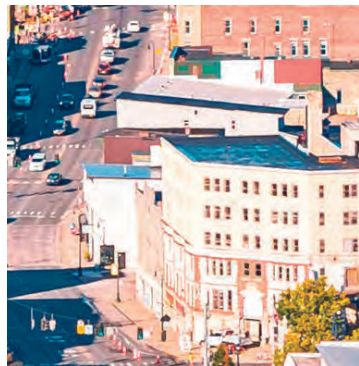
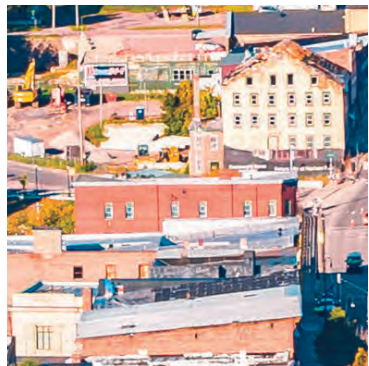
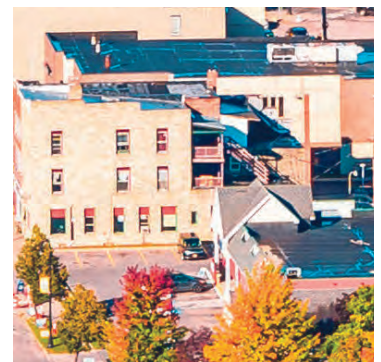
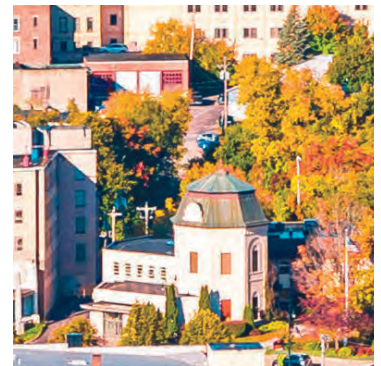


Village of Malone

Downtown Strategic Plan

March 2023

Downtown is the preferred location for a locally-rooted authentic experience.



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Acknowledgements

Malone's Local Waterfront Revitalization Program was formally adopted in 2012. Citizens, stakeholders, investors, developers and elected officials have worked diligently in the last decade to implement program elements. Groundwork was laid to support this next chapter: the Downtown Strategic Plan. Again, people from all sectors of Malone have come forward, actively engaging in the vision for our downtown. We thank every individual and funding source for making this work possible, and we look forward to seeing Malone manifest the vision developed for downtown's revitalization.

Project Advisory Committee

Formed to oversee the program's development of project profiles, recommendations and next steps, the PAC has met, and reviewed past documents. They guided the consultant team in laying out this Downtown Strategic Plan.

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This plan was prepared for the New York State Department of State with funds provided under Title 11 of the Environmental Protection Fund.

Introduction

A Downtown Strategic Plan is a detailed plan for executing the projects and programs that will achieve Malone's downtown revitalization goals. It is an implementation guidebook, including:

- Public Projects
- Built Environment
- Community
- Policies and Programs



Section 1: Introduction

The Village of Malone Downtown Strategic Plan builds upon decades of planning and revitalization efforts. In 2012, Malone completed a Local Waterfront Revitalization Program (LWRP), to review its assets, goals, and needs. In the LWRP, a Downtown Strategic Plan was identified as a priority. Malone has worked hard the last decade to implement the LWRP. This strategic plan is a good opportunity to build upon that work and identify the next set of priority projects focused on Downtown.

A Downtown Strategic Plan (DSP) is a detailed plan for executing the projects and programs that will achieve Malone's downtown revitalization goals. It is an implementation guidebook, including:

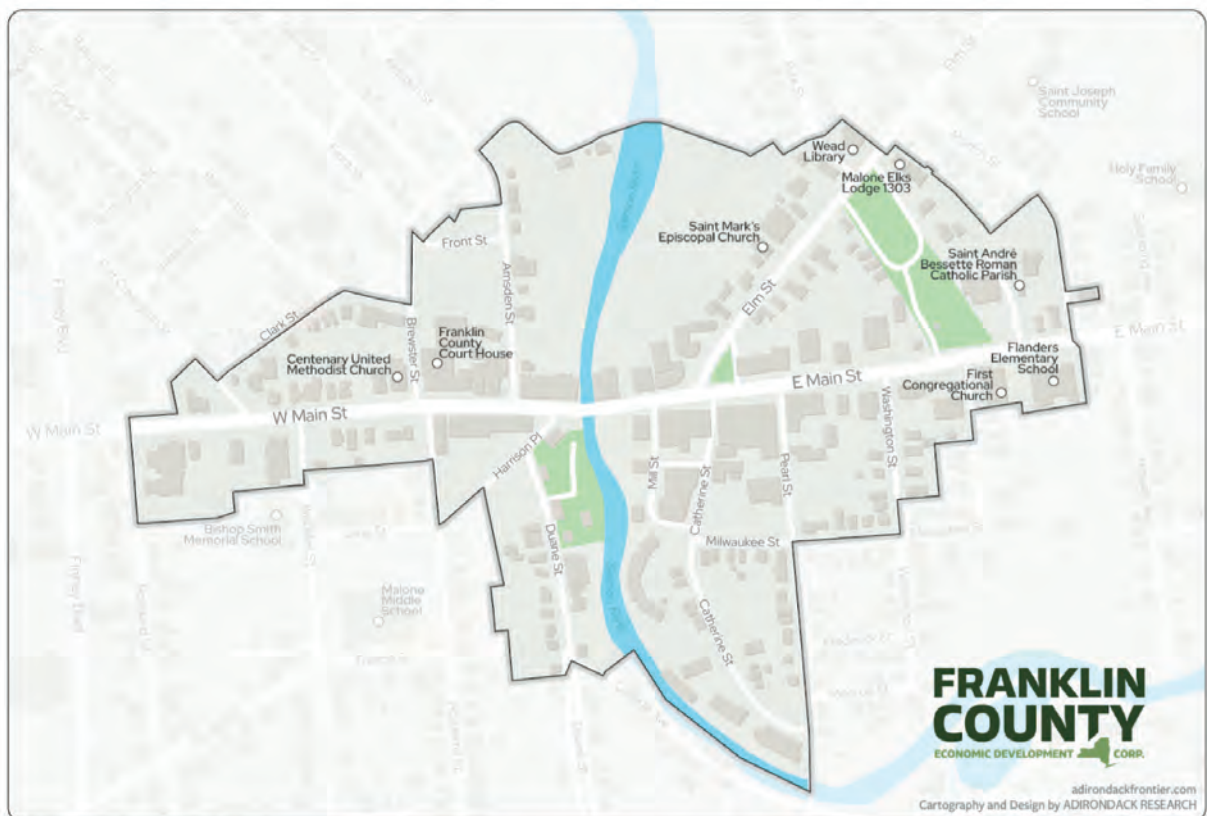
- Public Projects (parks, signage, streetscape elements)
- Built Environment (privately owned buildings)
- Community (branding, beautification, marketing)
- Policies and Programs (enforcement, funding applications)

The plan identifies a list of funding sources, committed organizations, timelines and designs for development. Since the projects included in this plan have been identified as priorities for the Village of Malone, they are also more likely to receive funding for further study or implementation.

The DSP will be implemented over a period of several years. Projects have been organized by priority, which will make it easier to plan for projects that will take longer to implement and allow the Village to get some of the smaller projects out of the way. Just as in the past, it will take broad community support to make this plan a reality. With growing momentum within the community and many engaged community members, Malone has shown that it has the support needed to revitalize its downtown.



Downtown Strategic Plan Boundary



The proposed Downtown Malone Strategic Plan (DSP) boundary encompasses the traditional downtown area of Malone, with its unique urban form, historic architecture and civic spaces. The boundary is also influenced by zoning district boundaries and the new National Register Historic District boundary. The DSP boundary helps define “Downtown Malone” for this and future revitalization efforts.

Traveling east to west along Main Street (US Route 11), which bisects the Downtown Malone, the boundary begins at Morton Street on the east and ends at Rockland Street on the west.

Starting at Morton Street, the northern edge of the boundary follows much of the historic district boundary, including properties surrounding Arsenal Green and along Elm Street. As it crosses over the Salmon River, it includes the zoning district boundary R-LB and follows Coffee Street as its northern edge. From there, it continues to follow the historic district boundary for much of the northern boundary until it connects with West Main Street at the intersection of Rockland Street.

Starting at Morton Street, the southern edge of the boundary follows the boundary of the Business Zoning District in a southwest direction until Pearl Street. The boundary follows Pearl Street south until the Salmon River. The boundary then follows the river in a northwest direction until the intersection of Duane Street and College Avenue. Heading north the boundary mirrors the Business Zoning District boundary and incorporates properties along Duane Street. The boundary then heads west until Rockland Street, incorporating properties along the south side of West Main Street, where it connects with the northern edge of the boundary previously described. See Figure 1 for the DSP Boundary.

The boundary follows streets, zoning district boundaries, the boundary of the new historic district, property lines, or the Salmon River. This area contains the contiguous urban fabric traditionally defined as Downtown Malone.

The boundary fully encompasses the newly formed National Register Historic District. This designation provides opportunities for owners of contributing buildings to leverage federal and state tax credits towards rehabilitation, helping provide the financing to realize the vision of the Downtown Strategic Plan. Much of the boundary includes the B Zoning District. But it also includes areas within the R, R-LB and C-I Zoning Districts and the Scenic Preservation Overlay. The objectives of these districts are more fully described in the Community Profile.



Existing Conditions

Planning Efforts	Date
Comprehensive Plan	1988
Planning for the future of Malone	2002
Economic Development Plan	2009
Malone Local Waterfront Revitalization Program	2012
Complete Streets Plan	2016

Community Profile



Section 3: Existing Conditions

Previous Plans and Initiatives

Over the last three decades, the Village of Malone has produced various studies, reports and strategies related to community revitalization that included data, goals, and priority projects that remain relevant today and will help provide a foundation for Malone's Downtown Strategy.

In each, Malone's citizen-stakeholders identified many issues and opportunities. There are some issues and opportunities that are no longer relevant, some that have been completed, while others that continue to be applicable and should be examined in the DSP. A summary of these documents is provided below.

Comprehensive Plan (1988)

The 1988 Comprehensive Plan was funded by the Village and developed by then Village Board and Planning Board members, with the support of Kalter Business Development & Services. It was identified as "a blueprint for Malone's future growth & prosperity."

The plan analyzed Malone's history, geography, economics, zoning and population at the time. It also identified overall transportation, industrial, Central Business District, Community, Utility, and housing issues. The plan recognized that Malone is a regional jobs and services center and benefits from having a relatively large number of businesses such as retail stores, restaurants and banks compared to its size. As the county seat for Franklin County, Malone is also home to a number of real estate, legal and other professional services that contribute to the economy.

The plan's downtown-focused recommendations included:

1. Enhancing Memorial Park and the buildings which surround it
2. Focusing on Waterfront development at the Salmon River & its intersection with Main Street
3. Coordinating a reconstruction of Main Street. (*partially implemented*)
4. Developing concept plans and a revitalization funding program for Main Street building rehabilitation (*in progress*)
5. Developing an off-street parking plan
6. Improving the Duane Street corridor, including College Ave & Harrison Place, with improved landscaping, view corridors, and demolition / redevelopment (*in progress*)
7. It also looked at addressing the West Main / Harrison / Academy intersection with the same treatments, while adding an understanding that front as well as rear facades and rear lots needed to be addressed
8. Writing a National Register Historic District Nomination (*since completed & listed*)
9. Developing Design Guidelines that address not only renovations, but infill, signage, and appearance of all work - in respect of and coordination with the proposed Historic District. (*since completed and adopted*)
10. Studying the adaptive re-use of the many vacant upper floors
11. Seeking adaptive re-use opportunities for the former mills along the Salmon River, visible from the Main Street bridge and from Main Street's direct off-shoot streets / neighborhoods
12. Providing plenty of consistent, wayfinding and attraction signage throughout the Village
13. Developing and / or strengthening public-private partnerships

While the Comprehensive Plan is over 30 years old, many recommendations are still relevant. It demonstrates that the community has a good understanding of the challenges and opportunities that Downtown Malone faces.

Planning for the future of Malone (2002)

In 2002, the Village and Town of Malone jointly initiated a process called “Planning for the Future of Malone,” in coordination with Mullin Associates. A “community assets and liabilities” audit was completed, along with a SWOT meeting that included deep engagement by a broad range of community members.

Citizens, officials, and planning experts from across the Northeast were called in for a series of focus-group charrettes and reports were developed for each of the six key themes. Each of the reports identified “current conditions,” along with potential barriers, specific goals, action strategies for implementation, and finally a “vision statement” for the future of that task’s purview. A follow-up report was provided by Mullin Associates in 2004, and members of the community who were engaged in the process will be sought out for further review of the reports’ relevancy to today’s citizen-goals for downtown.

From these steps, six “themes important to Malone’s future” were identified:

1. Small Business Retention, Expansion, and Development
2. Neighborhood Revitalization
3. Reclamation of Main Street
4. Restoration of the Salmon River
5. Enhancing Youth Activities, Culture and Education
6. Town and Village Relations and Management

These themes are still relevant today and the community has made progress with each. Some neighborhoods have seen steady improvements and investments. Significant improvements are planned for several areas along Main Street. The community has rallied around youth activities and made significant improvements to Memorial Park. However, challenges remain with attracting and retaining businesses on Main Street.

Economic Development Plan (2009)

In 2009, a state-funded Economic Development Plan was completed with participation by the Village, Town and volunteers, led by Camoin Associates. The Plan included an updated, community-developed Strengths, Weaknesses, Opportunities and Threats (SWOT) and again identified specific goals and tasks. The vision statement developed through this process remains relevant, and we plan to share it with the community during Public Workshops and other outreach initiatives to verify whether the community agrees and would like to adopt it or update it:

“Malone is a resilient and self-reliant community that has rediscovered itself and values its place and potential between the Adirondack foothills and the Saint Lawrence River Valley. The community’s historic and bustling downtown, as well as its riverfront area were built upon - and will continue to thrive in accordance with - eight guiding qualities:

1. Year-round outdoor recreation
2. 21st century infrastructure
3. Strong entrepreneurial spirit
4. Regional alliances
5. Family
6. Agriculture
7. History
8. The dedication to and commitment of its residents.

Malone Local Waterfront Revitalization Program (2012)

The 2012 Local Waterfront Revitalization Program (LWRP) was developed by Elan Planning, Design & Landscape Architecture in conjunction with the community. It was subsequently adopted by the Village and Town and approved by New York State. The LWRP included a SWOT, as well as reports on historic, scenic, human, cultural, and natural resources. Existing and proposed waterfront revitalization policies, proposed land and water uses, and local implementation techniques - including likely regulations and funding sources required to act on the recommendations - were all detailed.

The vision and goals statement for the document was to *"provide a balance of environmental, recreational, and economic development techniques, while preserving the unique natural and cultural character of Malone's Waterfront and Historic Village Core."*

Complete Streets Plan (2016)

In 2016, the Complete Streets Committee (CSC) was formed by local volunteers in accordance with the national guidelines and began coordinating directly with the regional Department of Transportation (DOT) representative. The importance of multi-modal transit, as well as of capitalizing upon Malone's location along an official Scenic By-Way were highlighted in the CSC plan for the village center.

The vision statement included the goal of *"enabl[ing] all citizens to use the Village Center, including the elderly, young, those who lack vehicles, and tourists who can be encouraged to get out of their cars and walk-look-shop."*

Summary

The Malone community has a long history of planning for its future and has a deep understanding of its issues and opportunities. The community has made great progress implementing long-identified projects, especially over the last several years. But the work must continue. The information collected, analyses made, and implementation projects that followed are invaluable to this effort and helping to create the building blocks for this Plan. Because many of the recommendations and themes identified in past work are relevant today, the DSP can focus less on analysis and build upon previously implemented projects. For a more detailed analysis of the community and waterfront revitalization initiatives, see Appendix A.

Community Profile

Downtown Malone is a distinct and important neighborhood in the Village. Figure 1 shows the Village of Malone within the Town and within Franklin County. Figure 2 shows Downtown Malone's central location in the Village.

Figure 1: Village of Malone within Franklin County

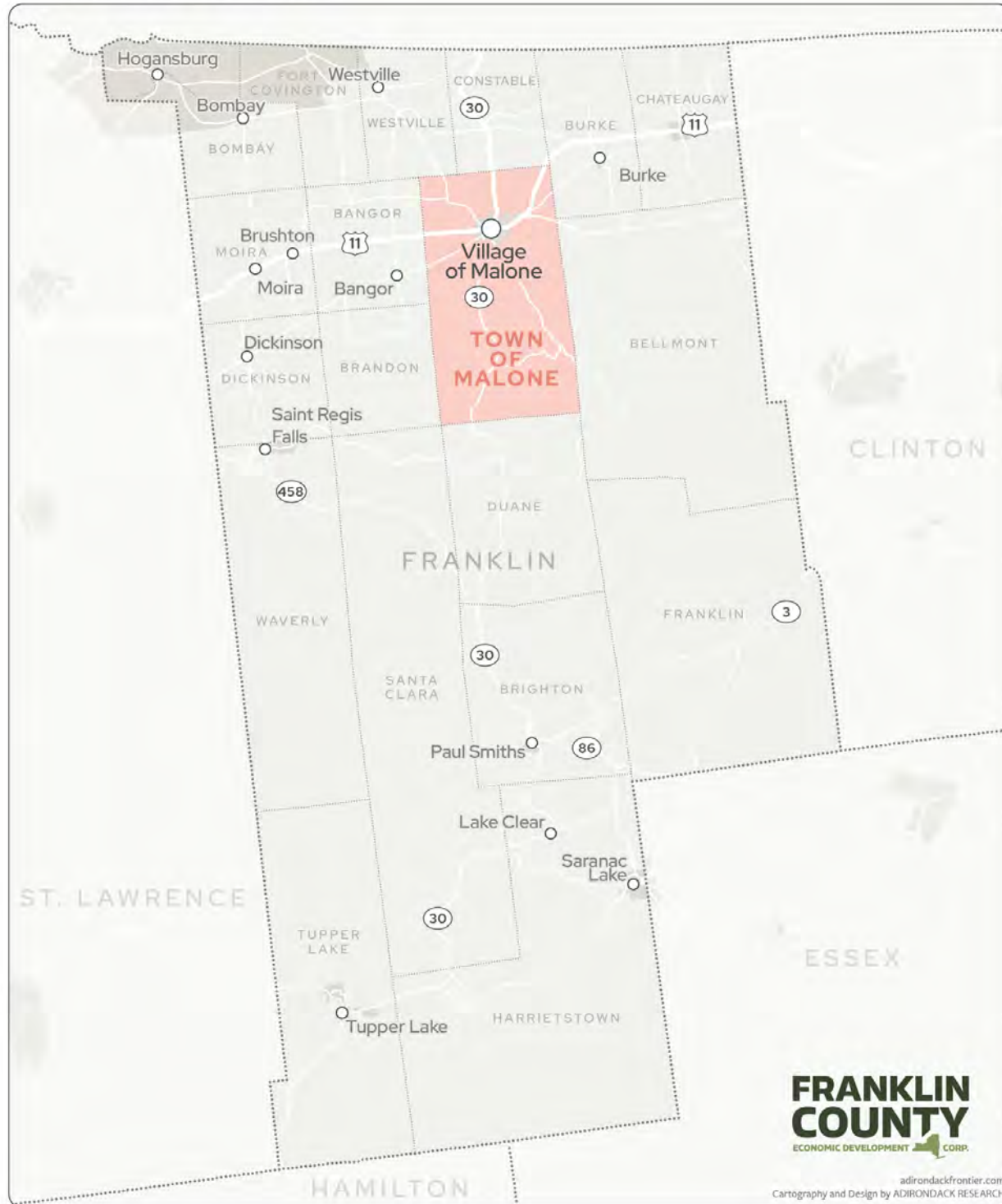


Figure 2: Downtown Malone within Village of Malone

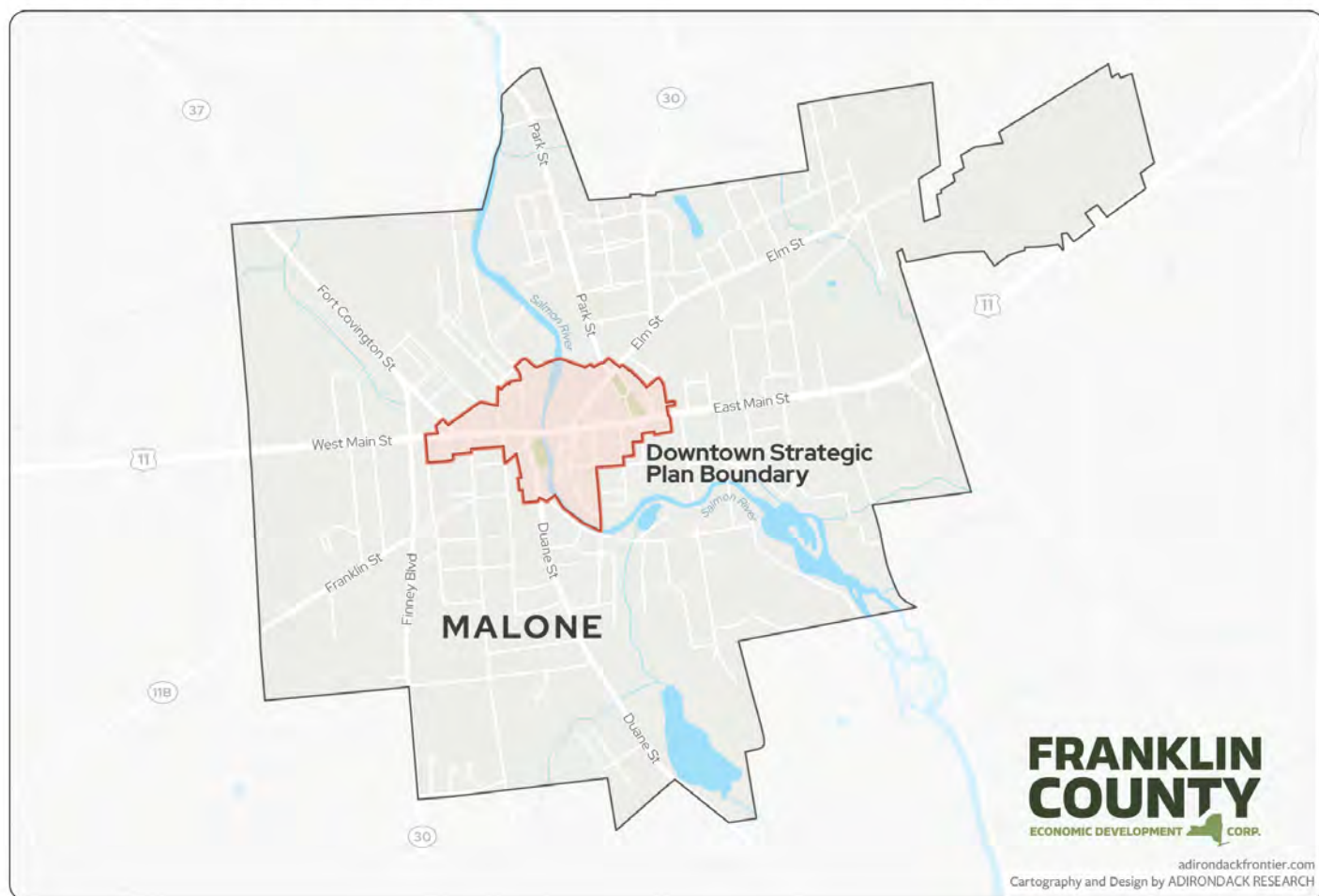


Figure 3: 2009 Town and Village of Malone Economic Development Plan Study Area

Population

The 2022 estimated population of Downtown Malone in 2022 is 382, which represents 7% of the total population of the Village of Malone's overall population of 5,436. The average household size in Downtown Malone is smaller than the village average and median income is lower.

Table 1: 2022 Population

	Population	Avg. Household Size	Median Household Income	Median Age
Downtown Malone	382	1.87	\$36,172	39.6
Village of Malone	5,436	2.16	\$38,904	41.3
Malone Study Area	26,636	2.3	\$54,307	41.1
Franklin County	46,748	2.27	\$55,552	41
New York State	20,154,573	2.53	\$79,320	39.6

Source: ESRI Business Analyst

Downtown residents struggled with a relatively high unemployment rate in 2022 compared to residents in surrounding areas. This is troubling since employment data show that Downtown has a high concentration of jobs. In other words, proximity to jobs is likely not a contributing factor to the Downtown unemployment rate. The Downtown neighborhood and the Village of Malone would benefit from having more residents who live *and* work Downtown.

Table 2: 2022 Unemployment and Poverty

	Unemployment Rate	2020 % of Households Below Poverty Line
Downtown Malone	5.1	21.46
Village of Malone	1.8	25.86
Malone Study Area	2	18.16
Franklin County	2.6	17.42
New York State	5.1	13.54

Source: ESRI Business Analyst

Housing

There are an estimated 228 housing units in Downtown Malone, which represent 8% of the 2,836 total housing units in the Village. Housing types include a healthy mix of single-family dwellings, multi-family dwellings, and mixed-use buildings with multiple dwelling units.

An estimated 28 housing units in Downtown Malone are vacant. Using the average household size of 1.87, there is an opportunity to attract 52 new residents to Downtown Malone by occupying existing vacant units. Housing units remain vacant for a variety of reasons and some may be in disrepair and not occupiable without significant investment. However, it is usually more cost effective to repair an existing housing unit than to construct a new one.

Table 3: 2022 Housing Occupied vs Vacant

	Total Housing Units	Total Occupied	% Occupied	Total Vacant	% Vacant
Downtown Malone	228	200	87.7%	28	12.3%
Village of Malone	2,836	2,457	86.6%	380	13.4%
Malone Study Area	12,685	10,166	80.1%	2,519	19.9%
Franklin County	25,395	18,843	74.2%	6,552	25.8%
New York State	8,555,596	7,717,376	90.2%	838,220	9.8%

Source: ESRI Business Analyst

Not surprisingly, the percentage of renter-occupied units in Downtown Malone is higher than areas around it. Local policies related to housing should recognize that Downtown Malone attracts people seeking to rent places to live.

Table 4: 2022 Housing Owner vs Renter Occupied

	Total Housing Units	Owner Occupied	% of Total	Renter Occupied	% of Total
Downtown Malone	228	82	36.0%	118	51.8%
Village of Malone	2,836	1,231	43.4%	1,226	43.2%
Malone Study Area	12,685	7,267	57.3%	2,899	22.9%
Franklin County	25,395	13,595	53.5%	5,248	20.7%
New York State	8,555,596	4,102,601	48.0%	3,614,775	42.3%

Source: ESRI Business Analyst

Businesses and Employment

The 118 businesses in Downtown Malone employ approximately 1,444 people. 39% of all businesses in the Village of Malone are located Downtown. Almost 26% of all workers in the Village of Malone are employed by Downtown businesses.

Public administration and social services-related businesses comprise the majority of businesses and employees in Downtown Malone. The large number of employees in these industries represent market potential for additional retail and food and drink sales.

Table 5: 2022 Businesses and Employees

	Employees	Businesses
Downtown Malone	1,444	118
Village of Malone	5,613	402
Malone Study Area	11,820	900
Franklin County	23,745	1,801
New York State	9,249,808	743,001

Source: ESRI Business Analyst

Table 6: 2022 Top 5 Industries By the Number of Businesses

Industry	# of Businesses
Public Administration (NAICS92)	23
Health Care/Social Assistance (NAICS62)	17
Other Srv excl Public Admin (NAICS81)	15
Retail Trade (NAICS44-45)	13
Prof/Scientific/Tech Srv (NAICS54)	13

Source: ESRI Business Analyst

Table 7: 2022 Top 5 Industries By the Number of Employees

Industry	# of Employees
Health Care/Social Assistance (NAICS62)	518
Public Administration (NAICS92)	394
Other Srv excl Public Admin (NAICS81)	137
Retail Trade (NAICS44-45)	83
Prof/Scientific/Tech Srv (NAICS54)	63

Source: ESRI Business Analyst

Compared to its full time population, Downtown Malone's population swells during the daytime as people come to work and access the services and businesses available. This is in contrast to the Malone Study Area that sees its population decline during the day. This data further demonstrates the civic and economic importance of the Downtown Malone neighborhood and the potential retail market during the day. However, this also means that it is much harder for businesses to stay open and thrive during the evening after employees and visitors leave. Ideally, Downtown remains a neighborhood that attracts a lot of employees and visitors while attracting additional full-time residents.

Table 8: 2022 Daytime Population

	2022 Population	2022 Daytime Pop.	% Change in Daytime Pop.
Downtown Malone	382	1,207	216%
Village of Malone	5,436	7,538	39%
Malone Study Area	26,636	23,516	-12%
Franklin County	46,748	44,440	-5%
New York State	20,154,573	20,390,894	1%

Source: ESRI Business Analyst

Table 9: 2022 Daytime Population Density

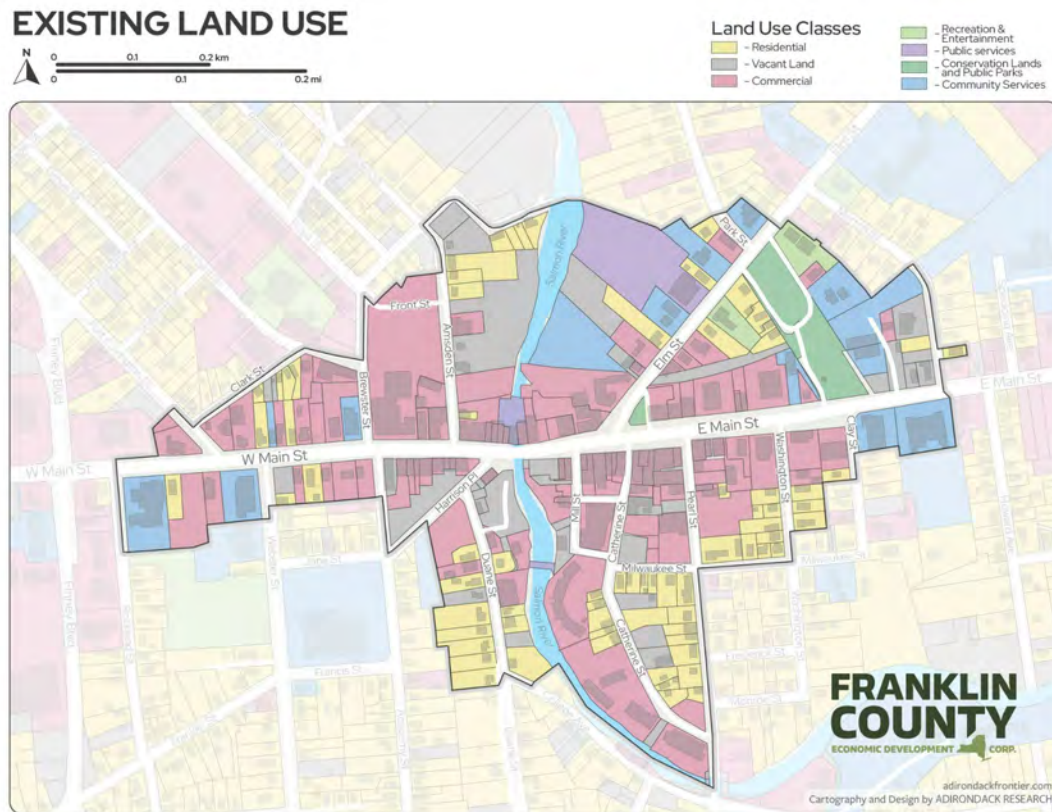
	2022 Population Density	2022 Daytime Pop. Density	% in Daytime Pop. Density
Downtown Malone	2336.3	7,382	216%
Village of Malone	1742.7	2,417	39%
Malone Study Area	38.7	34	-12%
Franklin County	28.7	27	-5%
New York State	427.7	433	1%

Source: ESRI Business Analyst

Existing Land Use

Current land uses in Downtown Malone are dominated by commercial, civic and mixed commercial/residential uses. There are also residential, civic, and institutional uses within or immediately adjacent to the boundary. The current mix of land uses is typical and appropriate for a small downtown and is conducive for healthy revitalization.

Figure 4: Existing Land Use



Existing Water Use

The Salmon River runs through the very center of Downtown Malone and is a distinguishing feature. This Strategy will include recommendations and projects to improve and enhance access to the river. There is a hydro-power pipeline that follows the river from the historic dam to a generating station just north of Main Street. At the bridge the river gorge is narrow and steep with buildings on either side. To the north and south the gorge is wider and there is undeveloped land that is suitable for recreational development.

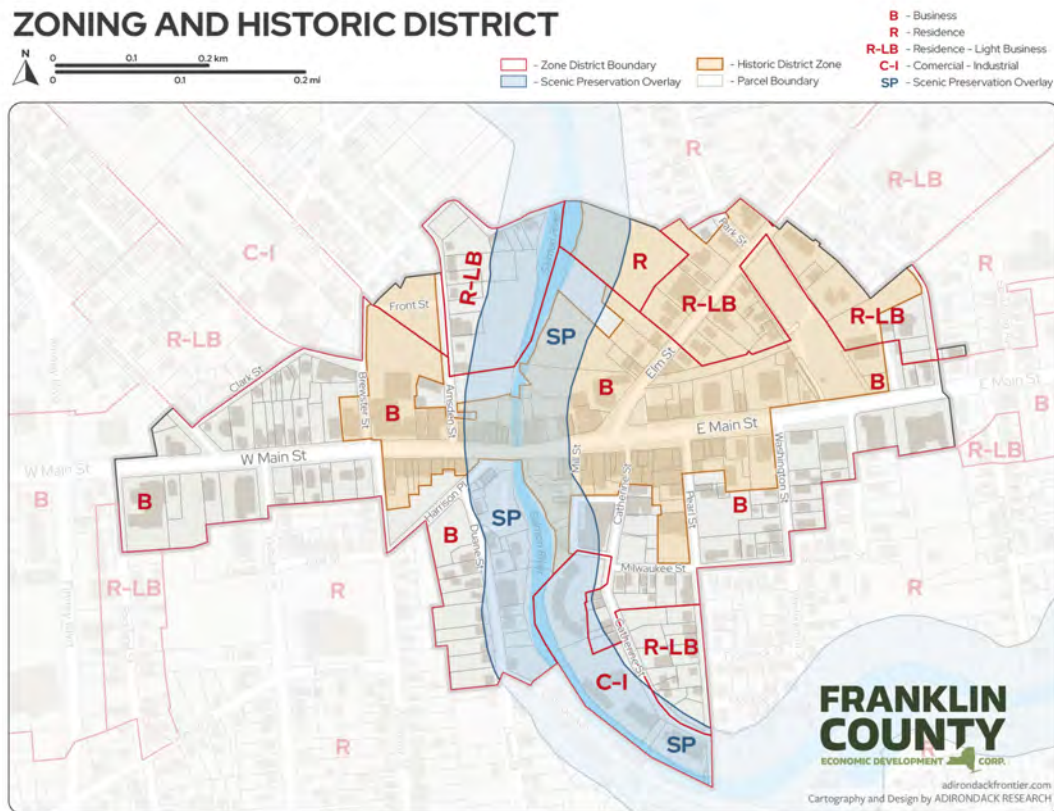


Land Use Regulations

Downtown Malone includes areas within the following zoning districts:

- B - Business
- R - Residence
- R-LB - Residence - Light Business
- C-I - Commercial - Industrial

Figure 5: Zoning



The uses permitted within each of these districts, either by site plan review or special exception, are shown in the table below. Lands within 200' of the Salmon River high water mark are also subject to the regulations of the Waterfront Overlay (WO) District.

The purposes of this district include the following:

1. To preserve natural, scenic, and historic values along the Salmon River.
2. To preserve woodlands, wetlands, and other green space.
3. To regulate uses and structures along the Salmon River to avoid increased erosion and sedimentation.
4. To encourage compatible land uses along the Salmon River.
5. To recognize areas of significant environmental sensitivity that should not be intensely developed
6. To allow reasonable uses of lands while directing more intense development to the most appropriate areas of the community.

Within the WO District there are uses that are expressly prohibited and there are regulations meant to "to protect a scenic corridor along the Salmon River and its tributaries, in accordance with the Town and Village of Malone Local Waterfront Revitalization Plan." The regulations are meant to help "maintain a green, undeveloped corridor along much of the Village's waterfront and to provide a consistent level of protection of the visual, environmental and historic resources within this corridor." The WO District was adopted in 2011 and is in keeping with the goals of the community and the LWRP.

The Village's zoning regulations have been reviewed and updated from time to time but no comprehensive revisions have ever been adopted. Undertaking a comprehensive review, at least for Downtown Malone, would help ensure that future land use decisions enhance the existing architecture, urban fabric and historic character of Downtown. The Village has previously recognized the uniqueness of Downtown Malone and adopted amendments prohibiting 1st floor residential dwellings in buildings on the north and south sides of Main Street in a section within the B - Business Zoning District called the "Downtown Business District". The Village should build upon this momentum to make further improvements to its regulations that leverage development to enhance the character of Downtown Malone. General recommendations include:

- Revise regulations to reference the newly listed historic district, which includes much of Downtown Malone (see map). It may make sense to align zoning district boundaries with the historic district boundaries and consider applying special design standards to properties within the historic district area of Downtown.
- Create a zoning district specific to Downtown Malone with its own permitted uses, site and building design standards.
- Review the list of uses permitted Downtown to ensure that incompatible uses are not permitted.
- The Village should also consider how to ensure that the form of proposed site and building improvements in Downtown contribute to and enhance the urban fabric and historic character. One way to do this would be to incorporate downtown design guidelines into the zoning regulations. In 2020 the Village, in partnership with the Franklin County Economic Development Corporation (FCEDC), developed Downtown Design Guidelines using technical assistance funds from the New York Main Street Program. The guidelines provide best practices and examples for the sensitive renovation for historic downtown buildings in a way that highlights and emphasizes the characteristics of buildings and their context within Downtown Malone. These guidelines have been adopted by the Board of Trustees.

Because of the proven effectiveness of land use regulations to enhance community character, this Strategy identifies zoning regulation updates as a Priority Project.

Land Ownership Patterns

Downtown Malone has a typical land ownership pattern. Many parcels are privately-owned but there are a high number of properties owned by government and nonprofit entities including churches, the Village offices, the Franklin County Courthouse, the historic post office, and public parking lots, Memorial Park and Arsenal Green.

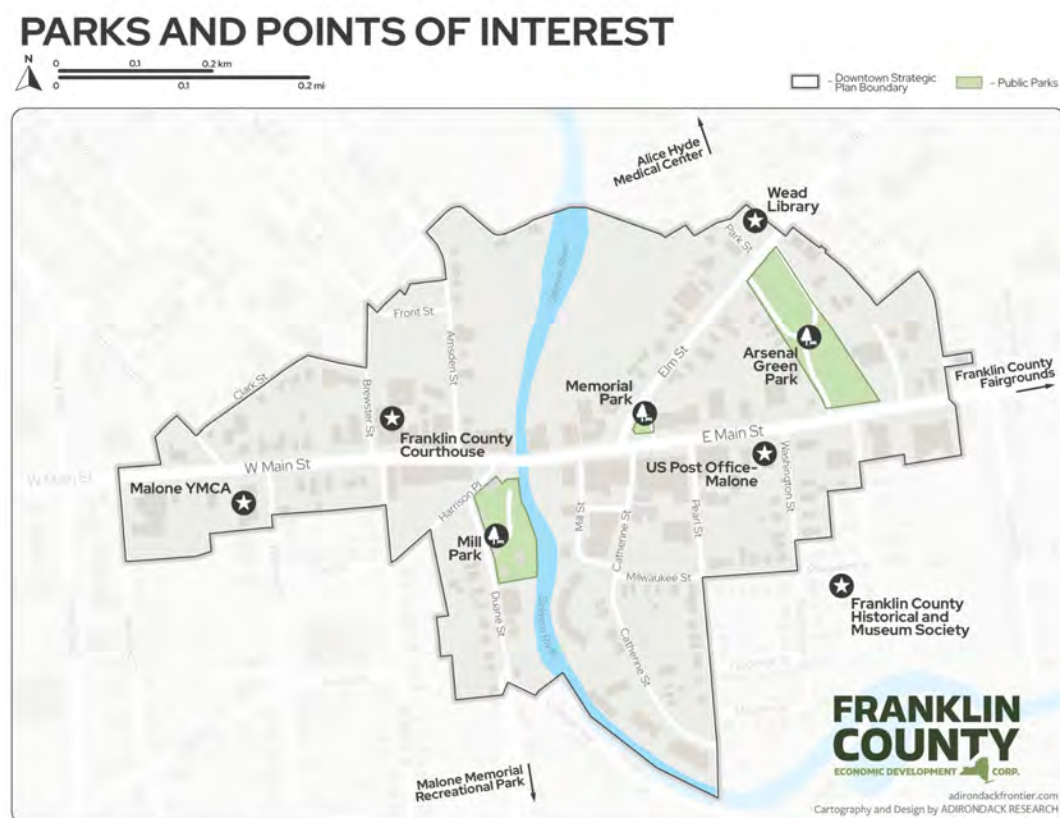


Public Access and Recreational Resources

Within Downtown Malone there are no formal access points to the Salmon River. Unofficial walking paths along the bank exist. Memorial Park and Arsenal Green provide both vehicle and pedestrian access to public green space. Developing Mill Park and formal access points and amenities along the River is a principal recommendation of the LWRP and is included as a Priority Project in this Strategy.



Figure 6: Parks and Points of Interest



Transportation Routes and Facilities

The major transportation corridors in Downtown Malone include U.S. Route 11/Main Street, which runs east to west through the village, and NYS Route 30/Elm Street, a major north-south route, which intersects with Main Street in the center of Downtown Malone and continues north to the Canadian border. U.S. Route 11/Main Street is a New York Scenic Byway and NYS bicycle route. The high traffic volume and wide pavement width on Main Street have made it difficult to create a cohesive and walkable downtown. The community identified this challenge and has consulted with walking and biking experts to suggest ways to improve pedestrian safety and comfort through Downtown. Main Street, however, is a New York State highway and any improvements or changes must be approved by the New York State Department of Transportation (NYSDOT).

After several years of planning, NYSDOT began construction on a \$3.3 million project to improve pedestrian safety along a three-mile stretch of U.S. Route 11/Main Street as part of the state's Pedestrian Safety Action Plan in 2021. The project involves a reduction in travel lanes from four to three in some sections, improvements to crosswalks, the addition of pedestrian refuge areas, and the rehabilitation of pedestrian curb ramps. These changes will have a substantial impact on Downtown Malone and should enhance walkability, provide better on-street parking options, and make Downtown Malone a safer and more enjoyable place to walk and bike. Making it easier and safer for pedestrians to cross Main Street will help tie Downtown together and contribute to revitalization. Other streets in Downtown are village-owned. Most village streets have sidewalks although the conditions of sidewalks vary widely and there are gaps in a continuous sidewalk network.

There is on-street parking along most sections of U.S. Route 11/Main Street and NYS Route 30/Elm Street and most village streets allow on-street parking where the street width allows it. Public parking lots are located at the Village offices on Main Street, on Elm Street, on the south side of Main Street next to the Salmon River, and between East Main Street and Elm Street.

In addition to vehicular access, the Franklin County Public Transportation System provides access to public transit in Malone. Three routes currently serve the Malone area including the Malone Shuttle South, the Malone Shuttle North and the Malone Auxiliary route. This service is available for shopping, employment, medical, educational and miscellaneous needs. There is a bus shelter located on Amsden Street.



Tourism Destinations and Tourism Support Facilities

Downtown Malone's historic buildings, locally-owned businesses and growing arts scene are contributing tourism assets for the area, as is the Franklin County Historical and Museum Society, known as the House of History, which is just outside of Downtown. The Malone Chamber of Commerce, located adjacent to Arsenal Green, serves as an tourism information center for the community. Nearby, multiple fishing access points allow visitors from all over to fish the world-class Salmon River. Several miles east of Downtown is the Almanzo Wilder Farm, an amazing resource that attracts visitors from around the world. South of Malone is the renowned Malone Golf Course and Titus Mountain Ski Resort which attract visitors from across the Northeast and Canada.

Infrastructure

Water supply and sewage disposal are adequate current and future needs. The Village has been and continues to invest in upgrades to both systems. The electrical supply and solid waste disposal are also adequate and have not been raised as areas of concern during the review of previous planning initiatives and during community outreach efforts. Broadband is available throughout Downtown.

Cultural and Historic Resources

In 2020, a National Register Historic District, encompassing the Historic Village Core and its environs was officially approved. The post office is individually listed, and there is a residential neighborhood extension of the district in development. Numerous historic mills and sites of importance to the community's identity and history remain at the borders and / or just outside the proposed Revitalization Area boundary, many enmeshed in the residential neighborhoods. The Village and community partners are working to develop ideas for promoting the designation to attract investment and visitors and are seeking funding opportunities for implementation.



Scenic Resources and View Corridors

Two major scenic resources / view corridors exist within the proposed boundary. One is the view from the "top of the hill" on Main Street, approximately at the intersection of West Main and Brewster / Academy Streets, at a major traffic light. Looking east, this viewshed provides views of the Salmon River, much of downtown, adjacent neighborhoods to the south of Downtown, and higher land east of the village. The upward sloping East Main Street beyond, rises to the residential, then farming, then foothills scenery. The second, most obvious, resource is the viewshed of the Salmon River itself which is prevalent from many places in Downtown.



Natural Resources

The primary natural resource in Downtown Malone is the Salmon River. Throughout all of this history, the location of Malone on the Salmon River has remained a constant. The River winds its course northwesterly through farms toward the Village, bisecting the once isolated settlement into east and west and running under Main Street.

The river and the wood slopes on each side of the gorge provide a contrast to the built environment around it. With exceptions, the steep slopes have prevented development directly adjacent to the river resulting in an opportunity for a rich natural environment in the core of Downtown Malone. The LWRP recognizes this value and recommends numerous improvements to this area including better public access. Increasing opportunities for residents and visitors to access these incredible resources from multiple locations in Downtown will strengthen Downtown Malone as a place to live and visit.

Street trees are an important natural resource for any downtown neighborhood. Mature street trees provide shade in the summer and lower the urban heat island effect. They also block wind in the winter and reduce noise. Street trees help slow traffic and make streets safer, enhancing the experience of people walking. In fact, street trees increase property values and bring increased value to commercial areas (Quednau, 2017).



There are mature trees that lead from surrounding residential neighborhoods and along Main Street into the historic village core. There are eight street trees planted at the 20'+, brick paved sidewalk along east Main Street between Catherine and Pearl Streets. These are used for seasonal lighting, and enhance the sidewalk itself, as well as the benches and parking spaces along Main Street. Mature stands of a wide variety of both evergreen and deciduous trees are also visible to Main Street traffic, located at Arsenal Green Park and the churches leading into the historic village core from the east, as well as all along the river gorge in both north & south directions. Given the benefits of mature and well-maintained street trees, the Village should look at opportunities to increase the number of street trees in Downtown Malone

Flooding and Erosion

The Salmon River is prone to seasonal flooding south of Downtown and the community is working to mitigate these effects. However, flooding is not a hazard to most buildings in Downtown Malone because they are located high above the river. Care will be required when designing and constructing recreational improvements near the river. Erosion within Downtown Malone is minimal. Much of the land is covered with impervious surfaces or established grass. The banks of the river are stabilized.

Water Quality

No water quality concerns were identified in the review of past studies or during public outreach efforts. Over time, enforcement of the Waterfront Overlay District will help insure the protection of the waterfront and as a result, improve storm water quality entering the river.

Significant Fish and Wildlife Habitats

The Salmon River is recognized as a prized trout stream. There are an abundance of fishing access points through the watershed but not in Downtown Malone. The community has identified the desire to provide better access to the river for fishing within Downtown.

The undeveloped lands along the river provide an opportunity for wildlife habitat that does not exist elsewhere in Downtown Malone and this opportunity should be considered when any improvements are proposed along the river.

Geology

The predominant bedrock in the Malone area is Potsdam sandstone. Exposures of the sandstone are visible in the Salmon River gorge within the Village. The stratified layering of sandstone allows for both lateral and longitudinal groundwater flows.



Agricultural Lands

The Village of Malone is surrounded by rich agricultural lands and the community retains a strong agricultural identity and economy. However, there are no agricultural lands or uses within or adjacent to Downtown Malone.

Environmental issues

There are two sites with known environmental contamination in Downtown Malone.

90 West Main Street (Alaskan Oil) (Site Code V00016) is the site of a former gas station where petroleum products leaked into the ground. The site is part of NYS DEC's Voluntary Cleanup Program. An investigation was conducted when underground storage tanks were removed. According to the Environmental Site Remediation Database, the site is still considered active, however, the site "does not present any significant resource threats or environmental impact at this time."

NM - Malone MGP (Site Code 517014) is the location of a former manufactured gas plant. The site is part of the State Superfund Program. The site is vacant. There are several contaminants of concern and as a result, several monitoring wells were installed. Perimeter fencing was installed to restrict access. Contamination has not yet been remediated.

Navigation

The Salmon River is not navigable by recreational watercraft within the proposed Revitalization Area boundary. The most suitable uses are wildlife viewing, fishing and passive shoreline recreation.

Conclusion

The Village of Malone has been well-served by previous planning efforts. The resulting analyses and recommendations from many of these reports are still relevant today. Many of the baseline conditions of the community have not changed. A comparative analysis of these conditions, as identified in previous studies, with the current assumptions demonstrate that the community has a very good understanding of the strengths, weaknesses, opportunities and threats that confront Downtown Malone.

With this solid foundation, the community should focus on building capacity and leveraging the momentum that currently exists in the community to drive positive change.



Vision, Transformation Strategies, and Revitalization Principles

Downtown Malone is the hub of the community; a vibrant mixed-use neighborhood that is home to a growing number of residents, prosperous locally-owned businesses, strong civic institutions, thriving cultural scene, and accessible outdoor recreation opportunities along the Salmon River.



Salmon River Connection



Place for
People



Downtown
Destination



Section 4: Vision, Transformation Strategies and Revitalization Principles

Vision

Downtown Malone is the hub of the community; a vibrant mixed-use neighborhood that is home to a growing number of residents, prosperous locally-owned businesses, strong civic institutions, thriving cultural scene, and accessible outdoor recreation opportunities along the Salmon River. Downtown is the preferred location for a locally-rooted authentic experience.

Transformation Strategies

Based on the vision for Downtown Malone this DSP recommends focusing on the following downtown transformation strategies. A Transformation Strategy serves a particular customer segment, responds to an underserved market demand, or creates a differentiated destination.

The identified strategies for Downtown Malone are described below:

Salmon River Connection

Unlock the potential of Downtown and the Salmon River by connecting them to each other. Remove barriers to people enjoying both. Salmon River is a differentiator. Dramatic gorge is a barrier but needs to become an asset.

Place for People

Malone has long been known as an affordable and amazing place to call home. With a great school system, a variety of affordable housing types, and unparalleled children's recreation programs, Malone has a competitive edge compared to its neighbors. This strategy seeks to leverage downtown as a 3rd space (or community living room) where everyone can come to work, eat, play, and live.

Downtown Destination

Malone is home to Titus Mountain, the historic Malone Golf Course, and the renowned Salmon River fishery that draws visitors from all over. Downtown Malone is poised to be the place where visitors come to relax and enjoy each other's company after a day on the slopes, on the greens, or along the banks of the river.

Revitalization Principles

To implement each strategy, priority projects are organized within four principles based on the Main Street America approach to downtown revitalization and proven to deliver results in downtowns across the United States. These four principles are described below:

Economic Vitality

Focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, build a diverse economic tax base and create a supportive environment for entrepreneurs and innovators that drive local economies (The National Main Street Center, 2022).

Design

Supports a community's transformation by enhancing the physical and visual assets that set the downtown apart, including by creating an inviting and inclusive atmosphere, celebrating historic character and fostering accessible, people-centered spaces (The National Main Street Center, 2022).

Promotion

Positions the downtown as the center of the community and hub of economic activity through marketing its defining assets, communicating its unique features through storytelling and supporting a buy-local experience (The National Main Street Center, 2022).

Organization

Involves creating a strong foundation for a sustainable revitalization effort, including building leadership and strong organizational capacity, ensuring broad community engagement and cultivating partnerships (The National Main Street Center, 2022).

Priority Projects

Design

Promotion



Organization



Economic
Vitality

Section 5: Priority Projects

The priority projects listed below are organized by each of the four revitalization principles. Some projects help implement multiple transformative strategies. These projects are of the highest priority because they will have the greatest impact in downtown Malone.

The projects are also organized by priority, based on when the implementation should begin (See Section 6):

Short-term Actions (1 year)

There are a few projects that should be initiated immediately. While the implementation may take longer than 1 year, it is important that steps be taken to move these projects forward within one year of the completion of this plan.

Medium-term Actions (3-5 years)

In addition to the projects started as part of the short-term actions, some other projects could be started in the next two or three years and implemented over 5 years.

Long-term Actions (10 years)

Initial steps can be taken to move larger projects forward at any time, but it is expected that these projects would begin in earnest in three to five years and would be completed within 10-20 years.

These projects are drawn from previous plans, such as the Economic Development Plan, Comprehensive Plan, Complete Streets Policy, LWRP, and public input sessions during the development of the DSP. These previous plans are reviewed in Section 3. Some projects identified in previous planning efforts are not included in this strategy because they are: (a) no longer relevant or viable or (b) completed. Significant implementation progress has been made over the past 10 years and especially recently. This momentum should be harnessed to accelerate the implementation of the projects identified in this strategy.

Community involvement was key in identifying and refining the priority projects within this plan (See Appendix C). A community workshop was held in June 2021 and there were two open houses, one in September 2022 and the last in February 2023.

A public-private partnership between government and downtown stakeholders is required for success. Government needs staff or financial resources onhand to seek funding support and manage the implementation of public projects over a long period of time and beyond political cycles. Private sector stakeholders need to provide the perspective of businesses and residents and harness the grassroots energy of people who love their community and downtown. Working together will achieve success!

Economic Vitality

Economic vitality focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, build a diverse economic tax base and create a supportive environment for entrepreneurs and innovators that drive local economies.

via The National Main Street Center



Project 1: Create a Downtown Small Business Support Program



Project Background

With lots of nearby residents, good visibility, access, and traffic counts on vehicular and pedestrian transportation routes, small and manageable storefronts and lease rates compared to shopping centers, and necessary infrastructure and utilities already in place, downtowns are great places for entrepreneurs and small businesses to start up and expand. Small businesses are great for downtowns as well. They provide marketplace variety and authenticity. They generate foot traffic and help create vibrancy. They provide goods and services for downtown residents and adapt quickly to local consumer demand. Small, locally-owned businesses also contribute more to local charitable causes and circulate a higher percentage of net and gross income back into the local economy. Finally, a downtown that has many small businesses instead of a few larger ones is more resilient and can better withstand economic downturns.

Despite these advantages to the business and the downtown neighborhood, challenges abound. Utility costs in older buildings can be high. The real or perceived lack of convenient parking can deter customers used to the convenience of drive-through restaurants and banks. Accessing bank financing can be challenging for start up retail and restaurant businesses with no financial history.

Helping small businesses start up, expand and thrive in Downtown Malone is smart for the community and a good policy for the Village of Malone. It doesn't take much to make a big difference for a small business, especially compared to typical government incentives provided to larger businesses. Because of the unique opportunities and challenges inherent in operating businesses downtown, a targeted support program can pay big dividends.

Project Description

Support the attraction, retention and expansion of new businesses in Downtown Malone by providing targeted marketing, technical support, funding and financing support. Program elements may be provided through multiple sources and partners but should share cohesive messaging and branding.

Project Priority

Short-term Action

Implementation Action Items

- Identify all existing and potential funding partners and programs.
- Meet with downtown businesses to determine scope of funding and technical support gaps.
- Assign partners and programs that will help fill identified gaps.
- Package a branded business support program that is easily marketable to the small business community.
- Identify and prioritize the types of businesses and activities that most achieve Downtown Strategy goals.
- Implement an ongoing program outreach effort for recruitment, outreach and technical assistance to ensure that downtown businesses leverage available resources.

Project 2: Package Tax Incentives that Promote Investment



Project Background

Downtown Malone has a number of vacant lots and large, historic buildings in need of significant renovations. These properties and buildings are incredible assets and provide an opportunity for the community to create spaces for new businesses and homes for residents. However, construction costs are high and continue to rise and the cost of borrowing money to pay for new construction or for the renovation of an existing building may exceed the income the building will generate, especially in downtowns that are struggling or in the beginning stages of revitalization. As market demand for residential and commercial space increases, rents will rise and the financial model for construction and renovations becomes more favorable.

It is in the financial interest of the community and the Village of Malone to help property owners and developers overcome this temporary market imbalance. Studies show that downtown properties and buildings are the most financially productive in a community by generating more property taxes, sales taxes, and jobs, and housing more residents per acre than newer development in other parts of the community. Providing targeted incentives to encourage the development or renovation of high-quality, mixed-use buildings in Downtown Malone will have lasting positive impacts on the downtown neighborhood and the Village. These incentives should be reserved for multi-story, mixed-use buildings that enhance the character of Downtown Malone and which provide the greatest return on investment for the public. In time, as market conditions change, these incentives can be adjusted or eliminated.

Project Description

Leverage local tax incentives that encourage the development of vacant properties and renovation of existing buildings and connect local property owners and developers to all available state and federal tax credit programs to incentivize transformative downtown construction projects. Make sure that properties that receive tax incentives for improvements do not pay less in property taxes than before the improvements were made.

Project Priority

Short-term Action

Implementation Action Items

- Limit local tax incentives to multi-story mixed-use development and renovations projects that provide the highest cost-benefit to the community.
- Amend Franklin County Industrial Development Agency Uniform Tax Exemption Policy to facilitate incentives for downtown building adaptive reuse.
- Coordinate the adoption of tax exemptions for qualified renovation projects available to the Town, Village, County and School District through New York State Property Tax Law.
- Create an information system and a network of experts to connect property owners to available local, state, and federal tax incentive and tax credit programs including historic, brownfield and housing tax credits.

Project 3: Retain and Attract Civic Institutions



Project Background

Downtowns have always been home to community institutions such as schools, local and county government offices, nonprofit organizations, and post offices. These institutions are anchors that bring jobs and traffic downtown and supply a steady and predictable customer base for downtown businesses and employment opportunities for downtown residents. This stability is critical for downtowns during economic downturns.

Despite the significant benefits civic institutions bring to a downtown and the community through the services to the community, jobs for downtown residents, and reliable customers for downtown businesses, they can also present issues. These types of uses typically do not pay property taxes, shifting the burden to other taxpayers. Larger institutions can also impact the character and vibrancy of a downtown if care is not taken to ensure quality building and site design. While private institutions are subject to local zoning regulations, state and federal properties are exempt which can lead to development that does not account for local character or fails to incorporate accepted urban design principles. Through careful planning and coordination, these issues can be overcome and the community can fully benefit from the presence of anchor institutions.

Identifying these critical anchor institutions and ensuring they can thrive in Downtown Malone should be a high priority because their departure can have long-lasting negative effects. Understanding and addressing the challenges anchor institutions face is almost always worth the effort. Building and maintaining relationships with the owners or managers of these properties helps avoid surprise departures and provides the opportunity to encourage good design when renovations or redevelopments occur.

Project Description

Support Downtown Malone's existing civic institutions and recruit additional anchors that can contribute to a thriving downtown.

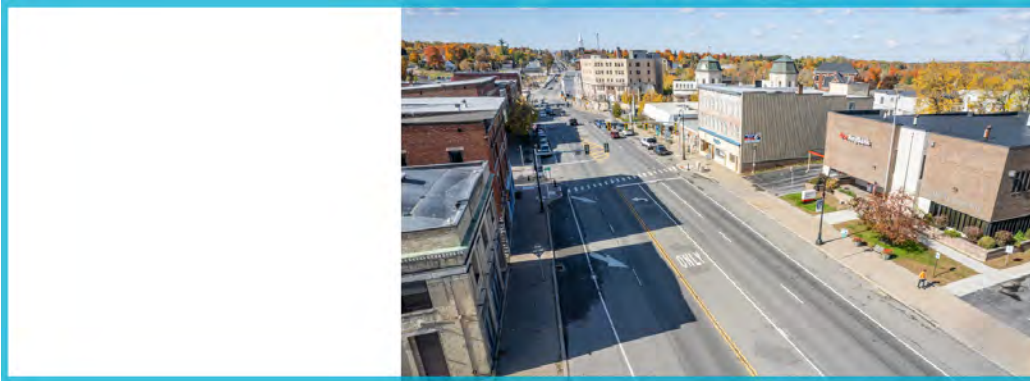
Project Priority

Medium-term Action

Implementation Action Items

- Identify existing anchor institutions.
- Meet regularly with civic leaders to discuss the benefits and challenges of being located downtown.
- Develop and implement solutions to address the challenges civic institutions face.
- Encourage state and federal agencies to incorporate local design standards and accepted urban design principles when planning for the renovation or construction of an institutional building or site.

Project 4: Form a Main Street LLC



Project Background

Continuous private reinvestment in buildings and businesses is essential for a healthy and vibrant downtown. Traditional real estate investors can be deterred from investing in small, rural downtowns because of high vacancy rates, low rents, and high renovation and operating costs. These factors lead to lower profits and a lower return on investment.

The Main Street, LLC model brings civic-minded community members together to purchase, renovate and manage downtown buildings that are being neglected by traditional investors. With this model, LLC members may accept a lower rate of return and a longer time period to recoup their investment because they value the public benefit of the project.

Project Description

Found a Malone New York LLC to tackle generational building renovations that are beyond the scope of any one individual to finance. Target key properties in downtown. This unique model for downtown revitalization brings together all three aspects of the People-Private-Public Partnership. It acknowledges that many key downtown properties require generational investments that are beyond the scope of any one individual. It brings together a broad range of stakeholders, and a pool of their own investment dollars. Ranging from \$1,000 to a majority position in the completed project, or even in-kind services, each individual puts "their money where their house is." The model has proven successful across diverse small cities and villages in New York over the last 20 years, and we will study its implementation for targeted properties in Malone's historic downtown core.

Project Priority

Short-term Action

Implementation Action Items

- Sponsor information session for community members to learn about the concept.
- Identify and form a core group of interested managing members and develop an operating agreement.
- Identify a viable target project.
- Develop a project proforma and raise funds through member recruitment and other traditional sources.
- Undertake the renovation.
- Select the next project.

Design

Design supports a community's transformation by enhancing the physical and visual assets that set the downtown apart, including by creating an inviting and inclusive atmosphere, celebrating historic character and fostering accessible, people-centered spaces.

via The National Main Street Center



Project 5: Develop Mill Park



Project Background

Many historic communities were built along rivers for drinking water, irrigation water, power and transportation. The Salmon River in Malone is no exception. The Horton Gristmill was built in 1853 and was an active wheat grinding plant until 1950. Further down the river was Ballard Mill, which produced clothing sold all over the United States, including “Malone plaid”. While the mills have since closed down and use of the river has evolved, the Salmon River still has community value and has great potential as an inviting green space.

Malone’s most underutilized asset within its downtown is the Salmon River. While the Salmon River does attract visitors annually for fishing tournaments, these events are not held within the downtown due to the difficulty accessing the river from Malone’s downtown. From the extensive brush to the large drop and rocky terrain, it is a challenging area of downtown to develop.

Outdoor recreation brings many visitors to Malone; from skiing to golfing to snowmobiling, there are many opportunities to enjoy the outdoors. However, Malone needs new outdoor amenities to bring those same visitors to its downtown. Small and large communities across the country have been improving their outdoor amenities, including installing riverwalks, which have been shown to draw larger crowds to downtowns, increase property values and expand business opportunities. With various trail loops, bridges, river access points and lookouts to enjoy the view, Mill Park has the potential to increase foot traffic and spur economic growth in downtown Malone. The Mill Park concept was originally proposed in Malone’s Local Waterfront Revitalization Program (LWRP) in 2012, but some aspects of the concept have changed. The Village of Malone has made some progress on the park by purchasing parcels along the river and this plan is giving new life to the project.

Project Description

Build a first-class public green space along both banks of the Salmon River in Downtown Malone. Malone was founded on - and can continue to thrive because of - the Salmon River. It is a great asset that positions us to serve residents and visitors alike.

Project Priority

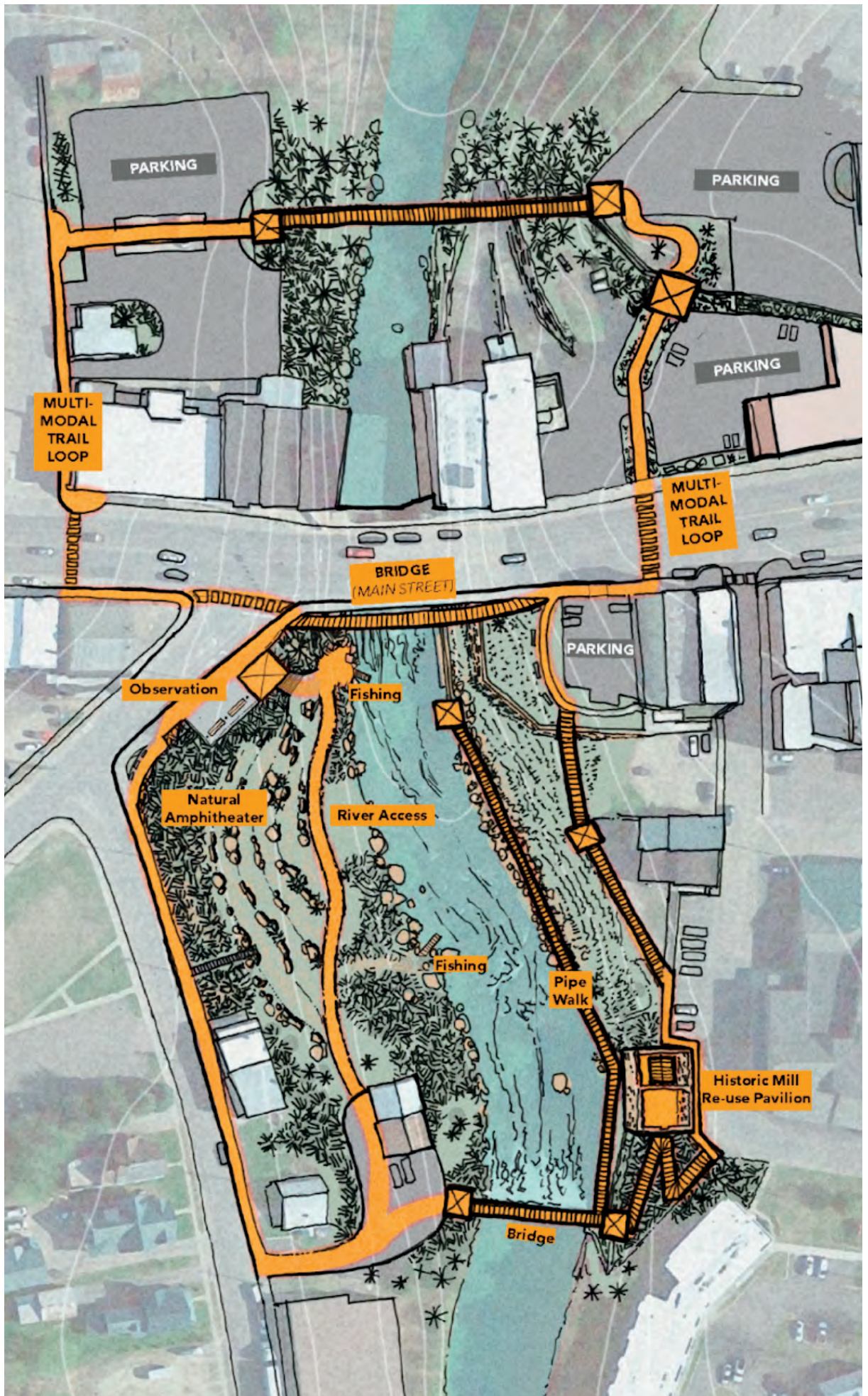
Short-term Action

Implementation Action Items

- Complete the ongoing acquisition, demolition and abatement of key parcels.
- Put easements in place on parcels that the Village does not acquire.

- Commission a qualified landscape and public spaces design professional. Incorporate programming elements identified by the 2012 LWRP and 2022 public-workshop:
 - Trail loop,
 - Pedestrian and bike bridges,
 - Boardwalks,
 - A gathering space with:
 - Amphitheater,
 - River access for wading, fishing, festivals,
 - A pavilion in and around the restored mill ruins.
 - Children's programming
 - Pop-up vendors
- Identify funding to complete the design and construction of specific park improvement elements.
- Coordinate with the Environmental Protection Fund, Department of State, and river-focused legislative bodies to gain necessary permits and rights of way.
- Create events, programming, and a marketing campaign for the completed Mill Park.
- Develop a long-term maintenance plan, including partnering with community organizations.

Project 5: Develop Mill Park



Project 6: Enhance the East Main Plaza



Project Background

Malone has an amenity that many downtowns do not have - a 12 foot wide sidewalk. Situated on East Main Street between Catherine Street and Pearl Street is an array of seven large trees that define the shady boundaries of the widest stretch of sidewalk within the Village. The extra width is a remnant of the pre-automobile era, when Main Street was a grand boulevard that stretched from building front to building front. A grand unpaved expanse that was shared by citizens and merchants alike, where commerce and day-to-day life took place.

To promote more walkability within the Village, providing engaging activities and programming is crucial to getting feet on the street. This location has the potential to be an outdoor gathering space that attracts pedestrians to this part of downtown and supports current and future businesses. Attracting more pedestrians through streetscape enhancements and programming is key to increasing the visibility of the business located at the plaza and contributing to their long-term success.

Project Description

Capitalize on the broad sidewalk on the south side of East Main Street, from Catherine to Pearl Street, by creating a vibrant third place, a front porch for downtown. Design could include outdoor dining, signature event space, sculptures, lighting, seating, and plantings.

Project Priority

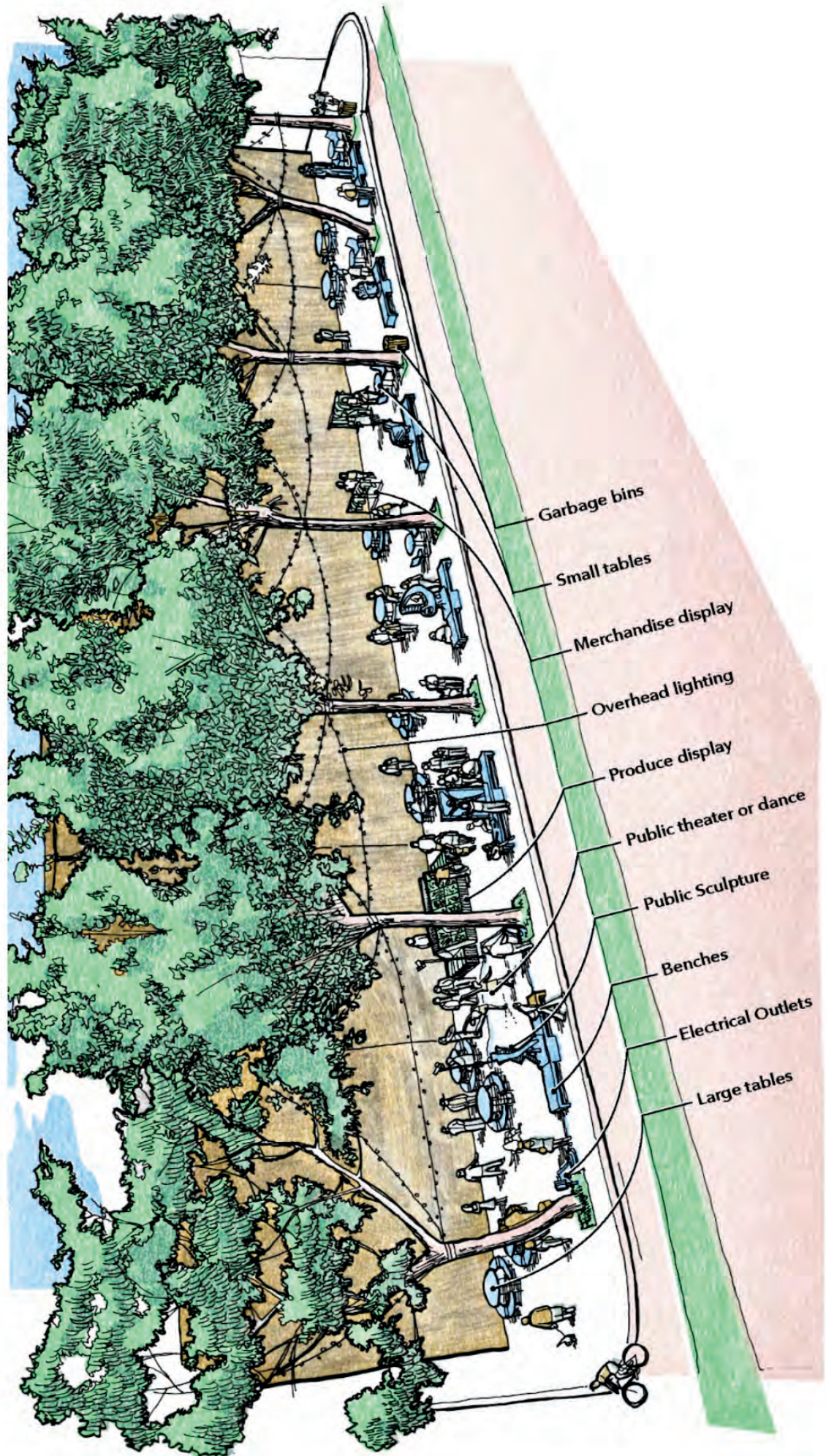
Medium-term Action

Implementation Action Items

- Gather work to date from previously funded grant sources.
- Host a community design charrette in the space; identify preferred uses and potential challenges. Potential amenities include:
 - outdoor seating
 - bike racks
 - displays
 - public art installations
 - string lights
 - landscaping
- Coordinate local law, zoning with adjacent owner interest.
- Identify and pursue funding sources.
- Recruit new tenants to support the plaza's success.

- Ensure preferred initiatives are permissible and supported.
- Organize programming, including live music performances, food trucks and children's activities.
- Develop a long-term maintenance plan, including snow removal and care for landscaping.

Project 6: Enhance the East Main Plaza



Project 7: Implement Streetscape Enhancements



Project Background

Malone has made great strides in making its downtown a safer and more enjoyable space for pedestrians. Malone's 2016 Complete Streets Plan (CSP) included recommendations for pedestrian and ADA compliance, bicycle infrastructure, streetscape, traffic calming and policies. However, additional streetscape improvements could further lower traffic speeds, improve pedestrian and bicyclist safety and attract visitors to downtown. Streetscape includes sidewalk furniture, signage, wayfinding, seasonal decorations, landscaping, bike infrastructure, lighting, crosswalks, parking screening and curb extensions. Malone has undertaken the drafting of a Physical Enhancement Plan (PEP), which was recommended in the 2012 Local Waterfront Revitalization Plan (LWRP), and will be completed by 2023. The PEP includes schematic designs and recommendations for various streetscape improvements in Malone's downtown within the DSP boundary. Building upon the Complete Streets Plan, the PEP includes actual designs for projects recommended in the CSP and includes many additional streetscape improvements that follow the CSP principles and will transform downtown Malone into an attractive and safe place for pedestrians and cyclists. Some elements of the PEP may require further study or design while other elements could be implemented as soon as the plan is finalized.

An important component of the PEP that will need further work and design is wayfinding signage. Signage is an often overlooked but very important element to any downtown. Improvements in signage in downtown Malone could not only help direct visitors, but also contribute to generating tangible increases in pedestrian activity, community pride, commercial activity, economic and community development, tourism and broader awareness of Malone. Wayfinding signage in particular is a great asset to any downtown as it helps locals and visitors navigate the downtown and get from one point of interest to another. This type of signage is an opportunity to showcase Malone's identity and its amenities within the downtown. There are many components of wayfinding signage including identification signs such as downtown gateway markers, which would be placed at each end of Malone's downtown core, welcoming visitors to the downtown and creating an emphasis on the amenities and features within the downtown core.

Another component of the PEP that would require further study is a roundabout at the intersection of Elm Street and Main Street. If a roundabout were implemented at that intersection, it could help both promote walkability in downtown Malone and improve traffic flow so that cars can move through downtown with ease.

Project Description

Enhance the downtown streetscape by designing and installing public realm amenities that promote pedestrians.

Project Priority

Medium-term Action

Implementation Action Items

- Implement the Malone Physical Enhancement Plan by undertaking design for specific projects, securing funding, and undertaking construction.
- Commission a consultant(s) for projects that need further research or design.
- Review code and zoning to revise constraints where they do not permit desired uses, locations, forms.
- Develop and implement policies and procedures for the ongoing maintenance of public improvements.
- Ensure a 4-seasons approach, including different banners, plants, decorations, etc. for each phase of the year.
- Identify grant and loan programs and pursue funding.
- Select and complete the high priority projects, especially those with low complexity and high impact.
- Apply design elements from the PEP to improvements in areas of downtown outside the PEP boundary.

Project 8: Strengthen Connections with Arsenal Green Park



Project Background

Arsenal Green Park is a hub of activity for downtown Malone, especially during the summer months. There are many festivals, live music performances and children's activities held in the park throughout the year. However, due to lack of adequate infrastructure, the park cannot host certain events, especially larger live music performances. Arsenal Green Park is a great asset and can spur activity in downtown Malone, which helps support businesses on Main Street, including retail shops and restaurants. By improving the infrastructure within the park and strengthening connections between the park and the rest of downtown Malone, it can improve the vitality of downtown and the entire Village.

Project Description

Improve physical connections to downtown, with signage and improved trails. Create new event connections to better connect the park and downtown.

Project Priority

Medium-term Action

Implementation Action Items

- Hire a qualified landscape and public amenities designer.
- Host a community charrette at the park to identify preferred uses followed by a public workshop sharing examples and vetting potential designs. Some examples already shared by the public include:
 - Upgrade infrastructure in the park
 - Renovate the gazebo
 - Construct a band stand to better accommodate live music performances
 - Add more benches
 - Highlight the park's historic and civic importance by adding decorative entrances with arches and pillars
- Develop a master plan, including the design for a new bandshell.
- Examine the possibility of connecting walking paths in the park with the old railroad, especially with the proposed northern pedestrian footbridge that is part of the Mill Park bike and pedestrian trail (see project 5).
- Identify and pursue funding sources.
- Develop a long-term maintenance and mid-term events program.
- Complete design and construction.
- Cross-promote downtown and park events, weaving the two spaces together.
- Create new joint programming, especially for children.

Project 9: Install Public Art



Project Background

A good way to measure the strength of a community is to look at its art community. Public art has many community benefits, including:

- It's free and publicly accessible and not limited to galleries or museums.
- It enriches the physical environment and is visually transformative
- It boosts the local economy by providing professional opportunities for artists, involving local businesses to supply materials and labor, and attracting visitors that then visit restaurants, hotels and shops.
- It provides narrative of community values and history and encourages community pride

The best example to demonstrate the transformative impact of public art is the beautiful mural of Canada geese located in the heart of downtown Malone (pictured above). This mural was a community-wide collaborative effort and resulted in an incredible visual transformation of downtown Malone at a location that is surrounded by many blighted buildings. More projects like this one would have a very positive impact on downtown Malone.

Project Description

Invest in and leverage public art to encourage community engagement, economic development, and beautification. From sculptures and murals, to competitions and historic markers, local and regional artists will be invited to submit proposals for installations. A committee will work to develop maintenance plans, seek implementation funding, and host promotional events.

Project Priority

Medium-term Action

Implementation Action Items

- Form a Public Art Advisory Board to act as a liaison between the public and the Village Board of Trustees for initiatives surrounding public art.
- Identify public art priority projects; sort by short- mid- and long- term.
- Identify and pursue funding sources for public art.
- Promote public and private cooperation in support of public art.

Project 10: Redevelop the Flanagan Hotel Lot



Project Background

The Flanagan Hotel is an abandoned and condemned building that has sat vacant for several decades following a devastating fire. Several attempts have been made to redevelop the property, but at almost 75,000 square feet, it is a large undertaking. Given the size of this project, a qualified developer would be best suited to take on the project. Its central location at the busiest intersection in downtown Malone makes it even more crucial that the final project contribute to downtown Malone's historic character and commercial district.

Given how long this vacant and derelict building has sat deteriorating, there is widespread popular support for demolition of the building. However, the historic value of the Hotel Flanagan makes securing grant funding for demolition only incredibly difficult. In addition, the State Historic Preservation Office (SHPO) has requested a feasibility study for maintaining and stabilizing the corner façades as part of any new construction projects. All grant-funded projects must comply with recommendations from SHPO. To qualify for most funding programs, a transformative reuse for the property will be required. The many complexities of this project mean that a long-term plan for the site is crucial for its successful redevelopment.

Project Description

Attract a vetted developer through a competitive selection process, working with the community to set reuse constraints, and marketing the parcel throughout the state.

Project Priority

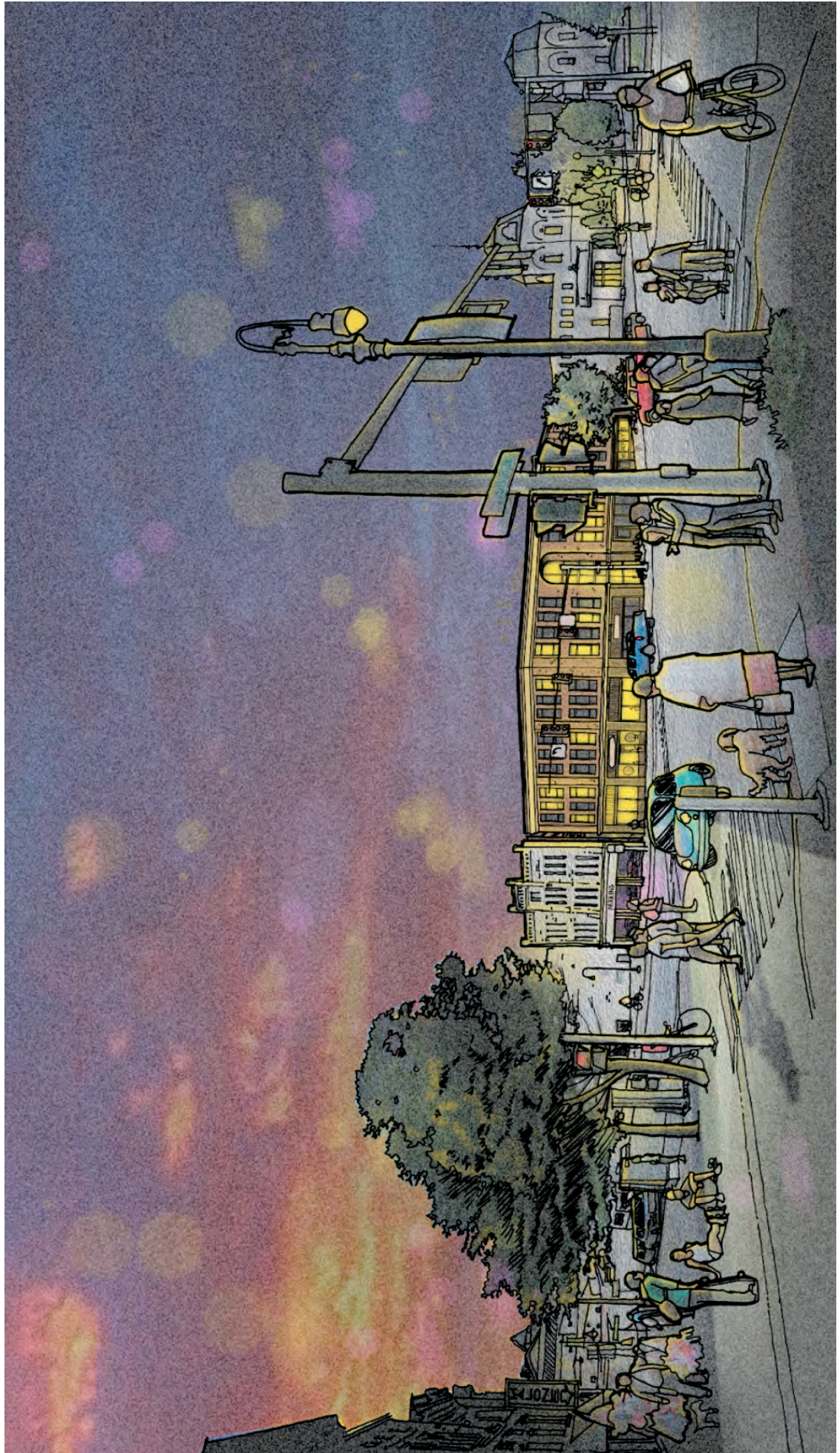
Short-term Action

Implementation Action Items

- Secure the property to prevent inappropriate development, and gain control of life-safety concerns.
- Hire a qualified redevelopment consultant.
- Commission a comprehensive analysis of the property, including structural stability, abatement needs, opportunities and challenges.
- Ensure compliance with the new form-based zoning, code, and formalize funding constraints to encourage a project that meets Malone's revitalization vision, strategies, and goals.
- Conduct a feasibility study that analyzes the retention and stabilization of the façades for the purposes of new, tied-in construction. Specifically, the study should pertain to the south and east elevations of the Hotel Flanagan, including the semi-circular portico, floors 1-3. Commission a comprehensive market-analysis, including both existing local and emerging regional markets.
- Promote the parcel and the market-analysis regionally.

- Circulate an RFP and review proposal submissions with funders, officials and key stakeholders.
- Award the property to the preferred developers with key funding opportunities and permissions tied to compliance with additional goals and constraints beyond the newly adopted village code and zoning.
- Work with the new owners to aid in tenant recruitment and incentives.

Project 10: Redevelop the Flanagan Hotel Lot



Project 11: Preserve the Lashomb Façade & Parcel



Project Background

The Lashomb Building is a beautiful historic building that is condemned due to serious structural issues with the building. The building's façade is in relatively good condition and contributes significantly to the historic character of downtown Malone. Much like that Flanagan Hotel redevelopment project, the State Historic Preservation Office (SHPO) has requested a feasibility study for maintaining and stabilizing the front façade as part of any new construction project. All grant-funded projects must comply with recommendations from SHPO. As such, it would be beneficial to preserve and structurally reinforce the façade and redevelop the rest of the parcel, as determined through further study.

Project Description

Attract a developer to stabilize the historic facade of the Lashomb building. Prioritize uses that can support the Flanagan site.

Project Priority

Short-term Action

Implementation Action Items

- Develop a project process that closely mirrors the process for the Flanagan parcel.
- Study whether combining or separating the Lashomb from the Flanagan properties improves redevelopment potential..
- Conduct a feasibility study that analyzes the retention and stabilization of the south façade.
- Solicit developers for this parcel, or market the parcel in partnership with the Flanagan.
- Attach design and reuse constraints to the Lashomb lot's purchase.

Project 12: Become a Bicycle and Pedestrian Friendly Downtown



Project Background

Streets and sidewalks are an integral part of our village and town, and they affect the quality of life and character of our community. They connect neighborhoods, and provide access to businesses, jobs, schools, shopping and services.

Markers of a bicycle and pedestrian friendly downtown include: an accessible downtown; bike and pedestrian routes that connect to neighborhoods, employment centers, amenities and attractions; visually appealing bike and pedestrian connections, and streetscape improvements that promote walkability and safety for all ages and abilities. Malone's Physical Enhancement Plan includes these markers and provides designs for implementation, such as bike lanes and streetscape elements.

Since the implementation of road diet improvements recommended by NYS DOT's Pedestrian Safety Action Plan, there has been a reduction in the number of traffic lanes. As a result, there is a very large shoulder and plenty of space to add bike lanes on both sides of Main Street, going east and west. This is an incredible amenity that many other downtowns in the area cannot offer.

Project Description

Capitalize on Main Street's designation as a NYS Bike Route, and on the recent DOT pedestrian safety improvements by promoting downtown Malone as a destination for bicyclists and pedestrians.

Project Priority

Medium-term Action

Implementation Action Items

- Review and update the Village's Complete Streets plan.
- Enhance existing bicycle routes and develop new corridors, trails, and programs.
- Develop creative alternatives to allow for bike infrastructure along the entire corridor, most notably at the Main Street bridge.
- Examine the possibility of connecting bike lanes along Main Street with the railroad corridor, especially with the proposed northern pedestrian footbridge that is part of the Mill Park bike and pedestrian trail (see project 5).
- Meet with local, state, federal municipal entities as required to determine - and comply with - constraints.
- Identify and pursue funding sources.
- Provide bike amenities and infrastructure.
- Seek Bike Friendly Community status through the League of American Bicyclists.

Project 13: Target Blighted and Vacant Buildings for Reinvestment



Project Background

Blighted or vacant buildings can have many negative impacts on a community. These impacts include:

- Safety - Blighted buildings, whether occupied or vacant, can be a safety hazard.
- Property values and tax revenue - Blighted buildings can depress surrounding property values, affecting the resale value of nearby properties and reducing the property tax revenue used by local governments to provide public services.
- Visual appeal - Blighted buildings detract from the visual appeal of a street and neighborhood which can lead to less foot traffic, fewer businesses and further disinvestment.

There are many reasons that buildings become blighted, vacant or abandoned and as a result there is no single tool or tactic that works in every situation. Many times, multiple tools are required to resolve the toughest situations. Fortunately, there a variety of tools and best practices available including:

- Code enforcement, nuisance and unsafe building regulations - The village's broad powers under state law can be used effectively in certain situations.
- Main Street LLC model (Priority Project #4) - Concerned and committed local residents who care about their community can work together to purchase and renovate buildings that traditional investors avoid due to low investment returns.
- Land Banks - Franklin County is forming a land bank, a non-profit organization with unique powers to acquire, manage, and sell problem properties.
- Public gap financing support - Through grant programs, local tax abatement, and state and federal tax credit programs, public gap financing support can incentivize redevelopment that wouldn't otherwise be financially feasible (see Project #2)

As the Village of Malone implements the projects identified in this Strategy, Downtown will continue to grow and thrive and the risk of additional buildings becoming blighted, vacant or abandoned will diminish because property owners will more clearly understand the benefits of continual investment. However, in the meantime, prioritizing problem properties and developing a strategy for resolving each using the variety of tools available will help bring properties back to productive use, eliminate their negative impacts, and turn a downtown liability into an asset.

Project Description

Tackle the issues of blight, lost revenue, and disinvestment caused by blighted, vacant or abandoned properties in Downtown Malone into community assets with vibrant storefronts and safe and attractive upper floor apartments.

Project Priority

Medium-term Action

Implementation Action Items

- Develop a downtown property inventory including parcel information, owner contact information, number of units and occupancy. Much of this information is already maintained by the code enforcement officer.
- Identify potential problem properties and determine the root causes of its condition
- Compile a list of tools and best practices that are the best fit for Downtown Malone to address problem properties.
- Develop a tailored strategy for each property that identifies specific actions to take using identified tools and best practices.

Project 14: Attract a Visual and Performing Arts Center



Project Background

A visual and performing arts center will transform downtown and create a significant attraction to draw visitors and support surrounding businesses. A new center dedicated to quality professional year-round performance and educational programs will contribute to cultural life and economic development of the community. There are many benefits to have a visual and performing arts center, including:

- Making downtown a premier regional destination for entertainment, art, culture, shopping and dining for residents, workers and travelers.
- Attracting and supporting the establishment of new arts, culture, and entertainment venues and events for residents and visitors of all ages, incomes and interests.
- Developing new and supporting existing programs and events that provide opportunities for people to remain downtown in the evening and on the weekends throughout the year.

Project Description

Create and support a visual and performing arts center that enhances the cultural life in Malone.

Project Priority

Medium-term Action

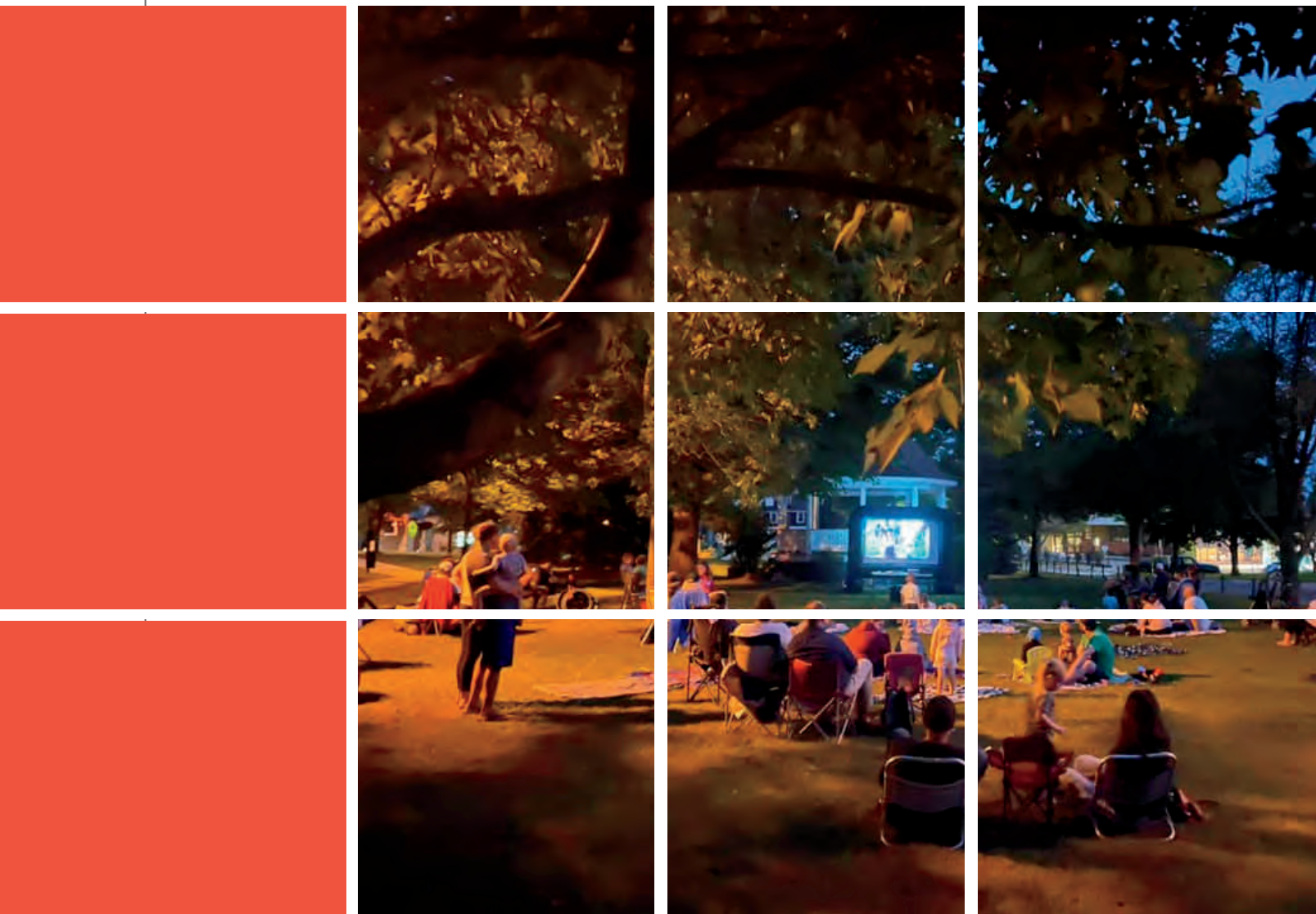
Implementation Action Items

- Commission a market-analysis and best practices report on similarly sized communities with modern, effective Performing and Visual Arts centers.
- Identify an organization(s) to create and run the center.
- Work with regional downtowns to develop cross-promotion and co-hosting programs.
- Pursue state and federal funding, including New York Foundation for the Arts (NYFA), New York State Council for the Arts (NYSCA), Downtown Revitalization Initiative (DRI) and the National Endowment for the Arts (NEA).

Promotion

Promotion positions the downtown as the center of the community and hub of economic activity through marketing its defining assets, communicating its unique features through storytelling and supporting a buy-local experience.

via The National Main Street Center



Project 15: Develop a Marketing Strategy to Promote Downtown Regionally



Project Background

A downtown marketing strategy will elevate the profile of Malone, stimulating tourism and future private investment. Local businesses will also benefit from the increase in awareness through promotional campaigns.

The Downtown Vision Statement (Section 4) provides the key components to base the development of a marketing strategy:

- Hub of the community
- Vibrant mixed-use neighborhood
- Prosperous locally-owned businesses
- Strong civic institutions
- Thriving cultural scene
- Accessible outdoor recreation opportunities along the Salmon River
- Location for a locally-rooted authentic experience

Project Description

Attract people to downtown. Marketing platforms include: website (downtownmalone.com), social media, print, radio and television.

Project Priority

Medium-term Action

Implementation Action Items

- Identify a qualified professional and commission them to:
 - Develop a marketing strategy and marketing materials;
 - Create print and digital campaigns for each season, over 2 years to start;
 - Continue to build on the downtownmalone.com website, ensuring it is the 'one stop shop' for resources about downtown - locally and regionally;
- Design a year-round calendar of small and large events, to be held downtown, using best practices.
 - Ensure that events emphasize a unique characteristic of Malone, fill a regional gap, and either avoid the dates and characteristics of local events, or cross-promote with (rather than competing with) them.
- Develop special promotions that link Malone's recreational resources, such as Titus Mountain, the Golf Course, Salmon River fishing, and snowmobilers to downtown.
 - Include special packages to promote an 'apres' experience downtown.
 - Identify local and regional gaps in recreational services and recruit businesses to provide them downtown.
- Promote Malone's affordable, family-friendly, up-and-coming personality and offerings within a 60 minute driving radius.
- Promote with other communities in Franklin County, using Adirondack Frontier as the umbrella brand.

Organization

Organization involves creating a strong foundation for a sustainable revitalization effort, including building leadership and strong organizational capacity, ensuring broad community engagement and cultivating partnerships.

via The National Main Street Center



Project 16: Build Municipal Capacity



Project Background

Municipal capacity is a crucial part of implementing a Downtown Strategic Plan and has been identified in previous planning efforts. It is also a recurring requirement of grant applications; grant funds are very resource intensive to administer and having sufficient in-house capacity demonstrates to funding agencies a higher level of project readiness. In addition, increasing capacity also increases the number of opportunities a municipality can seek and can result in completing more projects quickly.

The Village of Malone is the largest municipality within Franklin County, but has less in-house capacity than some other neighboring municipalities. This greatly limits the Village's ability to access additional funding and complete new or outstanding community development projects in downtown Malone. Increasing the Village's capacity will result in tangible benefits to the community.

Project Description

Identify and commit village resources to and identify other public sector and non-profit partners that can provide sustainable support to implement these transformative strategies. The Village must commit to a long-term investment in technical capacity to plan and oversee the implementation of priority projects, starting with hiring a professional community development director. The Village can also identify other partners who can provide assistance in a supporting capacity, including a volunteer downtown coalition of stakeholders invested in the success of downtown. Grow the village's capacity for community planning, grant writing and project management to realize its revitalization goals. This also includes identifying and formalizing relationships with other local and regional partners to help the Village achieve long-term success.

Project Priority

Medium-term Action

Implementation Action Items

- Determine the current and future workload for community development-related activities in the Village.
- Assess Village capacity and need to hire a part-time or full-time staff person to complete this work.
- Evaluate opportunities to share the position with other small villages in Franklin County and/or other organizations.
- Identify funding in the Village budget to fund the position, including budget allocations, defunct revolving loan programs, endowments and special dispensations, windfall funds, etc.
- Build this position into the Village's annual budget, for at least a 5 to 10 year period.
- Require this position to increasingly fund itself, through BDC-type programs, grant applications, and coordination with the Chamber or other interested entities.
- Hire a qualified professional.

Project 17: Form a Volunteer Downtown Advisory Board



Project Background

Downtown revitalization is a long-term and ongoing process that requires the best and brightest of your community to come together and enact on a shared vision. A downtown advisory board is a crucial piece of the puzzle, by providing expertise to guide the community to make decisions that will have a positive impact for the entire community. Having a downtown advisory board is also beneficial for securing funding as it demonstrates that a community has a clear vision and the capacity to implement its vision.

Project Description

Appointed by the Village of Malone Board of Trustees, operating under approved bylaws, an advisory board will advise in matters related to the continued strength of Downtown Malone. Citizens and stakeholders will host regular meetings to make progress, advocate to the village, and carry the Downtown Strategy forward over the long term. This coalition will help identify which priority projects to focus on, build and maintain community support for downtown related initiatives, and advise the Board of Trustees in matters related to the continued strength of Downtown Malone. The coalition will work closely with Village staff and other governmental and nonprofit partners to complete its work.

Project Priority

Short-term Action

Implementation Action Items

- Create bylaws for the governance of the advisory board
- Seek membership from a broad cross-section of downtown stakeholders including residents, business owners and downtown workers with expertise in marketing, event planning, recreation and construction and planning. Criteria could include:
 - Downtown property or business owner
 - Downtown events coordinator
 - Downtown residents
- The Village Board of Trustees appoints advisory board members.
- Advisory board should research the possibility of creating a Business Improvement District (BID) in downtown Malone. The BID would be used to raise sustainable funds for downtown programming, physical improvements and maintenance.

Project 18: Complete a Parking Inventory and Management Plan



Project Background

Downtowns are most successful when they are designed around people, not cars. A downtown where streets are safe, convenient and comfortable for pedestrians will always be more successful than one that prioritizes the efficient movement of vehicles. Downtowns that turn vacant lots into buildings or well-designed public spaces will always attract more and retain more residents and businesses and be more financially productive than those that use lots for parking.

However, parking is a land use that must be accommodated downtown. Many downtown residents have vehicles and want a place to park them. The vast majority of downtown employees, visitors to institutions and customers of downtown businesses, travel downtown by car and look for convenient places to park. Traditional downtown building patterns, which contribute to vibrant people-oriented downtowns, often result in fewer visible parking spaces available than newer developments causing frustration for drivers used to highly visible and convenient parking in the front of a building. The lack of wayfinding signage directing drivers to available parking can also cause frustration. Downtown businesses are understandably concerned that if parking does not appear convenient then customers will go elsewhere. Parking can be provided by a municipality in off-street lots or garages and on the street. Private property owners can also provide off-street parking.

Project Description

Inventory existing private and public off-street and on-street parking spaces and complete a plan that recommends the appropriate number and location of parking spaces to meet current and future needs in a way that is compatible with downtown revitalization goals and design guidelines. An inventory of existing parking will include mapping, ownership, current traffic counts, and goals for a revitalized downtown. The management plan will include the coordination of private, public, shared lot and uniform parking wayfinding signage.

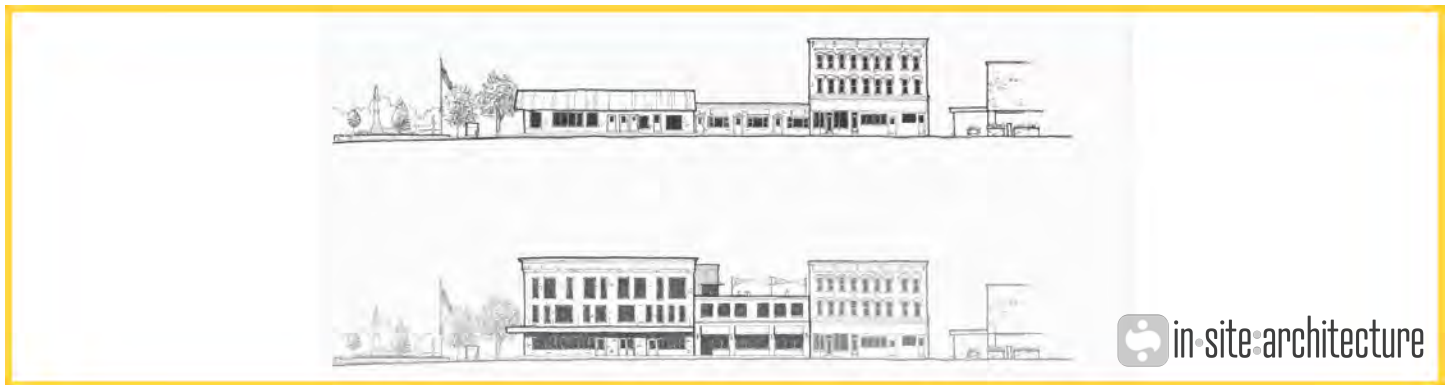
Project Priority

Medium-term Action

Implementation Action Items

- Map and inventory existing public and private on-street and off-street parking spaces in and adjacent to downtown.
- Review parking demand and supply within downtown.
- Evaluate and recommend management strategies to address current and future parking demands through enforcement, signage, shared parking regulations, and new design standards for new off-street parking lots to make sure parking lots do not detract from the character of downtown.

Project 19: Update Zoning Regulations to Support Revitalization



Project Background

Downtown Malone is a distinct neighborhood with unique characteristics, opportunities and challenges. It has a mix of different uses including residential, commercial and civic.

The Village of Malone's zoning regulations were adopted to promote the growth and prosperity of the Village. Zoning regulations typically regulate the use and design of property and buildings to promote safety and protect the character of a community. Typically, the regulations divide a community into zoning districts, each with specific regulations meant to protect the character of neighborhoods in each district. Downtown Malone has unique characteristics and the Village has the opportunity to use zoning regulations to protect and enhance Downtown and help it flourish.

Project Description

Update the Village's zoning law to ensure that land and building uses, building renovations, and new construction are sensitive to the historic and human-scaled character of Downtown Malone and contribute to the Village's revitalization goals.

Project Priority

Medium-term Action

Implementation Action Items

- Identify funding to engage a planning consultant to review and update the zoning law.
- Review existing zoning, property maintenance, and other regulations that control the built environment, appropriate occupancies (building use types), and public realm requirements and compare them with the Village's downtown redevelopment goals and existing Design Guidelines.
- Incorporate the Design Guidelines into the updated zoning law as part of the design review process.
- Develop a positive promotion campaign to show how the zoning updates will help the Village achieve its revitalization goals.

References



Section 6: References

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The National Main Street Center. (2022). *The Main Street Approach*. Main Street America. Retrieved March 27, 2023, from <https://www.mainstreet.org/ourwork/theapproach>

Implementation Matrix



Section 7: Implementation Matrix

Potential Partners Legend

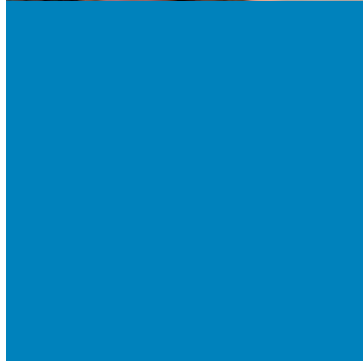
Adirondack Economic Development Corporation	AEDC
Complete Streets Committee	CSC
Downtown Advisory Board	DAB
Downtown Artist Cellar	DAC
Foothills Art Society	FAS
Franklin County Economic Development Corporation	FCEDC
Franklin County Department of Tourism	FCDT
Franklin County Historical and Museum Society	House of History
Malone Area Chamber of Commerce	MACC
Malone Central School District	MCSD
Malone Revitalization Foundation	MRF
North Country Healthy Heart Network	NCHHN
North Franklin Theatre Group	NFTG
New York State Parks, Recreation and Historic Preservation	NYS Parks
New York State Department of State	NYS DOS
New York State Department of Transportation	NYS DOT
Trout Unlimited	TU

Potential Resources Legend

New York CDBG Microenterprise Grant Program	CDBG Microenterprise
Downtown Revitalization Initiative	DRI
Empire State Development	ESD
Franklin County Tourism Destination Development Grant Program	FCDDP
Property Assessed Clean Energy Financing Program	PACE
New York Foundation for the Arts	NYFA
National Endowment for the Arts	NEA
Malone Fish & Game Club	MFGC
New York Main Street Program	NYMS

Priority Projects		Project Champion	Potential Partners	Potential Resources	Timeline		
					S H O R T	M E D I U M	L O N G
Economic Vitality							
1	Create a Downtown Small Business Program	Village of Malone	FCEDC, AEDC, MACC	FCEDC, AEDC, DRI, PACE, FC DDP	x		
2	Package Tax Incentives that Promote Investment	Village of Malone	FCEDC, MRF, MACC, Franklin County, MCSD	FCEDC, state & federal historic tax credits	x		
3	Retain and Attract Civic Institutions	Village of Malone	MACC, Franklin County	N/A		x	
4	Form a Main Street LLC	Private Investors	MACC, Citizen Advocates	Private investors, NYMS, DRI	x		
Design							
5	Develop Mill Park	Village of Malone	NYS DOS, NYS Parks, MRF, TUMFGC	NYS DOS, NYS Parks	x		
6	Enhance the East Main Plaza	Village of Malone	NYS DOT, NYS DOS, MACC, MRF, FAS, CSC	NYMS, NYS DOT, NYS DOS, DRI		x	
7	Implement Streetscape Enhancements	Village of Malone	NYS DOT, NYS DOS, Heart Network, CSC, MRF	NYS DOT, NYS DOS, NYMS		x	
8	Strengthen Connections with Arsenal Green Park	Village of Malone	NYS DOS, MACC, CSC, Wead Library	NYS DOS, NYS Parks, DRI		x	
9	Install Public Art	Arts Community	FAS, DAC, NFTG	NYFA, DRI, NEA		x	
10	Redevelop the Flanagan Hotel Lot	Private Developer	Village of Malone, MACC, MRF, House of History	Restore NY, DRI	x		

11	Preserve the Lashomb Façade & Parcel	Private Developer	Village of Malone, FCEDC	Restore NY, Historic tax credits, PILOT, DRI	x		
12	Become a Bicycle & Pedestrian Friendly Downtown	Complete Streets Committee	NYS DOT, NCHHN	NYS DOT, DRI		x	
13	Target Blighted and Vacant Buildings for Reinvestment	Village of Malone	Franklin County Land Bank Corporation	N/A		x	
14	Attract a Visual and Performing Arts Center	Foothills Art Society	FAS, DAC, Red Barn Theatre,	NYFA, DRI, NEA, NYMS Anchor Project		x	
Promotion							
15	Develop a Marketing Strategy to Promote Downtown Regionally	Village of Malone	MACC, FCTD, FCEDC, FAS, DAC, MRF	DDP, ESD MNY		x	
Organization							
16	Build Municipal Capacity	Village of Malone	FCEDC, AEDC, MACC	Franklin County Shared Services		x	
17	Form a Volunteer Downtown Advisory Board	Village of Malone	MACC	Village of Malone Staff Time	x		
18	Complete a Parking Inventory and Management Plan	Village of Malone	DAB, CSC	NYS DOS			x
19	Update Zoning Law to Support Revitalization	Village of Malone	NYS DOS	NYS DOS		x	



Appendices

Section 8: Appendices

Appendix A: Summary Tables of Community and Waterfront Revitalization Initiatives

Plan	Malone Complete Streets Plan (2016)	Local Waterfront Revitalization Plan (2012)	Economic Development Plan (2009)	Report: "Planning for the Future of Malone" (2004)	Community Planning Charrette - Report (2002)	Comprehensive Plan (1988)
Mission/Vision						
	<i>"To enable all citizens to use the Village Center, including the elderly, young, those who lack vehicles, and tourists who can be encouraged to get out of their cars and walk, look, shop."</i>	"The town and village of Malone, situated along the banks of the Salmon River, have long been connected to, and dependent upon, their relationship to the waterfront. Recognizing the need to preserve this resource and the community that it fosters, Malone has undertaken the LWRP process in order to chart a vision, a set of policies and a list of recommendations and implementation techniques that will further that goal. It is the intent of this LWRP to put forth policies and recommendations to improve current local economic conditions while maintaining and increasing water-dependent uses and public access to the waterfront."	"Malone is a resilient and self-reliant community that has rediscovered itself and values its place and potential between the Adirondack foothills and the St. Lawrence River Valley. The community's historic and bustling downtown, as well as its riverfront area were built and will continue to thrive on eight guiding qualities: year-round outdoor recreation, 21st century infrastructure, strong entrepreneurial spirit, regional alliances, family, agriculture, history, and the dedication and commitment of its residents."	"The business district of Malone, which includes Main Street, will once again be a place where townspeople want to stop. It will be aesthetically pleasing and safe. It will offer a variety of interesting shops to visit as well as frequent activities to participate in. It will be the location of the local government offices as well as the center for community activities, including for the youth of Malone. Whenever possible, the historical significance of the village & of the individual buildings will be incorporated into any improvements made. The Salmon River, which undoubtedly was responsible for the original site of Malone, will once again become a major attraction."	"A concise summary of the SWOT and community charrette executed December, 2001, with ~90 residents. The intent of the facilitation process was to bring people together, to articulate and exchange ideas, and to summarize the key issues raised by the participants, in their own words."	"The Central Business District (CBD) of Malone is the financial, service, and governmental center of northern Franklin County. It is also the main crossroads for the State highway system, serving the Northern New York Region. Recognizing the CBD's economic and symbolic importance, the Village will undertake (3) steps to ensure its future viability: 1. Small Cities CDBG funds for revitalization; 2. Planning grant pursued (and awarded) for the execution of this very study; 3. The completion of a shoppers' survey by the Chamber."

Plan	Malone Complete Streets Plan (2016)	Local Waterfront Revitalization Plan (2012)	Economic Development Plan (2009)	Report: "Planning for the Future of Malone" (2004)	Community Planning Charrette - Report (2002)	Comprehensive Plan (1988)
Goals / Priorities						
	<p>Take advantage of Scenic Byway, Official Bicycle Route, including: bicycle lanes & bicycle parking, signage.</p> <p>Road Diet, to include: narrowed lanes on Main Street, bicycle lanes, traffic calming measures, curb extensions, pedestrian islands, additional crosswalks, roundabouts, etc.</p> <p>Gateway Monuments/ Entry Markers</p>	<p>Foster a pattern of development in the waterfront area that enhances community character, preserves open space, makes efficient use of infrastructure, makes beneficial use of Malone's riverfront location, and minimizes adverse impacts of development.</p>	<p>Local capacity and regional alliances.</p> <p>Local business and entrepreneurial development.</p> <p>Downtown Revitalization.</p> <p>Riverfront Revitalization.</p> <p>Recreation & Tourism.</p> <p>Infrastructure Development.</p> <p>Community marketing.</p>	<p>Aesthetically Pleasing.</p> <p>Safety.</p> <p>Retail/Shops/ Restaurants/Cafes/Ice Cream/NightClub/Dance Club/Community Center.</p> <p>Activities/Events.</p> <p>History.</p> <p>Salmon River.</p> <p>Marketing & Promotion.</p>	<p>The reclamation of Main Street.</p> <p>The stimulation of small business development.</p> <p>Restoration of the Salmon River.</p> <p>Village & Town re- organization/ management/ coordination.</p> <p>Youth & Culture.</p> <p>Neighborhood Revitalization.</p>	<p>Main Street reconstruction: coordinate improvements along Route 11 with DOT.</p> <p>Develop a concept plan for the Revitalization of Main Street.</p> <p>Develop an off-street parking plan.</p> <p>Produce a historic building inventory & analysis.</p> <p>Complete Feasibility Studies for the adaptive re-use of upper stories in older commercial structures.</p> <p>Design improvements for rear elevations of buildings, and landscaping for vacant lots & public property.</p> <p>Develop design guidelines for building infill, signage and graphics.</p> <p>Waterfront development for the Salmon River / Main Street Area.</p>

Plan	Malone Complete Streets Plan (2016)	Local Waterfront Revitalization Plan (2012)	Economic Development Plan (2009)	Report: "Planning for the Future of Malone" (2004)	Community Planning Charrette - Report (2002)	Comprehensive Plan (1988)
Projects / Tasks: Completed						
	DOT-collaboration towards a Phase I road diet design.	<p>Improvements to the "wedge" of potential public space between Duane Street, Harrison Place, West Main Street and the Salmon River - Phase I completed.</p> <p>Create a National Register Historic District.</p> <p>Develop Downtown Design Guidelines, including for renovation, exterior improvements and alterations, uses, Salmon River access, architectural components and characteristics, and public amenities. Include adoption of these guidelines into local law, and enhance / create a demolition ordinance for derelict properties, as well as increase enforcement of property maintenance laws for existing buildings.</p>				<p>Historic building analysis with possible downtown historic district.</p> <p>Write a National Register Historic District Nomination.</p> <p>Developing Design Guidelines that address not only renovations, but infill, signage, and appearance of all work in respect of and coordination with the proposed Historic District.</p>

Plan	Malone Complete Streets Plan (2016)	Local Waterfront Revitalization Plan (2012)	Economic Development Plan (2009)	Report: "Planning for the Future of Malone" (2004)	Community Planning Charrette - Report (2002)	Comprehensive Plan (1988)
Projects / Tasks: Ongoing and/or Remaining						
HISTORY & HISTORIC RESOURCES		<p>Develop a property inventory, install historic and cultural markers, develop a historic walking tour, etc.</p> <p>Strengthen the identity of Malone as an historic waterfront community through the promotion and preservation of historic, archaeological and cultural resources, from the Village Core to the waterfront.</p> <p>Proposed Project: Horton Gristmill, owned by the Malone Revitalization Foundation, slated for adaptive reuse as river access / park area.</p> <p>Maximize preservation and retention of historic resources, especially in the Downtown / Waterfront area.</p>	<p>Historic maps & nameplates; open houses and garden tours; bookmarks, calendars, posters, brochures.</p> <p>Develop and enforce historic preservation zoning.</p>	<p>Incorporate Malone's historic heritage into downtown activities and preserve our architecture, including a downtown walking map, with historic tour and dated building plaques.</p> <p>The historic significance of the Village and individual buildings will be incorporated into events, improvements, promotions.</p> <p>Proposed Project: River museum.</p> <p>Maintain architectural integrity.</p> <p>Develop & enforce historic preservation zoning.</p> <p>Identify & inform owners about the benefits of a historic designation.</p>	History & Beauty!	<p>Proposed Project: Preserve / restore Horton Mill, including exterior walls & window openings. Provide landscaping & a connection to the Salmon River Park by way of a bridge over the falls.</p> <p>Create interior & exterior dining spaces for events, as a not-for-profit that aids in funding CBD ventures.</p>

Plan	Malone Complete Streets Plan (2016)	Local Waterfront Revitalization Plan (2012)	Economic Development Plan (2009)	Report: "Planning for the Future of Malone" (2004)	Community Planning Charrette - Report (2002)	Comprehensive Plan (1988)
Projects / Tasks: Ongoing and/or Remaining						
GAP FUNDS: NECESSARY FOR PRIVATE & PUBLIC PROJECT EXECUTION		Educate entrepreneurs about all available incentives, including financial assistance, investment capital, grants and other funding sources.	<p>Build relationships with lending institutions, regional universities: establish a regional venture capital fund.</p> <p>Establish downtown commercial and residential building improvement programs to provide funding for renovations to vacant and underutilized upper stories; develop low-interest loan plans, local grant funds, etc.</p> <p>Through County, Town and Village, aggressively pursue all public funding opportunities that are aligned with the ED plan objectives, including but not limited to: DHCR, CDBG, RestoreNY, HOME, BOA, etc.</p> <p>Identify and map underutilized and vacant properties, and develop options to achieve future development objectives.</p>	<p>Work with local banks to establish a long term facilities loan pool or other special incentive program for improvements.</p> <p>Achieve Empire Zone status.</p> <p>Create and market PILOT programs to help make otherwise impossible projects become financially viable, thereby increasing the tax base for the Village, Town & County.</p>	<p>Revolving Loans Fund for small projects to improve business aesthetics.</p> <p>Study whether taxes really shouldn't be going up, and review the opportunities of being the county seat.</p>	

Plan	Malone Complete Streets Plan (2016)	Local Waterfront Revitalization Plan (2012)	Economic Development Plan (2009)	Report: "Planning for the Future of Malone" (2004)	Community Planning Charrette - Report (2002)	Comprehensive Plan (1988)
Projects / Tasks: Ongoing and/or Remaining						
MARKET MALONE: GATEWAYS, PROMOTIONAL CAMPAIGNS, BRAND & IDENTITY	<p>Develop "Gateway Monuments," such as at YMCA crossing.</p> <p>Market Malone's place along Route 11's official Scenic By-Way AND, official bicycle route: provide signage, promotional events, bicycle parking & bicycle lanes.</p>	<p>Improve the attractiveness of resorts, lodges, stores and facilities.</p> <p>Malone's Village core should be a walkable area connecting neighborhoods, parks, cultural venues, small businesses, boutiques, and restaurants in a cohesive way with one another as well as with the Salmon River.</p> <p>Find creative ways to attract residents and visitors to the downtown area and offer a more diverse range of community activities and commercial goods and services.</p> <p>Offer tourism stimulation planning.</p>	<p>Expansion and promotion of Malone's historic and cultural assets. Develop a full service marketing campaign that targets professionals and baby boomers, especially those who have left the area.</p> <p>Rebuild reputation as the "Star of the North," giving it new meaning. New taglines to consider: 'nestled in a beautiful place;' or 'I can't imagine living anywhere else;' or "..." developed by professionals with community input.</p> <p>Encourage Franklin County to hire professional(s), or expand contracted professional services. Develop a brand for Malone, utilize it to develop a cohesive identity for downtown, as well as to better market local and regional products to outside markets.</p> <p>Continue efforts to expand utilization of airport.</p> <p>Develop a full-service marketing campaign that targets professionals and baby boomers who have left the region.</p>	<p>Retail, restaurant, cafe, ice cream, movie theater... all with attractive facades and frequent promotions and great service, to draw people in.</p> <p>"Hire a professional to "sell" Malone. Design a marketing logo and slogan for shopping in and supporting Malone's small Merchants. Encourage Canadian traffic; offer packages (skiing, fishing, golfing, snowmobile, antique cars, ice skating, cultural, motorcycle - themed) with lodging and a big dinner or food fair."</p> <p>"Offer themed, seasonal, etc events. Coordinate banners to change out for seasons and events. Bookmarks for sale, depicting "a slice of Malone" and calendars showcasing natural & architectural aesthetics & beauty of Malone. Save our Salmon (River) ie, SOS festival - with vendors & entertainment, including those who are environmentally conscious, local / regional, eg: river-farms that bring goods "farm to table." Ice-out festival; skating? Bicycle rentals?"</p> <p>Promote the river - regionally, nationally, internationally - fishing contests / derbies, fish fries & community fish cooking competitions, special packages with motels and restaurants, sporting goods programs and outlets.</p> <p>Comprehensive website linking the Malone Area Chamber of Commerce (MACC) to all other related sites and business start-up resources.</p>	<p>Welcome signage, with wayfinding for fishing, hiking, etc.</p> <p>"Make it law to smile when you leave your house!"</p> <p>Hire someone specifically to lead the charge & act as a lobbyist for Malone. Stress our rural location and "new urbanism," stress our culture. Identify what our assets are, combine them into one theme and market them like crazy.</p> <p>Put Malone on the map - some sort of festival, workshop, etc. Finniens as a cross-border event?</p>	<p>Providing plenty of consistent, wayfinding and attraction signage throughout the Village.</p>

Plan	Malone Complete Streets Plan (2016)	Local Waterfront Revitalization Plan (2012)	Economic Development Plan (2009)	Report: "Planning for the Future of Malone" (2004)	Community Planning Charrette - Report (2002)	Comprehensive Plan (1988)
Projects / Tasks: Ongoing and/or Remaining						
RECREATION: GREENSPACE / PARKLETS, MULTIMODAL (BIKES, PEDESTRIANS and CARS), ENTERTAINMENT, ACTIVITIES, EVENTS	Create a greenway trail system; tie-in / expand to local trails. Develop a safe route to school plan; safe access to Parks and YMCA.	<p>*Trail plan and development, including rails to trails; new pocket parks; existing park improvements; enhancement of river viewsheds - north-east bridge, rear park - public-private partnerships; and easements and acquisitions to span gaps; connect Main Street to NCCC & Public School.</p> <p>Phase II at wedge park, including: reclaim land & demolish derelict structures. Mill Park: upstream, right side of Salmon River below Duane - integrate N & E sides, Horton mill, & paths. Great lawn, loops & paths, rain gardens (stormwater management) pedestrian bridge connecting both sides of river, trail connections, boardwalk over hydro pipe, access via new stair.</p> <p>Create new and improve existing recreational facilities.</p> <p>Improvements to usability of Memorial Park (triangle at East Main & Elm).</p> <p>Arsenal Green, just off Elm Street."</p>	<p>Mountain bike park, culinary center on Main Street, cross country ski trail development, etc.</p> <p>Expand and enhance existing recreation centers.</p> <p>Become a world class destination for championship-level outdoor recreation, especially trout fishing and golf. Bring back turkey hunting.</p>	<p>Greenway from Main St bridge to Pearl St bridge - trash bins; dog stations; brick-paved river walk (memorial / fundraiser) boardwalks over hydro pipes; tables & benches; night-lighting; terraced landscaping - hardy perennials on the bank next to Main St Parking.</p> <p>Banks park - implement professional landscape plan: maintain natural beauty of river bank - gorgeous, self supporting perennials; showcase all seasons; negate mowing, "traipsing." A truly beautiful view & respite from the bustle of downtown (eg, worker lunch breaks); gathering place for community & events: natural amphitheater beneath Main St bridge. Make bank-fishing viable.</p> <p>Continuous activity: a vibrant place. Walking tours, sidewalk sales, street musicians & artists, performances, contests, demonstrations, open air shows, ice cream socials, community picnics; purchase for rent 1 large & several small tents.</p> <p>Events Committee with monthly schedule. Open houses, tours. Include youth; attract people to community center often.</p>	Bicycle paths. Skate park.	<p>Create Salmon River Park: an exciting new waterfront park along the river bank, on the south side towards the dam site, including Duane & Mill streets: a dramatic new focus for the CBD. Include: reflecting pool, pedestrian walkways & bridges, viewing plaza, landscaped slopes, and river view terraces serving the back side Main & Mill stores.</p> <p>Enhance memorial park and the buildings which surround it.</p>

Plan	Malone Complete Streets Plan (2016)	Local Waterfront Revitalization Plan (2012)	Economic Development Plan (2009)	Report: "Planning for the Future of Malone" (2004)	Community Planning Charrette - Report (2002)	Comprehensive Plan (1988)
Projects / Tasks: Ongoing and/or Remaining						
BUSINESS: RETENTION, TARGETED RECRUITMENT, ASSISTANCE / SUPPORT		<p>Improve existing businesses: provide business leadership and/or training. Engage them in future planning and development to implement the strategies outlined in the LWRP.</p> <p>Seek to attract a mix of unique development that is enhanced by its location near or on the river and would have the potential to increase economic activity within the Historic Village Core. Avoid actions which would displace, adversely impact, or interfere with existing water-dependent uses.</p> <p>Proposed project: Economic Development - economic analyses, updated regularly; identification of demographics and services desired / viable; consideration of tourism's role in the community's personality as well as economic vitality.</p>	<p>Local business and entrepreneurial development.</p> <p>Establish a formal Business Recruitment, Retention and Expansion Program that complements IDA efforts by focusing on small and mid-sized businesses.</p> <p>Ensure that NCCC has a robust workforce development curriculum that focuses on skilled trades in growing fields such as healthcare and alternative energy.</p> <p>Support development of new restaurants, new hotels, and new lodging.</p>	<p>Continually assess business needs & available resources. Educate and inform small businesses of all available resources. Be able to refer businesses to appropriate agencies. Make business retention a priority. Initiate a "business calling" program to identify and respond to the needs of at-risk and growing firms.</p> <p>Business Development Committee goals: continually assess business needs and available resources; educate and inform small businesses of all available resources, referring businesses to the appropriate agencies & funding sources; create a robust organizational capacity MEDCO + Village + Town establish the Office of Community Development and hire a planner.</p> <p>Welcome wagon. Frequent cross- promotions and sidewalk sales, etc. At least one cafe is open all night on weekends.</p>		

Plan	Malone Complete Streets Plan (2016)	Local Waterfront Revitalization Plan (2012)	Economic Development Plan (2009)	Report: "Planning for the Future of Malone" (2004)	Community Planning Charrette - Report (2002)	Comprehensive Plan (1988)
Projects / Tasks: Ongoing and/or Remaining						
SALMON RIVER: PROTECTION, ENHANCEMENT		<p>Minimize adverse impacts of new development and redevelopment.</p> <p>"Prohibit direct or indirect discharges, which would cause or contribute to contravention of water quality standards. Manage solid waste to protect public health and control pollution. Protect the environment from degradation due to toxic pollutants and substances hazardous to the environment and public health. Prevent and remediate discharge of petroleum products."</p> <p>Protect and enhance: the quality of waterfront area waters; ecological quality; fish population and habitats; freshwater wetland and sensitive habitats; visual quality throughout the Salmon River viewshed area; archaeological resources.</p>	Salmon River Revitalization (implemented from LWRP).			

Plan	Malone Complete Streets Plan (2016)	Local Waterfront Revitalization Plan (2012)	Economic Development Plan (2009)	Report: "Planning for the Future of Malone" (2004)	Community Planning Charrette - Report (2002)	Comprehensive Plan (1988)
Projects / Tasks: Ongoing and/or Remaining						
AGRICULTURE		<p>Protect existing agriculture and agricultural lands from conversion to other uses. Minimize adverse impacts on agriculture from unavoidable conversion of agricultural land.</p> <p>Maintain and enhance natural areas, recreation, open space, and agricultural lands.</p>	<p>Support county agricultural economic development protection plan and Cooperative Extension agricultural development programs.</p>	<p>Ensure that NCCC has a robust workforce development curriculum that focuses on skilled trades in growing local fields such as health care and alternative energy.</p>	<p>Hops, ice cream, country store, community co-op with local goods.</p>	

Appendix B: Public Participation Plan

Project Advisory Committee

The Franklin County Economic Development Corporation (FCEDC) and the Village of Malone worked together to organize a project advisory committee before selecting a consultant. In September of 2020, In. Site: Architecture was hired as the consultant team. With the addition of the consultants, the project advisory committee is made up of the following members:

1. Franklin County Local Development Corporation
 - Jeremy Evans, CEO
 - Rachel Child, Community Development Specialist and Resident
2. Village of Malone
 - Andrea Dumas, Mayor
 - Norm Bonner, Village Trustee and Resident
 - Matthew Boyer, Village Trustee and Resident
 - Brian Langdon, Village Trustee and Resident
 - Archie McKee, Village Trustee and Resident
3. In. Site: Architecture
 - Rick Hauser, AIA, LEED AP
 - James Reynolds, APA, LEED AP-ND
 - Nicole Martin, AIA, LEED AP

The committee was formed for the following purposes:

- Identify key community stakeholders that will actively participate in the development of the Downtown Strategic Plan (DSP)
- Organize, market and facilitate public meetings, focus groups, and workshops
- Work with Department of State (DOS) on all tasks included in the scope of work
- Provide updates to the Town of Malone and Franklin County relative to the planning process
- Review, comment and edit draft reports before they are submitted to DOS for approval
- Receive feedback from DOS on reports and accept the recommendations

The committee will plan to meet as needed. Due to the ongoing Covid-19 pandemic, meetings may be held virtually but in-person meetings will be scheduled as permitted by the state department of health. Outlined below is the anticipated plan to encourage public participation in drafting the DSP.

Key Stakeholder Groups

The committee will be focused on outreach to the following groups of key stakeholders. These groups were carefully selected in order to garner the most diverse ideas and input as possible. Ultimately, this plan belongs to the community and needs to reflect the identity and ideas of said community.

- Malone Area Chamber of Commerce
- North Country Healthy Heart Network
- Malone YMCA
- Citizen Advocates
- Foothills ArtSociety

- Center for Malone Transformation
- Malone Revitalization Foundation
- Complete Streets Advisory Board
- Malone Garden Club
- Local Business Owners
- Youth and Youth Leagues
- Law Enforcement
- Local Municipalities
- All socioeconomic groups

Potential platforms to engage with key stakeholder groups have been identified:

- The Franklin County Economic Development Corporation's (FCEDC) social media accounts will advertise all public meetings
- FCEDC will use email marketing to engage with key stakeholders
- Posters will be printed and displayed conspicuously throughout the village
- The committee will organize a network of individuals that will use a traditional "word of mouth" approach
- Village of Malone Website will list meetings and events
- FCEDC will list meetings and events on its website
- FCEDC will coordinate press releases and provide interviews to local news outlets

Public Engagement Activities

With the guidance of the consultant team, In. Site: Architecture, a wide range of public engagement activities will be identified. However, due to the ongoing Covid-19 pandemic modifications of workshops and meetings may need to be adopted. Modifications may include but not be limited to virtual options, reduced number of participants for in-person events, or more individualized outreach via phone. The following is a list of public engagement activities and/or strategies:

- Workshops: The use of workshops will be a primary activity for engaging with the public and community stakeholders. Generally workshops will begin with an explanation of what an DSP is, how it will be used, and the importance of having a diverse group of community stakeholders that will share their opinions and experiences with the team as they relate to downtown revitalization. To the extent possible, workshops will be conducted in person but may also be conducted via video conferencing as necessary.
- Charrettes: The consultant team will use Charrettes for the purpose of community planning. A charrette can be characterized as a work session bringing together professionals with members of the community to explore the design and planning options for specific areas. The emphasis will be on engaging the community in a grass-roots, bottom-up conversation about the direction they would like their downtown to take. This will be a participatory process that brings stakeholders together to capture the vision, values, and ideas of the community. The consultant team will use this feedback as a guide in the development of the DSP.
- Focus Groups: The consultant team will meet with various organizations via telephone or zoom during their regularly scheduled meetings in order to garner their feedback and ideas.
- Asset Mapping: Asset mapping will include building assets, organizational assets, and project & public realm assets.
 - Building asset mapping will include property values, overall square footage, ownership overlaps, and vacancy rates to provide a sense of scale.

- Organizational asset mapping will document current initiatives and groups that contribute in any way to downtown revitalization. This will be used to facilitate collaboration between groups and emphasize ongoing efforts.
- Project & public realm asset mapping will draw attention to any downtown revitalization efforts that have either been accomplished or are planned. This tool will be used to inspire further progress and ideation which will be captured in the DSP.
- Community Walk: The consultant team will walk with members of the PAC and with stakeholders throughout Downtown to better understand the community and its opportunities and threats.
- Voting Boards: Voting boards will be a tool used at the in-person meeting in June, 2021. They will be used to guide a point-by-point discussion of goals, priorities and boundaries which will be documented and incorporated into revised iterations.

Outreach Plan

Beginning no less than two weeks prior to any scheduled public engagement activity, the committee will begin to market the planned event using platforms mentioned above in the potential platform section. The use of social media, printed materials, press releases, and individual phone calls and emails will be essential for a good turnout. Press releases will be approved by the DOS project manager.

Proposed Schedule of Public Meetings:

1. October, 2020 through May, 2021: Due to COVID-19 restrictions a minimum of 9 virtual meetings via zoom will be scheduled with different stakeholder groups. Stakeholder groups will include The Center for Malone Transformation (CMT), The Malone Area Chamber of Commerce (MACC), and the Complete Street Committee (CS). The purpose of these virtual meetings will be to listen and learn each group's priorities, goals, and vision relative to downtown revitalization. Additionally, these virtual meetings will be used to help market future in-person meetings potentially scheduled for June, 2021. Meeting minutes will be recorded.
2. June 22, 2021: An evening presentation is planned to introduce what a DSP is, how it's used, and the importance of the attendee's participation. The evening will be used to provide an update on the status of downtown revitalization and what the next steps will be. The downtown LWRP boundary will be a topic of discussion. The group will examine the importance of having a defined boundary for the DSP. Feedback on a potential boundary will be recorded and used to draft the proposed DSP boundary.
3. June, 2021: The consultant team will continue to meet with identified organizations via video conference to continue the ongoing conversation about downtown revitalization in an effort to capture the entire community's goals and visions for Downtown Malone.
4. September 2021 - Tentatively, this meeting will be used to present the public with the draft version of the DSP (Task 9). The draft version will be a culmination of the feedback and ideas shared in all previous meetings, in addition to prior strategies and guidance from the consultant team. Participants will be encouraged to share their thoughts and ideas about what is presented.
5. October, 2021: After the DSP has been updated to reflect any pertinent feedback from the community during task 9 and it has been approved by DOS, it will be presented to the Village of Malone. The Village will provide feedback on the DSP. The consultant team will use the feedback to make any necessary changes before it's submitted to DOS for the final review and approval (task 10).

Appendix C: Public Outreach

Malone Community Workshop Summary

June 2, 2021 @ 6 PM

Franklin County Courthouse

355 W Main Street, Malone, NY

Attendees: Approximately 30 people in attendance

After welcoming all attendees and reviewing the workshop's agenda, Jeremy Evans (CEO, Franklin County Economic Development Corporation) gave a brief introduction into the overall process for the Downtown Strategic Plan (DSP), the type of feedback they were hoping to receive and the role of Insite Architecture. Rick Hauser (Partner, Insite Architecture) then gave more information about his background and the long-view of revitalization from his perspective as a mayor, building owner, citizen and business owner. Rick also gave a brief overview of the various tasks and requirements for the Strategic Planning process.

Following introductions, Insite Architecture gave their presentation, which included information about the DSP process with the Department of State (DOS), developing the DSP boundary, Malone's downtown historic district, an overview of other existing grant programs and feedback received on revitalization strategies and projects.

The presentation reviewed a proposed revitalization target area, and what some of the pros and cons of larger vs. smaller areas are, etc. Public input on the proposed boundary included:

- The importance of access to the Salmon River
- Including the Mill at the waterfront just to the south of the draft boundary
- Possibly including the Flanders School and adjacent churches
- Including Arsenal Green into the boundary
- Could the boundary simply be identical to the Historic District Boundary?

After reviewing a list of proposed strategies for downtown revitalization, public input on the strategies included:

- Updating the zoning laws and clarifying what is and is not allowed. Village and Town not consistent with laws. With allowable uses comes a need for more policy enforcement.
- Events and tourism, including the Malone Golf Club, Titus Mountain, fishing, arts and culture.
- Marketing to school; students get daily mail and many teachers make them check it during their classes. Opportunity for engagement.
- Need a directory for all tourism activities in the area. River access map. Event signage. Kiosk at Franklin Academy.
- Need business retention and recruitment. Also need to address population decline.
- Empower our community to beautify the Village of Malone (i.e. mow your neighbor's lawn, paint your neighbor's fence, ect.)

After review of the list of proposed revitalization specific projects, public input on the proposed tasks included:

- Improve accessibility on Pearl Street

- Market the North County to people living downstate. They bring in money, but only seasonally and they don't maintain buildings they buy, so it has some drawbacks.
- Small Scale Economic Opportunities
- Small scale industrial production instead of a "one size fits all" big company
- Align local businesses in Malone with local amenities and demand for experiences (skiing, fishing).
- Repair bridge on Main Street over Salmon River
- Children's attractions at arsenal green would be good. Develop a farmers market at arsenal green!
- Wayfinding on Duane Street to the golf and ski courses is needed

After the presentation, attendees were invited to identify which priorities and projects they believed were most important and meet at a work-table for in-depth discussions about topics mentioned in the presentation.

Attendees gave a great deal of feedback and looked back fondly on Malone's history when discussing what the downtown could become in the future; people remembered Malone's busy, exciting and beautiful downtown with many shops and restaurants for people to visit. Many themes emerged from the discussions, including the importance of the Salmon River, beautifying Main Street and accessibility.

Many attendees commented on the beautiful historic architecture in downtown Malone, but noted that many buildings are in poor condition or are underutilized or vacant. Many people supported demolishing or repurposing the Flanagan Hotel and Lashomb buildings, which have remained abandoned for many years. Some attendees also noted that there are many trees within the Village of Malone, but not on Main Street and were in support of adding more greenery to Malone's Village core.

Accessibility in downtown Malone was brought up quite frequently. Many people commented that having Route 11 as Malone's Main Street negatively impacted the downtown and that Malone needs a "downtown for the people", which includes handicapped access. Many downtown businesses are inaccessible due to sloping sidewalks and entrances with front steps. The need for not only more housing, but diverse housing (including accessible housing), was brought up by some participants.

After discussions were completed, Insite Architecture gave an overview of next steps, which included compiling and analyzing the feedback received and developing the downtown strategy and action plan based on the workshop commentary.

Malone Planning Open House Summary

September 14, 2022 @ 4-7 PM

Franklin County Courthouse

355 W Main Street, Malone, NY

Attendees: Approximately 17 people in attendance

This open house was shared with Delta Engineers, Architects & Surveyors, the consultants for the Village of Malone Physical Enhancement Plan (PEP). The PEP boundary fits within the DSP boundary and the plans are interrelated, so it was decided a combined open house would help with explaining to the public the ways in which the two plans are linked and help distinguish what each plan accomplishes individually.

Jeremy Evans (CEO, Franklin County Economic Development Corporation) welcomed attendees and provided an overview of the following:

- Importance of downtown revitalization
- Links between the DSP and PEP
- Role of Insite Architecture and Delta Engineers, Architects & Surveyors
- Format of the open house and ways for providing feedback

Rick Hauser (Partner, Insite Architecture) then gave a presentation on what a DSP is, the vision, strategies and goals for the plan, and an overview of the priority projects, which were identified based on the community workshop in 2021. Following the DSP presentation, Michael Haas (Director of Landscape Architecture, Delta Engineers, Architects & Surveyors) gave a presentation on the PEP, including an explanation of what a PEP is, the project timeline, the boundary map and an overview of the boards and concepts.

After reviewing the boards for each priority project, public comments included:

- Economic Vitality
 - No comments
- Design
 - Arsenal Greene Park
 - Add a dog park
 - Goal: remove traffic. no entrance in, only traffic going out. elim. control curve. share parking w/ church. traffic pattern changes. new bandstand in -center-
 - Mill Park
 - Not in favor of amphitheater because of maintenance costs and the existence of another event venue in downtown Malone, Arsenal Green Park (1 comment)
 - No fishing (2 comments)
 - Stock trout
 - Not in favor of southern bridge due to cost
 - Rename northern pedestrian bridge to the "Trestle Bridge"
 - Attract foot traffic using heat lamps
 - Low-key, nature focused, native habitat restoration
 - Add dog park
 - Include Memorial Park in the trail loop
 - Ensure there is public parking

- Flanagan/Lashomb Lot
 - Does the Flanagan need to be torn down?
 - Keep Lashomb facade and put parking behind it
 - Add a Welcome Center and Malone Area Chamber of Commerce at the Flanagan/Lashomb site
- Ensuring there are enough public restrooms in downtown Malone to accommodate larger events
- Adding layers of plantings, sitting & conversation benches facing each other at the East Main Plaza
- Cover empty storefront windows with graphics
- Promotion
 - Historic district signs & building markers a must
- Organization
 - Parking
 - Parking should be behind buildings
 - Don't need more parking. Instead more income-producing properties
 - Adding steps from old train station parking lot down to Main Street

In addition to providing comments, attendees had the opportunity to vote on the projects they thought were most important. Mill Park, the Flanagan and Lashomb building redevelopment, East Main Plaza, public art and a parking management plan all had a lot of public interest. Below is a summary of all the votes:

Project Board	Votes
Form a Main Street LLC	3
Build capacity at the village level with a downtown coordinator	1
Mill Park - Northern Bridge (Pedestrian Railroad Bridge)	11
Mill Park - Central Bridge	2
Mill Park - Southern Bridge	2
Mill Park - East side parking	2
Mill Park - Horton Mill	4
Mill Park - Penstock Boardwalk	7
Mill Park - Amphitheatre	11
Mill Park - Playground	7
Mill Park - Fishing Pier	4
Streetscape Enhancements	5
Wayfinding, signage, downtown gateway markers	4
The Flanagan & Lashomb sites	10

East Main Plaza	6
Bicycle Amenities	4
Public Art	7
Parking Management Plan	7

Based on the lower than expected numbers of in-person attendees, it was decided to do an online survey in conjunction with the next public outreach event.

Final Open House Summary
February 16, 2023 @ 5-7 PM
Franklin County Courthouse
355 W Main Street, Malone, NY

Attendees: Approximately 20 people in attendance in person (85 online survey submissions)

The final open house format was a little different from previous public outreach events for the Downtown Strategic Plan (DSP). Since the priority projects are organized into 4 different categories (economic vitality, design, organization and promotion), we set up 4 stations representing each category. At each station was a handout of the priority project profiles for that category and a form to complete to provide feedback. At each station was an FCEDC or Village of Malone staff member to help answer questions.

The online survey had the exact format of the in-person open house; the survey included the profile for each priority project and asked the same questions as the in-person form. Therefore, the feedback received in-person and online was very easy to integrate and analyze together.

Below is a summary of how both in-person and online respondents ranked the priority and importance of each project:

Project #	Project Name	Priority	Importance
1	Create a downtown small business support program	Year 1	5
2	Package tax incentives for local property owners and developers	Year 1	5
3	Retain and attract civic institutions	3-5 years	3
4	Form a Main Street LLC to move larger projects forward	Year 1	5
5	Develop Mill Park	Year 1	5
6	Enhance the East Main Plaza	3-5 years	5
7	Implement Streetscape Enhancements	3-5 years	5
8	Strengthen connections with Arsenal Green Park	3-5 years	5
9	Install public art	3-5 years	3
10	Redevelop the Flanagan Hotel Lot	Year 1	5
11	Preserve & redevelop the Lashomb Building	Year 1	5
12	Become a bicycle & pedestrian friendly downtown	3-5 years	5
13	Strategically target blighted and underutilized buildings	Year 1	5
14	Attract a regional-draw visual and performing arts center	3-5 years	5

15	Develop a marketing strategy to promote downtown regionally	3-5 years	5
16	Build municipal capacity to organize and implement revitalization projects	3-5 years	5
17	Form a volunteer downtown advisory board	Year 1	5
18	Complete a parking inventory and management plan	Year 1	5
19	Update zoning law to align with downtown revitalization goals	Year 1	5

Additional comments were provided about each project, which have been integrated into the final DSP.