting that not only enhances pedestrian safety, but also creates a festive atmosphere</li> <li>• Consider the use of LED light strips along the barrier walls of the bridge</li> </ul>



### Conceptual Gateway Plan: Exit 105

The gateway improvement concept plan for Exit 105 shown above illustrates the physical layout of the recommendations described previously. Unique bridge lighting that is consistent in design with the other gateway bridges helps create a sense of place and has marketing value as a highly visible landmark for travelers on future I-86. A new public art installation along the approach to the commercial area off the exit would add some whimsy and identity to a portion of the corridor that is otherwise indistinguishable from other commercial retail areas in the country.

**Recommendations: Exit 106 Gateway**

Exit 106 is the primary gateway for visitors to the Resorts World Catskills. The exit was reconstructed as part the Resorts World Catskills development to improve vehicle circulation. The northbound exit brings travelers directly to the entrance into Resorts World Catskills, while the southbound exit requires travelers to go through a new roundabout before crossing over Rt. 17 to Resorts World Catskills. Visitors leaving Resorts World Catskills heading east, or back to the New York City region, will also need to pass near this roundabout. A key component of this gateway is to influence visitors of the Resorts World Catskills to visit Downtown Monticello. With an anticipated 4 million annual visitors to Resorts World Catskills, attracting just 5% of those to Downtown Monticello would mean an additional 200,000 downtown ‘customers.’ This is why this gateway will require thoughtful investments if Downtown Monticello is to realize significant gains from the Resorts World Catskills.

Recommendation	Description
<p><b>Relocate and replace “Monticello” sign to be more visible and add distance to downtown</b></p>	<ul style="list-style-type: none"> <li>• The existing sign that informs travelers that Monticello is to the right is hidden behind new posts and does not indicate to the traveler the distance to downtown</li> <li>• Relocate the sign to the south side of the bridge before the off-ramp</li> </ul>
<p><b>Enhance the bridge with lighting and gateway banners</b></p>	<ul style="list-style-type: none"> <li>• Work with DOT to integrate new gateway lighting and banners that help to celebrate arrival into the community</li> </ul>
<p><b>Install lighting with banners at approaches to and along the roundabout</b></p>	<ul style="list-style-type: none"> <li>• Distinctive lighting along the approaches and through the roundabout is an opportunity to enhance the safety of the roundabout while building greater recognition of community pride</li> </ul>
<p><b>Install a piece of iconic public art within the roundabout</b></p>	<ul style="list-style-type: none"> <li>• The center of the roundabout has ample room to erect a piece of public art that reflects the pride of the community</li> <li>• An art installation with sufficient height will also add visibility to the gateway from visitors entering the Resorts World Catskills entryway, especially given the elevation difference.</li> <li>• Work with NYDOT on implementation. Highlight examples where it has worked successfully. Consider alternative locations outside of the roundabout in a highly visible location as a last resort.</li> </ul>



### Conceptual Gateway Plan: Exit 106

The gateway improvement concept plan for Exit 106 shown above illustrates the physical layout of the recommendations described previously. Unique bridge lighting and artistic elements that are consistent in design with the other gateway bridges helps create a sense of place and has marketing value as a highly visible landmark for travelers on future I-86. A new public art installation in the roundabout gives the gateway a unique identity. Large scale signage visible from the entrance to Resorts World Catskills will help draw visitors into the corridor and to downtown Monticello. Other elements to create an attractive gateway for casino and resort visitors include lampposts with banners and artistic gate features.

**Recommendations: Exit 107 Gateway**

Exit 107 is located at the east end of the study area. It is unlikely that this gateway will experience increased traffic resulting from the Resorts World Catskills project, although it can provide a meaningful gateway for future economic development along the Bridgeville Road corridor.

Recommendation	Description
<b>Enhance street lighting at the Rt. 17/Future I-86 East on ramp, including a sign indicating the connection to New York City</b>	<ul style="list-style-type: none"> <li>• It is likely that some visitors to Resorts World Catskills will miss the on-ramp onto Rt. 17/Future I-86, taking the exit onto Bridgeville Road</li> <li>• Enhanced lighting and signage will help to guide these travelers safely back onto Rt. 17/Future I-86</li> </ul>

Secondary Gateways

**Recommendations: Downtown Monticello – West Gateway**

From the west, Downtown Monticello begins at about Jefferson Street. Recent reconstruction of Broadway has made significant improvements throughout the Downtown Monticello Broadway corridor and provides a better transitional area into the Core. It is critical, however, to address the visual character of the properties on the south side of Broadway between Jefferson Street and Pelton Street. A major issue with the appearance of the approach to the Downtown core area is the edge of these properties with their expanse of pavement and undefined curb line.

Recommendation	Description
<b>Install a “Welcome to Downtown Monticello” sign</b>	<ul style="list-style-type: none"> <li>• Installing a sign here will announce to visitors that they have arrived in Downtown Monticello</li> </ul>
<b>Landscape edge between ROW and properties on south side of Broadway</b>	<ul style="list-style-type: none"> <li>• Improve the appearance of the properties at the gateway by adding landscaping.</li> <li>• Reduce the curb cut length and add greenspace enhancements</li> </ul>

**Recommendations: Downtown Monticello – East Gateway**

From the east, Downtown Monticello begins at about Pleasant Street. Recent reconstruction of Broadway has made significant improvements throughout the Downtown Monticello Broadway corridor and provides a better transitional area into the Core. The East Gateway is the most likely for visitors to pass through coming from the Resorts World Catskills. The topography of this area creates some unusual treatment to the pedestrian areas and may create the need for creativity when adding gateway features such as signage.

Recommendation	Description
<b>Install a “Welcome to Downtown Monticello” sign</b>	<ul style="list-style-type: none"> <li>• Because of the topography of the area, consider using a pole mounted structure, as shown in the image below</li> </ul>

**Enhance the crosswalk over Broadway with a “street art” design**

- The crosswalk creates an opportunity to celebrate entrance into Downtown Monticello
- Consider a design that reflects the area’s history or branded image (such as harness racing, race cars, or something related to arts & culture)
- Work with DOT to identify acceptable options.



Example of a pole mounted "Welcome to Downtown Monticello" sign



Examples of a “street art work” crosswalk that is recommended for the Downtown Monticello – East Gateway.

### 3.6 Corridor-Wide Recommendations

#### Recommendations: Corridor-Wide

While most recommendations are specific to the particular areas identified throughout the Gateway Corridor, others cross-over through the entire corridor. These recommendations are outlined below.

Recommendation	Description
<p><b>Consider integration of “Smart City” technologies in all projects proposed within the Gateway Corridor</b></p>	<ul style="list-style-type: none"> <li>• Many urban centers around the world are integrating Smart Technologies into local operations to save money and to be more efficient</li> <li>• These technologies access all aspects of urban living including transportation, infrastructure, and buildings</li> <li>• Transportation: public transit loop with real time updates at shelters; Smart Parking networks; charging stations throughout the corridor</li> <li>• Infrastructure: Corridor-wide free wifi; Smart Lighting; energy consumption monitoring and management</li> </ul>
<p><b>Complete a feasibility study to provide a transit service loop through the Gateway Corridor</b></p>	<ul style="list-style-type: none"> <li>• The arrival of Resorts World Catskills brings a new opportunity to attract visitors to the Core as well as the need to efficiently transport new employees throughout the community</li> <li>• Public transit is all too often both unreliable and uncomfortable, particularly when waiting for service during inclement weather</li> <li>• The goal is to provide quality and reliable transport services, which will lead to better acceptance and use of these services by citizens and visitors alike</li> <li>• Providing covered shelters at stops with real time bus arrival signage will help make the system more effective</li> <li>• The bus loop should link the Resorts World Catskills, the Broadway corridor into the Core, out to Monticello Casino &amp; Raceway, then back up Pleasant Street to Kiamesha Lake Road, to Chalet Road and back to Resorts World Catskills</li> </ul>
<p><b>Develop a strategy to encourage active storefront displays</b></p>	<ul style="list-style-type: none"> <li>• Active storefronts enliven the street for pedestrians, attract more customers to existing businesses, market available commercial properties, and promote Monticello to prospective businesses</li> <li>• Eye-catching, creative displays in storefront windows generate awareness and draw from the products/services by the business, helping to market the business in a unique way</li> <li>• Regardless of theme, activating storefront windows will also be helpful in positioning the Core as an entertainment and dining hub</li> </ul>

<p><b>Create a Corridor-wide wayfinding system to help guide residents and visitors to points of interest</b></p>	<ul style="list-style-type: none"> <li>• By developing a wayfinding system, the corridor can make itself more attractive and friendly to visitors, while also supporting pedestrian activity</li> <li>• Wayfinding systems include signs, maps, banners, and other elements to help pedestrians navigate their way around and find key points of interest</li> <li>• A wayfinding system can also be used to help create a unique sense of identity for the different segments through things such as color-coded banners</li> </ul>
<p><b>Develop a Gateway Corridor brand identity and strategy</b></p>	<ul style="list-style-type: none"> <li>• The Gateway Corridor is a place that provides a variety of experiences and opportunities to a broad market, and it's competing with not only local attractions, but also regional, state, and national competitors</li> <li>• Creating a brand identity for the Gateway Corridor will involve establishing an image that can attract new visitors to the region and attract new businesses and residents to pick the area as a place to invest and grow</li> <li>• This brand identity can be used to engage and assist the local realty community in marketing Gateway Corridor properties</li> <li>• The strategy can be an effective tool used to influence outside perceptions of the Gateway Corridor as a safe, fun place to visit and invest in</li> </ul>
<p><b>Establish the capacity to implement the <i>Grow the Gateways: Thompson-Monticello Strategic Corridor Plan</i></b></p>	<ul style="list-style-type: none"> <li>• Communities around the globe are increasingly competing for resources and attention</li> <li>• While this plan sets a direction for future investments in the Gateways Corridor, staffing is critical to successful implantation, building partnerships, and implementing projects.</li> <li>• Successful implementation of the <i>Grow the Gateways</i> plan will require dedicated efforts and effective coordination of public agencies, property owners, community members, city officials, other key stakeholders, and financial resources</li> <li>• Currently, both the Town or the Village have limited capacity to fully realize the benefits this plan can bring to the community and region as a whole</li> <li>• While potential partners are identified in the implementation chapter, it is recommended that the Town and Village work together to determine how to employ a paid professional to carry out this plan</li> <li>• In the short-term, the existing <i>Grow the Gateways</i> Committee responsible for the development of this strategy should lead the implementation of the plan until a dedicated professional can be put in place</li> </ul>
<p><b>Reduce the number of billboard signs throughout the Gateway Corridor</b></p>	<ul style="list-style-type: none"> <li>• There are a number of billboard signs located throughout the Gateway Corridor. Some of these signs are well maintained, while others have been neglected over time. Those that have not been maintained are</li> </ul>

disrupting the visual character of the Gateway Corridor and contribute to travelers forming negative impressions of the community.

- The Town and Village are currently reviewing their respective sign ordinances. This review should include an evaluation of billboard sign standards. The American Planning Association offers several Planning Advisory Service Reports that specifically give guidance on how to deal with signs, including one that expressly addresses billboard signs. Review of these reports should be a part of the work being completed by the Sign Committee.

### 3.7 Zoning Recommendations

#### Recommendations: Zoning Changes to Ensure Corridor Revitalization

Development along the Gateway Corridor is complicated by a variety of issues including:

- The irregular border between the Village and Town especially along lower East Broadway
- Different village and town zoning districts with varying allowable uses directly abutting each other, leading to potential land use conflicts (e.g., industrial next to housing)
- Current unharmonious land use mix of commercial, industrial and residential uses
- Vacant sites with environmental constraints such as wetlands and steep slopes

The primary tool any municipality has to control development are land use regulations that are often coupled with other land use documents such as design guidelines. There are a number of recommended changes to both the village and town zoning ordinances that can be considered in order to achieve the vision of the Gateway Corridor. The goal is to provide a sense of predictability to potential investors in the corridor and to streamline the approvals process to avoid lengthy reviews.

Recommendations	Description
<b>Zoning</b>	
<b>(Corridor) Create identical zoning districts along the corridor for the Village and Town</b>	<ul style="list-style-type: none"> <li>• Outside of the village core new zoning districts can be created for the village and town that have the same intents, uses, and dimensional requirements</li> <li>• The approvals process should also be the same to ensure streamlined review</li> </ul>
<b>(Corridor) Revise parking requirements in the corridor and incorporate aspects of the design guidelines</b>	<ul style="list-style-type: none"> <li>• As part of developing the new zoning districts for corridor development, create a parking table that mirrors the use table. The table can contain a specific parking requirement (e.g., 1 space per 400 square feet of gross floor area for retail establishments) or it could set a maximum number of parking spaces allowed</li> <li>• In addition, aspects of the design guidelines could be incorporated into the parking article as mandatory requirements related to landscaping and greenspace</li> </ul>

<p><b>(Core) Consider amendments to the Village B2 Core Business zoning district to allow for housing in strategic locations</b></p>	<ul style="list-style-type: none"> <li>Given the potential availability of land behind buildings that front Broadway in the Village’s downtown core, consider adjusting the B2 zoning requirements so that residential/multi-family development with ground floor residential is allowed at a set distance from Broadway.</li> <li>To ensure active storefronts along Broadway, create an overlay that prohibits ground floor residential for buildings that front directly onto Broadway.</li> </ul>
<p><b>(General) Coordinate organization of the Town and Village zoning ordinances</b></p>	<ul style="list-style-type: none"> <li>This would ensure that the same information is found in the same places in each document making them more user friendly</li> <li>Create simple to read use and dimensional tables and align district intents where feasible</li> <li>Align approvals process to the same time line</li> </ul>
<p><b>(General) Provide up-to-date zoning ordinances</b></p>	<ul style="list-style-type: none"> <li>Using either ECode or the municipal websites (or both), ensure that publicly available information on zoning is accurate and up to date</li> <li>When zoning changes are made ensure that notification of such is prominently displayed</li> </ul>
<p><b>(General) Encourage training for Planning Board and ZBA members beyond the NYS required 4 hours</b></p>	<ul style="list-style-type: none"> <li>Initial training should focus on the organization, vision, goals, objectives and recommendations of the GTG Strategy.</li> <li>Additional training opportunities can build off the strategy such as how to utilize design guidelines in project review</li> <li>Training can also focus on traditional topics such as site plan review, special use permits, or variance requests</li> <li>Sullivan County and other partners such as Sullivan Renaissance or the Sullivan County Partnership could provide training</li> </ul>
<p><b>Design Guidelines</b></p>	
<p><b>Establish a Design Guideline Committee (or continue the Sign Committee)</b></p>	<ul style="list-style-type: none"> <li>Purpose would be to review the design guidelines created for the Gateway Corridor project to determine which elements should be mandatory vs. suggested</li> <li>Mandatory items would be incorporated in the zoning ordinances of both communities typically as supplemental regulations</li> </ul>
<p><b>Code Enforcement</b></p>	
<p><b>Review Code Enforcement Chapters in the Village’s code book</b></p>	<ul style="list-style-type: none"> <li>Evaluate the 11 different code enforcement related chapters to determine if they can be combined in some ways to achieve efficiencies by removing redundancies, conflicts, and make it easier for the reader to understand</li> </ul>
<p><b>Consider Joint Code Enforcement Between the village and town</b></p>	<ul style="list-style-type: none"> <li>Currently the Town of Fallsburg and Village of Woodridge share a Code Enforcement Officer. This would save money and establish consistency between Monticello and Thompson</li> </ul>

## Chapter 4



# Implementation

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The recommendations and actions included in the *Grow the Gateways: Monticello-Thompson Strategic Corridor Plan* cover a wide range of activities that will require the engagement of numerous agencies, staff, stakeholders, and others to successfully implement. This section is designed to help manage implementation of the plan by identifying priorities, timelines, partners, and potential funding for each action.

Thirteen priority projects are identified for the Gateway Corridor to focus efforts. Priority projects were identified both as those necessary to advance the Gateway Corridor and those that have the potential to catalyze future investments. An implementation matrix is included at the end of the chapter to summarize the implementation for each identified recommendation. The following priority projects are listed in an order that incrementally builds on each project.

### **Immediate Priority Projects:**

These projects should be the top focus for the first-year following the completion of the *Grow the Gateways: Thompson-Monticello Strategic Corridor Plan*. These projects were selected because of their overall importance to implementing the plan, the fact that additional implementation tasks depend on their completion, or their ability to catalyze development and build momentum:

1. Determine necessary mandatory design guidelines and integrate into zoning
2. Create identical zoning districts for the Village and Town along the Corridor
3. Establish the capacity to implement the *Grow the Gateways: Thompson-Monticello Strategic Corridor Plan*
4. Streamline code enforcement duties

**Priority Projects:**

These priority projects should be initiated between 1 and 3 years after the *Grow the Gateways: Thompson-Monticello Strategic Corridor Plan* is completed. Along with the “Immediate Priority” projects identified above, these are top priorities, but they do not need to be started in the first year.

1. Develop a Gateway Corridor brand identity and strategy
2. Activate vacant and underutilized properties through financial incentives
3. Develop incentives for a diverse mix of housing types within the Core, including affordable and market rate for sale and rental
4. Develop a targeted retail recruitment and retention strategy
5. Create a corridor-wide themed wayfinding system to help guide residents and visitors to points of interest

**Immediate Priority Projects**

**1. Determine Necessary Mandatory Design Guidelines and Integrate into Zoning**

As mentioned under the proposal to create new zoning districts, over time, the irregular boundary between the village and town, different zoning districts, and lack of design guidelines have created a corridor with a wide variety of land uses and a disorderly appearance. To bring about a sense of uniformity and a higher caliber of development it is recommended that the Village and Town utilize and integrate into zoning, to the extent practicable, the design guidelines that were created as part of this study.

The design guidelines were created in order to provide design recommendations for applicants wishing to develop or redevelop properties in the *Grow the Gateways* project area and guidance for municipal officials. The design guidelines are intended to (1) ensure that development and redevelopment that occurs in the study area enhances the area’s visual appearance, (2) provide clarity on the desired design of projects to developers interested in building in the corridor and (3) offer a common reference for municipal officials reviewing project proposals. By doing so, the guidelines are expected to:

- (1) Streamline the review process and reduce development costs
- (2) Improve property values and encourage business development
- (3) Create a safe, friendly, and pleasant environment that encourages area residents and regional visitors to shop in the corridor.

The design guidelines were created as stand-alone document with a series of ‘shoulds’ meaning that the design recommendations are suggested and not mandatory. The intent is to be able to provide the document as a complement to zoning as applicants seek to undertake a project.

While having a stand-alone document to guide development is immensely helpful, the village and town may want to consider which aspects of the design guidelines should be mandatory. In other words, which portions should be come ‘shalls’ meaning the applicant must comply with the guidelines. This can be accomplished by changing the word from should to shall in the document for selected aspects and then having the Village Board and Town Board adopt the document. The design guidelines can be further emphasized by incorporating them directly into the zoning as part of the new zoning district(s) proposal. Adopting the design guidelines will help expedite the project review and approval process by having a clear set of standards for projects to adhere to.

Not having design guidelines will undermine the effort to implement the GTG Strategy and the established vision. The current haphazard condition of the corridor creates a disorderly appearance and, as a result, it is difficult for people to make the commitment to invest and redevelop properties. Over time, as the design guidelines are implemented, a more unified ‘look and feel’ will result in an attractive community where people will look to invest, live, work and play.

#### **Tasks to Complete**

1. Establish a joint Town and Village committee – consider the current sign committee and/or the same committee to undertake suggested zoning changes
2. Evaluate the suggested Design Guidelines to determine which design suggestions should be mandatory (i.e., Shall) vs. suggested (i.e., Should.)
  - a. Common mandatory elements include parking location (i.e., allowed in front of building or not), pedestrian circulation, access management, lighting and landscaping. In this context, the committee should review the following aspects of the design guidelines:
    - i. Site Layout
    - ii. Access Management and Parking
    - iii. Pedestrian Amenities and Streetscape
    - iv. Lighting and Utilities
  - b. Incorporate design guidelines in their entirety directly into the respective zoning ordinances:
    - i. Village: Chapter 280 Article VI Supplemental Regulations;
    - ii. Town: Chapter 250 Article VI Supplemental Regulations Applicable to Certain Uses or as a new article
- c. Create the trigger for establishing the need to incorporate design guidelines. Examples include:
  - i. All projects undergoing Site Plan Review
  - ii. All projects in the newly formed districts

**Expected Cost Range**

- \$10,000 to \$15,000

**Time to Complete**

- 4 months to outline changes

**2. Create Identical Zoning Districts for the Village and Town along the Gateway Corridor**

Over time, the irregular boundary between the village and town, different zoning districts, and the lack of design guidelines have created a corridor with a wide variety of land uses with a disorderly appearance. For example, while most buildings in the Lower East Broadway corridor section are set back from Broadway at approximately the same distance, some parcels are completely paved with automobiles parked directly in front while others still retain the appearance of a residential building that have been retrofitted for office use with parking behind. In addition, this portion of the corridor has the former Apollo shopping plaza that is set extremely far back from the road with a vast expanse of parking in front and one ‘out parcel’ of an office building next to the road. Finally, this portion of the corridor contains a grouping of wetlands that has maintained a portion of the roadside as open space.

Typically, when a developer looks to invest in a municipality they like to know that the community has clear, consistent zoning regulations that support a vision that was established with the input of residents, business owners, and political leaders. The Grow the Gateways Corridor Study is the initial step in establishing a unified vision. The next step is to consider zoning changes that implement the vision of the corridor study.

A number of options related to zoning changes have been considered throughout this process, including modifying existing district boundaries and uses to more closely align the village and town districts. A second option considered was an inter-municipal overlay district requiring projects come under review by Planning Boards or special purpose review boards in both communities. The first option—adjusting the existing zones along the corridor—was not pursued as simply modifying districts along the corridor could have undesired implications in other parts of the town or village that have the same zoning. It was determined that the second option—a joint corridor review board—would cause an additional layer of review and therefore undermines the goal to streamline the review process.

To achieve redevelopment of the corridor that is consistent with the vision of the GTG Strategy and to ensure a degree of predictability along the Corridor it is recommended that a new zoning district(s) be created and adopted by both the Town and the Village. In so doing, the Town and Village could develop an identical list of desired uses and dimensional requirements which, when combined with the design guidelines, would allow development to occur in a relatively coordinated

manner resulting in a harmonious look and feel. This coordinated effort will lend a level of predictability to potential developers making it easier to invest in the corridor. Additionally, having the same approvals process will help streamline the permitting process, which will save time and money for developers looking to invest in the corridor.

To guide the development of the new district(s) a Desired Outcomes Map was created. This map describes the desired character of the different sections of the corridor as well as the core itself and general use categories for each. The intent of the map is to provide guidance on the desired look and feel as well as potential uses. This can be coupled with the specific uses that were determined through the market analysis that is included in the Existing Conditions chapter. The intent is to provide a basis from which to start discussions of the new district(s). Using the Desired Outcomes Map will provide guidance allowing different parts of the corridor to serve varying markets. It is likely that more than one zoning district will be created. For example, the East Broadway Corridor may allow different uses that are not desirable in the 17B corridor and, although the Downtown Core is located entirely within the Village, it will have very different uses from any of the corridor segments.

### **Tasks to Complete**

1. Convene a joint zoning committee (note: this could be a continuation of the sign committee)
2. Review current zoning districts located in each area noted on the Desired Outcomes Map:
  - Uses:
    - Create a table listing uses by district
    - Determine which existing uses are desirable and meet the vision of the strategy
    - Determine which existing uses are not desirable and are counter to the strategy
  - Dimensional Requirements:
    - Review the current dimensional requirements for the corridor
3. Create new zoning districts generally following the boundaries of the Desired Outcomes Map:
  - Identify a name(s) and prepare a district intent (i.e., the purpose of the District is to encourage development along the corridor that meets the vision of the GTG Strategy)
  - Prepare a new list of uses
    - Identify new uses that are desirable using the Desired Outcomes Map and the market analysis in the GTG Strategy

- Using the general character as noted on the Desired Outcomes Map, incorporate desired aspects of the Design Guidelines that will result in the desired ‘look and feel’ such as:
    - Setback minimums and maximums
    - Building Height
    - Landscaping
    - Lighting
    - Location of Parking
    - Pedestrian circulation
  - When reviewing Design Guidelines consider aspects that should be mandatory (i.e., shall) versus suggested (i.e., should)
4. Complete zoning map changes illustrating boundaries of the new districts
  5. Follow Village Board and Town Council adoption process

**Expected Cost Range**

- \$25,000 to \$35,000

**Time to Complete**

- 4 months to outline changes; 3 months to adopt (includes SEQOR review periods)

**3. Establish the capacity to implement the Thompson-Monticello Grow the Gateways Strategic Plan**

The fundamental goal of the Grow the Gateways Strategic Plan is to enhance the corridor’s economic development capacity. While much of what’s happening within the corridor is driven by the private sector, local government plays an important role in fostering a healthy economic climate. The Gateway Corridor has the ingredients to lead regional economic growth: an intact downtown, beautiful historic architecture, nearby regional destinations (particularly Resorts World Catskills), population diversity, adjoining walkable neighborhoods, and proximity to the New York City market. Getting there will involve coordinating a complex set of government policies and programs and private sector initiatives. Further, as the Resorts World Catskills continues to evolve, new demands are going to be put on the Gateway Corridor.

Presently, the Gateway Corridor does not have staff capacity to appropriately monitor and implement the broad and complex nature of redevelopment within the Gateway Corridor. Consequently, in an effort to comprehensively administer project development within the Gateway Corridor and to manage project reviews under federal, state, and local regulations, a Gateway Corridor Director position should be created. Responsibilities of the Gateway Corridor Director should include:

- Lead long-term implementation of the *Grow the Gateways: Thompson-Monticello Strategic Corridor Strategy*;
- Act as a liaison between the County, Town, and Village for GTG priorities;
- Act as a liaison between the business community and respective municipalities;
- Coordinate land use and zoning;
- Coordinate partnerships with state and federal agencies for strategy implementation;
- Manage daily planning activities for consistency with the Gateway Corridor Strategy;
- Review proposed projects for consistency with state and federal regulations;
- Develop a Gateway Corridor brand identity and strategy;
- Coordinate Main Street activities;
- Secure business and community development grants and administer accordingly; and
- Vigorously pursue business development opportunities within the Gateway Corridor.

This position could involve a memorandum of agreement between the County, Town, and Village to jointly develop a specific work plan and fund the position for a period of three years. Funding can come through municipal budgets and/or grant sources. Resorts World Catskills may also be partners in funding for this position. After the three-year period, the effectiveness of the position should be evaluated.

In the short-term, before the position is established, the existing Gateway Corridor Committee responsible for developing this strategy will need to be responsible for advancing the recommendations made in this strategy.

#### **Task to Complete**

- Partner with organizations (such as Pattern for Progress) that may be able to offer technical assistance
- Seek grant funding from state and foundation sources
- Include funding, as necessary, in municipal budgets

#### **Expected Cost Range**

- \$65,000 - \$75,000 annually

#### **Time to Complete**

- Four months to develop memorandum of agreement and job description; new hire completed within eight months

#### **4. Streamline code enforcement duties**

The Town and Village each have the position of Code Enforcement Officer (CEO) where the CEO is appointed by the Town Board and Village Board respectively. Each CEO is responsible to enforce the State Uniform Fire Prevention and Building Code (commonly known as the “Uniform Code”) and the State Energy Conservation Construction Code (commonly known as the “Energy Code”) as well as other laws including zoning.

Because the CEOs of the respective communities have broad duties pertaining to the entire municipality, it is recommended that a full- or part-time (depending on need) CEO be hired to focus on the corridor and ensure that new development and redevelopment adheres to the new zoning and adopted design guidelines and therefore to the vision of the GTG Strategy. Recognizing that this would require additional staff and that the village and town may be unable to afford to hire a dedicated and certified CEO for the corridor, it is recommended that an intermunicipal agreement be created to establish shared code enforcement responsibilities. Both the Executive Law section 381(2) and the General Municipal Law Article 5-G, and General Municipal Law section 99-c provide great flexibility in structuring an intermunicipal code enforcement agreement that can serve this need.

To accomplish this, an intermunicipal agreement between the village and the town can be a “service agreement” or a “joint agreement.”

- A “service agreement” is a formal written agreement between local governments in which one local government contracts with another to provide a service at a stated price.
- A “joint agreement” is a formal written agreement in which participating local governments agree to share in the performance of a function or the construction and operation of a facility. Such an agreement usually provides for significant participation by each of the local governments.

Additional resources are available in Intergovernmental Cooperation, a publication in the Department of State’s James A. Coon Local government Technical Series. This publication is available at the Department’s website at [http://www.dos.ny.gov/lg/publications/Intergovernmental\\_Cooperation.pdf](http://www.dos.ny.gov/lg/publications/Intergovernmental_Cooperation.pdf).

#### **Tasks to Complete**

1. Convene a meeting of the Mayor and Village Manager from Monticello and the Supervisor and the Deputy Administrator from Thompson along with respective Counsel to discuss and outline aspects of the position including:
  - a. The lead municipality (i.e., where the position will officially be created)
  - b. Salary, benefits, and insurance requirements
  - c. Responsibilities and duties

- d. Area of focus (i.e., corridors with new zoning.)
  - e. Method of charges and payment (between municipalities)
  - f. Collection and distribution of fees
  - g. Liability of the parties
  - h. Process for settling disputes
  - i. Duration of agreement
  - j. Default method
2. With an agreed upon outline, prepare an intermunicipal agreement for review by Village Board and Town Board
  3. Prior to execution each Board must adopt by majority vote

#### **Expected Cost Range**

- \$5,000 to \$8,000 in legal costs to prepare the agreement; \$20,000 to \$30,000 for the shared CEO position (based on 2017 costs in Fallsburg and Woodbridge)

#### **Time to Complete**

- 4 months

#### **Priority Projects**

##### **1. Develop a Gateway Corridor brand identity and strategy**

With the opening of the new Resorts World Catskills, the Gateway Corridor has a tremendous opportunity to establish a brand identity to redevelop and rebuild for success. As the Resorts World Catskills project continues to evolve, the time is right to develop a systematic and measurable plan to communicate new development opportunities to the business community, target markets, and other key stakeholders. Understanding what the Gateway Corridor is and how to express that message is fundamental to attracting new residents, visitors, and business investment. A fresh brand identity and a strategy to market that brand will foster a renewed belief in the area while improving community pride among existing residents and business owners.

#### **Tasks to Complete**

- Define a “Brand Development” Task Force. This is the group of stakeholders who will take the lead in developing the brand direction. Participants should include representation from the Town, Village, Sullivan County Partnership for Economic Development, Sullivan County IDA, Economic Development Corporation of Sullivan County, Sullivan County Chamber of Commerce, Monticello Chamber of Commerce, and Sullivan Renaissance.
- Secure consultant funding. This will be one of the very first tasks for the proposed Gateway Corridor Director. Finding funding is all too often one of the greatest challenges when developing a project. The region has several

resources that may be willing to contribute financial resources. Possible funding sources include state and regional tourism offices, community development foundations, municipal contributions, and reaching out to the businesses within the corridor that stand to gain the most from increased revenues. Resorts World Catskills also stands much to gain with a strong Gateway Corridor brand identity. Look to the Iowa West Foundation as a model foundation that has grown out of casino development in Iowa.

- Develop Request for Proposals. The RFP should convey the current condition of the corridor, the forecasted economic climate, and why the time is right to develop the brand identity for the Gateway Corridor. To facilitate responses without significant variations in scope and fee, the RFP should define expectations and a range of anticipated fee. Also, the RFP should be distributed to firms that do not have local political or business ties that may influence the product. Often it is helpful to bring in an outsider to develop a fresh perspective that may be missed by someone too closely tied to the region.

#### **Expected Cost Range**

- \$40,000 - \$60,000

#### **Time to Complete**

- 4-6 months to complete process. Should be initiated within first 12 months of plan completion.

## **2. Activate vacant and underutilized properties through financial incentives**

The Gateway Corridor has numerous properties that have (re)development potential or are expected to be developable in the near future with improving market conditions due to the Resorts World Catskills project. However, many of these properties are not being developed or offered to willing developers at reasonable market prices. Speculation about future property values in the area, as well as unrealistic price expectations, are one of the primary identified reasons that these properties are not being utilized to their highest and best use.

There are several tools that the village, town, and county can consider to help motivate property owners to do something productive with their properties that will contribute to the economic development and quality of place in the corridor. These tools include financial incentives to property owners that can be utilized in conjunction with other regulatory and policy approaches that induce development and incentivize reuse of vacant and underutilized properties.

#### **Tasks to Activate Vacant and Underutilized Properties:**

- Explore the feasibility of a PILOT Increment Financing (PIF) District for the corridor. A PIF District would allow developers of property to pay payments

in lieu of property taxes (PILOT). The District would repurpose a share of future payments in lieu of taxes to leverage private investment in the corridor, such as through infrastructure investments. A PIF District requires agreement between local taxing jurisdictions and the Sullivan County Industrial Development Agency (IDA). See the City of Batavia as an example.

- Adopt 485-a Tax Exemption Program. New York authorizes, at local option, a 12-year partial exemption from real property taxation for non-residential property converted to a mix of residential and commercial uses. Eligible conversions must have a cost in excess of \$10,000 (or higher if chosen by municipality). Both the village and town will need to independently adopt 485-a.
- Establish a Vacant Property Registry with Escalating Fee Schedule. A vacant property registration ordinance (VPRO) requires owners of vacant properties to register the property with the municipality every year. The registry should be established with a fee schedule so that each year an owner registers a vacant property, the fee increases, thereby encouraging the property owner to reuse the property.
- Strategic Code Enforcement. Enforcing codes through penalties for non-compliance provides additional incentive for owners of blighted properties to sell them or redevelopment the property. Code enforcement should be focused on the worst-offending properties. The town and village should review existing building codes for conformance with best practices.
- Establish a Building Rehabilitation Program Targeted to the Corridor. Through the Sullivan County Partnership for Economic Development, the county can establish a formal program and fund to assist property owners in rehabilitating properties. The program can be structured to provide low-interest or deferred interest loans, forgivable loans, or grants to eligible property owners to bring properties up to code and make them marketable.

#### **Expected Cost Range**

Varies depending on the actions undertaken above. Most incentive programs require nominal costs but may have a need for significant staff time to establish and maintain. To explore the feasibility of a PIF District, a feasibility study may need to be commissioned from an expert.

#### **Time to Complete**

Town, County, and Village representatives should convene to discuss incentive options within 6 months. The outcome of that meeting should be a roadmap for additional analysis steps and adoption.

### **3. Develop incentives for a diverse mix of housing types within the Core, including affordable and market rate for sale and rental**

Housing is an essential building block for any community. Enhancing the corridor's economic development capacity is a primary ambition for the Gateway Corridor.

New housing opportunities contributes to a growing population, which in turn influences enhanced municipal services, vibrant neighborhood business districts, and safe streets. Anticipated population growth resulting from the evolution of Resorts World Catskills can be accommodated within the Gateway Corridor, especially at the Core, which will be well served by public transit services and is close to commercial and natural amenities.

#### **Tasks to Complete**

- Consistent with recommendations made in this strategy, ensure that the zoning in the Core and surrounding areas facilitates multifamily residential development, and that live/work space is also allowed.
- Offer incentives, through NYS Office of Homes and Community Renewal, Fannie Mae, the NYS Section 485, to build public-private partnerships with developers to provide affordable housing, senior housing and market rate rental housing.
- Encourage mixed-income housing developments with units for lower-, middle-, and upper-income households in the same development project.
- Develop land assembly and site control strategies. (i.e. examine lots along Broadway that may have room behind them to build new multi-story residential)
- Identify a specific publicly-owned property to serve as a model for a public/private housing development, solicitation of development proposals, and provision of creative financing techniques to enable the development. (look to the “North Street Parking Lot” as a potential redevelopment site).

#### **Expected Cost Range**

- Varies depending on the actions undertaken above.

#### **Time to Complete**

- The project should be initiated within two years (before the end of 2019)

#### **4. Develop a targeted retail recruitment and retention strategy**

It’s been noted that business recruitment and retention are two sides of the same coin. Many of the strategies already established in this plan are setting the foundation for a successful recruitment and retention strategy. The Future Framework Plan is an important statement of intent to potential business and property owners of the goals for the Gateway Corridor over the immediate future and the next 20 years. The Future Framework Plan is an indicator of the type of development projected to occur in the downtown. This Future Framework Plan has set the foundation for proposed zoning amendments to accommodate future investments. The key market findings from both this report and the 2001 HyettPalma report further supports these recommendations: the Core should contain art, culture, and entertainment uses, blended with specialty retail and food establishments; the Corridors should include convenience retail, services, and

offices. The development of a brand identity and strategy will further enhance efforts in building a stronger foundation for retail recruitment and retention. Finally, using the techniques outlined above to activate vacant and underutilized properties will help to create opportunities for new investment. The final action is to pull all of these components together into a clearly defined campaign to attract and assist businesses.

### Tasks to Complete

- Create a database of property ownership, uses, and conditions. Maintain accurate and current property ownership and business information on a mapping system. Utilize geographic information system (GIS) capabilities in the building and business inventory. Obtain agreements with property owners to participate in recruitment programs and to seek targeted tenants. Buy-in by property owners is critical to long-term success.
- Maintain a targeted recruitment list. This report identified a variety of potential uses to attract to the Gateway Corridor. Additional targets should be added as experience and circumstances dictate.
- Create your own buzz. Contact successful retailers in other communities of similar size and circumstance that may be potential recruits to the Gateway Corridor. In some instances, successful existing retailers in other locations may be interested in expanding or even relocating to new locations to take advantage of potential new markets or they may know of former employees, business partners, or other potential individuals who would be interested in a start-up. Likewise, use collateral developed through the branding development process to e-mail and direct mail information regarding the emerging opportunities within the Gateway Corridor.

Potential new retail recruit leads can be obtained from the following trade organizations:

- American Craft Council, [www.craftcouncil.org](http://www.craftcouncil.org)
- The Fashion Group International, [www.fgi.org](http://www.fgi.org)
- National Shoe Retailers Association, [www.nsra.org](http://www.nsra.org)
- National Specialty Toy Retailers Association, [www.astratoy.org](http://www.astratoy.org)
- National Home Furnishings Association, [www.nhfa.org](http://www.nhfa.org)
- American Booksellers Association, [www.bookweb.org](http://www.bookweb.org)
- National Grocers Association, [www.nationalgrocers.org](http://www.nationalgrocers.org)
- National Retail Federation, [www.nrf.com](http://www.nrf.com)
- National Sporting Goods Association, [www.nsga.org](http://www.nsga.org)
- National Restaurant Association, [www.restaurant.org](http://www.restaurant.org)
- Professional Association of Innkeepers International, [www.paii.org](http://www.paii.org)
- Outdoor Retailer, [www.outdoorretailer.com](http://www.outdoorretailer.com)
- American Bed & Breakfast Association, <http://www.abba.com/>

### Expected Cost Range

This is a task that will largely be led internally by the proposed Gateway Corridor Director. The primary costs will involve the printing and distribution of materials. Travel and entertainment expenses can be anticipated in the recruiting process.

**Time to Complete**

The task should be initiated within two years and will be on-going from there.

**5. Create a corridor-wide themed wayfinding system to help guide residents and visitors to points of interest**

Community-wide wayfinding systems involve far more than putting up a few signs guiding visitors to parking lots. Signage is critically important for any community, especially for the Gateway Corridor as it tries to connect Resorts World Catskills visitors with community destinations. Many communities today have developed stronger wayfinding systems as a way to enhance their brand, ease navigation and reinforce key destinations, all while strengthening economic viability. The easier it is for visitors to find attractions and amenities, the longer they will stay and the more they will spend. If visitors struggle to find attractions and amenities, they might just give up and leave, or they may simply not be aware of various attractions. A good wayfinding system can also educate locales about what attractions and amenities are available and where they are. For these reasons, developing a wayfinding system is a top priority to help you connect the dots through the Gateway Corridor.

**Tasks to Complete**

- After the brand identity and strategy has been developed, begin developing a Wayfinding System Plan with a ‘Gateway Corridor Wayfinding’ Task Force.
- Develop a Request for Qualifications to find a firm that specializes in wayfinding systems.
- Select a wayfinding system consultant
- Determine a wayfinding system budget so that the consultant can better develop a program that fits within budget parameters. This might also mean spreading implementation over a period of time. Having a grasp on budget expectations will help both the community and the selected design consultant develop a program that meets expectations.

**Expected Cost Range**

The cost will vary based on the breadth and depth of services provided. A reasonable expectation would be \$15,000 - \$25,000 to deliver a Wayfinding System Master Plan.

**Time to Complete**

Timing will be dependent on the completion of the brand identity and strategy as this will inform the logos, graphics, imagery, and colors that portray the brand. The

Master Plan itself should be completed within a two-year time frame. Fabrication and installation may be spread out over a period of time as budgets allow.

## Implementation Matrix

The full set of recommendations to implement the *Grow the Gateways: Thompson-Monticello Strategic Corridor Plan* are shown in the matrix on the following pages. The recommendations are listed just as they were presented in the previous chapter by categories: gateway, corridor, core. Each recommendation is identified to take place in a desired timeframe, and then further given a priority ranking.

Note in the key below that the phases indicate when a task should be initiated – *not* necessarily completed.

### Key:

Phase		Priority Level	
			
Immediate: 1 year		Low Priority	
			
Mid-Term: 1-4 years		Medium Priority	
			
Long-Term: 5-10 years		High Priority	
			
On-Going			

Grow the Gateways: Thompson-Monticello Strategic Corridor Plan Implementation Schedule			
Area	Recommendation	Phase	Priority Level
Exit 104 Gateway	Provide a landscape buffer to screen the views of the NYS DOT property		
	Install a "Welcome to Monticello" monument sign		
	Install directional signage to Downtown and the Raceway		
	Consider elimination of the pedestrian crossings at Jefferson St. and Rt. 17B		
Exit 105 Gateway	Enhance pedestrian connection on the bridge and along the southern portion of the gateway		

	Install gateway banners on the light posts along with iconic art	■	■	■	■	■	■	■
	Improve lighting along pedestrian areas across the bridge	■	■	■	■	■	■	■
<b>Exit 106 Gateway</b>	Relocate and replace the “Monticello” sign to be more visible and add distance to downtown	■	■	■	■	■	■	■
	Enhance the bridge with lighting and gateway banners	■	■	■	■	■	■	■
	Install lighting with banners at the approaches to and along the roundabout	■	■	■	■	■	■	■
	Install a piece of iconic public art within the roundabout	■	■	■	■	■	■	■
<b>Exit 107 Gateway</b>	Enhance street lighting at the Rt. 17/Future I-86 East on ramp, including a sign indicating the connection to New York City	■	■	■	■	■	■	
<b>Downtown Monticello – East Gateway</b>	Install a “Welcome to Downtown Monticello” sign	■	■	■	■	■	■	
	Landscape edge between ROW and properties on south side of Broadway	■	■	■	■	■	■	
<b>Downtown Monticello – West Gateway</b>	Install a “Welcome to Monticello” sign	■	■	■	■	■	■	
	Enhance the crosswalk over Broadway with a “street artwork” design	■	■	■	■	■	■	
<b>Area</b>	<b>Recommendation</b>	<b>Phase</b>			<b>Priority Level</b>			
<b>Rt. 17B/Jefferson Street Corridor</b>	Provide safe bike and pedestrian connectivity along Raceway Road that connects with Route 17B	■	■	■	■	■	■	■
	Improve access management conditions throughout the corridor	■	■	■	■	■	■	
	Adopt Design Policies for the entire corridor	■	■	■	■	■	■	
	Reconfigure Jefferson St./Government Dr./North St. intersection	■	■	■	■	■	■	
<b>Kiamesha Lake Corridor</b>	Continue improvements to the pedestrian environment	○	■	■	■	■	■	
	Continue working with new and existing businesses to maintain the integrity of the corridor	○	■	■	■	■	■	
	Two potential redevelopment sites located at	■	■	■	■	■	■	

	the north end of the corridor	■	■	■	■	■	■	■
	Improve the negative visual impact of the Police Department Property	■	■	■	■	■	■	■
<b>Upper East Broadway Corridor</b>	Improve pedestrian environment	■	■	■	■	■	■	■
	Improve access management conditions throughout the corridor	■	■	■	■	■	■	■
	Implement design policies throughout the corridor	○	■	■	■	■	■	■
	Encourage infill development of potential development node located at the center of the corridor	■	■	■	■	■	■	■
<b>Lower East Broadway Corridor</b>	Reduction of shoulder lane widths, and use of created space for landscape median, bike lane, and sidewalks	■	■	■	■	■	■	■
	Improve access management conditions throughout the corridor	■	■	■	■	■	■	■
	Implement design policies throughout the corridor	○	■	■	■	■	■	■
	Development opportunity at the Apollo Shopping Center	■	■	■	■	■	■	■
<b>Bridgeville Road Corridor</b>	Integrate Low-Impact Development (LID) techniques to manage stormwater runoff	■	■	■	■	■	■	■
	Long-term, look to this corridor for improved light manufacturing and/or transportation and warehousing economic development	■	■	■	■	■	■	■
	Extend water and sewer infrastructure for future economic development	■	■	■	■	■	■	■