Perry Economic Resiliency and Recovery Plan

Prepared by:

MRB group

September, 2022

Executive Summary

Key Findings:

The Village of Perry writes this plan for Economic Resilience following recent growth in businesses, population, and investment in downtown Perry. Though progress in the community has been recognized and celebrated, the Covid-19 Pandemic brought to the attention of the village administration, local business leaders, and community members the need for a resilience framework for economic and community development. Through a process rooted in community outreach, public engagement, data, and foundational literature on resiliency in rural communities, we've identified five areas for goal setting and actions that address the question: *"What can the community of Perry do to ensure the long-term viability of downtown businesses?"* This plan answers the question through five components: housing, childcare, the built environment, the seasonality of the local economy, and business support capacity.

Housing

Affordability in Perry is relatively high, but housing availability is low. Like many places in the U.S., prices are rising and are expected to continue to do so. For Perry to preserve high homeownership rates and affordability, and stabilize housing for owners and renters alike, the Village of Perry should work with partners to **increase housing stock and access to financing**.

Childcare

Like most of Wyoming County, Perry does not have enough childcare supply to meet demand. The growth of businesses in Perry relies on a workforce, and the workforce requires adequate childcare to participate in the labor market. When childcare is available, families are more resilient and flexible. Perry can support the expansion of childcare options by **identifying childcare as an imperative in the business community**, **supporting childcare providers through childcare business accelerators,** and continuing to **support community programs that assist families.**

Built Environment

Perry's built environment and streetscape can support resilience by being flexible, accessible, healthy, and sustainable. Perry should take actions to **increase the safety and attractiveness of downtown through traffic calming,** and **develop new, flexible spaces that combine parks, parking, art, and greenspace** while minimizing tradeoffs. Perry should also act to increase the efficiency of the existing private and public areas designated for parking, by **forming public-private agreements and facilitating parking agreements between private owners of parking lots and the Village.**

Seasonality of the Local Economy

The busy summer visitor season is integral to the business model of many local businesses that count on those months to generate revenue while minimizing costs in the "off" season. Other businesses have relatively fixed costs throughout the year, and the drop in revenues in the winter, and early spring months, threatens their ability to withstand stresses and shocks. Businesses in Perry would add resiliency from growing revenue throughout the year **by continuing to build their local market base and expanding their sales into online sales where possible**. Current retail demand gaps can partially be met by offering goods and services identified in retail gap analyses, and by capturing projected demand growth for goods and services.

Business Support Capacity

In the research literature on resilient, dynamic, and thriving rural areas, high-capacity business support networks are a common theme. The value of this type of network is well understood in Perry, with its multiple support networks such as the Perry Main Street Association, Main Street LLC, Letchworth Gateway Villages, and several other chamber organizations. Though these networks continue to provide critical support services that develop resilience in businesses, the economy, and the community, it would be beneficial to identify and deliver dedicated resources to build capacity among business support organizations, to help ensure that small businesses continue to get technical assistance and find needed capital.

Contents

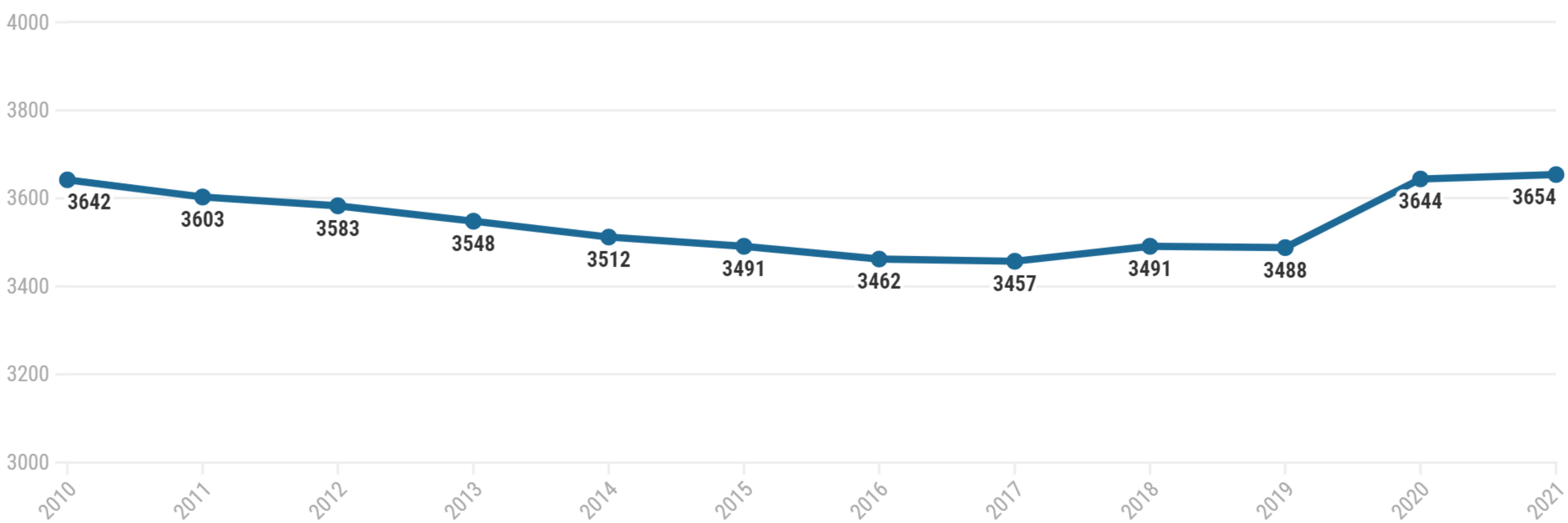
Introduction

Context and Understanding: Building on Perry's Recent Success

Amidst the slowest population growth in the U.S. since its founding, and declining population throughout New York State since 2016, the Village of Perry has welcomed new residents in new housing units at places like the Knitting Mill, The Old School apartments, and residential spaces in downtown Perry. The Village of Perry is vibrant with festivals and activities that serve the residents and visitors to nearby Silver Lake and Letchworth State Park. Though Perry followed the trend of declining population that most Upstate New York Villages experienced in the past decade, initiatives and policies to grow housing and support families reversed that trend and the Village gained nearly 200 residents since 2017 – an increase of 5.7%.

After declining for most of the past decade, population has grown since 2017

Population, Perry NY



Source: U.S Census, Population Estimates Program

The addition of new people into the community has contributed in part to the business growth in downtown Perry, but this growth is nascent. Continued growth and resiliency will require building on the recent success, with strategies to expand markets, support businesses and workers, and encourage housing development that attracts more families of all types.

The Village's most recent Comprehensive Plan envisions a downtown where "demand for space on Main Street exceeds the number of opportunities; where demand for older buildings exceeds the volume of what we have." The Village is committed to channeling development energies toward the downtown core, maintaining the traditional village transect form, and continual reinvestment in its central district. Entrepreneurs, investors, and community leaders have worked hard to reinvigorate Main Street with new retail, office, and residential uses in rehabilitated historic buildings.

Current and historical economic trends do not necessarily predict future conditions. Long-term stresses like shortages in the labor supply, decrease in housing availability, lack of childcare, risings costs, and scarcity of goods can erode the careful and thoughtful progress made in communities like Perry. Acute shocks like pandemics, global conflicts, increasing climate change, recessions, and civil disruptions impact businesses and communities.

A plan to mitigate the impacts of ongoing stresses, and strengthen the business, social, and built environment to withstand future shocks, is a critical piece in the effort to build greater resilience. Though Perry has enjoyed recent growth and success in the economy and the community, future shocks will inevitably arrive. The Perry Economic Resiliency Plan was written to protect that growth, establish more virtuous investment cycles, and prepare Perry to continue to thrive in changing environmental conditions.

Strategy, Goals, and Actions

Question Statement

In the meetings and interviews with stakeholders, public forums, and discussions, the question of how to best define resiliency was tested and refined into a problem statement or question specific to Perry. Goal areas were then developed within the main question statement to form the resiliency strategy for the Village of Perry:

> *"Working with local and regional partners, what can the Village of Perry do in the next 5 years to develop the long-term viability of downtown businesses by supporting the community, preparing the built environment for the future, mitigating seasonal business impacts, and building capacity for local business support?"*

Goal Areas

The steering committee combined results from the community focus group and business survey, along with their collective experience, to disaggregate the statement into distinct components that form the five goal areas for the action plan.[1] The goal areas collectively address the problem statement and are distinct policy environments.

- Housing
- Childcare
- The Built Environment
- Seasonality of the Local Economy
- Business Support Capacity

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[1] This framework was partially influenced by work from the Brookings Bass Center for Transformative Placemaking, "Building resilient rural places: Strategies from local leaders to strengthen rural assets, diversity, and dynamism." Hanna Love and Mike Powe December 1, 2020

Actions

The actions recommended in this plan fall into the goal areas listed above. A resiliency plan requires regular updates from the community as environmental and internal conditions shift. The actions in this plan were recommended based on feedback from the steering committee, interviews, data sources, and survey data from the community. We also learned and applied lessons from recent studies and literature on rural resiliency in the U.S. and drew on the expertise of MRB Group staff who have experience in municipal management, economic development, planning, and streetscape design. Finally, actions have been identified in this plan that meet the criteria for having a high potential for impact and are within the community's ability to influence.

Goal Areas

Goal Area One: Housing

Increase access to homeownership so people can continue to move to and invest in Perry while also increasing housing stability for renters at risk of higher cost-burdened housing.

Objectives

1. Increase the number of multifamily units in the Village of Perry.
2. Grow residential density throughout the Village of Perry through Accessory Dwelling Units and 2nd and 3rd Floor residential.
3. Encourage the development of more studio and single-bedroom apartments for seniors and young professionals.
4. Support homeownership by connecting residents to resources for new homebuyers and access to capital (both lending and grants).

Context

During the community focus group, participants were asked to evaluate challenges in housing in Perry. When we asked, "What barriers exist to sustainable job growth and investment in downtown Perry?" the top response was "Housing." All of those asked said that housing availability was a problem in the Village of Perry with 65% saying it was a major problem and 35% saying it was a minor problem. When it came to housing affordability, only 27% said it was a major problem and 23% thought it wasn't a problem. Half said that affordability was a minor problem in Perry.

Data from the U.S. Census is consistent with what we heard from residents: households in the Village of Perry are less cost-burdened[2] than New York State and U.S. averages, but rental households are more likely to be cost-burdened than owner-occupied households. (Fig. 1 and Fig. 2)[3] The share of owner households severely cost-burdened in Perry is less than half of that in New York State and two-thirds of the share in the U.S. Among renters, however, affordability is closer to State and National measurements.

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[2] Cost-burdened is defined as households spending more than 30% of income on housing.
[3] U.S. Census ACS 5-year Estimates

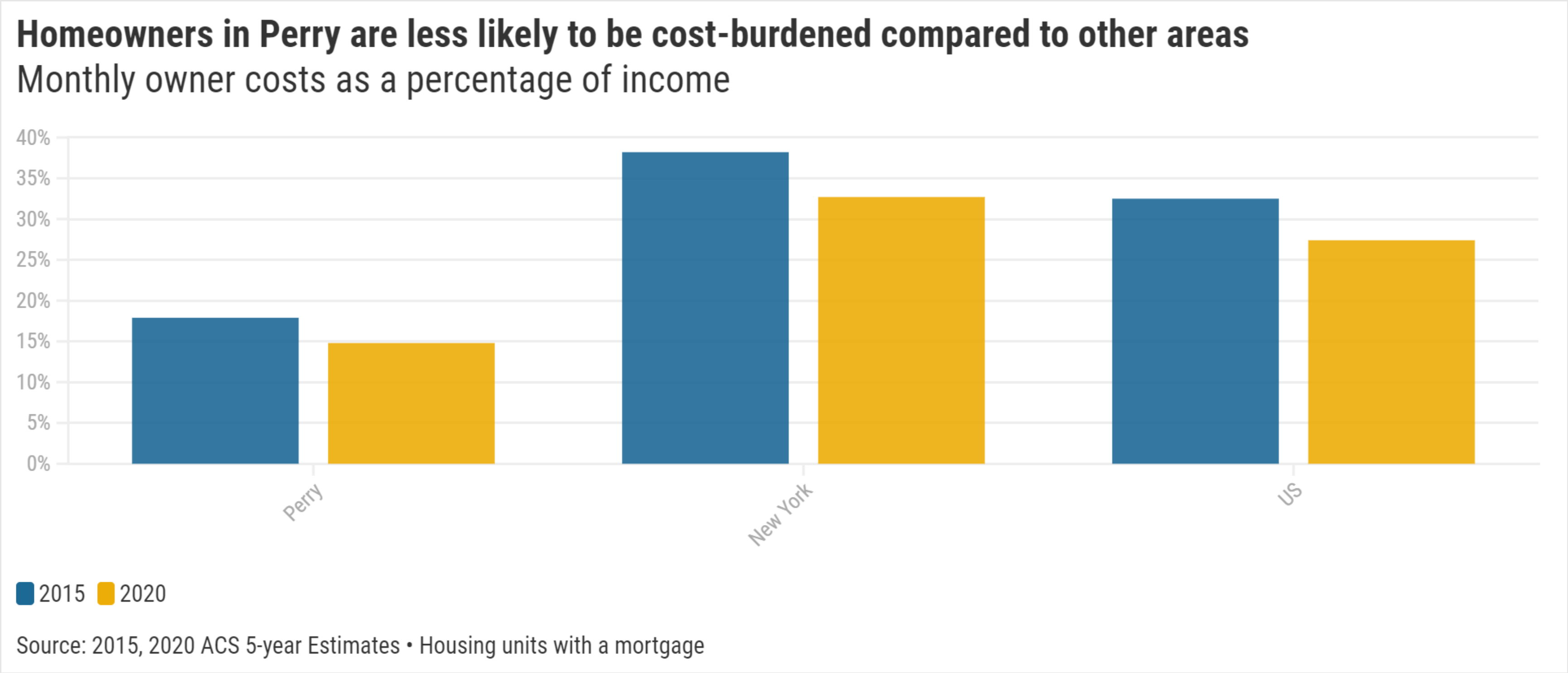

Homeowners in Perry are less likely to be cost-burdened compared to other areas
Monthly owner costs as a percentage of income
40%
35%
30%
25%
20%
15%
10%
5%
0%
Perry
New York
US
2015
2020
Source: 2015, 2020 ACS 5-year Estimates • Housing units with a mortgage

Figure 1

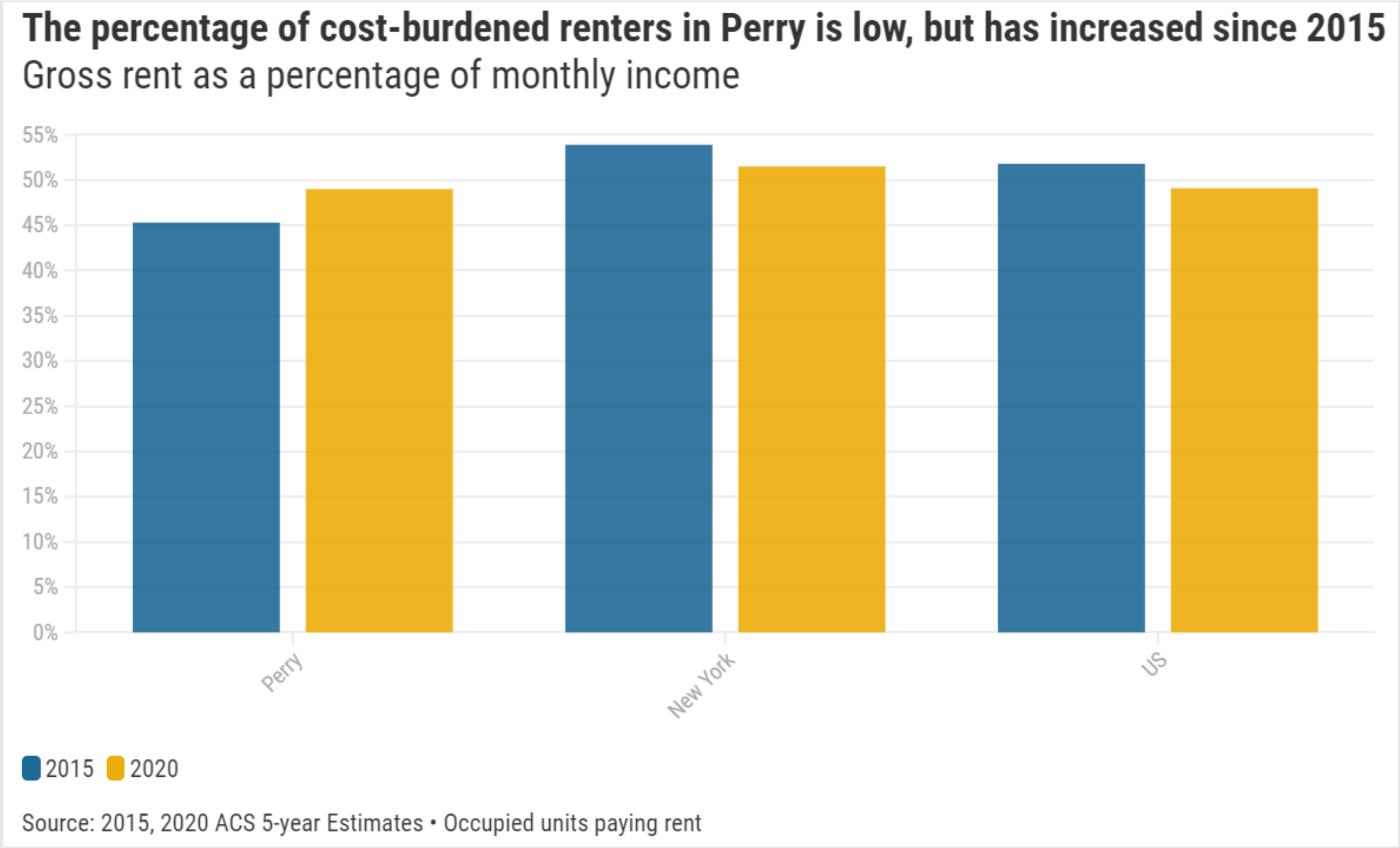
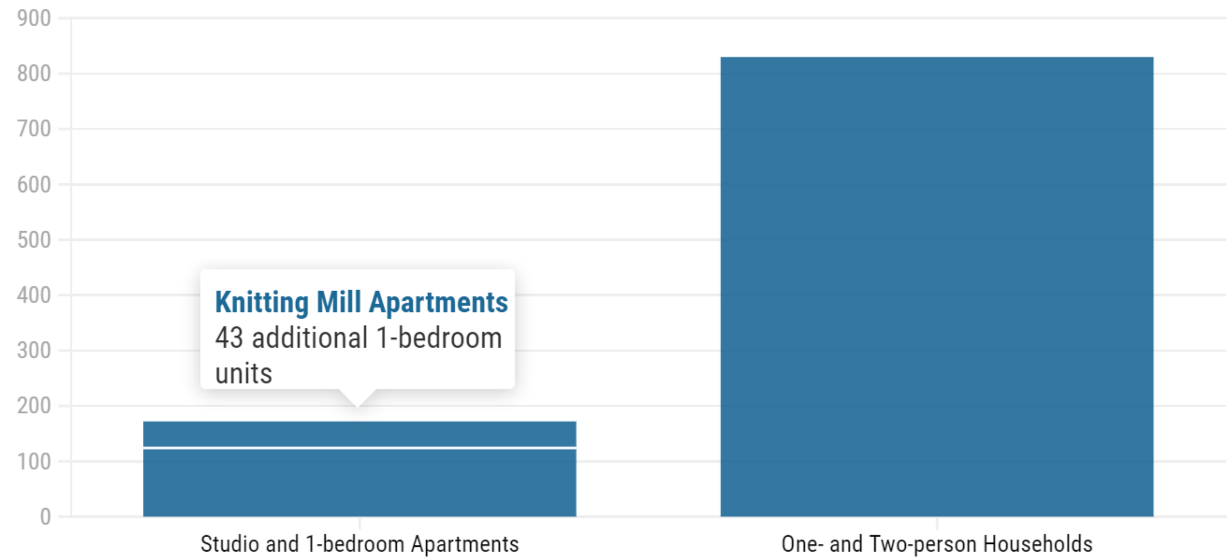


Figure 2

For both owners and renters, the housing market of Perry features higher levels of affordability compared to the rest of New York State and the U.S. Affordability has been changing, however, and there is a significant risk for a decline in affordability as demand continues to be strong in Perry and supply is slow to respond.

Compared to the number of small households – those with one or two persons – there is a lack of small rental units. This means that there is a current opportunity in the market to provide housing that better suits the needs of small households. The recent addition of the Knitting Mill Apartments (apparently unrecorded in 2020 ACS Estimates) is an example of an appropriate response to the clear demand in the market.

There are more small households than small apartments in Perry

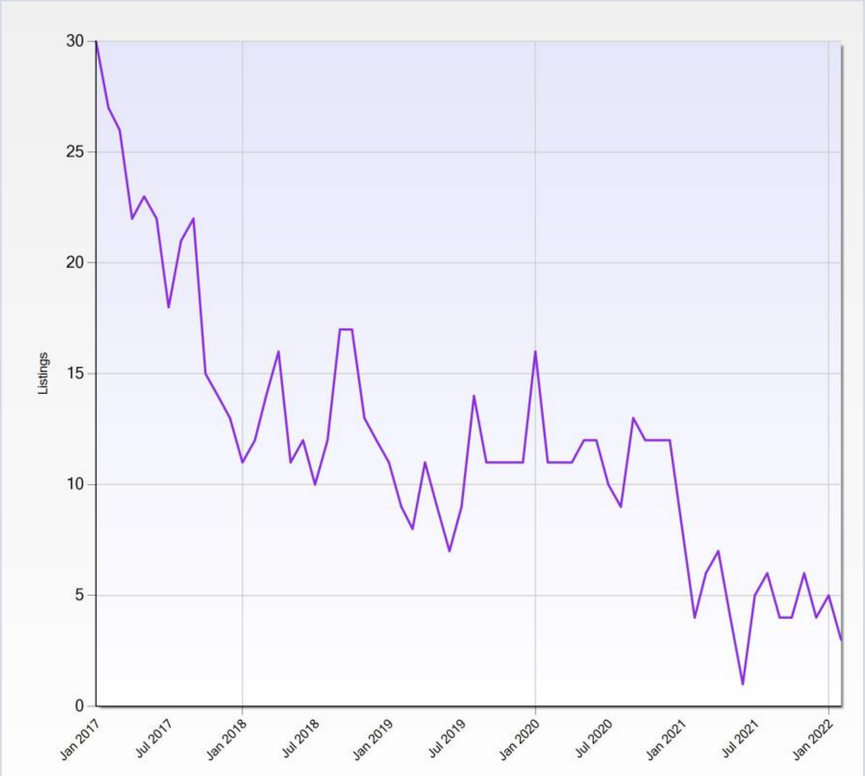


Source: 2020 ACS 5-year Estimates

Figure 3

Moreover, the number of senior-headed households has grown in Perry since 2015, while at the same time the number of studio and one-bedroom units has fallen. Demand in the housing market in Perry would be better met by additional small units.

[4]Listings of new homes in Perry have slowly been declining since 2017 (Fig. 4), but 36 new housing units have been built since 2010, according to the US Census, offering new supply to meet demand. (Fig. 5) Other new housing units not identified yet in the American Community Survey (2020) include 48 units at the Knitting Mill Apartments and other refurbishments and new construction.



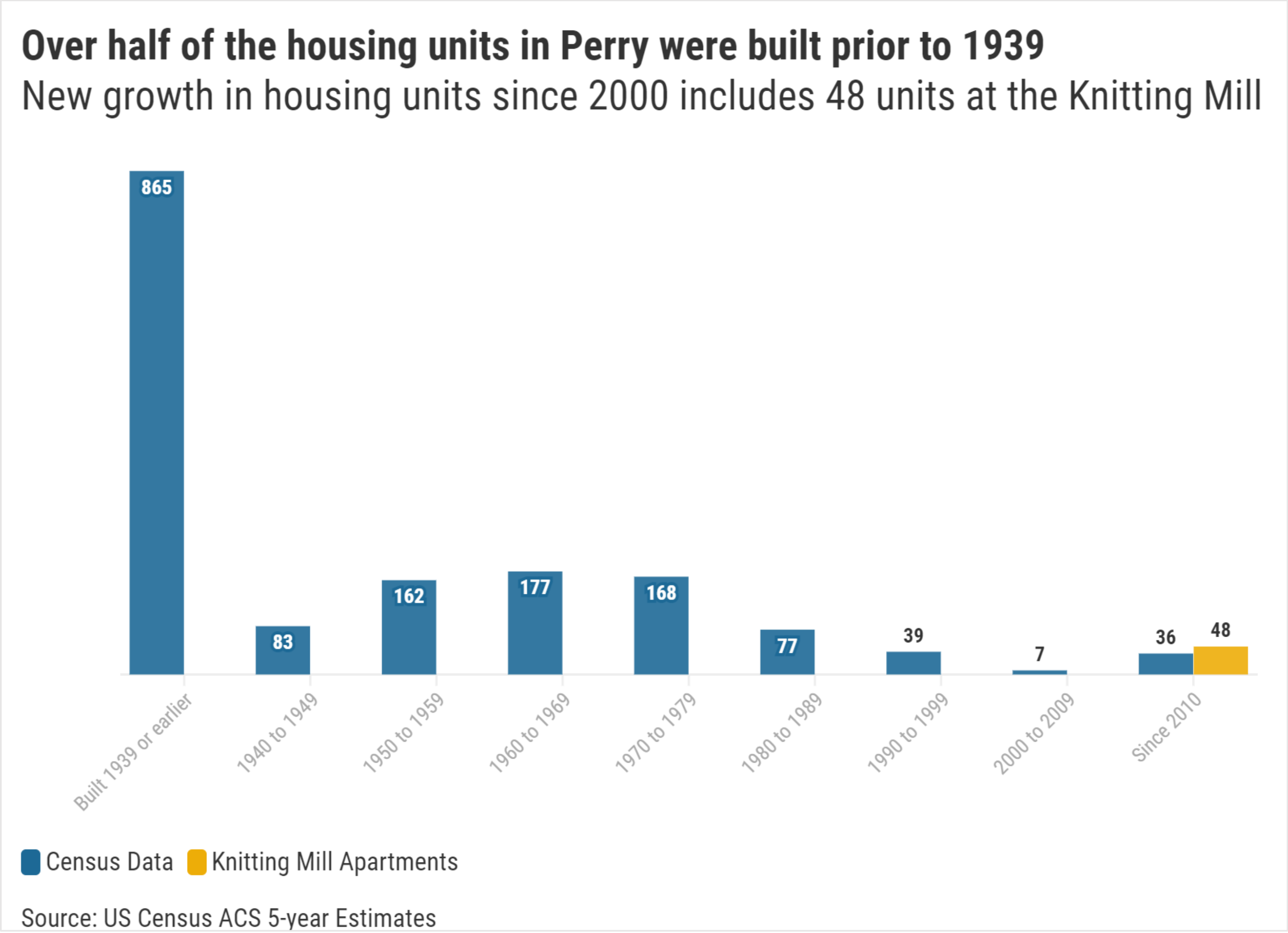
4.Village of Perry Single-Family Listings

Though housing costs have historically been low in Perry, a demographic shift away from large cities and metros, combined with a low home inventory, could negatively impact the currently high level of home-ownership and housing attainability. Strong competition in the housing market from wealthy metro regions combined with rising interest rates, means that a growing number of offers come in as cash and over the asking price. Though the growth of home values in Perry is a positive sign of strong demand and investment in the community, attainable homeownership is an asset to the community that creates pathways to wealth for residents of the Village. Several of the recommendations in the Perry Economic Resiliency and Recovery Plan are intended to identify ways the Village can support attainable homeownership.

At over 62%, the homeownership rate in Perry[5] is higher than in New York State and higher than the U.S. owner-occupied rate of 54%. In the Village of Perry, there is a high level of homeownership among younger householders, with 36.8% of those under 24 owning a home and 50.8% of those aged 25-34 owning a home.[6] These are positive indicators that show strong investment from

[4] Upstate New York Real Estate Information Systems, LLC c/o Jason Beck R.E. Broker
[5] 2020 US Census ACS 5-year Estimates
[6] NYU Furman Center data from 2019 ACS 5-year Estimates, PUMS data

young homeowners. Maintaining access to affordable homeownership and increasing housing stability for renters strengthens the resiliency of the economy by supporting a working community that can contribute to business growth.



5. Housing Units Built in Perry. Housing units are defined by the US Census as: "a house, an apartment, a mobile home, a group of rooms, or a single room that is occupied (or if vacant, is intended for occupancy) as separate living quarters."

Actions:
Affordability in Perry is relatively high, but housing availability is low. Like many places in the U.S., prices are rising and are expected to continue. For Perry to preserve high homeownership rates and affordability and stabilize housing for owners and renters alike, actions to **increase housing stock and access to financing** should be taken by the Village. As construction costs rise, market incentives for developers to provide housing in the missing middle of the market are lower. Innovative approaches, such as the Village Grove Apartments in Trumansburg, may be eligible for significant State funding that can help bridge market gaps and provide a mix of housing solutions.

1. Identify shovel-ready/priority sites in areas zoned for residential, where target residential development can occur. This could mean market-rate single-family, multifamily (LI and MR), senior housing or market-rate one- and two-bedroom apartments, or a mix. Incentive zoning to attract development is an option for these sites, particularly when it comes to installing pedestrian-friendly infrastructure to connect new residential development in the R-1 zone with the central business district.
2. Expand permitted uses in C-2 to include two-family and multifamily uses and residential conversions.
3. Consider revising the Village's code to encourage Accessory Dwelling Unit (ADU) use and construction by adopting minimally restrictive language and making specific allowances for detached Garden Cottages. Model language example: (https://accessorydwellings.org/2014/11/25/model-code-for-accessory-dwelling-units/)
4. Update the Village's code to provide for Junior Accessory Dwelling Units (JADU) of less than 500 sf within existing residential structures. (Example code: https://library.qcode.us/lib/pleasanton_ca/pub/municipal_code/item/title_18-chapter_18_106-18_106_070)
5. Reduce minimum lot size requirements to 6,000 square feet for districts zoned R-2, to allow potential new development and infill at higher density. Revise minimum distance for multifamily and multi-unit housing to allow for more dense construction.
6. Presently, most second-floor residential and multifamily residential is restricted from R-1 and R-2. To encourage an increase in housing units and create some multi-family opportunities, consider revising permitted uses to allow two-family, multifamily, and residential dwelling above the first floor in all residential districts, or as the village board deems appropriate.
7. Initiate roundtable discussions with developers to assess the permitting process, identify unnecessary costs, and develop a streamlined process that minimizes costs. (https://www.mass.gov/doc/permittingbestpracticesguidepdf/download)
8. Assist homebuyers through down payment assistance by applying for and obtaining funds through programs like the New York State HOME Program.
9. Evaluate community support for innovative housing development solutions, like the Village Grove Apartments in Trumansburg, and target parcels within the Village of Perry for future development. (https://www.ithacanhs.org/villagegrove)

Goal Area Two: Childcare

Reduce the childcare gap in Perry and Wyoming County, and make affordable, accessible childcare a pillar of business and workforce attraction.

Objectives:

1. Grow both in-home and center-based childcare options in the Village of Perry.
2. Elevate childcare as a local priority in planning and policy documents, and apply for regional, State, and Federal funding to support initiatives.
3. Support housing development that encourages multi-generational living and provides for additional family support.

Context

When we asked participants at the community focus group to tell us what investments were most important to achieving the vision of a resilient economy in Perry, childcare, and workforce development were among the top choices. "Childcare" and "Diversified Talent Attraction" were two of the top four responses when participants were asked, "What barriers exist to sustainable job growth and investment in downtown Perry?" When asked what would benefit workers in Perry, the highest response (27%) was "Increased access to childcare."

Childcare access is a challenge throughout Wyoming County, where, according to the Bipartisan Policy Center, there is a potential need for 1,660 childcare slots and a supply of only 320. (The BPC's report on childcare gaps measures the percent gap as the percent of children under six with all available parents in the labor force who do not have access to formal child care.) The gap percentage in Wyoming County is 70.3%, which is significantly higher than the gap in New York State of 46.3%. Wyoming County has a higher gap percentage than Erie (58.3%), Genesee (64.3%), Livingston (64.5%), and Monroe (58.5%). In the Village of Perry, there are 6.19 children for each available childcare slot (Census Tract 9706), and in nearby Castile, there are 5.54 children per childcare slot. (Census Tract 9707.) The need for childcare is a regional issue, but it is also a localized limiting factor on workforce attraction, business development, and community resiliency.

During the community focus group, participants were asked, "What brought or keeps you in Perry?" The top three responses were "Quality of Life," "Family," and "Innovation," followed closely by the "School System." According to focus group participants, amenities like parks, the splash pad, trails, and bike paths contribute to the resilience of Perry. Public goods like parks, recreation, museums, and libraries are a positive factor in attracting families to Perry. Still, accessible and affordable childcare is necessary to strengthen the community's resilience. Shocks to supply and demand in the labor force during the Covid-19 Pandemic meant that families were often seeking childcare while, at the same time, childcare facilities were closing due to a lack of staff. Labor force participation was negatively impacted during the Covid-19 Pandemic, and more so for women, those working in retail, and those working in hospitality. As businesses continue to recover and struggle to compete for workers, the availability of childcare is a critical factor in attracting and sustaining a resilient workforce.

Like most of Wyoming County, Perry does not have a supply of childcare that meets demand. The growth of businesses in Perry relies on a workforce, and the workforce requires adequate childcare to participate in the labor market. When childcare is available, families are more resilient and flexible. Perry can support the expansion of childcare options by **identifying childcare as an imperative in the business community**, **supporting childcare providers through childcare business accelerators,** and continuing to **support community programs and amenities like public libraries and parks that support families.**

Actions:

1. Update relevant policy and planning documents to identify childcare as imperative to the business community to better access and leverage funding for childcare programming and technical assistance.
2. Reach out to existing childcare providers in the region and provide support for grant applications, specifically Invest in NY – Childcare Deserts (potentially renewing in 2023).
3. Publicly advertise and convene a roundtable with state and regional partners, including ACCORD, and existing and potential childcare providers to connect them with technical assistance and grant resources.
4. Work with local and regional funders and the Child Care Resource and Referral Agency (CCR&R) (ACCORD) to develop a childcare business accelerator program in the Village of Perry to support new businesses in the childcare industry. (Example: https://mycommunityloanfund.org/community-loan-fund-announces-9-week-childcare-accelerator-course/)

Goal Area Three: Built Environment

Increase the attractiveness of the downtown corridor for business, visitors, and residents by reducing the impact of traffic on noise and safety, adding parking capacity, and promoting health and well-being through public art and amenities.

Objectives:

1. Encourage infill and redevelopment in areas where vacant, underutilized, or deteriorated structures and lots have become detrimental to the community (as a public safety hazard or eye sore); where new uses can be accommodated, and in areas that have been identified for redevelopment.
2. Promote Complete Streets to ensure that the roadway, in its entirety, does not focus on a single type of user, and incorporates the following elements in any given corridor:
    - Establish the roadway purpose
    - Create a sense of place by establishing an identity and marketing the Village's roadways to increase the revenues of area businesses.
    - Landscaping through street trees and vertical elements
    - Cohesive wayfinding and uniform business signage
3. Promote walking and biking as primary forms of transportation in and around the Village.
4. Develop and update current design standards for the Downtown Development Overlay District and Commercial Central District to provide a clear, flexible framework for new development and infill and redevelopment in these districts and other areas.
5. The Village should create additional parking on municipally owned parcels and work with areas business to create a shared parking system.

Context

In the Brookings article, "The necessary foundations for rural resilience: A flexible, accessible, and healthy built environment," Hanna Love and Mike Powe show that to support resiliency, rural downtowns need a built environment that is:

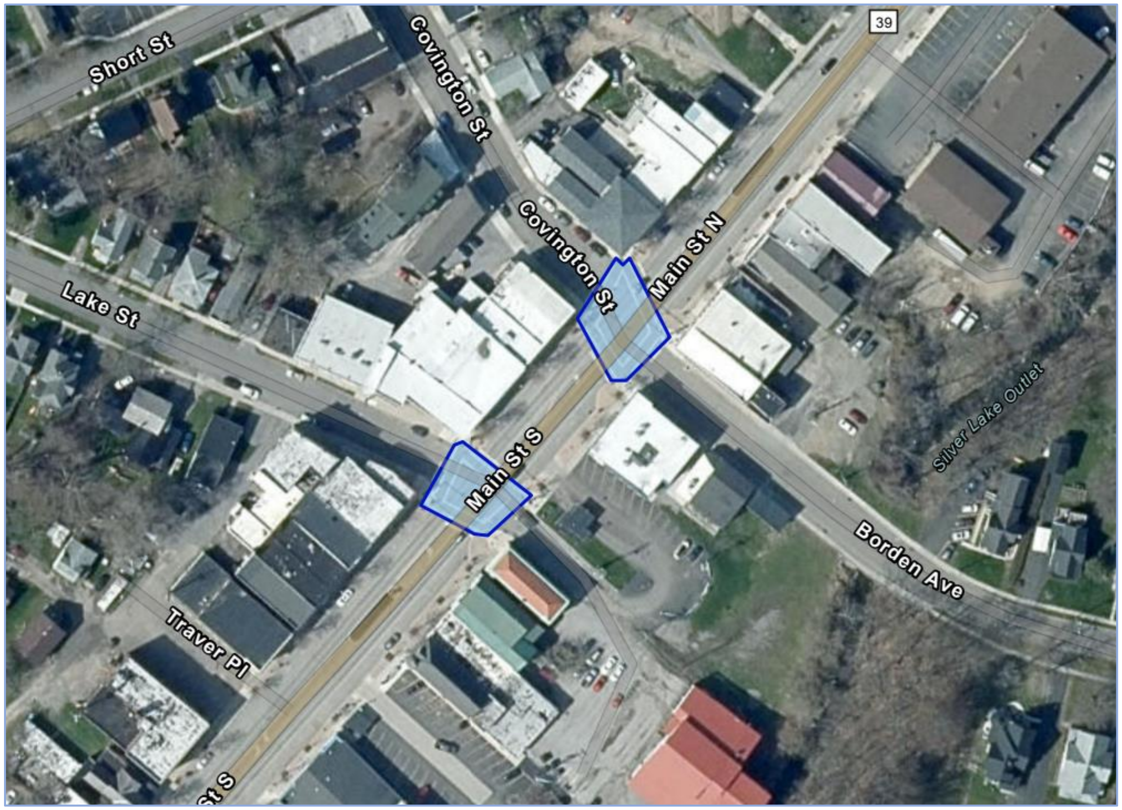
1. **Accessible**: Providing easy, reliable, and affordable multimodal movement to, from, and within the area
2. **Flexible**: Offering physical spaces and infrastructure that support a mix of uses while remaining adaptable to growth and change
3. **Healthy and sustainable**: Encouraging development and design that advance the health, safety, and resiliency of people and the environment

The recommendations from the streetscape assessment come out of this policy framework and the feedback and comments provided by the steering committee and the community through interviews and the community focus group.

Attractive, Safe Downtown Streetscape

Participants of the community focus group said that downtown Perry's "safe" and "kid-friendly" attributes were among the most liked. Participants identified investment in parks, green space, and waterfront access as the types of projects and investments necessary for achieving the vision of a resilient downtown Perry in 5-10 years.

During the streetscape assessment and walking tour of downtown Perry, we identified opportunities to improve safety for pedestrians by introducing traffic calming measures at the Main Street intersections with Covington Street and Borden Ave and Main Street and Lake Street. (Fig. 6)



6. Recommended traffic calming sites

The Average Annual Daily Traffic count for Main Street in Perry is 5,093.[7] Trucks account for nearly 10% of this volume, at 490 daily trips. Traffic on Main Street supports businesses by providing a stream of potential customers and increased access to locations for workers, but high noise levels caused by large vehicles at increased speeds can negatively impact the environment for pedestrians, outdoor dining, and other recreational and business uses.

The NYSDOT has worked with communities throughout the Finger Lakes to incorporate traffic calming measures into busy roads to better protect pedestrians' health, safety, and wellness. Enhanced crosswalks, increased crosswalk signage (e.g., "Yield to Pedestrians in Crosswalk"), and notices restricting decibel levels are examples of traffic calming measures that could improve the suitability of downtown Perry for outdoor commercial activity.

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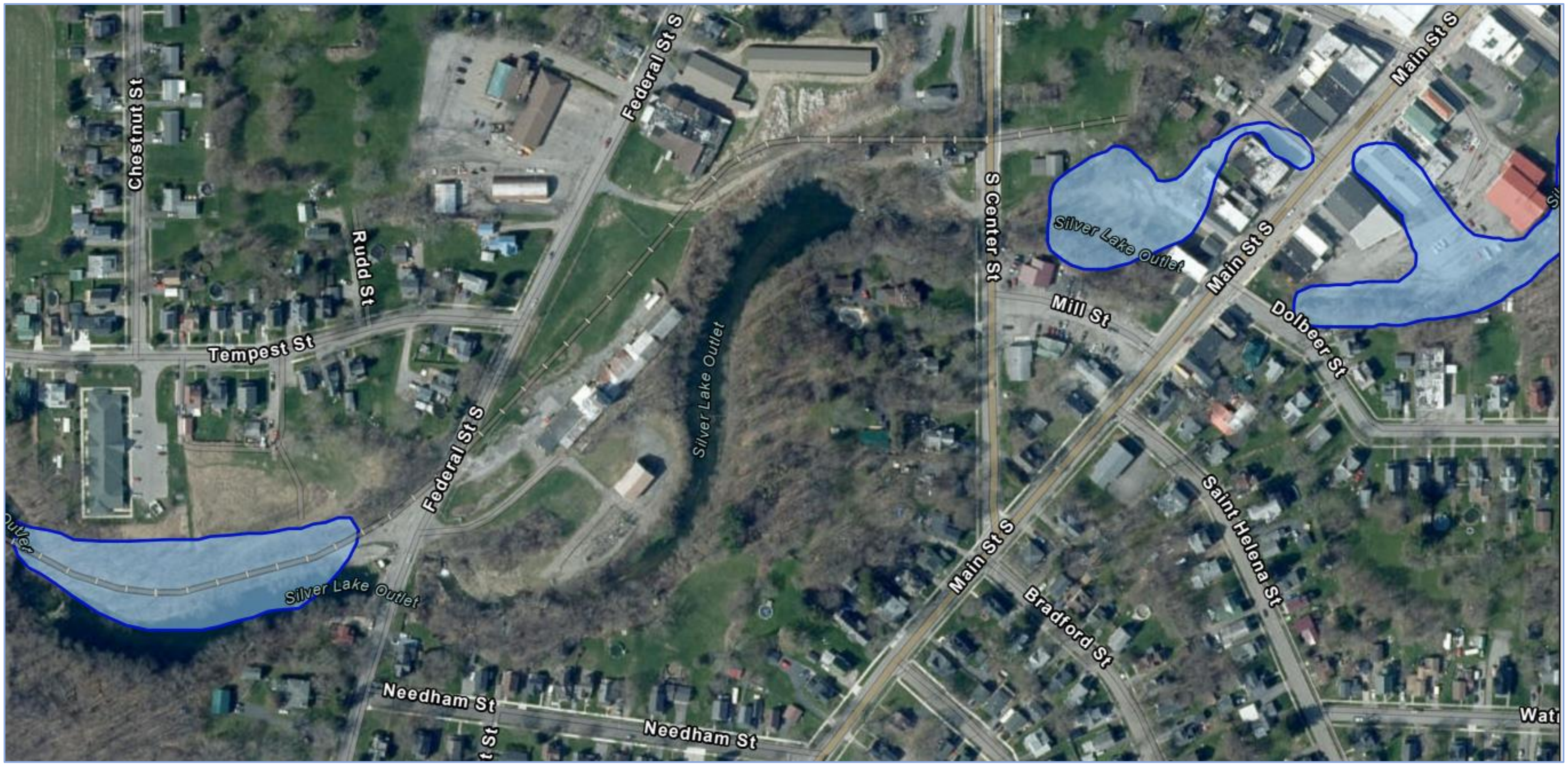
[7] NYSDOT, 2019 AADT station 460441 NY39 N MAIN ST from RT 246 PERRY to CR 25

During the Covid-19 Pandemic, restaurants and other businesses that offered additional takeout and delivery goods and services to better adapt to external conditions and be flexible with how they served their customers. Outdoor dining became a feature of the post-pandemic restaurant market, and customers continue to be attracted to downtown streetscapes where outdoor shopping and dining are available. Restaurants and shops in downtown Perry would benefit from increased pedestrian traffic from visitors who continue to find the built environment safe, accessible, and attractive. In addition to traffic calming measures that lower noise and improve safety, protective and decorative features, such as bollards or planters separate the pedestrian space from the roadway and create a protective barrier for outdoor dining and shopping.

7. Decorative bollard example

Public Art

In the community focus group, the second-highest response for “What do you like about downtown Perry?” was “Arts and Community.” Participants identified “Music, arts, and cultural programming” as one of the top types of projects or investments for achieving the vision of a resilient Perry. Public art, festivals, and cultural attractions are essential elements that pull in and keep visitors in downtown Perry to shop and dine. Perry is a gateway village to Letchworth State Park and Silver Lake. The community has successfully leveraged its location to attract visitors with festivals and cultural and artistic events. Public art throughout downtown Perry, created by local artists, enhances placemaking, invites residents and visitors to explore downtown, and encourages movement. Flexible parking areas, such as the municipal parking lot, “Festival Plaza” (site of the Perry Chalk Art Festival) can be used to develop capacity for off-street parking, but also provides additional locations for festivals and events. The Village can build off of its image as an arts community by adding additional public art in Downtown Perry, such as murals and additional installations to complement existing public art. Moreover, The Village has the opportunity in undeveloped sites to combine green spaces, parking, and art parks to maximize flexibility while minimizing trade-offs for public goods like parking. Places like the Stone Quarry Art Park in Cazenovia, New York, serve as an example of the attraction that public art can provide in an open-air space that enhances the sense of place and cultural diversity and encourages flexible outdoor recreational uses. (Stone Quarry Art Park: https://sqhap.org/) Areas along the Silver Lake Outlet trail could offer areas to place public art that is complementary to the current recreational use. Residents and visitors could find multiple uses for this trail as a place for exercise, outdoor wellness and nature observation, and enjoyment of permanent or rotating art installations.



8. Potential sites for additional public art parks.

Parking & Circulation

Business owners and community stakeholders identified a growing need to ensure that parking demand and changes in parking demand were adequately met by efficient use of current supply and consideration of additional supply where needed. As the Village of Perry continues to plan for and encourage diverse residential growth, the demand for downtown parking should be expected to grow. As residential development takes place, specific parking needs for residents will need to be taken into consideration and the Village should pursue strategies to make current parking use more efficient and identify new areas that could serve the community's needs. The common problem identified by business owners and community stakeholders was a mismatch between long-term parking usage by residents and workers and the needs of Main Street retail businesses and restaurants to maintain available on-street parking near their storefronts. For the Village to prepare for the potential future growth of residential upper-floor uses on and near Main Street and mixed-use commercial and office, adequate parking needs to be available for residents, workers, and visitors throughout the day and various days in the week.

9. Privately held parking lots are indicated in red. Existing and potential public parking is indicated in light-green/blue.

Analysis of aerial imagery of Downtown Perry identifies 82 on-street parking spots in the gateway corridor. Current and potential municipally-developed parcels are indicated in light green with blue borders. Privately-held lots are market with light red and red border. Additional parking capacity could be developed at the lots marked “1” and “2”. The lot marked “1” is entirely municipally held and if developed would create under 10 additional spaces. The lot marked “2” is not comprised of contiguous municipally-held property, and therefore is hypothetical and would require cooperation with landowners. This area would represent the potential for an estimated 84 parking spaces. The, the steering committee discussed during the Downtown walking tour and streetscape assessment that a mix of parking and open community space would be a preferable alternative to a single-use parking lot at this site, if it were developed. A mixed-use space would also contribute to the resiliency of Downtown Perry and the community if it were designed with greenspace and small park areas that added to the attractive public amenities in Downtown Perry. Below are examples of a parking lot that has incorporated areas for open space multi-use. (The example is from the Salt City Market in Syracuse, NY)

Figure 10. Parking lot with greenspace and pedestrian amenities.

Figure 11. Nearby public amenities offer seating and gathering spaces

Figure 12. Adjacent to the parking lot is a compact playground with low-maintenance artificial turf.

Public-private parking agreements, such as those outlined in the document, “Maximizing Urban-Core Parking with Private-Public and Private-Private Parking Agreements: Convening Findings”[8] help reduce inefficiency in the parking system and can provide better parking solutions with the existing assets for residents, visitors, and workers.

[8] https://www.usdn.org/uploads/cms/documents/2015usdnconvening_summary.pdf

> "Shared parking makes parking spaces accessible rather than reserved for a particular group. These opportunities typically occur between a public and private entity, or multiple private entities. However, shared parking can get complicated, quickly, as there are multiple types of arrangements.
>
> The most common shared public-private parking agreements allow owners of private parking lots, which often serve customers within a specific timeframe, to open their parking lots to the public during other times. This can benefit the community because it provides additional parking without the city having to construct it; and can benefit the private lot owner, because if parking charges are collected, the owner can collect some or all of the revenue."

Strategies for improving the efficiency of the existing parking supply include identifying private-public partnerships to increase parking efficiency and improving existing facilities with enhanced pedestrian connections, wayfinding, and signage. Shared parking standards should be further explored to provide more parking between businesses, patrons, and residents at different demand patterns. Perry's built environment and streetscape can support resilience by being flexible, accessible, healthy, and sustainable. Perry should take action to **increase the safety and attractiveness of downtown through traffic calming** and **develop new, flexible spaces that combine parks, parking, art, and greenspace** while minimizing tradeoffs. Perry should work with private parking lot owners to increase the efficiency of the existing private and public areas designated for parking by **forming public-private agreements and facilitating parking agreements between privately owned lots.**

Actions:

1. Maximize existing parking capacity by improving wayfinding and signage visibility to existing municipal parking so that visitors are encouraged to park and walk to businesses, even if storefront parking spots are occupied.
2. Develop the Village-owned parcels to add additional flexible space parking capacity that increases public outdoor amenities and increases capacity for parking so that downtown residential and business growth are not limited by inadequate parking. The priority sites for near-term development for parking are the Village-owned sites at Mill Street and the parcels located behind the Perry Laundromat.
3. Initiate discussions with private parking lot owners to form public-private agreements to create parking efficiency and address parking redundancies. (https://www.usdn.org/uploads/cms/documents/2015usdnconvening_summary.pdf)

4. Improve the atmosphere for downtown shopping and pedestrian activities by lowering traffic noise and speed by installing traffic-calming measures at downtown intersections to improve pedestrian safety and experience such as enhanced crosswalks with flashing lights and signs.
5. Install attractive decorative bollards or planters and wayfinding signage/kiosks to promote outdoor dining and retail.
6. Trail Development and Interconnectivity: Protect intact habitat patches in the village and connect or reconnect them with green pathways or trails to support people, vegetation, and wildlife.

Goal Area Four: Seasonality of the Local Economy

The summer recreation and tourism industry is a major asset for the economy in Perry, but lower Q1 and Q2 demand for retail goods and services places stress on year-round businesses that have higher fixed costs throughout the year.

Objectives:

1. Capture growth in the local market base so that downtown businesses can smooth revenues throughout the year and have stronger performance in Q1-Q2.
2. Support local businesses' expansion into online and digital marketplaces.
3. Consider ways to expand outdoor recreation into the "off-season" and capture visitor spending from nearby winter activities such as snowmobiling, cross-country skiing, snowshoeing, and other winter-season activities.

Context:
Letchworth State Park and Silver Lake have a major impact on the local economy in Perry by bringing in thousands of summer visitors who reside, vacation, and travel through the region. According to the 2017 Letchworth State Park Visitors Survey, there is a $51 million impact on the regional economy from people visiting the park and spending money at nearby food, arts, recreation, and accommodation establishments. Nearby Silver Lake has cultural, historic, and outdoor recreational attractions that serve Silver Lake and Perry's all-year and seasonal residents. When participants in the community focus group were asked to identify what assets, anchors, and organizations add the most to resilience in Perry, "Letchworth State Park" and "Proximity to Silver Lake" were the highest-ranking responses.

Seasonality of the local economy is a positive attribute of the business cycle for some businesses in Perry that rely on the busy summer season to generate revenues and then lower overhead costs during the winter. Other businesses in Perry that have year-long fixed costs and employment expenses would benefit from additional customers and revenue during the "off-season." Participants in the community focus group identified the seasonality of the local economy as one of the top four barriers to sustainable job growth and investment in downtown Perry.

In Wyoming County, employment in Retail Trade, Arts and Entertainment and Recreation, Food Services, and Accommodations has averaged nearly 13% higher during the second half of the year. This data includes Perry and represents some of the seasonal fluctuations experienced by businesses and how staffing levels are adjusted accordingly. The Covid-19 Pandemic placed additional stress on the Retail Trade, Arts and Entertainment, and Hospitality industries, which were harder hit than other industries during the pandemic when shut-downs stopped consumers from using service and then following the pandemic when labor shortages restricted the ability of restaurants and other business to hire enough staff to keep up with the resurgence of demand.

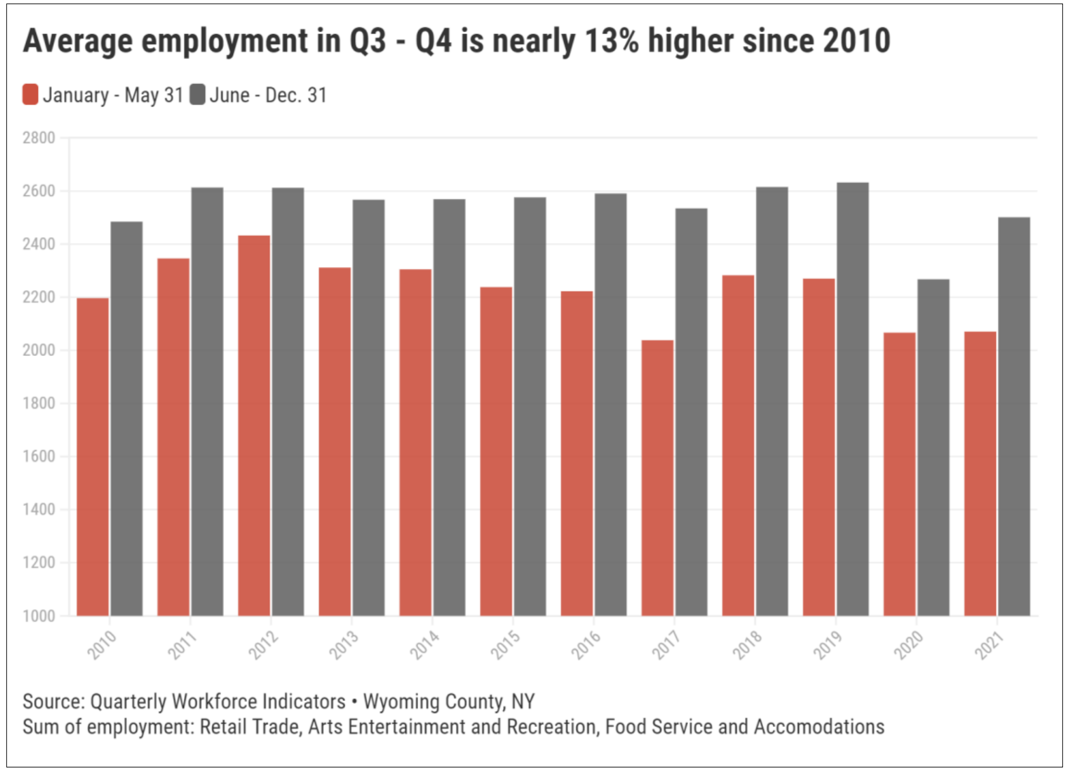


Figure 13

Local Market Area analysis shows the potential for retail sales of goods and services to those within a nearby driving distance. In this analysis, the Local Market Area (LMA) is defined by a 15-minute drive time radius from the Village of Perry center. A retail gap exists where demand for goods & services from residents of the LMA, exceeds the local supply of those goods and services.

Assuming a 25% recapture of the current retail gaps, demand in the LMA could support a new clothing store and potentially the expansion of existing businesses in the retail categories shown above. Other retail gaps identified in the table below are places where current businesses can offer goods or services to meet nearby consumer demand in the local market.

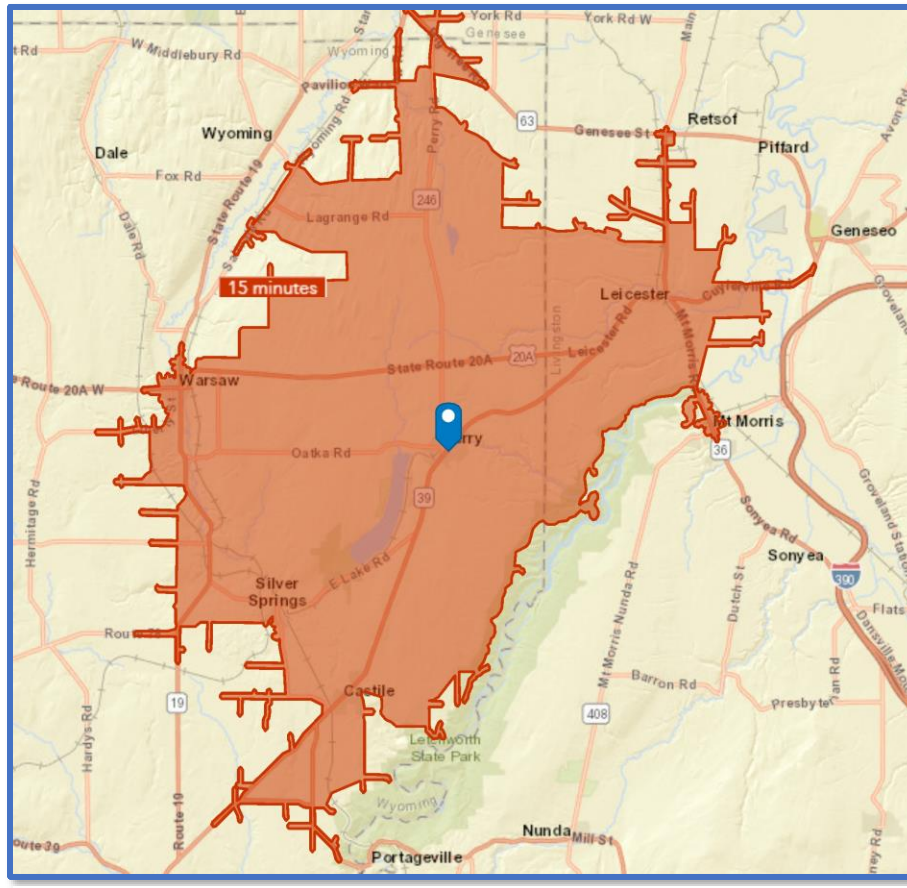


Figure 14

The table below details the retail gaps in the Perry Local Market Area. This table shows that gaps between local supply and demand would support partial increases in business in multiple categories if 25% of the gap were assumed to be potentially recaptured. For example, Home Furnishings and Stores industry in (NAICS 4422) has a $2.1 million gap between what local consumers demand and what is supplied locally. If 25% of that amount were captured, or $533,097, it would partially support a business (0.42) based on average sales per business of $1.2 million. This provides a comparison or a scale of how much current opportunity exists in the market for that specific good. According to the data, the local gap in clothing stores would support 1.37 businesses under the same assumptions.

Retail Gaps, Perry Local Market Area

NAICS	2017 Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	25% Recapture	Average Sales per Business	Supportable Businesses
4411	Automobile Dealers	$32,272,421	$13,991,667	$18,280,754	$4,570,189	$8,179,554	0.56
4422	Home Furnishings Stores	$2,925,404	$793,016	$2,132,388	$533,097	$1,266,603	0.42
4442	Lawn & Garden Equip & Supply Stores	$1,091,546	$537,605	$553,941	$138,485	$819,251	0.17
4453	Beer, Wine & Liquor Stores	$2,234,600	$1,666,397	$568,203	$142,051	$1,204,840	0.12
4,464,461	Health & Personal Care Stores	$15,444,649	$11,135,489	$4,309,160	$1,077,290	$2,402,154	0.45
4,474,471	Gasoline Stations	$18,489,789	$11,750,964	$6,738,825	$1,684,706	$3,845,544	0.44
4481	Clothing Stores	$9,066,532	$439,756	$8,626,776	$2,156,694	$1,572,375	1.37
4482	Shoe Stores	$1,485,053	$223,814	$1,261,239	$315,310	$1,438,752	0.22
4483	Jewelry, Luggage & Leather Goods Stores	$2,033,207	$0	$2,033,207	$508,302	$1,790,514	0.28
4511	Sporting Goods/Hobby/Musical Instr Stores	$4,009,338	$1,006,312	$3,003,026	$750,757	$1,351,793	0.56
4512	Book, Periodical & Music Stores	$760,048	$637,995	$122,053	$30,513	$1,123,119	0.03
4521	Department Stores Excluding Leased Depts.	$12,277,279	$0	$12,277,279	$3,069,320	$9,565,011	0.32
4529	Other General Merchandise Stores	$7,985,748	$5,143,230	$2,842,518	$710,630	$3,154,944	0.23
4531	Florists	$596,556	$487,520	$109,036	$27,259	$403,384	0.07
4532	Office Supplies, Stationery & Gift Stores	$1,924,204	$265,426	$1,658,778	$414,695	$792,645	0.52
4539	Other Miscellaneous Store Retailers	$3,577,262	$1,149,482	$2,427,780	$606,945	$1,140,143	0.53
7223	Special Food Services	$814,805	$0	$814,805	$203,701	$722,777	0.28
7224	Drinking Places - Alcoholic Beverages	$938,142	$96,551	$841,591	$210,398	$530,855	0.40
7225	Restaurants/Other Eating Places	$15,589,861	$14,545,949	$1,043,912	$260,978	$589,323	0.44

Source: Esri

Demographic Summary	2022	2027
Population	16,221	16,025
Households	6,405	6,388
Families	4,047	4,021
Median Age	42.4	42.9
Median Household Income	$57,406	$60,770

The previous analysis identified current gaps in the market. The following analysis presents potential opportunities as local household incomes grow over the next five years.

There are 6,405 households in the LMA with a median household income of $57,406. The household income in the LMA is projected to grow to $60,770 by 2027. The correlated growth in spending, or the retail demand outlook, represents the baseline case for nearby growth in market potential. As the household incomes in the LMA are projected to grow, there is a correlated projected growth in spending and demand locally. Below is a table that shows selected top retail growth categories that local businesses can target. (See Appendix C for the complete market tapestry report for Perry's 15-minute LMA.) Spending on food (both at home and away), entertainment, and home maintenance represents the strongest areas for increased demand and spending growth in the LMA.

	2022 Consumer Spending	2027 Projected Demand	Projected Spending Growth
Food at Home	$29,084,295	$32,163,724	$3,079,429
Food Away from Home	$18,969,037	$20,971,400	$2,002,363
Entertainment and Recreation	$17,735,289	$19,612,294	$1,877,005
Home Maintenance and Remodelling Services	$14,131,202	$15,634,124	$1,502,922
Apparel and Services	$10,793,633	$11,931,894	$1,138,261
Household Furnishings and Equipment	$7,258,298	$8,042,552	$766,254
Pets	$4,525,015	$5,004,936	$480,921

Retail businesses in Perry can also grow their market beyond current and future local demand through online sales by transitioning part of their business into the digital marketplace. This will help these businesses not only add to their busy-season revenues but contribute to a smoothing of revenue throughout the year, particularly in the slower Q1 and Q2 seasons. Not all businesses have the same level of capacity to develop these revenue sources and technical assistance and peer learning could be coordinated through business organizations such as the Perry Main Street Association (PMSA). Online branding through Village and PMSA social media channels should also be used to coordinate marketing efforts that tie local businesses to the sense of place that could keep summer residents better connected throughout the year.

The pandemic also produced a new level of demand and public investment in outdoor recreation. Though the summer visitor season will continue to shape the economy in Perry, by expanding into off-season events and recreation, businesses in Perry may be able to generate critical revenue during the less busy months. By using federal and state resources to grow tourism and outdoor recreation. Cross-country skiing, snowshoeing, fat-tire mountain biking, and snowmobiling activities and events can connect with the existing trails and nearby parks and build on Perry's image of an outdoor recreation gateway.

Actions:

1. The Perry Main Street Association (PMSA) should continue to work with businesses to identify opportunities in the local market area (such as those listed above) for current and future growth and seek to capture some of the growth through buy-local campaigns.
2. Continue to use the Village of Perry's strategies to grow residential housing in the Village to grow the local market area with new families and residents who will add to the demand for goods and services.
3. The PMSA should incorporate peer-based training and connect local businesses to the Digital Main Street program to develop the capability to sell products and services online and specifically address the need to develop digital markets for businesses in the Village of Perry. The Village and the PMSA should work together to identify a brand and a marketing strategy through social media that allows local businesses to draw from the sense of place in Perry and market to seasonal visitors and residents throughout the year.
4. Apply for a Recreation Economy for Rural Communities Grant from the EPA and use it to support the ongoing development of the recreation economy in Perry, including year-round recreation.

Goal Area Five: Business Support Capacity

Continue to strengthen local and regional networks that connect business owners with the regional tourism market and provides technical assistance and capital to startups.

Objectives:

1. Continue to support small businesses through networks like PMSA, and Letchworth Gateway communities that tie businesses together both regionally and locally.
2. Grow business and community network density by building capacity in locally empowered organizations through innovative systems change programs.

Context:

In a five-part series from the Brookings Institute, "Building resilient rural places," the authors identify that during the Covid-19 Pandemic and the recovery, some rural downtowns already had critical elements that made them more resilient. These critical elements were policies and programs, like in Perry, that supported small businesses with community revitalization efforts and partnerships with main street groups.

> "In many cases, these place-based advantages are the result of pre-pandemic efforts to revitalize rural downtowns into walkable, mixed-use hubs that support a concentration of small businesses, increase housing stock, and leverage existing assets for community revitalization. Often in partnership with Main Street programs and other place governance organizations, these downtown revitalization efforts are street-level solutions rooted in a local context that support small businesses and residents by leveraging proximity and increasing the dense clustering of public and private amenities downtown."

The community focus group, interviews with stakeholders, and steering committee meetings identified community action, organizational support, and grit as characteristics that set Perry apart. Through organizations like the Perry Main Street Association, Main Street LLC, and local chambers, capacity for business support has been developed to help start businesses, overcome technical assistance challenges, and find innovative and non-traditional sources of capital. Moreover, through Letchworth Gateway Villages, Perry is connected to a broad economic and social network that adds to the resiliency of the economy.

In both Brookings and the Walton Family Foundation's research on what makes rural communities resilient and micropolitan areas thrive, business support networks emerged as a common factor. In the "Most Dynamic Metropolitan Index" report for 2019 from the Walton Family Foundation, the authors noted,

> "Micropolitan areas with awareness and culture of entrepreneurship were among the overall leaders and propelled the ranking of some other communities. Micropolitan areas that support entrepreneurs and small businesses are more dynamic and resilient in the face of economic change."

Brookings identifies small businesses as the key to building rural economic resilience and encourages places to invest in building capacity for local organizations to assist local small businesses, much as Perry has through the Perry Main Street Association and Main Street LLC. According to Brookings, successful place-based business support systems must be 1.) locally empowering, 2.) innovative and 3.) regionally connected.[9] High-capacity organizations in the communities studied by the authors were able to support new and small businesses with non-traditional sources of capital, training for local lending institutions to better meet the needs of local businesses, and technical assistance for business owners. High-capacity business support systems supported innovation in the community through launch pads and provided spaces for artists and artisans to share their work at low or no cost. Finally, the high-capacity business support organizations worked with regional networks and partnered with state agencies and regional anchor employers.

The value of highly-capable business support systems is known in Perry, where local and regional entities have played a key role in Main Street's recent development and regrowth. These support systems require continual investment and, frequently, dedicated capacity. Community and business-owner engagement is an asset that contributes to the resiliency in Perry, but some of those interviewed said that their involvement in organizations and their ability to help other businesses competed with their priorities of running their business's day-to-day operations. Finding dedicated resources to fund the capacity to support businesses more broadly and assist businesses with diverse ownership will strengthen the resiliency of the economy in Perry by providing additional capital, practical support for startups, and attracting new and diverse businesses that are looking for great places to thrive.

Business Support Capacity

In the research literature on resilient, dynamic, and thriving rural areas, high-capacity business support networks are a common theme. The value of this type of network is well understood in Perry, with its multiple support networks such as the Perry Main Street

[9] "Rural small businesses need local solutions to survive" Hanna Love and Mike Powe December 1, 2020

Association, Main Street LLC, Letchworth Gateway Villages, and several other chamber organizations. Though these networks continue to provide critical support services that develop resilience in businesses, the economy, and the community, **identifying and delivering dedicated resources to build capacity** among business support organizations can help ensure that small businesses continue to get technical assistance and find capital.

Actions:

1. Expand capacity for current or future community and business organizations through private and public funding sources. Identify systems-change grants that address regional capacity building.
2. Create a business launch pad that provides technical assistance, networking, and professional services for early-stage businesses, encouraging new business models and products that will thrive throughout the year.
3. Continue to support new businesses by identifying traditional and non-traditional sources of capital and connecting businesses to Wyoming County entrepreneur support services.

Action Plan Matrix:

Goal Area 1: Housing

Increase access to homeownership so people can continue to move to and invest in Perry while also increasing housing stability for renters at risk of higher cost-burdened housing.

STRATEGIES & ACTIONS	PRIORITY	TIMING	COST	RESOURCES & PARTNERS
Identify shovel-ready/priority sites, particularly in the R-1 zone, where target residential development can occur. This could mean market-rate single-family, multifamily (LI and MR), senior housing or market-rate one- and two-bedroom apartments, or a mix. Incentive zoning to attract development is an option for these sites, particularly when it comes to installing pedestrian-friendly infrastructure to connect new residential development in the R-1 zone with the central business district.	High	Near	$$	Village of Perry
Expand permitted uses in C-2 to include two-family and multifamily uses and residential conversions.	High	Near	$	Village of Perry
Update the Village's code to encourage Accessory Dwelling Unit (ADU) use and construction by removing occupancy restrictions and allowing for detached Garden Cottages.	High	Mid	$	Village of Perry
Update the Village's code to provide for Junior Accessory Dwelling Units (JADU) of less than 500 sf within existing residential structures.	Mid	Near	$	Village of Perry
Reduce minimum lot size requirements to 6,000 square feet for districts zoned R-2, to allow potential new development and infill at higher density. Revise minimum distance for multifamily and multi-unit housing to allow for more dense construction.	Mid	Near	$	Village of Perry
Revise permitted uses to allow two-family, multifamily, and residential dwelling above the first floor in all residential districts, or as the village board deems appropriate.	Mid	Near	$	Village of Perry
Initiate roundtable discussions with developers to assess the permitting process, identify unnecessary costs, and develop a streamlined process that minimizes costs. (https://www.mass.gov/doc/permittingbestpracticesguidepdf/download)	Low	Mid	$$	Village of Perry, PMSA, Perry Chamber of Commerce
Assist homebuyers through down payment assistance by applying for and obtaining funds through programs like the New York State HOME Program.	Low	Long	$$	Village of Perry, New York State, Federal Funding Sources
Evaluate community support for innovative housing development solutions, like the Village Grove Apartments in Trumansburg, and target parcels within the Village of Perry for future development. (https://www.ithacanhs.org/villagegrove)	Low	Long	$	Village of Perry, Private Developers

Goal Area 2: Childcare

Reduce the childcare gap in Perry and Wyoming County and make affordable, accessible childcare a pillar of business and workforce attraction.

STRATEGIES & ACTIONS	PRIORITY	TIMING	COST	RESOURCES & PARTNERS
Update relevant policy and planning documents to identify childcare as imperative to the business community to better access and leverage funding for childcare programming and technical assistance.	High	Near	$	Village of Perry
Reach out to existing childcare providers in the region and provide support for grant applications, specifically Invest in NY – Childcare Deserts (potentially renewing in 2023).	High	Near	$$	Village of Perry, PMSA
Publicly advertise and convene a roundtable with State and regional partners, including ACCORD, and existing and potential childcare providers to connect them with technical assistance and grant resources.	High	Mid	$	Village of Perry, PMSA, ACCORD, NYS Office of Children and Family Services (NYS OCFS)
Work with local and regional funders and the Child Care Resource and Referral Agency (CCR&R) (ACCORD) to develop a childcare business accelerator program in the Village of Perry to support new businesses in the childcare industry. (Example: https://mycommunityloanfund.org/community-loan-fund-announces-9-week-childcare-accelerator-course/)	Mid	Near	$$	Village of Perry, Local Private Funding, PMSA

Goal Area 3: The Built Environment

Increase the attractiveness of the downtown corridor for business, visitors, and residents by reducing the impact of traffic on noise and safety, adding parking capacity, and promoting health and well-being through public art and amenities.

STRATEGIES & ACTIONS	PRIORITY	TIMING	COST	RESOURCES & PARTNERS
Maximize existing parking capacity by improving wayfinding and signage visibility to existing municipal parking so that visitors are encouraged to park and walk to businesses, even if storefront parking spots are occupied.	High	Near	$$	Village of Perry
Initiate discussions with private parking lot owners to form public-private agreements to create parking efficiency and address parking redundancies. (https://www.usdn.org/uploads/cms/documents/2015usdnconvening_summary.pdf)	High	Near	$	Village of Perry, PMSA, Owners of Private Parking Lots
Develop the Village-owned parcels to add additional flexible space parking capacity that increases public outdoor amenities and increases capacity for parking so that downtown residential and business growth are not limited by inadequate parking. The priority sites for near-term development for parking are the Village-owned sites at Mill Street and the parcels located behind the Perry Laundromat.	High	Mid	$$$	Village of Perry, Federal and State Grant funding for infrastructure (RAISE, NY Forward, TIP)
Improve the atmosphere for downtown shopping and pedestrian activities by lowering traffic noise and speed by installing traffic-calming measures at downtown intersections to improve pedestrian safety and experience such as enhanced crosswalks with flashing lights and signs.	Mid	Mid	$$	Village of Perry, NYSDOT
Install attractive decorative bollards or planters and wayfinding signage/kiosks to promote outdoor dining and retail.	Mid	Mid	$	Village of Perry
Trail Development and Interconnectivity: Protect intact habitat patches in the village and connect or reconnect them with green pathways or trails to support people, vegetation, and wildlife.	Mid	Long	$$	Village of Perry, Federal and State Grant funding for infrastructure (RAISE, NY Forward, TIP)

Goal Area 4: Seasonality of the Local Economy

The summer recreation and tourism industry is a major asset for the economy in Perry, but lower Q1 and Q2 demand for retail goods and services places stress on year-round businesses that have higher fixed costs throughout the year.

STRATEGIES & ACTIONS	PRIORITY	TIMING	COST	RESOURCES & PARTNERS
The Perry Main Street Association (PMSA) should continue to work with businesses to identify opportunities in the local market area (such as those listed above) for current and future growth and seek to capture some of the growth through buy-local campaigns.	High	Near	$	PMSA
Continue to use the Village of Perry's strategies to grow residential housing in the Village to grow the local market area with new families and residents who will add to the demand for goods and services.	High	Mid	$$	Village of Perry
The PMSA should incorporate peer-based training and connect local businesses to the Digital Main Street program to develop the capability to sell products and services online and specifically address the need to develop digital markets for businesses in the Village of Perry.	High	Mid	$	PMSA, Letchworth Gateway Villages
The Village and the PMSA should work together to identify a brand and a marketing strategy through social media that allows local businesses to draw from the sense of place in Perry and market to seasonal visitors and residents throughout the year	Mid	Near	$$	Village of Perry, PMSA, NY Forward Grants, Market NY Grants
Apply for a Recreation Economy for Rural Communities Grant from the EPA and use it to support the ongoing development of the recreation economy in Perry, including year-round recreation.	Mid	Mid	$	Village of Perry, Federal Funding Sources, NY Forward

Goal Area 5: Business Support Capacity

Continue to strengthen local and regional networks that connect business owners with the regional tourism market and provides technical assistance and capital to

STRATEGIES & ACTIONS	PRIORITY	TIMING	COST	RESOURCES & PARTNERS
Expand capacity for current or future community and business organizations through private and public funding sources.	High	Near	$$	PMSA, Letchworth Gateway Villages, Private Funding Sources for Business Development, EDA Local Technical Assistance Grants
Identify systems-change grants that address regional capacity building and support the development of business, social, and cultural networks.	Mid	Mid	$	PMSA, Letchworth Gateway Villages
Create a business launch pad that provides technical assistance, networking, and professional services for early-stage businesses, encouraging new business models and products that will thrive throughout the year.	Mid	Mid	$$$	PMSA, Private Funding Sources, NY Forward
Continue to support new businesses by identifying traditional and non-traditional sources of capital and connecting businesses to Wyoming County entrepreneur support services.	Mid	Mid	$	PMSA, Wyoming County

Appendix A: Additional Zoning Recommendations

Village's Zoning Code: Chapter has been reviewed in conjunction with the Village of Perry Final Comprehensive Plan to identify items that potentially encourage/discourage development within the Village Center and outlying areas.

RECOMMENDATION 1: The Village should review the Design & Zoning Recommendations outlined in the Village of Perry's Main Street District Circulation, Accessibility & Parking Study (March 2008), which were based upon recommendations outlined in the Comprehensive Plan.

RECOMMENDATION 2: Amend the Use Table needs to be consistent with the Code. For example, Accessory Dwelling Units are permitted in any district where residential uses are permitted.

RECOMMENDATION 3: Section 490-71 (Off-street parking, loading, and stacking) should be updated to provide shared-parking provisions.

RECOMMENDATION 4: The Village should continue to consider formed-based codes (as identified in the Village of Perry Comprehensive Plan, Pg. 14) for the Commercial General and Central Business Districts, including the Downtown Development District Overlay, which are codes that are geared to address the relationship between building facades and the public realm, the form, and mass of buildings in relation to one another and the scale and types of streets and blocks.

RECOMMENDATION 5: The Village should consider Incentive Zoning provisions, which would allow developers to create higher density developments and/or redevelopments in return for providing some features considered to be in the public interest, such as sidewalks, trails, pocket parks, etc.

RECOMMENDATION 6: The Village may want to modify the existing industrial district provisions, to allow more flexible mixed-use districts that would promote artisanal businesses, entrepreneurship, and collaboration.

RECOMMENDATION 7: Although the Village of Perry has Traditional Neighborhood Design Standards, the Village may want to consider implementing detailed architectural design standards and guidelines for high-visibility areas, such as Main Street.

Appendix B: Resiliency Toolkit

Contents

Communication and Collaboration

"Toolkit: Creating and Maintaining Coalitions and Partnerships," Community Tool Box

This toolkit provides guidance for creating a partnership among different organizations to address a common goal.

https://ctb.ku.edu/en/creating-and-maintaining-coalitions-and-partnerships

"ASPR TRACIE Topic Collections: Communication, Information Sharing, Risk Communications/Emergency Public Information and Warning, and Social Media in Emergency Response" HHS Healthcare Emergency Preparedness Information Gateway

Robust communication systems can allow first responders and medical professionals to maintain communication after a disaster, and the timely and effective sharing of information within and across jurisdictions, disciplines, and organizations is critical to an effective public health emergency and disaster response. These Topic Collections include resources focused on creating and maintaining resilient emergency communication systems, the types of information that need to be shared continuously and during an emergency, and using social media for communication in an emergency.

https://optimizingruralhealth.org/optimizing-for-systems-change/
https://asprtracie.hhs.gov/technical-resources/80/information-sharing/77
https://asprtracie.hhs.gov/technical-resources/79/risk-communications-emncy-public-information-and-warning/77
https://asprtracie.hhs.gov/technical-resources/73/social-media-in-emncy-response/77

"Collaboration Training Resources," Candid

A compilation of resources offered by Candid, a philanthropy-focused database and resource library, about building collaborative nonprofit efforts. Resources range from podcasts to training.

https://learning.candid.org/training-search/?_search_field=collaboration&_format=on-demand

Community Preparedness

"Preparedness Toolkit (PrepToolkit)," FEMA

- Collaborative Environment: Share ideas, information, files, and data with national peers and stakeholders

- Interactive Tools: Link exercises to the Core Capabilities and targets defined in the latest Threat and Hazard Identification and Risk Assessment guidance
- Scalable Solutions: Designed for agencies, organizations, and jurisdictions of any size and type

https://preptoolkit.fema.gov/

"Community Preparedness Toolkit," ready.gov

The Community Preparedness Toolkit provides step-by-step directions along with useful resources for making your community safer, more resilient, and better prepared. The Toolkit can be used to develop a community-based approach to preparedness, such as a Citizen Corps Council—FEMA's grassroots strategy to bring together government and community leaders to involve citizens in all-hazards emergency preparedness and resilience.

https://www.ready.gov/community-preparedness-toolkit

"Assistance for Governments and Private Non-Profits After a Disaster," FEMA

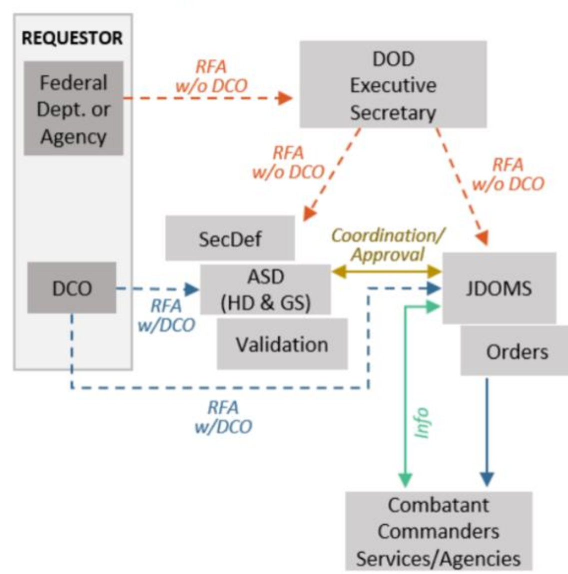
Guide of the relevant information needed to identify and navigate funding to help state, local, tribal, and territorial governments and certain types of private nonprofit organizations respond to and recover from major disasters or emergencies.

https://www.fema.gov/assistance/public

"Defense Primer: Defense Support of Civil Authorities," Congressional Research Service

Defense support of civil authorities in response to disasters is typically carried out in accordance with the National Response Framework (NRF), which is a structure of preparedness that guides the nation in responding to domestic disasters and emergencies.

Figure 1. The Request for Assistance (RFA) Process



Under the NRF framework, local and state governments are expected to put forth their best effort during incidents within their jurisdiction. They should only request federal assistance when their resources are overwhelmed. At that point, DOD may provide support in response to the Request for Assistance (RFA), typically as part of a broader federal response.

Examples of Defense Support of Civil Authorities:

- Response to natural disasters
- Special events
- Border security
- Oil spill response
- The COVID-19 response

https://sgp.fas.org/crs/natsec/IF11324.pdf

"Cyber Risks to Next Generation 911," Department of Homeland Security

Traditional 911 services typically operate over standard voice-based telephone networks and use software, such as computer-aided dispatch systems, that operate on closed, internal networks with little to no interconnections with other systems. As cyber threats grow in complexity and sophistication, attacks could be more severe against an NG911 system as attackers can launch multiple distributed attacks with greater automation from a broader geography against more targets.

https://www.911.gov/pdf/OEC_Fact_Sheet_Cyber_Risks_NG911.pdf

Resiliency

USEPA Regional Resilience Toolkit

FEMA and EPA partnered with the Metropolitan Transportation Commission/Association of Bay Area Governments (MTC/ABAG) to create a toolkit that helps regions plan for disasters by working across multiple jurisdictions and with non-governmental partners.

https://www.epa.gov/smartgrowth/regional-resilience-toolkit

HUD Community Resilience Toolkit

The HUD Community Resilience Toolkit is a user-friendly guide to help recipients of HUD Community Planning and Development (CPD) funds identify opportunities to use their CPD dollars to mitigate the impacts of natural related hazards. The toolkit is divided into 6 separate sections, each related to a specific natural hazard.

https://www.hudexchange.info/resource/5981/community-resilience-toolkit/

State and Local Planning for Energy (SLOPE) tool

Department of Energy (DOE): The SLOPE Data Viewer is designed to deliver modeled energy data resolved at state and local jurisdictional levels. Users can explore energy data potential and projections to better understand opportunities and options in energy planning. Population and building area data provide metrics to enable quantifiable goal setting.

https://maps.nrel.gov/slope/

Clean Energy Solutions for Low-Income Communities toolkit

This toolkit provides an overview of tools, resources, and models for developing low-income energy efficiency and renewable energy programs based on work in the U.S. Department of Energy's CELICA, part of the Better Buildings Initiative Accelerators. This toolkit provides materials to help program administrators reduce the energy burden for low-income communities by enhancing and expanding upon work funded through utility, state, or federal programs.

https://betterbuildingssolutioncenter.energy.gov/CELICA-Toolkit

Low Income Affordability Data (LEAD) tool

This DOE Low-Income Energy Affordability Data (LEAD) Tool was created to help stakeholders understand housing and energy characteristics for low- and moderate-income households. Using data, maps, and graphs from the LEAD Tool, stakeholders can make data-driven decisions when planning for their energy goals.

https://www.energy.gov/eere/slsc/low-income-energy-affordability-data-lead-tool

Climate Change and the Electricity Sector: Guide for Climate Change Resilience Planning

This Guide provides basic assistance to electric utilities and other stakeholders in assessing vulnerabilities to climate change and extreme weather and in identifying an appropriate portfolio of resilience solutions.

https://toolkit.climate.gov/sites/default/files/Climate%20Change%20and%20the%20Electricity%20Sector%20Guide%20for%20Climate%20Change%20Resilience%20Planning%20September%202016_0.pdf

USEPA Smart Grown Tools

EPA offers a wide variety of tools and resources to help communities learn about and implement smart growth approaches in various categories, including Brownfields and Infill Development; Climate Change; Disaster Resilience and Recovery; Economic Development; Planning, Zoning, and Building Codes; Transportation; Water Quality.

https://www.epa.gov/smartgrowth/smart-growth-tools

Businesses

"Coronavirus Small Business Survival Guide: All Our Content in One Place," U.S. Chamber of Commerce

A complete listing of all U.S. Chamber of Commerce resources for small businesses, organized by category to help users easily navigate the content.

https://www.uschamber.com/co/start/strategy/small-business-resources-for-surviving-coronavirus

"Business Continuity Plan," ready.gov

Development of a business continuity plan in four steps.

https://www.ready.gov/business-continuity-plan

"Business Continuity Planning Suite," ready.gov

This software was created for any business with the need to create, improve, or update its business continuity plan. The Suite is scalable for optimal use by organizations of any size and consists of a business continuity plan (BCP) training, automated BCP and disaster recovery plan (DRP) generators and a self-directed exercise for testing an implemented BCP. Businesses can utilize this solution to maintain normal operations and provide resilience during a disruption.

https://www.ready.gov/business-continuity-planning-suite

Remote Work and Communication

"When governments go remote," McKinsey and Company

As COVID-19 forces government organizations to embrace virtual work, leaders must reimagine how they engage and collaborate with their colleagues. This article provides basic tools for remote working.

https://www.mckinsey.com/industries/public-and-social-sector/our-insights/when-governments-go-remote

"Tips for Effectively Communicating with the Whole Community in Disasters," FEMA

Practices regarding effective communication to help jurisdictions meet their obligations to carry out their disaster-related activities in a non-discriminatory manner.

https://www.dhs.gov/publication/tips-effectively-communicating-protected-populations-during-preparedness-response-and

"A Practical Guide on Teleworking during the COVID-19 Pandemic," International Labour Organization

Practical and actionable recommendations for effective teleworking that apply to a broad range of actors; support policymakers in updating existing policies; and provide a flexible framework through which both private enterprises and public sector organizations can develop or update their teleworking policies and practices.

https://www.ilo.org/travail/info/publications/WCMS_751232/lang--en/index.htm

Economic Development

"Building resilient rural places: Strategies from local leaders to strengthen rural assets, diversity, and dynamism," Brookings Institute

A research series using in-depth, on-the-ground research in three rural communities across the U.S. to highlight place-based strategies for rural resilience, as well as the policy and capacity-building supports needed to sustain and scale them.

"Place Marketing: How One Midwestern City Is Transforming Its Brand," Shama Hyder

Placemaking generally refers to a manner of planning and designing public spaces to contribute to a community's quality of life and well-being. It's heavily reliant on taking the unique aspects of a specific community and communicating them through design—in other words, creating a space that feels grounded and specific to the community it's in.

https://www.forbes.com/sites/shamahyder/2019/10/30/place-marketing-how-one-midwestern-city-is-transforming-its-brand/?sh=7d0120272e05

"Why Place Branding Is Becoming Place Doing (Consider Austin)," Marian Salzman

“Branding” suggests that successfully selling a destination, company or individual is simply about giving it some catchy promotion. But selling a location involves so much more than sticking a label on it. Austin shows how ongoing “place doing” works. Actions speak louder than logos. Local marketers have found ways to play up the idea of “keeping Austin weird” without alienating the locals who truly want it that way.

https://mariansalzman.com/blog/why-place-branding-is-becoming-place-doing-consider-austin/

“WealthWorks Rural Economic Development Case Studies,” Carrie Kissel, NADO.org

Rural wealth creation is an approach to community and economic development that is demand-driven, focusing on market opportunities that capitalize on a community’s existing assets or underutilized resources. Wealth creation is intentionally inclusive, building lasting livelihoods for those who may not have been at the table before, and it supports local ownership and control of assets. This series of case studies examine how livelihoods are being improved and communities are undergoing development in a variety of sectors and rural places.

https://www.nado.org/wealthworks-case-studies/

“Reshoring advanced manufacturing supply chains to generate good jobs,” Andrew Fish & Nora Spillane, The Brookings Institution

The United States has an opportunity to leverage industry-led supply chain resiliency strategies to localize advanced manufacturing and transition workers from low-paying retail and service employment into better jobs. The country can create strategic manufacturing industries in central cities and rural areas, connecting individuals who were disproportionally affected by COVID-19 to these high-quality jobs.

https://www.brookings.edu/research/reshoring-advanced-manufacturing-supply-chains-to-generate-good-jobs/

Community Development

“Toolkit: Applying for Grants,” Community Tool Box

Part I gives a step-by-step overview of the grant-writing process. Part II provides a general template for writing a grant application. Completing Part II will give you a solid proposal that can be adapted to meet specific grant opportunities and review criteria for specific funders.

https://ctb.ku.edu/en/applying-for-grants

"Affordable Housing – Toolkit for Counties," National Association of Counties

Although housing affordability affects counties of all sizes in every region of the U.S., each county is unique, facing its own set of obstacles and equipped with its own set of tools to navigate these obstacles. This toolkit, therefore, outlines the role of counties in identifying and addressing housing affordability gaps through solutions involving inter-jurisdictional partnerships; funding and financing solutions; planning and zoning strategies; and federal resources. The toolkit includes an appendix, which discusses common housing affordability metrics, reviewing their characteristics and limitations. This toolkit summarizes and builds on research conducted by the NACo Counties Futures Lab throughout 2018.

https://www.naco.org/resources/featured/affordable-housing-toolkit-counties

"Outdoor Towns Toolkit," townsandtrailstoolkit.com

A variety of web-based resources that provide steps and case studies for building community engagement and progressing towards becoming a town that uses its natural assets to bring people together and revitalize economies.

https://townsandtrailstoolkit.com/

"Trail Planning Workshop – Toolkit," National Park Service

Russell Clark designed this step-by-step guide for communities, partners, and local jurisdictions to use in developing and implementing a trail planning workshop. Included are tools to help workshop participants identify community assets, establish trail priorities, and brainstorm ideas for future linkages.

https://www.nps.gov/orgs/rtca/upload/Trail-Planning-Workshop-Toolkit.pdf

Families and Households

"Make a Plan," Ready.gov

General content for making disaster preparedness plans for families, including several steps and a series of questions that identify whether a household is prepared to handle a disaster. Also includes materials for creating preparedness content such as emergency communication plans, documents to insure property, and information about alerts and warnings.

https://www.ready.gov/plan

"When Disaster Strikes: Promising Practices – Mobile Home Residents," mdcinc.org

Several factors, including structural and non-structural issues, combine to make mobile home residents particularly vulnerable to natural disasters. Includes resources for preparedness, response, and recovery stages.

https://www.mdcinc.org/wp-content/uploads/2017/08/When-Disaster-Strikes-Promising-Practices-Mobile-Home-Residents.pdf

Healthcare

"Rural Community Health Toolkit," Rural Health Information Hub

Provides rural communities with the information, resources, and materials they need to develop a community health program.

https://www.ruralhealthinfo.org/toolkits/rural-toolkit

"Optimizing for Systems Change," Center for Optimizing Rural Health

This organization works with rural facilities, their providers, and their communities to improve the quality of care, maintain access to care, and address the challenges unique to small hospitals and the towns they serve.

https://optimizingruralhealth.org/optimizing-for-systems-change/

"ASPR TRACIE Topic Collection: Disasters and Healthcare Disparity," HHS Healthcare Emergency Preparedness Information Gateway

Healthcare professionals and emergency managers may benefit from a better understanding of the complex relationships that affect fair access to healthcare. The resources in this Topic Collection highlight the considerations, factors, and lessons learned from a variety of natural and human-caused disasters and provide guidance for healthcare practitioners who are committed to addressing healthcare disparity.

https://asprtracie.hhs.gov/technical-resources/156/disasters-and-healthcare-disparity/0

"ASPR TRACIE COVID-19 Resources," HHS Healthcare Emergency Preparedness Information Gateway

Database of resources identified or developed to address current response and recovery operations to novel coronavirus 2019 (COVID-19), the disease caused by the SARS-CoV-2 virus.

https://asprtracie.hhs.gov/COVID-19

"COVID-19: Local Action Tracker," NLC in partnership with Bloomberg Philanthropies

This resource tracked COVID-19 responses, relief, and vaccinations through February 2022. It is the most complete collection of municipal responses to COVID-19.

https://www.nlc.org/resource/covid-19-local-action-tracker/?_zs=PS0EX&_zl=5UI22&utm_campaign=covid19&utm_medium=email&utm_source=informz&utm_content=newsletter-032420&utm_term=text-covid-19-local-action-tracker

Accessing Authoritative Data

One of the primary benefits of an effective geographic information system (GIS) is how it supports data-driven decision making. It empowers county leaders to stop guessing and to stop working off anecdotal or dated information, by using and analyzing authoritative geospatial data.

"Wyoming County Web Mapping"- Wyoming County Real Property Tax Services

Wyoming County hosts an internet mapping application that shows tax parcels, but also contains layers for floodplains, building footprints, recreational assets, transit routes, water bodies, and wetlands. This mapping can help plan for development and identifying areas prone to flooding.

https://wyco.maps.arcgis.com/apps/webappviewer/index.html?id=b78025bd5e3646bcb182f3dac077a3b3

"Resilience Analysis and Planning Tool" (RAPT)

The Resilience Analysis and Planning Tool (RAPT) is a free GIS web map that allows federal, state, local, tribal, and territorial emergency managers and other community leaders to examine the interplay of census tract data (i.e., housing, socio-economic information, etc.), county indicators (including community resilience information), infrastructure locations, and hazards, including real-time weather forecasts, historic disasters and estimated annualized frequency of hazard risk.

https://fema.maps.arcgis.com/apps/webappviewer/index.html?id=90c0c996a5e242a79345cdbc5f758fc6

"National Economic Resilience Data Explorer" (NERDE) – Argonne National Laboratory

The NERDE consolidates information and data on economic distress criteria, COVID-19 impacts on local economies, and the existence and emergence of industry clusters. These data also help inform communities on the types of criteria that may indicate eligibility for EDA assistance.

https://www.anl.gov/national-economic-resilience-data-explorer-nerde

"New York Climate Change Science Clearinghouse"

The New York Climate Change Science Clearinghouse (NYCCSC) is a regional gateway to data and information relevant to climate change adaptation and mitigation across New York State. It provides climate science data and literature and other resources for policy-makers, practitioners, and the public, to support scientifically sound and cost-effective decision making. NYSCCSC also provides baseline data related to social and economic conditions such as environmental justice screening, public health, and vulnerability indexes.

https://www.nyclimatescience.org/highlights/maps

Appendix C: Dominant Tapestry and Local Area Market

Traditional Living

12B

2-12 Main St S

Drive time of 15 minutes

TAPESTRY SEGMENTATION
esri.com/tapestry

DOMINANT TAPESTRY SEGMENT

2,546 households are *Traditional Living*

39.8% of households are in this segment

Traditional Living: *Hometown* LifeMode

Traditional Living residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community. Their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents...

Learn more...

ABOUT THIS SEGMENT

Most neighborhoods are located in lower-density urban clusters of metro areas throughout the Midwest and South.

Cost-conscious consumers are comfortable with brand loyalty, unless the price is too high. Convenience stores are used to pick up incidentals.

Tend to carry credit card balances, have personal loans, and pay bills in person.

Shop for groceries at discount stores such as Walmart supercenters.

Connected and comfortable with the Internet, more likely to participate in online gaming or posting pics on social media.

ABOUT THIS AREA

Household Type:
Single Family

Employment:
Svcs; Admin; Prof

Median Age:
42.4

Median Household Income:
$57,406

Education:
35.3% have a college degree

KEY FACTS FOR THIS AREA

Click facts to *'Explore for more'* details

16,221	6,405	2.30	56	176	32	$108,899	-0.24%
Population	Households	Avg Size Household	Wealth Index	Housing Affordability	Diversity Index	Median Home Value	Forecasted Annual Growth Rate

Source: This infographic contains data provided by Esri, Esri-Data Axle, Esri-U.S. BLS, ACS. The vintage of the data is 2022, 2027, 2016-2020.

Traditional Living

12B

2-12 Main St S

Drive time of 15 minutes

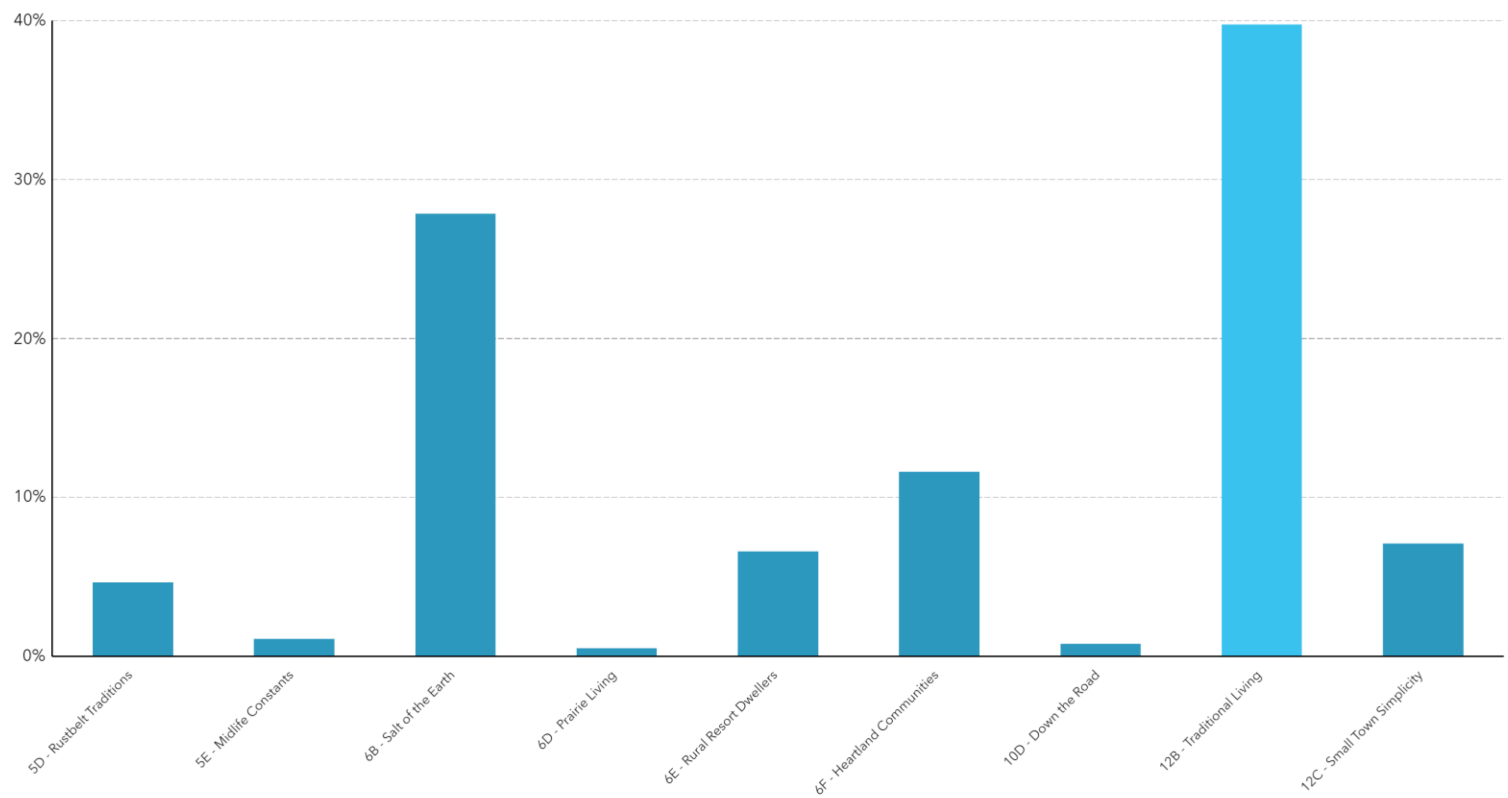
TAPESTRY SEGMENTATION
esri.com/tapestry

TAPESTRY SEGMENTATION COMPOSITION

This chart displays the percent of households in each segment in this area.

6,405 total households in this area

2,546 households in *Traditional Living* - 39.8%



Source: This infographic contains data provided by Esri, Esri-Data Axle, Esri-U.S. BLS, ACS. The vintage of the data is 2022, 2027, 2016-2020.

Key Demographic Indicators

2-12 Main St S

Drive time of 15 minutes

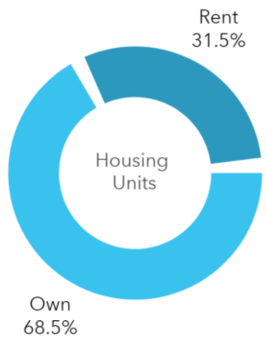
esri THE SCIENCE OF WHERE

HOUSING

Mortgage, rent and home value are estimated by Esri. Housing type is from the Census Bureau's American Community Survey (ACS).

$710
Avg Mortgage

$820
Avg Monthly Rent

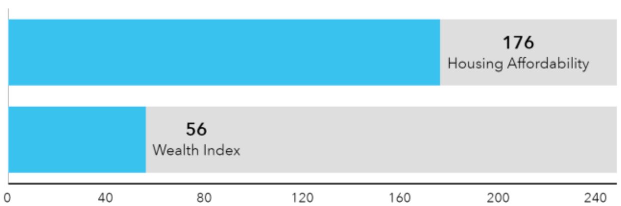


Typical Household Type: Single Family

Median Home Value: $108,899

ESRI INDEXES

Esri developed these indexes to display average household wealth and housing affordability for the market relative to US standards.



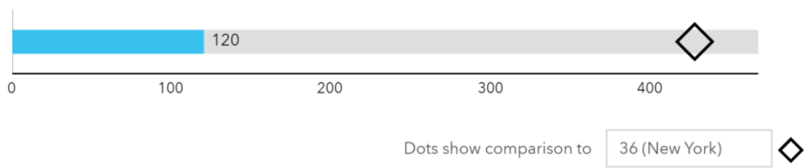
LANGUAGE

American Community Survey (ACS) population by language estimates are based on a rolling sample survey spanning a 60-month period (2016-2020).

Population by Language	Age 5-17	18-64	Age 65+	Total
English Only	**2,198**	**8,703**	**2,928**	**13,829**
Spanish	**34**	**247**	**17**	**298**
Spanish & English Well	34	191	9	234
Spanish & English Not Well	0	15	8	23
Indo-European	**30**	**52**	**21**	**103**
Indo-European & English Well	30	52	16	98
Indo-European & English Not Well	0	0	5	5
Asian-Pacific Island	**0**	**68**	**0**	**68**
Asian-Pacific Isl & English Well	0	65	0	65
Asian-Pacific Isl & English Not Well	0	3	0	3
Other Language	**0**	**0**	**2**	**2**
Other Language & English Well	0	0	2	2
Other Language & English Not Well	0	0	0	0

POPULATION DENSITY

Average density (population per sq. mile) is displayed relative to the US or State average.



Source: This infographic contains data provided by Esri, Esri-Data Axle, Esri-U.S. BLS, ACS. The vintage of the data is 2022, 2027, 2016-2020.

Key Demographic Indicators

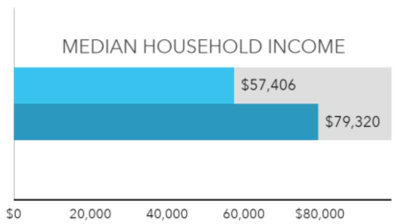
2-12 Main St S

Drive time of 15 minutes

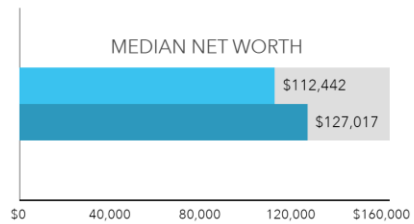
esri THE SCIENCE OF WHERE

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g, mortgages) or unsecured (credit cards) for this area.



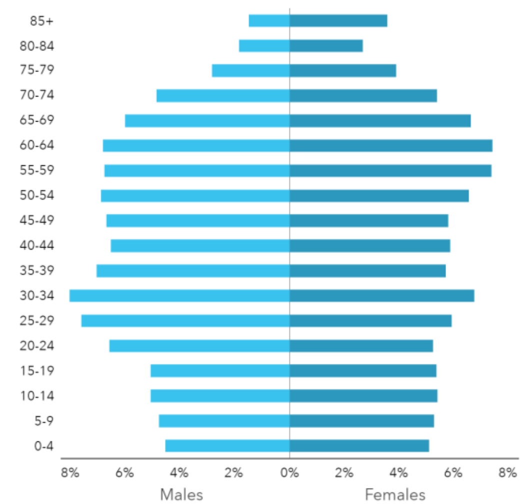
Bars show comparison to 36 (New York)



Bars show comparison to 36 (New York)

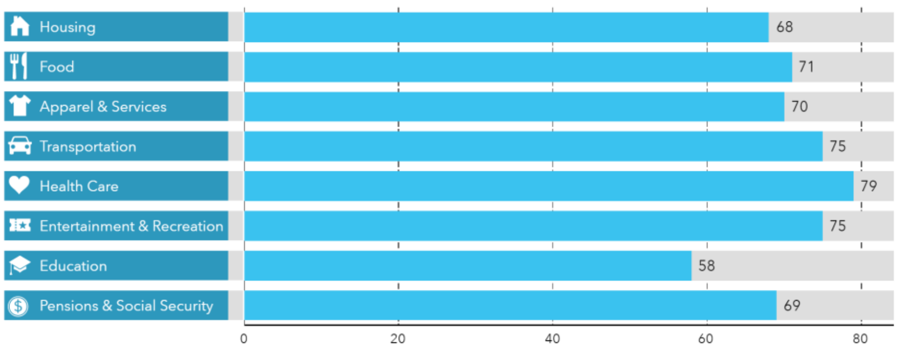
AGE BY SEX

Median Age: 42.4



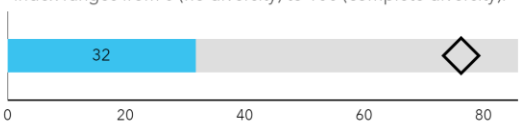
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average.



DIVERSITY

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).



Dots show comparison to 36 (New York)

Source: This infographic contains data provided by Esri, Esri-Data Axle, Esri-U.S. BLS, ACS. The vintage of the data is 2022, 2027, 2016-2020.

Documents reviewed

- Perry Main Street Association Website (Accessed March-May, 2022)
- Village of Perry Downtown Revitalization Initiative Application (2019)
- Village of Perry Code, Part III, Land Use Regulation (Includes legislation adopted through 5-21-2018)
- Letchworth Gateway Village Visitor Survey (2017)
- Village of Perry Comprehensive Plan (2015)
- Village of Perry's Main Street District Circulation, Accessibility, & Parking Study (2008)

Data Sources

- Costar
- Emsi
- Esri
- US Census, ACS 5-year Estimates
- New York State Department of Transportation

References

- Brookings Institute: "Rural small businesses need local solutions to survive." Hanna Love and Mike Powe December 1, 2020
- Walton Family Foundation: "Most Dynamic Micropolitans" Ross DeVol and Jonas Crews February 19, 2019
- New York University Furman Center - Local Housing Solutions
- St. Louis Fed: "A Path for Rural Resilience" By Jenna Bryant and John Cooper
- The Bipartisan Policy Center: Childcare Gaps Assessment