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ACTION PLAN

BLUEPRINT
BINGHAMTON

ACTION PLAN

06

WHAT DOES IMPLEMENTATION ENTAIL?

Blueprint Binghamton: Forward Together is a citizen-driven plan for the future of the City of Binghamton that will guide decision-making in the City over the next 10 years. The planning process invited everyone with a stake in the future of the City and thousands of people contributed their time and their ideas to the Plan. Now that the planning process is complete, carrying the energy and commitment of these stakeholders into the action phase is crucial to the successful implementation of the strategies described in this Plan.

While the City will take the lead in championing this Plan, committed residents and community partners who rallied around the ideas they care

most about will provide the strongest push to implementation. The strategies in this Plan run the gamut from large-scale opportunities requiring significant funding and regional coordination to neighborhood-level improvements that may be accomplished mainly with the time, energy and coordination of neighbors.

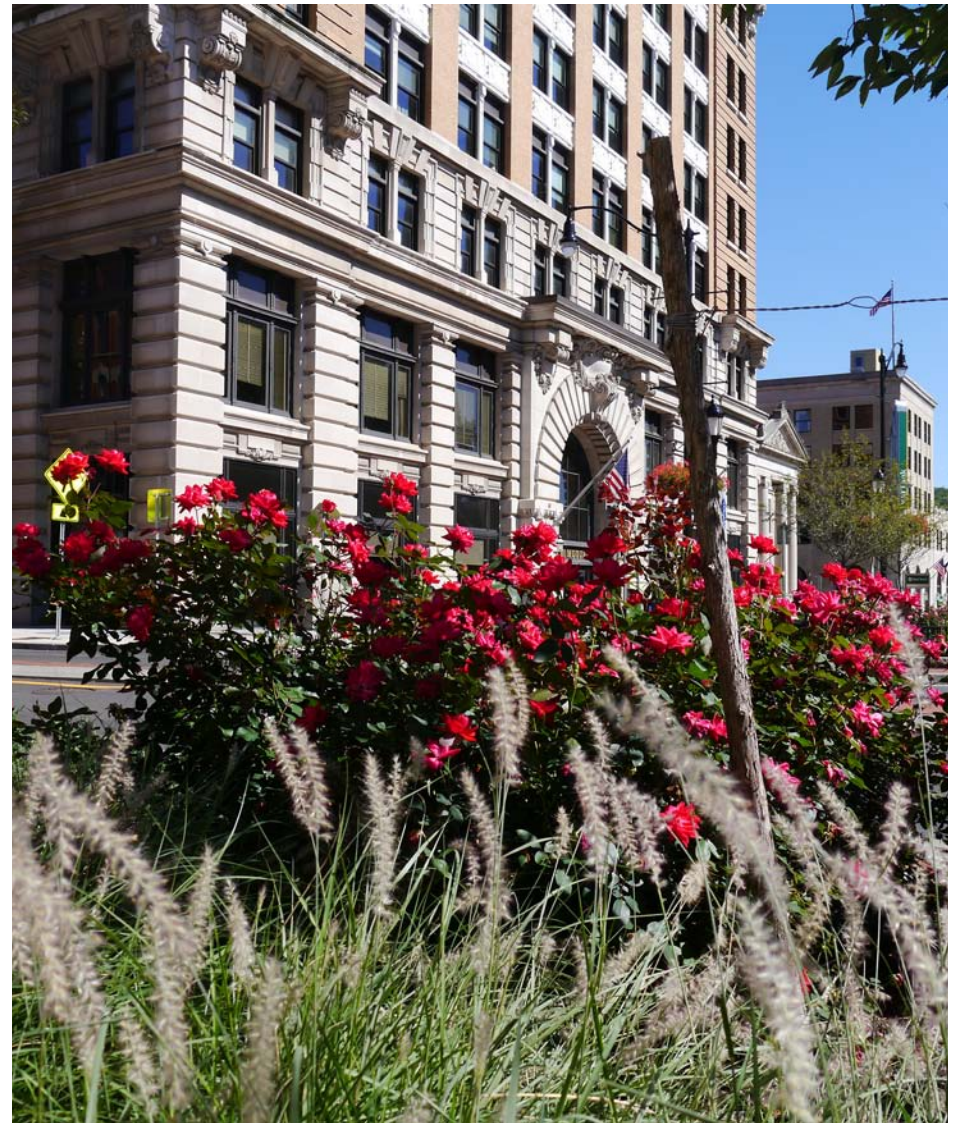
This Plan is only the start of an ongoing partnership between the City and its citizens to move forward in realizing the vision of Blueprint Binghamton. Each of these seven recommendation areas will require partnerships between the City and different community partners to move the strategies forward. While some partnerships already exist and may be strengthened and

expanded, others may need to be developed. Community partners include regional organizations, community groups, nonprofits, hospitals, educational institutions (such as the school district, university, colleges and vocational schools), the business community, arts groups, developers, realtors, the media, and residents.

Finally, each and every citizen can help support the Plan's implementation and the City by getting involved in the issues they care most about, by taking pride in their City and spreading that pride to everyone they know, by supporting their neighbors and local businesses, and by staying up-to-date with the Plan's implementation.

ACTION PLANS

The following Action Plans are designed to help the City keep track of the goals and strategies in each of the seven recommendation areas and the components of their implementation. The Action Plans are set up as matrices and identify for each strategy the area within the City that the strategy applies to, the involved parties that will partner to implement it, the time frame of implementation, and potential funding sources.



ECONOMIC DEVELOPMENT: A PLAN FOR A CITY THAT PROSPERS

RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 1: IMPROVE THE IMAGE OF THE CITY AS AN EXCELLENT PLACE TO DO BUSINESS				
1.1 Position Binghamton as a leader in the region	Citywide	Mayor's Office; Binghamton Economic Development Office (BEDO); Southern Tier Regional Economic Development Council (STREDC); Broome County Industrial Development Authority (BCIDA); Greater Binghamton Chamber of Commerce	Within 1 Year	New York State Consolidated Funding Application (NYS CFA); BEDO /BLDC Marketing Budgets;
1.2 Develop professional branding strategy	Citywide	Mayor's Office; BEDO; Binghamton Student Design Agency	Within 1 Year	BEDO Marketing Budget
1.3 Restructure economic development office to help businesses navigate the system	Citywide	Mayor's Office; BEDO	Within 1 Year	Not Applicable
1.4 Seek "shovel ready" designation for Charles Street Business Park	Charles Street Business Park	Planning, Housing & Community Development (PHCD); BEDO; BCIDA	Within 1 Year	First Ward Brownfield Opportunity Area (FW BOA) funds; NYS CFA; Southern Tier Infrastructure Fund for Shovel Ready Sites
GOAL 2: LEVERAGE RAIL AND BRANDYWINE BOA FOR JOB GROWTH				
2.1 Create an industrial preservation area within the Brandywine industrial corridor	Brandywine BOA	PHCD, BEDO	TBD*	Not Applicable
2.2 Focus site acquisition efforts on the Brandywine BOA	Brandywine BOA	Broome County Land Bank; BC IDA; Binghamton Local Development Corporation (BLDC);	Within 1 year	Broome County Land Bank, Office of Attorney General Community Revitalization Initiative Funds, EPA Assessment and Cleanup Grants, BC IDA, REDC, BLDC
2.3 Obtain "shovel ready" certification for sites in Brandywine industrial corridor	Brandywine BOA	BC Planning; BCIDA	Within 1 year	Existing BOA funds; Southern Tier Infrastructure Fund for Shovel Ready Sites
2.4 Leverage freight rail to attract businesses in the distribution cluster and intermodal businesses	Citywide	BC Planning; PHCD; BEDO; BCIDA	Continued effort	No or limited cost; existing BOA funds for marketing
2.5 Use tools such as BOAs and I/I credits for redevelopment	Citywide; BOAs	PHCD; BEDO; BC Planning; BC IDA	Within 1 year	EPA Assessment and Cleanup Funds; existing BOA funds; BC Brownfield Cleanup Fund
2.6 Support the development of targeted workforce development training programs to prepare Binghamton residents for jobs created	Citywide	Broome-Tioga Workforce NY; NYS DOL; Southern Tier Economic Partnership (STEP); BEDO	Within 1 year	Not Applicable

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RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 3: LEVERAGE THE VALUE OF LOCAL ANCHOR INSTITUTIONS FOR ECONOMIC DEVELOPMENT				
3.1 Support the implementation of the Binghamton University Technology Incubator and position the City to offer space for incubator “grown-ups” and ancillary businesses supporting the incubator	Citywide	Binghamton University; BEDO; Mayor’s Office; PHCD; BC Land Bank	Within 3 years	Not Applicable
3.2 Develop an Innovation District to promote Binghamton as a cultural and creative hub	Downtown Binghamton	Binghamton University; SUNY Broome; BEDO; Mayor’s Office; Arts Council; Broome County; Villages of Endicott and Johnson City	Within 3 years	Not Applicable
3.3 Promote entrepreneurship through the development of JumpStart Binghamton and the Entrepreneurial Ecosystem	Citywide	Binghamton University; SUNY Broome; BEDO; Mayor’s Office; Small Business Administration	Within 3 years	Venture capitalists and investors; SBIR/STTR grants
3.4 Challenge anchor institutions to purchase 20% of procured goods and services from local businesses	Citywide with an emphasis on Binghamton University, SUNY Broome, UHS, City of Binghamton, Broome County	BEDO	Within 1 year	Not Applicable
3.5 Work with area health care providers to develop senior housing in Binghamton that offers a continuum of care	Citywide	BEDO; PHCD; area health care providers and private investors	Within 3 years	BLDC loans
GOAL 4: CREATE A MIXED-USE DOWNTOWN THAT IS A REGIONAL DESTINATION				
4.1 Improve coordination amongst Downtown stakeholders to build on the successes and momentum in Downtown Binghamton	Downtown Binghamton	BEDO; BLDC; Local Businesses; Binghamton City Council; Mayors Office; Existing business associations (GWSA and DBBA)	Within 3 years	Business Community; property tax increment fund; BLDC loan
4.2 Set up business district cleaning efforts and pair with anti-litter campaign	Central City Business District	BEDO; Binghamton University Enactus; Business Owners	Within 3 years	Not Applicable
4.3 Enhance retail options downtown	Downtown Binghamton	BLDC; BEDO; business community	Within 3 years	Economic Development Administration Grant; CFA- Main Street Grant in 2015; BLDC Loans ; BEDO Marketing Budget for Retail Recruitment

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ECONOMIC DEVELOPMENT

RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
4.4 Promote more activities downtown to encourage commuters to stay after work	Downtown Binghamton	Mayor's Office; BEDO; DBBA; GWSA	Within 1 year/ continued effort	BEDO; BLDC; Mayors Community Arts Budget
4.5 Create an aesthetically appealing and cohesive visual identity for downtown	Downtown Binghamton	BEDO; Private Sector; PHCD;	Continued effort	Existing efforts through new proposed zoning
4.6 Improve the gateways to downtown and the city	Gateways	Mayor's Office; Engineering; Public Works; BEDO; PHCD; NYSDOT regional representative	Continued effort	EDA Grant; NYS CFA for lighting, signage and other improvements; public/private fundraiser to improve Court St Bridge Gateway
GOAL 5: ENCOURAGE LOCAL ENTREPRENEURIAL ACTIVITY AND HELP SMALL BUSINESSES THRIVE				
5.1 Embrace the idea of pop up shops and retail incubators to encourage entrepreneurial activity	Citywide with an emphasis on commercial corridors	BEDO; Local retailers, entrepreneurs, students (BU, SUNY Broome), property owners; TechWorks	Within 1 year	Not Applicable
5.2 Support and grow the Buy Local Campaign	Citywide	BEDO; Binghamton Regional Sustainability Coalition (BRSC)	Expand current effort	BEDO Marketing Budget
5.3 Streamline the regulatory process for small, independent retailers	Citywide	Mayor's Office; BEDO; PHCD	Continued effort	Not Applicable
GOAL 6: CREATE STRONG NEIGHBORHOOD COMMERCIAL HUBS				
6.1 Allow the preservation of neighborhood commercial development to give residents the option to shop and eat in their neighborhoods	Citywide	PHCD; BEDO; City Council	Continued effort	Not Applicable
6.2 Proactively guide the redevelopment of key areas such as Binghamton Plaza and Chenango Street	Binghamton Plaza and other key sites to be identified	BEDO; Mayors Office	Continued effort	NYS CFA; Direct Assistance to Businesses Southern Tier Community Revitalization Program (loans); existing BOA funds

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RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
6.3 Consider broader application of new zoning to encourage mixed-use development	Main & Court Corridor; other key commercial corridors as identified	PHCD; BEDO; City Council	Upon adoption of new zoning for Main & Court Corridor; within 3-5 years for other commercial corridors	Existing Community Challenge Planning Grant (CCPG); existing BOA funding
6.4 Cultivate, brand, and market distinct retail corridors in different neighborhoods	Key commercial corridors to be identified	BEDO; PHCD	Within 3-5 years	BOA funds
GOAL 7: FOSTER THE LOCAL ARTS				
7.1 Create a volunteer public art commission to foster the local arts	Citywide	City Council; BEDO; PHCD	Continued effort	Not Applicable
7.2 Encourage visible and large-scale public art to promote the local arts and downtown revitalization	Citywide with a focus on urban center	Public Arts Commission; BEDO; Commission on Architecture and Urban Development (CAUD); PHCD	Within 1 year	National Endowment for the Arts - Our Town Grant Program
7.3 Create temporary galleries in local businesses	Citywide	BEDO; local artists; business owners	Within 1 year	Not Applicable
7.4 Use temporary arts and events to enliven vacant commercial spaces	Citywide	BEDO; local artists; property owners	Within 1 year	Not Applicable
7.5 Sponsor an artist storefront/artist in residency space	Citywide	BEDO; local artists; property owners	Within 1 year	Not Applicable
7.6 Participate in local and regional efforts to boost tourism and heritage tourism	Citywide	BEDO; Greater Binghamton Chamber of Commerce; Broome County; Center for Technology and Innovation (TechWorks!); Private and nonprofit tourism stakeholders;	Continued effort	Chamber of Commerce; I Love NY; Market NY

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HOUSING: A PLAN FOR THOSE AT HOME IN THE CITY

RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 1: PRESERVE THE EXISTING HOUSING STOCK				
1.1 Identify target areas for neighborhood stabilization and housing revitalization that builds on strengths	Citywide with focus on WSNP area, First Ward, North Side, East Side south of Robinson Street, South Side West near the hospital and commercial areas, and South Side East.	PHCD	Within 3 years	New York State Affordable Housing Corporation (AHC), Community Development Block Grant (CDBG), Housing and Community Renewal Urban Initiatives Program (HCR UI)
1.2 Encourage historic preservation to maintain neighborhood character	Citywide, especially designated historic districts	PHCD	Continued effort	Office of Parks, Recreation & Historic Preservation Grants, Historic Preservation & New Market Tax Credits
1.3 Work with the Binghamton Housing Authority, private developers/owners, and community development corporations to preserve and expand quality affordable rental housing	Citywide	PHCD; BHA; Community Housing Development Organizations (CHDOs); private developers	Continued effort	Low Income Housing Tax Credits (LIHTC), AHC, HCR UI
1.4 Assist residents in need (low-income, seniors) with maintenance and repairs	Citywide, with a focus on the STABILIZE and RENEW areas identified in plan	PHCD; Quaranta Housing Services; Habitat for Humanity	Continued effort	LIHTC, Neighborhood Stabilization Program (NSP)
1.5 Partner with local nonprofit organizations to explore mechanisms that assist elderly homeowners seeking to age in place in their homes	Citywide	PHCD; City Council; non-profit community land trust organization	5-10 years	HOME funds, HCR UI
1.6 Consider working with one or more FHA-approved lending institutions to define the parameters of a Binghamton housing acquisition and rehabilitation program using FHA 203(k) mortgage insurance for loans	Citywide	PHCD; Binghamton Homeownership Academy (BHOA); Local lenders	Within 3 years	Not Applicable
1.7 Develop "Fix to Own" program for City-owned properties to transition to owner-occupied properties	Citywide	PHCD; BHOA	Continued effort	NSP, Restore NY

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RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 2: EXPAND HOUSING CHOICE IN BINGHAMTON				
2.1 Identify potential sites for new housing development (for-sale, for-rent, senior)	Citywide	PHCD; BEDO; BC Land Bank	Continued effort	Not Applicable
2.2 Work with Broome County Land Bank to assemble redevelopment sites for new for sale housing units	Citywide, with a focus on the STABILIZE and RENEW areas identified in plan	PHCD; BC Land Bank	Within 5 years	HCR UI
2.3 Require energy efficiency, green building practices, and universal design principles in publicly-funded projects	Citywide	PHCD; Housing; Engineering	Within 3-5 years	Not Applicable
2.4 Develop new market-rate rental housing for general occupancy	Citywide, especially North Chenango and First Ward BOAs	PHCD; CHDOs; other private developers	5-10 years	AHC; NSP; LIHTC
2.5 Develop affordable housing and mixed income developments adjacent to services and transportation	Citywide (near public transportation)	PHCD; BHA; CHDOs	Continued effort	LIHTC; Restore NY; HOME

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HOUSING

RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 3: MANAGE THE QUALITY OF RENTAL AND STUDENT HOUSING				
3.1 Devise a new Urban Village/Mixed Use zoning classification to legalize and better regulate rental housing while also managing externalities	See proposed land use map	PHCD	TBD*	Not Applicable
3.2 Identify opportunity sites and incentives for new student housing development	Urban Village and commercial zoning districts	PHCD; BEDO	Within 1 year	New York Main Street Program; New Market Tax Credits
3.3 Strengthen code enforcement and follow up to improve rental properties	Citywide	Building, Construction, Zoning & Code Enforcement	Continued effort	Not Applicable
3.4 Work with the Binghamton Housing Authority to ensure that properties leased to families with Housing Choice vouchers have been inspected and are in compliance	Citywide	PHCD; Building, Construction, Zoning & Code Enforcement; BHA	Continued effort	Not Applicable
3.5 Encourage landlords to improve the quality of their properties	Citywide	PHCD; Building, Construction, Zoning & Code Enforcement; Broome County Landlords Association	Continued effort	NYSERDA; CDBG
3.6 Develop incentives for conversion of obsolete rental housing to owner-occupied (multi-family/single-family) housing	Citywide	PHCD; BHOA; CHDOs; Other private developers	Continued effort	Restore New York; AHC; NSP

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RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 4: REVITALIZE DOWNTOWN WITH A MIX OF HOUSING OPTIONS				
4.1 Encourage historic preservation and reuse to provide unique, attractive housing options	Downtown	PHCD; BEDO; BC Land Bank	Continued effort	Office of Parks; Recreation & Historic Preservation Grants; Historic Preservation & New Market Tax Credits
4.2 Encourage market rate housing with a variety of unit plans for residents seeking downtown amenities	Downtown	BEDO	Continued effort	New York Main Street Program, New Market Tax Credits
4.3 Develop moderate-income senior housing near amenities	Downtown	BC Land Bank; BEDO	5-10 years	BC Land Bank; CDBG
4.4 Consider parking maximums or lower parking minimums for new housing construction Downtown	Downtown	PHCD	TBD	Not Applicable
4.5 Apply for a Choice Neighborhood Initiative Planning Grant for Woodburn Court II	Downtown	PHCD; BHA; Woodburn Court II	5-10 years	Choice Neighborhood Grant
GOAL 5: MARKET BINGHAMTON HOUSING TO ATTRACT DIVERSE RESIDENTS				
5.1 Develop branding strategy for different target populations and neighborhoods	Citywide	PHCD; BEDO; BHOA	Within 1 year	BEDO marketing funds
5.2 Work with institutions to offer employee incentives to live in Binghamton	Citywide	PHCD; BHOA; Binghamton City School District; major City employers	Within 3 years	AHC
5.3 Expand Binghamton Homeownership Academy (BHOA) services and partnerships	Citywide	PHCD; BHOA	Continued effort	CDBG; Private funding

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TRANSPORTATION: A PLAN FOR A CITY THAT WALKS, BIKES, RIDES TRANSIT... AND DRIVES TOO

RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 1: UPGRADE AND MAINTAIN TRANSPORTATION INFRASTRUCTURE				
1.1 Expand and regularly update a citywide roadway infrastructure plan	Citywide	Engineering Department; Department of Public Works (DPW); PHCD; BMTS	Within 3 years	Economic Development Assistance Program (EDAP), Transportation Alternative Program (TAP)
1.2 Work with private rail companies to improve rail infrastructure	Citywide	PHCD, Engineering, BMTS, Rail companies, NYSDOT	5-10 years	Railroad Rehabilitation & Improvement Financing (RRIF) Program; Transportation Investment Generating Economic Recovery (TIGER); Highway Safety Improvement Program (HSIP)
1.3 Develop guidelines and standards to integrate green infrastructure in street rehabilitation projects	Focus on projects in FEMA special hazard areas and LWRP areas	PHCD; Engineering; DPW	Within 3 years	EPF; LWRP
1.4 Reduce City costs by removing excessive infrastructure where possible	Citywide	Engineering; DPW; PHCD, BMTS	Within 5 years	EPF LWRP; federal transportation grant funds, including TIGER grants
1.5 Convert most one-way streets to two-ways	Citywide (with emphasis on Downtown)	Engineering; DPW	Within 5 years	Not Applicable
1.6 Continue to pursue outside funding sources	Citywide	PHCD	Continued effort	Federal transportation grant funds; Regional Economic Development Council (REDC) funds through CFA
GOAL 2: ADDRESS PARKING & MAINTENANCE ISSUES				
2.1 Undertake a comprehensive Downtown parking study	Downtown	BMTS; Mayor's Office; PHCD	Within 1 year	BMTS, City
2.2 Develop a Parking Improvement District in Downtown, and utilize a portion of revenue from parking for Downtown improvements for pedestrians and bicyclists	C-2 Downtown Business District	PHCD & BEDO create district boundaries. City creates a PID commission to develop programs and policy to administer funds. Commission would submit annual budget and plan to Council/Mayor.	Within 3 years	Self-funded - Private sector dollars for bicycle and pedestrian infrastructure via donations

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RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
2.3 Introduce shared parking arrangements or residential permit parking in neighborhoods with student housing zones	Commercial districts and Urban Village Overlay zone	Police Department	Within 3 years	Not Applicable
2.4 Create a parking credit system to encourage development	Citywide	PHCD	Within 3 years	Not Applicable
2.5 Incentivize green infrastructure within surface parking lots	Citywide	PHCD; Engineering	Continued effort	Foundations; NYS CFA Green Innovation Grant; Federal Wildlife Fund; EPA Clean Water Act Nonpoint Source Grant Program; EPA Clean Water State Revolving Fund; City of Binghamton Green Infrastructure 50/50 Fund
GOAL 3: PROMOTE ALTERNATIVE MODES OF TRANSPORTATION				
3.1 Improve transportation connections between Binghamton University and Downtown	Downtown	PHCD; Engineering; NYSDOT; Binghamton University (OCCT); BC Transit; BMTS; Town of Vestal	5-10 years	TAP & Highway Safety Improvement Program (HSIP) funds
3.2 Improve the public transportation experience	Citywide	BC Transit; BMTS; PHCD; OCCT	Continued effort	Statewide Mass Transportation Operating Assistance; Clean Fuels Grant Program (new buses) STREDC funds through CFA
3.3 Promote and encourage car share, car pooling, and transportation demand management	Citywide	PHCD; OCCT; BMTS (Greenride)	Continued effort	Not Applicable
3.4 Incentivize EV Charger Stations with new development, and install at key locations in each neighborhood	Citywide	PHCD; Building Code; DPW	Within 5 years	Foundations; NYSERDA; Department of Energy (DOE); federal and state tax incentives
3.5 Develop complete streets hierarchy for street design	Citywide	PHCD; Engineering; BMTS; NYSDOT	Within 3 years	Not Applicable
3.6 Develop crosswalk policy	Citywide	Engineering; DPW	Within 1 year	Not Applicable
3.7 Amend the City Code to require consideration of complete streets infrastructure for all City ROW projects including mill and pave projects	Citywide	PHCD; City Council	TBD*	Not Applicable
3.8 Mark all New York State bike routes in the City with either dedicated lanes or sharrows by 2016	Citywide	PHCD; BMTS; NYSDOT	Within 3 years	TAP; Highway Safety Improvement Program (HSIP)
3.9 Develop a citywide bike network	Citywide	PHCD; BMTS; Engineering; DPW; NYSDOT	Within 5 years	TAP; BMTS

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TRANSPORTATION

RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
3.10 Consider a small bike share program	Citywide	PHCD; BMTS	Within 5 years	Community foundations; private sector donations (NYC program is sponsored by Citi Bank)
3.11 Add more bike parking	Commercial zoning districts	PHCD; DPW	Within 3 years	TAP
3.12 Build a bicycling community	Citywide	Fresh Cycles; Southern Tier Bike Club; other non-profits	Continued effort	Not Applicable
3.13 Hold regular Bike the Drive events	Northshore Drive possibly Rt. 434 Eastbound direction	Parks & Recreation; BMTS; NYSDOT	Continued effort	Public/private donations. Marketing cost offset by registration fees.
GOAL 4: IMPROVE THE PEDESTRIAN EXPERIENCE ON CITY STREETS				
4.1 Reclaim underutilized asphalt space on wide streets and intersections	Pilot to be implemented in C-2 District	PHCD; Parks & Recreation, DPW; BMTS; NYSDOT	Within 3-5 years	Not Applicable
4.2 Develop a list of streets in need of a "Road Diet"	Citywide	PHCD; Engineering; BMTS; DPW; NYSDOT	Within 1 year	Not Applicable
4.3 Make the bridges distinctive through lighting and highlighting architectural detail	Citywide	CAUD; PHCD; DPW; NYSDOT	Within 3 years	I LOVE NY Fund; NYSDOT; EPF LWRP; CDBG; NYSERDA
4.4 Encourage more pedestrian activity	Citywide	PHCD; BC PED; BMTS; DPW (installation of signage); NYSDOT	Within 3 years	TAP; HSIP
4.5 Address the needs of Binghamton City School District students who walk or take the bus to school	Citywide	Binghamton School District; Broome County Health Department; BMTS; NYSDOT	Continued effort	TAP; HSIP
4.6 Limit truck traffic downtown	Downtown	Engineering; DPW; NYSDOT; BMTS	Within 3 years	Not Applicable
4.7 Enforce sidewalk shoveling	Citywide	Code Enforcement	Continued effort	Not Applicable

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INFRASTRUCTURE: A PLAN FOR WHERE THE RIVERS MEET THE CITY

RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 1: REDUCE THE IMPACT OF FLOODING AND PROTECT BINGHAMTON NEIGHBORHOODS AND BUSINESSES				
1.1 Implement the City's established priority projects in the County's 2013 Multi-Jurisdictional Hazard Mitigation Plan	City-wide, specific focus on flood prone areas	Engineering; DPW; PHCD; Code Enforcement	Within 5 years	FEMA and SEMA flood mitigation grant programs; CDBG-DR
1.2 Complete CRS application to make property owners eligible for reduced insurance rates	City-wide	PHCD; DPW; Building Construction	Within 1-3 years	NYS CFA (EPF program); FW BOA funds
1.3 Partner with Broome County in the New York Rising Community Reconstruction Program planning efforts to ensure consistency across plans	City-wide	Engineering; Broome County, Flood Task Force	Within 1 year	New York Rising Community Reconstruction Program
1.4 Help residents reduce the impact of flooding on their homes and comply with new floodplain standards to reduce flood insurance costs	Flood prone areas	Building Construction; Engineering	Continued Effort	FEMA and SEMA flood mitigation grant programs
1.5 Proactively manage land in the floodplain to reduce blight and implement flood mitigation measures	New A Flood Zones (100 year flood plain)	City Council; PHCD; Building Construction; Broome County, Flood Task Force	Within 1-3 years	FEMA and SEMA flood mitigation grant programs; NYS CFA Green Innovation Grant
1.6 Participate in regional cooperation efforts for riverine flooding	City-wide	Engineering; Building Construction; Broome County, Flood Task Force	Continued Effort	FEMA and SEMA flood mitigation grant programs; NYS CFA Green Innovation Grant
GOAL 2: IMPROVE STORMWATER MANAGEMENT AND RIVER WATER QUALITY				
2.1 Enforce and enhance Urban Runoff Reduction Plan (URRP) requirements	City-wide	Engineering; Building Construction	Continued Effort	Foundations; FEMA; SEMA; NYS CFA Green Innovation Grant; NYS Water Quality Improvement Project funds; General Funds
2.2 Create a landscape/stormwater offset banking system	City-wide	PHCD	Within 1-3 years	Not Applicable

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INFRASTRUCTURE

RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
2.3 Implement stormwater management practices for green mitigation and runoff/flash flood control	City-wide	Engineering; Building Construction	Within 1-3 years	Foundations; FEMA; SEMA; NYS CFA Green Innovation Grant; NYS Water Quality Improvement Project funds;
2.4 Integrate stormwater management into parks, especially riverfront parks and trails	City-wide	Engineering; Parks	Begin within 1 year; complete within 10 years	NYS CFA Green Innovation Grant; NYS Water Quality Improvement Project funds
2.5 Continue to make sewer system improvements	City-wide	Engineering	Continued Effort	NYS Water Quality Improvement Project funds (CFA)
2.6 Evaluate the use of trenchless rehab alternatives to rehabilitate sewers	City-wide	Engineering	Within 3 years	NYS Water Quality Improvement Project funds (CFA); Local Initiatives Support Corporation; FEMA
2.7 Develop public education and awareness campaign for stormwater and sewer overflows to encourage individual action and responsibility	City-wide	Engineering; PHCD with Broome Tioga Stormwater Coalition	Continued effort	NYS Water Quality Improvement Project funds
GOAL 3: CONSERVE WATER/ENERGY RESOURCES AND REDUCE OPERATING COSTS				
3.1 Make the City a model of resource conservation and efficiency, and use public projects to raise public awareness	City Hall facilities, vehicles	Mayor's Office; DPW; Parks; Engineering	Within 1-5 years	NYSERDA; NY Green Bank; Foundations; NYS CFA
3.2 Establish Energy and Climate Action Task Force to mobilize the community to help meet ECAP goals	City-wide	PHCD	Within 1 year	Not Applicable
3.3 Incentivize low impact development practices	City-wide	PHCD; Engineering	Within 1 year	Foundations; NYS CFA Green Innovation Grant
3.4 Invest in wireless meter system for all water uses, allowing the City to monitor where water is being used, and correct areas of water loss	City-wide	Engineering	Within 5 years	NYS CFA Green Innovation Grant; NYSERDA; NY Green Bank

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RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
3.5 Update water model to assist in detecting areas of concern within the system to target funding	City-wide	Engineering	Within 1-3 years	NYS CFA Green Innovation Grant
3.6 Continue to upgrade and replace pipe	City-wide	Engineering	Continued Effort	NYS Water Quality Improvement Project funds (CFA)
3.7 Upgrade water treatment plant to increase energy efficiency	Water Treatment Plant	Engineering; DPW	Submit application within 1 year	New York State Renewable Portfolio Standard (RPS); NYS Water Quality Improvement Project funds; NYSEEDA; NY Green Bank
3.8 Replace all streetlights with energy efficient bulbs and fixtures by 2020	City-wide	DPW	Within 5 years	NYS CFA Green Innovation Grant; General Funds; NYSEEDA Energy Efficiency Program for Municipalities; NY Green Bank
3.9 Enforce City standards for public right of way	City-wide	Engineering	Continued Effort	Foundations; Sidewalk Assistance program
3.10 Openly coordinate/communicate between departments and utilities on any major projects to reduce redundancies	City-wide	Engineering; Public Works; NYSEG	First meeting within 1 year	Not Applicable
3.11 Continue to build a database that tracks assets, investments, and schedules maintenance	City-wide	All City Departments	Within 1-2 years	Not Applicable

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ENVIRONMENT & OPEN SPACE: A PLAN FOR PRESERVATION AND PLAY

RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 1: REDUCE WASTE				
1.1 Increase household recycling through incentive programs	Citywide	DPW; PHCD	Within 3-5 years	Foundation grants; recycling purchaser
1.2 Add recycling containers to public trash receptacles in business districts, at public facilities, and at public events	Citywide with emphasis on Downtown	DPW; Parks & Recreation	Continued effort	Public Works; NY DEC Municipal Waste Reduction and Recycling Program (MWR&R)
1.3 Launch a city compost program	Citywide	DPW; PHCD	Within 3-5 years	Foundation grants; NYS DEC Municipal Waste Reduction and Recycling Program (MWR&R)
1.4 Adopt a construction and demolition recycling ordinance	Citywide	PHCD; DPW; City Council	Within 3-5 years	Not Applicable
GOAL 2: INCREASE TREE COVER TO IMPROVE AIR QUALITY AND THE PUBLIC REALM				
2.1 Expand the tree inventory database, and add to the tree inventory with size-appropriate species in under-planted areas	Citywide with emphasis on under-planted neighborhoods	Parks & Recreation; PHCD; Shade Tree Commission	Continued effort	NYS DEC Community Forestry Program; Community Development Block Grant (CDBG) funds; NYS CFA - Green Innovation Grant Program
2.2 Continue to support efforts by Shade Tree Commission as a key partner for parks and recreation	Citywide	Parks & Recreation; PHCD; Shade Tree Commission	Continued effort	Not Applicable
2.3 Enlist the community in tree planting efforts through education	Citywide	Parks & Recreation; PHCD; Shade Tree Commission, Citizen Pruners	Continued effort	Little or no cost; existing NYS DEC Community Forestry grants

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RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 3: IMPROVE CONNECTIONS BETWEEN THE CITY AND ITS NATURAL ASSETS				
3.1 Improve existing Riverwalk	Riverwalk	Engineering; Parks & Recreation; DPW; PHCD	Continued effort	NYS CFA - Recreational Trails Program; CDBG funds; TAP; LWRP
3.2 Extend the Riverwalk trail north to Otsiningo Park and east/west along both banks of the Susquehanna River	Riverwalk/ Susquehanna River	Engineering; Parks & Recreation	Continued effort	NYS CFA - Recreational Trails Program; TAP; LWRP
3.3 Reactivate the rivers with water-based recreation	Citywide	Engineering; DPW; Parks & Recreation; PHCD	Within 5 years	LWRP
3.4 Acquire easements along entire waterfront and require easements as a condition for future waterfront redevelopment	Waterfront	PHCD, Building, Corporation Counsel	Within 3-5 years	LWRP; FEMA Hazard Mitigation Assistance
GOAL 4: MAINTAIN PARKS AND PLAY SPACE IN EVERY NEIGHBORHOOD TO BRING RESIDENTS TOGETHER				
4.1 Improve access, visibility, active recreation at targeted parks	Citywide - priority parks to be identified	Parks & Recreation	Continued effort	CDBG funds; NYS CFA - EPF Municipal Grant Program; NC BOA
4.2 Formalize and provide technical assistance to "Friends of Parks" groups to maintain and program neighborhood parks	Citywide	Parks & Recreation; PHCD neighborhood assemblies	Within 1 year	No cost - enhance DYOP project
4.3 Expand community service maintenance program to supplement parks and landscape maintenance	Citywide	Parks & Recreation	Within 1 year	Not Applicable
4.4 Continue to expand business partnerships for landscape maintenance in business districts	Citywide with emphasis on business districts	BEDO; Parks & Recreation; PHCD	Within 1 year	Not Applicable

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LAND USE & ZONING: A PLAN FOR THE LAND

RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 1: UPDATE MAPS, CODES AND PROCEDURES				
1.1 Update the Land Use Map	Citywide	City Council; PHCD	Adoption with Comprehensive Plan	Existing Community Challenge Planning Grant (CCPG) funds
1.2 Rewrite the zoning code to ensure that appropriate zoning supports the future Land Use Map	Citywide	City Council; PHCD	TBD*	Not Applicable
1.3 Incorporate a Special Purpose classification for key sites	Charles St. Business Park, Binghamton Plaza, Greater Binghamton Health Center, Brandywine, Susquehanna Riverfront Downtown, flood prone portions of Court Street	City Council; PHCD	TBD*	Not Applicable
1.4 Study current land uses allowed by the Zoning Code and examine ways to simplify the Code	Citywide	City Council; PHCD	TBD*	Not Applicable
1.5 Update subdivision regulations	Citywide	City Council; PHCD	TBD*	Not Applicable
1.6 Consider new zoning for Court Street - Main Street Corridor	Court Street - Main Street Corridor	City Council; PHCD	TBD*	Existing CCPG funds
1.7 Facilitate transparency in the development review and permitting process	Citywide	Building Construction PHCD; Finance; City Council	Within 1 year	Included in 2014 General Fund Budget
1.8 Actively encourage that development projects meet comprehensive plan goals and strategies	Citywide	Planning Commission; Zoning Board of Appeals; CAUD	Upon adoption of Comp Plan	Not Applicable

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RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 2: ALLOW GREATER HOUSING CHOICE AND PROTECT THE LIVABILITY OF BINGHAMTON'S NEIGHBORHOODS				
2.1 Convert the Urban Village District Overlay into a zoning category, and expand its application	See proposed UVD on land use map	City Council; PHCD; in partnership with WSNP and WSNA	TBD*	Not Applicable
2.2 Encourage floor plans in multi-family developments that are suitable for a variety of end users	Citywide	Planning Commission	Upon adoption of Comp Plan	Not Applicable
2.3 Create a new, low density zoning classification for environmentally sensitive areas	See proposed Estate Residential District on proposed land use map	City Council; PHCD	TBD*	Little to no cost to enact Code changes
2.4 Permit home-based businesses as a conditional use in R1 and R2 zones	Residential Zones	City Council; PHCD	TBD*	Not Applicable
2.5 Allow the development of parking facilities in the Urban Village District	See proposed UVD on land use map	City Council; PHCD	TBD*	Not Applicable
2.6 Allow new senior living facilities in R2 and R3 zones and along commercial corridors	R2 and R3 zones and along commercial corridors	City Council; PHCD	TBD*	Not Applicable
2.7 Enable higher density housing along Main Street west of Downtown	along Main Street west of Downtown	City Council; PHCD	TBD*	Not Applicable
2.8 Allow for and manage urban agriculture as an interim use prior to redevelopment	Citywide	City Council; PHCD; in partnership with Cornell Cooperative Extension, Broome County Planning and Economic Development and Broome County Land Bank	TBD*	Not Applicable

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LAND USE & ZONING

RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 3: ENCOURAGE NEW COMMERCIAL USES DOWNTOWN AND ALONG TRADITIONAL COMMERCIAL CORRIDORS				
3.1 Change mix of uses permitted within the Urban Business Park (UBP) zoning classification	UBP Zone; Charles Street Business Park	City Council; PHCD; in partnership with the IDA	TBD*	Not Applicable
3.2 Consider rezoning underutilized portions of commercial corridors	Portions of commercial corridors, such as along Robinson Street, Conklin Avenue, portions of the south side of Upper Court Street	City Council; PHCD	TBD*	Not Applicable
3.3 Explore parking maximums or lower parking minimums for Downtown development	Downtown	City Council and PHCD in partnership with Downtown businesses and property owners and BMTS.	Pending outcome of Downtown Parking Study	Not Applicable
3.4 Update the sign ordinance	Citywide	City Council and PHCD in partnership with representatives for Sign	Mar-14	Not Applicable

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RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 4: EXPAND OPPORTUNITIES FOR NEW INDUSTRIAL DEVELOPMENT				
4.1 Identify and code an Industrial Preservation Area within the Brandywine industrial Corridor	Brandywine Industrial Corridor	City Council, PHCD in partnership with Broome County	TBD*	Not Applicable
4.2 Buffer industrial areas from residential communities	Industrial Zoning Districts	City Council; PHCD	TBD*	Not Applicable
4.3 Re-zone to allow small-scale production and a mix of uses in targeted areas	See Land Use map	City Council; PHCD	TBD*	Not Applicable
GOAL 5: PROTECT BINGHAMTON'S HISTORIC CHARACTER AND ENCOURAGE DESIGN EXCELLENCE				
5.1 Establish a threshold for design review for large projects to provide a streamlined review process and ensure good design	Citywide	City Council; CAUD; Planning Commission; PHCD	TBD*	Not Applicable
5.2 Evaluate current landscape requirements and develop clear standards for all project types	Citywide	City Council; PHCD	TBD*	Not Applicable

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COMMUNITY BUILDING: A PLAN FOR NEIGHBORS AND NEIGHBORHOODS

RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 1: EXPAND THE CIVIL INFRASTRUCTURE OF THE CITY				
1.1 Explore the creation of a Binghamton Neighborhood Development Corporation	Citywide	PHCD; BEDO; Building Construction	Within 5 years	CDBG; HOME; public and private investors
1.2 Form Community Action Teams that meet quarterly to bring together City departments and health / service providers to discuss the issues and solutions required in each neighborhood	Citywide	Mayor's Office; BPD; Planning; Code Enforcement; Corp. Counsel; BC Health Department; neighborhood assemblies	Within 3 years	Little to no cost to form/organize action teams; HUD Choice Neighborhoods grant for project implementation
1.3 Encourage issue-based groups to continue the work of the Community Discussions	Citywide	PHCD; BEDO; LCA; BC Planning; BC Health Department; local private sector professionals	Within 1 year	Not Applicable
1.4 Cultivate pride through branding and improvements at the neighborhood and block level	Citywide	Mayor's Office; PHCD; BEDO; Building Construction	Within 3 years	HUD Choice Neighborhoods grant; CDBG
1.5 Develop media and communication plan to keep the community engaged and updated	Citywide	Mayor's Office; BEDO	Within 1 year	New York State Civic Engagement Table; Public Policy and Education Fund of New York; BEDO marketing funds
1.6 Incorporate Blueprint Binghamton in the development of the 2015-2020 Consolidated Plan	Citywide	PHCD	Within 1 year	Not Applicable

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RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 2: MAINTAIN A CONTINUUM OF CARE FOR RESIDENTS AND FAMILIES IN NEED				
2.1 Strengthen and support development of supportive housing for developmental disabilities, mental health and substance addiction recovery with access to transportation and service providers	Citywide	PHCD; local CHDOs; Binghamton Housing Authority; BC Mental Health Department; area health care providers	Within 3 years	U.S. Department of Health and Human Services Administration on Aging; HOME; CDBG; General Funds; AHC
2.2 Support community development initiatives to improve access to preventive care and chronic disease management for high-utilizing patients	Citywide	PHCD; BC Department of Health; area health care providers	Within 3 years	CDBG; NY Preventive Health and Health Services Block Grant
2.3 Ensure seniors have access to services and information	Citywide	PHCD; First Ward Senior Center; Broome County Office of Aging; Broome Mobility Project; Sen. Gillibrand; National Council on Aging (NCOA)	Within 1-3 years	U.S. Department of Health and Human Services Administration on Aging
GOAL 3: INTEGRATE RESIDENT HEALTH INTO NEIGHBORHOOD PLANNING AND REINVESTMENT				
3.1 Encourage partnerships between the community development and health sectors to foster healthier neighborhoods	Citywide	PHCD; Healthy Lifestyles Coalition; BC Department of Health; local medical providers	Within 1-3 years	Not Applicable
3.2 Ensure each neighborhood has access to healthy, fresh food	Citywide	PHCD; BEDO; Healthy Lifestyles Coalition; BRSC	Within 5-7 years	NY Healthy Food/Healthy Communities Fund; USDA Value Added Producer Grant; Healthy Neighborhoods Preventive Health Cornerstones grant; Local Initiatives Support Corporation
3.3 Encourage community gardening and urban agriculture in each neighborhood	Citywide	PHCD; BEDO; VINES; Healthy Lifestyles Coalition; BC Cornell Cooperative Extension (CCE)	Within 1-3 years	Not Applicable
3.4 Promote tobacco and smoke free living through better protections for nonsmokers and youth	Citywide	City Council; PHCD; Broome County Department of Health; BC CCE; American Cancer Society	Within 1-3 years	Health Systems for a Tobacco-Free New York
3.5 Promote healthy and active living through education programs and activities to make the healthy choice the easy choice	Citywide	PHCD; Broome County Department of Health; Healthy Lifestyles Coalition	Within 1-3 years	CDBG; NY Preventive Health and Health Services Block Grant; Local Initiatives Support Corporation

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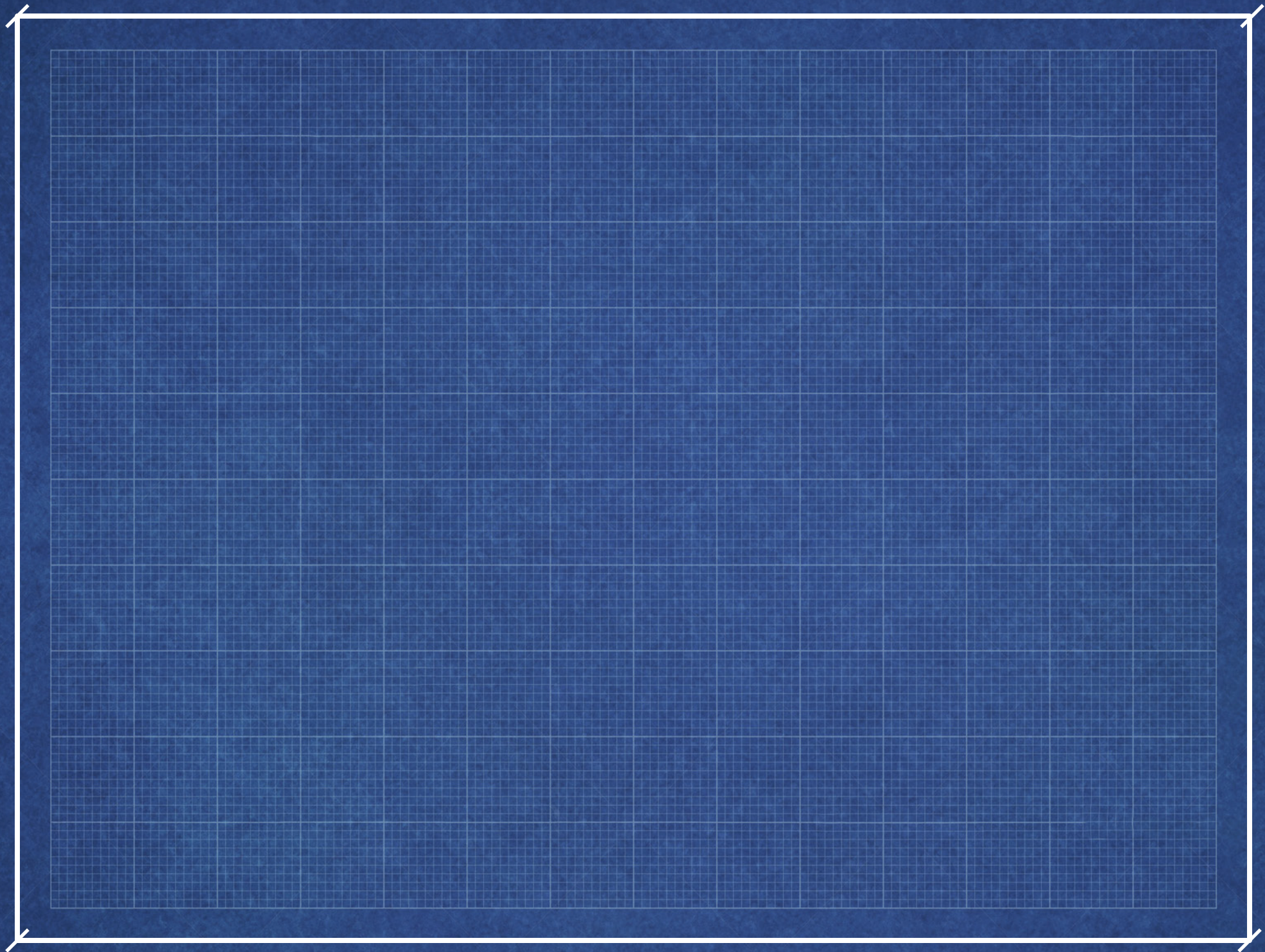
COMMUNITY BUILDING

RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 4: ACTIVELY ENGAGE YOUTH IN CITY INITIATIVES				
4.1 Support Youth Success Initiative as key youth services liaison and provider	Citywide	Mayor's Office; youth service providers; Binghamton School District	Within 1 year	Pew Charitable Trusts; H.M. Jackson Foundation; James Irvine Foundation; Carnegie Corporation of New York; Posse Civic Engagement Program
4.2 Coordinate with non-profit youth organizations to maintain an inventory of programming and address gaps	Citywide	Mayor's Office; youth service providers; PHCD	Within 1-3 years	Pew Charitable Trusts; H.M. Jackson Foundation; James Irvine Foundation; Carnegie Corporation of New York; CDBG
4.3 Formalize partnerships between the School District, the City, and area institutions of higher education	Citywide	Mayor's Office; BU; SUNY Broome; Binghamton School District	Within 1 year	Not Applicable
4.4 Invite the youth voice to be heard by the City	Citywide	Mayor's Office; City Council	Within 1-3 years	Not Applicable
4.5 Work with BCSD to transform schools into hubs of neighborhood activity and pride	Citywide	Youth service providers; neighborhood assemblies; Binghamton School District; PHCD	Within 3 years	Kids In Need Foundation Teacher Grants program; the Wallace Foundation (multiple grant programs); Local Initiatives Support Corporation
4.6 Improve awareness of and access to cultural institutions such as Roberson Museum, Discovery Center and Zoo at Ross Park, TechWorks! and the Bundy Museum	Citywide	Youth service providers; Department of Parks & Recreation; PHCD; Binghamton School District; Ross Park; Roberson; Bundy Museum; TechWorks!	Within 3 years	Pew Charitable Trusts; H.M. Jackson Foundation; James Irvine Foundation; Carnegie Corporation of New York
4.7 Formalize partnership with BOCES vocational programs to complete small neighborhood improvement projects	Citywide	Youth service providers; Department of Parks & Recreation ; Engineering; BOCES	Within 3-5 years	Pew Charitable Trusts; H.M. Jackson Foundation; James Irvine Foundation; Carnegie Corporation of New York
4.8 Crowdfund youth pilot projects (one per neighborhood) and offer seed grants to implement	Citywide	Department of Parks & Recreation; youth service providers; PHCD; BEDO	Within 5 years	Pew Charitable Trusts; H.M. Jackson Foundation; James Irvine Foundation; Carnegie Corporation of New York

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RECOMMENDATION	IMPLEMENTATION AREA	INVOLVED PARTIES	TIME FRAME	FUNDING SOURCES
GOAL 5: ENSURE SAFE NEIGHBORHOODS FOR ALL RESIDENTS				
5.1 Initiate quality of life action plans for each community	Citywide	PHCD; BPD; Community Action Teams	Within 1-3 years	HUD Choice Neighborhoods grant; New York State Civic Engagement Table; Public Policy and Education Fund of New York ; Local Initiatives Support Corporation; CDBG
5.2 Educate residents on code enforcement	Citywide	Code Enforcement; PHCD; BEDO	Within 1 year	HUD Choice Neighborhoods grant; New York State Civic Engagement Table; Public Policy and Education Fund of New York
5.3 Initiate a "Dumpster Day" program for large, bulky items; electronics recycling; clothing drive	Citywide	Public Works; Waste Management; Universal Recycling Technologies; Eco International ; local charity organizations	Within 1-2 years	NYS DEC Municipal Waste Reduction and Recycling Program (MWR&R)
5.4 Launch citywide Clean Streets campaign	Citywide	Mayor's Office; Public Works; Parks	Within 1-3 years	CDBG; Doe Fund Ready, Willing, and Able program
5.5 Strengthen community resiliency to crime and drugs with community policing	Citywide	Mayor's Office; BPD; Community Action Teams	Within 3 years	U.S. Department of Justice Office of Community Oriented Policing Services
5.6 Create rotating schedule for Youth/Police Field Day in each neighborhood	Citywide	BPD; youth service providers	Within 1 year	Not Applicable
5.7 Train community leaders in Crime Prevention through Environmental Design	Citywide	BPD; PHCD; Parks; BC Planning	Within 3 years	National Crime Prevention Council; Public Grants & Training Initiatives organization; Local Initiatives Support Corporation
5.8 Improve neighborhood lighting for visibility and safety	Citywide	BPD; PHCD; Parks; Public Works	Within 5-7 years	National Crime Prevention Council; Public Grants & Training Initiatives organization; Local Initiatives Support Corporation; NYSEG; NYSERDA

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APPENDIX

BLUEPRINT
BINGHAMTON