

STUDY and REPORT
ARCHITECTURAL and URBAN DESIGN SERVICES

submitted to

Greene County

Economic Development, Tourism & Planning

Greene County Main Street Program

Town of Cairo, NY

***** Final DRAFT - for Review Only *****

DOWNTOWN REVITALIZATION PLAN
MAIN STREET STRATEGY



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DRAFT - FINAL REPORT *For REVIEW Only*
REVISED 01-31-09a

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January 31, 2009

Warren Hart, AICP, Director
**Greene County Economic Development,
Tourism and Planning**
411 Main Street
Catskill, NY 12414

Re: Cairo, NY - Main Street Strategy REPORT

Dear Director Hart:

It is our pleasure to submit to you this ***Main Street Strategy Report (Final Draft)***, dated January 31, 2009, for the Revitalization and Redevelopment of Main Street, Cairo, NY.

As we have all learned, from our many meetings, and coordination, during the process of preparing this Strategy, the Town of Cairo has much potential for Main Street revitalization and new development. Our Strategy Report contains many specific, and detailed ideas to be considered -as well as a very realistic recommendation for "How to Proceed" (Chapter IV), including a step-by-step "timetable for strategy".

After your review of the enclosed (Final Draft) Main Street Strategy Report, please contact our Office with your comments, any questions you may have, or further information, that you may require, at this time.

Also, we can arrange another Meeting -where we may work with your Department, as well as the Town of Cairo Revitalization Committee, and discuss this Strategy Report in further detail, as well as answer any questions which you may have.

Sincerely yours,

Victor Dadras, R.A.
Partner

DADRAS

ARCHITECTS -with MJB Consulting

January 31, 2009

Greene County: Cairo, NY - MAIN STREET STRATEGY

(Final DRAFT) - Table of Contents:

Cover Letter	
I. EXECUTIVE SUMMARY.....	6
<i>"A Main Street Revitalization Strategy for Cairo, NY"</i>	
a. Introduction / Description of Process.....	7
b. Summary of Recommendations.....	8
c. List of Strategy issues and proposals.....	10
II. EXISTING STUDY.....	11
a. summary of field observations, Meetings and input..	12
b. documentation of existing conditions.....	13
1. Summary of Analysis of Existing Conditions, and observations.....	13
2. Documentation of Existing Conditions -including annotated photo survey.....	17
a. Figure Ground Study.....	18
b. MS District Identification Study.....	19
c. Eastern Gateway MS District.....	20
d. Central - Hamlet MS District.....	24
e. Western Gateway MS District.....	31
b. review/synopsis of previous information/reports,etc...	34
c. analysis of Existing Conditions -Cairo, NY:	35
1. Cairo's Assets & Opportunities	35
2. Issues & Challenges	37

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III.	MAIN STREET STRATEGY - ISSUES and PROPOSALS	
	<i>detailed descriptions of ideas:</i>	
	a. Retail Positioning Strategy for Main Street/ Downtown Cairo - by MJB Consulting.....	40
	b. Strategy Issues and Proposals.....	49
	<i>Main Street Revitalization Strategy - Final Report</i> - by Dadras Architects	
IV.	HOW to PROCEED.....	66
	a. timetable for strategy:	67
	first step-next step-long range steps for action	
	b. implementation techniques.....	70
	c. funding sources, etc.	71
V.	APPENDIX.....	73
	1. The Greene County Economic Development, Tourism, and Planning's Main Street Retail Matrix	
	2. The Greene County Economic Development, Tourism, and Planning's Main Street Pictometry Pictures	
	3. Summary of Notes: First Meeting 8/1/08	
	4. Notes from First Strategy Meeting 10/6/08	
	5. Summary of Public Meeting 10/27/08	
	6. Meeting Notes 10/27/08	
	7. Cairo Community (Public) Meeting 10/27/08 (copies of PowerPoint presentations): -by Dadras Architects -by MJB Consulting	
	8. Meeting Notes 12/01/08	
	9. Addendum to: "II. Existing Study" Section "1. documentation of existing conditions -annotated photo survey"	
	10. "Brief History of Cairo", by Robert Uzzila, Cairo Town Historian	
	11. "A Strategy for Cairo's Economic Growth", by Joan Geitz, Cairo Resident, Greene Council of the Arts	

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List of Graphics - DRAWINGS, contained in this Report:

(prepared by Dadras Architects for this Study)

1. Existing Analysis: Figure-Ground Study of Entire Main Street Study Area..... **18**
2. Existing Analysis: Definition of (3) Main Street Districts Identification Study..... **19**
3. Existing Analysis:Eastern Gateway Main Street District **21**
4. Existing Analysis:Western Gateway Main Street District **25**
5. Existing Analysis: Center-Hamlet Main Street District... **33**
6. Main Street Analysis - Proposed Strategy: Central-Hamlet Main Street District..... **57**
7. Main Street Analysis -Proposed Strategy: Aerial View -Central-Hamlet..... **58**

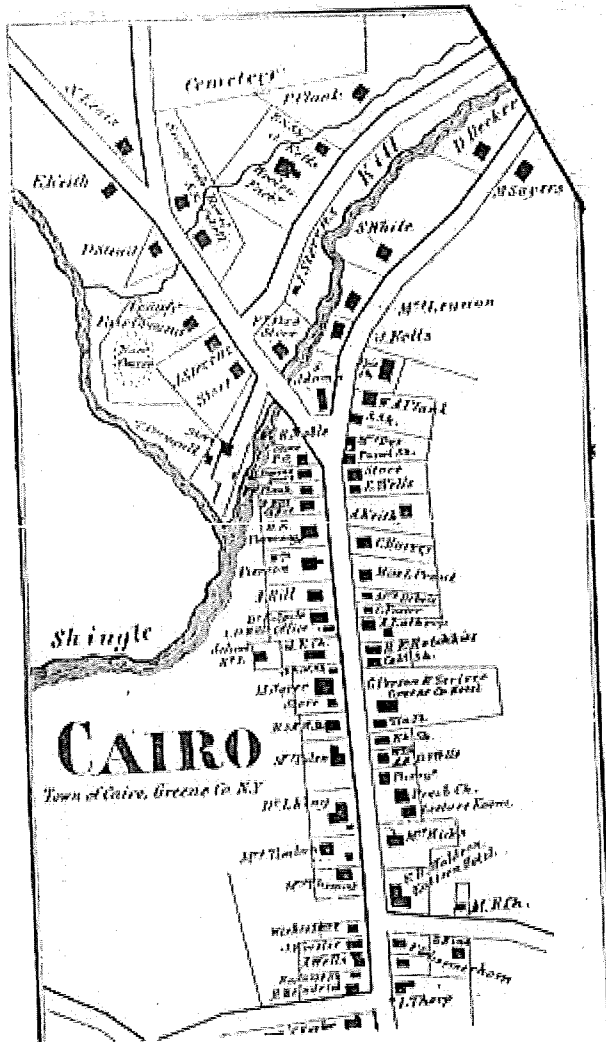
I. EXECUTIVE SUMMARY

"A Main Street Revitalization Strategy for Cairo, NY"

- a. Introduction
- b. Summary of Recommendations
- c. List of Strategy Issues and Proposals

a. Introduction

This Main Street Revitalization Strategy -Study and Report has been prepared for the joint effort of the Greene County Department of Economic Development, Tourism and Planning, and the Town of Cairo, NY - Revitalization Committee; -for the specific purpose of beginning a serious and successful approach to the revitalization and redevelopment of the Main Street commercial area -and the heart of the Town of Cairo's historic Commercial, Cultural, and Civic center.



Historic Map of Town of Cairo

After a detailed review of the existing conditions, and relevant existing information, as well as numerous Site Visits, documentation, several (monthly) Meetings/ and consultations with the Greene County Planning office and the Town of Cairo Revitalization Committee, and a Public Meeting with citizens of the Town of Cairo, DADRAS Architects -with MJB Consulting, has prepared the following Main Street Strategy - Study and Report. This Report details many important ideas, issues, creative Proposals (to be considered) and implementation/plans for immediate and longer term actions, that the Town of Cairo - Revitalization Committee, -working with Greene County Main Street Program/ Greene County Department of Economic Development, Tourism and Planning, and can undertake -to make immediate, and long-term quality improvements to the future of Cairo's Main Street /downtown area. This Report is a first, important step towards the realization of that goal.

b. Summary of Recommendations

In Summary, we would like to recommend the following actions (as presented by the Town of Cairo Revitalization Committee), to be taken -by the Town Supervisor, and Town Board. These steps: immediate [first steps], short-term [next steps] and longer-term [long steps], are required in order to immediately begin to improve the current physical, and economic state of Cairo's Main Street, as well as its current perception -into a positive, beautiful and successful place. A revitalized place for civic and cultural activities, business, and recreation, for all the residents of Cairo -and also for visitors from around the region. [*Please refer to Chapter IV of Report, for specific details, on "How to Proceed"]

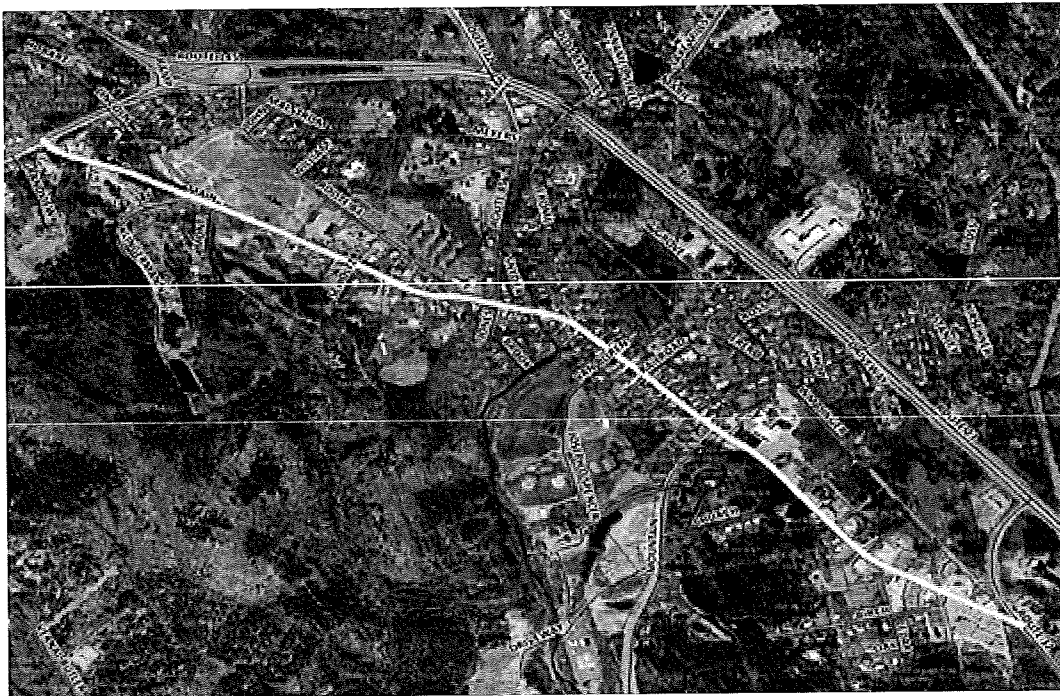


Cairo's has several existing and significant assets -including a unique, and beautiful natural location (as the true gateway to the Catskill Mountain recreational areas), with an historic physical setting and infrastructure. But, Cairo is also at a bit of a crossroads. There is no doubt that "change", in the form of future development, will be occurring throughout the Town including its Main Street area. The biggest issue is what shape and form (and uses) that new development will take; what type of physical environment it will preserve or create; and how successful it will be -specifically if it will be the type of place that its Residents wish it to be.

The best way to help insure that the future development of Cairo's Main Street area is successful, is to demonstrate that the Town has a plan, and coherent vision -for its future development, and then to take immediate and significant actions/steps towards the implementation of that plan.

"Welcome to Cairo: Recreational Gateway to the Catskill Mountains"

This is one new and positive "image" that Cairo, NY should consider (based upon the input of its citizens), as part of their vision for revitalization and redevelopment.



Aerial Photo of Cairo, NY - from Greene County Planning

This Main Street Strategy contains many specific ideas, and recommendations for actions to be taken, in order to help encourage as well as to guide the future revitalization and redevelopment of Cairo's Main Street. It is critical to the success of this effort that it be undertaken in a comprehensive manner. Individual strategies, while having merit, are intended to build upon each other and not to be considered in isolation. The proper sequencing of revitalization efforts (as detailed in the "How to Proceed" Chapter IV section) is critical to getting the process underway, as well as to seeing it progress properly. Proceeding in a timely manner, with each of the steps described, is also of critical importance to the success of this effort.

This leads to perhaps the most important issue of this entire revitalization effort: the capacity of the Town of Cairo to properly implement the Strategy, and all of its elements. Dadras Architects -with MJB Consulting, has worked closely with the excellent Revitalization Committee of the Town of Cairo, throughout the process of creating this Strategy. Greene County Economic Development, Tourism and Planning, and its Greene County Main Street Program have worked closely with us, providing technical information and support throughout this process. Moving forward with these Strategy recommendations, the Town of Cairo - working closely with its excellent partners at Greene County, must provide the capacity to implement each of these (sometimes intricate, and complex) revitalization proposals. The process will take time, and a continuous, unwavering effort in order to be successful. If there should be any lack of capacity (at the local / Town level), or commitment to this effort, there cannot be any guarantee of success. Consistent effort of local government, community and stakeholders, well-guided by the technical expertise of consultants/ and the Greene County Main Street Program, et al., promises the greatest chance for a truly successful revitalization of Cairo, NY.

c. List of Strategy Issues and Proposals

Following is a list of Strategy Issues and Proposals - which contains many strong ideas for the vision and direction of Cairo, NY. Following the List (in Section III of this Report), is a detailed description of each Strategy / Proposal. Finally, our "How to Proceed" section (IV) details the steps / courses of action which should be taken to begin the realization of this process.

Strategy issues include: ***Building on existing strengths***

1. Create Main Street Commercial Retail Clusters
2. Visitor Information Center/ Tourism Attraction effort
3. A Cairo Main Street Bed and Breakfast and Small Inn District
4. Cairo Gateway Project; "*A gateway to Catskills Recreational area*"
5. The Angelo Canna Park and former Fair Grounds property
6. The Historic Architecture of Cairo
7. A Community Gathering Place on Main Street
8. Main Street Urbanism in Cairo
9. New Parking/ Streetscape Enhancements, with Better access
to existing Parking
10. Cairo Business and Retail Marketing/Branding Strategy

II. EXISTING STUDY

- a. summary of field observations and Meetings / input
- b. documentation of existing conditions
 - 1 - Summary of Analysis of Existing Conditions
 - 2 - Documentation of Existing Conditions
 - including annotated photo survey
 - a. Figure Ground Study
 - b. MS District Identification Study
 - c. Eastern Gateway MS District
 - d. Central - Hamlet MS District
 - e. Western Gateway MS District
- c. review of previous information / reports, etc.
- d. analysis of Existing Conditions - Cairo, NY:
 - 1 - Assets and Opportunities
 - 2 - Issues and Challenges

a. Summary of field observations and Meetings / input

Dadras Architects -with MJB Consulting, began work on this Main Street Strategy effort, in April of 2008. Working closely with the Greene County Department of Economic Development, Tourism and Planning, as well as the Town of Cairo's Revitalization Committee, we have received many different types of information, and "input" during the process. This information included: Revitalization Committee Meetings*, on August 1, October 6, and December 1, 2008 (included initial presentation of Strategy ideas); a Public Meeting / Presentation, and visioning Workshop*, on October 27, 2008; numerous walking and driving tours of Cairo, and surrounding areas -including photo surveys of the entire Cairo "Main Street"/downtown area, and surrounding neighborhoods, etc.



Meeting of the Revitalization Committee, Greene County Planning Dept. -with Dadras Architects

We also worked closely with the Greene County Department of Economic Development, Tourism and Planning , throughout this process: receiving information -including previous Studies and Reports (see Section II. C, of this Report), photos, aerial photos, etc.; and review / feedback. We also received excellent information from the Town Historian (Robert Uzzilia), as well as citizen input (Greene Council of the Arts). (see the Appendix of this Report for detailed descriptions). All of this "input", and information that we received was important as part of the process of developing the Main Street Strategy contained in this Report. *note: for detailed information, including "Meeting Notes" from each of the Meetings, and Presentations described above, please see the Appendix of this Report.



Public Meeting, Presentation, and Visioning Workshop on October 27, 2008, at Gallagher's, on Main Street, Cairo, New York.



b. documentation of existing conditions

**1 - Summary of: Analysis of Existing Conditions,
and Observations**

- a. Current Main Street of Town of Cairo, stretches from Route 23, at either end: east and west, through more sparsely developed properties (each end), to an Historic hamlet / commercial center, which is currently underutilized and in need of revitalization (great potential). The “Main Street District” area(s) should be specifically defined, in order to enhance their physical presence.
- b. New Commercial development (retail and service) is almost entirely focused on the (eastern) one end of this Main Street “district”, and is totally auto-oriented in its design, development, and current use. Design/development guidelines (not even Zoning currently exists??) would help to insure that “sprawl” does not impact this part of the undeveloped Main Street area.
- c. Many sites / properties at either “end” of Main Street are vacant, abandoned (former businesses), or under-utilized. (see “Guidelines” above)
- d. Many properties in the center (Historic hamlet) portion of Main Street are also under-utilized (not necessarily vacant), or vacant/abandoned (out-of-business); containing many office uses at ground floor, and very little service retail for local residents. Also, many residential units (single and multi-family) exist on Main Street -at ground floor level. There is almost no retail for any tourist / visitor attraction currently existing. Service retail is dwindling { refer to Retail Strategy, in Section III. Of this Report)
- e. There are many “gaps” (vacant sites, large setbacks, etc.), which create a “discontinuous” physical fabric, and work against creating a positive pedestrian environment and “sense of place”. Sidewalk widths vary greatly. Lighting, after dark, needs study -improvement.



Existing streetscape has not been improved or enhanced.

f. There are very few (almost none) Restaurant /eateries, in this center of Main Street area (and, in fact very few anywhere on Main Street). Lack of restaurants causes local residents (as well as any visitors) to leave Town, for a place to eat / drink.

g. Role of existing Chamber of Commerce / Merchants Association is somewhat unclear, and needs to be defined, and strengthened. "Capacity" of local town organizations -to help develop (Local Development Corp.?), and manage the revitalization effort is an important factor moving forward.

h. Cairo Town Park, and quality of surrounding recreational opportunities, is an asset that must expanded, and connected to the existing Main Street, and the new Cairo "image" / vision (to be defined!); Access to the existing River, for recreation opportunities, is unclear.

i. Some quality Façade restorations have already been completed, and more should be encouraged, as part of the overall Main Street Revitalization effort / Program (including Façade Guidelines, and a funding source/program -as the Greene Co. Planning Dept. has previously done).



The existing Cairo Garage project is an example of an excellent, previously completed, Façade Improvement project, within the Historic hamlet, which needs a new use.

j. Streetscape -quality is very varied, with some good examples of pedestrian areas; and all in need of Improvements -especially to create a unified aesthetic, and quality pedestrian environment for entire Main Street area (with / and without sidewalks; or expansion of sidewalk area?) Street trees, plantings, sidewalk paving, benches, night Lighting -are all in need of careful study, design, and improvement.

k. Location of existing elementary school, in the center of Main Street area, is a real asset, and should be further developed / exploited (Community center?, Theater?, evening classes?, etc.)

l. Parking is currently not a major issue, in the center of Main Street, (due to lack of retail business?), but should be part of the planning process -to insure future availability; Also, potential exists at current (off-street) sites to further develop, and improve connections (pedestrian) to Main Street.

m. Almost no Lodging currently exists on Main Street, and so visitors/tourists have no option/opportunity to “spend the night” in Cairo. Underutilized Historic Buildings, in center of Main Street (hamlet) may provide an excellent opportunity for Bed and Breakfast-style development of overnight rooms.



n. Arts community, within the Town, appears anxious to increase their presence on Main Street, and should be encouraged (assisted) in creating art gallery, music, theater, and museum spaces -within the center of Main Street (hamlet) area.

[*note: see APPENDIX, for Greene Council of the Arts input / e-mail received]

2 - Documentation of Existing Conditions -including annotated photo survey

- a. Figure Ground Study
- b. MS District Identification Study

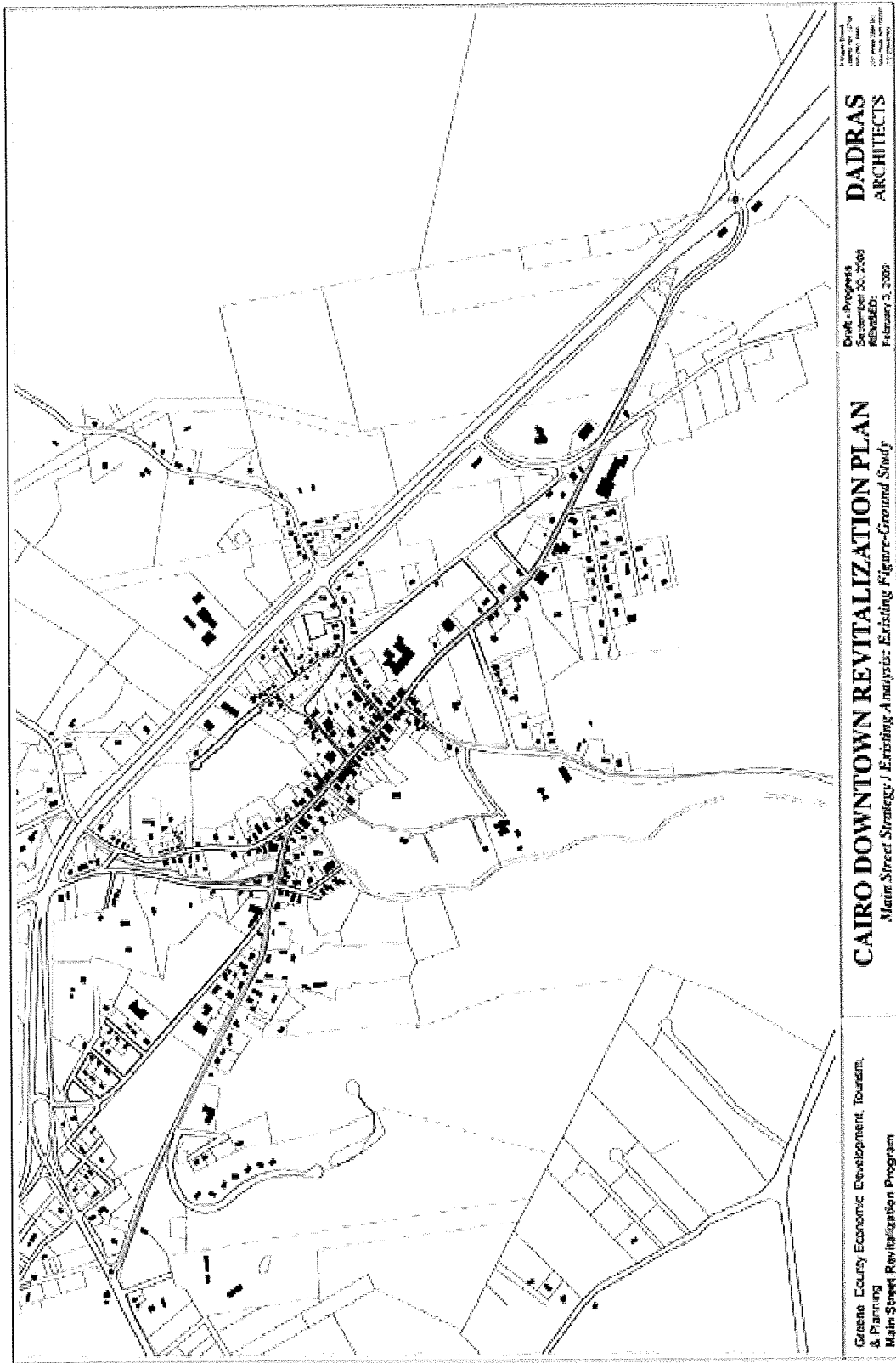
Dadras Architects performed several different **Field surveys**, during the course of this Main Street Strategy - Analysis process, which included: walking tours; informal interviews with merchants; digital photography of existing Buildings, and existing streetscape / public spaces, properties, and existing conditions; and driving tours of Main Street District and surrounding areas. We also prepared **Analysis Drawings**, contained throughout this Study / Report, which describe, and formally **document the Existing Conditions** that we observed, and interpreted, during our Analysis process.

The Drawing of: **“Existing Figure-Ground Study”, on page 12**, shows the existing buildings/structures, and properties, throughout the Main Street area (defined as “from Route 23-to-Route 23”). This analysis reveals that the existing Main Street fabric is rather clearly formed in three distinct patterns. The **“Center”** of the Main Street study area, contains the “historic hamlet” which is distinctly characterized by numerous smaller buildings, on smaller properties, grouped closely together, and surrounded by the Town Park and the Shinglekill Creek [see **“District Identification Study”, on page 13**]

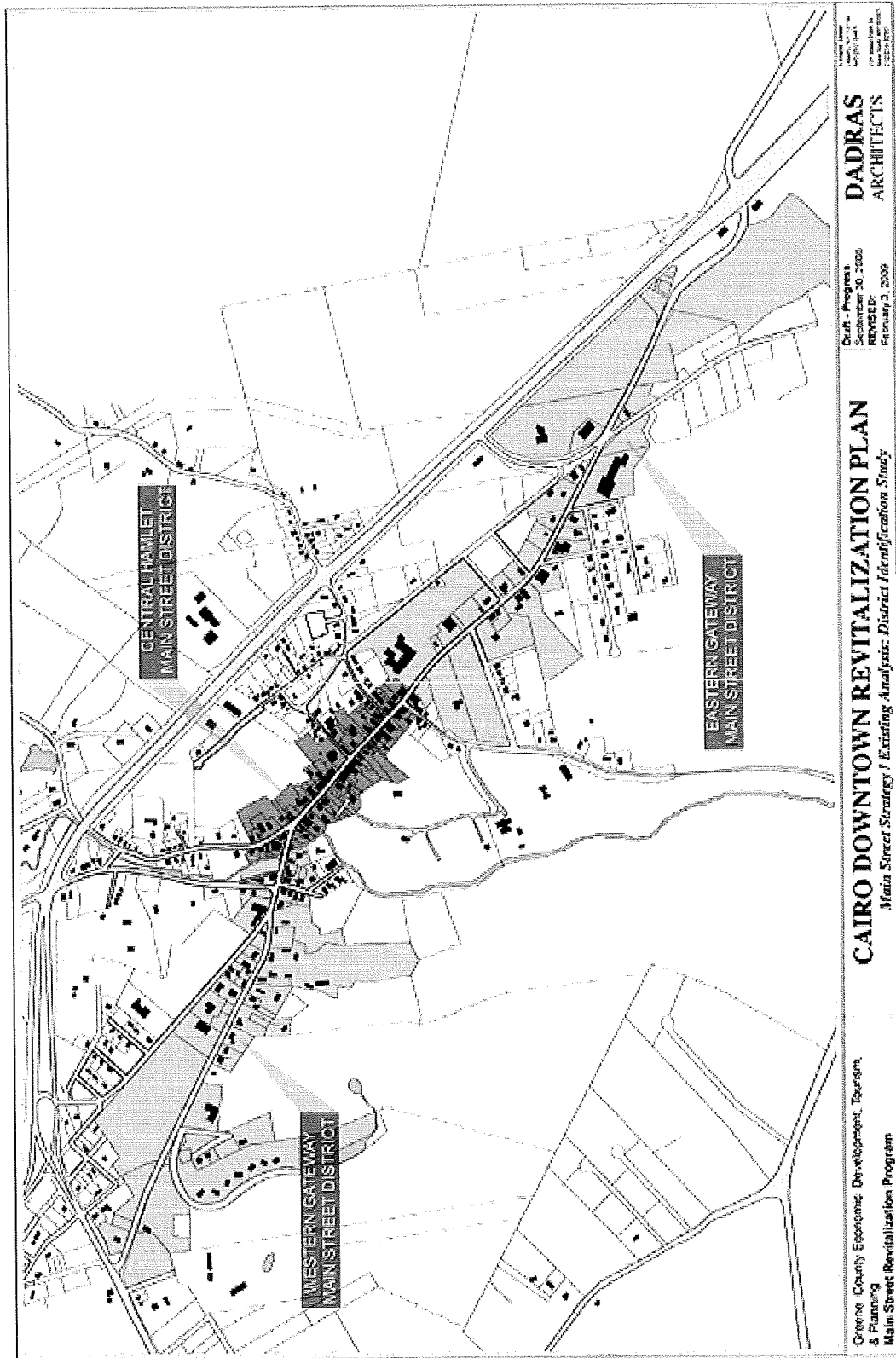
The **“Existing Figure-Ground Study”** also shows the clear contrast with what we are calling the **“Eastern Gateway”** portion of the Main Street District, from the “Eastern Gateway” intersection/entry to Main Street into the “Center-Hamlet” District described above (approx. Mountain Avenue intersection). This “Eastern Gateway” is characterized by almost all of Cairo’s newer developments (and also planned new developments) and contains larger, and more individual buildings, on larger property sites -with a distinctly more modern and auto-oriented environment (no sidewalks for pedestrians, buildings set back beyond parking lots, etc.) [see **“District Identification Study”, on page 13**]

Finally, the **“Existing Figure-Ground Study”** also shows the different patterns of what we are calling the **“Western Gateway”** portion of the Main Street District, from the “Western Gateway” intersection/entry to Main Street into the “Center-Hamlet” District described above (approx. the “Memorial Triangle” intersection). This “Western Gateway” is characterized by more individual buildings and properties, on larger property sites (than the Center-Hamlet), including several potentially large development sites (incl. old Fairgrounds site), as well as older Resort / Lodging site(s). [see **“District Identification Study”, on page 13**]

Drawing 1: Figure-Ground Study of entire Main Street Study area



Drawing 2: Definition of (3) Main Street Districts; Identification Study



c. Eastern Gateway Main Street District

The following aerial views, and the Drawing of: **“Eastern Gateway Main Street District”**, on **page 21**, followed by select annotated Photographs, describe and document the Existing Conditions of this portion of the Study area.

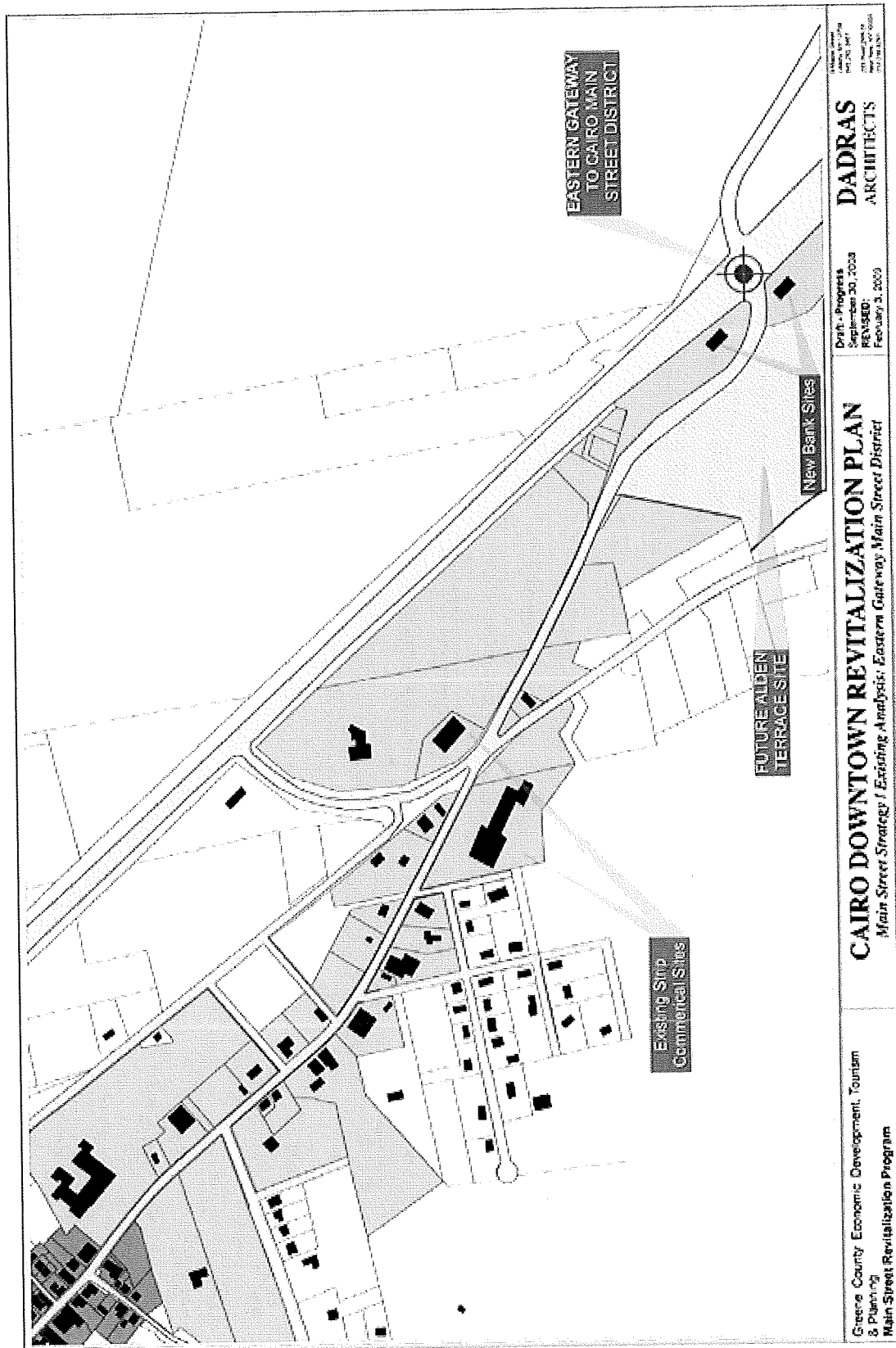


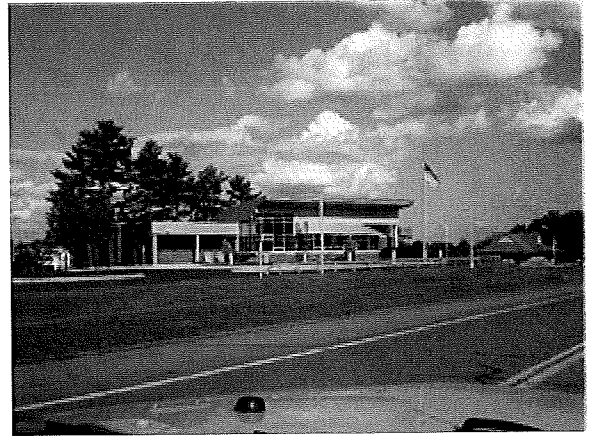
Aerial view of Eastern Gateway MS District - Retail / shopping



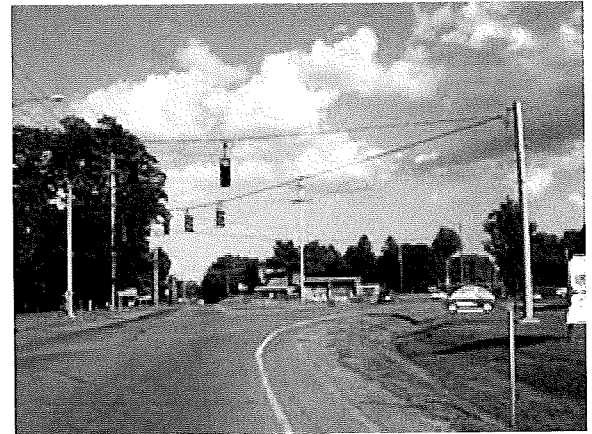
Aerial view of Eastern Gateway MS District -at Route 23 - Entry/Banks, & Alden Terrace Site

Drawing 3: Eastern Gateway Main Street District





a. Entry to Cairo Main Street District area - from the East, dominated by new development, and auto-oriented development; No sidewalks / NOT a pedestrian environment. The (2) newly developed banks set a positive example of "quality development; The Alden Terrace development site is a major issue for the future of Cairo's Main Street.



b. Potential Site - for new Visitor Center Facility, at eastern entry to Main Street District. This key intersection is at the center of the "Eastern Gateway Main Street" area -current hub of existing service retail. Also currently auto-oriented and not pedestrian friendly environment.



c. Eastern-end of Main Street District, dominated by auto-oriented environment, contains many potential development sites, and may require specific guidelines to achieve desired future built environment - to keep with the desired "image" and vision of Cairo Main Street, and to prevent "sprawl"/undesirable development.

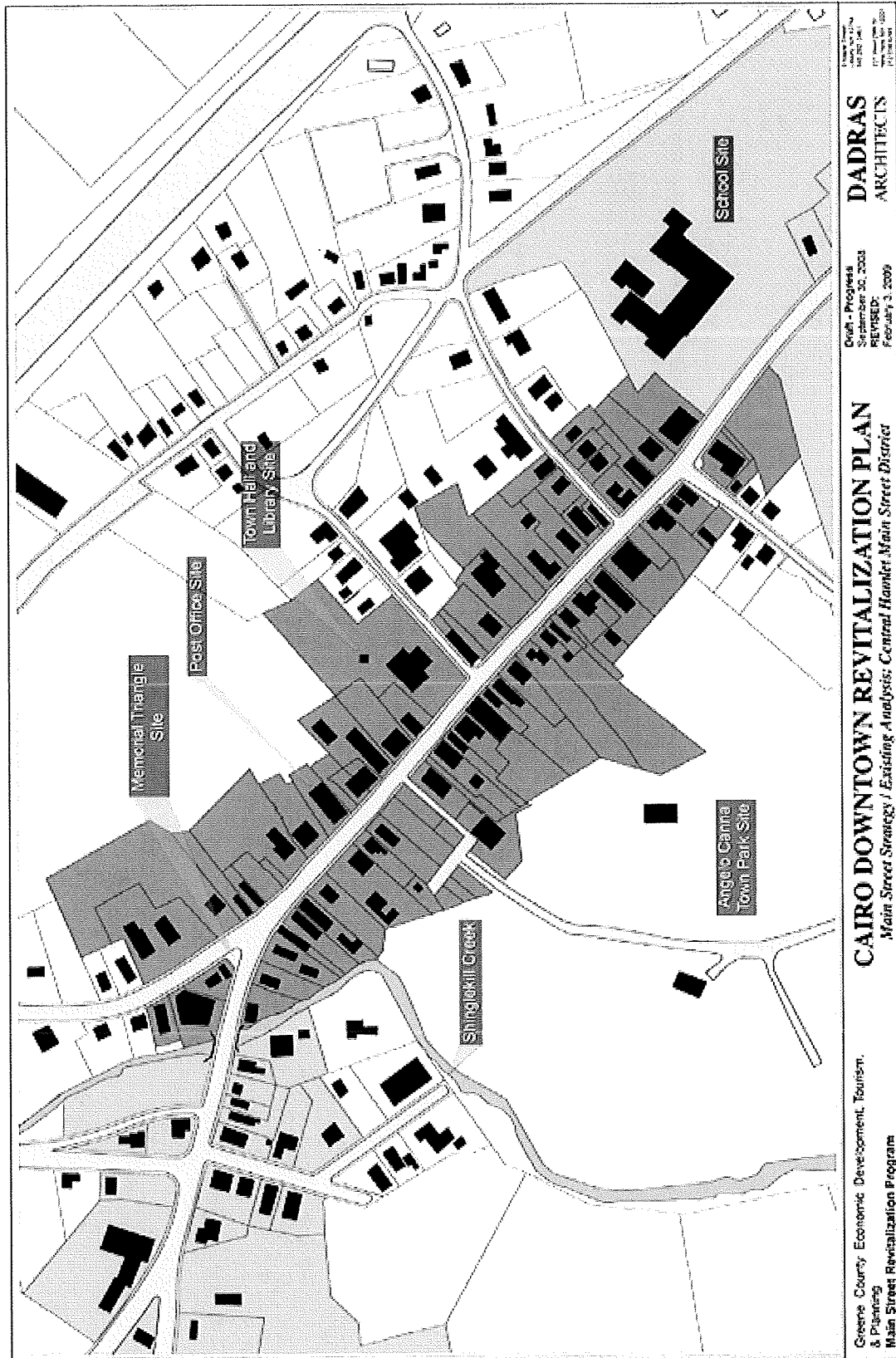
d. Center - Hamlet Main Street District

The following aerial view, and the Drawing of: “**Center - Hamlet Main Street District**”, on **page 25**, followed by select annotated Photographs, describe and document the Existing Conditions of this portion of the Study area.



Aerial view of Central - Hamlet MS District

Drawing 4: Center-Hamlet Main Street District





a. Center area of proposed Main Street District consists of historic center of Hamlet: Historic buildings, sidewalks, and pedestrian-friendly environment. Many existing buildings contain vacant retail, office space, or residential. Streetscape and Facades need improvement, in keeping with the new Cairo "image" and vision, for Main Street.



b. Center area of proposed Main Street District consists of historic center of Hamlet: Residential units, w/entries at street level do not enhance the Main Street environment; and public streetscape - besides the historic lightpoles, needs much improvement. Commercial Buildings in need of Façade Improvements, and streetscape enhancement (note asphalt sidewalks / no curbs)



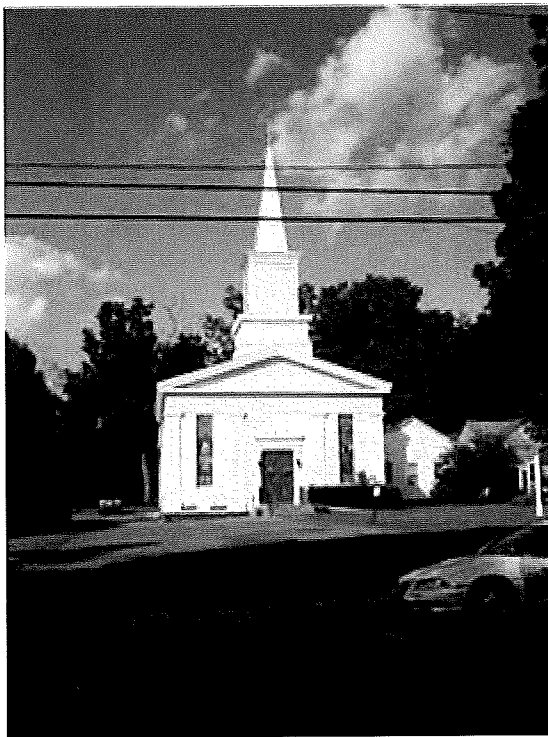
c. Center area of proposed Main Street District consists of historic center of Hamlet: A very good example of a (previously completed) quality Façade Improvement project. The use is professional office space.



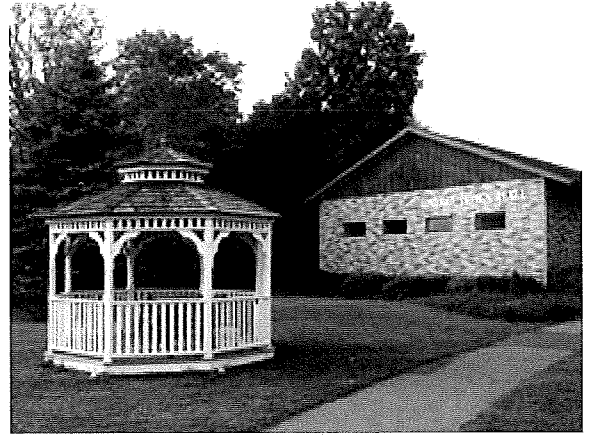
d. Center area of proposed Main Street District consists many Historical buildings, with quality architecture -worth preserving, and an Historic District should be considered. Uses compatible with the preservation and re-development of these Historic structures should be identified, and encouraged/promoted -including possibility of bed & Breakfast, lodging, etc.



e. Center area of proposed Main Street District consists many Historical buildings, with quality architecture -worth preserving, and an Historic District should be considered. Uses compatible with the preservation and re-development of these Historic structures should be identified, and encouraged/promoted -including office space, restaurants, artists' galleries, etc -Gallagher's is an example of an excellent restoration and preservation project, that should serve as a model for Cairo's revitalization.



f. Center area of proposed Main Street also contains many civic, and cultural assets, which should be reinforced, and enhanced as the public space (and civic space) of Cairo Main Street. The existing Post Office is an asset, but improvements -including streetscape/cross-walks or traffic-calming, etc. should be considered.



g. Center area of proposed Main Street also contains many civic, and cultural assets, which should be reinforced, and enhanced as the public space (and civic place) of Cairo Main Street. The existing Town Hall & Library, is an asset, but in much need of upgrade, and design improvements.



i. Possible entry / limit of the eastern edge of the Center area of proposed Main Street District. Develop Design Guidelines - to help improve the physical appearance, and development of this area (in keeping with the new Cairo "image" and vision). Historic service station / Intersection at Mountain Avenue -in need of improvement, marks the eastern entry point into the historic center of hamlet.



j. Possible entry / limit of the western edge of the Center area of proposed Main Street District: the historic "Memorial Triangle" location. Develop Design Guidelines - to help improve the physical appearance, and development of this area.

e. Western Gateway MS District

The following aerial views, and the Drawing of: “**Western Gateway Main Street District**”, on **page 33**, followed by select annotated Photographs, describe and document the Existing Conditions of this portion of the Study area.



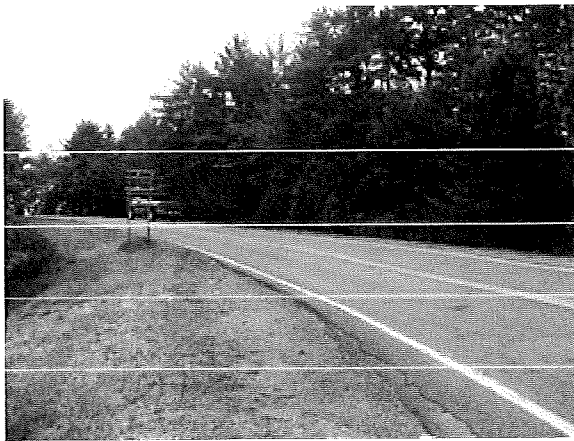
Aerial view of Western Gateway to MS District



a. Western Main Street District of Cairo Main Street -includes old resort properties, such as the Cedar Terrace, which should be incorporated into the new vision / and strategy for development of the entire Main Street.

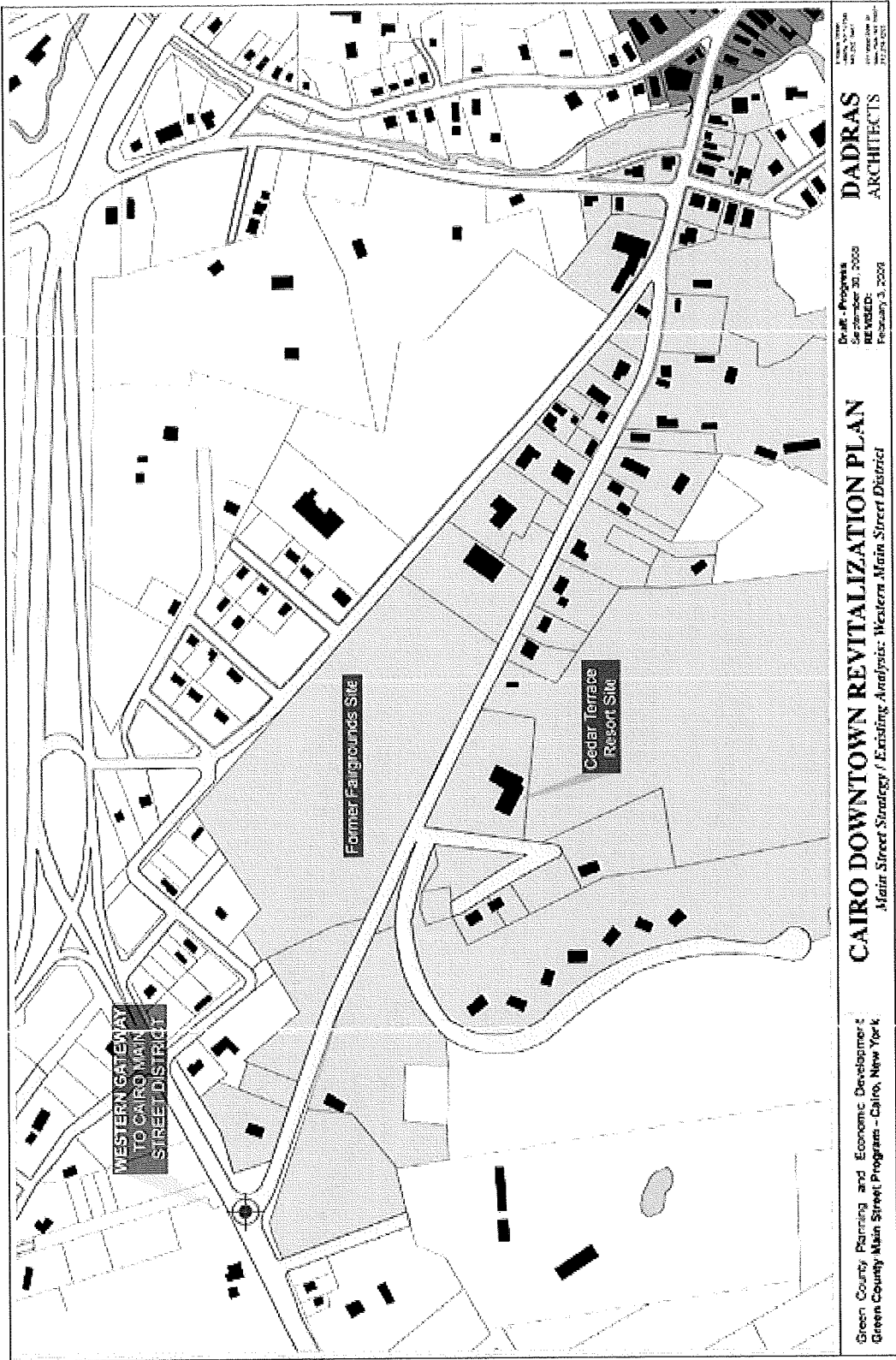


b. Western Main Street District of Cairo Main Street -includes the old Fairgrounds site / parcel, which is a major potential development site, and should be guided by design guidelines -to insure compliance with the Cairo Main Street Strategy, and vision..



c. Western Main Street District of Cairo Main Street -includes the Gateway - intersection/entrance from highway (Route 23)-into-the Main Street district, from the West. Signage, way-finding, and a physical design “presence” is required,, at this point.

Drawing 5: Western Gateway Main Street District



c. review/synopsis of previous information/reports,etc

The following previously prepared Information / Reports (furnished by Greene County Economic Development, Tourism and Planning) were reviewed as part of the process of completing this Study, and Strategy. These studies - combined with this Main Street Strategy Report, should be consulted as a basis for moving forward with Cairo's revitalization:

- **Town of Cairo Sidewalk Study, July 2007:**
 - an 18-page study, for the possibility of extending the pedestrian sidewalk, from existing sidewalk (in center of hamlet) along Route 23B -to NYS Route 32 vicinity.
- **Executive Summary: "First Impressions", by CaRDI, 2004:**
 - a five-page summary of community comments about the "perception" of Cairo - by "partner" Town of Sharon Springs volunteers.
- **The Town of Cairo Zoning Commission:**
 - a 2-page memo, announcing the establishment of a Zoning Commission, to review and draft new regulations to implement the Comprehensive Plan, adopted in 2004. (currently no Zoning exists)
- **Cairo Build-out Analysis, 2003:**
 - a seven-page memo, describing the process of creating a build-out analysis for the Town of Cairo's current land use regulations.
- **Town of Cairo Updated Comprehensive Plan - DRAFT November 2003:**
 - a 51-page draft, of Town Comprehensive Plan, containing: Summary of S.W.O.T., Cairo's Vision, and Goals and Recommendations.
- **Appendix: A Profile of the Town of Cairo:**
 - a 68-page appendix -to the Comprehensive Plan, containing detailed data used to prepare the Comprehensive Plan document.
- **Preliminary Market Analysis: Development Site Route 23 and 32, July 2007:**
 - a 38-page study - prepared by the shopping center developer.

d. analysis of Existing Conditions- Cairo, NY:
(Cairo's Positives and Negatives; -Assets and Opportunities/ Issues and Challenges)

Cairo's Assets and Opportunities: The following is a list of observations that were strengths could provide for opportunities for existing and current improvements to the character of Cairo's Main Street/ Downtown areas. These assets have been identified through a series of meetings, interviews, and "Visioning Sessions" with the community and project leaders.

1.Existing Service Retail and Community functions: Cairo does have successful service retail on its Main Street. Examples of this are several restaurants, a hardware store, and several private business offices. Many important community functions also take place on Main Street. Examples of this are the town hall, the library, the post office, and the school.

2.Tourism: Cairo does have an active tourism effort in place. Examples of this include an active Chamber of Commerce, a Visitor Information Center, and several successful festivals.

3. Within the Town there are existing accommodations and existing former hotel/motel sites: Cairo has a successful Bed and Breakfast. The Cedar Terrace resort could be redeveloped.

4. Cairo's successful businesses at its Gateways. Cairo has successful businesses at its Gateways. The eastern gateway has a successful supermarket and pharmacy, and many successful smaller chain stores. There are also some successful locally owned businesses.

5. The Cairo Park has enormous potential and the former Fair Grounds has potential for good development: The Cairo Park is very well sited alongside the Main Street, providing for enormous potential to attract visitors. The former Fair Grounds has potential for good development. Both sites could help to create and further develop civic and cultural uses. Both places present opportunities to help to create a "sense of place" for the community (local residents, week-enders, and visitors).

6. Cairo's Historic Architecture: Cairo has historic architecture on its main street and also in adjoining residential areas. The opportunity exists to preserve Cairo's historic architecture, and the original historical context of those buildings. An opportunity exists for creating a historic district.

7. Gathering spaces/ places: The Town Hall building, and its lawn in front of town hall both provide a public gathering spaces for Cairo. This Civic center of sorts for the town, brings many residents; reinforces a "sense of place." The town lawn, the street itself, and the adjoining park, have provided wonderful venues for many Festivals.

8. Cairo has room for expansion to its Main Street district and to its Residential areas:

Cairo's Main Street, although quite historically intact, provides opportunities for future development. This could be accomplished without impacting the historic structures or the character of Cairo. The residential areas adjoining Main Street are also sparsely developed in areas, and this too provides for opportunity for quality, smart development.

9. Parking: Cairo has a good amount of existing parking, on and off Main Street. There are also many opportunities for new parking areas.

10. Existing Studies & Reports: over the last five years Cairo has had many good, thoughtful reports written, all concerned with redeveloping the town and its Main Street.

Cairo's Issues and Challenges: The following is a list of current problems that stand in the way of improving the character of Cairo's Main Street/ Downtown areas. These issues have been identified through a series of meetings, interviews, and "Visioning Sessions" with the community and project leaders.

1. Retail struggling on Main Street: Retail is struggling on Cairo's Main Street. Some of the reason are: Rents are reportedly too high, properties appear to be in poor condition with large investment required to accommodate new businesses, absentee landlords own properties, businesses are scattered seemingly randomly about the Main Street, and there is no central idea-theme-direction to attract new visitors to Main Street. There is a lack of variety, quality, and "family-style" Restaurants. Also there is a lack of tourism related items.

2. Poor connection to existing tourists and to regional tourism: Cairo has no formal tourism strategy in place. People visiting the region, pass by but mostly do not stop. Other issues include: there few places to stay, the visitor center is in a poor location, and the Chamber of Commerce is under funded.

3. Many accommodations in bad shape and are in poor condition: There is a lack of hotel rooms, motel rooms and bed and breakfasts in Cairo.

4. Cairo's gateways unattractive: Cairo's gateways are unattractive. Contributing to this problem are: the shopping center buildings are unattractive, a number of unutilized or poorly utilized spaces in the area between the Main Street and the shopping center area exist, and there are several other entrances to the downtown with aesthetic challenges.

5. The Cairo Park and former Fair Grounds not engaged in attracting people to the community. The connection between the Angelo Canna Park and Main Street is poorly developed. The former fair grounds site is presently undeveloped. There is also poor access to the river.

6. The Historic Architecture in poor condition: The Historic Architecture of Cairo is in poor condition both on Main Street and in adjoining residential areas. No Historic District designation exists.

7. No Community Gathering Place on Main Street: No Cultural Center/ public gathering space exists in Cairo; to help create a "sense of place" for the community (local residents, week-enders, and visitors).

8. Hamlet not fully built out- no plan to for further expansion of retail, institutional, and residential: Cairo is in need of making itself a more walk-able community. Planning is required for possible new residential neighborhoods with connections to Main Street. A need for “Main Street Urbanism” in Cairo exists.

9. Not enough Parking, and no plan for parking in the future: There is the perception that there is not enough parking now, in and around Main Street. Pedestrian access from existing parking lots to Main Street is difficult. Also parking with safe access to the post office appears to be an issue.

10. No Cairo Business and Retail Strategy: The town of Cairo currently has no Business and Retail Strategy to help attract, or recruit new development.

III. MAIN STREET STRATEGY - ISSUES and PROPOSALS

detailed descriptions of ideas:

a. Retail Positioning Strategy for Main Street/Downtown Cairo
- by MJB Consulting

b. Strategy Issues and Proposals:
Main Street Revitalization Strategy - Final Report
-by Dadras Architects

a. Retail Positioning Strategy for Main Street/Downtown Cairo - by MJB Consulting

The following offers our preliminary observations and recommendations on *general* retail positioning and strategy for Main Street/Downtown¹ in Cairo, NY.

Please note that this is *not* based on a full-length analytical effort, but rather, a far more abbreviated scope-of-work, involving just a one-day site visit that included a walk of the study area, a brief survey of the nearby competition and a meeting with the Steering Committee, as well as internal discussions within **DADRAS ARCHITECTS -with MJB Consulting**, review of basic demographics from Richard J. Lampert Real Estate Consulting and Market Research's market study for the Alden Terrace site². A more definitive and detailed rendering of the retail potential in this case would require a much more extensive study and larger budget.



¹ For the purposes of this study, "Main Street/Downtown" is to refer to the stretch of Main Street roughly between Mountain Avenue and the SR 23B / CR 41 fork, corresponding to the Town's historic core, as contrasted to the stretch of Main Street between SR 23 and Mountain Avenue, characterized by automobile-oriented strip development.

Furthermore, as a general retail positioning/strategy piece, the following does *not* offer tenanting recommendations for specific spaces, estimates for the necessary build-out costs, suggestions for appropriate incentives, nor guidance on the recruitment process more generally. We agree that, in order for the study to prove useful, further detail is needed in this regard, but again, that would require a far larger budget than has been made available.

We Would Need More Budget For...

- A full-length market analysis
- Tenanting recommendations for specific spaces -
- Estimates for the necessary build-out costs -
- Suggestions for appropriate incentives
- Guidance on the recruitment process more generally



² "Preliminary Market Analysis: Development Site, Route 23 and 32", July 2007, prepared by Richard J. Lampert Real Estate Market Research and Consulting, provided by Warren Hart and Karl Heck from Greene County's Economic Development, Tourism & Planning.

Any strategy designed to enhance the retail mix on Main Street/Downtown must start from the understanding that the "Main Street" in Cairo today -- inasmuch as retail is concerned -- is the stretch at and near its intersection with SR 32. With anchors that include Slater's Great American, CVS and Family Dollar, that is where most tenants interested in this sub-market will want to be. And since there is no shortage of "soft" sites there, they should be able to find opportunities rather easily.

Main Street/Downtown, on the other hand, has little to no relevance today as a retail location. Among other problems, it is, in contrast to its chief competitor (above), too far removed from the SR 23 and SR 32 traffic flows, and its larger traffic generators -- Cairo Town Hall, the United States Post Office, Angelo Canna Town Park and Cairo Elementary School -- are not true retail anchors.³

One is not surprised, then, to find, with notable exceptions like Bank of America and strong operators such as Cozy Cop Delicatessen, a rather weak market for ground-floor space. The challenge, of course, is to identify a niche or "positioning" that can help to make Main Street/Downtown relevant once again, something that puts it (back) on the radar screen. And given what already exists at and near Main Street/SR 32, that niche must focus on something other conventional mass-market retail.

Finding a viable role for Main Street/Downtown can seem like a tall order. However, to make the task more manageable, it helps to think just in terms of starting with a few tenants, a few concepts that can create some buzz. It undoubtedly felt the same way to many of those who were working to reinvigorate Main Street Catskill, but then Functional Sculpture Tile Shop arrived as the pioneer, others followed, and now the street is a regional success-story.

Main Street Catskill is instructive. No doubt its revival owed something to locals, but like so many main streets across the Catskills, it also benefited greatly from an influx of a higher-income contingent, largely from downstate, buying second homes and primary residences, many priced out of East Bank communities like Hudson that had already traced the same arc of gentrification.

As consumers, these newcomers behave very differently than the typical long-time Greene County resident, with a particular focus on arts and culture and a willingness to spend on the home. The tenant mix on Catskill's Main Street, with its numerous art galleries and up-market home stores, is a reflection of these tastes and sensibilities.

³ The True Value Hardware is more of a traditional retail anchor, yet discussions with the proprietor indicate that the store is struggling mightily.

Judging from an assessment of the merchandise mix at Slater's, these kinds of consumers can already be found in significant numbers within the catchment area, and not just on summer weekends but year-round. Furthermore, anecdotal evidence suggests that rents on Catskill's Main Street might be rising to the point where prospective tenants could be looking for a less expensive alternative. Athens, with its riverfront setting and historic architecture, presents some competition in this regard, but it has yet to "pop".



The prime momentum-building opportunity is the "Alden Terrace" site at the intersection of SR 23 and SR 32. It might make sense to include certain retail amenities there, to cater to long-time locals (for example, with a family restaurant -- see below) and to supplement the existing mix at Main Street and SR 32. But in terms of an anchor, a cultural destination of some kind would be more likely than a supermarket to change the larger dynamic and put Cairo "on the map".

Now, one might ask what a cultural destination at Alden Terrace would do for Main Street/Downtown, given the distance between the two. However, to the extent that it helps in re-branding "Cairo" and drawing more homebuyers from downstate, it will add consumers to the catchment area who tend to gravitate to traditional main street settings and have comparatively less use for strip malls.

Alden Terrace and Retail Mix

Much of the thinking behind the retail mix envisioned for the Alden Terrace project is unclear. A grocer would do little more than devastate Slater's, and for seemingly no good reason. And a mass-market comparison goods¹ component would seem to be a stretch here: stores like Marshalls, Peter Harris Clothes and Payless Shoesource that might be appropriate for this demographic need a much larger draw than Cairo can provide, and would probably look first to locate near the Wal*Mart anchor in Catskill. The family apparel and shoe departments at Family Dollar probably represent the extent of Cairo's potential in this regard.

In terms of a short-term strategy for Main Street/Downtown itself, comparison-goods concepts (e.g. clothing, shoes) are at this point simply not viable: they would not have the foot traffic needed to survive. Once the momentum starts to build, these sorts of categories might become more plausible, assuming the operators think in terms of niche (rather than mass-market). But even then, the burden will still be very much on the individual entrepreneur to create exposure and generate traffic for herself.

The home category is often an exception, able to survive even in the pioneering early stages because of the expenditures of those who are outfitting their newly-purchased residences. But while it played a pioneering role in the case of Catskill's Main Street, the strategy might not be so sensible here, just because the cluster already nearby in Catskill would exert such a pull on any prospective tenants. Put simply, an aspiring homefurnishings or kitchen-wares entrepreneur, ready to invest his life savings, would probably prefer to take that risk in Catskill versus Cairo.

Retail Site Location 101

Retail site location is not just about what the consumer needs (i.e. the "demand" side). It is also about what the tenant wants, and what other alternatives are available. DADRAS ARCHITECTS with MJB Consulting, a retailer does not judge a given location, New York Main Street Strategy Final DRAFT for Review only, January 31, 2009. Cairo's Main Street might offer certain advantages, but the other corridors or centers might be still more compelling.

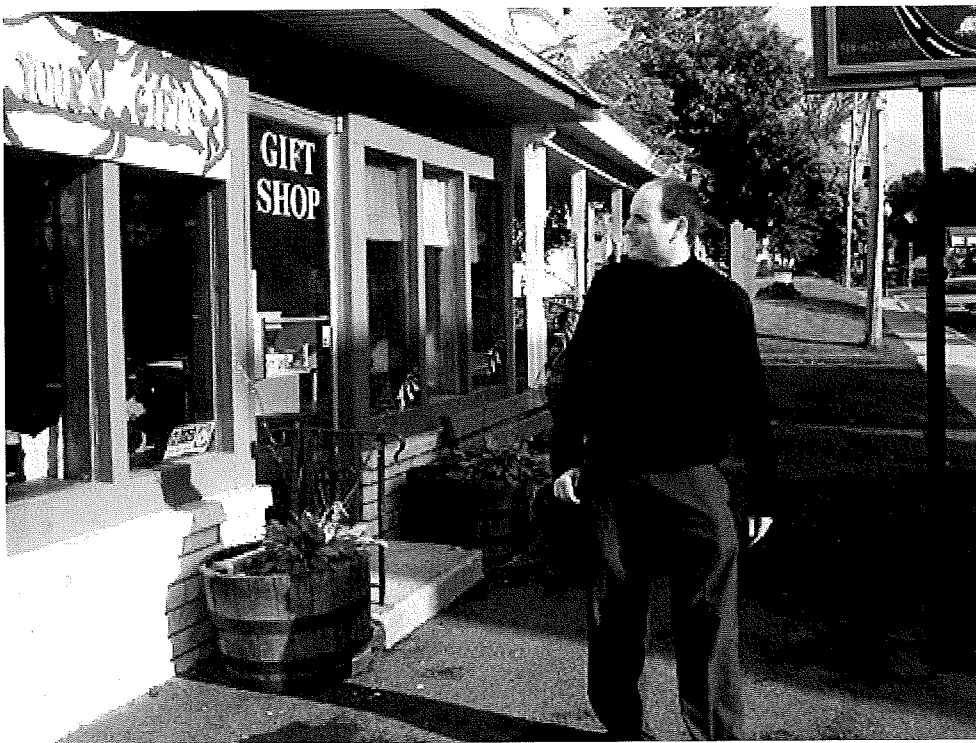
Art galleries have also played a significant role in other resurgent upstate main streets, like, for instance, Beacon and Catskill, although they too stand a far better chance of commercial viability if/once Cairo first establishes some sort of cultural anchor and thereby gains a foothold in the minds of the target customer/home-buyer.

So what does that leave Main Street/Downtown? Food and drink has often served as that initial, trail-blazing use in emergent business districts. Partly this is because diners are often willing to travel significant distances -- to areas that are "off the beaten path" or even downright scary -- just for a unique and/or particularly high-caliber restaurant. Such a strategy makes particular sense given the virtual absence of sit-down restaurants in Cairo presently.

The key words here are unique and high-caliber. A restaurant opening on Main Street/Downtown cannot be a "commodity", offering a dining concept that could just as easily be found on U.S. 9W or, ultimately, at Alden Terrace: the cuisine must be distinctive, the quality first-rate, the atmosphere different. Otherwise, the diner will simply choose the one with the superior visibility, the easier access, the cheapest prices, etc., or might just eat at home.

More Than Just Good Ideas

It is not enough just to propose types of retail that Main Street/Downtown "needs" or "should have". In the end, someone has to be found to run these stores; someone has to be willing to put their money on the line. If this effort is to bear fruit, if it is to move from the realm of good ideas to the level of real possibilities, specific operators will need to be identified and approached, and they will have to be convinced of the opportunity. Do any come to mind?



The next step, then, is to identify specific operators. Often the best candidates are ones that are not national -- since they are very unlikely to be interested -- or first timers -- as they have no track record -- but rather, what the industry calls "multi-concept operators" (MCO), restaurateurs who already run eateries elsewhere and who would be intrigued by the opportunity to open a new concept here.

The Catskills, with its many gentrified main streets, would seem to offer no shortage of MCO possibilities. The restaurateurs of particular interest in this case are the ones who have been willing to take chances in the early stages of revitalization. Incentives might be necessary, yet top chefs and dining impresarios can immediately make the expenditure worthwhile just with the free publicity that they can generate for Cairo in key periodicals.

If unable to attract an MCO, the next place to search, just an hour away in Hyde Park, is the Culinary Institute of America. Upon completion of the program, many CIA graduates look for opportunities to open their own restaurants in the Hudson Valley. The challenge, of course, is that these often under-capitalized, unknown operators might be in even greater need of funding assistance.

Phase One Checklist for Re-branding Cairo

- Cultural anchor
- Buzz-generating restaurants

In the short-term, of course, the economic climate is bound to have an impact on all of this: less homebuyers, less spending among the ones already here, fewer fund-raising opportunities for cultural attractions, fewer restaurateurs able to find financing. But the underlying dynamics have not changed, just slowed temporarily; the cultural crowd will ultimately return. And the point of the new few years -- indeed, the opportunity that this current slowdown presents -- is to lay the groundwork so that Cairo can take advantage of the trend once it does revive.



Yet, while downstaters and culture might offer the clearest long-term path to a reenergized Cairo, that should not be the sole focus. An entirely different demo/psychographic lives and works within the Town and catchment area, and it deserves a place in this conversation as well. Indeed, to the extent that this contingent is included in plans going forward, it might help in allaying the inevitable class tensions and allowing for a smooth transition to a new, more diverse future.

Speaking in the most general terms, the psycho-graphic characterizing the lion's share of the residential population has, in comparison to the downstater contingent, less sentimental attachment to the main street format, places a greater emphasis on price and convenience and is more willing to patronize large chains. As a result, the retail catering to it is most likely to locate on SR 23 or at or near the Main Street / SR 32 intersection.



For example, the Alden Terrace site, with its visibility to SR 23, is slated to and should include a moderately-priced, brand-name family restaurant, especially given its visibility to motorists traveling to/from such tourist generators as the Zoom Flume Waterpark and Windham Mountain. Furthermore, one of the soft sites near the Main Street / SR 32 intersection might be redeveloped for a full-line auto parts chain.

It has also been suggested that, with improved connectivity to Main Street/Downtown, Angelo Canna Town Park could be a larger driver for retail sales than it has been. Steiner's Sports, a local chain-let catering to sports enthusiasts, has been suggested, but it would likely require more visibility and higher shopper volumes than such a location could provide. And while fast-food concepts might be more realistic, certain ones would be difficult to sustain year-round (e.g. ice cream), while others, to the extent that they are successful, could pose a danger to existing operators elsewhere in Cairo (e.g. a pizzeria).

Having said that, the viability of fast food (as well as the afore-mentioned coffeehouse) grows as the base of potential customers increases. The County has already played a role in the resurgence of Catskill's Main Street; it could have a similar impact on Cairo's by returning the rest of its old office building in the Town Park to active use, thereby adding more feet on the street as well as making a statement about both the County's commitment to Cairo and the forward direction of Main Street/Downtown.

One non-food possibility would be the Muddy Cup, a local chain-let with nine locations across the Hudson Valley. Not only are all of its cafes in traditional downtown storefronts, but also, Muddy Cup has opened on a number of the region's resurgent main streets, like, for instance, Beacon's Main Street, Hudson's Warren Street and Catskill's Main Street.



Muddy Cup might not be ready to take a chance on Main Street/Downtown just yet, but it is worth keeping in mind for the longer-term, as a "cross-over" business that can draw across socio-economic and psycho-graphic lines. As a purveyor of caffeine, it would most certainly attract daytime workers -- the location in Catskill is directly across from the County Office Building -- but also, with its interest in embracing the local arts community, it would appeal to the newer downstate contingent as well.

The idea of "cross-over" retailing, so relevant to Cairo's demo/psycho-graphic blend, might also be applied to certain kinds of restaurants. Indeed, food is the category where mixing of different classes and cultures most often occurs, assuming, of course, the price point is sufficiently moderate. Take, as an example, Dinosaur Bar-B-Q, the wildly-popular upstate barbeque chain-let. And while Dinosaur might not be realistic for Cairo - - it tends to focus on larger cities -- other such concepts could be pursued in addition to the higher-end, more exclusively downstater-oriented ones suggested above.

Phase 1 Checklist for Catering to "Locals"

- Moderately-priced family restaurant
- Full-line auto parts chain
- Re-tenanting of County-owned office building -
- "Cross-over" dining concepts

b. Strategy Issues and Proposals:

Main Street Revitalization Strategy - Final Report

-by Dadras Architects

Strategy Issues and Proposals

1. Create Main Street Commercial Retail Clusters: Retail is struggling on Main Street in Cairo. There are several factors attributed to this situation. Among them are: rents are reportedly too high; properties appear to be in poor condition, so that large investments are required to accommodate new businesses; there are many absentee landlords; businesses are scattered seemingly randomly about the Main Street; and there is no central idea-theme-direction (or strategy) to attract customers to the main street. There is also a lack of variety, quality, and “family-style” restaurants. There is also a lack of tourism related merchandise to be found in Cairo.

Cairo has a relatively long retail area, including its historic Main Street. Because the retail is spread out over this great distance, one idea is to create Main Street commercial clusters. These clusters of retail activity would group, as much as possible, similar types of retail, so that they might benefit from the synergy that compatible retail offers. These clusters could include: Restaurant Clusters, Service Retail, Sports Outfitters (including ski shops), Office/Town Hall/Library/School, Cultural/Arts, and clusters with other related retail.

A. Create a Restaurant Cluster: The following are several different ideas, for restaurants, that might be located in the Restaurant Cluster. These ideas represent suggestions that have come out of several meetings with the community:

1. More variety in Restaurants- The Public has requested more choices in the types of foods served, varying price ranges, and in more interesting ways. The idea of restaurants creating a “dining experience” was also requested.

2. More Restaurants of higher quality- Currently the restaurants located on main street Cairo offers restaurant goers a more reasonably priced menu. Although the quality of the food offerings is good, the community on many occasions has expressed an interest in at least one “higher-end” priced restaurant.

3. Restaurants for business/client meetings- There was an interest in a restaurant that residents could bring their business associates to. It was expressed that this might be a medium priced restaurant.

4. “Family-Style” Restaurants- Although there are some restaurants that exist in Cairo that might fit in this category, residents spoke of the lack of appropriate seating capacity and expressed an interest in restaurants that have nicer interior and exterior aesthetics.

5. Restaurants that provide music and entertainment- The town should investigate the potential of developing quality café/restaurants, with evening activities on Main Street, to help it become a destination place. Restaurants on main streets can often complement galleries and antique shops. All three of these business types have traditionally served as anchors and destination attractions. These businesses should be encouraged to locate in the district, while complementing existing local businesses. A guide should be developed to highlight these businesses that traditionally act as anchors and destination attractions.

B. Create a Service Retail Cluster: Cairo already has many businesses that would fit into this category. One idea would be to locate other, non-competing new businesses near these existing businesses, making it easier for full-time residents, and part-time residents, (“Weekenders” and “Snowbirds”) to park once, and then have easy access to many related businesses.

1. Businesses for Full-Time Residents- Although all businesses will be supported by most consumer groups, some businesses appeal more to year-round residents. The goal would be to cluster these service retail businesses together.

2. Businesses for Part-Time Residents- Residents that are commonly referred to as “Weekenders” and “Snowbirds” might have special needs that the full-timers might not have (or might not have yet). It would be a good idea to also cluster these businesses adjacent to each other. It is also noted at this time that all residents may have similar interests and needs in businesses that cater to both groups.

C. Create a Sports/ Outfitters/ Ski shops Cluster: Cairo should consider creating a cluster that caters to tourists heading into the Catskill Mountains for its renowned ski hills and hiking trails. The idea is to be more traveler-related, possibly as part of a theme to be a “Gateway to Ski Mountains”. This area could include Outfitters for recreation, and other outdoor theme activity retail.

D. Office/ Town Hall/Library/School/ Post Office: The fact that all of these important civic functions already exist on Main Street is a very positive thing. That they are relatively close to each other is a wonderful reality. This creates the atmosphere of a Civic Center cluster in town, on Main Street. This also brings many residents on a daily basis downtown and reinforces an important “sense of place”. All of these functions should be encouraged to stay and grow on Main Street, in the central-hamlet district.

E. Culture and the Arts: It is important to continue to integrate the Arts, History, and Culture onto Cairo’s Main Street. This could include galleries, spaces for artists, and venues for music and entertainment. A new theater building/ Performing Arts Center should be considered to become a venue for film and local and regional Theater.

F. Other Retail: Retail that doesn’t fit into the categories listed above should also be accommodated, with the idea that certain locations might help these new businesses considerably. (A case in point would be to locate a store that might be a regional tourism attraction, or a store that sells tourist-related items/souvenirs, near or in the Restaurant Cluster, so that it might benefit from their retail traffic coming to those businesses). Along with the idea of becoming a retail “Gateway”, (providing outfitters for recreation and outdoor needs, themed, destination retail stores), Cairo could become the home of a tourism related anchor store (similar to Cape Cod’s original “Christmas Tree Stores” and the themed “Cuffy’s” t-shirt stores). This type of store might be a good fit.

G. Main Street Business Matrix: The Greene County Department of Economic Development, Tourism, and Planning has developed a very useful matrix that lists all of the businesses that are currently on Main Street. This Matrix should be used in the development of new retail on Main Street in Cairo.

H. MJB Study: Observations and recommendations by Michael Berne from MJB Consulting, about the retail in Cairo, appear in this report (Section III.a.). These recommendations should be helpful to start the process of redevelopment.

2. Visitor Information Center/ Tourism Attraction effort: While

studying Cairo, the lackluster connection to existing regional tourism was discovered. It was also noted that no tourism strategy currently exists. Since tourism has historically been important to Cairo's local economy, this could become a major issue. Several other problems exist for capturing the tourism dollar on Cairo's Main Street: Firstly, thousands of people pass by on Route 23, every day. Most do not stop on Main Street. Secondly, the Visitor Center was relocated to a poor location. This has made it difficult to find, for people unfamiliar with the community. Thirdly, the Chamber of Commerce appears to be under funded.

A. Establish a new Visitor Center: A small regional Visitor Center should be created to attract visitors to Main Street and to establish Cairo as a regional gateway to the Catskill Mountains.

1. Visitor Center to be located on Main Street: An indoor, year-round Information Center in a prominent location will help to highlight and promote area attractions and diverse businesses twelve months of the year.

2. Visitor Center to be located at an Eastern entrance site: The new Visitor Center should be located at a site on the Eastern entrance to Main Street. A location in one of the community's already existing buildings at the Eastern end of Main Street, should be considered.

3. Sharing services/ sharing space: The Town might consider leasing out space in this new building to the Chamber of Commerce for use as its offices and meeting rooms. Staff and services might be shared. Space might also be leased to regional and nationally established groups and organizations, who might be interested in promoting tourism in the Catskills.

4. A new Transportation Depot: The Visitor center could also become a new depot for both the commuter buses and future tour buses that might visit Cairo.

5. Future location of the existing Visitor Center building: Once a location for the Visitor Center is found and purchased, the existing visitor center building could be used as a temporary center on this new site until the new center is completed. After that the structure might be used in the park as a seasonal structure dedicated to tourism promotion.

B. Tourism Strategy: a new Tourism Strategy needs to be developed for Cairo, reflecting the realities of today's Catskill's tourism. It is understood that a vibrant tourism business still exists outside of Cairo, in places like the "Mountain Top", the "Round Top", and in East Durham. Even though the tourism business in the town of Cairo struggles, the opportunity exists to benefit from the traffic that travels past the town on a daily basis. Once this strategy has been completed, Cairo can once again start to grow it's Catskill Mountain tourism business, which has been important historically. The Greene County Department of Economic Development, Tourism, and Planning should be consulted when developing this strategy.

3. A Cairo Main Street Bed & Breakfast and Small Inn District: As

stated above, Cairo's connection to existing tourists and to regional tourism is in need of serious improvement (see strategy item #2). Along with several other tourism related problems, if someone wanted to spend a night in downtown Cairo, they would find there are very few places to stay. This current lack of hotel rooms, motel rooms, and Bed and Breakfasts, compounds the greater tourism challenges. A lodging room renovation program should be developed. A Bed and Breakfast/ Small Inn district, should be also be developed in the central hamlet Main street district. It should be noted at this point that a very nice B&B currently does exist, and is well located, in Cairo:

A. Develop a Bed and Breakfast/ Small Inn District- A Bed and Breakfast/ Small Inn district, should be developed. Encouraging more Bed and Breakfast's and small Inn's in a more formal, organized way, will encourage more of this type of accommodations on the Main Street. A program that addresses the preservation and restoration of the many historic homes on Main Street should be considered. Cairo's Main Street has many buildings that would be suitable for this type of development. The B&B's could be woven into the Main Streets retail fabric. This type of Smart Growth development should be encouraged in the historic central-hamlet district.

B. Develop a Lodging Program- Many of the remaining accommodations business in and around Cairo are in bad shape, with their physical structures in poor condition. As talked about before in this report, the current lack of hotel, motel, B&B's, and small inn rooms, requires a "Lodging Room Renovation Program". A Lodging room renovation program large enough to tackle this critically important, pressing problem, should be targeted at downtown Cairo to help existing accommodations improve their offerings, modernize their facilities and encourage new investment in a place whose name was once synonymous with tourism. A room renovation program designed to encourage redevelopment of existing structures and facilities; should be developed along with an incentives program to encourage new accommodations on the Main Street. It should be noted at this point that a very nice B&B does exist and is well located. This existing B&B could act as a model for future development. It should be noted at this point that such a program already exists at the Greene County's Main Street program that could act as a good model.

C. Lodging off Main Street- Cairo should develop a plan to attract visitors to the region who stay in accommodations located off of the Main Street. Attracting these visitors to Main Street who may be staying at a motel or at another accommodation that doesn't offer meals or entertainment, should be a goal. Cairo could become one of the places in the region that satisfies that need. Cairo could become a place to visit and to shop in for all of the visitors to the region.

D. New Hotels and Motels- A careful study of locating new accommodations near but not on Main Street should be conducted. Locating these new structures near Main Street might be beneficial to the shops and restaurants, but if not executed correctly could compete too heavily with the new B&B's. Locating a new accommodation in the central hamlet district, could work if no historic buildings were affected, and the new structure respected the historical context of the hamlet.

4. Cairo Gateway Project; “A gateway to Catskills Recreational

area”... Creating new and attractive gateways to Cairo is important. The goal is to create pleasant "Points of Arrival" for everyone entering the community. When a visitor enters at either end of the main Street district, the areas of first contact become vitally important in conveying to the visitor this new image or vision. Cairo's Main Street gateways are currently unattractive. There are many vacant or underutilized properties within these gateway/entry areas leading to the historic Main Street area. Specifically, a number of the unutilized or poorly utilized spaces in the area between the historic hamlet Main Street and the shopping center area, at the eastern gateway district, are in need of repair or removal. The existing shopping center's building could also be made to look more attractive and redesigned to fit better into Cairo's historic context. There are also several other entrances with aesthetic challenges in Cairo that should be addressed. When a visitor enters at either end of the district, the areas of first contact become vitally important in conveying to the visitor this new image or vision for Main Street Cairo. Along with the more typical carved wood signage and gateway area plantings, other interesting gateway gestures might be considered to set Cairo apart from other communities.(eg: Business Directory, Wayfinding signage, Community bulletin boards, etc.)

A. Definition of the Cairo Main Street District: “23-to-23”:

The goal is to create a revitalized “Main Street”/Downtown Area/Center, for the Town of Cairo. This “downtown” will serve as a destination place to visit, both for residents and visitors. By redeveloping the Main Street District and the adjoining areas the whole community will benefit. The following are specific ideas to improve the gateways to the Main Street:

1-Create formal Gateways- Once the Main Street district is agreed upon, how one enters the main street becomes very important. Similar to the idea of “Points of Arrival”, the formal entrances to the community of Cairo and the areas of first contact with the new visitor become very important. They convey to the visitor Cairo's new image or vision. Gateways should be created at each Route 23 entrance (East and West). Clear way-finding signage to the town's historic hamlet center will also be important.

2-Define the three (3) distinct areas of Cairo Main Street: During the process of developing this strategy three distinct areas were defined:

a) Eastern Gateway Main Street District- Shopping strips, autooriented (no sidewalks), new development proposals, and properties for renewal and re-development.

b) Central Hamlet Main Street District - The Historic Hamlet: pedestrian-oriented (sidewalks) with historic buildings, and civic/government and office uses.

c) Western Gateway Main Street District - Some Resorts, and open space/properties suitable for future development; auto-oriented (no sidewalks).

B. A Gateway to the Catskills Recreational Area: A gateway can also be interpreted, by a visitor to the region as a means to gather information about the region. It can also be a place to purchase certain items that might not be as available to the visitor, once at their destination. The Main Street could become a kind of a retail gateway, a place visitors can satisfy specific needs before proceeding up the mountain, and into the Catskill Park. This would help to define the possible new theme/vision for Main Street Cairo. Examples of this include, but are not limited to:

- 1. An Outfitters/ Hiking Store-** located on Main Street; to organize trips/ tours, boat and equipment rentals, organize events/tours, etc.
- 2. Ski Rental Stores-** to take advantage of proximity / entrance to Hunter and Windham Mountain areas.
- 3. Food specialty shops-** Shops or departments in larger stores to fulfill specific needs for visitors coming from more urban places.

C. “Welcome” signage & “Way finding” signage: New D.O.T. road signage should be considered for Route 23 & Route 23a to help attract visitors to the Main Street district. After several projects are in place, new cultural information signage may also be an important part of the campaign to attract new visitors. Once visitors make the decision to visit Cairo, and exit the highway, additional way-finding signage will be required to help guide them to Main Street. This new signage will help them locate area attractions, a Visitor Information Center, Cultural attractions, The Angelo Canna Town Park, parking areas, and Main Street businesses and accommodations.

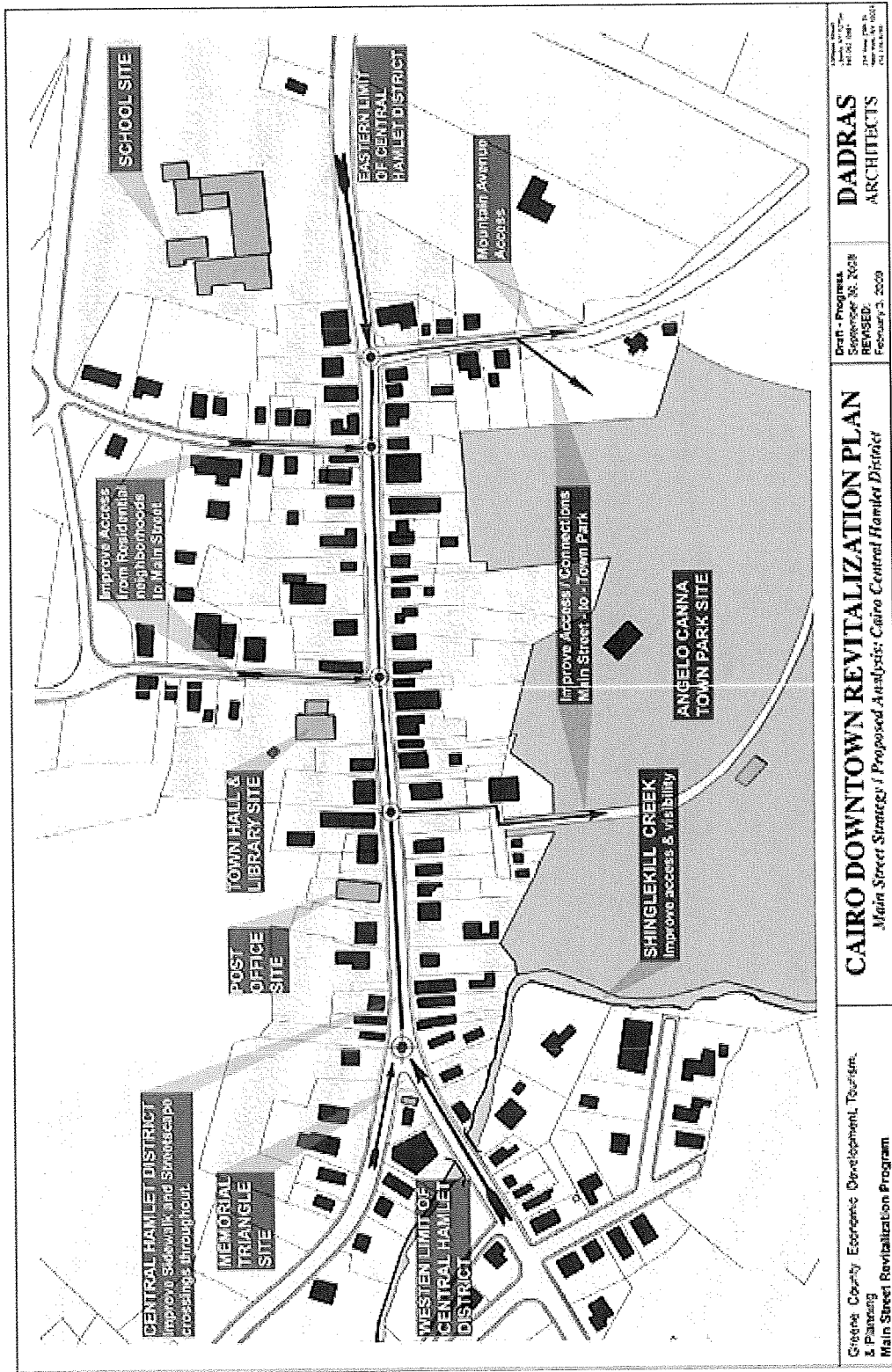
5. The Angelo Canna Park and former Fair Grounds property: The

Angelo Canna Park in Cairo is well sited and has enormous potential. The former Fair Grounds property has potential for future development. The Canna Park and the former Fair Grounds site have not been engaged in the process of attracting people to the community. Attracting tourists and visitors to Cairo's open spaces is important while providing the public safe access to river. A direct and easy connection from the park directly to Main Street is also very important. An opportunity for a Rail-trail may exist in Cairo, and should be investigated, along the historic Railroad bed.

A. Angelo Canna Park- The Angelo Canna Park is a major asset to the community. The town should continue to expand its offerings for both residents and to visitors. A comprehensive plan should be commissioned to guide its future development for both local residents and for tourist / visitors to the area. This plan should respect the outdoors environment while including plans for Cairo's future recreational needs. As the Town Park is further developed, the access to the Shingle Creek and the connection directly to Main Street should be strengthened and emphasized.

B. The former Fair Grounds site: The former Fairgrounds site is also a major asset to the community. The town should plan to develop this site as a way to act as an attraction for visitors to the community. A comprehensive plan including development guidelines should be commissioned to guide its future development for both local residents and for tourists and visitors to the Town. An important physical connection to Main Street should be considered as part of this plan.

Drawing 6: Proposed Strategy: Central-Hamlet Main Street District



Drawing 7: Proposed Strategy: Aerial View -Central-Hamlet District



6. The Historic Architecture of Cairo: Often communities think that their older buildings are not historic. They often think that this discussion is best kept for older, more affluent places. Cairo has important historic architecture on its Main Street and in adjoining residential areas. Cairo has a wonderful collection of both nineteenth and early twentieth century residential and commercial structures. Everyone involved, was impressed with the quality and diversity of the town's historic architecture.(see: the "Brief History of Cairo", by Robert Uzzila, Cairo Town Historian in the appendix)

A. Creation of Cairo Historic District: Cairo should start to identify and register buildings on Main Street. Unfortunately, some of Cairo's historic architecture is in relatively poor condition, on both Main Street and in the residential areas. The historic buildings on Main Street need to be protected and preserved. The idea of a Historic District designation should be considered for Main Street.

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

C-Walking tours/driving tours-brochures: Cairo may wish to publish a pamphlet that showcases its Main Street historic architecture as well as the historic architecture of adjacent areas of the town. The pamphlet could serve as an "Architectural Walking Tour Guide" booklet and be distributed throughout the region to help promote the town's architecture. A driving tour brochure/pamphlet may be developed featuring "the historic buildings and historic and cultural sites of Cairo. Examples could include but not be limited to the unique, rich ethnically diverse regional history. This includes both existing historic hotels and also former hotel sites. The historic road to Cairo from Catskill, now route 23b should be preserved so that its historic character won't be threatened.

D-Identify compatible uses and encourage proper re-development: Cairo may wish to showcase its historic architecture in additional ways. Historic architecture is a very big attraction to visitors, sometimes often cited as the main reason for one's visit to a community. It is also an important part of the quality of life issue discussion for those looking to relocate to a particular community. Brochures, ads, and the town's web site are among just a few examples of how this inclusion could be accomplished.

E. Main Street Pictometry Pictures: The Greene County Economic Development, Tourism, and Planning has developed a very comprehensive photo survey of the existing structures on Main street. These "Main Street Pictometry Pictures" could help to start the building restoration process of Main Street, and become the first step in inventorying the Main Street for the Historic Register process.

F. Main Street Program: It should be acknowledged that an excellent building restoration program already exists in Greene County at the Greene County Economic Development, Tourism, and Planning department. This Main Street program is responsible for many of the successful building restoration projects that have occurred on Main Street in the last 6 years, and could continue to fulfill this need.

7. A Community Gathering Place on Main Street: Cairo could become a place for culture and the arts, with an emphasis on the interests of the village's residents. This new Main Street District should also appeal to the surrounding population of Greene County. A civic gathering place on Main Street could also attract visitors and tourists creating a cultural destination attraction.

A. A gathering place for civic and cultural uses: A new community space in Cairo could help to contribute and further develop civic and cultural uses for the town. Once a possible location is decided on, and with permission of the current land owner, a feasibility study should be commissioned. The local cultural community should be involved in the process. The goal of this study would be to see, if in the near future, a center that would function as a multi-purpose Community Center/Arts Center might be possible for Main Street Cairo. This new center would complement the existing efforts that already take place throughout the community and in the park. This new space must be located on the Main Street and be integrated with use consistent with Cairo's new theme and vision.

B. To create a "Sense of Place": The goal in creating this Community gathering place is to help create a "sense of place" for the community. Creating new "urban spaces" within the Main Street District is important in helping the town create a true destination. Areas in these urban spaces should be set aside for outdoor cafés, music, entertainment, and public art. Allowing for these cultural/entertainment-type public interactions to occur the main street will help to foster opportunities for "spontaneous interactions." Successful main streets often find that residents, weekend visitors, and tourists come back again and again, in search of this kind of experience, typically only found in larger urban places. Art Galleries would also be a good complement to this idea. The town might consider creating special incentives and guidance for people interested in contributing to this idea.

C. Main Street Cultural anchors: Many opportunities exist throughout the community to create and improve on Cultural "Anchors" to bring people to the community. The business community and The Chamber of Commerce should look to form a better partnership with the Historical Society and with other Cultural organizations in the area. Along with creating cultural attractions for the community, an additional goal would be to better capitalize on the thousands of visitors that travel to and through the area every day. As mentioned before, the town should investigate the potential of developing quality café/restaurants and evening activities on Main Street to help it become a destination place.

8. Main Street Urbanism in Cairo: The Town of Cairo should start to identify all available developable land within the town. All available land within the town that might be eventually developed into new residential lots should be developed to reinforce the goals of the Main Street. A study of potential Zoning and Land Use regulations should be performed, not only to protect and preserve but also to reinforce all the goals and the new vision for Cairo. A committee already exists in the town of Cairo to address this important issue.

A. A Walk-able community: The town of Cairo should continue to be developed and redeveloped as a walk-able community; with very pedestrian friendly residential neighborhoods. Cairo should guide all new development and re-development of all new neighborhoods to directly connect to existing Main Street, both physically and with programmatic uses:

1. Main Street retail- All future commercial development should be studied to protect the existing character of Cairo.

2. The School- the school is in an excellent location to further these goals. As the rest of the residential lands are planned, continued easy access to the school should be its goal.

3. Civic and other cultural uses- Cairo's Civic and other cultural uses should also reinforce the Main Street redevelopment ideals and this new vision for the town's future.

C. Some new higher density housing near Main Street: While considering creating Main Street Urbanist communities, all new residential development in Cairo should only be developed in such a way that it will support and reinforce the original, existing qualities and character of the town. These wonderful qualities need to be preserved. All new housing and development of new communities should be of a style, scale, and pattern that will connect directly to the existing Main Street area. Cairo should consider well placed, higher density housing to help create and encourage more diverse uses, where appropriate and desired.

D. Enhanced Parks and Recreational areas: Cairo needs to reinforce the town parks' connection to both the Main Street area and to the residential areas. Future planning needs to integrate sidewalks, pedestrian & bicycle pathways, and other open space networks into the whole community, with a special emphasis on the park. Along with connections to Cairo's Town Park, safe connections need to be established to the Shinglekill Creek, and immediately surrounding trails and access points.

E. Important other sources: Cairo should refer to available sources of information including the CNU (the Congress for New Urbanism), the USGBC (The U. S. Green Building Council), and SHPO (the State Historic Preservation Office).

E. Develop new pedestrian connections: All future residential development should emphasize direct connections to the Main Street district, with pedestrian pathways (walkability) and direct access to shops and services on the existing Main Street to serve the new residential development. Vehicular traffic and parking areas should also be coordinated, in this effort. Special consideration should be taken with the design and integration of bicycle routes, jogging pathways, and open space/park networks within the town. Special emphasis should be given to connections with the existing school and other civic uses, to the existing Park, to the existing Main Street, and to the existing shopping area.

F. Guidelines required for all future development: Currently, there is no zoning in the town of Cairo. As guidelines are drawn up, one day the town of Cairo should consider the following ideas. The retail on Main Street/ 23A should be understood as three distinct areas:

1- Eastern Gateway Main Street District - Cairo should work with future developers to integrate all of the above suggestions to protect from future “sprawl” and future strip commercial developments, which are NOT in keeping with the character of Cairo. (see graphic/drawing #3, on page

2- Central Hamlet Main Street District - The goal here is to protect historic buildings and character, and specifically the idea of “building a front street wall”. Parking lots should not be located right on Main Street, rather set back off the street wall. Requirements for this should be drafted (see Parking section of this Report).

3- Western Gateway Main Street District - The goal in the under-developed West Main Street area should be protection from “sprawl” development. As in the East Main Street area, Cairo should work with future developers to integrate all of the above suggestions to protect from poorly planned future “sprawl” and future strip commercial developments.

9. New Parking/ Streetscape Enhancements, with better access to

existing Parking: A Parking Study/Survey of existing parking areas on Main Street should be incorporated into all future planning of the main street district. These are important first steps to improve access to the existing community assets. The following are additional ideas to help address parking issues today and in the foreseeable future:

A. A Parking “One-Stop”: The idea of a parking area that acts as a “One-Stop” is that retail customers only have to park once, and then have easy access to many stores and services. This will require a detailed Parking Study, incorporating the idea of the retail clusters. One location of one of these parking areas would be at Central-Hamlet Cairo Main Street. Another could be at the Eastern Gateway Main Street commercial area(s), but this concept needs to be designed to accommodate all of the complex factors that come with this part of town.

B. Pedestrian Character of Central Cairo Main Street: The Pedestrian character of Central Cairo Main Street could be improved dramatically by enhancing the existing streetscape, including the sidewalks, the planting, and the lighting. Main Street’s pedestrian crossings should be improved by addressing the public’s safety at these crossings. The science of “traffic calming” may also be employed in this area in order to make street crossings safer. As stated before, additional pedestrian connections need to be studied and developed from the parking areas to the park, the school, and to the residential neighborhoods, adjacent to Main Street.

C. Town Parking Lot-locations: If the parking study shows that additional parking is required, these new parking areas must be located in and around the main street district.

1-Ownership of the lots- Cairo should first try to locate new parking lots on existing town owned land. New parcels of land may have to be acquired by the community to accomplish the goal of providing parking that satisfies the demands that already exist. Cairo should also plan for future demands created by a healthy, active, and revitalized Main Street.

2- Enhancements to the lots- If after a study ample parking exists, in and around the Main Street area, the issue becomes the improvement of the quality of existing parking, and improving the connections to the existing parking.

D. Parking in the Park- The goal of improving parking in the town park is to expand the amount of parking spots in the hamlet, improve access to recreational offerings, and also to provide better access to Main Street. By improving these important connections the desired goal is accomplished.

E. Street Lighting- Cairo does have period street lighting along the historic section of its Main Street. There have been questions raised throughout the process about improving and possibly refurbishing the street lighting. The following are suggestions to improve the aesthetics of the fixtures:

1. Globes- The globes now are made of plastic, and are starting to show their age. Other options for them may be readily available from the original manufacturer, to upgrade the lighting globes.

2. Color of fixture-The fixture's pole section, now painted green, is starting to show its age. One suggestion would be to change the color to black to reflect the original color of the historical fixtures, these fixtures are mimicking. Another suggestion is to choose a new signature color, that corresponds with the town's new theme and branding to reinforce these new ideas.

F. Parking on Main Street-

1- Study current situation- Additional parking capacity may exist in other places, in and around Main Street. One example would be that of church parking lots. Use of these lots could be negotiated for when they are not traditionally used. These opportunities should be identified and explored further.

2- Increase efficiency of existing parking- After a study has been completed, the design of the layout of the on and off street parking could be made more efficient.

10. Cairo Business and Retail Marketing/Branding Strategy:

Developing a “theme” or a coherent vision for the town’s revitalization should be based upon Cairo’s specific existing strengths and its uniqueness of character. This process is vitally important to the process of carefully changing and further developing the image of Cairo. Once this has been accomplished, “branding” the new image becomes the very next step. The branding becomes important in all aspects of creating a new main street community, but is pivotal in attracting new investment to town to fully realize all future growth and potential.

A. Cairo Business and Retail Marketing Strategy: Observations and recommendations by Michael Burne, from MJB Consulting appear in a separate section in this report, that should help to start this process. A more detailed analysis may have to be performed at some point in the redevelopment process to further guide the community.

B. Cairo Business and Retail Branding Strategy: The issue of “capturing” the tourism traffic that occurs along the Route 23 corridor and from the Thruway, as stated before, presents a challenge and a great opportunity. A point by point, detailed, tourism capturing strategy should be considered.

C-Creating a new Brand: The existing “brand” of “Come Grow With Us” will need to be assessed to see if it is adequate to represent this new theme. If not, then a new logo with a new or revised slogan will have to be developed. Cairo should work with an experienced consultant with a successful track record in main street promotion and in Branding communities to develop a new logo image for the community. This new Brand will play an important part in the new identity for Cairo. After the brand has been designed, a more regional based Branding Consultant could then collaborate with the help of a qualified and experienced local graphic designer to further tailor the town’s new image and vision.

D. “Gateway to the Catskill Mountains”: One possible approach could be to develop the idea of “Gateway to the Catskill Mountains” theme, which incorporates many of the positive assets that were related to our study team, by the community during the preparation of this strategy.

IV. HOW to PROCEED

a. Timetable for Strategy:

1. first steps for action
2. next steps for action
3. long range steps for action

b. Implementation Techniques:

1. development regulations

c. Potential Funding Sources:

1. financing programs

a. Timetable for Strategy: first-next-long

The Main Street Revitalization Strategy for Cairo, NY as described in this Study, can only be achieved by the consistent and careful implementation of the Strategy/Proposal elements included in this Report.

We recommend that the Town Board, encourage this Revitalization by implementing the Strategy with a Timetable consisting of 3 related schedules:

- 1 - First Steps [immediate]:** immediate actions to be taken, within the **first 90-120 days**
- 2 - Next Steps [short term]:** actions to be taken within a short timeframe, of approximately **1-2 years**, maximum.
- 3 - Long Range Steps [longer term]:** more complex actions, to be taken within a **3-5 year** framework, and beyond -to fully develop the revitalization and re-development Strategy

We recommend the following **Timetable**, based on the above schedule of actions:

a - First Steps:

We recommend that the following immediate actions should be taken, within the **first 90-120 days**, in order to **begin** the revitalization process as described in this Report (in specific detail).

1. Principles and Recommendations: adoption of the principles, and recommendations, of this "Main Street Strategy" Report -by the Town of Cairo, NY-Town Board; including designation of a Main Street [ReDevelopment] District, as described. The designation of the entity responsible for implementation of the Strategy should also be confirmed at this time.
2. Identify and physically DEFINE the Cairo Main Street DISTRICT, including improvement of (Eastern and Western) Entrances / Gateways, as described.
3. Begin the process of Creating Commercial Retail Clusters, as described.
4. Establish a new Visitor Center, to be located on Main Street, and begin development of Tourism Strategy (coordinate with Greene County Tourism)
5. Designate a Bed and Breakfast / Small Inn District, as the first step in helping to encourage this development.

b - Next Steps:

We recommend that the following actions should be taken within a short timeframe, of approximately **1-2 years** (maximum), in order to continue the progress of Revitalization for Cairo, NY.

1. Create formal Gateways ("Cairo Gateway Project") as described -both physical (definition) and use (retail and service)
2. Begin to plan for improvements and future development opportunities for Angelo Canna Town Park - including strengthening links to Main Street, and recreational opportunities.
3. Commission a Study/plan for the former Fairgrounds site: suggested uses (Marketing study) and Architectural Guidelines (Corridor Comprehensive Plan) for construction/re-development
4. Identify and register Historic Buildings, to be registered, protected and preserved. Consider creation of a Cairo Historic District, as described.

c - Long Steps:

We recommend that the following, more complex actions, should be taken within a **3-5 year** framework, and beyond -to fully develop the revitalization and re-development Strategy described in this Report, for the Town of Cairo, NY.

1. Study the establishment of a new multi-purpose Community Center / Arts Center, as described. Integrate with efforts in the development of arts, and also recreation.
2. Develop a “Corridor Comprehensive Plan”, for urban design guidelines to reinforce the creation of “sense of place” (public spaces) on Main Street.
3. Develop Zoning and specific Urban Design Guidelines, towards the goal of reinforcing “Main Street Urbanism” in Cairo, as described. All future development must reinforce these existing qualities of “walkability”, and connections to Parks and natural resources. Develop pedestrian pathways, and bikeways throughout, in an integrated effort. Zoning and specific Guidelines should be required to properly guide all anticipated future development in Cairo.
4. Commission a Parking Study, to be incorporated in all future planning efforts, as described. Management of existing parking, and development of future parking needs will be integral to successful future development.
5. Begin the process of creating a Cairo Business and Retail Marketing / Branding Strategy, as described. Development of the Town (and Main Street’s) coherent vision, and future development character, is the next important step to fully realize future growth potential.

b. Implementation Techniques

The following Implementation Strategies may be considered, as part of a plan to realize the Proposals contained in this Report:

1. development regulations

- a. Create a proper Zoning Ordinance for the Town of Cairo (with specific Guidelines for Main Street Development, etc.)
- b. institute Historic Preservation Ordinance - for the (to be identified) Cairo Historic District area
- c. adopt Architectural and Urban Design Guidelines (based upon current / existing Greene County Façade Guidelines)
- d. create a Special Overlay District
- e. consider Transfer of Development Rights
- f. consider Retail Caps
- g. consider Sustainable Sites Initiative
- h. consider LEED for Neighborhood Development

*Coordinate all Regulations and Main Street Plan/Strategy to facilitate Revitalization and ReDevelopment.

c. Potential Funding Sources

The following sources for potential funding may be considered, as part of a plan to realize the Proposals contained in this Report:

1. financing programs

a. Federal and State Grants:

1. transportation
2. infrastructure
3. open space
4. *New York Main Street Program grant

b. Tax-Increment Financing (TIF)

c. Business Improvement Districts (BID); Special Service Area (SSA's)

d. Special Assessment District

e. Historic Preservation Tax Credits

f. New Markets Tax credits

g. Facade Loan and grant programs

h. National Trust Loan Fund (NTLF)

i. Federal Rehabilitation Tax Credit

j. The Town of Cairo could consider leveraging the technical assistance provided by NYS Department of Housing and Community Renewal with other grant opportunities available. Specifically, the Town might seek funding from the following sources:

2008-2009 Title 11 of the New York State Environmental Protection Fund Local Waterfront Revitalization Program: The following grant categories are being considered in this year's round:

- Visioning and development of local or regional revitalization strategies
- Downtown and hamlet revitalization
- Creating a blueway trail
- Adapting to climate change

k. New York State Council on the Arts Architecture, Planning & Design

The purpose of the Architecture, Planning and Design Program is to stimulate and promote excellence in design and planning in the public realm for the benefit of all New Yorkers. The Program aims to increase awareness and appreciation of the designed environment of New York State and to advance innovation in the design and planning fields. For more information, see <http://www.nysca.org/>.

l. Hudson River Valley Greenway Communities Council Grant Programs

The Hudson River Valley Greenway Communities Council helps communities develop a vision for their future and provides tools to achieve it by balancing economic development and resource protection objectives. The Council also administers the "Greenway Compact Grant Program" to provide grant funding and technical assistance to assist counties in the development of the Greenway Compact, a regional planning strategy for the Hudson River Valley. Grant information can be found at: <http://www.hudsongreenway.state.ny.us/funding/funding.htm>.

V. APPENDIX

1. The Greene County Economic Development, Tourism, and Planning's "Main Street Retail Matrix"
2. The Greene County Economic Development, Tourism, and Planning's "Main Street Pictometry Pictures"
3. Summary of Notes: First Meeting 8/1/08
4. Notes from First Strategy Meeting 10/6/08
5. Summary of Public Meeting 10/27/08
6. Meeting Notes 10/27/08
7. Cairo Community (Public) Meeting 10/27/08
(incl. copies of powerpoint presentations):
 - by Dadras Architects
 - by MJB Consulting
8. Meeting Notes 12/01/08
9. Addendum to: "II. Existing Study" Section:
 - "1. documentation of existing conditions
 - annotated photo survey"
10. "Brief History of Cairo", by Robert Uzzila, Cairo Town Historian
11. "A Strategy for Cairo's Economic Growth", by Joan Geitz,
Cairo Resident, Greene Council of the Arts

Summary of Meeting Notes:

**First Meeting of the Main Street Development Strategy Advisory Committee:
August 1, 2008**



present: (from sign-in sheet)

Notes:

- Parking in the center of town is inadequate. Locate future parking sites - street behind Kaaterskill Associates, by the park.
- Ice skating pond this year.
- Cedar Terrace Resort.
- "23 - to - 23" District definition.
- Re-route traffic onto 23B off of 23 coming from/going to Windham, at both ends.
- Slater's area is a mish-mosh of different uses (Slater's to school)
- Sense of place.

- Spectacular Park ("Angelo Park") Trout stream.
- Workforce housing at Alden Terrace development (having people exiting from commercial plaza travel through Main Street.
- Strategic location: Route 23, Route 145 (20, 88), 23B.
- Better demographics than Catskill, for national chain restaurants.
- Resort town - can we fix up and aid the existing tourism motels, hotels, inn.
- Nowhere to sleep.
- Roundtop resort area is a big draw, potential customers.
- Tourist passing through.
- Tourists in Cairo area.
- Park could be a major draw.
- Nothing for teens (kids) to do.
- Drive-Inn - Tannersville. (closed)
- Catskill Game Farm. (closed)
- Carson City. (closed)
- Zoom flume still open.
- Convert old gas station into possible visitors center.
- Catalytic projects.
- Sept. 1 - website to be launched for town (link to this process)
- Public participation is key.
- Shops for people on their way to Windham.
- Want a store to buy clothing (underwear)
- Not just resorts, day-trippers tourism.
- Apple Renaissance, or festivals, can be more.
- "Trying to keep the agriculture we have"
- Maple.
- Organic farm.
- Building in the Park, built for 4H Cornell that can be used for Farmers Market.

- Crossroads / Gateway of the County.
- People moving in - looking for Quality of Life.
- "Great School" - state of the art, great facilities, great music program, great/competent teachers
- Lifestyle is unique.
- Biking and walking, golf, trout fishing.
- Trails up in the State Park.
- Restaurant - upscale Diner, to bring a business client, family restaurant, cyber café.
- Yankers building, on corner, to be re-made.
- Arts (not like Catskill with all of their galleries) - Music, music in the park, No venue for music on Main street.
- Community Center doesn't exist yet.
- "Come Grow with Us" is the slogan -on bumper stickers.
- St. Edmunds chapel - owned by town.
- Nature Center (by Burnios??)
- Arts - community arts.
- Parents bringing their kids to lessons.
- County building in the park. (Highway garage, training center)
- County Farm brick building, might be up for grabs.
- Diner in the park - to be used as diner.
- Cairo Historical Association.
- "Ratter ? looking buildings"
- Residences / one and two family
- Highest trip generation of a Main Street in Greene County.
- Old railroad through town.

Main Street Development Strategy Meeting

Cairo Town Hall, Monday, October 6, 2008, 7 p.m.

Present: Town of Cairo Supervisor John Coyne, Councilwoman Alice Tunison, Claudia Zucker, Carrie Anderson, Robert Dadras, Victor Dadras, Michael Berne, Karl Heck

The meeting opened at 7:00 p.m. with a brief recap of previous steps regarding the project and the vision for Main Street.

Robert Dadras briefly discussed that the consultant team, including Michael Berne of MJB Consulting, were on the Main Street during the day talking to business owners and surveying the buildings. The consultant team mentioned that the scope of the study, as well as the physical layout of the Main Street, breaks the area into three parts: the "strip" Main Street between Route 23 east and the Cairo Elementary School, the "historic" Main Street between Mountain Avenue and the "fountain" area, and the Main Street leaving town that reconnects to Route 23 going west.

A number of community assets were discussed, including the Angelo Canna Town Park that is used for a large number of community events; the hiking trails in the Park and further up Round Top that connect to the Catskill Park, the reservoir area on Route 32 that recently became available for recreation, and the Cairo Elementary School on Main Street.

It was noted that improved signage to these community assets would likely improve traffic, and the ability of tourists to find these locations in Cairo and not travel elsewhere or book a vacation elsewhere to find things that they could find in Cairo.

Michael Berne then spoke about the current climate on Main Street in Cairo. Mr. Berne noted that the "traditional" Main Street retail area has moved over time from the "historic" Main Street in the center of town to the "strip" Main Street on the edge. While this is not an unusual development pattern, it does mean traditional "convenience" shopping is going to want to locate in the strip area and whatever retail locates in the historic area is going to have to be different from the strip to be effective.

For instance, the likely destination of an auto parts store (one of the identified "holes" on Main Street would be in the "strip" part of Town.

It was noted by several people that the construction of the "Bypass" around Cairo decimated traffic on the traditional Main Street, including the substantial traffic headed to Windham Mountain during the winter for skiing. One of the few beneficiaries in Cairo of this traffic would be the McDonald's on the corner of Route 23 and 32, which is often extremely crowded on summer and winter weekends alike.

Mr. Berne emphasized that the Town and its Chamber of Commerce needed to find and recruit entrepreneurs to the Main Street. Generally speaking for a Main Street like Cairo, owner-operators are needed who buy the buildings and are interested in

operating a business. Mr. Berne noted that it is not easy to find "people willing to risk their life savings," so a consistent recruitment and development effort is required to continue to "grow the Main Street."

It was noted that the Post Office and Town Hall/Library complex are the main traffic generators in the "historic" section of Main Street, and there is a significant cluster of lawyer's offices and financial services such as banks and real . One potential business idea discussed was the recruitment of an Edward Jones brokerage, who typically are one-person, owner-occupied companies that would add to this niche.

Mr. Berne noted the data shows "there is a lot of latent demand" in the area for upper-end services. A lack of a sit-down dinner restaurant on Main Street, for instance, hurts the Main Street because that is one type of amenity that could attract people from Route 23 into the Main Street area. It is also the kind of amenity that is a destination, and does not need other businesses around it to attract people.

The possibilities of several buildings on the Main Street were discussed, as well as the general historical character of the Main Street, which lends itself to a variety of upscale businesses such as bed and breakfasts and antique shops. The Spotty Dog bookstore and ale house in Hudson was mentioned as a prototype kind of business. The success of yoga classes in Gallagher's Banquet Hall across the street from the Town Hall was cited as another.

One problem noted in the discussion is the relatively high asking prices for vacant Main Street building. While on the one hand, high prices might stop certain investors; it was also noted that holding a "fire sale" with building can lead to poor results with vacant, under-capitalized landlords.

Other major points discussed at the meeting were the original nature of many Main Street buildings as seasonal businesses not intended to be open all year round, the continued population growth in Cairo that is increasing the level of spendable income in the community, and the variety of goods offered at the Great American, which shows a more upscale preference in many areas.

It was noted that the Bears and Butterflies campaign for 2009 is one way to drive people to the Main Street, and the Town has been working with the County on its economic development efforts.

The Main Street Strategy Committee will be holding a Public Information Meeting on Monday, October 27 at 5:30 p.m. in the Gallagher's Banquet Hall at 513 Main Street in Cairo. Light refreshments and snacks will be provided, and the time was chosen in order to give business owners a chance to attend.

Respectfully submitted,

Karl Heck, AICP
Community Development Specialist

Summary of Meeting Notes:

**PUBLIC MEETING, at Gallagher's, on Main Street, Cairo, NY:
October 27, 2008**



present: (from sign-in sheet)

Notes:

The (approximately 70) community participants were asked to give their "Vision" - Issues and Opportunities, to be discussed by all. Their comments included the following:

- Requested that Cairo should have a New Post Office ("like Leeds has"), because the existing Post Office on Main Street has "safety issues" (on street, in front of building)
- Parking in the center of town is perceived as inadequate.
- Natural Resources are a positive: Parks, Trails, etc...
- Town should extend the sidewalks, for pedestrian safety, further down Main Street.
- Traffic safety is an issue, especially the speed of cars.

- A combination of local (service) and tourist Retail would be desirable.
- There needs to be a new Chamber / Visitor Center - Location.
- There needs to be a facility for Youth activities - perhaps a Community Center on Main Street.
- Diversity - tourist attraction.
- What is there to DO?, in Cairo?
- A Craft co-op would be a good idea.
- There needs to be “linkages” (pedestrian), so that driving everywhere is not required.
- Is RETAIL the answer?
- We “need to fix the ‘sore eyesights’” (but NOT increase taxes)
- What (if any) service retail is currently missing, from Main Street? - a Fabric store
- Code enforcement is currently lacking.
- “Quality” is important, in everything that we propose to do.
- Potential of “Outlet” mall / shopping.
- Tourists want: natural - outdoors; hiking & biking; dining & entertainment; cross-country skiing.
- Expand the Town Park
- Skating Rink? (at Town Park)
- Perhaps create a cinema, and/or live Theater.
- Absentee landlords, and “undesirables”, are a problem in Cairo.
- Biking: add bicycle racks, and trails, etc.
- Who is going to? / we MUST “Follow-through” on these ideas!
- Rail trail - potential?
- Perhaps develop / encourage Bed & Breakfasts, on Main Street.
- Historian mentioned the Architectural aspects of Town, and that Façade Improvements were required, to existing buildings.

- An Antique co-op might be a good idea.
- A Food co-op -coordinated with the existing Town's Agriculture/ organic Farming community would be a good idea; a Farmers Market?
- "How to get people off (Route) 23?"
- The existing Creek is a beautiful, and underutilized asset; Access, and visual recognition is sorely lacking.
- Integrate Recreation, and the Arts.
- What to do with the old Resorts? Study possible Senior housing, or Assisted Living potential?
- Themes of: Outdoors, Adventure, Mountain-biking would be a draw.
- Promote new industry / jobs.



Cairo Main Street Strategy Public Information Meeting
Gallagher's Banquet Hall, 513 Main Street, Cairo
Monday, October 27, 2008 - 5:30-7 p.m.

The meeting opened at 5:30 p.m. with an introduction from Town Supervisor John Coyne on the reasons that the Town agreed to have a Strategy completed. Mr. Coyne thanked the County and Dadras Architects for their participation.

Greene County Planning and Economic Development Director Warren Hart then discussed some of the information that has been gathered to date, including a PowerPoint presentation that has photos of all of the buildings and vacant lands in the study corridor (which is Route 23 to Route 23), a matrix of property conditions, and mapping of the area and the potential land uses. One key goal of the County is to get input from the public regarding the direction that they would like their Main Street to take in the future.

Robert and Victor Dadras of Dadras Architects discussed the current conditions and some of the goals of the study. They noted the following main points:

- 1) There is relatively little retail left in the traditional "core" Main Street, and any convenience retail has moved closer to the edge of town near Route 23. Stores such as CVS, Slater's Great American and Dunkin' Donuts serve functions that 40 years ago would have been served in the core Main Street area.
- 2) There are a considerable number of "civic" uses in the core Main Street area, including the Town Hall, library, Cairo Elementary School and the Cairo Post Office. These functions attract a large number of trips to the core area each day. Using the civic base as the centerpiece of the "core" area, along with an attractor such as a restaurant, would greatly enhance those trips.
- 3) There is considerable potential in the other end of Main Street, including the former "racetrack" property and the Cedar Terrace resort.
- 4) Creating continuity between the strip area of Main Street Cairo and the "core" area is critical to moving traffic to the "core" area. Currently, a number of unutilized or poorly utilized spaces in the area between them would lead a potential customer (particularly an unfamiliar tourist) to avoid continuing down Main Street.

There was then a long period of public comment from the approximately 70 people in attendance. Comments received include the following:

- 1) Parking in the winter is extremely difficult due to snow removal issues.

- 2) The traffic on Main Street was extremely strong through most of the 1970's. After that time, it dwindled steadily, until many of the stores were forced to close.
- 3) Cairo is a walkable community with potential for businesses like a co-op antique or art business could be successful.
- 4) Property maintenance is an issue on certain buildings on the Main Street.
- 5) A previously done Visual Preference study was noted and recommended to the consultants.
- 6) A fabric store, and factory outlets, were mentioned as potential attractions to the area. The Dadras brothers noted that factory outlet type malls tend to look for different kinds of properties, unlike a true "factory store" if a local company could be persuaded to open one.
- 7) Tourists love and enjoy our area. Finding ways to integrate the Shinglekill Creek into the Main Street experience, along with the Town Hall, would be ways to attract new people to the Main Street.
- 8) Amenities such as cross-country skiing, hiking and kayaking, perhaps coordinated with an outfitter along the Main Street, would be a way to get more retail.
- 9) Working more closely with the remaining resorts in the Town would be helpful. It was noted that "rainy days are good for retail."
- 10) A "carrot and stick" approach is needed regarding "undesirables" and property maintenance issues.
- 11) Cairo needs a "brand." Catskill came up with one. So did places like New Paltz.
- 12) Cairo does not need more of the "bad element" in Town.
- 13) The history and rail bed of the former Catskill-Canajoharie Railroad should be played up and utilized.
- 14) A bed and breakfast, or more than one, might make a good fit for the old, large houses on Main Street.
- 15) A food co-op and outdoor café are other possibilities for the Main Street.
- 16) Resort re-use and re-development is important. Cairo is still a tourist area.
- 17) The "smoking guns" of infrastructures, zoning and local "atmosphere" need to be addressed.
- 18) Matching industry to the community.
- 19) Re-opening or bringing in a new major tourism attraction is needed to stimulate activity. Cairo has felt the negative effects of the closing of Carson City, the Catskill Game Farm and other tourist attractions.
- 20) Picturing the Town in a certain manner is important to its marketing.
- 21) Finding ways to improve the "gateways" so that more traffic is diverted off of the main road (Route 23) and into town, is critical.
- 22) Do people know what is here?

The meeting ended at approximately 7:20 p.m., past time due to the high level of response and comment. A future meeting of the Main Street Advisory Committee will

be scheduled to go over the comments and move forward.

Respectfully submitted,

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