Village of Margaretville
New York Rising
Community
Reconstruction Plan

Conceptual Plan

Presented by the Margaretville Planning Committee
October 31 2013
This document was developed by the Village of Margaretville Planning Committee as part of the NY Rising Community Reconstruction (NYRCR) Program within the Governor’s Office of Storm Recovery. The NYRCR Program is supported by NYS Homes and Community Renewal, NYS Department of State, and NYS Department of Transportation.

Assistance was provided by the following consulting firm:

Tetra Tech, Inc.
FOREWORD

The New York Rising Community Reconstruction (NYRCR) program was established by Governor Andrew M. Cuomo to provide additional rebuilding and revitalization assistance to communities damaged by Superstorm Sandy, Hurricane Irene, and Tropical Storm Lee. This program empowers communities to prepare locally-driven recovery plans to identify innovative reconstruction projects and other needed actions to allow each community not only to survive, but also to thrive in an era when natural risks will become increasingly common.

The NYRCR program is managed by the Governor’s Office of Storm Recovery in conjunction with New York State Homes and Community Renewal and the Department of State. The NYRCR program consists of both planning and implementation phases, to assist communities in making informed recovery decisions.

The development of this conceptual plan is the result of innumerable hours of effort from volunteer planning committee members, members of the public, municipal employees, elected officials, state employees, and planning consultants. Across the state, over 102 communities are working together to build back better and stronger.

This conceptual plan is a snapshot of the current thoughts of the community and planning committee. The plans will evolve as communities analyze the risk to their assets, their needs and opportunities, the potential costs and benefits of projects and actions, and their priorities. As projects are more fully defined, the potential impact on neighboring municipalities or the region as a whole may lead to further modifications.

In the months ahead, communities will develop ways to implement additional strategies for economic revitalization, human services, housing, infrastructure, natural and cultural resources, and the community’s capacity to implement changes.

Implementation of the proposed projects and actions found in this conceptual plan is subject to applicable federal, state, and local laws and regulations. Inclusion of a project or action in this conceptual plan does not guarantee that a particular project or action will be eligible for Community Development Block Grant – Disaster Recovery (CDBG-DR) funding. Proposed projects or actions may be eligible for other state or federal funding, or could be accomplished with municipal, nonprofit or private investment.

Each NYRCR Community will continue to engage the public as they develop a final plan for community reconstruction. Events will be held to receive feedback on the conceptual plan, to provide an understanding of risk to assets, and to gather additional ideas for strategies, projects and actions.

October 31, 2013
New York Rising Communities

Find out more at:

StormRecovery.ny.gov/Community-Reconstruction-Program
# TABLE OF CONTENTS

INTRODUCTION........................................................................................................................................... 1

1.0 NEW YORK RISING COMMUNITY RECONSTRUCTION PROGRAM AND PLANNING PROCESS.................................................................................................................................................. 1
  1.1 Program Overview..................................................................................................................................... 1
  1.2 Process Overview..................................................................................................................................... 2

2.0 NYRCR COMMITTEE.................................................................................................................................. 3

3.0 GEOGRAPHIC SCOPE OF THE PLAN....................................................................................................... 4

4.0 COMMUNITY BACKGROUND AND OVERVIEW...................................................................................... 6

5.0 DEMOGRAPHICS...................................................................................................................................... 6
  5.1 Population............................................................................................................................................... 6
  5.2 Race and Education................................................................................................................................. 6
  5.3 Income.................................................................................................................................................. 7
  5.4 Land Use............................................................................................................................................... 7
  5.5 Housing................................................................................................................................................. 7
  5.6 Infrastructure....................................................................................................................................... 8

6.0 ECONOMIC PROFILE AND KEY DRIVERS ............................................................................................. 9

7.0 COMMUNITY VISION................................................................................................................................. 9

8.0 SUMMARY OF STORM IMPACTS............................................................................................................. 10
  8.1 Hurricane/Tropical Storm Irene ........................................................................................................... 10
  8.2 Tropical Storm Lee............................................................................................................................... 11

9.0 RECENT HAZARD EVENT HISTORY.................................................................................................... 11

10.0 REVIEW OF EXISTING PLANS AND STUDIES.................................................................................... 12

11.0 CRITICAL COMMUNITY ASSETS ......................................................................................................... 14

12.0 COMMUNITY RISK ASSESSMENT.......................................................................................................... 16

13.0 PUBLIC OUTREACH............................................................................................................................... 16
  13.1 Media Alerts, Press Releases, and Broadcasts ...................................................................................... 16
  13.2 Video Project....................................................................................................................................... 17
  13.3 Planning Committee Meetings............................................................................................................ 17
  13.4 Public Meetings.................................................................................................................................. 17
  13.5 Public Events.................................................................................................................................... 18
  13.6 Vulnerable Population Outreach ........................................................................................................ 18

14.0 ISSUES, NEEDS, AND OPPORTUNITIES............................................................................................... 20
  14.1 Community Development Drivers and Related Issues for Resiliency ............................................... 20
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.2</td>
<td>The Natural Environment</td>
<td>20</td>
</tr>
<tr>
<td>15.0</td>
<td>MARGARETVILLE AS A REGIONAL HUB</td>
<td>23</td>
</tr>
<tr>
<td>16.0</td>
<td>HISTORIC AND CONTEMPORARY CONNECTION TO NEW YORK CITY</td>
<td>25</td>
</tr>
<tr>
<td>17.0</td>
<td>NEEDS AND OPPORTUNITIES</td>
<td>26</td>
</tr>
<tr>
<td>18.0</td>
<td>GOALS</td>
<td>29</td>
</tr>
<tr>
<td>19.0</td>
<td>PRELIMINARY PROJECT, ACTIONS, AND IMPLEMENTATION</td>
<td>29</td>
</tr>
<tr>
<td>20.0</td>
<td>REGIONAL PERSPECTIVE</td>
<td>30</td>
</tr>
</tbody>
</table>
Introduction

In summer 2011, back-to-back storms Hurricane Irene and Tropical Storm Lee became the most recent in a long history of flood events in the Village of Margaretville, New York. The impacts and challenges caused by these storms and resultant flooding were significant and affected the lives of all segments of the local community and the region at large. Despite extensive collaboration between the community and agency partners to use available response and recovery resources, including inspired local volunteer efforts, considerable unmet recovery needs remain more than 2 years after the flood.

To address the significant lasting impacts from current and past flood events and to establish long-term community health and resiliency, the Village of Margaretville has undertaken the important task of developing a New York Rising Community Reconstruction (NYR) Plan. Under the guidance and funding of the NYRCR Program the completed NYR Plan will aim to address the most critical needs and impacts from Hurricane Irene and Tropical Storm Lee while also identifying strategies and priorities for future resiliency, increased quality of life, community vibrancy, and economic growth.

The Village of Margaretville is in the initial stages of the NYR Plan development process. Driven by stakeholder input, a local planning committee (Committee) will manage the planning process with support from the State of New York and an assigned consultant team. Over the next 8 months, the Committee will actively engage and work with all segments of the community to develop a comprehensive recovery and reconstruction strategy. The strategy will include a community-developed vision for the future of Margaretville, and a set of goals, actions, and prioritized projects to realize that vision. Priority projects identified in the NYR Plan will be eligible for funding and implementation through the NYRCR Program. Additional funding opportunities for individual projects will be carefully evaluated and vetted throughout the process to ensure a high degree of confidence for successful implementation.

This Conceptual Plan represents the culmination of the initial step in the NYR Plan development process and presents the established community vision, goals, and overall direction for the final plan. In addition, the following sections also include the results of preliminary public outreach; community analysis; identification of issues, needs, and opportunities; and a review of upcoming procedures for identifying and prioritizing strategies and projects for implementation. The final plan will build upon this initial work to present recommended priority projects and initiatives for recovery, resiliency, and community development supported by in-depth technical analysis and additional stakeholder input.

1.0 New York Rising Community Reconstruction Program and Planning Process

This section presents an overview of the NYRCR Program and the planning process.

1.1 Program Overview

The NYRCR Program was established to provide additional rebuilding and revitalization assistance to communities severely damaged by Hurricane Sandy, Hurricane Irene, and Tropical Storm Lee. The program enables communities to identify resilient and innovative reconstruction projects and other needed actions based on community-driven plans that consider current damage, future threats, and the community’s economic opportunities. Communities successfully completing a recovery plan will be eligible
to receive funds to support the implementation of projects and activities identified in the plan. Each NYRCR community has a planning committee that includes a representative from the county, town, or village; elected legislative representatives; local residents; and leaders of other organizations and businesses in the community.

1.2 Process Overview

This focused planning process is guided by a steering committee consisting of local residents, business owners, and community leaders. The Steering Committee is working with an assigned team of consultants to collaboratively manage all components of the final NYRCR Plan. Consultant partners provide technical expertise in all areas of planning, recovery, and development and will support the Committee in developing materials, conducting public outreach, performing detailed analyses, and identifying and prioritizing projects for implementation. Throughout the entire process, the Committee will also be supported by New York Department of State (NY DOS) planning staff and representatives from the NYRCR Program.

As an implementation-focused program, the NY Rising Program planning process will use and build upon existing plans and studies to leverage prior work and push forward the recovery process. An initial, thorough review of existing planning documents has been conducted to identify both areas of completed planning work and those in need of additional analysis and effort. Plan components, supporting analysis, and subsequent recommendations will focus on the six Recovery Support Functions as defined by the NYRCR Program. The six functions are:

- Community Planning and Capacity Building
- Economic Development
- Health and Social Services
- Housing
- Infrastructure
- Natural and Cultural Resources

The Steering Committee conducts regular meetings with the Consultant Team, NY DOS planning staff, and the regional NYRCR Program lead. These meetings will provide the venue for managing the overall process, assigning tasks, determining the direction of the plan, and ultimately selecting projects for prioritization.

The NYRCR Planning Process will incorporate at minimum the following steps:

- **Public engagement and outreach** – Public input will be solicited and incorporated into the planning process through diverse and continuous methods to ensure maximum engagement.
- **Review of existing plans and studies** – The planning process will leverage existing plans and studies to accelerate recovery, allow for informed decision-making, and place a greater focus on implementation.
- **Inventory of critical community facilities** – All community facilities will be identified and inventoried to ensure that the Village’s essential community assets are incorporated into the plan’s goals and direction.
- **Risk assessment for critical assets** – Critical community assets will be evaluated to determine the potential risk for damage or loss as a result of future disaster events.
- **Development of community vision and goals** – The community will develop an overarching vision for the Village’s future, and will generate a set of goals to guide the NYCR Plan’s development and support the realization of the vision.

- **Identification of key issues, needs, and opportunities** – The NYCR Plan will identify the full range of issues, needs, and project opportunities necessary to be addressed to achieve resiliency and community health and vibrancy. These will include flood mitigation, damage and recovery needs, housing needs, economic development and business needs, and infrastructure needs among others.

- **Identification of potential projects** – An initial list of potential projects will be developed based on public input, community vision, key needs and opportunities, and preliminary community analysis.

- **Project analysis** – All identified projects will be fully vetted through a series of detailed assessments including feasibility, cost-benefit, market, and highest-and-best-use analyses (among others) to verify the merit of each project and assist in prioritizing for implementation.

- **Detailed implementation strategy** – After identifying and selecting priority projects, a detailed implementation strategy will be developed to determine the appropriate steps, timelines, responsible entities, and potential funding opportunities to complete each project.

### 2.0 NYCR Committee

The CR Plan Committee consists of a group of residents representing diverse segments of the Village of Margaretville community. Co-chairs of the committee provide leadership and facilitate communication with the NYCR Program regional planner, NY DOS staff planners, the planning consultant, and the other members of the committee. A list of committee members and their affiliations are provided in the table below.

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carol O’Beirne*</td>
<td>Executive Director, Central Catskills Chamber of Commerce</td>
</tr>
<tr>
<td>Glen Faulkner*</td>
<td>General Manager, Margaretville Telephone Co.</td>
</tr>
<tr>
<td>Anthony Albanese</td>
<td>Superintendent, Margaretville Central Schools</td>
</tr>
<tr>
<td>Don Bramley</td>
<td>Controller, Margaretville Telephone Co.</td>
</tr>
<tr>
<td>Diana Cope</td>
<td>Mayor, Village of Margaretville</td>
</tr>
<tr>
<td>Peg Ellsworth</td>
<td>Executive Director, Mark Project</td>
</tr>
<tr>
<td>Robert Englehardt</td>
<td>Pastor, Catskill Mountain Christian Church</td>
</tr>
<tr>
<td>Peter Molnar</td>
<td>CEO - Molnar Financial &amp; CFO – Margaretville Lodging</td>
</tr>
<tr>
<td>Bill Stanton</td>
<td>Former Mayor</td>
</tr>
<tr>
<td>Eric Wedemeyer</td>
<td>Real Estate Broker</td>
</tr>
</tbody>
</table>

* Co-Chair
3.0 Geographic Scope of the Plan

The Committee reviewed the initial planning area, which consisted only of the region within the municipal boundaries of the Village of Margaretville. Based on a review of past events, the source of historical flooding, and the location of critical facilities impacted by flooding, the Committee agreed to extend the initial planning area to include a portion of neighboring Arkville for potential project implementation in that area. A map of the extended planning area, including the locations of vulnerable areas in Arkville, is provided on the next page.
4.0 Community Background and Overview

The Village of Margaretville is located in the central region of the Catskill Park along the banks of the East Branch Delaware River in the Town of Middletown, Delaware County, New York. The Village houses 596 residents and reflects the regional development pattern consisting predominantly of village and hamlet centers situated along major stream and transportation corridors. Residing in the center of a naturally- and recreationally-rich area, the Village’s growth pattern, economic drivers, and overall health have long been tightly linked to its physical and cultural relationships with abundant natural resources, neighboring communities, and the greater New York City Metropolitan region.

Since settlement in 1763, the Village has continually capitalized on its direct proximity to the Delaware River and surrounding timber, soils, and other resources. Use of these resources for sustenance, transit, and power guided the Village’s transition from a small settlement into a self-sufficient hamlet known as Middletown Center in the 1840’s, to its official village incorporation in 1875. Throughout its 250-year history, the Village’s complex relationships with the environment, surrounding communities, and the New York City metropolitan area have continued to shape the growth and development of the community from a supply depot and transportation hub to a commercial center and second home and vacation destination.

The Village of Margaretville’s evolution has been stimulated in particular by its role as a commercial and service hub for neighboring communities, and its use of the river as a tourism and economic driver as well as a key source of drinking water. These same relationships, however, have also created economic and community challenges caused by repetitive flooding, unintended economic and housing impacts, and development restrictions related to ecological, environmental, and water protection.

Today, the Village of Margaretville features an abundance of historic charm and small-town qualities, and is home to a diverse and committed community of full-time and part-time residents. While the surrounding area remains active in the dairy and timber industries, Margaretville maintains its role as a regional commercial and cultural hub by providing access to critical services, facilities, and recreational opportunities.

5.0 Demographics

5.1 Population

In 2010, the total population of the Village of Margaretville consisted of 596 people residing in 276 households, which represented a loss of 47 people (or 7.3% of the population) since the 2000 Decennial Census. The population of Margaretville is increasingly an aging one, with a median age of 57.7 and 37.4% of the population over the age of 65. This stands in considerable contrast to the State median age of 38. In just the past 10 years, the median age of Margaretville has increased from 50.4 in 2000. In addition, 20-40 year olds—who typically contribute significantly to local economies and workforces—account for only 14.8% of the population of the Village.

5.2 Race and Education

As of the 2010 census, 92.3% of the Village residents are White 4.7% are Asian, 1.2% American Indian and Alaska native, .8% black, and .7% some other race.
81.9% of residents graduated from high school or higher and 16.6% completed a bachelor's degree or higher. At the same time, the Margaretville Central School District – which serves a region including the Village of Fleishmanns; Town of Middletown; and parts of Andes, Bovina, Roxbury, Lexington, Halcott, Hardenburgh, and Shandaken – is considered both “high needs” and “poor” by the New York State Education Department. The five-year trend numbers for the Free and Reduced Lunch program within the District support the State’s designations, as the percent of students qualifying for the program has increased from 45% to 58% over the past 5 years.

5.3 Income

According to the American Community Survey, the median household income for the Village is $41,375, which is slightly lower than that of the County ($43,554) and the State ($56,951). Additionally, 14.3% of residents were considered below the poverty line. Wages are generally lower in the Village than larger urban and metropolitan areas, a fact that contributes to difficulties in housing affordability and its attractiveness to young families and to a sufficient workforce.

5.4 Land Use

Like many communities, land use in the Village of Margaretville ranges from residential, commercial, industrial, public space, and community services. According to the 2013 plan entitled Revitalizing the Esopus/Delaware Region of the Central Catskills, land designated as an agricultural district exists outside the Village boundary as well as on one agricultural parcel located within Margaretville. The majority of the Village is privately owned; however, repetitive flood events have resulted in the public acquisition of numerous parcels to be maintained as parks and open space in perpetuity.

The 402 parcels in Margaretville totaling 454 acres include the following land uses:

- Residential: 36% (218 parcels/162.8 acres)
- Vacant land in private ownership: 16%
- Community services: 12%
- Public services: 10%
- Commercial: 9% (68 parcels/40.4 acres)
- New York City-owned: 11%

5.5 Housing

Housing in Margaretville consists predominantly of single-family, detached residential structures that according to the American Community Survey account for 63.9% of the housing units in the Village. The majority of housing units are also owner-occupied (58.7%) according to the 2010 Decennial Census; however, a significant number of renter-occupied homes also remain (41.3%).

Margaretville is home to numerous historic homes that help define the local character and charm. Of the existing housing stock, an incredible 72.8% were built prior to 1939. The significance of this number becomes clear when considering that only 36.1% and 33.7% of homes were built prior to 1939 in Delaware County and the State of New York, respectively.
Statistically, the Village appears to suffer from a very high vacancy rate of 23.1% compared to 9.7% for the State of New York. This relatively high figure, however, is accounted for in part by Margaretville’s historic and continued popularity as a vacation and second home-owner destination. As the Census does not consider second homes as “occupied”, these homes all appear as “vacant” on the records. The Census however indicates that of the 83 vacant units, at least 36 are for seasonal/vacation use. These 36 units reside on 54 parcels and contribute 11% of the total land area in the Village.

Housing affordability has been identified by the community as a challenge, especially for young families and the younger workforce. Currently, a number of both homeowners and renters are substantially cost burdened\(^1\) by housing costs in the Village. A number of factors including housing prices, monthly costs, and limited development opportunities continue to exacerbate this issue. Additional details on the issues causing and stemming from housing affordability are presented in the Issues, Needs, and Opportunities section presented later in this plan.

### 5.6 Infrastructure

The initial success and growth of the Village of Margaretville was supported by a robust transportation network consisting of the Delaware River and the development of regional turnpikes and rail lines. Margaretville is located at the intersection of two primary transportation corridors, Route 28 and Route 30, which connect the Village to the larger region and the New York State Thruway. Additional elements of the highway system include Route 23 and a system of county and local roads. Route 28 acts as the area’s primary commercial corridor and, along with Route 30, provides access to outside markets, goods, and services. While the heavy use of Route 28 provides economic advantages for Margaretville, it also creates traffic and congestion issues in the Village at times, particularly for larger trucks.

The Village is home to a section of the former Ulster and Delaware Railroad, which generally follows the paths of Routes 28 and 30. While mostly inoperable, small sections of the rail remain in use as a seasonal tourist and scenic service. Operated by the Catskill Revitalization Corporation, the scenic rail travels from Arkville to Roxbury but lacks connectivity between Ulster and Delaware Counties.

Residents of Margaretville have access to most utility systems including water and sewer with treatment at the New York City-owned Margaretville Sewer Treatment Plant, electric service provided by New York State Electric and Gas, phone service through the Margaretville Telephone Company (MTC), and Internet and television service through MTC cable. While much of the Village is served by broadband Internet, greater cell phone coverage is needed both locally and throughout the region.

Margaretville also contains a number of bridges spanning the East Branch of the Delaware River, Binnekill Creek, and Bull Run Creek, including the Route 28 Bridge, Orchard Street Bridge, Bull Run/Walnut Street Bridge, Binnekill Walking Bridge, Bull Run/Swart Street Bridge, Bull Run/Main Street Bridge, and Fair Street Bridge. Over many years and many floods, these bridges have sustained various levels of damage and have been repaired or replaced periodically with assistance from the Federal Emergency Management Agency (FEMA) and additional resources. Implementing necessary repairs and improving bridges to be more resilient against future storms will be critically important to the future of the community.

\(^1\) The U.S. Department of Housing and Urban Development considers families that pay more than 30% of their income for housing as cost burdened.
6.0 Economic Profile and Key Drivers

Margaretville’s economy is driven primarily by its role as a regional commercial, educational, cultural, and service hub. The two largest employers in the Village are the Margaretville Memorial Hospital and Margaretville Central School; both provide essential services to the region and reflect the Village’s importance to neighboring communities. In addition to essential services, the Village also provides access to shopping, arts, and entertainment. These factors are reflected in the following breakdown of top employment sectors for the Village:

- 24.2% - Educational services, healthcare, and social assistance
- 19.2% - Arts, entertainment, and recreation; and accommodation and food service (County – 8.4%; State – 8.6%)
- 16.4% - Construction (County – 9.4%; State – 5.8%)
- 9.6% - Agriculture, forestry, fishing, hunting, and mining (County – 5.6%; State - 0.6%)

Additionally, the Village’s economy relies on the surrounding natural beauty and recreation opportunities to drive the considerable second-home, tourism, and vacation market. This vacation market stimulates growth for local businesses, but also creates seasonal revenue fluctuations that challenge business owners who are trying to maintain operations year round. While the region’s natural assets are a large contributor to business success in the Village, the full potential of economic growth related to the natural resources and recreation opportunities of the area has not been realized. A coordinated effort to fully capitalize on these assets could help to create a year-round economy and address the seasonal difficulties for business owners.

Other assets that support the local economy and can be leveraged for future growth include:

- Small-town character and charm (walkability, historic buildings, peaceful neighborhoods)
- Strong community values
- Proximity and access to major markets
- Active community members and organizations
- Lack of significant competition in the region

7.0 Community Vision

Through collaborative discussions, stakeholder engagement, review of existing plans and studies, and a focused intention towards holistic community recovery, the local NYRCR Plan Committee adopted the following vision to guide the recovery and resiliency effort for the Village of Margaretville:

To create a resilient and vibrant environment in the Village of Margaretville that embraces the community’s history, charm, and character while providing for future economic stability and reducing the vulnerability of the effects of natural hazards, flooding, and climate change. Through stakeholder-driven action, the Village of Margaretville will build on its role as a regional commercial and cultural hub to recover in the wake of recent storm and flood events by fostering economic vitality, protecting the environment, and focusing on the health, safety, and wellbeing of people, property, and critical assets.

The Village of Margaretville will recover from the effects of its history of flooding events to build a stronger, more economically robust community that is more resilient to these events. By (1)
capitalizing on social, economic, and environmental assets; (2) protecting vulnerable populations; and (3) focusing on retaining residents, maintaining community character, and attracting new families and businesses; the Village of Margaretville will remain a safe and welcoming place to call home.

8.0 Summary of Storm Impacts

Many sources provided historical information regarding previous occurrences and losses associated with severe storm and flooding events throughout New York State, Delaware County, and the Village of Margaretville. With a myriad of sources reviewed for the purpose of this plan, loss and impact information for past events could vary. Therefore, monetary figures discussed below are based only on the available information referenced for this report; information sources are cited in the sections below where applicable.

8.1 Hurricane/Tropical Storm Irene

August 25 – September 5, 2011
EM-3328 / DR-4020
Delaware County, New York designated eligible for Public Assistance (PA) and Individual Assistance (IA)

Hurricane Irene tracked up the east coast of the United States from August 21 through 27, 2011, when wind speeds decreased to tropical storm force. Irene made its third landfall in coastal New Jersey and then hit New York State on August 28, bringing heavy rains to the Catskill Mountains and through the Schoharie and Mohawk Valleys (Delaware County, 2013).

In the weeks before Irene, areas from New Jersey to Vermont (including much of eastern New York State) had soil moisture ranking in the 80th and 90th percentile, as compared to long-term averages over the same time period in previous years. These saturated ground conditions left those areas less capable of absorbing the impending heavy rainfall, setting the stage for quick runoff and uprooted trees from the winds and rain to come (NCDC, 2013; NYS, 2012).

The heavy rains and strong winds associated with Tropical Storm Irene devastated parts of New York State beginning on the evening of August 28, 2011, knocking down trees and power lines across Broome, Delaware, Sullivan, and Otsego Counties. During the height of the storm, over 40,000 people were without power; for some, the blackout lasted 1 week. On August 31, 2011, President Obama issued a major disaster declaration (DR-4020) for New York State and the counties impacted by Irene (NYS, 2012).

In Delaware County, between 4 and 8 inches of rain fell, causing catastrophic flooding in the areas along the East Branch of the Delaware River. The floods damaged bridges and roadways, and forced the evacuation of approximately 100 homes. Over 200 people were evacuated from the Villages of Margaretville and Fleischmanns, alone. In the Village of Margaretville, raging waters destroyed the Binnekill Walking Bridge and severely damaged the Bull Run /Swart Street Bridge, decimating the 4-inch water main that runs underneath the latter. Impacts extended to the local student population, as the Margaretville Central School District incurred significant facility and equipment damages. In total, Delaware County suffered over $10 M in damages, with approximately $850,000 in damages reported in the Village of Margaretville (Delaware County, 2013; FEMA, 2013).
8.2 Tropical Storm Lee

*September 7 – 10, 2011*

*Remnants of Tropical Storm Lee*

*EM-3341 / DR-4031*

*Delaware County, New York designated eligible for PA and IA*

Just 1 week after Margaretville residents battled through Tropical Storm Irene, they were hit a second time by Tropical Storm Lee, which brought nearly 1 foot of rain to New York State’s Southern Tier, causing more devastating flooding in the area. Rainfall totals beginning on September 7 ranged between 6 and 12 inches in Delaware County, with accumulations of up to 8 inches within 48 hours (Delaware County, 2013; NCDC, 2013).

The heavy rain from Tropical Storm Lee caused massive, record-breaking flooding on small streams, creeks, and along the Susquehanna River and its tributaries. In Delaware County, moderate flooding occurred along the West Branch of the Delaware River, near Hale Eddy. The River crested at 14.71 feet. Moderate flooding was experienced on the East and West Branch of the Delaware River. The County experienced over $6 M in damages, and approximately $10,000 in damages was reported in Village of Margaretville (Delaware County, 2013; FEMA, 2013; NYS, 2012).

On September 8, 2011, FEMA declared a second major disaster declaration (DR-4031) in as many weeks, again providing PA and IA for recovery operations to communities within Delaware County (NYS, 2012).


9.0 Recent Hazard Event History

The table below summarizes information regarding recent hazard events that have occurred in or around the Village of Margaretville.

<table>
<thead>
<tr>
<th>Dates of Event</th>
<th>Event Type</th>
<th>FEMA Declaration Number</th>
<th>County Designated?</th>
<th>Local Damages and Losses</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 2-4, 2005</td>
<td>Severe Storms and Flooding</td>
<td>DR-1589 (IA and PA)</td>
<td>Yes</td>
<td>The hardest-hit areas were the Towns of Colchester and Hancock, and the Village of Margaretville. Public Assistance costs including repair of roads, bridges, pump house, ball field, and debris cleanup were approximately $400,000.</td>
</tr>
<tr>
<td>June, August 2006</td>
<td>Severe Storms and Flooding</td>
<td>DR-1650</td>
<td>Yes</td>
<td>Public Assistance costs including repair of roads, parks, debris cleanup, and gravel removal were approximately $518,000.</td>
</tr>
</tbody>
</table>
Margaretville Community Reconstruction Plan – (Conceptual Plan).

February 13-14, 2007 (Valentine’s Day Storm)  Severe Winter Storm  N/A  N/A  Snowfall totals in Delaware County ranged from 12 inches in the Village of Margaretville to 30 inches in the Town of Bovina.

July 23, 2008  Severe Storms and Flooding  Not declared  No  Approximately $30,000 in damages in Village

February 2010  Severe Winter Storm  Not declared  No  Contracted labor, equipment, fuel costs of $3,710

August 25 – September 5, 2011  Hurricane Irene  EM-3328 / DR-4020 (PA and IA)  Yes  Approximately $850,000 in damages in Village

September 7 -10, 2011  Remnants of Tropical Storm Lee  EM-3341 / DR-4031 (PA and IA)  Yes  Approximately $10,000 in damages in Village

10.0 Review of Existing Plans and Studies

The Village of Margaretville has participated in and developed a series of plans and studies in recent years that guide the growth and development of all aspects of the Village. These numerous plans and studies address Village issues including (but not limited to) infrastructure, community facilities, housing, economic development, tourism, environmental protection, and stewardship. The plans and studies provide a significant advantage to the community and the planning process. By reviewing and incorporating these existing documents, the Committee is able to build upon relevant data, methodologies, stakeholder engagement, and consensus, as well as a series of carefully developed recommendations used to inform the development of the NYRCR Plan and the selection and prioritization of projects for implementation.

Most importantly perhaps, the prior efforts associated with these plans help position the community to use the NYRCR Plan development process to focus on particular areas of need not sufficiently addressed in existing documents such as flood-specific needs and acute economic and housing challenges. The table below summarizes the existing plans and studies reviewed and incorporated into this planning process and includes an indication of the key components that will help drive the implementation of this NYRCR Plan:

<table>
<thead>
<tr>
<th>Resource</th>
<th>Relevance</th>
<th>Key Components for NYRCR Planning Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margaretville Comprehensive Plan</td>
<td>Establishes a vision for the long-term maintenance, growth, and development of the Village. Provides overarching goals and recommended implementation actions for all areas of the community including (but not limited to) infrastructure, community facilities, housing, economic development, and natural/cultural resources</td>
<td>Community vision; detailed community/demographic/ economic data; goals and recommendations for all areas of community and economic development</td>
</tr>
<tr>
<td>Resource</td>
<td>Relevance</td>
<td>Key Components for NYRCR Planning Process</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Revitalizing the Esopus/Delaware Region of the Central Catskills</td>
<td>Provides a regional collaborative economic revitalization plan for the Esopus and East Branch Delaware River region of the central Catskills. Outlines strategies for economic growth as well as Main Street and hamlet revitalization by capitalizing on the region’s assets including natural resource-based recreation opportunities and associated tourism potential. Incorporates information and recommendations from numerous previous studies and plans.</td>
<td>Inventory of existing conditions, regional vision, identified goals, priority projects for economic development, inventory of recommendations from prior plans</td>
</tr>
<tr>
<td>Delaware County and Village of Margaretville Hazard Mitigation Plan</td>
<td>Provides County and local strategies for mitigating all potential hazards to the Village. Provides detailed information on past and current flood issues, existing flood initiatives, and recommendations for additional mitigation actions to address future disaster events.</td>
<td>Detailed past flood information; hazard vulnerabilities and flood-related issues; assessed values and potential losses; past and ongoing mitigation projects; proposed mitigation initiatives</td>
</tr>
<tr>
<td>Regional Economic Development Council of the Southern Tier Strategic Economic Development Plan: 2011-2016</td>
<td>A regional economic development strategy and vision for the Southern Tier region of New York. Illustrates the economic climate, trends in job creation and business growth for the region as well as strategies for leveraging assets, revitalizing traditional urban centers and attracting desirable growth.</td>
<td>Key economic drivers, regional economic advantages and challenges, recommendations for economic development initiatives, priority regional projects and initiatives</td>
</tr>
<tr>
<td>East Branch Delaware River Stream Corridor Management Plan</td>
<td>Provides local and regional guidance on watershed management to preserve and improve water quality, protect environmental resources, and reduce community flood risk. Provides details on stream characteristics, conditions, processes, local issues, and concerns related to stream management as well as recommendations for improvement.</td>
<td>Summaries of local issues and concerns collected through stakeholder outreach; existing/ongoing stream restoration projects; detailed stream management recommendations</td>
</tr>
<tr>
<td>Catskill Mountains Scenic Byway Corridor Management Plan</td>
<td>Provides a strategy for protecting regional character and assets and capitalizing on scenic, natural, and cultural resources to increase economic health and tourism. This plan also serves as a comprehensive nomination to designate sections of State Routes 28, 28A, 214, 42, 30, and local roads as a scenic byway.</td>
<td>Inventory of local resources, descriptions of key assets that define regional character, recommendations for tourism growth, increased recreational opportunities, transportation improvements, effective stewardship, marketing and branding, and implementation actions</td>
</tr>
</tbody>
</table>

13
11.0 Critical Community Assets

The committee is in the process of finalizing a prioritized list of community assets. The comprehensive list of assets have been collected from a number of sources including the NY State GIS database, the Delaware County Hazard Mitigation Plan, Delaware County GIS, committee provided data, and community input data. The compilation of data was reviewed by the consultant and processed to include all data located within the identified Planning Area. After which, the data was disseminated into the following different asset categories and sub-categories for committee review:

<table>
<thead>
<tr>
<th>Economic</th>
<th>Health and Social Services</th>
<th>Housing</th>
<th>Infrastructure Systems</th>
<th>Natural and Cultural Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown Center</td>
<td>Higher Education Institutions</td>
<td>Single-Family Residence</td>
<td>Telecommunications</td>
<td>Natural Habitats</td>
</tr>
<tr>
<td>Small Business</td>
<td>Schools</td>
<td>Multi-Family Residence</td>
<td>Wastewater</td>
<td>Water Bodies</td>
</tr>
<tr>
<td>Large Business</td>
<td>Primary/Regional Hospitals</td>
<td>Mixed-Use Housing</td>
<td>Stormwater</td>
<td>Wetlands and marshes</td>
</tr>
<tr>
<td>Employment Hub</td>
<td>Healthcare Facilities</td>
<td>Supportive Housing</td>
<td>Water Supply</td>
<td>Parks and Recreation</td>
</tr>
<tr>
<td>Lodging</td>
<td>Daycare and Eldercare</td>
<td>Senior Housing</td>
<td>Hazardous Materials, Solid Waste, and Recycling</td>
<td>Agricultural areas</td>
</tr>
<tr>
<td>Industrial, Warehousing and Manufacturing</td>
<td>Government and Administrative Services</td>
<td>Affordable Housing</td>
<td>Transportation</td>
<td>Cultural or Religious Establishments</td>
</tr>
<tr>
<td>Restaurants</td>
<td>Public Works Facilities</td>
<td></td>
<td>Liquid Fuels</td>
<td>Libraries</td>
</tr>
<tr>
<td>Banks and Financial Services</td>
<td>Military Installations</td>
<td></td>
<td>Power Supply</td>
<td>Community Centers</td>
</tr>
<tr>
<td>Tourism Destinations</td>
<td>Emergency Operations/Response</td>
<td>Marine commerce facilities</td>
<td>Museums, Performing Arts Centers, Stadiums</td>
<td></td>
</tr>
<tr>
<td>Marina/Water Based Business</td>
<td></td>
<td>Navigable waterway facilities</td>
<td>Historic Landmarks and Facilities</td>
<td></td>
</tr>
<tr>
<td>Grocery/Food Suppliers</td>
<td></td>
<td></td>
<td>Hunting and Fishing Lands</td>
<td></td>
</tr>
</tbody>
</table>

The committee was then provided with the asset list, an interactive web map, and hard copy maps for review and additional input at multiple public meetings and venues. During the review process the committee prioritized all the assets in terms of the individual assets value to the community in accordance with the NYRCR Risk Assessment guidance. The asset inventory is in the final stage of the internal QA
and QC review and will subsequently be run through the Riverine Risk Assessment Tool. The draft results will then be reviewed by the committee and will be finalized after the review. The finalized results will serve as the basis for the Risk Assessment and be used to prioritize the identified potential projects.
12.0 Community Risk Assessment

The committee will support the preparation of the community risk assessment by the consultant based on the NY DOS approved Risk Assessment approach and methodology. Input will include the prioritized list of critical facilities and the analysis will culminate with the identification of vulnerable areas to be addressed by CR projects which will be subject to benefit cost analysis to determine economic feasibility. Those projects which will have an impact on water levels will be further analyzed using HEC-RAS modeling to determine any adverse effect within the watershed.

The consultant will conduct an analysis of the community’s infrastructure, economy, and assets to determine where the community’s greatest vulnerabilities and opportunities lie. This analysis will include assessment of the vulnerability of physical assets – for example, water treatment plants, nursing homes and hospitals, local transportation systems, zoning and building codes, ecosystems, and residential development. The consultant will consider the three factors contributing to risk – hazard, vulnerability, and exposure – and using those risk factors and historical data, shall estimate the potential consequences an asset faces from future storms.

The draft Risk Assessment shall be submitted to the NY DOS Planner for review, comments, and revision. It will also be reviewed by the Chair/Co-chair of the Planning committee.

The consultant will work with the NY DOS Planner and the Planning Committee to hold a Public Meeting prior to review the Risk Assessment and identify solutions.

13.0 Public Outreach

The Village of Margaretville has placed a priority on the public involvement during the preparation of its NYRCR Plan to ensure that the public in involved, engaged, educated, and aware of the planning process. A multi-faceted public outreach has been implemented to ensure that the public—including residents; homeowners; non-resident homeowners; business owners; and local, federal, state, and nonprofit agencies—have an opportunity to be engaged in the planning process.

The public outreach comprises media alerts, press releases, informational flyers, electronic communications, public radio broadcasts, mailers, and participation at public events.

13.1 Media Alerts, Press Releases, and Broadcasts

Prior to all public meetings, media and public notification efforts are taken to ensure broad media coverage to reach the Village population. Specific media broadcasting examples are listed below:

- An article describing the planning process and advertising a NYRCR outreach booth at the Cauliflower Festival was published in the local newspaper.
- Several members of the NYRCR Planning Committee have used their radio shows to discuss the NYRCR Program and Margaretville’s NYRCR planning process. Regarding public radio broadcasts, Co-chair Glen Faulker and committee members spoke to explain the program and publicize the date of Public Meeting 1. In addition, a committee member broadcast a story outlining the CR process and benefits and reviewing the vision statement and goals for the plan as well as the purpose of the public meeting that was held on October 19, 2013.
The NYRCR Planning Committee provided all of the churches in Margaretville with a notice for Public Meeting #1.

### 13.2 Video Project

The students of Margaretville High School, in conjunction with the Catskill Mountain Christian Academy, planned and participated in a video project during the Cauliflower Festival. The purpose of the video project was to help gather information and feedback from Village residents and visitors regarding their experiences during recent storm and recovery events, and their desires for the future of the Village. The project will culminate in a video documenting the input of the residents and visitors that will be preserved by the historical society.

### 13.3 Planning Committee Meetings

The Planning Committee has met on a bi-weekly basis since August 2013. All planning meetings were open to the public and advertised on the NYRCR Program website. The Planning Committee provides an opportunity for the public to comment during a designated portion of the meeting. Upcoming planning meetings will be convened on a monthly basis and will be announced on the NYRCR Program website.

### 13.4 Public Meetings

The Planning Committee has hosted one public meeting to date, which took place at the Margaretville Firehouse at 10:00 a.m. on Saturday, October 19, 2013. The purpose of the meeting was to inform the public of the NYRCR planning process and obtain input on the visioning and goals of the plan, in addition to eliciting input on the public’s perception of the needs and opportunities facing the Village. This meeting provided a platform for attendees to share ideas of ways to spend financial resources on projects that focus on the build resiliency in the community, and meet one of the six recovery functions of the plan. To gauge the public’s level of concern regarding each of these categories, the attendees were asked to participate in an interactive exercise investing “Margaretville money” in the six needs areas. The Committee used the results of this exercise to provide a basis for future prioritization of needs in the plan. The meeting was well attended by Committee members as well as members of the public.

Public Meeting #2 is scheduled at the Margaretville Firehouse from 10:00 a.m. to noon on Saturday, November 2, 2013. The purpose of this meeting is to solicit comments on the draft NYRCR Plan and gather input on strategies and implementation projects and actions that might increase the resiliency of the Village.

Two additional public meetings will be scheduled as follows:

**Public Meeting #3 - TBD** (Prior to February 16, 2014)

Purpose: To review the assessment of risk to assets and to identify possible solutions

**Public Meeting #4 - TBD** (February 16, 2014)

Purpose: To receive additional input on implementation strategies and projects
13.5 Public Events

The Committee has sponsored a series of public events to engage and educate the Village community and its visitors. The public events were designed to take advantage of established venues to maximize visibility and attendance. The three public events are summarized below:

Public Event #1 - NYRCR Program Booth at the Margaretville Cauliflower Festival – September 28, 2013

The Margaretville NYRCR Planning Committee and Margaretville High School students staffed a booth at the Cauliflower Festival to (1) obtain public input regarding the public’s needs and concerns resulting from recent flooding events, and (2) solicit feedback from the public regarding their vision for the Village. Maps of the communities were available for the public to review and mark up to indicate vulnerable areas and critical assets. The public was encouraged to fill out surveys to document their input. The booth was shared with the two other NYRCR Program communities of Shandaken and Hardenburgh to enable residents of those towns that depend on Margaretville as a commercial hub to provide input into the Margaretville plan, as well as provide outreach assistance for the plans for their communities.

Public Event #2 – Chamber of Commerce Mixer – October 15, 2013

The purpose of Public Event #2 was to provide an overview of the NY Rising Program and the vision statement and goals for the Margaretville NYCR Plan; and to offer an opportunity for attendees to provide ideas of ways they would spend financial resources on projects that focus on the recovery, build resiliency in the community, and meet one of the six recovery functions of the plan.

The NYRCR Planning Committee invited the business community from Margaretville and members of the Central Catskill Chamber of Commerce to the eCommerce Center on Main Street for a mixer on October 15, 2013. Members of the NYRR Planning Committee personally contacted all of the businesses and asked them to attend the meeting. The business leaders were encouraged to provide input on a survey to obtain information on their needs and opportunities.

Public Event #3 – As noted in previous sections, radio shows and other forms of outreach through media outlets have been provided to the general public.

13.6 Vulnerable Population Outreach

The Village of Margaretville’s public engagement strategy is inclusive of vulnerable, under-served, and displaced populations. For this project, vulnerable populations are defined as people with disabilities, low and very-low income populations, the elderly, young children, homeless, and people at risk of becoming homeless. Examples of the ways in which the Committee is involving the vulnerable populations of Margaretville in the NYRCR planning process through community engagement activities, projects, and surveys are summarized below:

- Youth-Produced Video Project - The NYRCR Planning Committee agrees that the flood in 2011 had a dramatic impact on the children of Margaretville. Because the success of the community’s youth is a strong indicator of the future health and success of Margaretville, the Committee
understands the importance of engaging the young people of the Village in the NYR CR planning process. The NYR CR Planning Committee invited a group of students from the Margaretville Central School District and the Catskill Mountain Christian Academy to conduct information-gathering interviews with the general public, the former Mayor of Margaretville, and other school students. The students are preparing a video record of the information that will be used to prepare the NYR CR Plan and will be provided to the community as documentation of the flooding of 2011.

- **Elderly, Low-Income, and Special-Needs Population Research** - The Committee will work with various local and regional organizations to obtain information about elderly, low-income, and special-needs populations to ensure they will be included in the ongoing planning process and that the projects, strategies, and actions will address their concerns.

- **Agency Surveys** - The NYR CR Planning Committee is working with community leaders of various service organizations to obtain input on their needs. An electronic survey will be developed and issued to the leaders of specific groups in the community including members of fire departments and law enforcement organizations; and employees from utility companies, hospitals, and schools. The surveys will gather information related to the impact from the flooding events and will identify specific projects from each organization.

- **Survey - General Public and Second Homeowners**

  A survey designed for Village of Margaretville residents has been distributed at public events and is accessible online to gather community input and perspectives. It includes the following questions:

  - Were you in Margaretville during Hurricane Irene and/or Tropical Storm Lee?
  - What do you remember most about the flooding event?
  - Was your house damaged by the flood?
  - What do you think should be done to reduce the damage to your community during future events?
  - What do you like about Margaretville?
  - If you had one wish for Margaretville, what would be?

  The survey designed for second homeowners in the Village of Margaretville is similar to that for the general public and has been similarly distributed.

- **Outreach from Existing Planning Projects.** Review of recently developed plans and their associated outreach activities is an important part of the planning process. As the NYR CR Planning Committee works to leverage specific information and elements of existing plans, the Committee will use best practices developed during planning efforts to identify priority projects. The Committee will look to the processes used during the development of the plans listed below:

  - Delaware County Hazard Mitigation Plan, which includes the Village of Margaretville
  - Village’s Comprehensive Plan
  - Southern Tier Regional Economic Development Strategic Plan
  - Catskill Mountains Scenic Byway Corridor Management Plan
  - *Revitalizing the Esopus/Delaware Region of the Central Catskills Revitalization Strategy*
During the NYRCR Plan planning process, the Committee will continue to work in a collaborative process and will endeavor to collect and incorporate public input to ensure the plan remains relevant to reduce flood risk and identify a path to resiliency and continued economic vitality.

14.0 Issues, Needs, and Opportunities

14.1 Community Development Drivers and Related Issues for Resiliency

While the number of factors contributing to an individual community’s growth and development are nearly endless, three fundamental factors have played a primary role in Margaretville’s evolution, success, and lingering issues. Along with supplemental influences from many other areas, the Village’s relationship with the natural environment, its identity as a regional hub, and its connection to New York City have contributed to some of the larger shifts and developments in the community’s history and also help to frame some of the challenges faced by residents, business owners, and visitors today. These three factors are discussed in the sections below.

14.2 The Natural Environment

Throughout the Village’s history, natural surroundings have provided opportunities for community and economic growth as well as potentially devastating threats. The Delaware River and the area’s steep terrain influenced the very placement of the village, and ample resources drove the early local and regional economy through timber and agricultural uses including dairy and cauliflower farming, and a water-powered mill. The mill and other facilities helped to establish the Village as a regionally important hub providing essential services and access to distant markets.

Even as Margaretville began shifting away from an agricultural economy, the natural environment continued to provide the necessary scenic beauty and recreational opportunities to fuel a new economic base founded in the emerging tourism and second-home market. Moving forward, the combination of scenic beauty and ample recreation opportunities will continue to influence the Village’s economic future.

Aside from the benefits, close proximity to water has also placed the village’s many structures in the flood plain at an inherent and continuous risk of damage and destruction. The region’s steep slopes and the additional effects of past agricultural and development projects including timber removal, stream straightening, and increased impervious surfaces have magnified flood risk significantly, causing additional erosion and runoff. Key potential issues specific to Village of Margaretville assets are listed below:

- **Bulkhead Inlet of Binnekil Stream**
  - The Binnekill is a side channel of the East Branch of the Delaware River that diverges from the main stem upstream of the Village of Margaretville and flows through the Village’s commercial district. Water from the Binnekill is used to fight fires in the Village. During the flood events that occurred on April 2-4, 2005 (DR-1589), the inlet culvert at the upstream bulkhead was destroyed, along with a riprap levee that separated the East Branch from the Binnekill. Base flows in the Binnekill have decreased dramatically, and the channel is often dry except for standing water under stormwater outfalls. Water flows across adjacent fields during overbank flooding, washing material into the Binnekill downstream of the inlet culvert. A large area of gravel deposition has developed in this area, threatening to block a large stormwater culvert that drains on to New York State Route 30.
Bull Run/Main Street Bridge
- The bridge opening is undersized (3 feet in height) and regularly causes ice jams and debris blockages. A sewer line runs underneath the structure, making excavation downward to increase capacity impossible unless the sewer line is moved. Moving the line entirely would require a major reconfiguration of the sewer system in that area and is cost-prohibitive. In 2000, the Village explored acquiring adjacent properties to have enough space to replace the bridge with a wider span, but was not able to reach agreements with property owners at that time.

Gravel deposition upstream of East Branch of the Delaware River/Fair Street Bridge
- Backwater from the Fair Street Bridge has created an area of gravel deposition. Without regular maintenance, gravel buildup in this area can impact the ability of the bridge to pass floodwaters, and increases the likelihood of debris blockage at the bridge. As gravel accumulates, it tends to shift the channel towards Main Street, and threatens to undermine the road as the bank erodes.

Area of poor drainage between Orchard Street and Swart Street
- Stormwater runoff collects in a low area that spans the backyards of residences along Orchard and Swart Streets, resulting in basement flooding that impacts 4 or 5 houses (primarily between Mountain Avenue and Academy Street). A 2005 project improved drainage along Swart Street, but the new drainage system does not appear to have been extended far enough. The Village indicates that the water main has been replaced and rerouted through several yards and that the bridge has been taken over by the County. The County intends to replace the span with a wider bridge with a pylon base.

Failing retaining walls along Bull Run (Orchard Street to Village Line)
- Several structures adjacent to the stream could potentially be damaged if retaining walls fail.

Bank erosion on Bull Run Road outside Village
- Bank erosion along Bull Run is threatening Bull Run Road and two adjacent houses. These banks are also a major source of sediment to the East Branch, exacerbating the gravel deposition issues at the Fair Street Bridge. A culvert in this area has been replaced multiple times. This area is outside the Village boundary.

Village storage shed in East Branch floodplain
- The old pump house that is now used for storage is regularly damaged during flood events.

Margaretville School in East Branch floodplain
- The Margaretville School is in the floodplain of the East Branch of the Delaware. The building and grounds have sustained damage in past flood events.

Swart Street Bridge
- Bridge has been repaired twice and has been currently damaged from Hurricane Irene, and a water main has been lost under the bridge.
Binnekill Walking Bridge (Main Street to Village parking lot)
- The old walking bridge, which was washed downstream several times, has been replaced with a mitigated arched steel bridge at the expense of the Village.

Downstream trees
- A group of trees downstream from the Village currently impede water flow and contributes to a damming effect, increasing flood risk for the Village.

Repetitive damage to critical facilities and assets
- Key community assets for health, safety, and economic success such as the Freshtown Grocer, CVS Pharmacy, Margaretville Central School, and other local businesses have been continuously damaged by flood events. Future flood damage could potentially result in the loss of these assets to the detriment of the community.

Property acquisition challenges
- Private property acquisitions through buyout programs following past flood events has reduced the tax base and placed additional financial and capacity burdens on the Village. With limited available development areas, recipients of buyout programs are often prevented from rebuilding in the Village resulting in a loss of community members and tax parcels. In addition, the burden of maintaining the properties as open space in perpetuity falls to Margaretville.

Access and mobility issues during flood events
- Margaretville Memorial Hospital can be compromised during flood and hazard events. As one of few health providers for the region, it is critically important to ensure access to the hospital before, during, and after disaster events.
- Because of the Village’s limited access points, clearing evacuation routes and improving mobility during flood events is a challenge.
- Bridges in need of repair, replacement, and enhanced flood protection also create potential assess and mobility issues for the community.

Future risk for flooding of community assets and homes
- The Village Hazard Mitigation Plan notes that of the Village’s total land area, 0.3 square mile (43%) are located within the FEMA-designated 1% annual chance (100-year) and 0.2% annual chance (500-year) flood boundaries.
- The Village of Margaretville has a total of 380 tax parcels. A total of 117 (30.8%) of those parcels intersect with the FEMA-designated 1% annual chance (100-year) floodplain and 134 (35.3%) intersect with the FEMA-designated 0.2% annual chance (500-year) flood boundary.
- It is estimated that in the Village of Margaretville, an estimated 282 residents live within the 1% annual chance and 0.2% annual chance floodplains.
- As of January 2012, FEMA reported that 70 properties in the Village carry flood insurance under the National Flood Insurance Program (NFIP). Of those 70 properties, 13 are Repetitive-Loss properties and 1 is a Severe-Repetitive-Loss property.
Margaretville Community Reconstruction Plan – (Conceptual Plan).

- FEMA’s Hazards US-Multi-Hazard risk assessment model (HAZUS-MH) estimates that for the 1% annual chance event, 174 people may be displaced and 136 people may seek short-term sheltering, representing 32.5%, and 25.4% of the Village’s population, respectively. For the 0.2% annual chance event, an estimated 186 people may be displaced and 155 people may seek short-term sheltering, representing 34.7%, and 28.9% percent of the Village’s population, respectively.

- There is $63,084,900 of total assessed property (structure and land) exposed to the 1% annual chance flood in the Village of Margaretville. For the 0.2% annual chance event, it is estimated that there is $66,128,100 of total assessed property exposed in the Village.

- HAZUS-MH calculates the estimated potential damage to the general building stock inventory associated with the 1% annual chance and 0.2% annual chance events. HAZUS-MH estimates approximately $13.1 million and approximately $15.1 million of potential general building stock loss as a result of the 1% annual chance and 0.2% annual chance events.

Both ongoing flood risks and reliance on natural resources for economic prosperity will continue to influence the growth and development of Margaretville. To ensure future stability and resiliency, the Village must strike a careful balance between the enjoying the advantages and preparing for the risks associated with its proximity to natural resources.

15.0 Margaretville as a Regional Hub

While the economy and services offered by the Village of Margaretville have changed over time, its role as a central hub has remained. Rather than providing milling, railroad, and other agricultural services, today Margaretville provides essential educational, medical, cultural, and shopping resources for the surrounding communities. The Margaretville Central School serves not only Margaretville students but also children from the Village of Fleishmanns, Town of Middletown, and parts of Andes, Bovina, Roxbury, Lexington, Halcott, Hardenburgh, and Shandaken. The school’s student population is composed of residents from a 167 square mile area spanning three counties (Delaware, Greene, and Ulster). In addition, the Margaretville Memorial Hospital provides essential medical and surgical services to the region including 24-hour ambulance service, acute care, emergency room services, family health center, and imaging services. For a rural area with limited redundancy in these key facilities, the resiliency of Margaretville is important not only for its residents but also to ensure the provision of health and educational services for the larger region.

Margaretville is also one of the few commercial centers for the region to provide shopping, recreation, and cultural opportunities for residents and visitors. Margaretville is home to shops, services, restaurants, and a full-service grocer that are increasingly rare in the surrounding rural area. Margaretville is also home to many recreational opportunities, community gatherings, and events that help to establish a larger sense of connection throughout the community.

While the residents benefit from the rich natural resources of the surrounding area, the Village’s environmental assets currently are not being maximized for economic growth and expansion of the area’s tourism industry. A coordinated effort to increase awareness and access to these recreational opportunities could drive economic success for Margaretville businesses and the surrounding region far into the future.
Despite its historic success as a regional commercial center, several issues and challenges deter the full realization of the Village’s economic potential. Those issues are summarized below:

- **Difficulty ensuring the continued provision of essential services**
  - To maintain its role as regional hub, Margaretville must ensure the retention and flood protection of essential services including Margaretville Central School, Margaretville Memorial Hospital, and its full-service quality grocer, among other resources.

- **Unrealized tourism potential**
  - The Village currently does not fully capitalize on the economic and tourism potential of local and regional assets.
  - Maps, signage, and way-finding guides are insufficient to help visitors access the full range of outdoor recreation opportunities.
  - The lack of a coordinated marketing and branding initiative limits the economic potential of the Village. Initiatives include a robust on-line presence, development of marketing materials, and a coordinated regional tourism effort.
  - Limited access to waterways limits tourist recreational activities.

- **Limited services and amenities for residents and visitors**
  - The Village offers limited shops and services.
  - The Village hosts limited modern, overnight hospitality facilities.
  - Businesses are not always open during regular hours.

- **Shrinking tax base**
  - Increasing buyouts and state acquisition of land combined with business challenges, high insurance rates, and limited employment opportunities collectively contribute to a shrinking tax base.

- **Lack of parking near main street**
  - Limited parking for commercial uses near Main Street discourages full economic success.

- **Seasonal economy and difficulty doing business**
  - Several factors including an aging population, trend of educated local children leaving town, and a seasonal economy create fiscal and logistical challenges for local businesses. The lack of incentives and economic development initiatives further increases these challenges.

- **Limited telecommunication infrastructure**
  - In an increasingly cell phone-reliant society, the lack of reliable cell service discourages young entrepreneurs, business owners, startup business, and tourism. Although the Village core has cell service provided by Verizon and AT&T, service remains spotty outside of the Village.

- **Vacant and damaged buildings on Main Street**
  - Despite significant recovery efforts, several vacant and damaged buildings remain on Main Street that detract from local character and negatively impact perceptions and local tax revenue.
Margaretville’s future, like its past, will be deeply connected to the provision of the necessary goods and services to encourage tourism and visitor spending, as well as furthering investments from local and regional residents. As such, developing strategies to protect Margaretville’s critical assets and foster economic growth represents an opportunity to build on and strengthen the Village’s role as a regional hub.

16.0 Historic and Contemporary Connection to New York City

Since the 18th century, Margaretville’s connection to the greater New York City Metropolitan area and market has influenced its growth and development. Initially taking on the role of supply depot, mill, and transportation hub to facilitate local and regional goods to the metropolitan market, Margaretville’s connection to the New York City area has evolved over time.

Today the two areas retain a uniquely symbiotic relationship. A total of 54 of the 218 residential parcels in the Village (11% of the total land area) are owned by second homeowners, many of whom reside in the New York City area. Combined with a healthy number of annual tourists and visitors from New York City that contribute considerably to local businesses, it is easy to see that the Village maintains a strong cultural and economic connection with the metro area.

Margaretville and the surrounding natural area also provide a service to New York City by helping to protect the quality of drinking water. The inclusion of land surrounding the Village as part of the New York City watershed in the 1950s has had a profound impact on growth and development in Margaretville. The Pepacton Reservoir, fed by the waterways surrounding the Village, provides approximately 25% of the drinking water for 8 million people in New York City. The importance of this land for water quality establishes a unique collaborative connection between Margaretville and New York City; Margaretville helps to provide clean drinking water to New York City, while New York City helping to fuel Margaretville’s local economy.

The need to keep this water source protected, however, has prompted the public acquisition of significant amounts of land surrounding the Village. New York State and City acquisition of these lands and regulation of all flood mitigation projects in the waterways create a difficult position for the Village. With few remaining development sites, the Village is limited in its ability to grow or rebuild following flood buyout programs or to implement any flood mitigation work related to the stream itself. Key issues include:

- **Repetitive flooding and limited ability to perform stream mitigation projects**
  - Over time, deposits of gravel, debris, and streambank erosion material have led to increased flood risk and damage to the Village. As the effort to protect the New York City water supply created the need for additional regulatory oversight, it has become increasing more complicated to implement any stream-based flood mitigation projects such as bank restoration, gravel harvesting, or other projects to address repetitive flood damage. Any strategy for Village resiliency and health will need to strike a balance between environmental, ecological, and drinking water protection with flood protection for community homes, businesses, and assets.

- **Limited development sites**
  - The necessity of clean drinking water has prompted New York State and City over the years to acquire large tracts of land to ensure the protection of this resource. This has created significant flood safety and development challenges for the community by severely
limiting the land available for commercial and residential development. As more private parcels are acquired through buyout programs, the lack of available development sites prevents rebuilding in the Village and results in a loss of residents and tax base. The lack of available property for development also presents a challenge for relocating key community facilities and businesses to less flood-prone areas.

่อ Housing and affordability

- Housing affordability is an issue in many areas of the State. Because of a number of specific local factors, this affordability issue is felt acutely in the Village of Margaretville through a general lack of housing to accommodate the full range of incomes, creating difficulties attracting young families and a young workforce.

- Increasing housing prices driven by a second-home market, relatively low wages, and rising flood insurance rates have led to significant cost burdening for many residents.
  - Median monthly owner costs of $1,175 according to the American Community Survey have led to 25.5% of homeowners paying more than 35% of their household income on housing costs.
  - According to the American Community Survey, the median gross rent in the Village is $584 per month. While the median gross rent is less than the county and state ($1,126 and $2,017, respectively), there remains a staggering 52.3% of renters paying more than 35% of their household income on rent compared to 31.1% in the County and 43.4% in the State. Sufficient rental housing at various levels of income is traditionally essential for attracting a healthy workforce. The serious shortage of workforce rental housing in the village currently deters the attraction of young families and workers placing economic stress on local businesses.

- The seasonal economy created by tourism and second homeowners provides essential patrons for local businesses, but also creates work force and revenue shortages during off-peak seasons.

- Disconnect between full-time and part-time residents as a result of the Village’s popularity as a second home destination.

17.0 Needs and Opportunities

The Planning Committee identified the following preliminary needs and opportunities for the Village of Margaretville:

1. Community Planning and Capacity Building

- **Need:** To reduce flood insurance costs through planning and participation in the Community Rating System (CRS)

- **Need:** To increase public education and outreach for residents, especially those most vulnerable to natural disasters. Topics will include but not be limited to disaster preparedness (including evacuation routes and procedures for Pepacton Dam emergencies), NY-Alert, hazard mitigation, and stream management for streamside landowners.
1. Opportunity: Create an Economic Development Advisory Team made up of local officials, business leaders, and representatives from community-based organizations to lead recruitment and retention efforts

- Need: To continue to promote relationships between full-time residents and second homeowners to create a strong sense of community and network of business and personal connections

2. Economic Development

- Need: To retain critical commercial assets such as Freshtown Market and CVS Pharmacy
- Opportunity: Flood-proof and/or relocate critical facilities and assets
- Need: To remain the commercial hub for the area
- Opportunity: Strengthen the Village’s role as commercial, cultural, and recreational hub by ensuring the protection of existing services and shops and encouraging additional growth
- Need: To grow the tax base
- Opportunity: Capitalize on recreation and tourism potential and establish a year-round economy by implementing the following suggestions:
  - Coordinated marketing/branding initiative
  - Increased signage and way-finding guides
  - Additional trails and connections
  - Create better access to waterways for recreation
  - Establish a greater on-line presence for tourism and local businesses including itinerary planners and inventories of local activities
  - Greater utilization of technology such as smart phone apps
  - Work with business owners to establish uniform hours
  - Create additional shopping, services, and recreational opportunities for visitors to inject money into the local economy

- Need: For commercial renovation and façade repair on Main Street
- Need: To identify and implement streetscape and public-realm improvements
- Need: To address commercial vacancy on Main Street
- Opportunity: Create an online searchable inventory of vacant/underutilized buildings for sale
- Need: To create connectivity between downtown and future development and maintain our walkable community
- Need: To retain families and children in town
- Need: To provide access to resources (such as technical assistance and training), incentives (small business loans), and information on state and federal funding programs for local businesses
- Opportunity: Create incentives (tax abatements, fast track permitting, density bonuses, etc.) to encourage desirable development
1. Need: To reduce the cost of doing business (flood insurance)
   Opportunity: Create additional parking near Main Street to encourage business growth
   Opportunity: Create incentives to assist local businesses and attract new businesses and jobs

3. Health and Social Services
   Need: To protect vulnerable and aging populations during future flood events
   Need: To maintain access to health services – Margaretville hospital must continue to provide regional medical support and ensure access to healthcare during and after disasters
   Need: To ensure uninterrupted emergency and medical services during flood and disaster events
   Need: To protect educational facilities including Margaretville Central School from future disasters

4. Housing
   Need: To address cost-burdened residents and provide housing to accommodate a healthy workforce, young families and first time home buyers
   Need: To identify potential development sites for future residential development
   Opportunity: To work with New York State and City agencies to identify and pursue potentially suitable land for future residential and commercial development
   Need: To protect existing housing stock from further loss
   Opportunity: Create a housing strategy focused on protecting existing housing stock, identifying land for new residential development, and providing affordable housing to the workforce, existing residents, and new residents alike
   Need: To reduce cost of flood insurance to retain residents and attract new families

5. Infrastructure
   Need: For bridge repair, replacement, and enhancement to address repetitive flooding and ensure access into and out of the Village during a flood event
   Need: For bulkhead repair/enhancement
   Need: For greater telecommunications infrastructure to help ensure emergency communication capability and to bring young families, entrepreneurs, and tourists to Margaretville
   Need: For additional parking near Main Street to support existing and future businesses

6. Natural and Cultural Resources
   Need: To balance environmental conservation with the protection of community homes, assets, and infrastructure
   Opportunity: Conduct environmental and feasibility assessments and implement projects to address stream conditions that cause repeat floods. Potential actions include gravel...
harvesting, debris removal, streambank restoration and strengthening, removal of downstream impediments, and acquisition of flood-prone parcels.

- **Need:** To ensure adequate future supply and quality of water that helps define local character
- **Opportunity:** Create greater access to waterway for recreation and greater utilization of natural/recreational resources for tourism and economic development
- **Need:** To retain historic and small-town character
- **Opportunity:** Conduct a survey of the historic and cultural resources of the Village
- **Opportunity:** To enhance art-based community development (such as reopening the Galli-Curci Theater)
- **Need:** To address stream conditions that cause repeat floods including gravel deposits, stream bank erosion, remaining debris among others.

### 18.0 Goals

The goals listed below have been developed to reflect community values, issues, needs, and opportunities and will serve as the foundation for identifying and prioritizing projects and implementation strategies in the final NYRCR Plan. The following goals were developed by the Committee through collaboration with the Consultant Team, New York Department of State, NYRCR Program Lead, and through public input:

**Goal 1:** Successfully implement projects that will control and manage the flow, course, and speed of water during future flood events.

**Goal 2:** Address infrastructure and flood mitigation deficiencies that are causing or contributing to repetitive flooding in the Village.

**Goal 3:** Maintain adequate levels of water to maintain village character and recreational and tourism opportunities.

**Goal 4:** Ensure the retention of current business and promotion of new business within the Village core.

**Goal 5:** Ensure the long-term safety, protection, and access to critical community assets.

**Goal 6:** Explore opportunities for future commercial and residential growth.

**Goal 7:** Identify and develop affordable and senior housing opportunities and continue to preserve existing housing stock where possible.

### 19.0 Preliminary Project, Actions, and Implementation

Through the ongoing CR Plan development process, the Committee—with continued public input—will build on this preliminary analysis and will use the issues, needs, and opportunities presented in this Conceptual Plan to identify projects that will help the Village achieve its vision of greater resiliency and overall community health and vibrancy.
The Committee will prepare strategies for the priority projects, programs, and actions identified during the planning process that will rebuild Village resources and will spur recovery, economic growth, and resiliency. A significant number of projects, programs, and actions may be identified during the planning process. To develop an action-oriented and implementable plan, the Planning Committee will identify up to 15 priority projects, programs, and/or actions. The Planning Committee will use the information gathered during the planning process to identify the priority projects based on their cost, financial feasibility, timeline, benefits, elimination of risk, and impacts on other aspects of life in the community. It will be important that the Planning Committee also consider a project’s eligibility under the Community Development Block Grant Disaster Recovery (CDBG-DR) funding program.

The Committee will then prepare reconstruction strategies for priority projects. Each strategy will include the recommended steps and responsible entities necessary to implement the project. These steps may include the name of the project, required steps/actions, timeline, and preliminary cost estimates. The planning process will also include the creation of a range of potential investments and funding sources along with their relative priority. The consideration of policy actions such as zoning changes can also improve the resilience and economy of the community.

The priority projects will fall into one or more of the six major areas of recovery functions:

1. Community Planning and Capacity Building
2. Economic Development
3. Health and Social Services
4. Housing
5. Infrastructure
6. Natural and Cultural Resources

Reconstruction strategies will include new measures to protect vulnerable persons in the event of a future emergency, and will also include strategies that address many of the needs and opportunities of vulnerable populations.

Housing strategies will be based on the housing needs and opportunities identified during the planning process and will include tactics for:

- Meeting the demand for affordable housing
- Promoting the availability of affordable housing to people impacted by the storm
- Identifying non-CDBG programs available for public and private housing to address post-disaster housing needs, in the context of supply, affordability, and accessibility
- Encouraging the provision of disaster-resistant housing for all income groups

### 20.0 Regional Perspective

The NYRCR planning committee reviewed all regional plans that included the Village to identify regional key economic drivers, characteristics of the housing stock, demographics as well as current and emerging issues and trends, and all other areas influencing regional community development. The Committee utilizes these plans to identify potential projects that would be of regional significance as well as to the benefit the Village and regional partners. As the committee continues to identify and develop its priority list of projects, it will reach out to regional organizations such as the County planning office watershed groups.
and regional economic development Council's to discuss those projects with them, identify any type of regulatory approval process that is required, and identify any resources available for the project. They will also leverage any studies and/or services to provide feasibility studies for these projects from the regional entities. It will be important, once the final list of projects have been identified, to review them with those regional entities to identify key financial and regulatory resources that are available to ensure that the projects are implemented. It will also be critical to build a network of support from Village up through the regional organizations so that the project can be implemented and therefore achieve the vision and goals of the NYRCR committee.

As part of the efforts to implement their projects the committee will evaluate projects that will also benefit neighboring municipalities. The committee will meet with the appropriate municipal leaders to discuss potential participation in some of those key projects. The key projects may be focused around infrastructure, emergency services, social services, and waterways; ventures that usually transcend municipal boundary lines. Throughout the identification and development of the projects, it will be important that the communities and the committees seek opportunities to act regionally to increase the positive impact of the projects and potentially reduce the costs by spreading them out regionally.