

# What **We've** Heard

## Key Findings from our **Community Engagement**

Community engagement is a fundamental part of the planning process. Feedback from our engagement activities has informed and influenced the development of the draft plan elements shared at this public workshop!

Below are the combined engagement findings from Public Workshop #1, the Community Survey, Holiday in Homer Pop-Up, and Focus Groups with the Homer Business Association, Cortland County, and Arts, Culture, and Heritage Organizations. The findings are categorized around themes based on the feedback, ideas, and comments received from our public engagement to date.

### Preserve

Community members and stakeholders recognize that the Village of Homer’s character, historic identity, and community life are central to its sense of place. To improve quality of life, we must preserve:

- Historic Main Street, buildings, & architectural character
- Walkable neighborhoods
- Village Green & local parks
- Community resources like the Center for the Arts & Homer & Public Library
- Community events & local traditions
- Established neighborhoods & village scale

### Connect

Community members want to make it easier and safer to walk, bike, and access key destinations throughout the village. We must improve our connectivity through:

- Sidewalk & pedestrian improvements
- Safer crossings & lighting
- Connections and activation across NY Route 281, 41, and 11
- Roadway improvement
- Access to the Tioughnioga River
- Trail connections

### Grow

Community members support growth that creates new opportunities while fitting the Village of Homer’s existing character. If we want to pursue smart growth, we should increase:

- Affordable housing choices
- Housing for young adults & seniors
- Opportunities to age in place
- More local shops & restaurants
- Support for small businesses
- Reuse of vacant & underutilized buildings
- Infill and strategic development

### Invest

Community members want investment that improves infrastructure, revitalizes underused properties, and supports quality of life. Our investments should improve:

- Infrastructure maintenance, capacity, and sustainability
- Traffic calming, parking, and pedestrian safety
- Balancing historic preservation with modernization
- Underutilized and vacant properties
- Recreational and community amenities
- Sustainability and resilience



# Our Planning Foundation

## Laying down a strong Planning Foundation

Our Planning Foundation creates a framework to guide decision-making, articulating the community’s aspirations for the future of the Village into what we value, how we will collaborate, and what we will prioritize.

A strong planning foundation informs the building blocks of **Homer’s goals, strategies, and actions**

1

VISION

Our vision is our shared aspiration for the future of Homer.

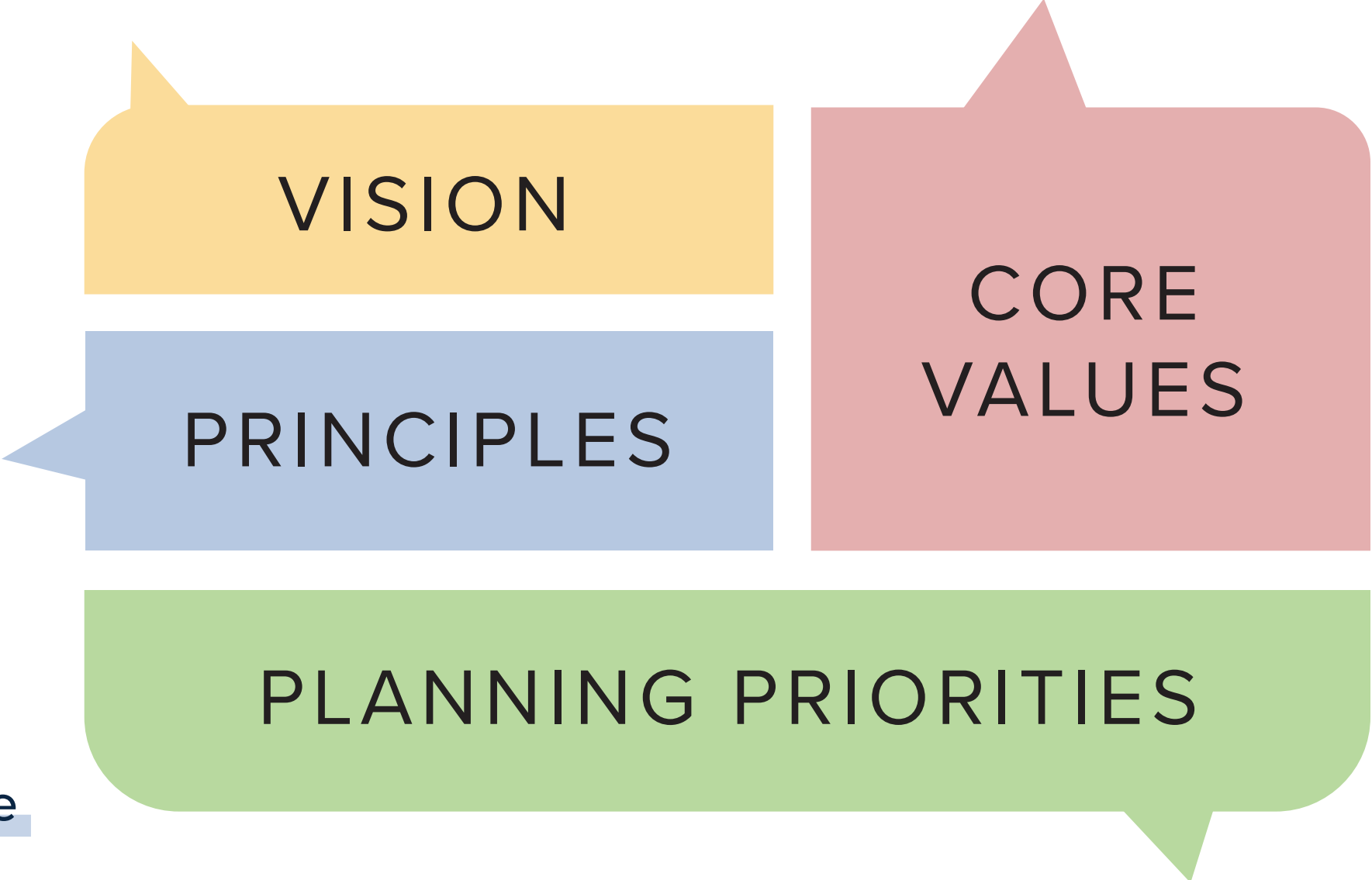
Our vision shapes our direction for the next two decades.

2

CORE VALUES

Our core values reflect widely shared and deeply held beliefs about how we want to operate as a community.

Our values bring our vision into focus.



3

PLANNING PRINCIPLES

Our planning principles guide how we make decisions, develop, and invest in the village.

Our principles put our values into practice.

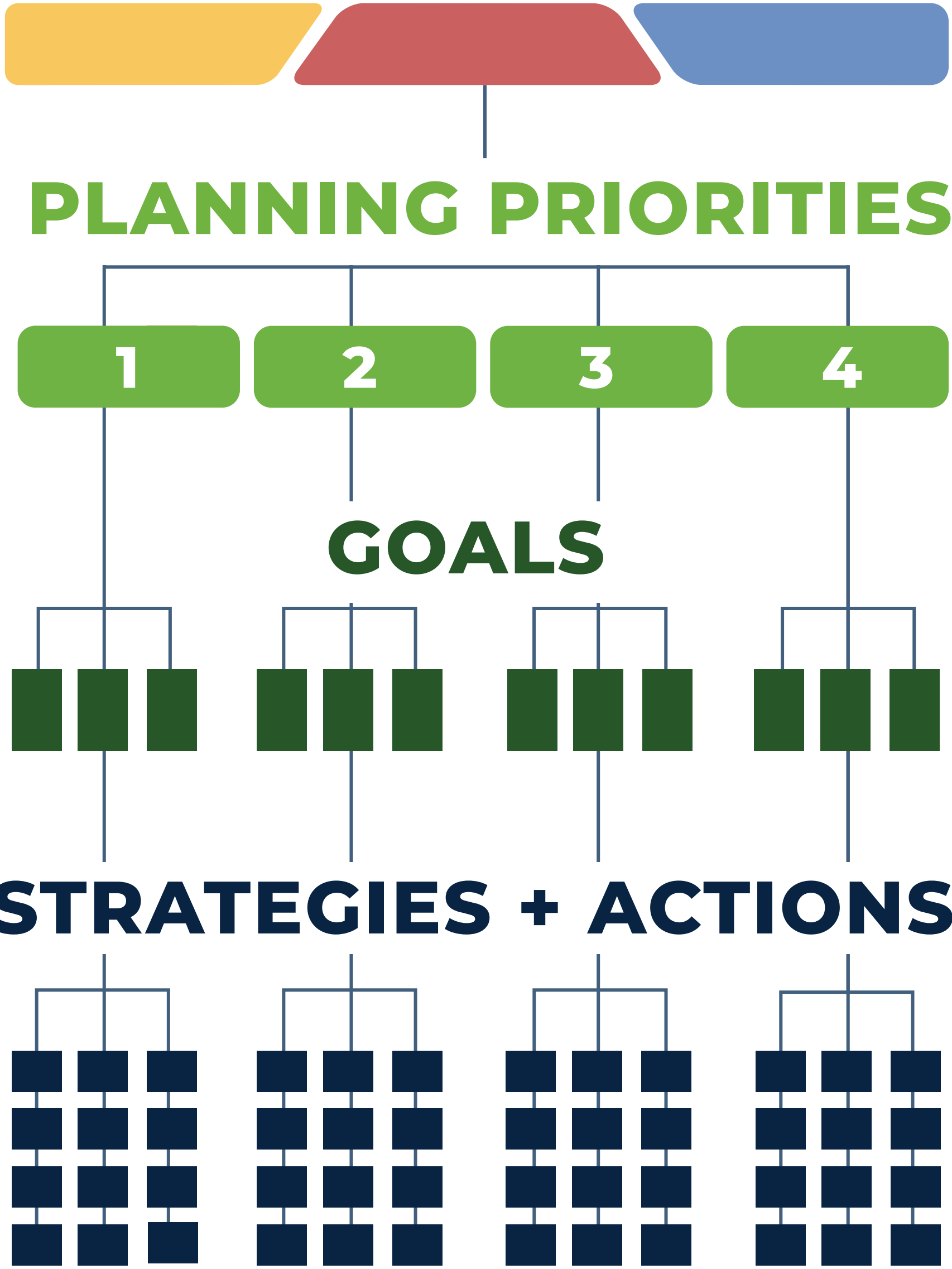
4

PLANNING PRIORITIES

Our planning priorities weigh current challenges and future opportunities, defining four key areas to enhance quality of life in Homer.

Our priorities center our attention and investments, identifying how we will work together to achieve our vision.

## VISION + VALUES + PRINCIPLES



# Our Vision for Homer

## What is a Vision Statement?

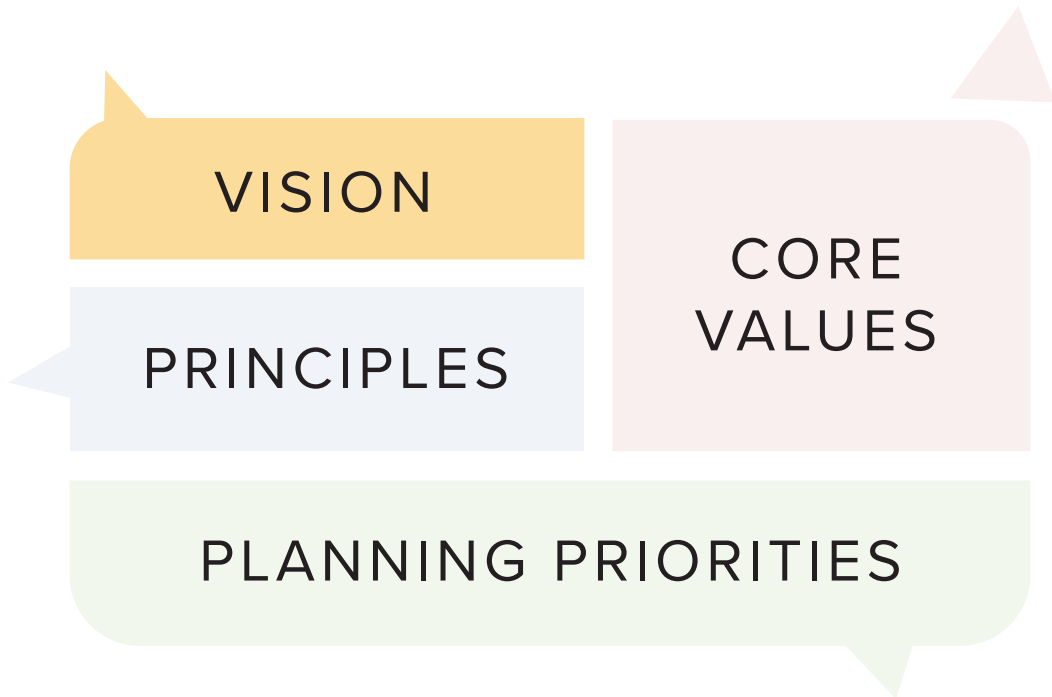
Our vision statement is our shared aspiration for the future of the Village. It is intentionally written in the present tense and outlines what we hope to preserve and intend to cultivate over the next 20 years.

### Our vision for the future of Homer...

The Village of Homer is the ideal blend of small-town charm and modern innovation. Conveniently located in Central New York, our walkable downtown and neighborhoods, along with our distinctive and diverse architectural character, create a welcoming and family-friendly environment where residents and visitors alike feel at home. Our neighborhoods offer quality, affordable housing options that support people of all ages and life stages, while Downtown Homer and the surrounding commercial corridors thrive with local businesses that provide unique experiences and convenient access to everyday goods and services.

Connected to the Tioughnioga River, we protect and celebrate our natural resources - preserving clean water, expanding access to our recreational amenities, and safeguarding our region’s natural beauty. Our rich mix of cultural and heritage assets positions Homer as a regional hub for arts, culture, and heritage tourism. Our community events, thriving school district, and accessible public spaces cultivate connections and create a shared sense of community identity.

Guided by a commitment to both tradition and progress, our local government honors the past while planning for the future. Through proactive governance and forward-thinking policies, we ensure that Homer remains a safe, inclusive, economically vibrant, and environmentally sustainable community for all.

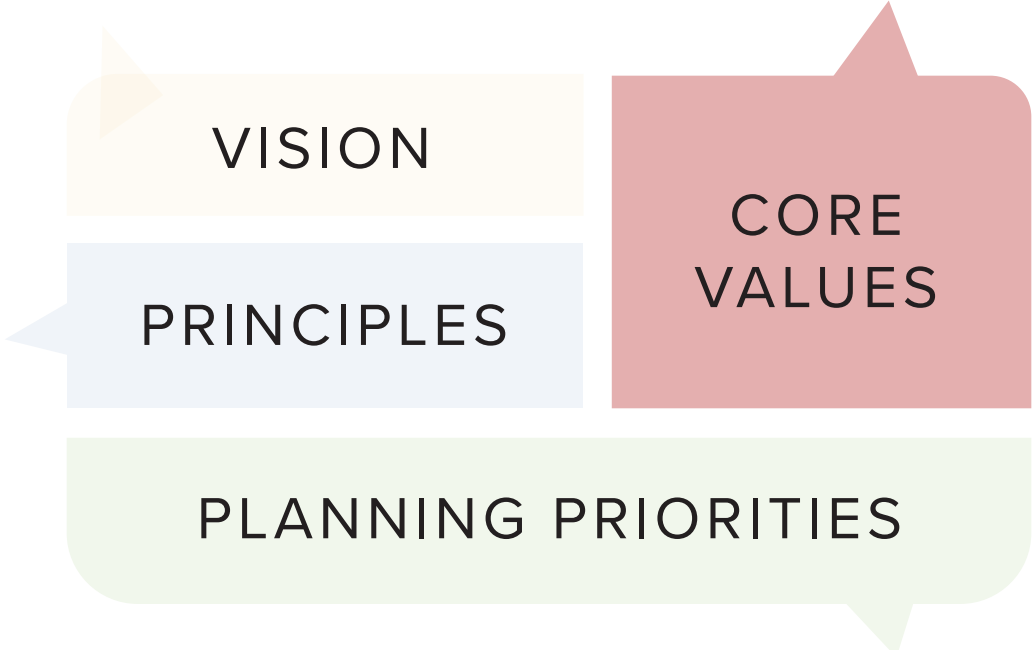


## ACTIVITY

Vision Statement: **What do you like about this vision?**

**What is missing or needs improvement?**

# Our Core Values



## What are Core Values?

Our core values reflect widely shared and deeply held beliefs about how we, as the Village of Homer, want to operate as a community. We will uphold and defend these values as we advance toward our shared vision for the future.

While our core values are rooted in Homer’s past and present, they have an aspirational quality that defines what it means to achieve our vision, cultivating the best version of our community.

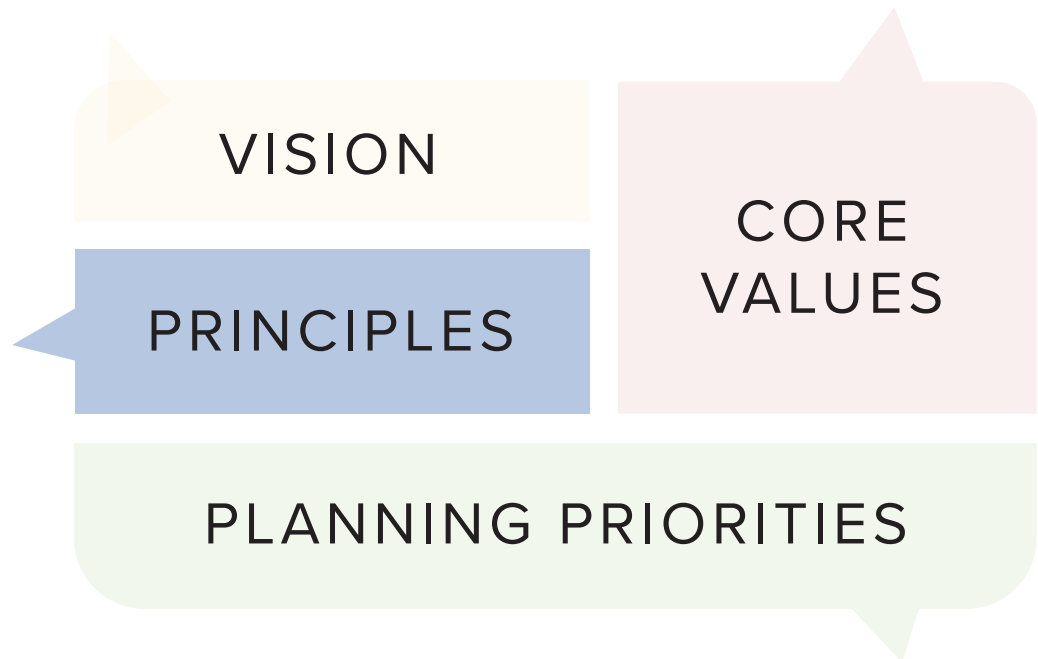
- **Connected**
  - We lead by example, creating a culture of governance guided by active participation and a shared sense of community pride.
  - We foster opportunities for human connections to protect our way of life, where neighbors know each other and kids play outside, to ensure the Village is a welcoming and inclusive place for all.
- **Sustainable**
  - We weigh the short- and long-term impacts of our decisions to protect the fiscal, social, and environmental health of our village.
  - We cultivate a culture of governance that protects our natural resources and recognizes that our quality of life hinges on the health of our environment.
- **Entrepreneurial**
  - We are unafraid to try new things and take risks that help us learn from the past.
  - We are innovative, leading the path toward collaborative, community-oriented, and forward-looking governance.

## ACTIVITY

### Core Values: What resonates with you?

### What is missing or needs improvement?

# Our Planning Principles



## What are Planning Principles?

Our planning principles guide how we make decisions and invest in the community. Our principles put our values into practice.

- ☒

**Protecting & Strengthening Our Assets**

- We prioritize decisions that build the long-term health and prosperity of our people and community.
  - We consistently invest in ourselves to build capacity and improve quality of life.
- ☒

**Planning for the Long-Term**

- We make decisions that acknowledge and weigh the long-term costs of near-term convenience.
  - We play the long game, recognizing that shortcuts and quick fixes will erode our capacity and ability to flourish.
- ☒

**Setting a High Standard**

- We cultivate a culture where we are proud of what we accomplish.
  - We uphold our standards, showing that we respect ourselves and remain committed to building long-term value.
- ☒

**Embracing Creativity & Innovation**

- We learn from the past and are not afraid to experiment with new ideas.
  - We recognize the need for continuous learning, examining what does and doesn't work to better our community.

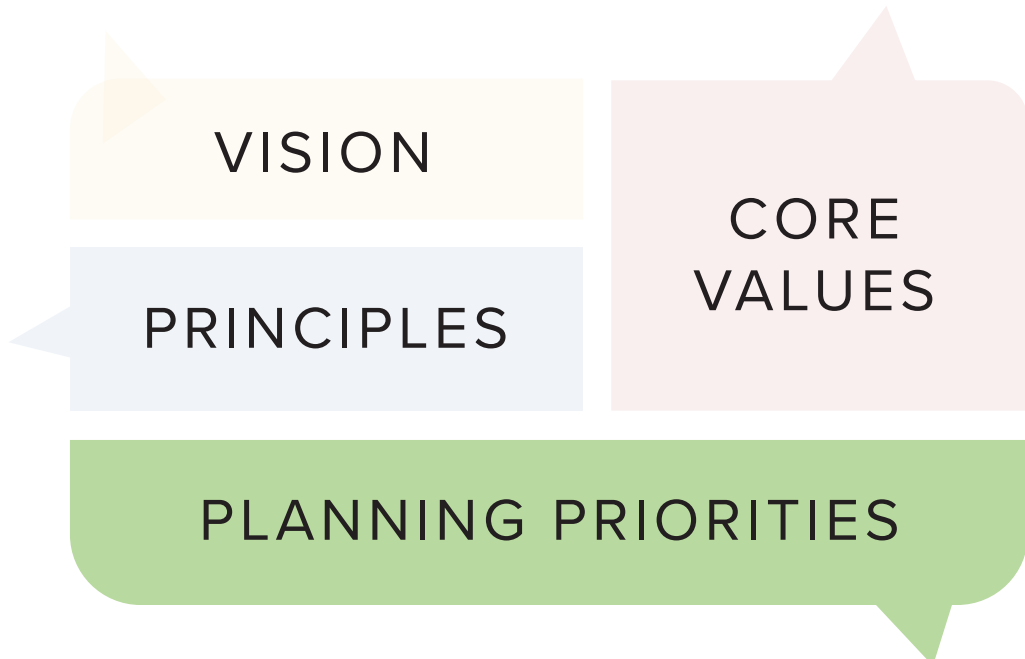
## ACTIVITY

### Planning Principles: What stands out to you?

### What is missing or needs improvement?



# Our **Planning Priorities**



## What are **Planning Priorities**?

Building on our vision, core values, and planning principles, our planning priorities reflect four key areas to enhance quality of life in Homer. Informed by key trends, data, and community input, these four priorities work together to create a village where anyone at any life stage or income level can flourish in Homer. Each priority area is broad in scope and encompasses a range of opportunities and challenges that will directly or indirectly influence community health and resiliency in the Village over the next two decades. We will use these Planning Priorities as the organizing factor of this plan, and the next section will expand upon the priorities outlined below.

### 1. Maintaining & Improving Residential Quality of Life

- We will expand quality and affordable housing.
- We will develop housing for all ages and life stages.
- We will preserve Homer’s architectural character and charm.

### 2. Enhancing Vibrancy & Connectivity to Recreational & Cultural Assets

- We will create waterfront connectivity to the Tioughnioga River.
- We will position Homer as a regional arts and culture hub.
- We will preserve and cultivate our public spaces, recreational assets, and environmental resources.

### 3. Strengthening Economic Centers

- We will have a vibrant downtown and active commercial corridors.
- We will foster entrepreneurialism and a local business community that meets the needs of residents.
- We will preserve our historic assets and leverage heritage tourism opportunities.

### 4. Cultivating Beautiful & Safe Neighborhoods & Streets

- We will maintain and improve our essential infrastructure.
- We will enhance pedestrian and multi-modal connectivity.
- We will uphold our community-oriented way of life and sense of safety.

## ACTIVITY

Planning Priorities: **What matters most to you?**

**What is missing or needs improvement?**

# 1.0 Maintaining + Improving Residential Quality of Life

## ACTIVITY

- Place a dot in the comment box if you support the policy/strategy/action item.
- On a sticky note, write your ideas about what successful implementation could look like or share additional comments.

|      | Policy/Strategy/Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Lead    | Partners                                                       | Timeline    | Comments/Ideas for Measuring Successful Implementation |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------------------------------------------------------|-------------|--------------------------------------------------------|
| 1.1  | <b>Complete a zoning update to ensure alignment with the housing goals of the Comprehensive Plan.</b><br>» The code update should support diverse housing types (such as accessory dwelling units (ADUs), townhouses, clustered development, duplex, triplex, small apartment buildings, and senior housing facilities) to support the Village’s goals of providing a range of housing options for residents of all ages and life stages.                                                                                                                                        | Village | CPIC; Village PB; Town; Cortland County; CNY RPDB; Consultants | Short-Term  |                                                        |
| 1.2  | <b>Work with Cortland County to connect first-time homebuyers with the First-Time Homebuyer Program to expand opportunities for homeownership for current and future residents.</b>                                                                                                                                                                                                                                                                                                                                                                                              | Village | Cortland County                                                | Short-Term  |                                                        |
| 1.3  | <b>Adopt proactive code enforcement measures, including administrative and court remedies, to address blight and deterioration.</b><br>» The Village should work with the code enforcement officer to identify priorities and outline a course of action.                                                                                                                                                                                                                                                                                                                        | Village | Village CEO; Village PB                                        | Short-Term  |                                                        |
| 1.4  | <b>Develop Architectural Design Guidelines to guide new development and redevelopment to be consistent with Homer’s historic architectural character.</b><br>» Work with partners to ensure the design guidelines effectively outline the Village’s desired look, feel, and form across a variety of architectural styles and building types.                                                                                                                                                                                                                                    | Village | LSCC; Village PB; and other community partners                 | Medium-Term |                                                        |
| 1.5  | <b>Encourage the development of Accessory Dwelling Units (ADUs) to promote housing diversity and incremental density in the Village.</b><br>» Work with the Cortland County Planning and Economic Development Department to connect property owners with potential funding resources.<br>» Consider developing an ADU program to help homeowners create or improve ADUs.                                                                                                                                                                                                         | Village | CPIC; Village PB; Town; Cortland County; CNY RPDB; Consultants | Medium-Term |                                                        |
| 1.6  | <b>Support the development of a variety of housing opportunities to accommodate the needs of seniors, young families, and the local workforce to ensure the Village has quality, affordable housing options for individuals and families at all life stages.</b><br>» Identify underutilized parcels and opportunity sites suitable for diverse housing types, including senior living, workforce housing, and family-oriented developments.<br>» Encourage adaptive reuse of vacant or underutilized buildings to create new housing options that maintain community character. | Village | Cortland County; CNY RPDB; local developers                    | Medium-Term |                                                        |
| 1.7  | <b>Create pre-approved building plans to help streamline housing development in the Village.</b><br>» The pre-approved plans should provide a diverse range of housing typologies to meet the needs of residents in all life stages and income levels that are architecturally consistent with the historic character of the Village’s existing housing stock.                                                                                                                                                                                                                   | Village | Cortland County; CNY RPDB; Consultants                         | Long-Term   |                                                        |
| 1.8  | <b>Develop a Home Improvement Loan Program to incentivize homeowners to invest in the maintenance and upkeep of their properties.</b><br>» The program should support homeowners with upgrades that improve the longevity of the Village’s housing stock and ensure the preservation of the historic character while supporting infrastructure upgrades and other modernization needs.                                                                                                                                                                                           | Village | Cortland County; CNY RPDB                                      | Long-Term   |                                                        |
| 1.9  | <b>Work with the Code Enforcement Officer and other community partners to educate the community about the Village’s Design Regulations to preserve community character.</b>                                                                                                                                                                                                                                                                                                                                                                                                      | Village | Village CEO; Village Planning Board                            | Long-Term   |                                                        |
| 1.10 | <b>Coordinate with historic preservation organizations and local realtors to ensure that organization members, current residents, business owners, prospective homebuyers, and developers are aware of the benefits, rules, regulations, and guidelines associated with the Village’s Historic District.</b>                                                                                                                                                                                                                                                                     | Village | LSCC; Village PB; and other community partners                 | Ongoing     |                                                        |



# 2.0 Enhancing Vibrancy + Connectivity to Recreational + Cultural Assets | PART 1

## ACTIVITY

- Place a dot in the comment box if you support the policy/strategy/action item.
- On a sticky note, write your ideas about what successful implementation could look like or share additional comments.

| Policy/Strategy/Action |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Lead                | Partners                                                                                                  | Timeline    | Comments/Ideas for Measuring Successful Implementation |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------|
| 2.1                    | <b>Advance projects that improve connectivity to the Tioughnioga River.</b><br>» Work with Cortland County and the NYS DEC to create a public fishing access point and riverwalk trail accessible from downtown Homer.                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Village             | Town; Cortland County; NYS DEC                                                                            | Short-Term  |                                                        |
| 2.2                    | <b>Improve active and recreational transportation infrastructure to enhance connectivity between community activity hubs and neighborhoods.</b><br>» As part of the DRI Marketing and Signage Program, identify key recreation amenities and improve wayfinding for pedestrian and vehicular navigation.                                                                                                                                                                                                                                                                                                                                                                                            | Village             | Town; Cortland County; NYSDOT                                                                             | Short-Term  |                                                        |
| 2.3                    | <b>Explore opportunities to improve parking to enhance accessibility to Homer’s arts, culture, and heritage events.</b><br>» Work with the Center for the Arts and the American Legion to institute shared parking agreements to address event traffic.<br>» Work with business and property owners to identify shared parking opportunities during high-demand events.<br>» Create a public parking map that outlines areas available for public parking and their proximity to community amenities.<br>» Explore options for park-and-ride opportunities or a shuttle/trolley system to connect event attendees to nearby parking lots, such as the CNY Living History Center, HCSD Schools, etc. | Village             | C4A; American Legion; local businesses & property owners; Cortland County Tourism                         | Short-Term  |                                                        |
| 2.4                    | <b>Prioritize funding for the continued maintenance and improvement of park facilities and park operations.</b><br>» Allocate dedicated annual funding in the Village budget for park maintenance, facility upgrades, and equipment replacement.<br>» Include public art contributions as part of development review or community benefit agreements for significant projects.<br>» Explore opportunities to expand year-round recreation spaces and programming.                                                                                                                                                                                                                                   | Village             | Village Parks & Rec, Cortland County                                                                      | Short-Term  |                                                        |
| 2.5                    | <b>Fund and support public art and culture initiatives.</b><br>» Establish a public art and culture partnership program that connects arts and cultural organizations, businesses, developers, and other partners to sponsor or commission art installations.<br>» Promote collaborative projects that integrate public art, culture, and heritage into parks, gateways, and streetscapes to strengthen Homer’s cultural identity.<br>» Create a dedicated fund or matching grant program to support murals, sculptures, and creative placemaking initiatives in the Village.                                                                                                                       | Village             | Cortland County Arts Connect; CNY Arts; local arts & cultural organizations; businesses; & other entities | Medium-Term |                                                        |
| 2.6                    | <b>Develop an Open Space and Recreation Plan that identifies existing conditions and needed upgrades to improve the Village’s parks and recreational amenities.</b><br>» Conduct a comprehensive GIS-based inventory of all Village parks and recreational facilities, documenting conditions, amenities, and maintenance needs.<br>» Pursue grant funding and partnerships to implement plan recommendations and enhance long-term maintenance and programming capacity.                                                                                                                                                                                                                           | Village Parks & Rec | Village; CNY RPDB; Cortland County                                                                        | Medium-Term |                                                        |



# 2.0 Enhancing Vibrancy + Connectivity to Recreational + Cultural Assets | PART 2

## ACTIVITY

- Place a dot in the comment box if you support the policy/strategy/action item.
- On a sticky note, write your ideas about what successful implementation could look like or share additional comments.

| Policy/Strategy/Action |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Lead                   | Partners                                                                                                   | Timeline    | Comments/Ideas for Measuring Successful Implementation |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------|
| 2.7                    | <b>Develop an arts, culture, and heritage tourism strategy to further the promotion of Homer as a destination.</b> <ul style="list-style-type: none"><li>» Support the expansion of existing assets, such as the Center for the Arts, Cornerstone, the CNY Living History Center, and other arts and cultural assets.</li><li>» Establish a heritage sculpture walk and other arts and heritage tourism installations to raise awareness about key figures in Homer’s legacy.</li><li>» Develop and promote educational events and resources that celebrate Homer’s heritage through in-person events, workshops, and online resources.</li><li>» Work with community partners to establish a history and heritage walking tour that celebrates Homer’s historic architecture and legacy figures.</li></ul> | Village                | Town; Cortland County Tourism; Center for the Arts (C4A); CNY LHS; CCHS; CCAC; & other local organizations | Medium-Term |                                                        |
| 2.8                    | <b>Increase connections and public access to the Tioughnioga River and support waterfront-related economic development, including tourism and small business growth.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Village                | Cortland County; Cortland County LWRP LPC; NYS DEC                                                         | Long-Term   |                                                        |
| 2.9                    | <b>Continue to work with the Homer Central School District and the Town to support community development projects that enhance recreation access in the community.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Village                | HCSD                                                                                                       | Ongoing     |                                                        |
| 2.10                   | <b>Continue participating in the Clean Energy Communities program administered by the New York State Energy Research and Development Authority (NYSERDA).</b> <ul style="list-style-type: none"><li>» Identify new clean energy projects, such as municipal building retrofits, EV charging stations, and LED streetlight conversions to meet program criteria.</li><li>» Promote community engagement by sharing Clean Energy Community achievements and encouraging local participation in energy efficiency and renewable initiatives.</li></ul>                                                                                                                                                                                                                                                         | Village CSC Task Force | Town; Cortland County; NYSERDA                                                                             | Ongoing     |                                                        |
| 2.11                   | <b>Continue pursuing sustainability efforts to advance Climate Smart Community Certification from Bronze to Silver through the NYS Department of Environmental Conservation (NYS DEC).</b> <ul style="list-style-type: none"><li>» Continue to support the Village of Homer Climate Smart Communities Task Force by coordinating efforts across departments, identifying new eligible projects, and pursuing grant opportunities.</li><li>» Create opportunities to advance natural resource conservation efforts and encourage local implementation (e.g., rain barrel guides, plant inventories, native landscaping design guides).</li></ul>                                                                                                                                                             | Village CSC Task Force | Town; Cortland County; NYS DEC                                                                             | Ongoing     |                                                        |



# 3.0 Strengthening Economic Centers

## ACTIVITY

- Place a dot in the comment box if you support the policy/strategy/action item.
- On a sticky note, write your ideas about what successful implementation could look like or share additional comments.

|      | Policy/Strategy/Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Lead         | Partners                                                                 | Timeline    | Comments/Ideas for Measuring Successful Implementation |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------|-------------|--------------------------------------------------------|
| 3.1  | <b>As part of the Downtown Revitalization Initiative, complete a marketing and signage program to establish a unified brand for the Village and support wayfinding to enhance residents’ and visitors’ navigation of the Village and downtown.</b> <ul style="list-style-type: none"><li>» The program will Identify opportunities to strengthen marketing and communication to support existing businesses and attract future businesses.</li><li>» The program will identify key areas for informational kiosks and establish signage guidelines and wayfinding elements to support pedestrian, bicycle, and vehicular navigation.</li><li>» As part of the program, develop a downtown parking guide and map that outlines public and shared parking availability. Install signage that accompanies the guide.</li></ul> | Village      | Town; Cortland County; Cortland County Tourism; Cortland County; NYS DOS | Short-Term  |                                                        |
| 3.2  | <b>Review and ensure local zoning regulations permit non-retail-based home occupations for entrepreneurs and administrative, tech industry, or service professionals.</b> <ul style="list-style-type: none"><li>» Update the zoning code as needed.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Village      | Cortland County; CNY RPDB                                                | Short-Term  |                                                        |
| 3.3  | <b>Work with the Homer Business Association and the Cortland County Chamber of Commerce to develop marketing materials to attract prospective businesses.</b> <ul style="list-style-type: none"><li>» Highlight the Village’s quality of life and regional location to attract businesses that align with the community’s vision and values.</li><li>» Coordinate efforts with the Cortland County to market underutilized spaces and properties in the Village.</li></ul>                                                                                                                                                                                                                                                                                                                                                  | HBA          | Village; Town; CCCC; Cortland County Tourism                             | Medium-Term |                                                        |
| 3.4  | <b>Work with the Village Code Enforcement Officer and Homer Business Association to assist businesses and property owners in following the Village’s Design Guidelines to improve visual aesthetics.</b> <ul style="list-style-type: none"><li>» Connect business owners with grants, businesses that support historic property renovations, and other resources.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Village      | Village CEO; HBA                                                         | Medium-Term |                                                        |
| 3.5  | <b>Conduct an analysis of the Village’s parking and explore opportunities to reduce minimum parking requirements and create shared parking agreements between commercial property owners and the Village.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Village      | Cortland County; CNY RPDB                                                | Medium-Term |                                                        |
| 3.6  | <b>Activate the Village’s key gateways along Routes 11, 281, 90, and 41 through strategic infill development and road design to improve land use, pedestrian safety, and the overall visual appeal of the village.</b> <ul style="list-style-type: none"><li>» Streetscape enhancement should improve the pedestrian experience through decorative, human-scaled lighting, improved sidewalks, and landscaping.</li><li>» Strategic infill should seek to activate underutilized areas (such as parking), reduce the coverage of impervious surfaces to improve surface runoff and flooding, as well as increase residential and mixed-use development to enhance vibrancy along the Village’s main corridors.</li></ul>                                                                                                    | Village      | Town; Cortland County; CNY RPDB                                          | Long-Term   |                                                        |
| 3.7  | <b>Pursue grant opportunities and other funding sources to support programming, rehabilitation, and new development opportunities in the downtown and the waterfront.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Village      | HBA; Town; Cortland County; CNY RPDB                                     | Long-Term   |                                                        |
| 3.8  | <b>Implement streetscaping and other beautification tactics (planters, etc.) to promote a sense of place throughout Homer.</b> <ul style="list-style-type: none"><li>» Work with the Homer Business Association, local businesses, and other community partners to install light post banners along Route 281.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Village/ HBA | Businesses; Local Organizations                                          | Long-Term   |                                                        |
| 3.9  | <b>Continue to seek funding to support small business development and downtown revitalization.</b> <ul style="list-style-type: none"><li>» Funding should support small business development and expansion, capital projects, and building façade improvements.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Village      | CCBDC; Cortland County                                                   | Ongoing     |                                                        |
| 3.10 | <b>Work with the Homer Business Association to promote local events, support existing and new businesses, and create a thriving downtown and 281 gateway corridor.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | HBA          | Village; local organizations                                             | Ongoing     |                                                        |



# 4.0 Cultivating Beautiful + Safe Neighborhoods + Streets

## ACTIVITY

- Place a dot in the comment box if you support the policy/strategy/action item.
- On a sticky note, write your ideas about what successful implementation could look like or share additional comments.

| Policy/Strategy/Action |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Lead    | Partners                                                    | Timeline    | Comments/Ideas for Measuring Successful Implementation |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------------------------------------------------------------|-------------|--------------------------------------------------------|
| 4.1                    | <b>Develop a Capital Improvement Plan (CIP) to plan for and complete major capital improvement projects to maintain the Village's infrastructure.</b> <ul style="list-style-type: none"><li>» Develop and maintain a comprehensive, digital asset inventory of infrastructure project needs and priorities.</li><li>» Prioritize projects based on safety, regulatory compliance, community impact, and available funding opportunities.</li><li>» Establish a multi-year funding and implementation schedule that aligns with grant cycles and the Village's budgeting process.</li><li>» Review and update the CIP annually to track progress, adjust priorities, and integrate new infrastructure needs or opportunities and funding for significant public infrastructure, facilities, and equipment investments.</li></ul> | Village | Village DPW; Village Parks & Rec; Cortland County; CNY RPDB | Short-Term  |                                                        |
| 4.2                    | <b>Create and adopt a Complete Streets Policy.</b> <ul style="list-style-type: none"><li>» Enhance the Village's walkability with a focus on balancing different modes of transportation, pedestrian safety, mobility, and land use.</li><li>» Examine the existing pedestrian network and identify areas that need repairs and enhancements to improve usability, safety, and enjoyment (such as along 281).</li><li>» Explore upgrades that increase visibility of all Village crosswalks with varied striping, colors, lighting, elevated paths or signage.</li><li>» Identify areas with high pedestrian traffic (such as the Center for the Arts) and work with the County and NYSDOT to implement road design changes to increase pedestrian safety.</li></ul>                                                            | Village | Town; Cortland County; CNY RPDB; NYSDOT                     | Short-Term  |                                                        |
| 4.3                    | <b>Develop a Water and Sewer Infrastructure and Facilities Plan to guide the development, maintenance, and funding of the Village's physical assets and services.</b> <ul style="list-style-type: none"><li>» The Infrastructure and Facilities Plan should analyze of existing infrastructure and facilities, outline specific strategies and policies for land use, new construction, upgrades, and maintenance, and secure funding for implementation.</li><li>» Continue to pursue state and federal funding (e.g., EFC, NYSDEC Water Quality Improvement Program) to support infrastructure upgrades.</li></ul>                                                                                                                                                                                                            | Village | Village DPW; Town; Cortland County; CNY RPDB                | Short-Term  |                                                        |
| 4.4                    | <b>Focus on Gateway improvements through a corridor study.</b> <ul style="list-style-type: none"><li>» Improve the visual appeal, walkability, and road safety for all users along the Village's gateways.</li><li>» Prioritize areas along Routes 281, 11, and 90 for improved traffic calming and streetscaping, signage, landscaping, as well as strategic infill development.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                     | Village | Town; Cortland County; NYSDOT; CNY RPDB; Consultant         | Medium-Term |                                                        |
| 4.5                    | <b>Develop a maintenance plan to repair and expand existing pedestrian infrastructure in the Village.</b> <ul style="list-style-type: none"><li>» Priority areas include pedestrian connectivity to the Village's schools and the maintenance of primary walking routes.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Village | Village DPW; Cortland County                                | Medium-Term |                                                        |
| 4.6                    | <b>Enhance public and multimodal transportation safety and comfort by providing shelter, seating, and route information at local transit stops, bicycle amenities such as bike racks and bike lanes, and pedestrian amenities such as benches, street trees, and wayfinding.</b> <ul style="list-style-type: none"><li>» Work with Centro to identify options to install schedules, bus benches, shelters, and other amenities to improve bus stops throughout the Village.</li><li>» Install dedicated bike racks in the downtown.</li><li>» Identify opportunities to create bicycle boulevards in the village to increase safe bicycle routes along low-traffic roads.</li></ul>                                                                                                                                             | Village | Town; Centro; Cortland County                               | Long-Term   |                                                        |
| 4.7                    | <b>Continue to protect and enhance the Village's urban tree canopy.</b> <ul style="list-style-type: none"><li>» Obtain funding from the CNY Community Forestry Initiative to complete an Urban Forest Master Plan.</li><li>» Review and update tree protection and maintenance language in the Village Code.</li><li>» Invest in opportunities to increase tree plantings on Village-owned properties and greenspaces.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                | Village | CNY RPDB; local organizations                               | Ongoing     |                                                        |



# 5.0 Land Use

## ACTIVITY

- Place a dot in the comment box if you support the policy/strategy/action item.
- On a sticky note, write your ideas about what successful implementation could look like or share additional comments.

| Policy/Strategy/Action |                                                                                                                                                                                                                                                                                                                                                                                       | Lead    | Partners                                                       | Timeline    | Comments/Ideas for Measuring Successful Implementation |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------------------------------------------------------|-------------|--------------------------------------------------------|
| L.1                    | <b>Update to the Village’s zoning code to ensure alignment with the priorities and goals of the Comprehensive Plan.</b><br>» The zoning code update should examine and revise the municipal zoning code (as needed) to improve incremental density, transit-oriented development, and mixed-use development to improve housing opportunities and connectivity throughout the Village. | Village | CPIC; Village PB; Town; Cortland County; CNY RPDB; Consultants | Short-Term  |                                                        |
| L.2                    | <b>Work with the Code Enforcement Officer and the Clerk to make the Village code accessible online. Ensure the respective websites are easily navigable and maintain the necessary information on forms and code enforcement policies.</b>                                                                                                                                            | Village | Village CEO                                                    | Medium-Term |                                                        |
| L.3                    | <b>Update the Village’s development review application to include sustainability elements to increase resiliency.</b><br>» These elements could include sustainability strategies such as green infrastructure, native landscaping, and renewable energy resources.                                                                                                                   | Village | Village BP; CNY RPDB                                           | Medium-Term |                                                        |
| L.4                    | <b>Develop an incentive package to encourage developers to include community amenities such as sidewalks, greenspaces, trails, and public art in new development projects.</b>                                                                                                                                                                                                        | Village | CPIC; Village PB; Town; Cortland County; CNY RPDB; Consultants | Long-Term   |                                                        |

# 6.0 Comprehensive Plan Activation, Implementation & Tracking

| Policy/Strategy/Action |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Lead          | Partners                                | Timeline  | Comments/Ideas for Measuring Successful Implementation |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------|-----------|--------------------------------------------------------|
| I.1                    | <b>Establish the Comprehensive Plan Implementation Committee (CPIC) to ensure the advancement of the goals, policies, and action items in this plan.</b><br>» The Committee representation should include Village department heads, elected officials, and community residents.<br>» The CPIC should meet at least quarterly to discuss plan implementation and the appropriate allocation of time and resources.<br>» The CPIC should meet with the Village Board at least twice a year to ensure the Village Board is informed of plan implementation progress and can allocate resources accordingly.<br>» The Village CPIC should meet with the Town’s Comprehensive Plan Committee at least twice a year to ensure alignment of efforts.<br>» The CPIC should develop an annual implementation report to share updates on Comprehensive Plan implementation. | Village/ CPIC | Village Staff; Town; community partners | Immediate |                                                        |
| I.2                    | <b>Hold quarterly meetings between Village and Town officials and staff to ensure project alignment between the two municipalities.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Village       | Village Board; Village Staff; Town      | Ongoing   |                                                        |
| I.3                    | <b>Explore opportunities to improve and streamline Village communication to improve information sharing and resident engagement in Village affairs.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Village       | Village Board; Village Staff; CPIC      | Ongoing   |                                                        |

