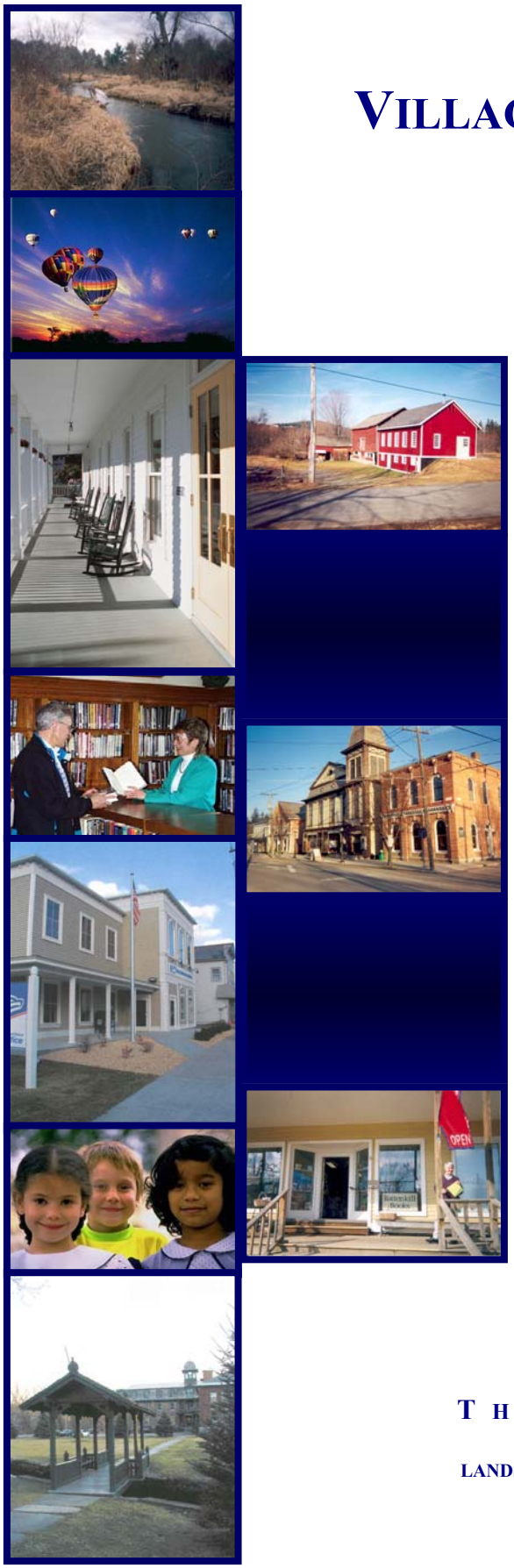

VILLAGE OF CAMBRIDGE, NEW YORK
COMPREHENSIVE PLAN
2004

ADOPTED BY THE VILLAGE BOARD OF TRUSTEES ON MAY 3, 2004

Prepared by:

THE SARATOGA ASSOCIATES

LANDSCAPE ARCHITECTS, ARCHITECTS, ENGINEERS, AND PLANNERS, P.C.

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Village of Cambridge, New York
2004 Comprehensive Plan

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Special thanks to Cambridge Central School for the use of their facilities for all committee meetings and public workshops.

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LANDSCAPE ARCHITECTS, ARCHITECTS, ENGINEERS, AND PLANNERS, P.C.

Village of Cambridge, New York
2004 Comprehensive Plan

Executive Summary

Over the last several months, the Village of Cambridge has come together in an effort to define comprehensively a future for the community. What kind of community does Cambridge want to be? The answer to this question helps to provide a context for the many decisions that the community will make now and in the future. It helps guide and prioritize the investments that must be made to sustain the Village's future.

Cambridge is a small urban community, with a pleasant and walkable Main Street and attractive residential neighborhoods. It has preserved an attachment to its past, and is well positioned to thrive in the future. Its unique sense of place is valued by residents and business owners, and recognized by those who visit. The choice for Cambridge is not whether or not to change – change will occur. The choice is about how to change. This Comprehensive Plan seeks to ensure that change occurs in a manner that maintains, and even improves the Village's character and quality of life.

Planning is merely the first step in a longer process. The power of a plan rests in its implementation. By involving all of the community in the development of this plan, it is hoped that the community will work together toward achieving the vision and goals outlined within.

Vision Statement

The Village of Cambridge aspires to be a vibrant, walkable Main Street community in rural Washington County. This small urban community will continue to be a center of economic, social, and cultural activity for the surrounding area. It will offer an excellent quality of life for residents and visitors alike. The Village will encourage and manage its growth, and preserve the best of its character for this and future generations.

To achieve the community's vision, described above, the Village has established a set of goals to guide decision-making. The goals are to:

- Expand opportunities for activity, recreation, education, gathering, and interaction between and among all groups of village residents. In particular, expand opportunities for youth and for seniors in the community.

- Encourage continued growth that is consistent with the other goals for the Village. Promote development that enhances economic opportunity and community well being while considering the resources upon which our economy and our community depend in the long-term ("sustainable development"). Through sustainable development we aim to meet the needs of the present without compromising the ability of our community to meet its needs in the future.
- Develop lasting and affordable solutions for community water and wastewater needs. These are the primary limits to the economic and environmental health of the Village.
- Maintain the character and enhance the vitality of the three existing commercial / mixed-use nodes along Main Street (around the intersections with Union Street, the railroad tracks, and Park Street). Ensure that these areas remain the focal point for business, social, cultural, and civic activity in the Village and the region. Address parking, transportation, pedestrian mobility, infrastructure, business development, historic resource preservation and community character concerns to allow these areas to thrive as the heart of the community.
- In addition to the commercial nodes along Main Street, make available well-defined areas along North and South Park Street (Route 22) and Gilbert Street (Route 313) for well-designed commercial and mixed-use development.
- Enhance the sense of arrival to Cambridge by improving the "gateways" to the Village. Support efforts to discourage sprawl and enhance agriculture in the region.
- Ensure the protection of all of the Village's important natural resources, and in particular the stream corridors, wetland systems, and scenic qualities of the valley. Enhance access to and understanding of these resources.
- Preserve the Village's historic resources, especially those located within the Cambridge Historic District and any other buildings, structures, districts, objects or sites listed on the State and National Registers of Historic Places. Provide improved access to the significant historical archival materials and records of the Village and the Cambridge Valley. Enhance the presentation of this significant history for the benefit of current and future residents and visitors to the area.
- Celebrate and continue to nurture the arts, history, and other cultural offerings in the Village. These resources benefit residents, and bring many visitors and tourism dollars to the community.
- Provide for a range of housing options to suit the Village's economically and demographically diverse population – seniors, young adults, families, etc. Ensure that the rental housing stock is well maintained and in compliance with applicable codes.
- Encourage inter-municipal dialogue about issues that transcend the boundaries of the Village. Seek opportunities for collaboration, and solutions that benefit the Village and its neighboring municipalities.
- Expand the supply and variety of public spaces available in the community – parks, squares, playgrounds, trails, etc. Public spaces provide opportunities for recreation, formal and informal interaction, and civic activities that improve quality of life and sense of community.
- Foster cooperation among all of the diverse groups and interests in the Village toward the common vision identified in the plan.
- Improve, as needed, the delivery of critical public safety services such as fire and police. Expand public access to village offices and meeting areas, and create new mechanisms for providing information about village-sponsored and community wide events.

The recommendations in the comprehensive plan attempt to direct action toward achieving these goals. Section 4 of the Comprehensive Plan – *Plan Recommendations* – is organized around specific geographic areas in the Village, or topics of particular village-wide importance. They are:

- Main Street,
- Residential Neighborhoods,
- Economic Development and Tourism,
- Village Gateways and Edges,
- Parks and Recreation, and
- Infrastructure and Public Utilities

The recommendations are not presented in any order of priority, and there are literally dozens of recommendations under each of these headings. It is understood that a small community cannot undertake all of these things simultaneously. Therefore, Section 5 – *Implementation* – outlines a programmatic strategy for implementing the plan's major recommendations. It is in this section that activities are prioritized, and programs and projects are described.

To monitor progress in implementing the plan, and to identify new problems and changes that are likely to emerge in the coming months and years, there must be ongoing dialogue between the Village Board of Trustees, other Boards and Committees (both permanent and temporary) that deal with land use and planning issues in the Village, and interested residents. To accomplish this the Plan recommends that the Village Board of Trustees convene at least one public workshop annually, either in concert with a regularly scheduled Board meeting or on a separate occasion as appropriate. The workshop would include, but not be limited to, the Village Board of Trustees, the Planning Board, the Zoning Board of Appeals, and any other permanent or temporary boards/committees (such as the temporary Zoning Revision Committee described below) that are involved in land use and planning issues for the Village. The purpose of the workshop would be to provide a forum and collaborative environment for identifying and troubleshooting problems or emerging concerns. Ultimately, the Village Board of Trustees is responsible for plan implementation. The Comprehensive Plan Implementation Workshop will assist the Board in monitoring progress and making adjustments as needed.

The following timetable for implementing major programs and projects described in the Comprehensive Plan has been developed:

<u>Priority Actions</u> (initiate upon adoption of the comprehensive plan):

- Zoning and Subdivision Revisions to Reflect the Comprehensive Plan's Recommendations
- Main Street and Park Street Visualization Project
- Sewer and Water Improvement Task Force
- Village Green Initiative

Short Term Actions (initiate within two years of plan adoption):

- Coordinated Public Facility Space Programming and Feasibility Study
- Playground Development
- Industrial District Improvements
- Cambridge Pathways
- Main Street Parking Improvements

Medium Term Actions (initiate within two to four years after plan adoption):

- Industrial Expansion / Community Services Opportunity Area Redevelopment Plan

Long-term Actions (initiate within five to ten years after plan adoption):

- Update the Comprehensive Plan

For each of these actions responsibilities are assigned, guidance is provided for organizing the action, and potential sources of funding or technical assistance are identified (where applicable).

Village of Cambridge, New York
2004 Comprehensive Plan

TERMS DEFINED

In order to more fully comprehend the text of the comprehensive plan, certain terms used frequently within merit further explanation. The terms and their definitions follow:

Residential Transition District – In the comprehensive plan, there are areas of the Village designated as "Residential Transition." Located along important transportation routes through the Village - specifically Main Street (NYS Route 372), Park Street (NYS Route 22), and Gilbert Street (NYS Route 313) - these areas are primarily residential in both use and character. However, because of the volume of traffic on these streets some of the residential buildings are now used for commercial purposes. It is anticipated that this transition in use will continue. The "Residential Transition District," when implemented in the Village Zoning Code, will allow for a wider variety of mixed-uses than is currently allowed in the residential zone. However, design guidelines will preserve the residential scale and form of building and site design in this district, and performance standards will protect existing residential properties from any negative impacts of non-residential neighbors.

Gateway - Gateways are primary points of entry into a community. Well-defined gateways enhance one's sense of arrival into a special place, welcoming visitors as well as residents. A well-defined gateway may be designed in any number of ways including through the use of signage, plantings, landscaped medians or other design elements. In some cases, it is simply a natural feature (a pond, wetland, or river) or a quick transition from rural land into an attractive urban community that creates this sense of arrival.

Comprehensive Plan - Created through an extensive public participation process, a comprehensive plan identifies a coordinated vision for the future of a community. It examines community strengths, opportunities and needs while outlining specific actions to achieve the community vision. A comprehensive plan also establishes a framework for community-wide collaboration on plan implementation.

Zoning - Zoning is the regulation of the type and location of land uses as well as building bulk, height and placement for the purposes of public health, safety and welfare. Zoning was declared constitutional in Euclid v. Ambler Realty (1926) and must be consistent with the comprehensive plan.

Traffic Calming - Traffic calming involves designing roadways in a manner that reduces the speed of traffic and ultimately improves pedestrian safety in the corridor. Traffic calming techniques provide visual cues to motorists to slow down and be alert for pedestrians and other motorists. Common traffic calming techniques may include street narrowing, chicanes, tight turn radii, bulb outs and curb extensions, on-street parking and textured crosswalks.

Streetscape – The built and planted elements of a street that define its character. Streetscape is the visual and functional aspect of a street. Streetscape elements often include sidewalks, curbs, street trees, planting strips, benches, lighting, trash receptacles, and other elements that together define the character and function of the community environment. Streetscape elements contribute to the overall experience of place and serve to improve the quality of the public realm.

Walkable Community - A walkable community is a compact, mixed used community designed with a focus on the pedestrian instead of the automobile. Many elements contribute to a walkable community including traffic calming, streetscape elements (such as sidewalks and crosswalks), interesting and active building fronts located close to the street, parking in the rear and access management (including reducing the number curb cuts and potential conflict points between cars and pedestrians).

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APPENDIX B…….PUBLIC PARTICIPATION RESULTS

SECTION I:

INTRODUCTION

"You got to be careful if you don't know where you're going, because you might not get there."

Yogi Berra, baseball catcher

"Have a plan. Follow the plan, and you'll be surprised how successful you can be."

Paul "Bear" Bryant, football coach

The Village of Cambridge is located in the southeastern portion of Washington County, New York approximately forty-four miles northeast of the state capital in Albany. Just west of the Vermont border, the village is nestled in the foothills of the Taconic Mountains within the agrarian landscape of Washington County. The regional context map on the next page shows the village in relation to other communities in the county and the region.

The Village of Cambridge, incorporated in 1866, occupies 1.6 square miles, or approximately 1,000 acres, and straddles the border of two townships: the Town of Cambridge on the west, and the Town of White Creek on the east. Roughly 1/3 of village residents live in the Town of Cambridge, while the other 2/3 of village residents live in the Town of White Creek. The Town of Jackson is adjacent to the village's northern boundary. The Owl Kill and the Cambridge Creek run through the heart of the village, while the White Creek runs near the southeastern boundary between the village and the Town of White Creek. These streams all flow toward the Hoosick River and ultimately into the Hudson River. The aerial photo, which follows the regional context map, shows the village boundary, town boundaries, stream corridors, and an aerial perspective of the natural and built environments of the village and its surroundings.

Due to its location at the edge of both the Capital District of New York and the Bennington, Vermont region, Cambridge has grown at a slow but steady pace over the last sixty years. Its population grew by only 20% since 1940. In the 1990's, the Village grew by just 19 people (1%). However, most of the villages in the region have lost population in recent decades. Cambridge has been an exception to this trend. Its ability to retain residents, and attract new ones, bodes well for its future success.

Over the last sixty years, the Village has undergone economic transitions as well. Like most downtown communities in the United States, the Village core experienced a period of disinvestment and neglect. However, the extent of this has been far less than in many other older, Main Street communities. In recent years, there have been notable successes bringing investment back to some of the Village's prominent Main Street buildings – for example, the Cambridge Hotel, Hubbard Hall, and Varak Park. And unlike many similar communities, the Village has not witnessed a substantial migration of residential and commercial activity to its periphery and beyond (a phenomenon commonly referred to as "sprawl"). Main Street and the surrounding neighborhoods remain the focal point of economic, civic, social, and cultural activity for the Village and the region.

Village of Cambridge, NY

2003 Comprehensive Plan

State Boundaries
County Boundaries
Hudson River
Major Roads
Rivers, Streams
Cities, Towns, Villages

N

2 0 2 Miles

Regional Setting

June 2003

THE SARATOGA ASSOCIATES

LANDSCAPE ARCHITECTS, ARCHITECTS, ENGINEERS, AND PLANNERS, P.C.

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Village of Cambridge, NY

AERIAL PERSPECTIVE

Village of Cambridge Boundary

Town Boundaries

Note: The aerial imagery shown was taken in April of 2001. The images are based on color-infrared photography, in which red tones indicate vegetation vigor.

N W E S

1000 0 1000 Feet

June 2003

THE SARATOGA ASSOCIATES

LANDSCAPE ARCHITECTS, ARCHITECTS, ENGINEERS, AND PLANNERS, P.C.

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TSA # 02002.10P

Cambridge has remained largely intact as a traditional, small urban community largely as a result of its location outside of the region's main growth corridors. The Village, however, did not escape unscathed from the more pervasive planning and design trends that dominated the second half of the 20th Century. Characterized by the near total domination of automobile travel as a planning and design consideration, these trends are evident in parts of the Village such as the intersection of Main Street (NYS Route 372) and Park Street (NYS Route 22). Most of the "new" commercial buildings (those built since 1950) in the Village have detracted from the traditional, pedestrian-friendly character of the community.

Above: Suburban-style, automobile-oriented development detracts from the Village's walkable environment and its traditional community character.

Below: A new building in Cambridge that respects the Village's urban form.

Recently, a new building was constructed in Cambridge that bucked this trend. A developer for the Unites States Post Office, following the Post Office's usual requirements, originally planned to move the local postal facility out of the Village core. The new building at the Village periphery would have been a single story, utilitarian structure surrounded by parking in the typical suburban style. Fortunately, the Cambridge community organized in opposition to this proposal. They correctly pointed out that this important institution belonged in the heart of the community. In response, the developer agreed to build the same building at a site on Main Street. While this resolved the location issue, the community recognized that the design of the proposed structure was still inappropriate for Main Street. Through continued dialogue, the community was finally able to convince the developer to redesign the building utilizing suggestions from local architects. The result is a new Post Office in the heart of the Village that respects the Village's urban form. While the process was far from perfect, this community victory was an important step in developing a common understanding of what is, and what is not, appropriate development in Cambridge.

Mid – 20th Century

The corner of Main Street and Park Street

Start of the 21st Century

Mid – 21st Century ???

What is Cambridge's Vision for the Future?

Over the last several months, the Village of Cambridge has come together in this effort to define comprehensively a future for the community. What kind of community does Cambridge want to be? The answer to this question helps to provide a context for the many decisions that the community will make now and in the future. It helps guide and prioritize the investments that must be made to sustain the Village's future.

Cambridge is a small urban community, with a pleasant and walkable Main Street and attractive residential neighborhoods. It has preserved an attachment to its past, and is well positioned to thrive in the future. Its unique sense of place is valued by residents and business owners, and recognized by those who visit. The choice for Cambridge is not whether or not to change – change will occur. The choice is about how to change. This Comprehensive Plan seeks to ensure that change occurs in a manner that maintains, and even improves the Village's character and quality of life.

Maintaining and enhancing community character and quality of life should be understood as more than just nice ideas. Instead, these should be viewed as the keys to the Village's long-term economic success. These are the

"Growth is inevitable and desirable, but destruction of community character is not. The question is not whether your part of the world is going to change. The question is how."

Edward T. McMahon, The Conservation Fund

community's primary strengths. They are what sets Cambridge apart from "Anyplace USA." In an economy that is more mobile and increasingly competitive in terms of attracting and retaining talented labor, quality of life has come to be recognized as a real criterion for economic development. That does not mean that Cambridge can ignore other economic development factors – available land, infrastructure, incentives, etc. But it should address these other factors in a manner that builds upon its key strengths.

This comprehensive plan sets out a path for community growth and vitality. However, growth should be understood not just in terms of geographic growth, but also as added value. Cambridge is a compact village with a limited area. This does not mean that it must expand outward to grow. There remain opportunities to develop and redevelop sites within the core of the Village. The existing industrial district contains additional land for development. The area immediately south of the library presents an opportunity for redevelopment. Even seemingly built-out areas such as the corner of Main Street and Park Street – the Village's primary commercial corner - could someday witness redevelopment for higher value commercial uses. There are also numerous buildings along Main Street that could be more intensively used if limitations such as infrastructure are resolved. This type of growth builds upon the Village's primary strengths, enhancing community character and quality of life.

The comprehensive plan:

- Is founded on a community-based/community-driven process which includes input from residents, businesses, institutions, environmental interests, and others to collaborate on plan development;
- Identifies assets, opportunities, and needs;
- Results in a coordinated vision for the future of the community;
- Outlines specific actions to achieve that shared vision; and
- Establishes a framework for community-wide collaboration on plan implementation.

"Plans are only good intentions unless they immediately degenerate into hard work."
Peter Drucker

Planning is merely the first step in a longer process. If the plan does not result in immediate and sustained activities by the Village, and by the many stakeholders who have been involved in its creation, the effort will have been meaningless. The power of a plan rests in its implementation. By involving all of the community in the development of this plan, it is hoped that the community will work together toward achieving the vision and goals outlined on the following pages.

SECTION II:

THE COMPREHENSIVE PLANNING PROCESS

The Village of Cambridge Mayor and Board of Trustees appointed a Comprehensive Plan Advisory Committee (the "Committee") in January 2002. The Committee included a cross-section of residents and business owners who had been involved in local government and community activities over the years. The Committee met approximately once a month, with the exception of July and August 2002. All of the Committee's meetings were open to the public, and a portion of the agenda at each was devoted to public comment.

All materials related to the Comprehensive Planning effort were kept on display at the Cambridge Public Library. The local weekly newspaper, *The Eagle*, was used to keep the public informed of events, issues, and outcomes related to the Village's comprehensive planning effort.

The committee reached out to the community on several occasions to solicit public input. Special opportunities for public involvement included the following occasions:

- **March 2002** -- ***Issues Identification Workshop*** **–** This public meeting was held early in the planning process to take stock of the current situation in the Village. Following a brief introductory presentation about the purposes and process for creating a comprehensive plan, attendees were divided into four groups. Each group was asked to identify the community's strengths, and the issues of concern that should be addressed through the plan. Working with a facilitator from The Saratoga Associates they answered the following questions:

  - What do you like about living in Cambridge? What is working, and should be protected or enhanced?
  - What problems / concerns should be addressed through the plan? What can be done to improve life in the village?

The results of the meeting are summarized in Appendix B.

- **March through May 2002** – ***Community Outreach Ambassadors*** – Members of the Comprehensive Plan Advisory Committee volunteered to go out and solicit additional public input by meeting with community groups from throughout the Cambridge area. Community groups ranged from the American Legion to the Story Hour for Young Children at the Library, and from the Village Planning Board to the Hubbard Hall Projects Board. These meetings followed a similar format to the Issues Identification Workshop. A complete list of the groups and a summary of the input that they provided are attached as Appendix B.

- **May 2002** -- ***Visioning Workshop*** - In May, more than sixty people participated in a Visioning Workshop. The purpose of this public workshop was to define a vision for the future of the Village.

The Saratoga Associates facilitated a brainstorming session on the eight primary issues that emerged from Issues Identification Workshop and the meetings with community groups. The

eight primary issues were: Youth; Main Street; Local Business & Employment; Village Edges; the Environment; Historical Resources; Public Spaces; and Faith in the Future. The Saratoga Associates asked participants to brainstorm answers to the following questions: (1) What would you like to accomplish in regard to this issue? (2) What are some of the obstacles to accomplishing this?

Then using images from Cambridge and elsewhere, attendees participated in an Image Preference Evaluation. Using a scorecard, each person was asked to rate a series of pictures on a scale from most positive to most negative. When rating the images, they were asked to consider whether they liked the image and whether they thought it was appropriate for Cambridge. After completing the exercise, The Saratoga Associates facilitated a discussion about participants' reasons for their responses/reactions to each image.

The results of the meeting are summarized in Appendix B.

- **January 2003 -- *Community Workshop*** – This public workshop served as a venue to present and discuss the Committee's preliminary plan vision, goals, and recommendations. Community feedback from this meeting was used to revise and refine ideas in the plan prior to completing a final draft plan.

The results of the meeting are summarized in Appendix B.

- **May 2003 -- *Comprehensive Plan Advisory Committee Public Hearing* --** The purpose of this meeting was to present the main elements of the Draft Comprehensive Plan to the community and to receive feedback from the public. The Comprehensive Plan Advisory Committee conducted this public hearing before it voted on a resolution to forward the final draft plan to the Village Board for its consideration.

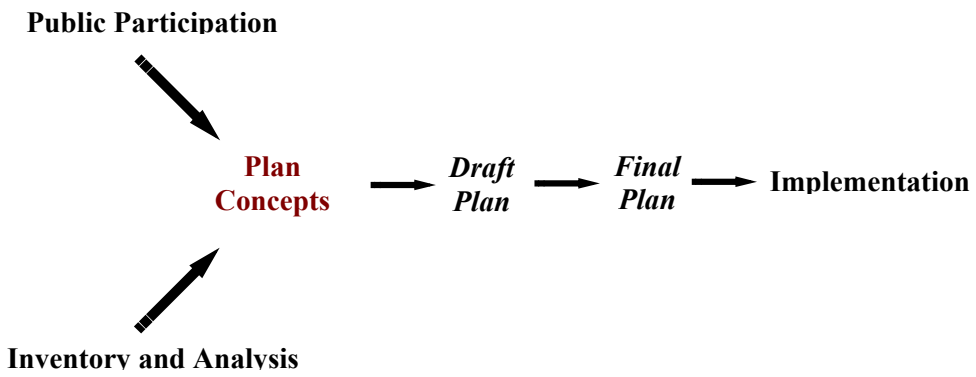
Notes from the public hearing are attached in Appendix B.

- **April 2004 -- *Village Board of Trustees Public Hearing* –** Once it formally received the Final Draft Comprehensive Plan from the Comprehensive Plan Advisory Committee, the Village Board held a public hearing before adopting the plan.

In addition to the special opportunities for public involvement identified above, The Saratoga Associates and some members of the Comprehensive Plan Advisory Committee met with the Zoning Board of Appeals; the Supervisors of the neighboring Towns of Cambridge, White Creek, and Jackson; and with members of a former Village committee that had drafted zoning revisions for consideration by the Village Board of Trustees. That committee worked together for nearly two years preparing draft zoning amendments that were, ultimately, not adopted by the Village Board of Trustees. Instead, the Board of Trustees decided to "put the horse back before the cart"

and initiated this comprehensive planning process. It was expected from the start that zoning amendments would again be considered based on the outcome of the Comprehensive Plan.

At the start of the Comprehensive Plan Advisory Committee's work, simultaneously with initial portions of the public outreach process, existing conditions in the Village and the surrounding region were examined. The results of this investigation are documented in the Inventory and Analysis attached as Appendix A. The Inventory describes the Village's demographics, land use patterns, zoning, environmental features, historic and cultural resources, parks, recreation, and open spaces, the transportation network, public utilities, and the economic setting. Information for the Inventory was collected from a variety of sources, including local, county, regional, state and federal agencies, and from previous reports and studies of the Village and the region.



General plan concepts were first discussed to address the problems and issues defined through the inventory, and from the initial public outreach process. From these general concepts, specific policies and recommendations were developed. Finally, a strategy for implementing the recommended policies and actions was created. The strategy assigns responsibility, prioritizes actions, and identifies resources for implementation.

Now that the Village Board has adopted the comprehensive plan, it should serve as a guide for future action by both public and private entities active in the community. As with any plan, it should be reviewed periodically to determine if the goals and recommendations within continue to be relevant based on changing circumstances, and refined or updated as appropriate.

SECTION III:

VISION AND GOALS

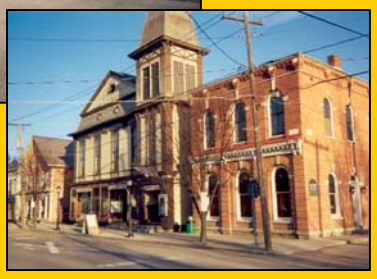
The Village of Cambridge aspires to be a vibrant, walkable Main Street community in rural Washington County. This small urban community will continue to be a center of economic, social, and cultural activity for the surrounding area. It will offer an excellent quality of life for residents and visitors alike. The Village will encourage and manage its growth, and preserve the best of its character for this and future generations.

To achieve this vision, the Village has established a set of goals to guide decision- making. The recommendations in the comprehensive plan attempt to direct action toward achieving these goals. The goals are to:

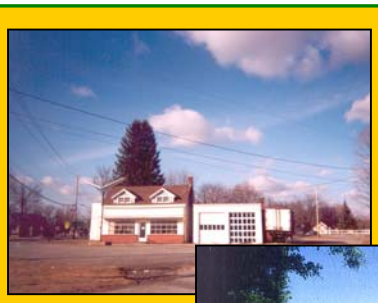
Expand opportunities for activity, recreation, education, gathering, and interaction between and among all groups of village residents. In particular, expand opportunities for youth and for seniors in the community.

Encourage continued growth that is consistent with the other goals for the Village. Promote development that enhances economic opportunity and community well being while considering the resources upon which our economy and our community depend in the long-term ("sustainable development"). Through sustainable development we aim to meet the needs of the present without compromising the ability of our community to meet its needs in the future.

Develop lasting and affordable solutions for community water and wastewater needs. These are the primary limits to the economic and environmental health of the Village.



Maintain the character and enhance the vitality of the three existing commercial / mixed-use nodes along Main Street (around the intersections with Union Street, the railroad tracks, and Park Street). Ensure that these areas remain the focal point for business, social, cultural, and civic activity in the Village and the region. Address parking, transportation, pedestrian mobility, infrastructure, business development, historic resource preservation and community character concerns to allow these areas to thrive as the heart of the community.

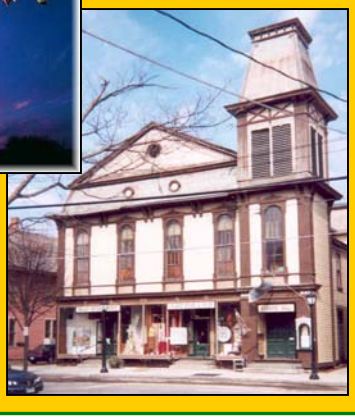


In addition to the commercial nodes along Main Street, make available well-defined areas along North and South Park Street (Route 22) and Gilbert Street (Route 313) for well-designed commercial and mixed-use development.

Enhance the sense of arrival to Cambridge by improving the "gateways" to the Village. Support efforts to discourage sprawl and enhance agriculture in the region.

Ensure the protection of all of the Village's important natural resources, and in particular the stream corridors, wetland systems, and scenic qualities of the valley. Enhance access to and understanding of these resources.

Preserve the Village's historic resources, especially those located within the Cambridge Historic District and any other buildings, structures, districts, objects or sites listed on the State and National Registers of Historic Places. Provide improved access to the significant historical archival materials and records of the Village and the Cambridge Valley. Enhance the presentation of this significant history for the benefit of current and future residents and visitors to the area.



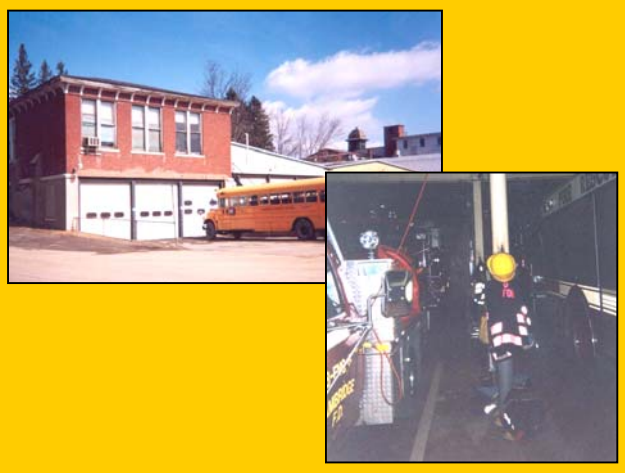
Celebrate and continue to nurture the arts, history, and other cultural offerings in the Village. These resources benefit residents, and bring many visitors and tourism dollars to the community.

Provide for a range of housing options to suit the Village's economically and demographically diverse population – seniors, young adults, families, etc. Ensure that the rental housing stock is well maintained and in compliance with applicable codes.

Encourage inter-municipal dialogue about issues that transcend the boundaries of the Village. Seek opportunities for collaboration, and solutions that benefit the Village and its neighboring municipalities.

Expand the supply and variety of public spaces available in the community – parks, squares, playgrounds, trails, etc. Public spaces provide opportunities for recreation, formal and informal interaction, and civic activities that improve quality of life and sense of community.

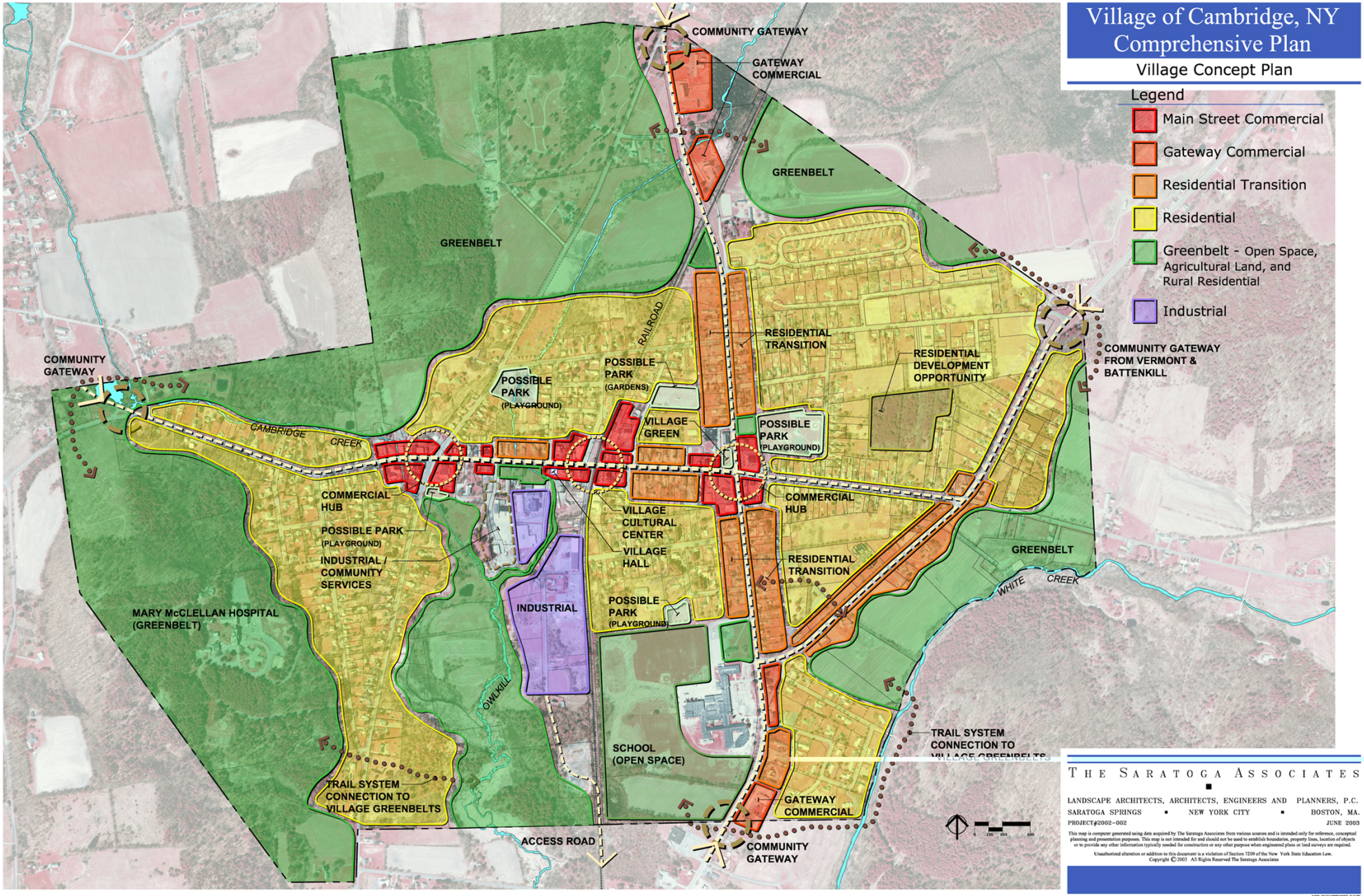
Foster cooperation among all of the diverse groups and interests in the Village toward the common vision identified in the plan.



Improve, as needed, the delivery of critical public safety services such as fire and police. Expand public access to village offices and meeting areas, and create new mechanisms for providing information about village-sponsored and community wide events.

Village of Cambridge, NY
Comprehensive Plan

Village Concept Plan



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LANDSCAPE ARCHITECTS, ARCHITECTS, ENGINEERS AND PLANNERS, P.C.
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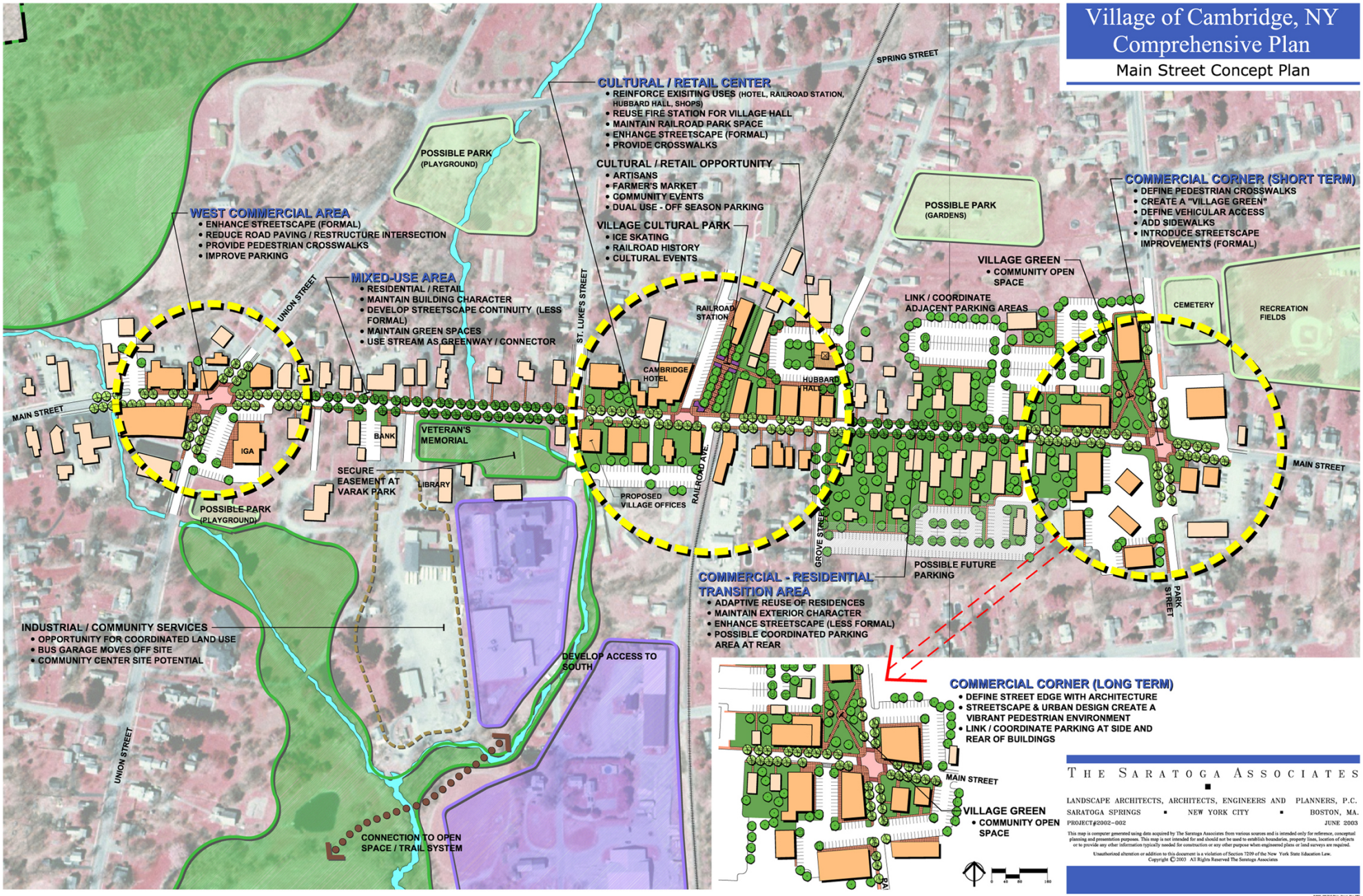
Village of Cambridge, NY Comprehensive Plan

Main Street Concept Plan



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SECTION IV:

PLAN RECOMMENDATIONS

The comprehensive plan recommendations are targeted toward achieving the vision and goals identified in Section III. The recommendations are organized around specific geographic areas in the Village, or topics of particular village-wide importance. The recommendations are not presented in any order of priority. The purpose of this section is to present recommended methods for moving toward the community's vision in these areas. The next section – Section V, Implementation – will present a programmatic strategy for implementing the plan's major recommendations. It is in that section that activities will be prioritized, and programs and projects detailed.

Each of the subsections below will begin with a brief description of the issues that have been raised by the community in terms of the specific geographic area or topic. This will be followed by a discussion of the proposed response to these issues and the specific tools/methods recommended for consideration.

Main Street

Issues:

- Main Street is the center of social, economic, and civic life in the Village.
- The community should be proud of accomplishments such as the Cambridge Hotel and Hubbard Hall, and the continuing success of local businesses along Main Street. These accomplishments create the potential for further growth and success in the heart of the Village.
- There has been significant progress in terms of restoration of older buildings along Main Street.
- The lack of sewer infrastructure limits the potential use (or intensification of use) of buildings along Main Street.
- Inadequate parking is perceived as a problem for businesses in the three commercial / mixed use nodes along Main Street.
- Traffic and safe pedestrian mobility are concerns at certain locations along Main Street. The quality (pleasantness) of the pedestrian environment, an important component of the Village's character and vitality, varies. However, the ability to walk to destinations in the Village is more than simply a community character issue. According to Census 2000, 75 housing units in the Village (over 10% of the total occupied housing units) have no vehicle (car) available. Another 317 housing units (43% of the total occupied housing units) have only one car available. With more than half (53%) of the community's occupied housing units having one or fewer cars, ensuring that there is a

safe and high quality pedestrian environment is an important issue.

- With notable exceptions such as the Village Post Office, the design of most "new" buildings on Main Street (those built during the second half of the 20th Century) has detracted from the traditional, pedestrian-friendly character of the Village.

Recommendations:

Sewer and water infrastructure

Any discussion about the future of Main Street must address the question of infrastructure. The lack of a village sewer system limits the potential reuse, or intensification of use of structures along Main Street. In short, this plan recommends that the Village initiate an effort to develop a public sewer system as a priority action following adoption of the Comprehensive Plan. More information about this recommendation is found at the end of this section under "Infrastructure and Public Facilities."

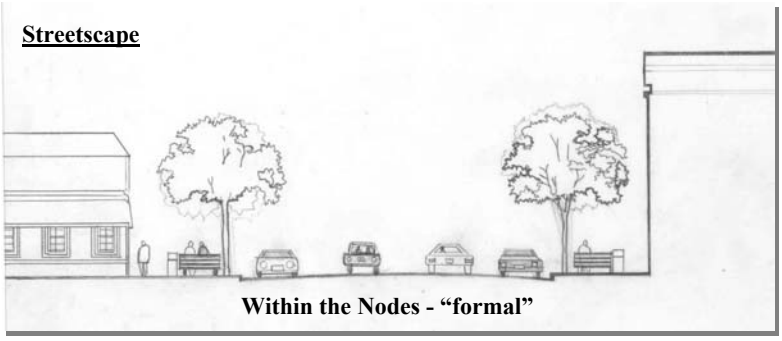
Streetscape Enhancements

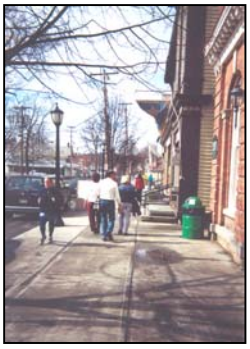
Streetscape can be thought of the as the landscape of urban environments. Curbs, sidewalks, planting strips, street trees, lighting, benches, trash receptacles, and more are the elements that together define the character and function of the urban environment. The presence or absence of these streetscape elements contributes to the experience of place in a walkable community such as the Village. The images below help to demonstrate the importance of streetscape to the feel of a place.

The photo on the left shows a section of a village street in its existing condition. The photosimulation on the right demonstrates what the same section of village street would look like after streetscape enhancements (new curbs and textured sidewalks, lighting, banners, street trees, and benches) and minor façade improvements (awnings) have been completed.

Both photos (above) show sidewalks and wide planting strips that effectively define safe pedestrian space. However, the photo on the right demonstrates how the addition of street trees, the location of buildings closer to the sidewalk, and friendly building facades (no blank walls / garage doors) can improve the quality of the walking experience.

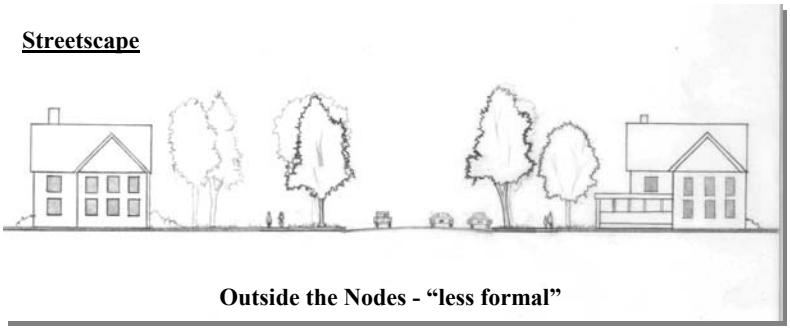
For Main Street, streetscape enhancements could fall into two broad categories. Within the three distinct centers of activity, or nodes, along Main Street (see the Main Street Concept Plan below), the streetscape elements might be organized to create a more "formal" character. This treatment would be extended onto sections of the primary perpendicular streets that intersect Main in these nodes - Park Street, Broad Street, and Union Street. In these three nodes - where commercial, cultural, and institutional activity is concentrated - sidewalks should be wide (8 feet or more when possible) and should extend to the curb. Street trees, located within tree grates, and pedestrian-scaled streetlights should be spaced at regular intervals. Street furniture such as benches and trash receptacles should be located as appropriate. Ideally, above ground power lines could be under-grounded or moved to the rear of parcels in these three areas.





Outside of the three centers, or nodes, of activity along Main Street – in between and to the east and west – streetscape enhancements should seek to achieve a "less formal" character. These areas tend to be more residential in nature. Even structures that are used for non-residential purposes tend to have a residential character (many were formally residences). Buildings tend to be setback farther from the street resulting in small front yards. The "less

formal" treatment of these areas would consist of narrower sidewalks (at least 4 feet – 5 feet is ideal where possible) with a grass planting-strip between the sidewalk and the curb. Street trees would be located within the planting strip at regular intervals. Street furniture (such as benches) would not be located in these areas in most cases.



Because much of this work will be located in the right-of-way of a state highway – Main Street is NYS Route 372 – the NYS Department of Transportation should be consulted in the process of developing more detailed design plans for these improvements. Also, changes involving streetlights and the under-grounding of power lines would require the cooperation of Niagara Mohawk.

Niagara Mohawk owns and operates the streetlights in the Village of Cambridge. This is typical of municipalities, which all across the State enter into contracts with the utility company. Niagara Mohawk is generally not interested in selling these fixtures to municipalities to operate on their own, but they will allow a municipality to exit from the contract. If a municipality should choose this option, there can be fees associated with removing existing fixtures, especially if they have not served their full-expected life of service. Niagara Mohawk is willing to work closely with municipalities such as Cambridge (through their Business Service Representative in Glens Falls) to lower their costs by installing and upgrading light fixtures to more energy efficient models.

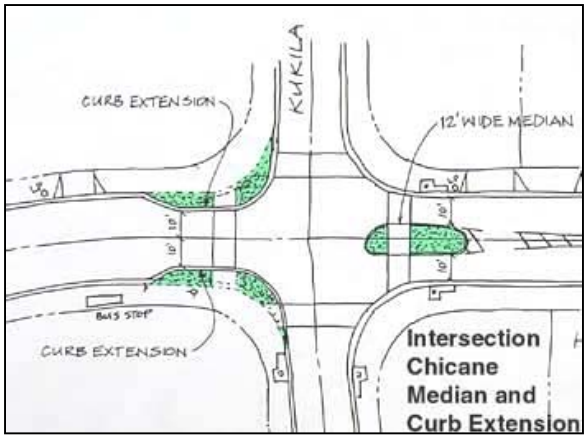
Under-grounding power lines is a greater challenge. Niagara Mohawk will work with municipalities free of charge to develop strategies for visual mitigation. Because the cost of under-grounding electric power lines is about six times that of installing overhead lines, it is generally prohibitively expensive for municipalities to do. Niagara Mohawk cautions that under-grounding does not eliminate all infrastructure from the street-level, and may not be as comprehensive a solution as the community is expecting.

The "Community Planning" division of Niagara Mohawk can be scheduled on fairly short notice – generally within a week or two – to meet with the Village to consider strategies and options for reducing the visual impact of electric power infrastructure in the community. A mixture of strategies is generally used including sight line analysis, which can help focus people on other areas of the streetscape. Techniques for accomplishing this range from

illuminating sidewalks to landscaping; under-grounding is most cost effective when it is done only at key locations. In Cambridge, the focus of attention for this effort should be limited to the three nodes of activity. Furthermore, the timing of such an effort should coincide with any street work and street openings resulting from the construction of sewer infrastructure or improvements to water infrastructure in the Village. This would potentially reduce the cost and limit the disturbance associated with these various investments.

Traffic Calming

Improving the safety and quality of the pedestrian experience along Main Street, and in other areas of the Village, is an important goal for the community. As noted earlier, this is not simply a question of community character. It should also be understood as an issue of mobility for those that cannot, or choose not to drive. In addition to doing a better job defining pedestrian space by providing adequate sidewalks and clearly marked crosswalks, a key strategy for enhancing pedestrian safety in urban environments such as the Village is traffic calming. Traffic calming involves roadway design and engineering techniques that provide visual cues to motorists to slow down and be alert for other motorists and for pedestrians. Narrow road widths, on-street parking, tight turn radii, bulb outs and curb extensions, textured or otherwise well marked crosswalks, and speed humps are examples of traffic calming techniques that could be utilized in the Village. Since Main Street is a state highway (as is Park Street where similar techniques would be appropriate), the NYS Department of Transportation must be involved in the design and implementation of these techniques.



Example of traffic calming techniques proposed for an intersection elsewhere in the United States.

Overly wide street widths and large turning radii at intersections encourage cars to move quickly around turns and create needlessly large crossing distances for pedestrians (left). The photo at right shows how narrower roads, tighter turns, pavement treatments and markings can improve these conditions. The use of such design techniques, that provide visual cues to motorists to slow down and be alert, is known as Traffic Calming.

Parking

Parking is considered a constraint to business growth in the three activity nodes along Main Street. Because most of the Village was laid out and constructed before automobiles, buildings along Main Street are located on narrow lots in a tight knit fashion. This traditional form of urban design creates a pleasing and convenient walking environment, which was of course the primary way that people traveled when these building were designed and constructed. The challenge of storing cars (parking) within this framework is today a somewhat difficult but necessary task. It is important to craft solutions that meet the needs of automobile travel without destroying the integrity of the place. A mistake that many communities made in recent decades was to borrow and attempt to apply through zoning, on-site suburban parking and loading standards to traditional downtown environments. This usually resulted in at least one of two undesirable outcomes – limited business investment and/or a degraded urban environment.

While a limited amount of on-site parking can sometimes be accommodated along the side and in the rear of buildings along Main Street, it would be a mistake to require this of businesses downtown. Instead a variety of creative solutions should be used to take maximum advantage of existing parking areas both on street and off street.

On street parking (which also serves to calm traffic) should be allowed on both sides of Main Street and other busy roads such as Park Street and Union Street. This parking should be clearly defined and signed. Time limits, especially during the day, could ensure frequent turnover of parking spots in the activity nodes were businesses are primarily located.

Opportunities should also be explored for sharing existing off-street parking lots. Using existing resources more efficiently should always be a priority. Churches and bars are the humorists' classic example of the perfect shared-parking arrangement. Because their peak hours are on different days and at different times of day, they can use the same parking spaces. This idea can be translated to many other situations. For example, two of the underutilized parking lots in Cambridge are associated with churches. A third underutilized lot belongs to the new Post Office. These three parking lots are adjacent to one another in an area just northwest of the Main Street / Park Street intersection. A shared parking agreement, to make excess parking spaces available for public use, would be ideal at this location. To begin, it would be necessary to conduct a simple survey of parking lot occupancy at different times of day and at different days of the week in order to develop a good understanding of what the excess capacity is. Sunday mornings are likely to be a peak time for church parking lots. Since other businesses tend not to operate at this time, however, this is unlikely to be a problem. The Village should consider what incentives it might be willing to offer in the process of negotiating such an agreement. For example, the Village could offer to redesign and reconstruct the three lots so that they are interconnected. The Village could offer to do snow removal in the winter, thus creating a win-win situation for all parties involved in the

agreement. If an agreement is reached, the Village must also take responsibility for making the availability of public parking in these lots (and any times when this would be restricted – i.e. Sunday morning) highly visible through the posting of official signs at the principal access points to the lots.

Creating new municipal parking lots is another option for the Village to consider. To the degree possible, these lots should not front directly on a primary street such as Main Street or Park Street. Instead, they should be immediately behind the buildings that front on these streets. A coordinated approach to signing these lots, and the shared parking lots, would make it easier for the motorist to identify and utilize these spaces.

Consider development of a management entity for Main Street

Based on lessons learned from suburban shopping malls, many downtowns and Main Streets have succeeded by pooling the resources of individual property owners to coordinate ongoing maintenance and improvement efforts. A Business Improvement District (BID), for example, provides a mechanism for landowners to raise funds for street and sidewalk maintenance and clean up, beautification, marketing, prospecting, and business recruitment and retention. Before moving to organize a BID, which requires property owners to tax themselves to raise funds, perhaps in Cambridge these activities could be initiated as a business association supported by staff at the Chamber of Commerce. Eventually, as Main Street continues to grow and prosper, a BID might be a more efficient and cost-effective mechanism that could be supported by business and property owners.

Historic District

There are several sources of funds and strategies for preserving and restoring historic resources in the Village of Cambridge. One option for the Village to consider is to seek designation as a Certified Local Government (CLG) from the NYS Office of Parks, Recreation, and Historic Preservation (OPRHP). CLG status would make the Village eligible for competitive grants to support activities such as: historic resources surveys, planning, public education projects, repair and restoration of properties listed in the Historic Register, administering and training the local historic preservation commission, etc. To become a CLG, the Village must enact local preservation legislation, establish a qualified citizen body to administer the law, and enter into a formal partnership with the State Historic Preservation Office. More than 30 communities in New York State have qualified for and participate in the CLG program. Examples of CLG communities include the Cities of Schenectady and Saratoga Springs in the Capital District, the Villages of Saugerties and Coxsackie in the Hudson Valley, and the Village of Penn Yan in the Finger Lakes region. The process of becoming a Certified Local Government requires a significant investment of time and effort, and a real commitment to preserving the community's historic resources. Owners of historic properties must also be willing to accept an additional level of review when they propose

improvements to those properties. The Village of Cambridge may not be ready to take this step currently. For now, it is recommended that pursuing CLG status be understood as an option and something that the Village can consider in the future. There are, however, other means of highlighting the importance of the community's historic resources and encouraging historic preservation.

A significant amount of inventory work has already taken place in the Village and many properties have successfully qualified for National Registry status. As part of the development of the comprehensive plan, committee volunteers conducted a preliminary update of the inventory of properties in the Village's National Register Historic District. The District was established in the late 1970's, and that was the last time that the properties were systematically inventoried. The updated inventory, attached as Appendix __, provides a starting point to gauge the effectiveness of the Village's current historic preservation efforts.

The Village should also continue to work with the Cambridge Historical Society and other interested parties to improve storage and access to the significant historical archival materials and records of the Village and the Cambridge Valley. This could be a consideration when the Village looks to improve its offices as part of a coordinated public facilities strategy discussed later in this section. And as a tourism development strategy, the Chamber of Commerce and others should also continue to develop enhanced presentations (walking tours, informational kiosks, publications) of the area's history for the benefit of residents and for visitors. This might include a more coordinated approach to telling the stories of this area with neighboring communities and with regional initiatives.

The Federal government encourages the preservation of historic buildings through the popular Federal Historic Preservation Tax Incentives program, which gives either a 10% or 20% tax credit to property owners who make *substantial* improvements to their properties. The following two tax credit programs were established by the Tax Reform Act of 1986 (PL 99-514; Internal Revenue Code Section 47): a 20% tax credit for the *certified rehabilitation of certified historic structures,* and a 10% tax credit for the rehabilitation of *non-historic, non-residential* buildings built before 1936. A tax credit lowers the amount of tax owned on income taxes. So, if a property owner invests $100,000 in a qualifying property, they may be able to deduct up to $20,000 from the amount of taxes they owe in a given year. Projects that are seeking the 20% tax credit must get approval or "certification" from the National Parks Service. These projects must involve a building that is listed in the National Register of Historic places, and the rehabilitation must be consistent with the historic character of the property. There may be some alterations to structures, but the projects cannot damage interior or exterior features that define the building's historic character.

The application process for these projects have several steps and can be lengthy. To avoid frustration and delays, it is advised that the application process be undertaken at the early stages of planning any significant project.

In 1997, New York State lawmakers passed the Real Property Tax Abatement enabling legislation, otherwise known as the Ithaca Bill. This legislation gives municipalities the right to establish tax abatement measures for historic home restoration for either locally or nationally significant structures. With this legislation behind them, municipalities are allowed to assess property at pre-improvement values for 5 years and increase assessment by 20% each of 5 subsequent years until reaching full market value in year 10. Thirty-five municipalities in New York State have passed this legislation. Its success as a tool to promote historic preservation has been hampered by the need for extensive cooperation between tax jurisdictions, including school districts and towns. No municipality has passed it in all three taxing jurisdictions. If, for example, a school district in a given municipality does not adopt the legislation concurrently with the municipality, the tax break becomes a much less significant incentive for property owners to make improvements.

New York State is currently considering a bill that would give owners of historic homes a state level tax credit for improvements to historic properties, at least 50 years of age. One advantage of this legislation is that the tax credit is a burden on the state rather than on municipalities. The Preservation League of New York anticipates that this legislation will be a significant tool to promote reinvestment in all kinds of older properties. The Village should follow the progress of this legislation and be ready to promote this tax credit in the community so that residents are in a good position to take advantage of it.

Create parks and other public gathering spaces

Memorial Park, located in front of the library on Main Street, is the only public park in the core of the Village. There are, however, three additional opportunities along Main Street for the establishment of small public parks. Each of these existing green spaces currently serves as an informal gathering place; and on certain special occasions such at the Balloon Festival, some of these receive intensive use. But unlike Memorial Park, these three green areas are privately owned. Their future as public spaces is dependent on the benevolence of their owners. Also, because they are not officially considered public spaces, they are not designed as public spaces.

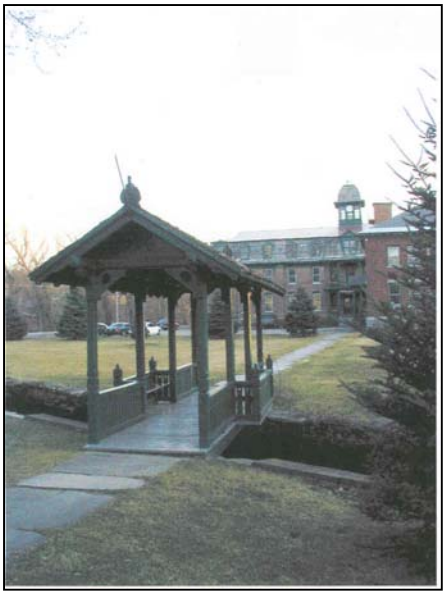
The three opportunity areas are: the informal green in front of the church on the corner of Main Street and Park Street (Route 22), the narrow strip of land between the railroad tracks and Broad Street across from the Cambridge Hotel, and the large green area in front of Varak Park. In each case the Village should work with the private owners of the properties to ensure that these areas remain undeveloped in the future. To secure these areas as greenspace, the Village could negotiate for the purchase of these lands. Alternatively, the Village could seek to acquire conservation easements to these areas through donation or purchase (at full value or perhaps bargain rate) from the landowners. Under the easement, the land would remain privately owned, but its development potential would be removed.

Assuming that the landowner would allow public access to these lands, the easement agreement could stipulate that the Village would be responsible for developing the land as a park, for maintaining it in the future, and for liability coverage. Essentially this would formalize the existing arrangement but would allow for public improvements to these "parks" and liability protection for the landowners.

Once the future of these areas is secured, the Village should work to improve the design of these parks. The ideas for the future use and design of these new public parks, presented below and on the Main Street Concept Plan, are simply a starting point for discussion. When the Village is ready to begin the actual design and construction work, it should utilize a place-driven, community-based approach as advocated by the Project for Public Spaces (www.pps.org), to be certain that these new parks serve the needs of the community.

At the corner of Main Street and Park Street, a "Village Green" could be established to provide a centerpiece public space at the Village's primary intersection. This would be one of the defining features for the community. By incorporating walking paths into its design, the Village Green would also link businesses at this key intersection to proposed public parking at the west side of the church and behind the Post Office. A gazebo, or some other central gathering spot, could provide a place for small public gatherings.

In front of the railroad station, running along Broad Street to Main Street, this narrow piece of land could serve as an attractive connection between the Cambridge Hotel and the Hubbard Block. Community activities at this site could serve as an additional boost to the retail, cultural, and entertainment mix developing in this node of Main Street. Two important design considerations for this site are derived from the buildings to its north and west. The Railroad Station is an attractive, historic building. The design of the park should extend some of the linear characteristics of this building. It is also important that Main Street end of the park be designed in a fashion that does not obscure the view from the street of the Cambridge Hotel. When traveling west on Main Street, the façade of the hotel is another one of the defining features of the Village.



The Varak Park site might require very little redesign. With its small covered pedestrian bridge and expansive lawn, this site is already a nice place to simply relax, picnic, play Frisbee, etc. The size of this site also makes it suitable for larger outdoor concerts in the summer months. A moveable stage might be a worthwhile investment here.

Partial funding for land acquisition and/ or development of parks is available through competitive grants from the New York State Office of Parks, Recreation, and Historic Preservation. Additional sources of outside funding could include the Governor's Office of Small Cities (Community Development Block Grants) and legislative member items.

Building and Fire Code (use of upper floors)

As of December 30, 2002, New York State completed its transition from the old to a newly revised state building code. According to the Secretary of State, "The [new] code will encourage both new development and rehabilitation of existing buildings, which is key to revitalizing our downtowns. It also gives code enforcement and fire officials, design professionals, builders and contractors a set of requirements consistent with the rest of the country." The new code should make it easier to reuse upper floors (for apartment or offices) of historic structures such as those found along Main Street in Cambridge.

The Village of Cambridge utilizes the services of Washington County for building and fire code inspection. The Village should work with Washington County Code Enforcement to ensure that the full impact of the new code is understood. Perhaps in partnership with the Chamber of Commerce, the Village of Cambridge could host an informational seminar so that the public, and especially the owners of historic (or simply old) buildings, are aware of how the new code might present new opportunities for these structures.

Zoning revisions

Zoning for Main Street should be rewritten to ensure that lot size and dimensional requirements, parking and loading standards, and buffering and lot coverage standards are appropriate for a downtown environment. Standards borrowed from suburban communities must be avoided. The application of suburban requirements for items such as setbacks and off-street parking can have disastrous effects – slowly ruining village character and stifling economic development.

Within the three nodes, a wide range of mixed-uses should be allowed and encouraged – retail, service, office, entertainment, cultural, and higher-density residential. Active uses such as retail, restaurants, and services should be located on the ground floor to the maximum extent possible. Active uses on the ground floor create an interesting street life and, therefore, a safe and attractive pedestrian environment. Residential and office uses should be located on upper floors.

Between the nodes, the existing residential zoning district should be replaced with a new residential transition district. This district would allow for a wider variety of mixed-uses than is currently allowed in the residential zone. However, design guidelines (see below) would ensure that the residential character of these areas is preserved, and performance standards

would protect existing residential properties from any negative impacts of non-residential neighbors.

To be most effective, the regulations should be generously illustrated. It is important that the applicants, the reviewing boards, and the public can easily understand the design requirements. Graphic codes help convey the design requirements more effectively. The importance of easily understood design requirements cannot be understated. From a developer's standpoint, rigorous standards established by a community are not a problem as long as the review process is efficient and predictable. A well-written and illustrated code achieves this dual purpose.

To make the project review process more effective and efficient, the zoning revisions should be in a clear and easy to understand format, and they should actually streamline the way projects are reviewed in a responsible manner. For example, it would expedite the project review process in Cambridge if the same board reviewed both site plans and special use permits. Since the approval of special use permits is often based, at least in part, on the design of the project, the Planning Board should conduct both reviews simultaneously. Under the current zoning, however, the Zoning Board of Appeals conducts special use permit review.

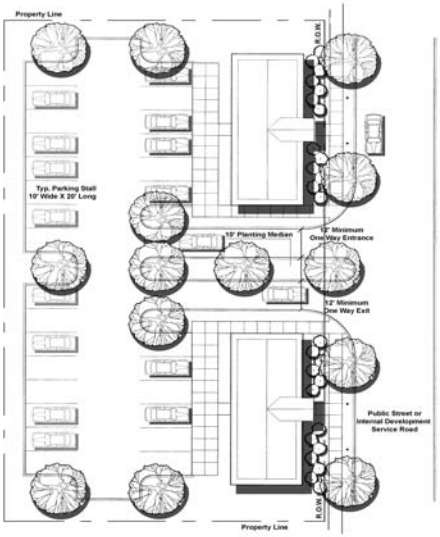
Develop design guidelines

Design guidelines should be developed for the commercial and residential transition zoning districts along Main Street. All new construction and substantial alteration of existing buildings in these districts would be subject to these guidelines. The guidelines themselves could be incorporated into the zoning code as part of the review criteria for special use permits. The guidelines should be prescriptive about the appropriate urban design and general architectural forms that are permitted.

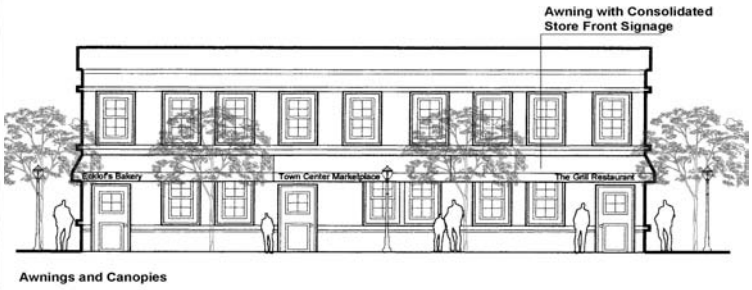
In developing the design guidelines for these areas, the results of the Image Preference Evaluation, conducted during the Visioning Workshop, should be considered. The guidelines should be based on the urban design and architectural forms that were rated highly (positively) by Village residents during that exercise. Poorly rated images provide a basis for understanding what is inappropriate, and therefore, what the guidelines should discourage. See Appendix B for the results of the Image Preference Evaluation.

In the nodes, the guidelines would illustrate some of the basic urban design elements that are necessary ingredients for a small urban mixed-use district. For example, buildings should be built to the sidewalk, should occupy all or most of their lot frontage, and have multiple stories. Parking, when provided for individual buildings, should be located behind the buildings on the interior of lots. Additional issues, such as well-designed lighting and signage, could also be addressed through the guidelines.

Design Guidelines could address core urban design and architectural issues such as building and parking location, entranceways, windows, etc. While neither building (above) is an architectural masterpiece, the drugstore on the right conforms to some simple and timeless design principles: the building is located close to the sidewalk, parking is located on-street and behind the building, a prominent entranceway faces the street, and windows on the façade create visual interest for pedestrians. Within the broad urban design and architectural principles outlined in the guidelines, there would still ample room for the architect's/designer's creative expression.



Example of mixed-use district design guidelines



In the residential transition areas the design guidelines would prescribe different urban design characteristics. Here the buildings should sit back from the sidewalk with small front and side yards. Building massing and general architectural features should be consistent with residential buildings. For example, architectural features such as pitched roofs and front porches (transitional spaces between the public and private realms) would be encouraged.

Main Street Concept Plan:

As already discussed, and as shown on the Main Street Concept Plan, there are really three distinct centers of activity along Main Street. Each of these areas contains a mix of commercial, residential, and institutional uses. The easternmost of these nodes is at the intersection of Main Street and Park Street. The westernmost node is at the intersection of Main Street and Union Street. The middle area, near the intersection of Main Street with the railroad tracks, is commonly referred to as the "Hubbard Block." These areas present some common opportunities, yet each also has distinct problems and possible solutions unique to its own area.

Note: *The ideas presented on the Main Street Concept Plan, and enlarged and further described below, are conceptual in nature. The sketches are presented to characterize the type of improvements that are desirable. These types of improvements could be implemented at these and/or other locations in the Village.*

The sketches were not prepared with survey level information about the actual dimensions of the areas shown. They do not require that any specific actions be taken on a particular site. It is understood that most of the land and buildings shown are privately owned. It is, however, the Village's intention to work cooperatively with landowners, developers, and the public to achieve the types of improvements presented here over time.

Main Street and Park Street

Because it is the intersection of two state highways (NYS Route 372 and NYS Route 22), this is the primary commercial corner in the Village of Cambridge. It is also the portion of Main Street that has suffered the most from inappropriate commercial development patterns over the last half century. The special character of the Village, the safety and quality of the pedestrian environment, and the safe and efficient movement of vehicles through and around this area has been diminished by the design of the "new" commercial development here.

Looking north on Park Street toward the intersection with Main Street

Main Street and Park Street (short term)

Short Term Concepts

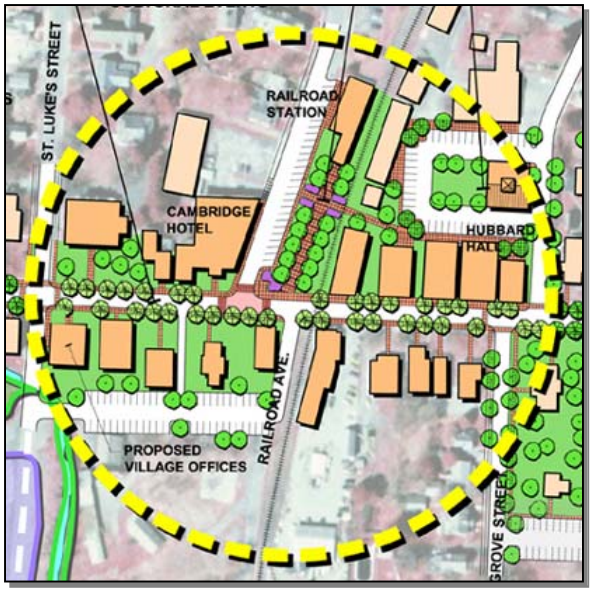
- Define Pedestrian Crosswalks
- Define Vehicular Access
- Add Sidewalks
- Streetscape Improvements (formal)
- Create a Village Green
- Link / Coordinate Parking

Main Street and Park Street (long term)

Long Term Concepts

- Define Street Edge with Buildings – through zoning and the design guidelines.
- Further Streetscape Improvements Create a Vibrant Pedestrian Environment
- Link / Coordinate Parking at Side and Rear of Buildings

The Hubbard Block

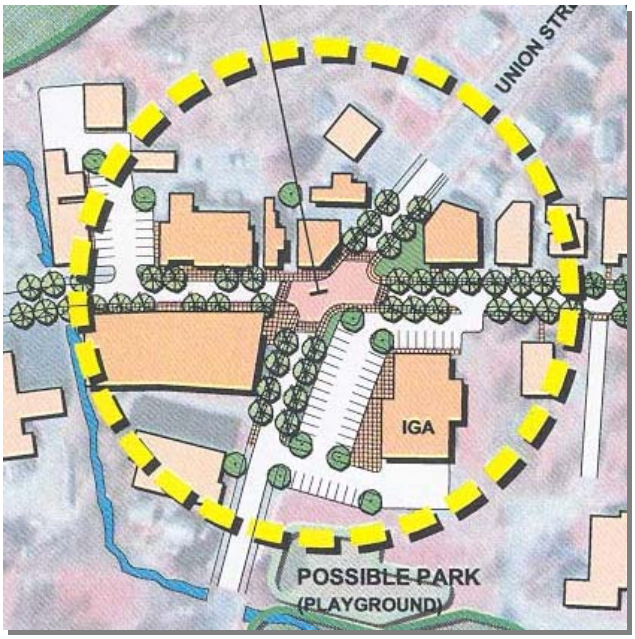


The Hubbard Block

The area around the intersection of Main Street with the railroad tracks is commonly referred to as the Hubbard Block. In addition to the commercial activity located here, this is the Village's primary cultural center. Anchored by the Cambridge Hotel, Hubbard Hall, and the Railroad Station, the Hubbard Block brings both residents and visitors to the heart of the Village throughout the year.

- Reinforce existing uses
- Reuse Fire Station for Village Hall
- Redesign Railroad Park Space
- Enhance Streetscape (formal)
- Provide Crosswalks
- Urban Design - Define Street Edge with Buildings (long-term)***Main***

Street and Union Street

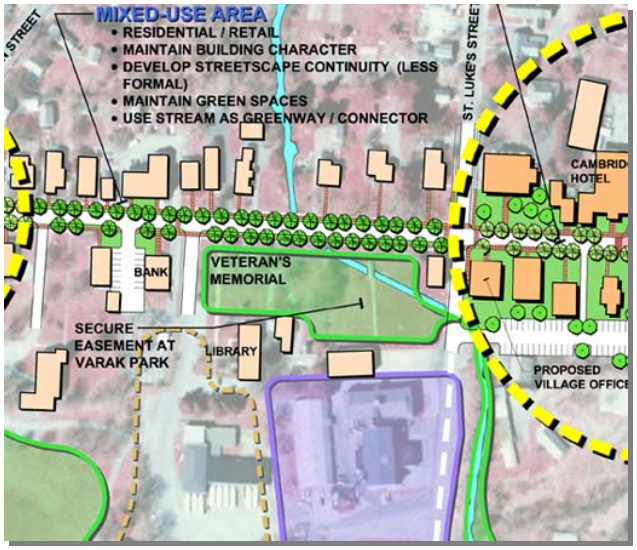


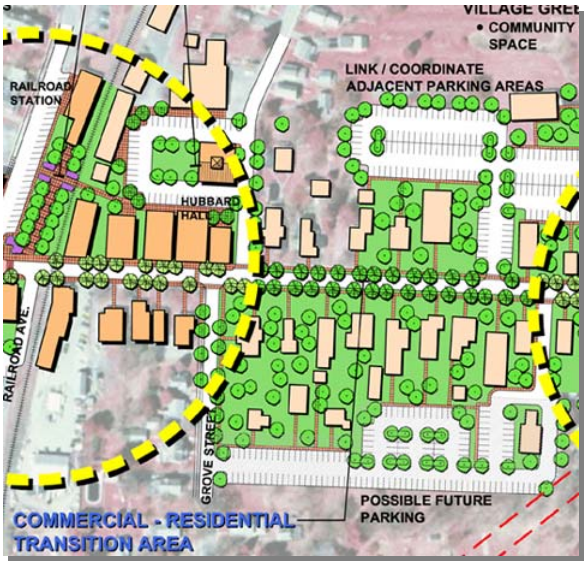
Main Street and Union Street

The western node of activity is centered on the intersection of Main Street and Union Street. This is an important commercial center for the Village's western residential neighborhoods. For example, the only two markets located in the heart of the Village are located in this node. The actual intersection itself, with its wide street widths and large turning radii, creates an unsafe environment for both pedestrians and motorists.

- Reduce Road Pavement / Restructure Intersection
- Enhance Streetscape
- Provide Crosswalks
- Improve Parking
- Playground
- Urban Design - Define Street Edge with Buildings (long-term)***Between the Nodes***

The areas between the three commercial nodes still contain a mix of uses, but there is a greater concentration of residential uses. More importantly, the design character of these areas is softer and less formal than what is found in the nodes. Buildings tend to have residential forms (regardless of their actual use), and they are setback farther from the sidewalk. Sidewalks are generally separated from the curbs by a planting strip.





- Enhance Streetscape - "less formal"
- VARAK "Park" – secure greenspace
- Create Redevelopment Plan for the Industrial Expansion / Community Service Opportunity Area – large area to the south of the Library

Industrial Expansion / Community Service Opportunity Area

Current location of school offices, Village offices, bus garage, and highway department

Possible location for expanded industrial development

and/or

Possible location for needed public facilities such as: Police, Fire, Village Hall, and Community Center

Residential Neighb

Iss ues :

- Older neighborhoods established on a framework of interconnected streets and walkable blocks
- Small lot sizes are advantageous for walkable neighborhoods but are problematic when utilizing septic systems
- Community water system is privately owned and only available in certain areas
- Inconsistent sidewalks and streetscape elements (planting strips and street trees)
- Finding funding for improvements. Especially for those households with limited or fixed incomes.

Recommendations:

Sewer and water infrastructure

Any discussion about the future of the Village's neighborhoods must address the question of infrastructure. The lack of a village sewer system is an issue for many homeowners because the small housing lots found throughout this traditional community are not well suited for individual septic systems. In addition, the privately owned water system does not serve all residences in the Village. Many homeowners rely on wells for drinking water. Again, smaller Village lots do not provide room for adequate separations between wells and septic systems. In short, this plan recommends that the Village initiate an effort to develop a public sewer system as a priority action following adoption of the Comprehensive Plan. It also suggests that the Village work with the water company to institute needed upgrades and to explore potential expansion of the service area. More information about these recommendations is found at the end of this section under "Infrastructure and Public Facilities."

Maintain the integrity of predominantly residential neighborhoods

The Village's residential neighborhoods are a major asset for the community. Pleasant and safe neighborhoods in close proximity to the commercial and mixed-use activity centers of Main Street help create the high quality of life that residents enjoy. It is important to preserve the integrity of these neighborhoods by discouraging the encroachment of inappropriate commercial uses into them. At the same time, modern technology now allows many people to work from home, and many small businesses get their start in home offices. It is also a characteristic of traditional rural communities to see small, home-based cottage industries that provide or supplement the household income. The zoning regulations for the Village's residential neighborhoods should allow these activities to continue. Home-occupations and

small home-based businesses (with a limited number of employees) can coexist with residential neighbors as long as there are certain protections in place. The potential impact of parking and signage, and the volume and frequency of new trips to the site are important issues that must be considered for these uses under the zoning law. If successful, some of these businesses may eventually outgrow their home locations, and it is important that small office/retail spaces or small business incubator facilities are available in the Village for these transitions to occur.

An additional concern in the Village is the availability of affordable housing. One manifestation of this issue is the increasing number of requests to site mobile homes on individual lots throughout the community. While this type of unit can be an important form of affordable housing, the Village understands that over the long-term mobile homes do not retain their value and, therefore, provide little equity for their residents. In addition, mobile home owners in mobile home parks do not own the land that they occupy. This further decreases their equity and leaves them vulnerable to mobile home park operators because, despite their name, most mobile homes are not easily moved.

The Village would like to encourage a reduced dependence on mobile homes as a form of affordable housing. More permanent alternatives such as modular homes, panelized homes and pre-cut homes (all of which must be built to NYS Building Codes, are set on permanent foundations and have wood framed floor systems) as well as smaller lot single-family homes and duplexes, and apartments would better serve the need of Cambridge's residents. As a result, the Village will need to make some revisions to its zoning ordinance regarding mobile homes. First, the zoning ordinance should distinguish between a mobile home, and other modular homes. Modular, pre-cut or panelized homes can be less expensive than conventionally built homes, but they retain their value and are therefore a better form of affordable housing than mobile homes. The zoning should also be revised to prohibit new mobile homes on individual lots and the establishment of new mobile home parks. Existing mobile homes on individual lots should be able to be replaced for any reason, including damage or destruction by fire or natural disaster up to a specified date approximately five years out from when the revised zoning is adopted. After that sunset date, all mobile homes on individual lots would become non-conforming structures and would slowly phase out of use. For the one existing mobile home park, the Village could consider allowing a limited expansion of the park as an incentive for improvements. This would involve a thorough special use permit review to ensure that the health, safety, and welfare of mobile home park residents are well protected.

In addition to promoting the use of modular homes rather than mobile homes, the Village can encourage other forms of quality affordable housing through its zoning ordinance by allowing "as-of-right' or by special use permit: upper floor residential units in the mixed-use nodes along Main Street, duplex and multi-family homes that are built in similar architectural style as existing single family homes, accessory apartments, carriage houses, etc. The Village's

Residentia

success in addressing its sewer and water concerns will determine to what extent these higher density forms of housing will be viable.

Improve pedestrian connections throughout the Village

Develop a long-term program of sidewalk and streetscape improvements throughout the Village's neighborhoods. The condition of the Village's pedestrian infrastructure varies significantly from one location to another. The goal of this program would be to fill gaps, and to create some consistency in how this infrastructure is developed (width of the sidewalks, planting strip, curb, and the location of street trees in the planting strip). Standard details for these elements should be created so that public and private improvements achieve the same results.

The Village Department of Public Works (DPW) currently tries to complete approximately 300 feet of sidewalk repair/replacement per year. Most of this effort is focused on the business district. The Village should seek to double this effort, completing approximately one residential block per year in addition to the Main Street work. It is also recommended that complete blocks be finished at one time rather than a more piecemeal effort. However, if there is additional time during the construction season, the DPW could continue to partner with residential property owners to work on individual properties. Under the existing program, the DPW provides free labor if the property owner pays the cost of materials.

Street trees should be another component of efforts to improve the pedestrian environment in the Village's neighborhoods. The DPW currently spends about $500 to $1000 per year to plant new or replacement street trees around the Village. This program could be expanded in a number of ways. The New York State Department of Environmental Conservation (NYSDEC) has a program designed to assist communities like Cambridge with tree planting. The NYSDEC defines *urban and community forestry* as the "management of trees and forests within populated areas from small villages to populated cities." The NYSDEC recognizes the multiple benefits of urban forestry programs, which have recently been shown to have impacts on environmental as well as socio-economic factors in urban areas. Not only have recent studies shown that trees improve air quality, they also improve the business climate by attracting shoppers and tourists. The NYSDEC's Urban and Community Forestry Program offers technical assistance and matching grant funds to local governments, citizens groups, service clubs and other organizations interested in promoting community forestry. In 2002 the NYDEC offered grants in several categories including Community Forestry Grants for municipalities with populations under 65,000 residents, and Volunteer Project Grants for not-for-profit corporations working in partnership with volunteer groups.

There are other innovative ways to fund a street-tree planting program. Tree Gift and/or Cost Sharing Programs (between the Village and residents, businesses, or community organizations) exist in many communities around the country. The National Arbor Day

Foundation (arborday.org) has a program called Tree City USA that provides guidance for community urban forestry programs, and has standards that community's can pursue to be designated a "Tree City USA." Achieving such a designation does not necessarily require the expenditure of vast sums of money. In fact, the community's forestry program must have a minimum annual budget of only $2 per capita (approx. $4,000 for Cambridge) to qualify.

Ensure that new residential development extends the village street pattern and character

If new residential development occurs adjacent to existing developed areas of the Village, the new project should integrate with the traditional form of the Village. For example, the illustrations below demonstrate how a traditional street network can be expanded to accommodate new growth.

Left: Original village street network

Middle: Suburban style growth

Right: Village extension consistent with traditional street pattern

From Randall Arendt's, Rural By Design (1994), APA Planners Press.

Economic Development and Tourism

Issues:

- Fairly strong and diverse commercial and industrial base (major employers in education, manufacturing, services, etc.)
- Strong community character, and plentiful cultural and historic resources bring visitors to the Village
- Lack of public water and sewer infrastructure limits potential economic growth
- Lack of readily available sites for new commercial and industrial development
- Pressure to develop commercial sites in ways that are inconsistent with the urban form of this traditional community – especially along state highways.

Long-term impact of suburban strip development patterns

Recommendations:

Sewer and water infrastructure

Any discussion about Economic Development must address the question of infrastructure. The lack of a village sewer system limits the potential economic growth in the Village. This plan recommends that the Village initiate an effort to develop a public sewer system as a priority action following adoption of the Comprehensive Plan. It also suggests that the Village work with the water company to institute needed upgrades and to explore potential expansion of the service area. More information about these recommendations is found at the end of this section under "Infrastructure and Public Facilities."

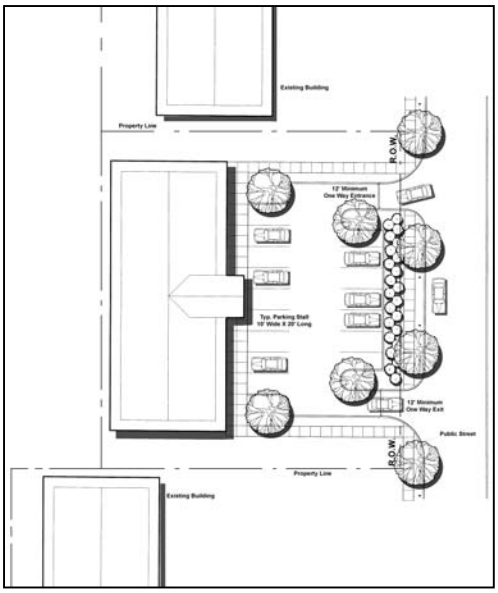
Main Street

As discussed above, Main Street remains the heart of social, economic, and civic life in the Village. The recommendations for Main Street included public investments targeted at enhancing the character, safety, and vitality of the three mixed-use commercial districts along this important street.

Park Street (NYS Route 22)

Like Main Street, Park Street (NYS Route 22) is an important travel corridor in the Village and the region. Due to the traffic that uses this road, it has been an attractive location for certain businesses. Aside from the area at the intersection of Park and Main Streets, there are four small pockets of commercial development along this road, two at the northern end of the Village and two at the southern end of the Village. Each of these areas contains a mix of active businesses and underutilized or, in some cases, vacant establishments.

It is recommended that these limited areas be formalized as gateway commercial zoning districts (see Village Concept Plan). These districts would allow for a mix of commercial uses. The use of the word "gateway" indicates that these areas occupy important entranceways to the community from the north and the south. As such, they play an important role in creating a positive impression of the Village. Design guidelines should be developed for the gateway commercial districts along Park Street. All new construction and



substantial alteration of existing buildings in these districts would be subject to these guidelines. The guidelines themselves could be incorporated into the zoning code as part of the review criteria for special use permits.

Like the guidelines for Main Street, the guidelines for Park Street should be prescriptive about the appropriate urban design and general architectural forms that are permitted. However, the form of development recommended for Park Street could be somewhat different than Main Street. For example, a small amount of convenience parking might be permitted in front of the building, and single-story structures would be considered more favorably. And the guidelines would ensure that the design of projects in these areas would be accommodating to pedestrians, would incorporate good access management, and would contain provisions for landscaping, buffering, and signage.

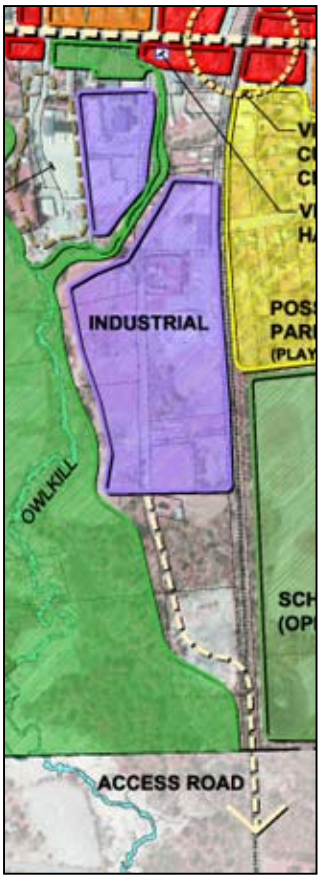
The remaining frontage along Park Street (NYS Route 22) should be zoned for residential transition as described for Main Street above. The residential transition district would allow for the conversion of use away from residential (reflecting an existing condition), but would focus attention on maintaining the residential character of buildings and sites in these areas.

Finally, traffic calming techniques, as described for Main Street, should also be implemented along sections of Park Street. Starting in the vicinity of Gilbert Street and the Cambridge School at the south, and Spring Street at the north, these techniques would be employed to provide visual cues to the motorist that they have left the rural highway and entered a community where they need to slow down and be alert.

Industrial District Development

The Village's Industrial District stretches south from Main Street between the railroad tracks and the Owl Kill wetlands system. There remains considerable room for industrial growth in this area. Because of the very close proximity of this Industrial District to both residential and commercial areas in the Village, low-impact industrial activities (often referred to as "light industry") are desired here. With safeguards established against adverse odors, sound, light, dust, vibrations and other possible negative impacts to adjoining areas, the Village should welcome and encourage further build out of this Industrial District.

The Village should work with the Washington County Local Development Corporation (WCLDC) to investigate the possibility of creating additional "shovel-ready" industrial development sites in this district. The obvious limitation here is the lack of water and sewer infrastructure. But additional considerations should be access to technology infrastructure, and the potential for construction of a southern access route to keep truck traffic to and from the industrial district off of Main Street. Development of a southern access route, by extending Pearl Street south to County Road 71, would require the cooperation of the Town of White Creek.



An extension of Pearl Street south to County Road 71 would create a southern access route to/from the Village Industrial District.

Washington County Empire Zone

The recently designated Washington County Empire Zone provides yet another mechanism for retaining or expanding existing businesses and attracting new ones to the area. Thirteen acres in the Village and the Town of White Creek are included in the Empire Zone. This area includes Eastern Castings, Vermont Timber, Bentley Seed, Varak Park, and the Cambridge Hotel.

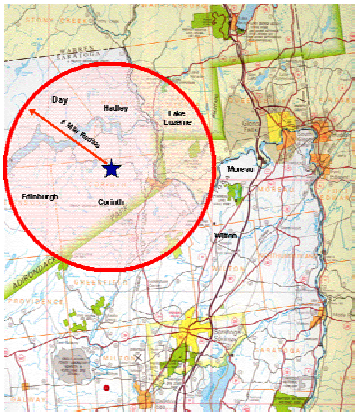
Empire Zone status makes businesses within the zone eligible for state tax credits. These state tax credits are available for business expansion, which can include capital improvements to facilities and/or expansion of the businesses employment. There are no grants or other types of funding associated with Empire Zone status for infrastructure (roads, water, sewer) improvements in or around Empire Zone businesses. But grant applications for infrastructure improvements sometimes get extra points if they support Empire Zone businesses, or their efforts at expansion.

There is interest in the Village for expanding the Empire Zone to include all Main St. businesses. While the businesses not already in the Empire Zone tend to be smaller, and therefore would expand and add employees only sporadically, together they could benefit substantially from the tax credits that come with Empire Zone status. The announcement that Mary McClellan Hospital would close also generated some interest in extending the Empire Zone to include the hospital facility as a means of encouraging its reuse. In addition to its role as a valued health care provider in southern Washington County, the hospital was the largest employer in the area. The Village should work with the WCLDC to move the discussion forward about Zone expansion. The County is accepting applications for Empire Zone boundary amendments, but there is limited time and a limited amount of available space. As a preliminary step the Village should hold a meeting with business owners who are

interested in being included within an expanded Empire Zone boundary, find out their plans and coordinate an effort to put the application together.

Business recruitment and retention strategy

Cambridge is home to a diversity of retail, service, entertainment, and cultural establishments. Continuing to nurture the growth of these existing enterprises, and adding new ones that compliment those already here, would be the focus of a business recruitment and retention strategy. A potential partner in this type of endeavor would be the Chamber of Commerce.



Primary Trade Area

As a starting point, the Village or the Chamber of Commerce might initiate a market analysis to profile the existing customer base and their purchasing habits, and to identify opportunities for expanded retail activity along Main Street and in the gateway commercial areas on Park Street. The result of this study would be a branding strategy for the Village, and an understanding of existing gaps in services that would inform business expansion and recruitment efforts.

Village Gateways and Edges

Issues:

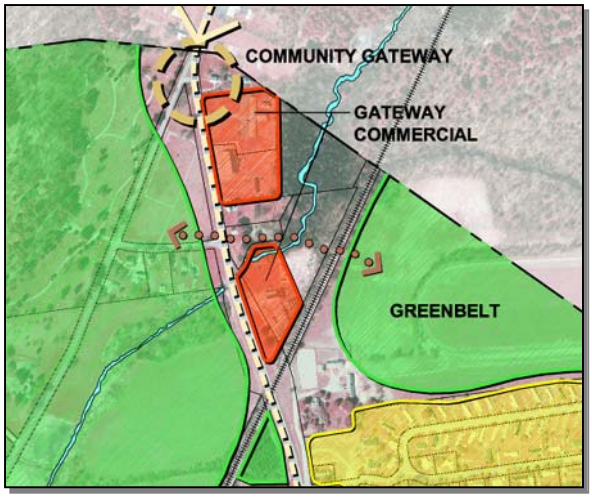
- Large areas of agricultural and vacant land at the village edges (both inside and outside of the village limits)
- The distinction between the rural countryside and the high quality urban environment at the core of the Village is part what makes this area of Washington County attractive for residents and visitors.
- There is some pressure to develop at the edges, especially commercial development along the state highways.
- Some of this is within the Village's control, however cooperation with neighboring townships is necessary

The Village / Town Boundary where NYS Route 22 enters the Village from the north.

Recommendations:

Create a sense of arrival

Each of the four main gateways to the Village has the potential to create a strong "sense of arrival" to Cambridge. The four primary gateways are: the southern gateway along NYS Route 22, the northern gateway along NYS Route 22, the western gateway along NYS Route 372, and the eastern gateway along NYS Route 313. Each of these four areas is characterized by a fairly sharp transition from the rural countryside to the Village proper. Certain features of the landscape help to define this transition. For example, from the north on Route 22, the cemetery, the curve in the road, and the small commercial area just inside the village create this sense of arrival. From the west on NYS Route 372, the topography and the Cambridge Creek help to define the entranceway where County Road 59 and Coila Road meet the state highway.



The northern gateway to the Village

The Village should work with partners such as the Chamber of Commerce to develop entranceway statements at these locations. An attractive "Welcome to…" message would set the right tone for visitors to Cambridge.

Create a Greenbelt around the core of the Village

Envision the large agricultural, vacant, and institutional parcels at the outer edge of the village as a greenbelt around the Village core. The Village Concept Plan Map illustrates this idea. The greenbelt would serve to maintain a distinction between the rural countryside and the high quality urban environment at the core of the Village. This sharp distinction is part what makes this area of Washington County attractive for residents and visitors.

Agriculture is a traditional component of Village life, and continues to be an important economic activity in the outer areas of the Village and in surrounding towns. The greenbelt area of the Village should continue to be a location where appropriate, site-specific agricultural activities are allowed and encouraged. However, because of the close proximity of these areas to residential neighborhoods farming activities should be limited to small scale operations that utilize agricultural best management practices as promoted by Washington County Farm Services Agency and the Soil and Water Conservation District to minimize conflicts between farm and non-farm neighbors, and to protect environmental resources. In

crafting zoning language, to implement all or some of these recommendations, consideration should be given to protecting environmental resources and respecting non-farm neighbors, while ensuring that the requirements and procedures do not create an unnecessary burden for small farmers in the Village.

It is important to recognize that farming is a business activity, and preserving agriculture, therefore, must be understood as an economic issue. To ensure that agriculture remains a part of Village life, the Village should work with County agricultural agencies to be sure that small Village farms are provided with technical assistance from these agencies as needed. Farms in and around the Village could benefit from their proximity to the Village core by developing direct marketing, pick-your-own, community supported agriculture, or other such operations that take advantage of being close to non-farm populations. Further attempts to develop relationships between area farms and downtown markets and food-service businesses, the new farmer's market, and the budding partnership between a local horse stable and hotel are all promising efforts to create expanded economic activity for local agriculture. The Cambridge region's growing tourism industry could enhance, and also benefit from, these types of initiatives.

It is important to recognize that virtually all of the land shown as "greenbelt" on the Village Concept Plan is privately owned. The designation of these areas as a greenbelt on the map does not have any regulatory effect on the landowner. All efforts at implementing this vision will require the participation of landowners. The Village should work with these large landowners, and respect their property rights by providing alternatives to development when possible. Purchase of Development Rights (PDR), term easement/tax abatement programs, or other similar incentive mechanisms could be considered to preserve important farmland and open spaces in the Village and surrounding towns. When residential development does occur in the greenbelt, techniques such as clustering or conservation subdivision design could be used to ensure that open areas and rural character remain (see "Rural Residential" zoning recommendation below).

Explore partnerships with land conservation organizations

Work with a local/regional land trust to provide information to local landowners (in the "greenbelt") about the donation of conservation easements and look for other ways to provide incentives to landowners to keep their land undeveloped.

Create a "Rural Residential" zoning district to encompass the parcels in this greenbelt area

Almost all of the greenbelt area is currently zoned R-2 which has a minimum lot size of 10,000 square feet (about 4 homes/acre). The Village should consider reducing the base density of this area. More importantly, within the zoning and subdivision regulations the Village could separate the concept of "lot size" from the concept of "density" in order to

allow creative subdivision design that conserves important natural, agricultural, and open space resources. Conservation subdivision design and clustering are density neutral subdivision techniques that result in permanent open space conservation by allowing flexible lot sizes.

Comparison of a conventional subdivision (left) with a conservation subdivision (right). In both cases, a total of 16 residential lots were created. A conservation easement ensures that the open land preserved as part of the conservation subdivision (right) cannot be further subdivided or developed in the future.

Parks and Recreation

Issues:

- Several great opportunities along Main Street
- Need for small parks (with playgrounds) in areas of the Village – especially west of the railroad tracks.
- Trail connections – Mary McClellan Hospital and other interested landowners
- Work with the school district to make use of indoor/outdoor facilities
- Concern about "policing" public spaces

Recommendations:

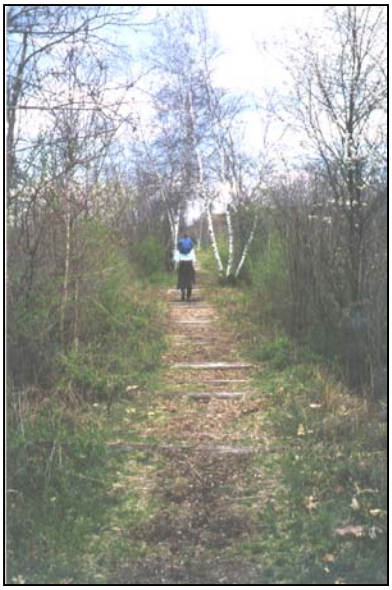
Take advantage of opportunities to create public spaces along Main Street

As described in the Main Street recommendations above, there are three opportunities to create public parks in the heart of the Village. The Village should work to secure these sites and to design and develop them to meet the community's needs.

Develop playgrounds to serve the neighborhoods

As described in the Inventory and Analysis (Appendix A), the Village is underserved in terms of parkland. The only playground in the Village is located at the south side of the Cambridge School, just before the White Creek town boundary. At public meetings, residents expressed strong support for the addition of new playground facilities in closer proximity to the Village Center.

The Village Concept Plan indicates several locations for new park/playground facilities: Off South Union Street behind the IGA supermarket, at the corner of Union Street and Spring Street, at the Cambridge Valley Athletic Association fields, and on a small Village owned parcel off Avenue B. It should be noted that these sites were not investigated to determine their actual suitability for parkland, nor were the owners of these sites consulted. The indication of specific locations on the map is simply meant to demonstrate how the new parks could be situated to provide easy access to playgrounds from most residential neighborhoods.



The Village Concept Plan also identifies a parcel of land on the east side of Washington Street as a possible park of a different kind. As a former site for the Rice Seed Company's trial gardens, perhaps this potential park on Washington Street could be developed as a botanical garden or utilized as a community garden for village residents.

Develop trail connections through the Greenbelt

One of the opportunities that the greenbelt concept creates is the possibility of a network of trails through the Village. But as stated above, most of the land in the greenbelt is

privately owned. It is important to recognize that there is no automatic right for the public to have access to open lands, even those lands that are under a conservation easement. Because land under a conservation easement remains in private ownership; all of the rights of land ownership except the right to further develop the property remain. This includes the right to prevent trespassing. The Village cannot compel a private landowner to allow public access on their land. However, the Village can purchase the right for public access, offer incentives to a landowner for allowing public access through open lands, or attempt to convince a landowner to donate public access to the community. Incentives can be built-in to land use regulations as incentive zoning provisions. With such a provision, the developer would be offered some modest increase in the allowed density, perhaps up to 10% or 15% of the total number of permitted housing units, in return for permitting public access to the open lands. And although NYS General Obligations Law has become much more supportive in terms of limiting the liability of landowners who allow public access to their lands for the purposes of enhancing recreational opportunity, the Village could extend its own existing liability coverage to any trails created as part of this greenbelt network. These types of incentives can be very powerful tools for establishing a community trail network.

Owl Kill Nature Trail

The Owl Kill and associated wetlands are located in the southern portion of the Village between the Industrial Zone and the South Union Street neighborhood. This expansive area could become a nature trail with educational signage to highlight features of the wetlands ecology. Parking and access to this nature trail could be from the north through the Industrial Expansion/Community Services Opportunity Area, and/or from the south on County Road 71.

Like with the other trails discussed above, the Village or an organization interested in championing this project would need to negotiate with the private landowners in this area for public access. Once public access has been secured, trail development can begin. This type of trail development does not need to be an expensive proposition. The Bog Meadow Brook Nature Trail in Saratoga Springs was developed with mostly volunteer labor and donated materials. Even the wooden boardwalks that span the wetlands were built by work parties from a local prison. Signs describing the history of the corridor (a former railroad), and highlighting the natural features of the trail were developed by an intern, and paid for through a grant from the New York State Council for the Arts (NYSCA).

Expand partnerships to develop and/or use indoor/outdoor recreation facilities

A recent draft report from CLICK (Cambridge Loves its Community and Kids), a coalition of community groups with common goals, recognizes the need in the Village to provide additional recreational opportunities for kids. It calls for the expansion of recreational opportunities/facilities as a key goal of the plan. Toward that end, the report states that there are several potential opportunities for collaboration. It points to the school district's possible building expansion plans as an opportunity to add facilities such as community center rooms, recreational fields, and a pool.

Explore the feasibility of a municipally owned Recreation Center

Although opportunities to share existing resources/facilities can continue to be improved, it seems likely that at least some of the items identified through CLICK's public process would not be provided without the establishment of a municipal recreation center. The feasibility of a municipal recreation center should be explored in the context of the other public facility needs (discussed in the next section). The underutilized land just south of the Public Library, identified as an Industrial Expansion / Community Services Opportunity Area above, could be an ideal location to consolidate these many services.

Infrastructure and Public Facilities

Issues:

- Water and Sewer - primary limit to growth and vitality
  - Water - system owned by private company
  - Sewer - costs for development and maintenance
- Fire station is too small
- Police station is too small
- Village offices are too small

Recommendations:

Water System

As a first step, representatives from the Village should meet with the owners of the private water company – Aquasource - to explain residents' concerns in terms of water. A complete lack of service in many areas of the community, and issues over water pressure especially to fire hydrants, are two of the primary concerns. Ultimately, the Village should insist on some type of plan that outlines the need for system upgrades and/or expansion of coverage.

Once the Village and the water company have agreed to a future course of action, the Village could look into funding opportunities through the New York State Water and Sewer Infrastructure Co-funding Initiative. The Co-funding Initiative is New York State's new effort to consolidate information about the many state and federal infrastructure funding programs. Through the Co-funding Initiative, a program or package of programs can be identified that suits the particular needs of the Village.

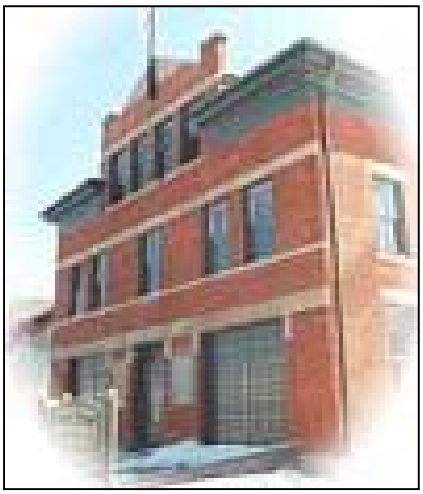
Sewer System

As mentioned repeatedly throughout this document, the lack of a sewer system in the Village is an impediment to its growth and vitality. And although the health and environmental issues related to the use of septic systems are not as severe today as they were 25 years ago when the New York State Department of Environmental Conservation stepped-in to stop the direct discharge of effluent into the Owl Kill, there are still reasons to be concerned.

In the mid-1970's the Village commissioned a feasibility study for a sewer system. After much discussion, a proposed gravity sewer system was not pursued because of concerns about the cost. The cost of that same gravity sewer system would be over $15 million today. This would probably still be prohibitively expensive for a Village of fewer than 2,000 persons.

Instead, it is recommended that the Village investigate the feasibility of a low-pressure sewer system. Rough calculations indicate that this may be a more affordable approach. It is estimated that a first phase, which would provide service to Main Street, would cost between $4 and $5 million to construct. Adding the inner neighborhoods of the Village in a Phase 2 would cost an additional $3.5 million to $4.5 Million. Annual energy, operation, and maintenance would cost approximately $18,000 after Phase 1, and an additional $25,000 after Phase 2. The Village would also need to have someone available at all times to monitor the system.

As described for the community water system, the New York State Water and Sewer Infrastructure Co-funding Initiative is an excellent source of information about funding options for a sewer system.



Village Hall
Tivoli, New York
A converted Fire House

Public Facilities

To address the space needs of the Police and Fire Departments, the Village offices, and perhaps a community center, a coordinated approach should be established. There are multiple discussions taking place in the Village of Cambridge regarding the future of these public facilities. These discussions range from whether or

not the Village needs a municipally owned community center, to when and where to build a new fire house, and what the best use of the old fire house could be once it is replaced by a new facility.

The school district is also looking into its long-term space needs. For example, it might seek to move the school bus garage from its current location behind the old school on Main Street to a new facility closer to the Cambridge School. This could be an opportunity for the school district and the Village to work together. It might be possible, for example, to develop a facility for both the school's buses and the Village DPW's trucks. In the current state budget crisis, creating efficiencies through these types of multi-jurisdictional efforts is strongly encouraged; and requests for state and federal funding assistance are often strengthened when such multi-jurisdictional efforts are proposed.

Although the comprehensive plan has not resolved the many public facility issues that are currently being discussed in the community, it has resulted in a general consensus that these seemingly separate decisions should be reached, to the greatest extent possible, in a coordinated manner. Therefore, it is recommended that the various stakeholders initiate a public facility space programming and feasibility study. A coordinated public facility space programming and feasibility study would bring these separate discussions into one room, allowing Village residents, staff, and volunteers to consider these issues together. There could be potential savings from sharing space and administrative functions between the various entities in the Village. Such cost savings could allow for the Village to satisfy some of its wants in addition to its needs.

The steps generally included within a Public Facility Space Programming and Feasibility Study are:

1) Inventory of Existing Conditions
2) Identification of Needs and Wants
3) Identification of Related Space Needs
4) Exploration of Cost and Funding Options
5) Developing Concepts for Physical Locations and the Potential for Sharing Space

Without the information that the Public Facility Space Programming and Feasibility Study would provide, the comprehensive plan does not make recommendations about the potential location of these facilities. However, from a community planning perspective, it is recommended that the Village Offices (including Village meeting spaces), any potential community center, and the Police Department remain on Main Street in the heart of the Village. These institutions require a presence on Main Street to ensure that the downtown remains the center of civic and social life in the Village.

SECTION V:

IMPLEMENTATION

The specific actions that will implement this plan are described and prioritized below. In each case responsibilities are assigned, guidance is provided for organizing the action, and potential sources of funding or technical assistance are identified (where applicable).

To monitor progress in implementing the plan, and to identify new problems and changes that are likely to emerge in the coming months and years, there needs to be ongoing dialogue between the Village Board of Trustees, other Boards and Committees (both permanent and temporary) that deal with land use and planning issues in the Village, and interested residents. To accomplish this the Village Board of Trustees should convene at least one public workshop annually, either in concert with a regularly scheduled Board meeting or on a separate occasion as appropriate. The workshop should include, but not be limited to, the Village Board of Trustees, the Planning Board, the Zoning Board of Appeals, and any other permanent or temporary boards/committees (such as the temporary Zoning Revision Committee described below) that are involved in land use and planning issues for the Village.

Generally, each of these Boards/Committees would provide a brief report of their activities since the last such workshop with an emphasis on any large projects, decisions, or issues that they have addresses or are currently considering. The purpose of the workshop would be to provide a forum and collaborative environment for identifying and troubleshooting problems or emerging concerns. Of course, these meetings must be open to the public, properly noticed, and should provide ample opportunity for public comment. Use of a meeting facilitator, a local volunteer or professional, could improve the productivity of these workshops. To generate community interest in the workshop, and to re-energize support for implementing the plan, the gathering should be pitched as a community event. Refreshments should be served, and perhaps some other community activity or recognition incorporated into the agenda to maximize participation.

Ultimately, the Village Board of Trustees is responsible for plan implementation. The Comprehensive Plan Implementation Workshop will assist the Board in monitoring progress and making adjustments as needed. The comprehensive plan itself is understood to be a document that must be reviewed and updated from time to time. The workshops will also help future Village Boards become aware of when that time has arrived. However, as a point of reference, the last implementation item described in this section suggests that within ten years the comprehensive plan, as a whole, should be updated.

***Priority Actions* (initiate upon adoption of the comprehensive plan):**

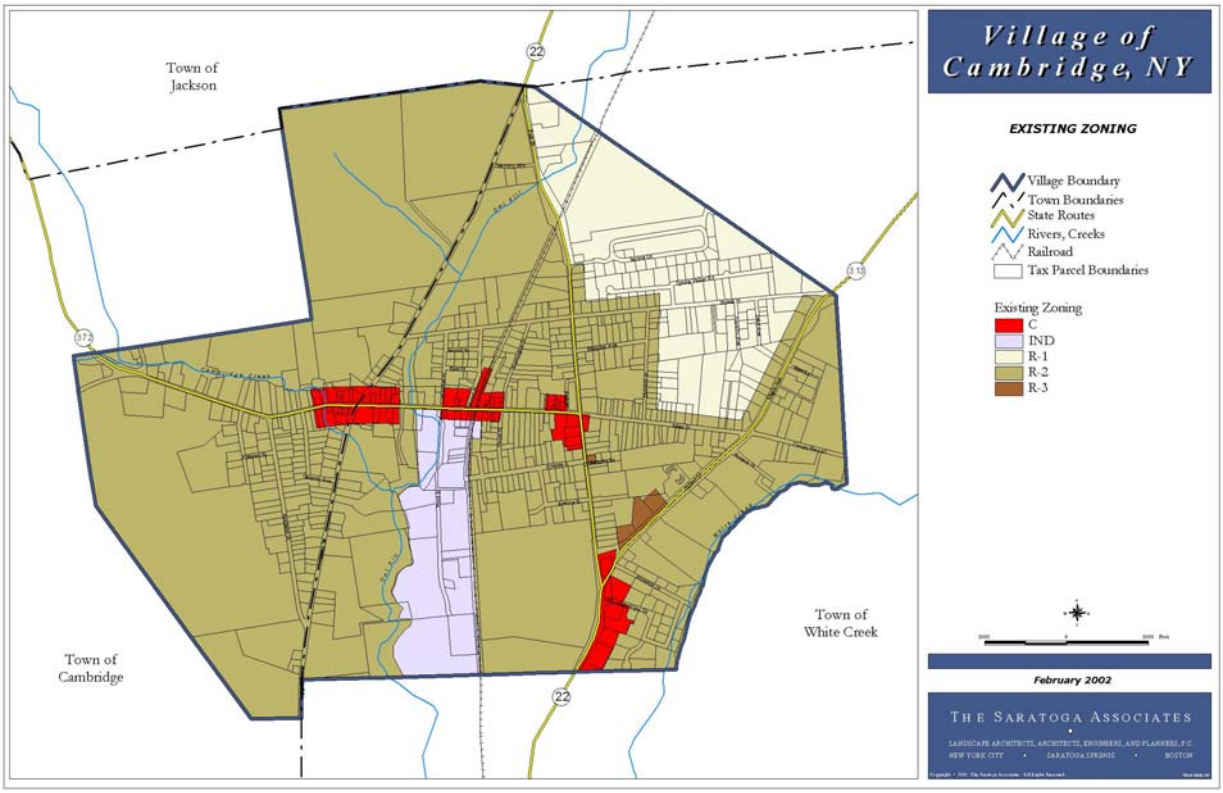
Zoning and Subdivision Revisions to Reflect the Comprehensive Plan's Recommendations

The Village Board of Trustees would initiate this action by establishing a temporary Zoning Revision Committee, ideally comprised of between five and seven members, to oversee the work of a consultant selected for this purpose. The Committee and their consultants would develop amended zoning and subdivision regulations that reflect the recommendations of the

Comprehensive Plan. A public outreach component should be incorporated to keep Village residents updated about the committee's progress and to provide feedback on its work. The process of developing a draft version of the amended regulations would likely take between six and eight months. Once complete, the Zoning Revision Committee would forward its work to the Village Board of Trustees for adoption.

The amended zoning and subdivision regulations would include the following:

- Zoning Map amendments to reflect the land use categories described in the Comprehensive Plan, and the general areas shown on the Village Concept Plan. Zoning Districts would include: Main Street Mixed Use, Gateway Commercial, Residential Transition, Residential, Rural Residential, and Industrial. Except in rare circumstances, zoning district boundaries should follow tax parcel boundaries on the revised zoning map.



- Text for new and revised zoning districts following the categories outlined in the plan: Main Street Mixed Use, Gateway Commercial, Residential Transition, Residential, Rural Residential, and Industrial.
- Revised use and area and bulk tables for each of the Zoning Districts. Particular attention to appropriate lot size and dimensional requirements, parking and loading standards, and buffering and lot coverage standards for a traditional urban community. For example, in the Main Street Mixed Use District, mixed uses should be allowed both horizontally (across the district) and vertically (within individual buildings). Buildings should be

located close to the sidewalk (a "build-to" line rather than a large front yard setback), multiple story buildings should be encouraged, requirements for off-street parking should be reduced or eliminated, etc.

- Design guidelines for all new construction and "substantial alteration" of existing buildings in the Main Street Mixed Use, Gateway Commercial, and Residential Transition Zones. These guidelines would be generously illustrated to convey a clear understanding of what is expected to the applicant, the review boards, and the public.
- Reduced average density and alternative subdivision requirements for land in the Rural Residential District. Agricultural uses should be permitted with parameters in this district unless they are large scale, industrial farming operations. Such high impact farm operations should not be permitted in the Village.
- Revised project review processes to create a more effective and efficient system. For example, Special Use Permit and Site Plan Review should be consolidated under the Planning Board's responsibilities. The Zoning Board of Appeals should review area and use variance applications and requests for interpretations of the zoning ordinance. Submittal requirements should be placed in checklist form for clarity and efficiency.
- Updated procedures to reflect all changes to state planning and zoning statutes.
- Definitions expanded and improved to ensure that they are consistent, clear, and inclusive of the terms that need defining
- Incorporation of an overlay zone(s) for the protection of important environmental features.
- Review, and revisions as necessary, of the regulations regarding home occupations and home-based businesses. Encourage these types of enterprises in residential areas of the Village while ensuring that important issues such as the potential negative impact on residential neighbors of parking and signage, and the volume and frequency of new trips to the site are carefully considered.
- Consideration of innovative zoning techniques such as incentive zoning. Incentive zoning allows the community to offer the developer an incentive (usually an increase in the project density) in return for the developer providing specified public benefits such as public access to open lands for trail development.

Main Street and Park Street Visualization Project

The Village of Cambridge was recently awarded a grant from the New York State Department of Transportation for the "Main Street and Park Street Visualization Project." The Main Street and Park Street Visualization Project will include all of the stakeholders – residents, business owners, village officials, representatives from the Towns of Cambridge and White Creek, NYSDOT representation, etc. – in a discussion of alternative designs for sidewalks and streetscape elements, crosswalks, traffic calming options, intersection design, access management, and other transportation enhancements to support the comprehensive plan's vision for these streets. The project will look at the entire length of these roads within the Village, but will focus in greater detail on particular areas including: the three commercial nodes along Main Street and the

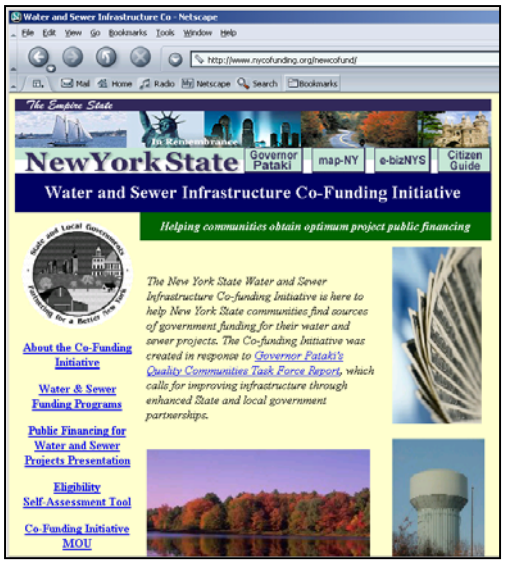
commercial areas on Park Street, the intersection of Main Street with Park Street and the intersection of Main Street with Union Street, and the gateways to the village from the north and south along NYS Route 22 (Park Street) and from the west along NYS Route 372 (Main Street). Photo simulations will be developed and other visual techniques will be utilized to help participants envision the impact of various alternatives.

The outcome of the Main Street and Park Street Visualization Project will be a street design concept plan for the entire lengths of Main and Park Streets, and more detailed design illustrations showing the preferred alternatives for each of the focus areas identified above. These will be brought together in a design handbook that will direct public transportation improvements in the Village. The Main Street and Park Street Visualization Project will provide details and a consensus about the appropriate transportation enhancements that will support the comprehensive plan's vision. It will give the Village the detailed and coordinated vision required to pursue additional funding and to undertake specific transportation improvements. Funding for the actual improvements could come through the regional Transportation Improvement Program (TIP), directly from the NYS Department of Transportation, and/or through legislative member items. Another potential source of funding would be the Governor's Office of Small Cities. Like the sewer and/or water improvements described below, the transportation improvements and associated streetscape enhancements should be viewed as public investments that are likely to encourage private sector investments. Small Cities funds, which are derived from HUD, could be awarded if it can be adequately demonstrated that the public investments will stimulate job creation likely to benefit the Village's low and moderate-income residents.

To initiate this project, the Village must formalize its contract with the NYS Department of Transportation. Under the grant, the Village would provide a cash match of just over $2,000 and in-kind services from its Department of Public Works and Assistant Village Clerk. The Village Board of Trustees would also establish a Steering Committee to oversee the project.

Sewer and Water Improvement Task Force

A subcommittee of the Village Board of Trustees, along with selected leaders from the community, would initiate an investigation of alternatives for Village sewer and water improvements. This comprehensive plan provides some direction, but more information will be needed before the Board of Trustees can make a decision about whether to pursue such improvements.

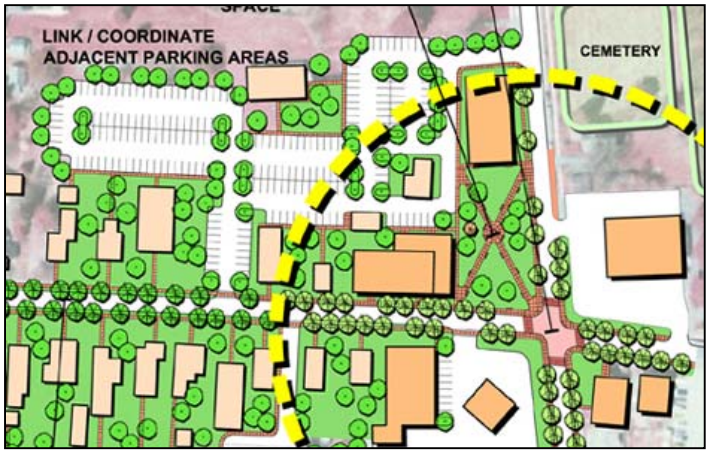


As a first step, this Task Force would organize a meeting with the NYS Water and Sewer Infrastructure Co-funding Initiative. The Co-funding Initiative can provide information about which of the many state and federal funding sources are most appropriate for the Village. The Task Force should also contact the Washington County Local Development Corporation and the Village's State and Federal representatives to discuss its desire to move forward with sewer and water improvements. Dialogue with the local representative of Aqua Source, owners of the water system, should also be pursued.

Village Green Initiative

As an immediate and visible action, this initiative would work toward two projects goals: the establishment of a Village Green at the corner of Main Street and Park Street, and the consolidation of the three large parking areas to the north and west of the green. These projects, as described in this plan, could be accomplished fairly quickly and at modest cost. Furthermore, because this is such a highly visible area of the Village, success with this project could build momentum for future activities aimed at implementing the Comprehensive Plan's recommendations.

The Board of Trustees could establish a committee of community volunteers to pursue this project. The committee would work with the handful of landowners in this area to explore mutually beneficial options for accomplishing the vision described in the Comprehensive Plan. Later, the Village may need to provide local funding, or secure grant funding, for the design and construction of improvements to the Village Green and/or for improvements and signage for the consolidated parking area.



Short Term Actions ***(initiate within two years of plan adoption):***

Coordinated Public Facility Space Programming and Feasibility Study

The Village Board of Trustees should hire a consultant to conduct a coordinated study of the facility space needs of the Village, the Police Department, and the Fire Department. Furthermore, the community's desires for a community center (including additional space for indoor recreation) could be further assessed and contemplated during this study.

Playground Development

Under the leadership of the Cambridge Youth Commission, or another entity established specifically for this purpose, the Village should identify which of the potential opportunities for new playground space, identified within the comprehensive plan, should be pursued first. This decision should be based on the suitability of the various sites and the landowners' interest in working with the Village. Once a site has been selected, the Village should pursue a grant from the New York State Office of Parks, Recreation, and Historic Preservation. Funding from the Environmental Protection Fund and the Environmental Bond Act is available through NYS OPRHP for acquisition of land and the development of parks. Given the demonstrated need for additional playground facilities in Cambridge, a grant application from the Village should be quite competitive.

NYS OPRHP
Grant Programs

OFFICE OF PARKS · RECREATION · HISTORIC PRESERVATION
NEW YORK STATE

Industrial District Improvements

Working with the Washington County Local Development Corporation (WCLDC) and landowners in the Village's Industrial Zoning District, the Village should establish an inventory of remaining development sites in the District. To begin, the Village and the WCLDC could convene a meeting with these landowners to assess their interest and expectations regarding further development. Based on this discussion and additional investigation, an inventory of development sites and their characteristics would be created. This information could be utilized by the WCLDC when it works to retain and attract businesses in the County.

Based on the site inventory, specific strategies could be developed to prepare sites for development. In addition to water and sewer needs (discussed above), transportation access, power and telecommunications infrastructure, site preparation, and environmental mitigation could begin to be addressed as needed for particular sites. Like land in an industrial park, the

goal would be to make this area "shovel-ready" to the extent that is possible. Incentive packages through the Washington County Empire Zone, or other appropriate state programs, should also be organized. With the WCLDC, the Village should seek assistance from Empire State Development in preparing and marketing these sites. Niagara Mohawk, through its Economic and Community Development Group, can also provide valuable assistance.

Cambridge Pathways

The Cambridge Pathways Initiative could be undertaken under the leadership of the Cambridge Youth Commission, or by a separate volunteer committee or organization established for this effort. The role of the Cambridge Pathways Initiative would be to take the general concept of a trail network, as proposed within the comprehensive plan, and to work at the parcel level to identify specific opportunities for connections. In the early stages, this would require a refined level of planning to locate possible routes. It would also involve outreach, education, and negotiation with landowners to provide public access across privately held land. Later, the Cambridge Pathways Initiative would need to organize volunteer workdays to build and maintain trails. Signage, mapping, and other items would also need to be addressed eventually.

Technical assistance may be available from Washington County, or from organizations such as the National Park Service's Rivers, Trails and Conservation Assistance Program (RTCA).

Main Street Parking Improvements

In coordination with the results of the Main Street and Park Street Visualization Project, the Village Department of Public Works should comprehensively review on-street parking along Main Street. The focus of this effort would be to better delineate on-street parking spots so that they are used more efficiently, and to ensure that on-street parking signs are easily understood and effective at turning-over parking spots in the commercial nodes. Opportunities for additional off-street parking should also be identified. By this time, it is anticipated that the Village Green Initiative will be well underway. As part of that work, it is hoped that the three large parking areas to the north and west of the corner of Main and Park Streets can be consolidated and made available for public parking at specified times. That effort could serve as a model for additional efforts elsewhere along Main Street. Consistent and attractive signage for all publicly available off-street parking should also be developed.

***Medium Term Actions* (initiate within two to four years after plan adoption):**

Industrial Expansion / Community Services Opportunity Area Redevelopment Plan

Once the Sewer and Water Task Force has developed at least a preliminary strategy for infrastructure improvements, and the Public Facility Space Programming and Feasibility Study is complete, the Village could begin to focus on this opportunity area immediately south of the

library. The results of those two investigations will help to determine what is possible and what is needed in the heart of the Village. For example, if the Water and Sewer Task Force decides to move forward with the development of a village sewer system, the potential density of redevelopment in this area could be significantly greater than if all new development must be served by an on-site waste disposal system. Furthermore, if the Public Facility Space Programming and Feasibility Study results in the relocation of the school bus garage and/or the Department of Public Works facility, redevelopment opportunities will be different than if these facilities must remain at this location. Finally, the Public Facility Space Programming and Feasibility Study will help determine the types of new public facilities that might be incorporated into the redevelopment of this site.

In partnership with the school district, the Village should organize an interactive, public design workshop, or series of workshops for this important site. The outcome of this work will be a detailed redevelopment plan that could include a mix of institutional, commercial, industrial, and perhaps even residential uses. A planning and design consultant should be commissioned to lead this process.

***Long-term Actions* (initiate within five to ten years after plan adoption):**

Update the Comprehensive Plan

It is recommended that the Village review and update this comprehensive plan within the next ten years. A comprehensive plan should be updated every five to ten years to assess progress on the implementation actions and to address the community's and the region's changing conditions, needs, and desires.

Cambridge Comprehensive Plan Recommendations						
Project (page #)	**Benefits**	**Project Lead & Priority****	**Other Involved Groups**	**Funding Sources & Contacts**	**Feasibility /Complexity Issues**	**Progress/ Comments**
Zoning Revisions/ Design Guidelines (IV11-12)	Requirements will promote healthy downtown environment Mixed use development encouraged Guidelines for zoning written clearly for public use Guidelines promote aesthetically attractive downtown Promotes streetscape enhancement, tourism, economic development Increases overall standard of living	Village Board Priority Action	Zoning Revision Committee			
Sewer and Water Infrastructure **(IV-2, IV-18, IV-21, IV-30-32, V-5)**	Reduces residences depending on wells Promotes economic growth in the existing business district Encourages expansion of the service area	Village Board Priority Action	Aquasource Planning Board Chamber of Commerce Residents Department of Public Works Water and Sewer Taskforce	NYS Water and Sewer Infrastructure Co-Funding Initiative www.nycofunding.org/newcofund/ 1-800-882-9721	Involves private water company High cost Requires public support	

Cambridge Comprehensive Plan Recommendations						
Project (page #)	**Benefits**	**Project Lead & Priority****	**Other Involved Groups**	**Funding Sources & Contacts**	**Feasibility /Complexity Issues**	**Progress/ Comments**
Residential Neighborhoods (IV 18-20)	Reduces residents depending on wells Residential neighborhoods coexist with small home-based businesses Improves pedestrian connections throughout Village Encourages streetscape enhancement Standard of living increases for all Maintains residential character, preserves traditional form of Village	Village Board Priority Action	Department of Public Works NYS Department of Environmental Conservation (NYSDEC)	NYSDEC's Urban and Community Forestry Program-Community Forestry Grants, Volunteer Project Grants Tree Gift/Cost Sharing Programs between Village, residents, and business owners		

Cambridge Comprehensive Plan Recommendations						
Project (page #)	**Benefits**	**Project Lead & Priority****	**Other Involved Groups**	**Funding Sources & Contacts**	**Feasibility /Complexity Issues**	**Progress/ Comments**
Economic Development and Tourism (IV 21-24)	Public sewer system allows for economic growth on Main Street Guidelines in zoning rewrite will maintain Village character while promoting healthy economic growth Healthy industrial development encouraged Empire Zone provides tax incentives to businesses Business recruitment and/or retention Jobs created	Village Board Priority Action	Washington County Local Development Corporation (WCLDC) Chamber of Commerce	WCLDC Washington County Empire Zone	Pressure exists to develop commercial sites in ways that detract from traditional community Industrial development will bring more truck traffic- potential for construction of southern access route to keep trucks off Main Street	

Cambridge Comprehensive Plan Recommendations						
Project (page #)	**Benefits**	**Project Lead & Priority****	**Other Involved Groups**	**Funding Sources & Contacts**	**Feasibility /Complexity Issues**	**Progress/ Comments**
Streetscape Enhancements (IV-2-5, IV-15-17, 19, V-3-4)	Attract shoppers and tourists Economic activity will increase Public investments will encourage private sector investments Fill gaps between three business districts Encourages walking to businesses Reduces congestion, noise, pollution-helps with traffic calming Enhances social equity for those without cars	Village Board Priority Action	Planning Board Chamber of Commerce Residents Department of Public Works Tree Committee Village Green Initiative Main Street/ Park Street Visualization Project	Niagara Mohawk - Community Planning Division NYS Department of Transportation-Transportation Improvement Program NYS Department of Environmental Conservation offers assistance with tree planting-grants available Tree Gift/ Cost Sharing Programs between Village and residence and business owners National Arbor Foundation for guidance for community urban forestry programs www.arborday.org Small Cities funds from HUD Funds from Regional Transportation Improvement Program		

Cambridge Comprehensive Plan Recommendations						
Project (page #)	**Benefits**	**Project Lead & Priority****	**Other Involved Groups**	**Funding Sources & Contacts**	**Feasibility /Complexity Issues**	**Progress/ Comments**
Village Gateways/ Edges (IV-24-26)	Distinction between urban core and rural surrounding preserved Commercial development confined to downtown Farm/Village relationship improved Promotion of community-centered agriculture Preservation of farmland Sense of arrival to Village Village tourism	Village Board Priority Action	Chamber of Commerce Washington County Farm Services Agency Soil and Water Conservation District County agricultural agencies	Purchase of Development Rights (PDR) Local/regional land trust to provide information to farmers for conservation	Cooperation with neighboring townships required Some pressure to develop edges for commercial development	
Traffic Calming (IV-5, IV-16, V-3-4)	Increase safety and character of streets/sidewalks Encourages walking to businesses Reduces congestion, noise, pollution Produces pedestrian-friendly atmosphere	Village Board Priority Action	Planning Board Chamber of Commerce Residents Department of Public Works Tree Committee	NYS Department of Transportation	Main Street is state highway-NYS DOT must be involved in implementation of changes	

Cambridge Comprehensive Plan Recommendations						
Project (page #)	**Benefits**	**Project Lead & Priority****	**Other Involved Groups**	**Funding Sources & Contacts**	**Feasibility /Complexity Issues**	**Progress/ Comments**
Parking Plan (IV-6-7, V-3-4)	Increases on-street parking on both sides of Main, Park, and Union Street Business will increase Parking on Main Street encourages traffic calming	Department of Public Works Short Term Action	Coalition between private businesses	Department of Public Works Churches on Main Street and Post Office to negotiate shared parking with Village	Cooperation between private business owners and Village is essential Incentives must be offered from Village to private business owners (snow removal, redesign/construction of lots)	
Historic Preservation (IV-7-9)	Preservation of historic sites sustained and improved for future generations Historic preservation used as asset to the Village's tourism economy Certified Local Government will make Village eligible for grants	Village Board Short Term Action	Chamber of Commerce Cambridge Historical Society Owners of historic properties	Certified Local Government (CLG) form the NYS Office of Parks, Recreation, and Historic Preservation Federal Historic Preservation Tax Incentives Program	Application process for CLG and Federal Historic Preservation Tax Incentives Program are lengthy	

Cambridge Comprehensive Plan Recommendations						
Project (page #)	**Benefits**	**Project Lead & Priority****	**Other Involved Groups**	**Funding Sources & Contacts**	**Feasibility /Complexity Issues**	**Progress/ Comments**
Public Parks and Green Spaces (IV-9-11)	Public green space enhances quality of life for all Village residents Green space contributes to streetscape enhancement Green space near Main Street district attracts people to businesses Three business districts linked together Neighborhoods joined together Public interaction increases	Village Board Short Term Action	Village Green Initiative Tree Committee Main Street/Park Street Visualization Project	Private land owners to sell park land to Village or allow public access Project for Public Spaces for design ideas (www.pps.org) NYS Office of Parks, Recreation, and Historic Preservation Governor's Office of Small Cities (Community Development Block Grants)	Depends on cooperation of private land owners Village responsible for maintaining land and liability coverage	
Recreation (trails, playgrounds) (IV 27-30)	Enhanced recreational resources provides healthy alternatives for children Quality of life increases Neighborhoods are connected, citizen relationships enhanced Social equity promoted	Village Board Short Term Action	Private landowners Cambridge Loves its Community and Kids) Cambridge Youth Commission Cambridge Pathways Initiative	Cambridge Youth Commission for management and implementation NYS office of Parks, Recreation, and Historic Preservation for grants through Environmental Protection Fund and Environmental Bond Act National Park Service's Rivers, Trails, and Conservation Assistance Program	Public has no automatic right to open lands Negotiation with private land owner required	

Cambridge Comprehensive Plan Recommendations						
Project (page #)	**Benefits**	**Project Lead & Priority****	**Other Involved Groups**	**Funding Sources & Contacts**	**Feasibility /Complexity Issues**	**Progress/ Comments**
Public Facilities (IV-31-32)	Provides a community center Opportunity for Village and school district to work together-strengthens request for fed/state funding assistance Money saved if space is shared Provides better municipal services to residences	Village Board Short Term Action	School District		Public buildings should remain in Village center Stakeholders should conduct a Public Facility Space Programming and Feasibility Study	
Building and Fire Code (IV-11)	Encourages reuse of upper floors of historic buildings Revitalizes downtown business development Density of downtown increases	Village Board Short Term Action	Washington County Code Enforcement			

Cambridge Comprehensive Plan Recommendations						
Project (page #)	**Benefits**	**Project Lead & Priority****	**Other Involved Groups**	**Funding Sources & Contacts**	**Feasibility /Complexity Issues**	**Progress/ Comments**
Industrial Expansion **(IV-22-23)**	Increased industrial development brings more tax money to Village Development of space south of library could be potential for mixed-uses	Village Board Medium Term Action	Washington County Local Development Corporation		Public Facility Space Programming and Feasibility Study must be complete Industrial development poses problem of more truck traffic through Village Owl Kill wetlands is near residential area Success of industrial development will depend on availability of public water and sewer access	

**Priority Action = Initiate upon adoption of plan
Short Term Action = Initiate within 2 years of plan adoption
Medium Term Action = Initiate within 2-4 years after plan adoption