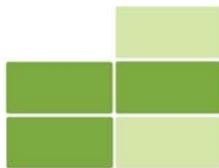
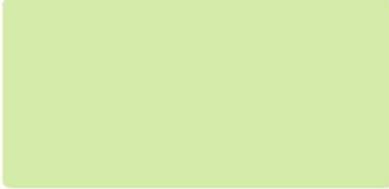


Sustainable Communities in Appalachia Technical Assistance Program

Downtown Revitalization: Actions and Strategies for Salamanca, NY December 7, 2012



[Inside Cover]

About This Document

This report is the result of technical assistance provided to Salamanca, NY, from the U.S. Environmental Protection Agency (EPA) and the Appalachian Regional Commission (ARC). The EPA contracted with Renaissance Planning Group to provide support for the efforts. For more information contact:

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1. Community Story

Salamanca lies along the Allegheny River among the natural beauty of hills, forests, trails, and lakes. This landscape has long been home to the Seneca Nation of Indians, making Salamanca an important hub of Seneca culture, art, and history. The city also has a rich industrial past, with logging, sawmills, and furniture manufacturing contributing to the city's early growth, followed by railroads in the mid-19th century. Salamanca once sat at the junction of three important railroads – the New York, Lake Erie & Western; the Atlantic and Great Western; and the Rochester and State Line. The legacy of this history can be seen in the former rail yards, water towers, and stations just north of downtown. Today this rich mix of Seneca culture and industrial history that shaped the city is preserved at the Seneca-Iroquois National Museum and the Salamanca Railroad Museum (pictured in Figure 2).

But the 20th century saw a decline in the railroad industry and Salamanca entered a period of economic transition very common among small towns. The city's recent history has been marked by population and job loss. The 2010 U.S. Census reported 5,815 residents in the city, down from a peak of 8,861 in 1950. During this time some downtown buildings were lost to fire or neglect. Businesses left Main Street and many storefronts and apartments remain vacant, particularly south of the Allegheny River. Today Salamanca is undergoing another economic transition. In 2007, the Seneca Allegany Casino (pictured at top-right of Figure 1) opened on the city's west side. The casino has created 1,200 new jobs in the region and continues to expand with a new hotel tower opening in 2012. The Seneca Nation-owned casino represents an opportunity to attract more people to live and play in the region, contributing to the local economy and quality of life for residents. The city is also the main gateway to the Allegany State Park, the largest of the New

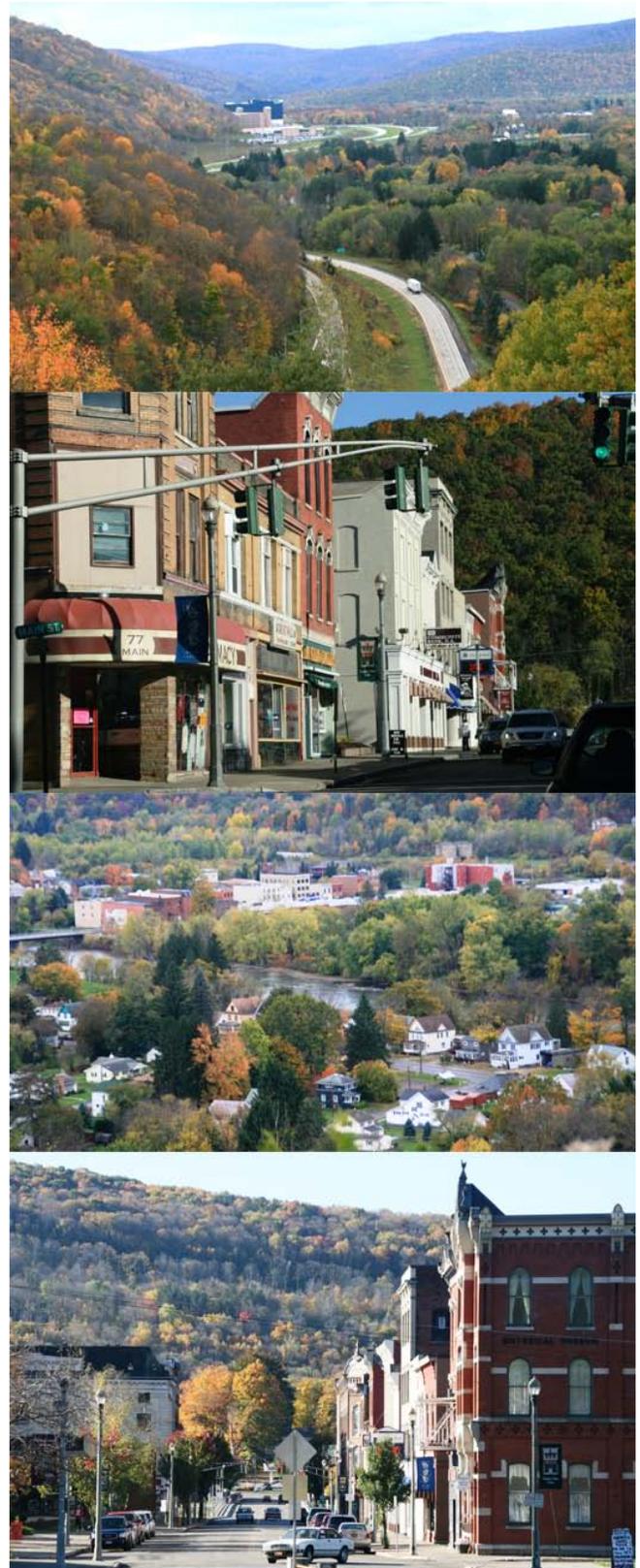


Figure 1 Top to bottom: Seneca Allegany Casino; Main Street (facing north); view of downtown; Main Street (facing south).

York system. These assets, and Salamanca’s rich culture, history, and compact walkable form can be among the seeds of downtown’s revitalization. The city and Seneca Nation see these opportunities and have laid the groundwork for revitalization through the 2006 “Downtown Strategic Plan” and the 2012 “Salamanca Downtown Market Study and Action Plan.”

Looking to build on these opportunities and plans is the recently formed Allegheny River Development Commission (ARDC). The Commission is bolstering the relationship between the Seneca Nation and the city of Salamanca, with the goal of coordinating their planning and development decisions. ARDC consists of four Seneca Nation members and four city representatives. The Commission members are working together to create an economic development strategy for the Seneca Nation’s Allegheny Territory, share services between the city and Seneca Nation, and implement projects that will improve the economy and quality of life for residents of the Allegheny Territory and Salamanca.

Salamanca is also on the move with other initiatives including the ACHIEVE Program and the Main Street Partnership. The ACHIEVE Program is a four-year old partnership among the Cattaraugus County Health Department, City of Salamanca, Seneca Nation, YMCA, and Cornell Cooperative Extension. The program, funded by the U.S. Centers for Disease Control, is leading efforts to reduce tobacco use in public places, add a “complete streets” policy to the city’s comprehensive plan, and support the development of a shared-use trail. They also led a walkability audit of Salamanca’s downtown area. The Main Street Partnership is evolving, but it works to promote the city by forging partnerships among business owners, the Chamber of Commerce, the Seneca Nation, Cattaraugus County Arts Council, and the city.

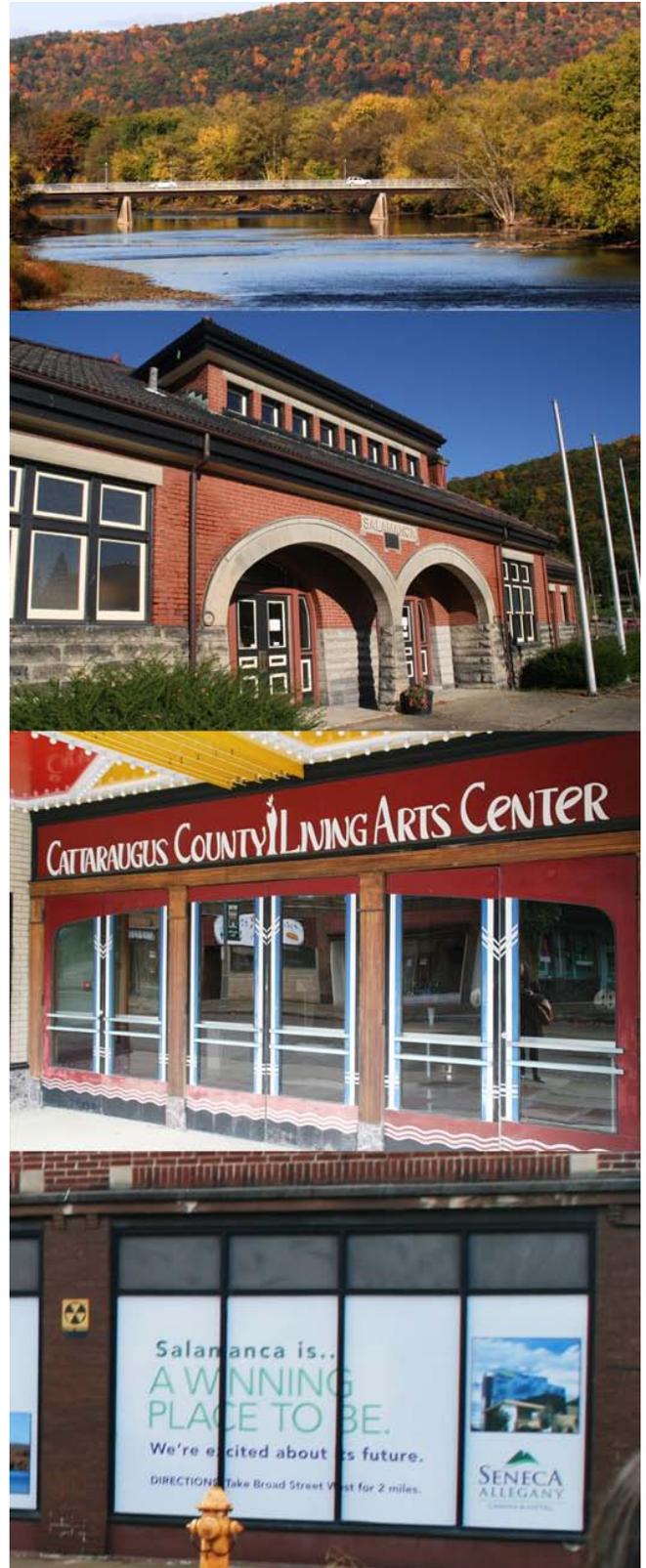


Figure 2 - Top to bottom: Main Street Bridge; Railroad Museum; Seneca Theatre; 35 Main Street Window Display.

These recent developments show that the pieces for a renewed focus on Main Street are coming together. The Main Street Revitalization Workshop provided a forum to bring these stakeholders together and chart a new direction for downtown revitalization efforts. The workshop also helped strengthen the key partnership between the Seneca Nation and the city, represented by the ARDC. Such a partnership is instrumental for accomplishing the goals and actions described in this plan.

2. The Workshop

Salamanca hosted a small team of federal agency staff and consultants for a workshop focused on the revitalization of Main Street between October 10 and 12, 2012. Sponsored by the US Environmental Protection Agency (EPA) and the Appalachian Regional Commission (ARC), the workshop brought together staff and officials from the city of Salamanca and the Seneca Nation of Indians, along with community stakeholders, to focus on developing an action plan for next steps and coordination on moving forward with Main Street revitalization.

The workshop agenda included a tour of downtown and a public workshop on the first day, and an action planning work session on the second day. Each of the events included the consulting team and the project Steering Committee, which consisted of staff from the Seneca Nation and Salamanca. The public workshop and action planning work session also involved the broader public and key community stakeholders that were invited by the Steering Committee. Each of the sessions had high quality participation. Among those in attendance were management of the Seneca Allegany Casino; the chair and several other board members of the ARDC; and key staff from the city, Seneca Nation, and the Southern Tier West Regional Planning and Development Board (the local development district for the Appalachian Regional Commission).

The workshop was just one component, albeit a large one, of the downtown Salamanca revitalization project. Figure 3 lays out the steps for arriving at this action plan.

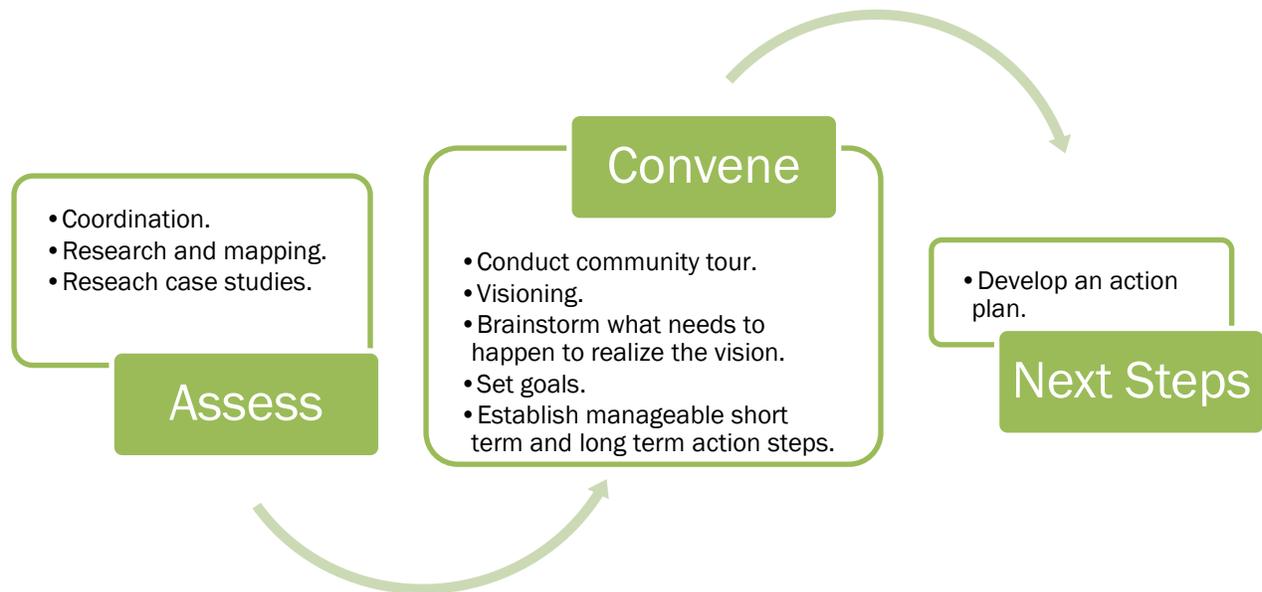


Figure 3 – Technical Assistance Process Diagram

3. A Vision

A key element of this action plan is the community’s vision for the future. Each of the goals and actions included in this plan helps Salamanca move towards its vision. Salamanca, the Seneca Nation, and the Salamanca Chamber of Commerce conducted a downtown market study in early 2012, which included a vision for downtown Salamanca. Rather than develop a new vision, the study’s vision elements were presented during the public workshop. Workshop participants agreed that the following vision statements remain relevant.

Downtown Salamanca...

- Celebrates its unique and diverse multi-cultural heritage with an emphasis on Seneca culture and heritage that encompasses multiple traditional art forms, food, folkways, and other traditions;
- Contains a diverse mix of stores that appeal to and attract additional spending from regional residents and tourists.
- Enhances the economic environment for existing businesses and attracts new businesses that complement and fulfill the vision for the downtown as a cultural destination;
- Functions as a destination for seasonal, weekend, and nighttime activity based on arts, entertainment, restaurants, and regular outdoor community and tourism-oriented events;
- Functions as the gateway to outdoor recreation, with retail and services oriented to outdoor enthusiasts, and the camping visitor segment in the region;
- Preserves its physical character and historic built environment;

- Offers an experience that is pleasurable, attractive, and accessible for all residents and visitors and;
- Enhances property values, supports and fosters real estate investment and re-investment.

The downtown vision is compatible with the livability principles that guide investments by the federal interagency Partnership for Sustainable Communities¹. Table 1 shows how Main Street revitalization promotes the livability principles.

Table 1

Livability Principles	Main Street revitalization achieves this by:
Provide more transportation choices. ⇒	Improving the streetscape to be attractive and accessible by fixing crumbling infrastructure and improving comfort and safety for all people.
Promote equitable, affordable housing. ⇒	Preserving the existing buildings, which include residential space on their top floors.
Enhance economic competitiveness. ⇒	Attracting businesses that will be successful because there is market demand from local residents and tourists.
Support existing communities. ⇒	Focusing investment and development on Main Street, which is Salamanca’s historic core, and strengthening its connection to growth areas in the west (e.g., Casino)
Coordinate and leverage federal policies and investment. ⇒	Involving EPA, HUD, ARC, USDA, National Endowment for the Arts, etc.
Value communities and neighborhoods. ⇒	Highlighting and sharing the rich Seneca history and culture while promoting reinvestment in the community’s historic core.

[The table above illustrates how Main Street revitalization supports the livability goals of the Federal Interagency Partnership for Sustainable Communities.]

¹ The interagency Partnership for Sustainable Communities includes the U.S. Department of Housing and Urban Development (HUD), Environmental Protection Agency (EPA), and Department of Transportation (DOT). Learn more at www.sustainablecommunities.gov.

With a solid vision of the future in place, community members and invited stakeholders brainstormed ideas in small groups about what needs to happen to achieve the vision. This was an important step of the workshop, since the community has completed a couple of extensive plans for downtown in the last 6 years, with only a few of the recommendations moving forward. The action plan, presented in the next section, is a manageable roadmap forward.

4. Action Plan for Implementation

Several priority themes emerged during the community workshop for what needs to happen to move from Main Street's current condition to the community's vision of a vibrant place that appeals to residents and tourists, has a diverse mix of businesses appealing to both, is a center of Seneca culture and arts, and is welcoming, safe, and accessible. These priority themes describe the various ideas participants had for moving forward in the near term.

Priority Themes

- **Promotion and Awareness** – More people need to be aware of the potential that exists downtown and of its existing attractions.
- **Arts/Culture District Approach** – Salamanca is the hub of Seneca culture and arts, which could be promoted by designating the downtown as an arts/culture district.
- **Beautification** – Downtown lacks visual appeal. Elements such as trees, art, flowers, benches, and improved storefronts would improve the district's image.
- **Transportation Connections** – Downtown is centrally located, but its location is not clearly marked on signs. The connection between the west end of the city and downtown could be much better.
- **Comfort/Safety** – This theme is multifaceted. Several workshop participants raised concerns about crime. There is



Figure 4 - Top to bottom: Main Street view; Pennsy Trail head; Pocket Park on Main Street; Pedestrian crossing on Broad St.

also the issue of how the built environment contributes to comfort through elements such as streets that are safe for walking and biking.

- **Quick Successes** – There is a sentiment in the community that past planning efforts have not accomplished much, and there is now a need for action rather than additional planning. Accomplishing some “low-hanging fruit” projects quickly is important to the community.

The Steering Committee used these themes during the second morning of the workshop to develop six key goals for an action plan. The Steering Committee and stakeholders then came together in an afternoon workshop to develop specific actions that will help achieve the goals. The actions were crafted with careful attention to what it would take to turn the downtown vision into reality, both immediately and in the long-term, to sustain on-going revitalization efforts.

Most of these goals and actions were expressed in some form through earlier plans, including the 2006 “Downtown Strategic Plan” and the 2012 “Salamanca Downtown Market Study and Action Plan.” However, there is a sense among Seneca Nation and city planning staff that most stakeholders are not aware of the recommendations of these plans. As a result the plans are not being implemented. Therefore, one of the most important purposes of the workshop was for the Steering Committee and community stakeholders to develop a manageable set of actions with a near-term focus. The Allegany River Development Commission, as a joint partnership of the Seneca Nation and city, is in a good position to take on these actions with assistance from, and in coordination with, SNI and city staff.

The six goals and corresponding action steps can be seen in their complete form, including a time frame, lead role, supporting cast, cost, funding sources, and near-term steps, in Appendix A. A summary of the six goals and action steps are presented below. Steps that can be accomplished in the next 100 days are listed below each action. The purpose of the “next 100 days” actions is to keep the workshop momentum going and to keep this plan at the forefront of stakeholders’ attention.

Goals and Actions

GOAL 1: Allegany River Development Commission (ARDC), Salamanca City Council, and Seneca Nation of Indians Tribal Council express support for the following high priority policies and actions. These were selected from existing plans for Salamanca and downtown during the “Sustainable Communities in Appalachia” workshop in October 2012.

- **Action 1.1.** - Present the summary of the “Sustainable Communities in Appalachia” workshop to the ARDC, Salamanca City Council, and Seneca Nation of Indians Tribal Council for their consideration. Request their support for the high priority policies and action items described in the summary.
 - **Next 100 Days** - Present the high priority policies and action items, identified during the workshop from prior planning efforts, to the ARDC, Salamanca City Council, and Seneca Nation Tribal Council.

GOAL 2: Beautify Salamanca to improve visitors' first impressions of Main Street, and to improve the sense of safety and pride among the region's residents.

- **Action 2.1.** - Work with supportive downtown property owners, decorate vacant storefronts with art, lighting, and landscaping.
 - **Next 100 Days** - Introduce the idea to the ARDC and its Beautification Committee, introduce the idea to downtown business owners during the meeting described in Action 3.3, and acquire at least one sponsor for the project.

GOAL 3: Attract and retain a critical mass of new businesses and institutions to downtown Salamanca.

- **Action 3.1.** - Hold weekly events at the renovated Ray Evans Theater, which is the hub of the downtown Arts and Culture District.
 - **Next 100 Days** - Introduce the idea to the ARDC, hold a meeting between the Steering Committee and community stakeholders to discuss what it would take to carry out this action. After the meeting approach the Ray Evans Foundation for consideration of this plan.
- **Action 3.2.** - Launch a regional marketing campaign using social media sites, including Facebook, Twitter, and YouTube.
 - **Next 100 Days** - Introduce the idea to the ARDC, develop a strategy for using social media, and develop a marketing slogan.
- **Action 3.3.** - Hold a meeting of downtown business owners and property owners to review the high priority policies and actions identified during the “Sustainable Communities in Appalachia” workshop and the 2012 downtown market study.
 - **Next 100 Days** - Meet with the Chamber of Commerce’s Economic Development Committee to discuss the idea and ask them to lead, hold the meeting, and develop an inventory of downtown building ownership.

GOAL 4: Improve awareness and the image of downtown for visitors and residents.

- **Action 4.1** - Design and install welcome gateway signs that welcome people to Salamanca at the city’s five key entrances, which include Route 219 (Central Ave), Route 417 (Wildwood Ave), Route 353 (Center St. Exd), I-86 at Broad Street, and I-86 at Parkway Drive.
 - **Next 100 Days** - Introduce the idea to the ARDC, select potential sites for the signs, and discuss a theme or brand to portray with the signs.
- **Action 4.2.** - Install clear signs on Main Street, and other nearby streets such as Broad St., directing motorists to downtown parking lots.
 - **Next 100 Days** - Introduce the idea to the ARDC and take an inventory of existing parking signs.
- **Action 4.3:** - Design and install a wayfinding sign system that makes it easier to find local attractions. The signs will also create and reinforce the theme of each district.

- **Next 100 Days** – Introduce the idea to the ARDC, identify grant funding resources, develop a design concept (text description to start), and meet with the Seneca Alleghany Casino regarding the project.

GOAL 5: Improve comfort, safety, and ease of walking and bicycling in the city.

- **Action 5.1.** - Upgrade the Pennsy Trail with a better surface and lighting to improve safety and increase usage by all residents, including students traveling to school.
 - **Next 100 Days** – Potentially receive grant award.
- **Action 5.2:** - Launch a regular foot or bike police patrol for downtown Salamanca.
 - **Next 100 Days** – Hold a meeting between the police chief, mayor, and other relevant department directors to explore feasibility.

GOAL 6: Improve access to the Allegheny River from Main Street to tap into its recreational and economic potential.

- **Action 6.1.** - Create a new public space atop the large flood wall on the west side of Main Street, located south of the bridge over the Allegheny River.
 - **Next 100 Days** – Introduce the idea to the ARDC, contact the U.S. Army Corps of Engineers and the New York State Office of Communities and Waterfronts to explore the feasibility of the idea. Also, explore developing a Local Waterfront Revitalization Program.

5. Appendix

Appendix A: Implementation Action Plan Tables

Appendix B: List of workshop participants and their contact information

Appendix C: Powerpoint presentation slides – Introduction, Overview, Place-making, and Case Studies

Appendix D: Workshop Photo Album

Appendix E: The Partnership for Sustainable Communities’ Rural Resources Guide for Sustainable Rural Communities.

Appendix A: Implementation Action Plan Tables

December 7, 2012

GOAL 1: Allegany River Development Commission (ARDC), Salamanca City Council, and Seneca Nation of Indians Tribal Council express support for the following high priority policies and actions. These were selected from existing plans for Salamanca and downtown during the “Sustainable Communities in Appalachia” workshop in October 2012.

Action 1.1: Present the summary of the “Sustainable Communities in Appalachia” workshop to the Commission, Council and Seneca Nation of Indians Tribal Council for their consideration. Request their support for the high priority goals, policies, and action items described in the summary.

Why?	The city and Seneca Nation have collaborated on several planning efforts that resulted in recommendations for downtown. Many of these recommendations have not moved forward because of a lack of consensus about which recommendations are the most important and in which order to implement them. The “Sustainable Communities in Appalachia” workshop provided direction from the perspective of key stakeholders and key staff from the Seneca Nation and city.		<p>Measures of Success</p> <ul style="list-style-type: none"> • Policies with widespread support are endorsed by the ARDC, the City of Salamanca’s City Council, and the Seneca Nation’s Tribal Council.
When?	Short term: Within 3 months.		
Who Leads?	Ben Anderson, coordinator for the Allegany River Development Commission (ARDC).		
Who Supports?	City of Salamanca and Seneca Nation.		
Cost Estimate	Dollars	Time	<p>Next 100 Days</p> <ul style="list-style-type: none"> • Present the high priority policies and action items from prior planning efforts to the ARDC, Salamanca City Council, and Seneca Nation Tribal Council. This action plan identifies the priority action items.
	Low cost.	Staff time.	
Possible Funding Sources	ARDC, City, and Seneca Nation.		
Reference to Past Plans	Not applicable.		

GOAL 2: Beautify Salamanca to improve visitors’ first impressions of Main Street, and to improve the sense of safety and pride among the region’s residents.

Action 2.1: Working with supportive downtown property owners, decorate vacant storefronts with art, lighting, and landscaping.		
Why?	Vacant storefronts do not support a positive first impression. Improving the storefronts by decorating them with art, lights, flowers, and other visually appealing elements will make Main Street feel safer and more inviting.	
When?	Short term: Before the end of 2012.	
Who Leads?	Allegheny River Development Commission Beautification Committee.	
Who Supports?	Downtown property owners, civic sponsors (Lions, Kiwanis, and Rotary), City of Salamanca, Seneca Nation, and Chamber of Commerce.	
Cost Estimate	Dollars	Time
	Low to moderate cost – Estimate to be determined.	Volunteer and staff time.
Possible Funding Sources	City of Salamanca and Seneca Nation, Seneca Allegany Casino.	
Reference to Past Plans	Page VII-15 and 16, “Salamanca Downtown Market Study and Action Plan,” January 2012.	
<p style="text-align: right;">Measures of Success</p> <ul style="list-style-type: none"> • Storefronts are lit at night and display art or other interesting items. • Flowers and improved landscaping is in place on Main Street. • Banners on the light posts are regularly changed to reflect the seasons and events. 		
<p style="text-align: right;">Next 100 Days</p> <ul style="list-style-type: none"> • Introduce the idea to the ARDC and its Beautification Committee. • Introduce the idea to downtown business owners at the meeting described in Action 3.3. • Acquire at least one sponsor for the project. 		

GOAL 3: Attract and retain a critical mass of new businesses and institutions to downtown Salamanca.

Action 3.1: Hold weekly events at a renovated Ray Evans Theater, which is the hub of the downtown Arts and Culture District.		
Why?	To create an anchor on the south side of the Allegheny River that will stimulate further investment and draw residents and tourists to the downtown area, which will be promoted as Salamanca’s Arts and Culture District.	
When?	Medium term: More than 1 year.	
Who Leads?	City of Salamanca and Allegheny River Development Commission (ARDC).	
Who Supports?	Cattaraugus County Arts Council, Cattaraugus County Living Arts, Salamanca Chamber of Commerce. Seneca Allegheny Casino.	
Cost Estimate	Dollars	Time
	\$300K to \$400K to repair lighting, sound system, and about 1/4 of seats.	Volunteer hours to program the theatre and organize arts and culture events/festivals.
Possible Funding Sources	National Endowment of the Arts programs such as “Our Town,” New York State Council on the Arts, private regional foundations, and Seneca Gaming Corp.	
Reference to Past Plans	Page 43, “Downtown Strategic Plan,” April 2006. Page VII-13, “Salamanca Downtown Market Study and Action Plan,” January 2012.	
		<p>Measures of Success</p> <ul style="list-style-type: none"> • Plan for Theater programming is developed. • One event per week. • Event attendance can sustain the theater. • Businesses open in nearby storefronts.
		<p>Next 100 Days</p> <ul style="list-style-type: none"> • Introduce the idea to the ARDC. • Conduct a meeting with Steering Committee and other interested stakeholders meet to discuss what it would take to carry out this action. • Approach the Ray Evans Foundation.

Action 3.2: Launch a regional marketing campaign using social media sites, including Facebook, Twitter, and YouTube.			
Why?	To increase interest and visits to Salamanca and the surrounding area.		Measures of Success <ul style="list-style-type: none"> • Number of visits to websites. • Number of followers on social media sites.
When?	Near term: Less than 6 months.		
Who Leads?	ARDC (Ben Anderson) and SNI Economic Development and Tourism.		
Who Supports?	SNI Community Planning and Development and Salamanca High School student group, Salamanca Chamber of Commerce.		
Cost Estimate	Dollars	Time	Next 100 Days <ul style="list-style-type: none"> • Introduce the idea to the ARDC. • Develop a strategy for using social media that includes what sites to use, who will maintain them, type of content, etc. • Develop a slogan to use in marketing. • Enhance the “things to do” page on the Seneca Allegany Casino website to improve cross promotional marketing efforts with downtown. • Expand the Seneca Tourism website to showcase Seneca arts and culture, and tap into its growing following on Facebook.
	Low capital cost.	Staff time to development and maintain sites.	
Possible Funding Sources	ARDC, SNI, and Salamanca staff time.		
Reference to Past Plans	Page 5, “Downtown Strategic Plan,” April 2006. Page VII-17, “Salamanca Downtown Market Study and Action Plan,” January 2012.		

Action 3.3: Hold a meeting of downtown business owners and property owners to review the high priority policies and actions identified during the “Sustainable Communities in Appalachia” workshop and the 2012 downtown market study.

Why?	To share findings on the downtown market potential and understand barriers to investment and business growth on Main Street.		Measures of Success <ul style="list-style-type: none"> • Hold meeting. • Generate feasible ideas for attracting businesses downtown. • Identify potential sites for those businesses.
When?	Short term: Less than 3 months.		
Who Leads?	Salamanca Chamber of Commerce Economic Development Committee.		
Who Supports?	Allegheny River Development Commission.		
Cost Estimate	Dollars	Time	Next 100 Days <ul style="list-style-type: none"> • Meet with the Chamber’s Economic Development Committee to discuss the idea and ask them to lead. • Hold meeting. • Develop inventory of downtown building ownership.
	Low cost.	Chamber and ARDC staff time, business staff time.	
Possible Funding Sources	Chamber and ARDC staff time.		
Reference to Past Plans	Page VIII-2, “Salamanca Downtown Market Study and Action Plan,” January 2012.		

GOAL 4: Improve awareness and the image of downtown for visitors and residents.

Action 4.1: Design and install welcome gateway signs that welcome people to Salamanca at the city’s five key entrances, which include Route 219 (Central Ave), Route 417 (Wildwood Ave), Route 353 (Center St. Exd), I-86 at Broad Street, and I-86 at Parkway Drive.

Why?	To create a good first impression of Salamanca and express the city’s culture to residents and visitors.		Measures of Success <ul style="list-style-type: none"> • Gateway signs are installed. • Attract private funding for the signs.
When?	Mid-term: 6 months to 1 year.		
Who Leads?	Allegheny River Development Commission (ARDC).		
Who Supports?	Civic sponsors (Lions, Kiwanis, and Rotary), ARDC Beautification Committee, SNI Economic Development and Tourism, and Salamanca Industrial Development Agency.		
Cost Estimate	Dollars	Time	Next 100 Days <ul style="list-style-type: none"> • Introduce the idea to the ARDC. • Select potential sites for the signs. • Discuss a theme or brand to portray with the signs. • Seneca Nation Planning Department will prepare a scope of work for a wayfinding/community branding plan, including the design for up to five gateway signs from conceptual phase to construction documents. • SNI Planning Dept will issue an RFP based on the scope of work.
	More than \$50K.	Staff time.	
Possible Funding Sources	Business sponsors.		
Reference to Past Plans	Page 5, “Downtown Strategic Plan,” April 2006. Page VII-16, “Salamanca Downtown Market Study and Action Plan,” January 2012.		

Action 4.2: Install clear signs on Main Street, and other nearby streets such as Broad, directing motorists to downtown parking lots.

Why?	To eliminate the misconception that downtown Salamanca lacks parking. The 2006 Downtown Strategic Plan found that downtown has ample parking supply (nearly 700 spaces between off and on-street). Also to eliminate confusion created by current signs and sign clutter.		<p>Measures of Success</p> <ul style="list-style-type: none"> • Downtown parking spaces are easy to find for visitors unfamiliar with downtown. • More people visit and walk in the downtown area. • Better use of existing parking.
When?	Mid-term: 6 to 8 months.		
Who Leads?	Police Commission.		
Who Supports?	Salamanca and Seneca Nation Departments of Public Works.		
Cost Estimate	Dollars	Time	<p>Next 100 Days</p> <ul style="list-style-type: none"> • Introduce the idea to the ARDC. • Take an inventory of existing parking signs.
	Low	Staff time	
Possible Funding Sources	U.S. Department of Agriculture Rural Business Enterprise Program, City and SNI funds.		
Reference to Past Plans	Pages 35 and 41, “Downtown Strategic Plan,” April 2006. Page VII-16, “Salamanca Downtown Market Study and Action Plan,” January 2012.		

Action: 4.3: Design and install a wayfinding sign system that makes it easier to find local attractions. The signs will also create and reinforce the theme of each district.

Why?	Workshop participants expressed concern that Salamanca’s attractions (such as the Casino, museums, downtown, state park, etc.) are not clearly linked by signs. Wayfinding signs would make it easier to find attractions for visitors and residents alike, and could be designed in such a way to present a clear identity for different parts of the city.		<p>Measures of Success</p> <ul style="list-style-type: none"> • Signs are installed. • More visitors to downtown. • More visitors to the casino exploring other parts of the city and region. • More use of downtown parking spaces.
When?	Mid-to-Long term: More than 1 year.		
Who Leads?	Allegheny River Development Commission.		
Who Supports?	SNI Economic Development and Tourism, SNI Community Planning and Development, City of Salamanca Industrial Development Agency.		
Cost Estimate	Dollars	Time	<p>Next 100 Days</p> <ul style="list-style-type: none"> • Introduce the idea to the ARDC. • Identify grant funding resources. • Develop a design concept for the signs (could be only a text description to begin). • Meet with the Seneca Allegheny Casino regarding the project.
	To be determined. Costs include capital cost of signs and consulting assistance to design the system.	Staff time to manage the project and work with various regulatory agencies or boards.	
Possible Funding Sources	U.S. Department of Agriculture Rural Business Enterprise Program, Seneca Allegheny Casino, Appalachian Regional Commission, City of Salamanca, SNI.		
Reference to Past Plans	Pages 40 and 42, “Downtown Strategic Plan,” April 2006. Page VII-16, “Salamanca Downtown Market Study and Action Plan,” January 2012.		

GOAL 5: Improve comfort, safety, and ease of walking and bicycling in the city.

Action 5.1: Upgrade the Pennsy Trail with a better surface and lighting to improve safety and increase usage by all residents, including students traveling to school.

Why?	To increase transportation choices and support public health.		Measures of Success <ul style="list-style-type: none"> • Safe Routes to School grant application awarded. • More children walking to school. • More people using the trail to travel to work and for recreation.
When?	Mid-term: Before summer 2013.		
Who Leads?	Salamanca School District, Seneca Nation of Indians (SNI), and City of Salamanca.		
Who Supports?	ACHIEVE (Action Communities for Health, Innovation & Environmental Change) Program and residents of Salamanca.		
Cost Estimate	Dollars	Time	Next 100 Days <ul style="list-style-type: none"> • Potentially receive grant award.
	\$600K	6 to 12 months	
Possible Funding Sources	New York State Department of Transportation (DOT) Safe Routes to School Program and, for future projects, the Federal Highway Administration’s new Transportation Alternatives Program.		
Reference to Past Plans	Not applicable.		

Action 5.2: Launch a regular foot or bike police patrol for downtown Salamanca.

Why?	To reduce the perception that downtown is unsafe and to enforce city ordinances.		Measures of Success <ul style="list-style-type: none"> • No public consumption of alcohol on Main Street. • Less reported crime on Main Street. • More recreational walking and bicycling on Main St.
When?	Mid-term: Before summer 2013.		
Who Leads?	City of Salamanca Police Department, Mayor, and City Council.		
Who Supports?	Main Street property owners and city staff responsible for code enforcement.		
Cost Estimate	Dollars	Time	Next 100 Days <ul style="list-style-type: none"> • Conduct a meeting between police chief, mayor, and other relevant department directors to explore need and feasibility.
	To be determined.	Police department staff time.	
Possible Funding Sources	City of Salamanca.		
Reference to Past Plans	Page VII-16, “Salamanca Downtown Market Study and Action Plan,” January 2012.		

GOAL 6: Improve access to the Allegheny River from Main Street to tap into its recreational and economic potential.

Action 6.1: Create a new public space atop the large flood wall on the west side of Main Street, just south of the bridge over the Allegheny River.

Why?	Downtown Salamanca has poor access to one of the region’s greatest natural features, the Allegheny River, which runs through downtown. The large flat surface of the flood wall could be easily accessible from Main Street and a promenade would offer outstanding views of the mountains and river.		<p>Measures of Success</p> <ul style="list-style-type: none"> • U.S. Army Corps of Engineers and regulatory agencies support the idea. • Promenade is open to the public and has seating, food, and entertainment.
When?	Long term: More than 1 year. This is a more complex idea that will likely involve coordination with multiple regional, state, and federal agencies.		
Who Leads?	Jody (?) to contact U.S. Army Corps of Engineers to discuss if the idea is possible and feasible. Allegany River Development Commission and City of Salamanca.		
Who Supports?	Reconstituted Main Street Partnership.		
Cost Estimate	<p style="text-align: center;">Dollars</p> <p>Rough estimate of \$200K for capital improvements.</p>	<p style="text-align: center;">Time</p> <p>Staff time.</p>	<p style="text-align: center;">Next 100 Days</p> <ul style="list-style-type: none"> • Introduce the idea to the ARDC. • Contact the U.S. Army Corps of Engineers to explore the feasibility of the idea. • Contact the New York Office of Communities and Waterfronts to explore the feasibility of the idea. • Explore developing a Local Waterfront Revitalization Program.
Possible Funding Sources	New York State, Department of State Office of Communities and Waterfronts Local Waterfront Revitalization Program (the Allegheny River is a state designated “Inland Waterway,” but only municipalities with an approved “Local Waterfront Revitalization Program” may compete for this funding.		
Reference to Past Plans	Page 41, “Downtown Strategic Plan,” April 2006.		

Appendix B:

Participants and Contacts

Steering Committee (participated in one or more pre-meeting conference calls, and the working sessions)

First	Last	Title	Organization
Sandi	Brundage	Executive Director	Salamanca Youth Bureau
Matthew	Bull	Executive Director	Salamanca Industrial Development Agency
Elizabeth	Drag	Staff	Seneca Nation of Indians Planning Dept.
Michael	Kimelberg	Chief Planning Officer	Seneca Nation of Indians Planning Dept.
Kim	LaMendola	Staff	Southern Tier West Regional Planning and Development
Nancy	Williams	Staff	Seneca Nation of Indians Planning Dept.

EPA/ARC and Consultants (technical assistance team)

First	Last	Title	Organization
Mike	Callahan	Planner	Renaissance Planning Group
Jason	Espie	Project Manager	Renaissance Planning Group
Greg	Faulkner	Program Analyst	Appalachian Regional Commission
Ed	Fendley	Project Manager	EPA Office of Sustainable Communities
Jen	Horton	Staff	EPA Office of Sustainable Communities

Stakeholders (attended one or more sessions)

First	Last	Title	Organization
Crystal	Abers	Economic Development Director	Cattaraugus County
Sandra	Abrams	Member	Allegheny River Development Commission
Dick	Armstrong	Staff	Seneca Nation Housing Authority
Tom	Becker	Area Specialist	U.S.D.A. – Rural Development
Rob	Chamberlain	Senior Vice President	Seneca Gaming Corporation
Jim	Griffith	Member	Allegheny River Development Commission
Sandra	Hill	Member	Allegheny River Development Commission
Amy	Maitland	Staff	Cattaraugus Community Action
Deb	Nichols	Staff	Cattaraugus County
Brad	Sande	Member	Allegheny River Development Commission
Joan	Spillman	Office Director	U.S. HUD – Buffalo Field Office
Gus	Tsivikis	General Manager	Seneca Alleghany Casino

Public Attendees (attended one or more sessions)			
First	Last	Title	Organization
Bradley	Fish		
Cindy	Koch	Staff	Cattaraugus County
Dave	Koch	Staff	Salamanca Board of Public Utilities
Patrick	Morris		Empire Housing Center
Kevin	Printup		

Stakeholders (contacted but could not participate)			
First	Last	Title	Organization
Tina	Becker	Chair	SNI Economic Development Corp.
Tim	Baird	Member	SNI Natural Resources Committee
Eric	Butler	Member	Salamanca School Board
Jare	Cardinal	Director	Seneca Iroquois National Museum
Elaine	Elsen	Member	Rotary
Bill	Ferguson	Member	City Council
Lance	Hoag	Member	Salamanca School Board
Maxine	Jimerson		
Rae	Jones	Member	Allegany River Development Commission
Irene	King	Member	Allegany River Development Commission
Mary Elizabeth	Koch	Member	Salamanca School Board
Anthony	Memmo	Director	SNI Environmental Protection Agency
Will	Miller	Officer	SNI Fish and Wildlife
Kate	O'Stricker	Staff	Cornell Cooperative Extension
Jeffrey	Pond	Mayor	Salamanca
Robert	Porter	President	SNI
Eugene	Puvel	Staff	Salamanca Senior Center
Teresa	Ray	Member	Salamanca School Board
Peter	Reuben	Manager	SNI Brownfields Project
EJ	Riley	Member	Salamanca City Council
John	Sampson	Member	Salamanca Youth Board
Barb	Sande	Member	Salamanca School Board
Stephen	Scott	Staff	SNI Economic Development
Wenona	Scott	Executive Director	Seneca Nation Housing Authority
Colleen	Smith	Member	Salamanca School Board
Mike	Smith	Member	Salamanca City Council
Janice	Tinnerman	Member	Salamanca School Board
Lenith	Waterman	Business Relations Assistant	SNI President

Appendix C: Powerpoint Presentation Slides



LIVABILITY in SMALL APPALACHIAN TOWNS

STAR – Small Town Appalachian Revitalization



THIS PRESENTATION WILL COVER

- ⊙ Introductions
- ⊙ The Project
- ⊙ Livability and the Partnership for Sustainable Communities
- ⊙ 'STAR' Themes
- ⊙ What's Happening in Salamanca

WHO WE ARE

Jason Espie, AICP



Mike Callahan



STAR - SMALL TOWN APPALACHIAN REVITALIZATION

INTRODUCTION

- ◎ **Joint project of:**
 - ◎ Appalachian Regional Commission
 - ◎ US Environmental Protection Agency
 - ◎ US Department of Agriculture – Rural Development
 - ◎ National Association of Development Organizations
 - ◎ Development Districts Association of Appalachia

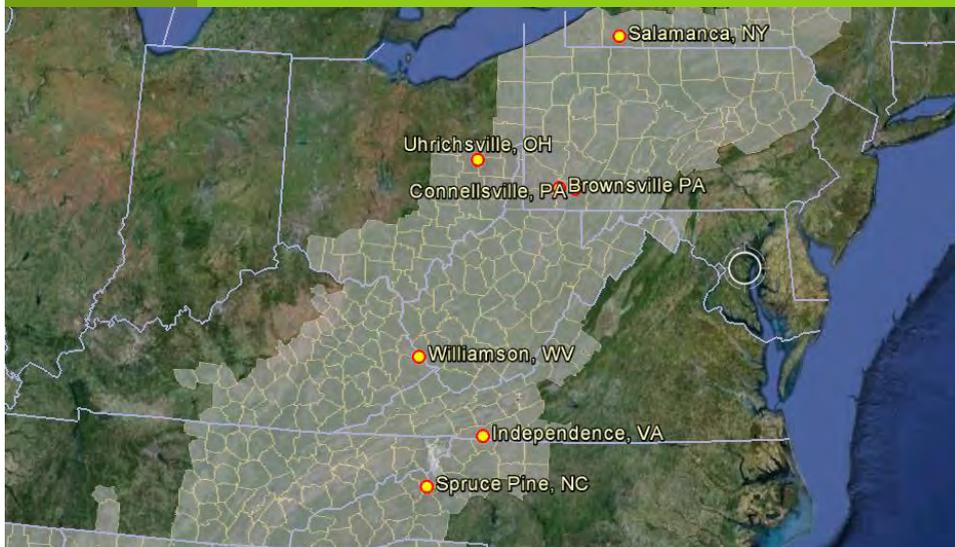
STAR - SMALL TOWN APPALACHIAN REVITALIZATION

INTRODUCTION

Technical Assistance Purpose

- ⦿ Advance local efforts to create vibrant, sustainable communities and improve economic vitality by building consensus and capacity for action.
- ⦿ In other words, *“help you get from point A to point B.”*
- ⦿ Salamanca: To advance revitalization of the downtown business district and improve streetscape for all users.

SEVEN PILOT STAR TOWNS



SEVEN PILOT STAR TOWNS

Town	Main Community Issues
Brownsville, PA	Downtown revitalization and action planning for a downtown stage and park designed by local high school students.
Salamanca, NY	Revitalization of downtown business district, development of arts and cultural district, and streetscape improvements.
Connellsville, PA	Connectivity between the Great Allegheny Passage Trail, new Amtrak Station, and downtown. Attract trail users into town.
Independence, VA	Establish a downtown farmers market and improve connectivity through new sidewalks.
Uhrichsville, OH	Plan for expanded Clay Museum as a focal point of downtown revitalization and coordinate groups interested in downtown.
Williamson, WV	Become a model sustainable community for Appalachia. Spread knowledge and foster collaboration among stakeholders.
Spruce Pine, NC	Revitalization of downtown business district. Build park, improve river access, attract tourists from Blue Ridge Parkway.

Partnership for Sustainable Communities

INTRODUCTION

Livability Principles

1. Provide more transportation choices.
2. Promote equitable, affordable housing.
3. Enhance economic competitiveness.
4. Support existing communities.
5. Coordinate and leverage federal policies and investment.
6. Value communities and neighborhoods.

PARTNERSHIP GOALS FOR LIVABLE *RURAL* COMMUNITIES

BACKGROUND

1. Promote rural prosperity
2. Support vibrant rural communities
3. Expand transportation choices
4. Expand housing choices

PARTNERSHIP GOALS: RURAL PROSPERITY

BACKGROUND

1. Promote rural **prosperity** by creating an economic climate that enhances the viability of **working lands**, preserves natural resources, and increases **economic opportunities** for all residents.



BACKGROUND

LIVABILITY ECONOMIC OPPORTUNITIES

Historic Downtown

LowerTown Arts District

Before

After

BACKGROUND

PARTNERSHIP GOALS: VIBRANT COMMUNITIES

2. Support vibrant, thriving and distinctive rural communities by investing in rural **town centers, main streets, and existing infrastructure** to create places that are vibrant, healthy, safe, and walkable.

BACKGROUND

LIVABILITY TOWN CENTERS



BACKGROUND

LIVABILITY MAIN STREETS



BACKGROUND

LIVABILITY INFRASTRUCTURE



Water



Telecom



Highways



Sewer

BACKGROUND

LIVABILITY VIBRANT PLACES



PARTNERSHIP GOALS: TRANSPORTATION CHOICES

BACKGROUND

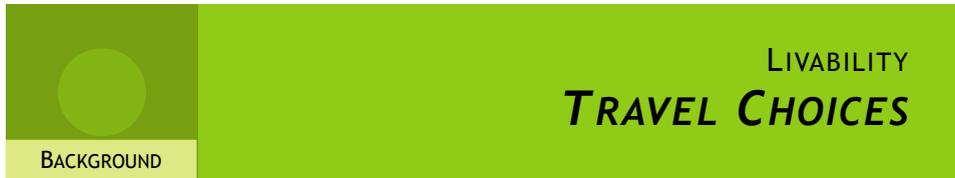
3. Expand **transportation choices** by creating communities where **everyone** - including elderly, disabled, and low-income residents - can **conveniently, affordably, and safely access** local and regional goods and services.

LIVABILITY

ACCESS TO GOODS AND SERVICES FOR EVERYONE

BACKGROUND





4. Expand **affordable housing** by creating communities where **everyone** - including elderly, disabled, and low-income residents - can afford housing and transportation expenses.

BACKGROUND

LIVABILITY
HOUSING CHOICES



BACKGROUND

LIVABILITY
LIVE-WORK OPTIONS



IN OTHER WORDS...

BACKGROUND

“Livability means being able to take your kids to school, go to work, see a doctor, drop by the grocery or post office, go out to dinner and a movie, and play with your kids at the park, all without having to get into your car. Livability means building the communities that help Americans live the lives they want to live—whether those communities are urban centers, small towns, or rural areas.”

- Ray LaHood, Secretary, US Dept of Transportation

STAR TOWN THEMES



STAR THEMES
OUR TOWN

STAR IN
Salamanca



STAR THEMES
TRANSITION



Source: U.S. Library of Congress

STAR THEMES RETIVALIZE

STAR IN
Salamanca



STAR THEMES CONNECT

STAR IN
Salamanca

- Salamanca's compact street grid network is a valuable existing resource for connectivity. Much of it was designed pre-automobile.





STAR IN
Salamanca

STAR THEMES LEVERAGE and UNIFY

Alleghany River	Local foundations
Development Commission	Local businesses
Salamanca Chamber of Commerce	ACHIEVE program
Seneca Nation	Cattaraugus County
City of Salamanca	Salamanca Area Historical Society
Main Street Partnership	Seneca Alleghany Casino
School District	Artist Guild
Cattaraugus Community Action	Cattaraugus County Arts Council
Alleghany State Park	Seneca Nation Museum



STAR IN
Salamanca

DOWNTOWN VISION

Downtown Salamanca:

Celebrates its unique and diverse multi-cultural heritage with an emphasis on Seneca Culture and Heritage that encompasses multiple traditional art forms, food, folkways and other traditions.



STAR IN
Salamanca

DOWNTOWN VISION

Downtown Salamanca:

Contains a diverse mix of stores that appeal to and attract additional spending from regional residents tourists. Because of the limited growth projected in the resident markets, the vision for downtown Salamanca is first and foremost a tourism destination, which contributes to Salamanca's overall tourism identity. Secondly, an improved mix of businesses improves the shopping diversity for residents too.



STAR IN
Salamanca

DOWNTOWN VISION

Downtown Salamanca:

Enhances the economic environment for existing businesses and attracts new businesses that complement and fulfill the vision for the downtown as a cultural destination.

Functions as a destination for seasonal, weekend and nighttime activity based on arts, entertainment, restaurants, and regular outdoor community and tourism-oriented events.



STAR IN
Salamanca

DOWNTOWN VISION

Downtown Salamanca:

Functions as the gateway to outdoor recreation, with retail and services oriented to outdoor enthusiasts and camping visitor segment in the region.

Preserves its physical character and historic built environment.



STAR IN
Salamanca

DOWNTOWN VISION

Downtown Salamanca:

Offers an experience that is pleasurable, attractive and accessible for all residents and visitors.

Enhances property values, supports and fosters real estate investment and re-investment.



STAR IN
Salamanca

DOWNTOWN VISION

- 1. Individually, write down 2-3 ideas or actions using one per 5x8 card**
- 2. Think about what the most important actions are in order to achieve the vision.**
- 3. Think about what other visions or goals might be missing from the list presented.**
- 4. Share and discuss briefly as a group.**



LIVABILITY in SMALL APPALACHIAN TOWNS

STAR – Small Town Appalachian Revitalization



THIS PRESENTATION WILL COVER

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- ⊙ The Project
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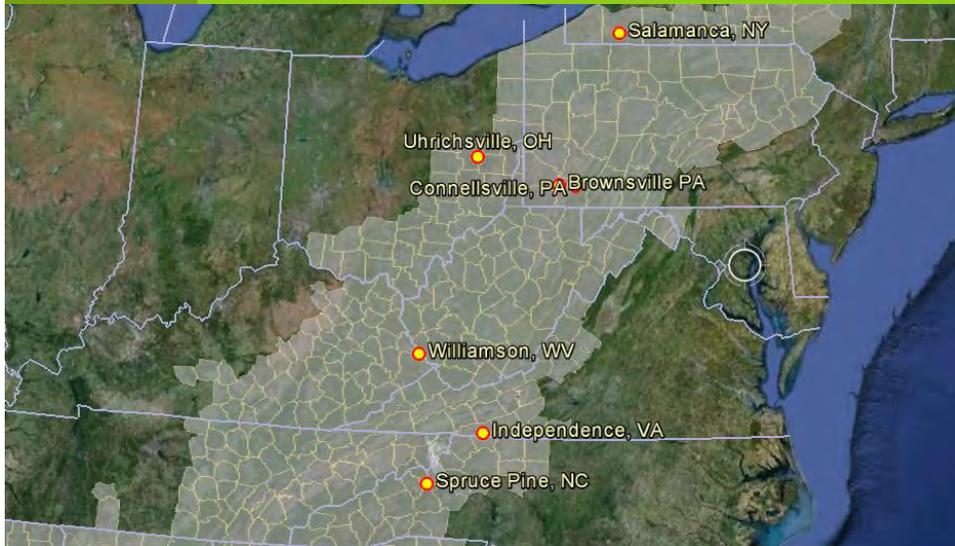
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SEVEN PILOT STAR TOWNS



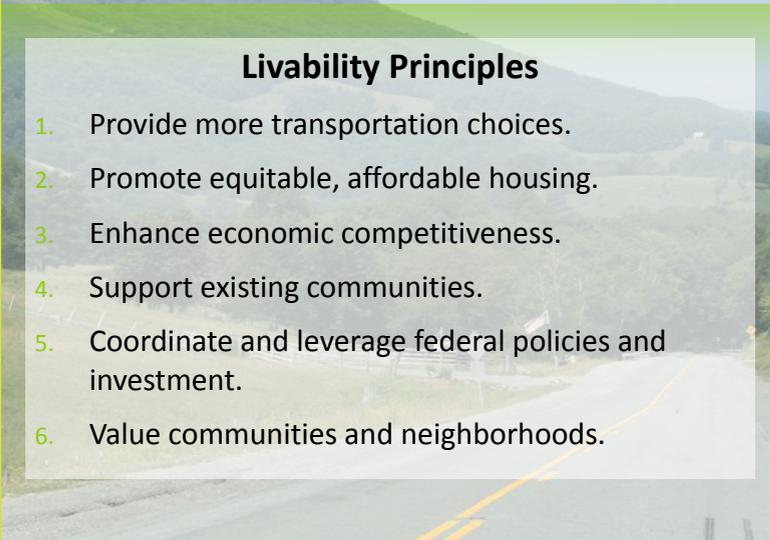
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STAR TOWN THEMES



STAR THEMES OUR TOWN

STAR IN
Salamanca



STAR THEMES TRANSITION



Source: U.S. Library of Congress

STAR THEMES RETIVALIZE



STAR IN Salamanca

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STAR IN
Salamanca

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Alleghany State Park	Seneca Nation Museum



STAR IN
Salamanca

Action Plan Exercise

- 1. Each table Has a “Near Term” goal for implementation, along with some brainstormed actions.**
- 2. This is a station/open house format, try to visit each table, spending 10-15 minutes at each one.**
- 3. Your task today is to help complete this action chart. Examine the goal and actions brainstormed. Add detail, clarification points if needed.**
- 4. We will report out at the end.**



MAKING GREAT PLACES HAPPEN in APPALACHIA

STAR – Small Town Appalachian Revitalization

RENAISSANCE PLANNING GROUP

COMPLETE STREETS



Complete Streets are streets for everyone.

They are designed and operated to enable safe access for all.

Pedestrians, bicyclists, and motorists of all ages and abilities must be able to safely move along and across a complete street.

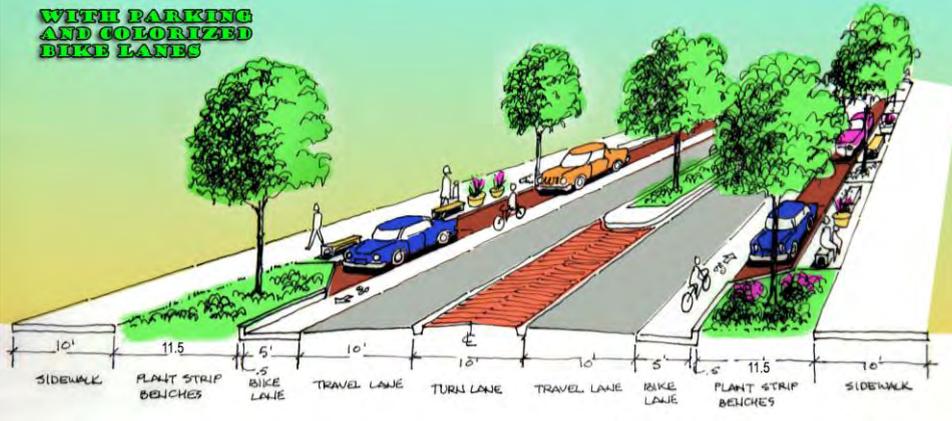
Courtesy of Walkable and Livable Communities Institute

COMPLETE STREET ELEMENTS

TYPICAL COMMERCIAL SECTION

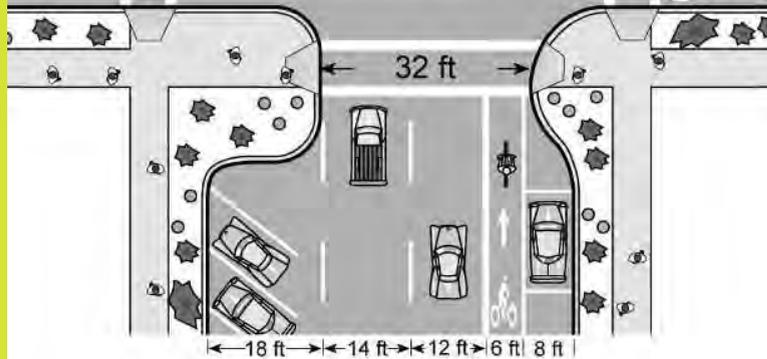
WITH PARKING AND COLORIZED BIKE LANES

Courtesy of Walkable and Livable Communities Institute



SHORTER CROSSING DISTANCES FOR PEDESTRIANS

AFTER



Courtesy of Walkable and Livable Communities Institute

RAISED CROSSINGS



Courtesy of Walkable and Livable Communities Institute

PEDESTRIAN REFUGE ISLANDS AND BOLD SIGNAGE



Courtesy of Walkable and Livable Communities Institute



OWEGO, NY

DOWNTOWN RIVER ACCESS

CASE STUDIES

- ⊙ **Backstory**
 - ⊙ Small town (about 4,000 people) in Southern Tier of NY.
 - ⊙ Region's population stagnant; near Binghamton; loss of manufacturing jobs.
 - ⊙ Assets
 - ⊙ Susquehanna River
 - ⊙ Street grid
 - ⊙ Historic buildings
 - ⊙ On busy route to Ithaca



OWEGO, NY

DOWNTOWN RIVER ACCESS

CASE STUDIES

- ⊙ 1,200' long x 10' wide Riverwalk path behind downtown commercial district.
- ⊙ Connects parks on both ends of path.
- ⊙ Opens access to back side of buildings.
- ⊙ Compliments events such as the Strawberry Festival, Farmers Market, Art Walk, and Lights on the River.
- ⊙ Includes LED lighting, bike racks, materials and plants that can withstand seasonal flooding.





SOURCE: FACEBOOK, GATEWAY
COMMUNITY PARK, 2012

OWEGO, NY *AFTER RIVERWALK*

CASE STUDIES

OWEGO, NY *DOWNTOWN RIVER ACCESS*

CASE STUDIES

- ⊙ Community group working on Gateway Community Park; will connect Front St to the Riverwalk; will fill space of building that burned in early 2000s.
- ⊙ Riverwalk cost was \$2.17 million for design and construction
 - ⊙ \$1.96 federal funds secured by U.S. Representative Hinchey
 - ⊙ \$215K state funds secured by NY State Senator Libous

CASE STUDIES

OWEGO, NY *RIVERWALK/PARK SITE*



SOURCE: FACEBOOK, GATEWAY COMMUNITY PARK, 2012

CASE STUDIES

OWEGO, NY *BEFORE COMMUNITY PARK*



SOURCE: FACEBOOK, GATEWAY COMMUNITY PARK, 2012



BLACK MOUNTAIN, NC
ARTS-SUPPORTED ECONOMY

CASE STUDIES

- ◎ **Backstory**
 - ◎ About 8,000 people, tucked in the Blue Ridge Mountains east of Asheville.
 - ◎ Weak economy, crumbling downtown, and loss of young people until 1980s.
 - ◎ Changed zoning to allow work-live space
 - ◎ Sold office building to group that formed Black Mountain Center for the Arts.
 - ◎ Now home to a thriving arts scene. Attracts about 1 million tourists per year.
 - ◎ Gateway community to park lands.



CASE STUDIES

BLACK MOUNTAIN, NC *ARTS-SUPPORTED ECONOMY*



CASE STUDIES

BLACK MOUNTAIN, NC *ARTS-SUPPORTED ECONOMY*





CASE STUDIES

BLACK MOUNTAIN, NC *ARTS-SUPPORTED ECONOMY*

⊙ **Lessons Learned**

- ⊙ The arts can support economic revitalization, especially in communities with a rich arts history.
- ⊙ Zoning that allows home businesses is a strategy for supporting the arts.
- ⊙ Town can actively promote the arts and other economic development by strategically selling surplus real estate.

Appendix D:

Workshop Photo Album



Photo 1 - Ray Evans Theater, Main Street



Photo 2 - Main Street Salamanca



Photo 3 - Main Street bridge over the Allegheny River



Photo 4 - Salamanca from the road to Allegheny State Park



Photo 5 - Morning on the Allegheny River



Photo 6 - The Pennsy Trail in Salamanca



Photo 7 - Ladder style crosswalk with sign near Main Street



Photo 8 - Flood wall on west side of Main Street



Photo 9 - Downtown Rail Museum



Photo 10 - Pocket park on Main Street



Photo 11 - Seneca Alleghany Casino, west end of Salamanca



Photo 12 - New housing in west end of Salamanca



Photo 13 - Small group discussion at public workshop



Photo 14 - Working on an implementation table



Photo 15 - ARDC members work on an implementation table



Photo 16 - HUD and EPA representatives work with community stakeholders



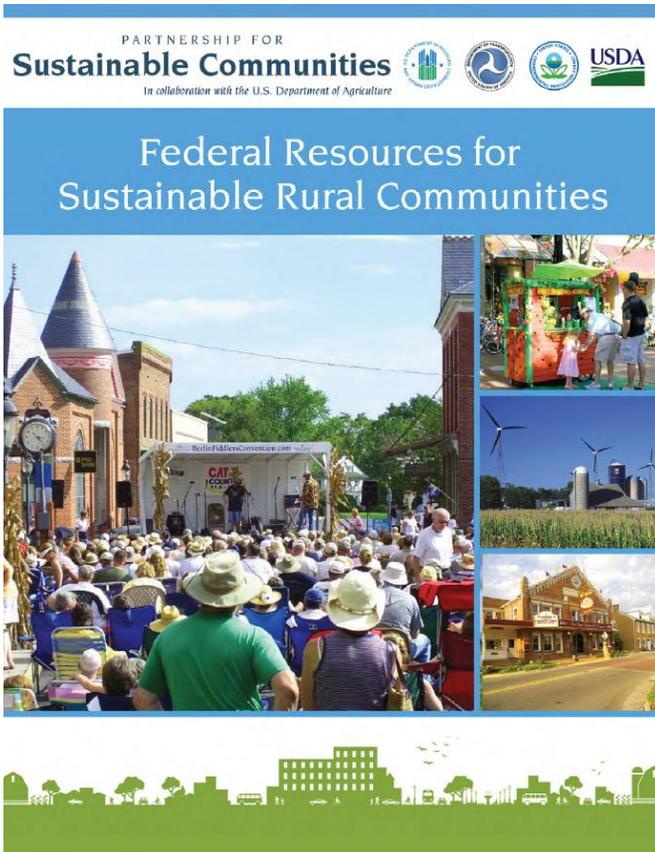
Photo 17 - "Where you Live/What you Love" map exercise

Appendix E:

EPA List of Funding Resources

Federal Resources for Sustainable Rural Communities

A Publication from the Partnership for Sustainable Communities and USDA



The Partnership for Sustainable Communities—made up of the U.S. Department of Housing and Urban Development, the U.S. Department of Transportation, and the U.S. Environmental Protection Agency—and the U.S. Department of Agriculture have many programs that rural communities can use to promote economic competitiveness, protect healthy environments, and enhance quality of life.

Federal Resources for Sustainable Rural Communities provides key information on funding and technical assistance opportunities available from the four agencies, as well as examples of how rural communities across the country have put these programs into action.

This guide provides a menu of resources to help small towns and rural communities capitalize on their assets, encourage homegrown economic development, create vibrant neighborhoods, and preserve the character that residents value.

Download *Federal Resources for Sustainable Rural Communities* from the Resources tab on the Partnership for Sustainable Communities' website, www.sustainablecommunities.gov. Current funding and technical assistance opportunities are listed on the Grants tab of the website.

