



Village of Cooperstown Phase II: Comprehensive Plan & Downtown Revitalization Strategy September 27, 2016

Sponsored by the Village of Cooperstown and



Agenda



- Welcome
- Project History
 - Phase I: Project Organization & Public Outreach
 - Phase II: Comprehensive Plan & Downtown Revitalization Strategy
- Downtown Revitalization Strategy
- Cooperstown Vision
- Goals & Recommendations
- Questions & Answers

The background features a solid olive-green horizontal bar at the top. On the right side, there are five light green, semi-transparent circles of varying sizes arranged in a descending staircase pattern from top to bottom. The text 'Project History' is centered on the page in a bold, olive-green font with a slight drop shadow.

Project History

A Special Thank You to...

Comprehensive Plan Steering Committee

- Jeff Katz, Mayor
- Cindy Falk, Trustee and Co-chair
- Elizabeth Horvath, Co-chair
- Ellen Tillapaugh, Trustee
- Christopher Grady
- Matt Hazzard
- Marc Kingsley
- Ted Spencer


What is a Comprehensive Plan?

Comprehensive plans are one tool municipalities can use to set a course for the future, by addressing a variety of aspects of community life. Specifically, a comprehensive plan:

- Provides an occasion to formally consider the need for village-wide changes in development patterns on a community-based and community-driven basis;
- Systematically identifies and creates a public record of community assets, opportunities, and needs;
- Produces a vision for the future of the community that is shared across a variety of community perspectives, including neighborhoods, businesses, institutions, and environmental interests;
- Outlines specific actions to achieve that shared vision;
- Establishes a framework for community-wide collaboration on plan implementation.

Project History

Phase I: Building a Base

- Initial Research
 - Extensive Public Outreach
 - Summary
- 

Phase II: Developing the Plan

- Economic and Demographic Analysis
- Downtown Revitalization Strategy
- Comprehensive Plan Update
 - Vision
 - Goals
 - Recommendations
- Implementation Strategy



Downtown Revitalization Strategy

DOWNTOWN COOPERSTOWN



ASSETS

- National reputation for baseball
- Regional reputation for arts, culture, environment
- Cohesive core of historic commercial buildings
- High quality image in design, environment, businesses
- Substantial tourism base
- Worker population 3.5 times the resident population
- Retail sales leakages
- Access to private capital
- Access to potential entrepreneurs

WEAKNESSES

- Few local shopping opportunities
- Visitors, not locals, currently shape the business mix
- Very few off-season shopping opportunities
- Minimum-stay requirements for some B&Bs

Median household income is up.

Population is growing.

“Healthcare and social assistance” and “retail trade” are the largest employers.

The village experiences retail sales leakages in most categories, but these are offset by surpluses in store categories popular with visitors.

People who work in Cooperstown spend more than \$40 million annually on retail goods and services, but only a small portion of this is likely being spent downtown.

1. Diversify downtown Cooperstown's business mix





Imagine

A R T W E A R

FASHIONS
LIGHT
OUT

A gallery of
contemporary
clothing, jewelry
and crafts by
American artists



Imagine
ARTWEAR





Small Scale Furniture

Hand Crafted



watercooler

CREATIVITY | BUSINESS | BOISE

LENNING



*Custom Furniture
& Cabinets*

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Reproductions &
Specialty Woodworks*

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Rees Harps Inc.

Concert Lever Harps



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Professional harpists who have selected Rees Harps includes:

Máire Ní Chathasaigh - All Ireland Harp Champion; International Performer

Ray Pool - Pedal / Lever Wizard:

Does it serve locals?

Will it fill in significant voids in the district's retail and service offerings?

Can it operate year-round?

Does it offer an authentic experience?

Does it highlight aspects of Cooperstown's history and culture *other* than baseball?

Does it offer something different within the region?



2. To do this, play an aggressive role in guiding retail development.



A stone sign with a flat top, set in a town square. The sign is light-colored and has the text "WELCOME TO DOWNTOWN WATERVILLE" engraved in a serif font. The word "WATERVILLE" is significantly larger than the other words. The sign is surrounded by green bushes and trees with some autumn-colored leaves. In the background, there is a large classical building with columns and a white church with a steeple. A red car is parked on the street to the right.

WELCOME TO DOWNTOWN
WATERVILLE





Sweet Bar

BAKERY

www.sweetbarbakery.com

HELP US OPEN SOON!

Search for us on

KICKSTARTER.COM

Sweet Bar Bakery

by [Mani Niall](#)

Home Updates **9** Backers **102** Comments **10**

Oakland, CA Food

Funded! This project successfully raised its funding goal on March 17.



24th and Broadway in Downtown Oakland

102
backers
\$21,337
pledged of \$20,000 goal
0
seconds to go

Project by **Mani Niall**
Oakland, CA
[Contact me](#)

First created - 4 backed

Mani Niall (591 friends)

Website: <http://sweetbarbakery.com>

[See full bio](#)

Like 259 people like this. Be the first of your friends

Tweet Embed <http://kck.st/w7SjQX>

The first artisan bakery in downtown Oakland, California.

Launched: Feb 16, 2012
 Funding ended: Mar 17, 2012

Pledge \$5 or more

the
AMERICAN
JOBS ACT





Renew Port Holdings

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Renew Port



Renew Port Holdings (RPH) was founded by Port Washington resident, Gertjan van den Broek, in the belief that the people who **live** and **work** in our community should **own** our community. With a focus on community-based, sustainable development and preserving and building on the unique features within our community, RPH works to stem the tide of uncontrolled outside development that has robbed so many communities of their independence and character.

With current credit market and economic conditions, it is difficult for small business owners and developers to fund the businesses and improvements that our downtown deserves and needs. RPH offers an alternative way to fund these improvements, while giving residents the opportunity to invest in and own their own community.

Join us in renewing Port Washington!!

Enjoy
Powell

MERCO

Community Owned

QUIMPER

Mercantile Co

ReInvest



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10am-6pm Sundays

(360)385-9595

Cultivate local prosperity. Inspire the world.

Quimper Mercantile Company is an innovative community-owned general store passionately committed to creating a positive and sustainable impact on our community by providing an exceptional local shopping experience.

Community

We are integral to the fabric of our community and committed to its success.

Integrity

We do the right thing to build trust & respect - even when it's the hard choice.

Innovation

We are courageously creative.

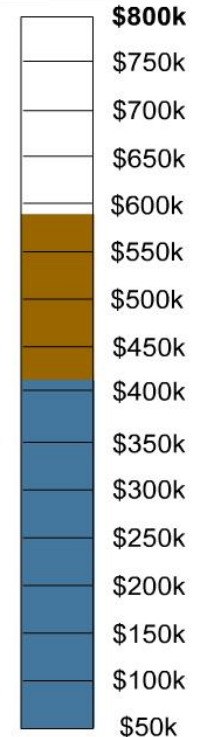
Be a part of History ▶

COMMUNITY INVESTMENT

\$590,400
SO FAR

1042
INVESTORS

You're awesome!



Home

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ReInvest

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Community Input

Contact Us

Sell at Quimper Mercantile

Jobs at Quimper Mercantile

Fundrise 906 H Street NE LLC

Local Public Offering • Washington, DC



Overview

Financials

Property

Developer

Neighborhood

Investment Summary

WestMill Capital Partners (WCP), as developer, plans to renovate the property and lease it to a restaurant or retail tenant. WCP believes that the property offers an opportunity for current cash flow over the mid-term while providing the potential of long-term appreciation, as a result of the surrounding growth of the H Street Neighborhood.

Our base scenario projects a minimum rent of \$180,000 triple-net at stabilization and a total project cost of \$2,570,000 which includes both acquisition cost plus development costs.

This offering is only available to residents of the District of Columbia and the Commonwealth of Virginia. [Why is this offering not available in my state?](#)

Financial Overview

Offering Size	Price Per Share	No. of Shares	Proj. Annual Yield
\$350k	\$100	3,500	7%

Property Data

- 906 H Street NE, Washington DC
- 6,510 square foot brick & masonry building
- Two stories with a 2,230 square foot basement
- 30 feet of frontage on H Street NE
- Originally constructed 1920

Take a 360° virtual tour



82%

\$288,500
of \$350,000 goal

299 people
have invested

\$100
per share

Review the offering documents before investing

Purchase Shares

299
investors

Developer



WestMill Capital Partners
WASHINGTON, DC

MAIN STREET

Winter  Haven INC.

clay

arts & crafts

photography

AWI

3. In the meantime, better animate the streetscape and storefront display windows.



HERSHEY'S

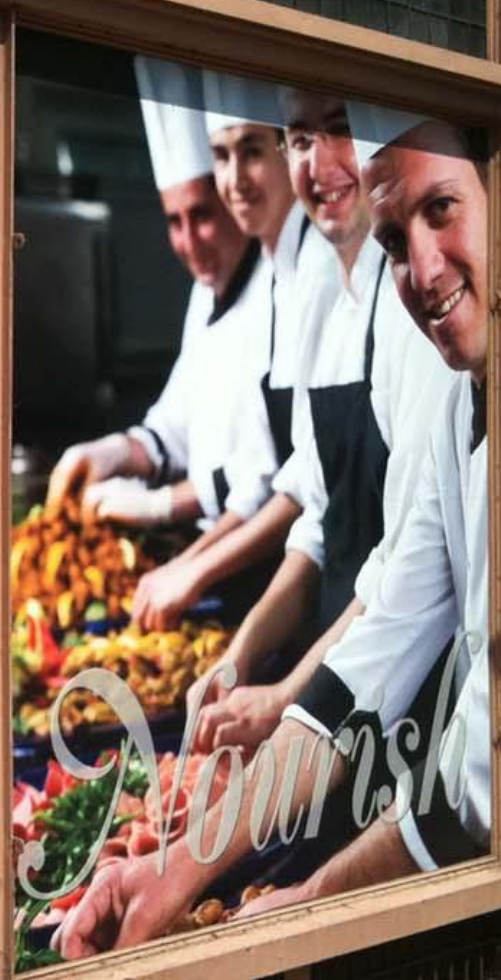
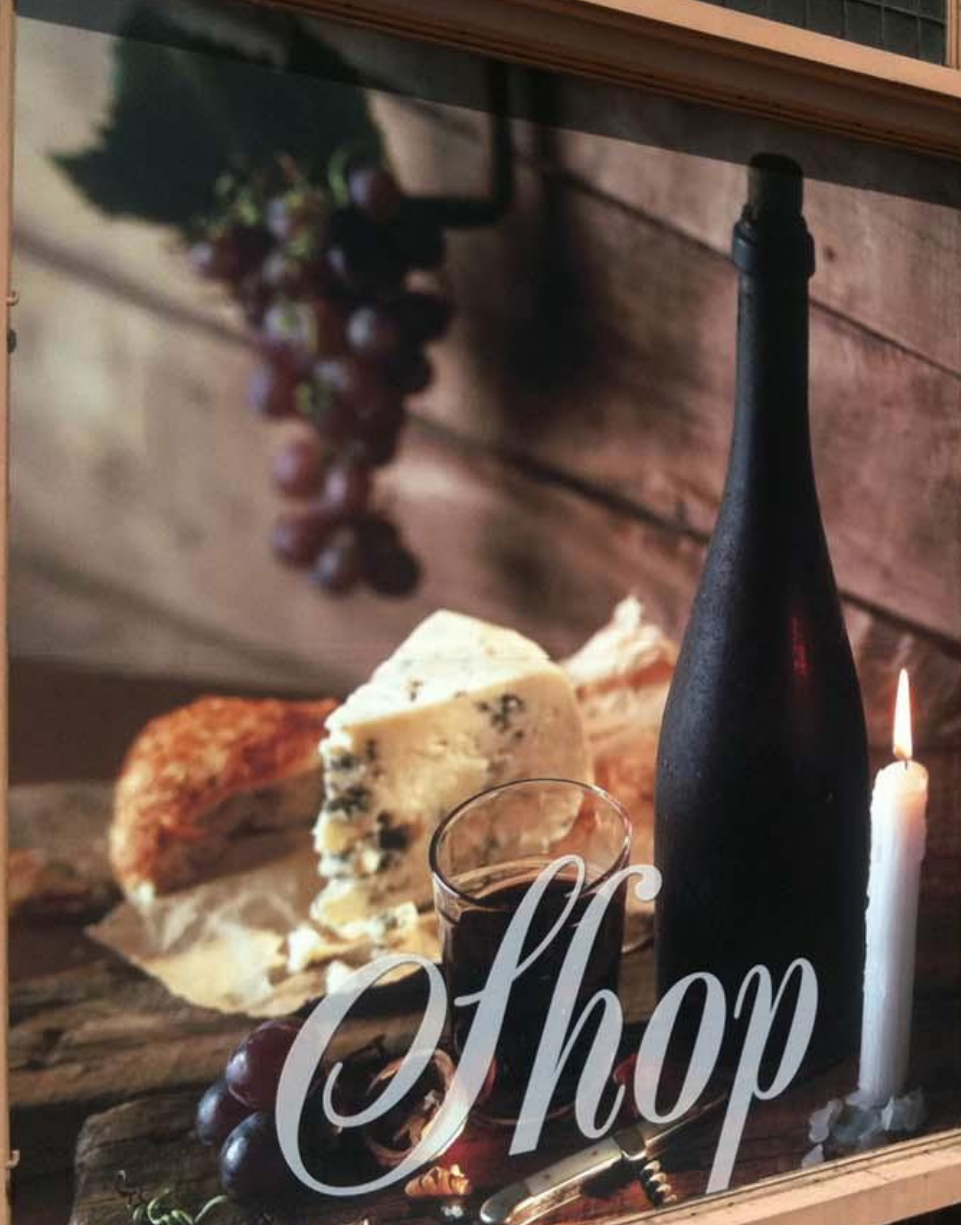
KISSES

WiFi Available!



Shop

Woursh







Metropolitan Nashville
PUBLIC WORKS
Nashville
MUSIC CITY
NASHVILLE
CONVENTION & VISITOR'S BUREAU



4. And, help existing businesses – particularly those open year-round – expand their sales.



5. Create more workforce housing.

LINDSAY LOFTS

*Urban living
Condominiums In
The Historic
Tobacco
Warehouse District.
PRICES FROM \$139,000*

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Sharlene Celaya
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The Thomasville Realty, LLC
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TROLLY'S

111

NEEL'S





Public Outreach Summary

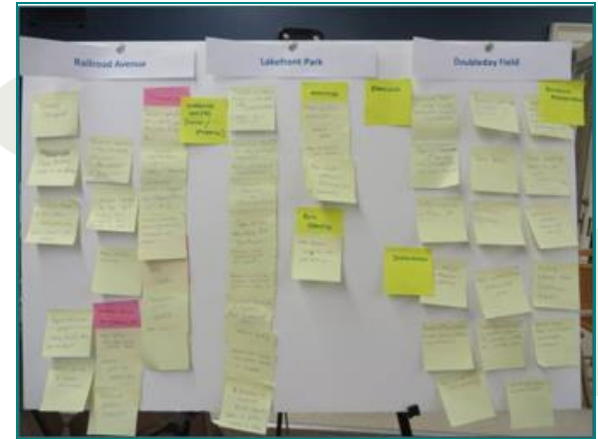
Public Outreach – Phase I

- Community Events & Consumer Intercept Surveys
 - Farmers Market and Pioneer Park
 - Cooperstown Field Day
 - Stagecoach Coffee
- Focus Group Interviews
 - Environmental Groups
 - Arts Community
 - Hospitality & Tourism
 - Education (Leadership and Students)
- Multi-Day Design Charrette
 - First Night Public Workshop
 - Two-Day Design Studio
 - Final Evening Work-in-Progress Presentation
- Project Website



Public Outreach – Phase II

- **Open House #1 (June 2015)**
 - Participants shared their thoughts and ideas on a variety of topics ranging from Housing to Economic Development to Doubleday Field
- **Open House #2 (April 2016)**
 - 80 residents, business owners and organization representatives attended the event
 - Participants provided the Steering Committee with feedback on draft recommendations, as well as some new ideas
- **Ongoing Steering Committee Meetings**





Vision, Goals, & Recommendations

Vision Statement

Cooperstown is and will continue to be an attractive, vibrant, year-round community that provides an excellent quality of life. The Village of Cooperstown is committed to:

- **protecting** its natural and cultural resources
- **recognizing** the important role that art, history, and tradition play in the community's character
- **encouraging** a range of housing options accessible to people of all ages, incomes, and abilities
- **continuing** to improve, while preserving the authenticity of, neighborhoods, municipal properties, infrastructure, and commercial districts
- **attracting** and **retaining** a diverse mix of year-round retail shops, businesses, and restaurants that cater to both residents and visitors
- **being** a model for environmental sustainability, with a focus on energy efficiency, renewable resources, alternative transportation, and reuse of historic properties
- **fostering** a climate in which local government is inclusive and responsive to the needs of residents and businesses

Categories

- A. Neighborhoods
 - B. Recreation
 - C. Business and Economic Development
 - D. Infrastructure
 - E. Environment and Sustainability
 - F. Government
 - G. Doubleday Field
- 

Goals & Recommendations

Neighborhoods

Housing: Encourage a mix of year-round housing types in a variety of price ranges, including rental housing options, to meet the needs of a wide range of Village residents, including families, seniors, and the workforce.

- A.1 Promote current property tax incentives for mixed-use development** to encourage the rehabilitation of downtown buildings to encourage upper-floor residential uses.
- A.2 Update zoning and planning regulations** to ensure that a diversity of housing types is permitted within the Village.



Goals & Recommendations

Neighborhoods

- A.3 Enforce registration procedures for tourist accommodations** and take violators to court, ensuring that short-term rentals do not overrun residential options.
- A.4 Conduct a Housing Needs Assessment.**



Goals & Recommendations

Neighborhoods

Community: Maintain safe, welcoming, pedestrian-oriented, and family-friendly neighborhoods that promote a sense of community.

- A.5** Enhance neighborhood quality of life by coordinating and promoting more **community-building events**.

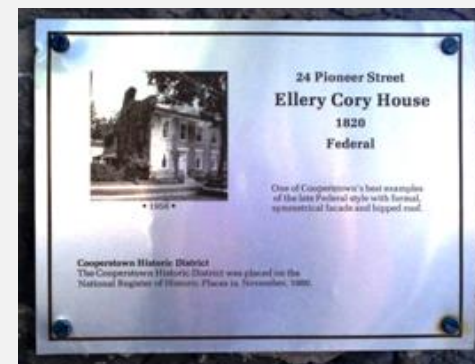


Goals & Recommendations

Neighborhoods

Historic Resources: Protect, promote, and enhance Cooperstown's historic assets to encourage the viable reuse of historic buildings and to preserve the character of the Glimmerglass Historic District.

- A.6** Increase awareness of local historic resources, strategies for making historic buildings more sustainable, and the availability of historic homeowner tax credits through public education.
- A.7** Work with the Otesaga Resort Hotel to distribute the hotel's **self-guided walking tour brochure** beyond the hotel.
- A.8** Maintain the Village's participation in the federal **Certified Local Government (CLG) program** and use designation to leverage funding.
- A.9** Reinvigorate the existing **recognition program** for privately owned historic buildings.



Goals & Recommendations

Recreation

Waterfront Access: Foster public access to and awareness of Otsego Lake and the headwaters of the Susquehanna River.

- B.1** Evaluate existing **Village boat launches** for motorized and non-motorized boats on Otsego Lake.
- B.2** Explore avenues to **link existing neighborhoods, open space, and recreational areas** including Fairy Spring and Three Mile Point Parks via public transit and safe pedestrian and bicycle access.
- B.3** Provide **better visual and pedestrian access** to waterfront within the Village of Cooperstown for non-boaters of all ages and abilities.



Goals & Recommendations

Recreation

- B.4** Increase **informational and directional signage along Main Street** to increase visitor awareness of Otsego Lake.
- B.5** Partner with local and regional organizations to **promote Otsego Lake as a destination.**
- B.6** Assess feasibility of **seasonal slip rentals at Fairy Spring Park.**



Goals & Recommendations

Recreation

Recreation Facilities and Programming: Provide a variety of outdoor recreation and programming opportunities throughout all four seasons to accommodate the needs of residents and visitors of all ages and abilities.

- B.7** Update the *Village of Cooperstown Parks & Recreation Plan*.
- B.8** Assess the demand/feasibility of creating a municipal dog park within the Village.
- B.9** Partner with neighboring communities and appropriate agencies to identify possible winter trail routes and connections.

Goals & Recommendations

Recreation

- B.10** Work with existing public and private entities to **promote both summer and winter recreation activities** including boating, fishing, wildlife enjoyment, sledding, ice skating, and ice fishing.
- B.11** Investigate opportunities to **expand and/or relocate the public ice rink**.
- B.12** Continue to work with local merchants to explore the feasibility of establishing **recreation equipment rentals** (kayak, canoe, bike) within the Village.



Goals & Recommendations

Recreation

Lakefront Park: Enhance the use of Lakefront Park by promoting cultural and culinary events, as well as recreational opportunities throughout the year.

B.13 Further enhance the **view shed and access** to Lakefront Park from Main Street.

B.14 Encourage use of Lakefront Park for existing or new **special events**.

B.15 Continue to offer **Concerts in the Park** during the summer season.

B.16 Continue to promote **existing municipal day slips**.



Goals & Recommendations

Business & Economic Development

Business Diversity / Year Round Business: Encourage diversity in year-round retail, service, and commercial business scaled to meet the needs of Village residents and visitors alike.

- C.1** Encourage **businesses to stay open year-round** and to remain open during the evening in the summer.
- C.2** Use **comprehensive plan and zoning law** to market the Village to attract and recruit businesses that will serve residents as well as visitors and provide a mix of products and services.

Goals & Recommendations

Business & Economic Development

- C.3** Develop a program to **make unoccupied/seasonal storefronts active** and more appealing through actions such as the installation of public art.
- C.4** Consider establishing a Downtown Business Association to encourage a **cohesive Main Street business group**.
- C.5** Promote Cooperstown as a **year-round destination** and business community.
- C.6** Work with property owners and real estate professionals to **analyze, improve and market existing commercial spaces**.

Goals & Recommendations

Business & Economic Development

Business Attraction, Expansion and Retention: Encourage the retention and expansion of existing businesses and support entrepreneurial and new business development, making Cooperstown competitive in small business growth.

- C.7** Continue to be a **business-friendly community**.
- C.8** Continue **dialog with the Bassett Healthcare Network** as it adapts to changing needs in medical education, healthcare, and its physical plant.
- C.9** Promote existing, and encourage private entities to establish and support, **shared workspaces and/or makerspaces** within the Village.



Goals & Recommendations

Business & Economic Development

- C.10** Partner with private and not-for-profit entities to provide **educational resources** concerning marketing, finance, technology, web design, and other related business topics **to encourage entrepreneurship**.
- C.11** Continue to provide and expand opportunities to **create a vibrant Main Street atmosphere** including outdoor dining, public art, and activities such as music and entertainment in public spaces, including Pioneer Park and the lawn at 22 Main.



Goals & Recommendations

Business & Economic Development

- C.12** Encourage creation of new business development in areas such as **home offices and small craft shops** within residential areas.
- C.13** Continue to participate in Mohawk Valley Regional Economic Development Council (MVREDC) and other **regional economic development discussions**.
- C.14** Seek funding to conduct a **hotel/conference/entertainment center** feasibility study.



Goals & Recommendations

Business & Economic Development

Railroad Avenue: Promote greater and more diverse business development activity in the Railroad Avenue district.

C.15 Work with local business and property owners to **determine current needs and opportunities** for future development.

C.16 Partner with Otsego Now to **explore potential redevelopment opportunities.**



Goals & Recommendations

Business & Economic Development

- C.17** Provide a **trolley stop in the Railroad Avenue District** as needed in the future.
- C.18** **Work with the County** to better develop the County building, property, and parking lots as a link between Main Street and Railroad Avenue.
- C.19** Use the **rail trail** to provide walking and bicycling corridor from Blue Trolley Lot to the Railroad Avenue District.
- C.20** Develop a **walking map** that illustrates connections between Main Street and Railroad Avenue.



Goals & Recommendations

Infrastructure

Parking: Work with the public and private sectors to ensure that the supply of convenient parking spaces meets the demands of residents, employees, and visitors.

- D.1** Conduct a **Parking Study and Demand Analysis** to assess existing conditions and year-round demand.
- D.2** Ensure that information is available for residents and visitors about the **Village's parking rules**, including parking permits, and policies.
- D.3** Continue **annual evaluation of paid parking regulations** and regular enforcement of all parking laws.
- D.4** Explore economic feasibility of **building municipal or private garage parking structures**.

Goals & Recommendations

Infrastructure



Supportive Infrastructure: Continue to seek revenues via grants, user fees, donations, and avenues other than taxation to share the burden of maintaining Village infrastructure.

- D.5** Continue to pursue funding for **infrastructure improvements**.
- D.6** Engage volunteers to **clean rain gardens and storm drains and to clear snow** from fire hydrants.

Goals & Recommendations

Environment & Sustainability

Sustainable Practices: Encourage practices that reduce energy consumption, encourage the reuse of existing resources, make use of local products, and transition away from fossil fuels in both public and private projects.

- E.1** Continue efforts to **reduce dependence on fossil fuels** within the Village.
- E.2** Identify and implement **best practices for energy efficiency** in municipal buildings.
- E.3** **Enhance public education** regarding environmental sustainability practices.



Goals & Recommendations

Environment & Sustainability

- E.4** Continue to **support the Economic Development and Sustainability Committee** in its efforts.
- E.5** Support efforts to **operate a boat washing station** by organizations promoting lake stewardship.
- E.6** Consider and implement a **community garden** as a way to improve access to sustainable, healthy food, improve social connections, and offer expanded recreation and education opportunities.



Goals & Recommendations

Environment & Sustainability

Environmental Health: Emphasize the community's role as a responsible steward of Otsego Lake, the headwaters of the Susquehanna River, and other important natural resources.

E.7 Enhance communication between the Village and environmental groups.

Goals & Recommendations

Environment & Sustainability

Bicycle and Pedestrian: Encourage bicycling on well-maintained roads and walking on well-maintained sidewalks.

- E.8** Implement the Village's newly adopted **Complete Streets** policy.
- E.9** Install additional **bike racks** throughout the Village to promote bicycle riding as an alternative form of transportation.
- E.10** Partner with Otsego Regional Cycling Advocates (ORCA) to **promote the county's Bike to Work Day** program in Cooperstown.
- E.11** Develop a **Sidewalk Maintenance and Improvement Plan** that includes an Americans with Disabilities Act (ADA) self study.



Goals & Recommendations

Environment & Sustainability

Alternative Transportation: Encourage alternative forms of transportation in the Village.

E.12 Support taxis and vehicle sharing programs, within the framework of state legislation.

E.13 Reassign the tasks of the Trolley Committee to the Streets Committee to encourage multi-modal considerations.

E.14 Partner with Otsego Now to explore the feasibility of bringing passenger rail access to Cooperstown.

Goals & Recommendations

Government

Efficiency: Enhance the overall quality and efficiency of municipal services in Cooperstown.

F.1 Make the **Village Hall a Main Street anchor** by fostering committed partnerships with businesses, as well as local arts and culture organizations.



Goals & Recommendations

Government

- F.2** **Ease review process** for those interacting with the Village by continuing to assess local laws, policies, and procedures.
- F.3** Seek opportunities for **shared municipal services** and consolidation of resources.
- F.4** Continue to review the Village's **organizational structure** and administrative leadership.
- F.5** Actively recruit and support funding for **volunteer fire service and emergency medical services (EMS)**.
- F.6** Continue to ensure **local law enforcement presence**.

Goals & Recommendations

Government

Communication: Improve communications between local government and the public regarding Village policies, events, and other activities.

F.7 Continue to broadly **distribute the *Village Voices***.

F.8 Assess **usability and clarity** of the Village's website and social media outlets.

F.9 Enhance the **Village's website and social media outlets** as appropriate to ensure that the site can provide up-to-date information about Village events, development projects, public works and other policies.

F.10 Explore the feasibility of enhancing the Village's website to include **on-line permit applications**.

Goals & Recommendations

Government

- F.11** Provide regular **press releases** to print, radio, and television news outlets in Cooperstown, Oneonta, and the Mohawk Valley.
- F.12** **Increase public notification**, beyond legal requirements, to ensure awareness of public hearings for zoning issues and the passage/amendment of local laws.
- F.13** Develop a “**Cooperstown Welcome**” link on the Village website.



Goals & Recommendations

Doubleday Field

Destination: Improve communications between local government and the public regarding Village policies, events, and other activities.

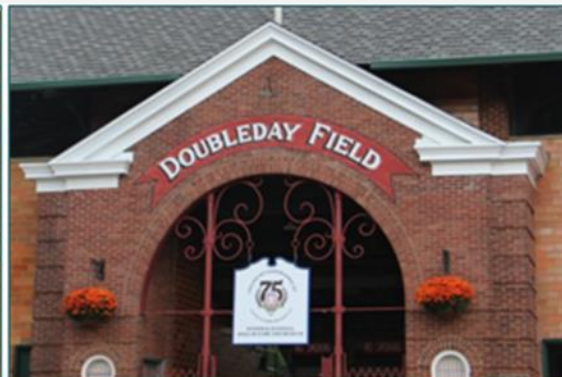
- G.1** Work with public and private entities to **promote and enhance Doubleday Field** and the surrounding area as a nationally recognized destination that residents and visitors can safely access by foot, private vehicle, or public transportation.
- G.2** Make the **Sandlot Kid area** a welcoming public space.
- G.3** Work with local business and property owners to gather input on the **current needs and opportunities** for future development.



Goals & Recommendations

Doubleday Field

- G.4** Partner with Otsego Now and local developers to explore the **feasibility of mixed-use (retail/parking/residential) development** in the vicinity.
- G.5** Explore the feasibility of developing and marketing Doubleday Field as an **event venue** for outdoor entertainment, sporting events, community events, and weddings.
- G.6** Explore additional **historic designations** for Doubleday Field.
- G.7** Determine how best to **quantify the number of visitors** to Doubleday Field.



Goals & Recommendations

Doubleday Field

Building Preservation/Improvements: Pursue opportunities to enhance and develop facilities at Doubleday Field, making it more usable and marketable, while preserving and promoting its historic character.

- G.8 Seek funding** to develop a Master Plan and rehabilitate Doubleday Field.
- G.9 Develop a Master Plan** to inventory and prioritize infrastructure, field, and building improvements.
- G.10 Design and install interpretive signage** to educate residents and visitors about the history of Doubleday Field.

Implementation Matrix.....

- Identification of Project Champion and Potential Partners
- Potential Funding Sources
- Implementation Timeframe
- Prioritization – Refined After Public Input

Goals & Recommendations	Project Champion	Potential Partners	Immediate*	Short-Term	Medium-Term	Long-Term	Ongoing	Funding
A. NEIGHBORHOODS								
Housing								
A-1	Promote current property tax incentives for mixed-use development to encourage the rehabilitation of downtown buildings to allow for upper-floor residential uses.	Village of Cooperstown Economic Development Sustainability Committee (ESDC)	Realtors, Chamber of Commerce, Otsego Now	H			√	
A-2	Update zoning and planning regulations to ensure that a diversity of housing types is permitted within the Village.	Village of Cooperstown Planning Board	Village Board, Housing Developers, Otsego County Codes, Village of Cooperstown Economic Development Sustainability Committee (ESDC)		M			
A-3	Enforce registration procedures for tourist accommodations and take violators to court, ensuring that short-term rental do not overrun residential options.	Village of Cooperstown Zoning Enforcement Officer	Destination Marketing Corporation for Otsego County (DMCOC), Chambers of Commerce, Otsego County Treasurer, Accommodation Managers	H			√	Chambers of Commerce
A-4	Conduct a Housing Needs Assessment.	Otsego Now	Village Board, Large Employers (Bassett, Otesaga, etc.), Neighboring municipalities, NYS Housing and Community Renewal		M			
Community								
A-5	Enhance neighborhood quality of life by coordinating and promoting more community building events.	Cooperstown Chamber of Commerce	Village Board, Non-profits, Otsego 2000, Private businesses, Clark Sports Center		H		√	
Historic Preservation								
A-6	Increase awareness of local historic resources, strategies for making historic buildings more sustainable, and the availability of historic homeowner tax credits through public education.	Otsego 2000	Historic Preservation & Architectural Review Board			M	√	
A-7	Work with the Otesaga Resort Hotel to distribute the hotel's self-guided walking tour brochure beyond the hotel.	Cooperstown Chamber of Commerce	The Otesaga Resort Hotel	H				

A Special Thank You to...

Comprehensive Plan Steering Committee

- Jeff Katz, Mayor
- Cindy Falk, Trustee and Co-chair
- Elizabeth Horvath, Co-chair
- Ellen Tillapaugh, Trustee
- Christopher Grady
- Matt Hazzard
- Marc Kingsley
- Ted Spencer



Q & A

Thank You!

For additional information:

<https://coopplan.wordpress.com/>