



VILLAGE OF WATERLOO

NEW YORK

- ROUND 5 DOWNTOWN REVITALIZATION APPLICATION -

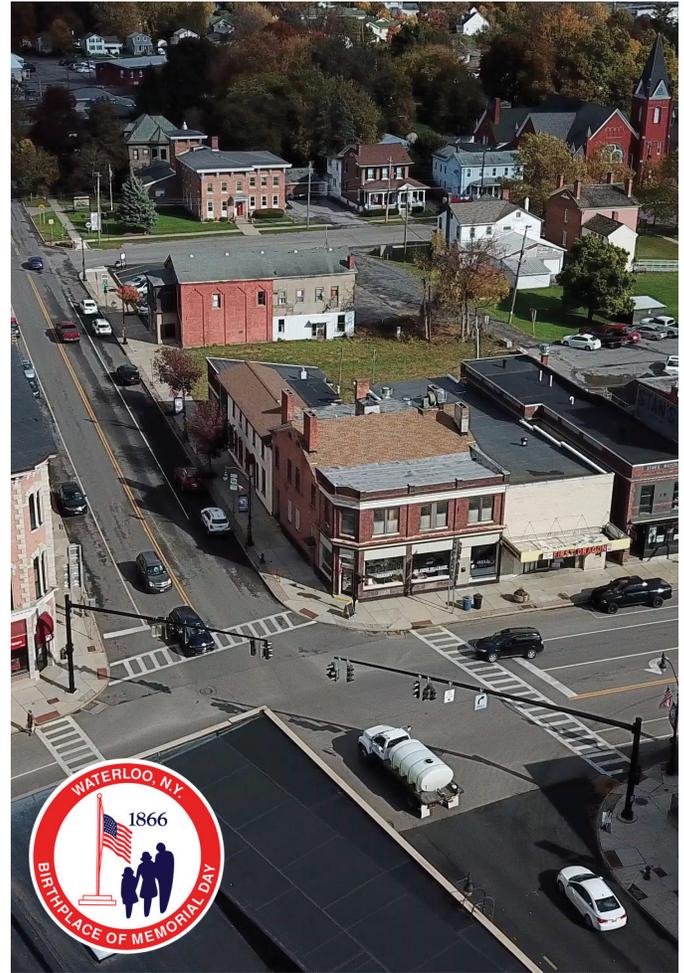


**Downtown
Revitalization
Initiative**

VILLAGE OF WATERLOO

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BASIC INFORMATION

REDC Region

Finger Lakes

Municipality

Village of Waterloo

Downtown Name

Downtown Waterloo

County

Seneca County

Applicant Contact

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VILLAGE OF WATERLOO VISION FOR DOWNTOWN



Leveraging our ideal geographic location, robust public-private partnerships, a passionate and productive spirit of collaboration, and an unmatched connective synergy toward catalytic reinvestment and a vital, vibrant urban center.




GENEVA
2016 DRI Community


WATERLOO
*Completing the
Corridor Connection*


SENECA FALLS
2019 DRI Community


AUBURN
2017 DRI Community

VILLAGE OF WATERLOO JUSTIFICATION FOR SELECTION



Strategic

The Village of Waterloo, with its strategic physical, financial and community support, is ready to make catalytic investments immediately. We have organized our priorities, people and plans in order to grasp the opportunities ahead of us, and leverage this critical state investment.

In 2019, we created the Waterloo Economic Development Committee (WEDC), a group of engaged residents, civic leadership, and investors who meet each month to discuss, review and identify opportunities in partnership with local leadership, developers, state agencies and existing community groups.

The WEDC took the lead to facilitate a collaborative approach at a revitalization strategy. The WEDC led community meetings, public workshops and conducted surveys of business owners, residents and students to ensure that strategies were being developed based on relevant data through until present day, even during COVID. With this information the committee was able to take immediate, actionable steps towards beautification projects, grant applications and developer engagement.



Resilient

When the area has faced downtown decline, our community has exemplified our resiliency by sticking to our plans, including the Downtown Strategic Plan, Economic Market Analysis and Comprehensive Plan. Our pattern of perseverance is not accidental. In Waterloo, we are defined by our strong partnerships and connections that allow us to continue to follow a successful path forward; including ease of communication among businesses, developers and local government; fostering investments of millions of dollars in our downtown buildings and COVID-19 did not hold this community back. We continued to identify opportunities, apply and receive grant awards, even as uncertainty from the pandemic loomed.



VILLAGE OF WATERLOO JUSTIFICATION FOR SELECTION



Prioritized Partnerships

Government works most efficiently when engaging and creating a connection among others. The Waterloo Economic Development Council (WEDC) works seamlessly across the board with businesses, developers, state & local agencies and, most importantly, our community. It is the strong connections within the community, including the Village Board, Town, school district, community organizations (Rotary, American Legion, and the Image, Identity, Public Space (IIP) Committee) that enable us to make continuous progress. The WEDC addressed both challenges and opportunities utilizing the collection of community input to ensure the strongest outcome to keep us moving forward and the 5&20 corridor robust. We have learned from engaging with our DRI winning neighbors – Geneva, Seneca Falls, and Auburn – that the 5 & 20 corridor can have an even greater potential through collaboration. Most recently these partnerships included developer roundtables, community meetings, and partnerships with the NYS Canal Corporation on tourism initiatives.



Results Oriented

In Waterloo, we have leveraged millions of dollars from over 10 state and federal agency sources, exemplifying our ability to craft projects, as well as follow-through with funding commitments. We distinguish the importance of planning, that lasting results don't just happen, and so we have made sure that these plans are cultivated, nourished and supported. Planning objectives have allowed new businesses to open up in the last year, developers to invest, new apartments to become available and enhance area parks all when the world was not itself. We appreciate that through proper planning, partnerships and preparation -change can happen, improvements can be made and ideas can become reality.

We are ready to be the next DRI community connection along the 5&20 corridor; and to optimize the prior and future investments of the FLREDC and its communities in this way. In Waterloo, we have primed the pump for stable growth by building and maintaining the capacity and organizational partnerships required to create sustainable, resilient success.



SECTION ONE

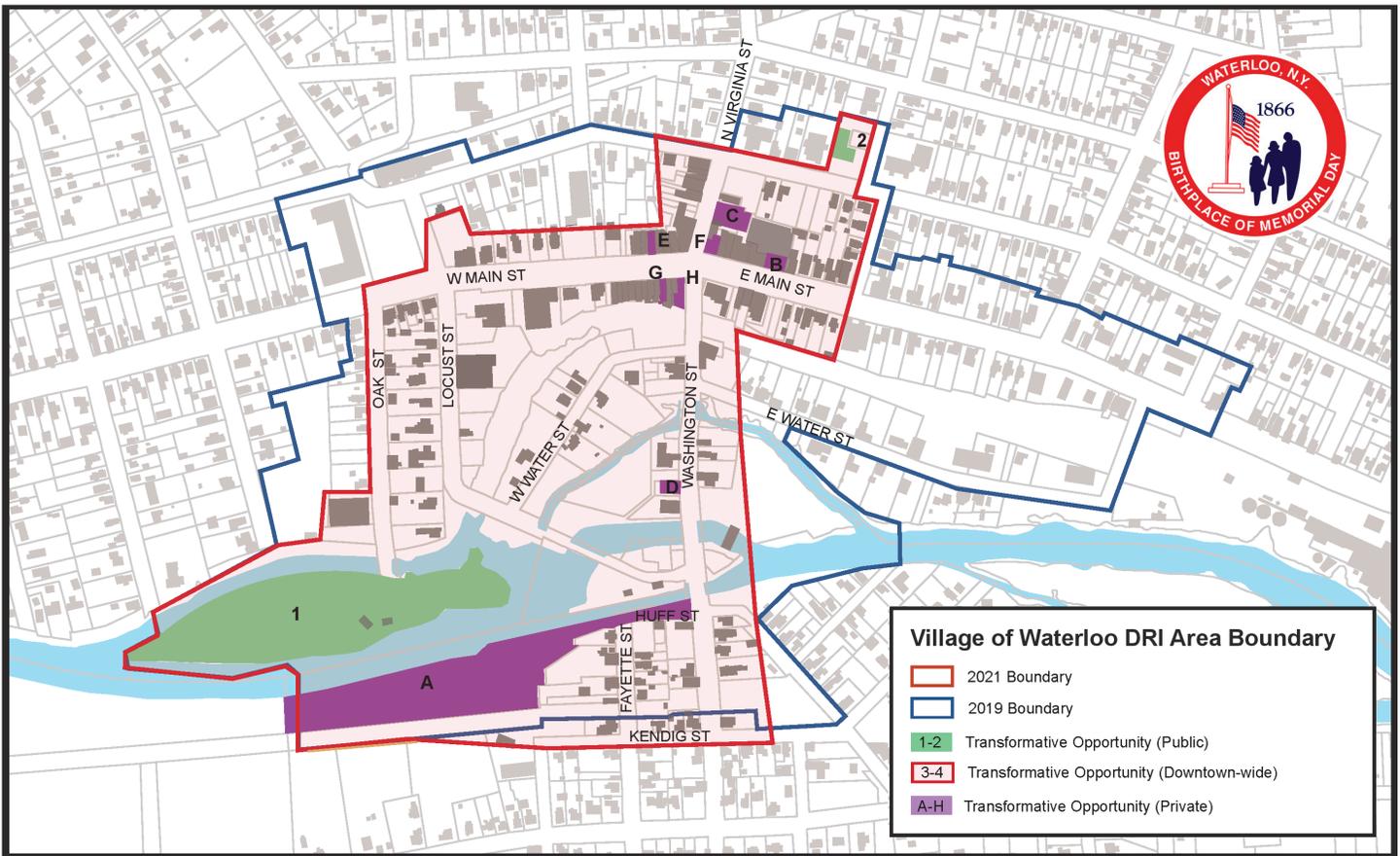
PROPOSED DRI BOUNDARY



Our boundary is based on strong connections, and solidifies the 5&20 corridor connection for maximum, sustainable financial return. We identified an idyllic, compact boundary area following iterations that were adjusted based on public feedback, to ensure a walkable, concentrated investment area.

The approximate five by three block area consists of the Village's central business district with commercial corridor assets to make the most of underutilized facilities, shovel-ready transformative opportunities and canal development. It includes downtown anchors like the library, recreation center and Oak Island accessible by car, boat, foot or bike!

We have refined our strategic, data-driven DRI boundary framework. The proposed district is a reflection of our community desires, solidified through surveys, committee work and various public outreach efforts.



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SECTION TWO PAST INVESTMENT, FUTURE INVESTMENT POTENTIAL



In Waterloo, we understand that successful, long-lasting investment doesn't happen by chance, and there is no silver bullet to resilient economic development. We purposely identified our goals, did our research, planned and acted in alignment with development strategies with an intense focus on implementation.

Within the past 10 years, public and private investments have laid the foundation for reliable and resilient growth. These range from volunteer efforts to construct trails and memorials to local and regional economic development projects, even throughout the ongoing COVID pandemic. These investments have occurred either within the Village, or are regionally significant projects located within the downtown market capture area.



As part of a well-rounded plan, using all tools available for investment potential, we have aggressively sought vigorous partnerships with developers to invest strategically and in a data-driven way in our downtown. We have assisted these developers in leveraging funding to take on complimentary transformative projects that work in line with the comprehensive plan to have optimum impact.



SECTION TWO PAST INVESTMENT, FUTURE INVESTMENT POTENTIAL



We have also provided incentives to small, local businesses to establish and grow in the downtown area. As a result, storefront vacancies have dropped from 36% to 12% in less than five years. This rate is anticipated to remain low as downtown buildings are completing renovations and projects coming online in the near term.

The Village of Waterloo Market Analysis demonstrated that with targeted investment in second story rental units, concentrating on building retail and restaurant density on Main Street and Virginia Street, downtown could support an environment that attracts the target demographic: ages 25-35 and the older population of Baby Boomers. The market analysis did show that young families are leaving the Finger Lakes area, partially due to a shortage of high-quality rental units available within targeted price ranges.



Market research indicates that these cohorts covet a small-scale urban environment, where people can walk from shop to shop. Therefore, in order to meet the demand, we will continue to support development of residential uses in concert with retail density, creating increased foot traffic to support existing local businesses and increasing the dynamism of the commercial corridor.

With more housing coming online, rehabilitation of downtown buildings, and businesses starting to fill vacant storefronts, we have taken proactive steps to render streets and pedestrian walkways more conducive to foot traffic.

With bike lanes on Main Street as just a starting point, we are dedicated to promoting mobility and accessibility for all throughout the Village. A complete streets policy and partnership with the school district promoting safe routes to school are beginning to show results throughout downtown and beyond.

In Waterloo, we have worked tirelessly to assist with the public and private development projects and the planning processes, which have contributed to almost a half- billion dollars in investment within or minutes away from downtown in recent years.




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SECTION TWO PAST INVESTMENT, FUTURE INVESTMENT POTENTIAL



(Recent) Past Investment

Village Welcome Signs
\$29,880

In-Site Architecture and sign language repair and installation of 7 historic signs.

New York Main Street
\$1,000,000

The Village Secured NYMS funding to renovate a number of downtown buildings infrastructure, ranging from simple façade renovations to development of new upper floor housing units.

1 East Main Street
\$40,000

Renovation to accommodate new commercial tenancy, including façade renovations.

Waterfront Connector Trail
\$300,000

Significant investment has been made into Waterloo's waterfront. The Village recently undertook a major project to extend the existing trail connecting its Canal Port to the center of downtown.

Main Street Reconstruction
\$2,000,000

Following significant effort by the Village, Main Street (Rt 5&20) was rebuilt by NYS DOT into a complete street, eliminating excess traveling lanes and replacing them with bike lanes.

3 West Main Street
\$81,725

A private developer completed a façade restoration project and began interior renovations as a "Phase 1" of a larger project that will include market rate upper floor housing.

Virginia Street Demolition
\$35,000

A deteriorated, non-historic former bowling alley was acquired by the Finger Lakes Regional Land Bank and was demolished, providing a clear site for the development of Suffrage Park / future development.

Wayfinding System
\$16,000

A wayfinding system has been established by the Village and initial implementation of the signage system has occurred. The Village will expand this system should DRI funds be approved.

5 West Main Street
\$95,200

A private developer completed a façade restoration project and began interior renovations as a "Phase 1" of a larger project that will include market rate upper floor housing.

Historic District Nomination
\$10,000

The Village hired a consultant to develop a National Register of Historic Places nomination for the downtown. The designation now formally acknowledges Waterloo's historic integrity, and opens the way for developers to access Historic Tax Credits.

Microenterprise Programs
\$434,000

The Village realizes that a robust revitalization effort is not based only on physical improvements, but must be economically based. The Village has secured two recent grants to assist small businesses to open and locate in downtown.

9 West Main Street
\$15,000

A private developer completed a building stabilization project as a "Phase 1" of a larger project that will include market rate upper floor housing.



SECTION TWO

PAST INVESTMENT, FUTURE INVESTMENT POTENTIAL



(Recent) Past Investment (continued)

<p>Sanitary Sewer/WWTP Upgrades \$8,000,000</p> <p>Following significant effort by the Village, Main Street (Rt 5&20) was rebuilt by NYS DOT into a complete Upgrades to the Wastewater Treatment Plant ensure that the Village can accommodate increased growth without impacting the environment.</p>	<p>Oak Island Pump-Out, Floating Docks, and Glamping Sites \$70,000</p> <p>CVAP (EFC) Grant awarded July 2021, Canal Corp Investment</p>	<p>Housing Investment \$1,000,000</p> <p>Waterloo has been aggressive in improving its housing stock, leveraging CDBG, HOME, and AHC funds for rehabilitation and homeownership opportunities.</p>
<p>Main Street School / LaFayette Apartments \$13,000,000</p> <p>LaFayette Apartments project in Waterloo, the former Main Street School, will receive \$6.1 million to help turn the three-story structure into 33 affordable apartments for people 62 and older, with six supportive units for senior citizens who require assistance to live independently. The project received at \$500K CDBG Housing Rehabilitation Grant.</p>	<p>Restaurant Development at 7 East Main Street \$800,000</p> <p>The Village is actively working with the building owner to secure a tenant. Restauranters have expressed interest in the former Stan's location.</p>	<p>35 Virginia Street \$337,000</p> <p>Rehabilitation of the historic "Market Building" as a mixed-use building. With assistance from a Restore NY grant and historic tax credits, Developer has substantially completed the building rehabilitation and has rented the commercial units.</p>
<p>Vern Sessler Trail \$65,000</p> <p>This trail was constructed by local volunteers through the Waterloo In Bloom organization after federal funding proved too slow. The trail connects Oak Island to the downtown parking areas. In 2017 the Village paved the trail and extended it from the parking area onto Main St.</p>	<p>27 Virginia Street \$1,200,000</p> <p>Rehabilitation of a central downtown commercial property. Building restoration completed in Summer 2020. One unit is occupied and developer is actively seeking tenants for the non-occupied units.</p>	<p>37 Virginia Street \$380,000</p> <p>Rehabilitation of the Dempsey Building to accommodate first floor retail space and upper floor residential units. With assistance from a Restore NY grant and historic tax credits, Developer has substantially completed the building rehabilitation and has rented the units.</p>
	<p>Women's Shelter \$1,083,000</p> <p>The Village partnered with the Cayuga-Seneca Community Action Program to renovate a vacant building into nine units of housing for women in need.</p>	

SECTION TWO

PAST INVESTMENT, FUTURE INVESTMENT POTENTIAL



(Recent) Past Investment (continued)

<p style="text-align: center;">7 East Main Street \$595,000</p> <p>A vacant building was renovated into an upscale, two story restaurant.</p>	<p style="text-align: center;">ARC/Finger Lakes Textiles \$2,100,000</p> <p>The Seneca County ARC runs Finger Lakes Textiles, an inclusive employer. Following a significant expansion of their facility, they are now the sole provider of "Arctic Gear" hats for the US military. This continues Waterloo's nearly 200-year history in textile manufacturing.</p>	<p style="text-align: center;">del Lago Resort and Casino \$440,000,000</p> <p>The Casino development is part of the State's initiative to boost the Upstate economy. Located 10 minutes from downtown Waterloo, the Village has worked with del Lago developers from the outset to leverage the investment made there for economic improvement in the downtown.</p>
<p style="text-align: center;">ITT Goulds Pumps \$30,000,000</p> <p>This manufacturer of pumps and pumping equipment is located in Seneca Falls. The plant and its workforce is situated 7 minutes from downtown Waterloo.</p>	<p style="text-align: center;">Circulation, Accessibility and Parking Study \$30,000</p> <p>2020-2021 Unified Planning Work Program (UPWP) Circulation, Accessibility and Parking (CAP) study administered by GTC.</p>	<p style="text-align: center;">BonaDent Laboratories \$11,000,000</p> <p>This provider of dental lab services and high-tech producer of dentures, implants, and other dental restorations is located in Seneca Falls, 4 minutes from the center of downtown Waterloo.</p>
<p style="text-align: center;">Cayuga-Seneca Canal Trail \$225,000</p> <p>First initiated by the Village in 2004, the trail was connected to the Seneca Lake State Park and the City of Geneva with the recent construction of a connection under NYS Route 414.</p>	<p style="text-align: center;">Seneca Army Depot Redevelopment \$25,000,000</p> <p>The former U.S. Army munitions storage facility, less than 20 minutes south of Waterloo, was closed in 2000. Since that time significant redevelopment has occurred, including the Five Points Correctional Facility, First Light Fiber, and Seneca Dairy Systems.</p>	<p style="text-align: center;">Deep Dairy \$1,900,000</p> <p>Deep Dairy is a subsidiary of Deep Foods, a leader in the production of Indian Food in the U.S., with global operations in India and Australia. A recent expansion resulted in the creation of over 40 new jobs, and set the stage for a second larger investment anticipated within the next two years.</p>
<p style="text-align: center;">Waterloo Café \$225,000</p> <p>A vacant storefront was recently renovated to accommodate a new downtown café.</p>		

TOTAL PRIVATE INVESTMENTS
• \$541,096,805 •



SECTION TWO PAST INVESTMENT, FUTURE INVESTMENT POTENTIAL



Resilient Investments

To ensure that local businesses had the best access to federal and state funding programs throughout the pandemic, we engaged a consultant to work directly with small business owners on PPP, EIDL, and other critical federal programs.

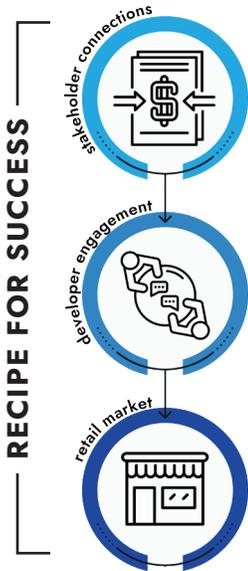
"I have been pleased to assist in the growth of our downtown and where needed, provide guidance leading to financial stability, thus far avoiding the same catastrophic outcomes plaguing other small communities across America. Our work is not yet completed but, with the considerable private and public sector investments, Waterloo will emerge as a stable vibrant community in upstate NY."

- Steve Wilson, Small Business Consultant

Through the efforts of this consultant and Village leadership, Seneca House of Concern, a non-profit food pantry, clothing outlet and lifestyle enhancing education center, was contacted and successfully relocated to 22 Locust Street to expand its services to economically disadvantaged residents throughout the region. An October 2021 grand reopening has been set. The House of Concern has planned expansion and increased capacity in their new facility and is anticipated to have several new employees added.

Future Investment Potential

The intense and deliberate planning that Waterloo has executed has identified our own inherent strengths of resiliency and future/ongoing opportunities for the growing economy. We are confident that we can leverage the \$10 million DRI award and advance catalytic investments resulting in a higher return.



Stakeholder Connections: Village leaders actively pursue and secure grant funding, we coordinate directly with small business, and partner with developers to revitalize downtown Waterloo to our greatest investment potential.

Developer Engagement: Strategic planning efforts, virtual conversations, tours, and in-person meetings have led to explicit interest from the development community. In Waterloo, we are currently working with developers to realize the community's vision, supporting investment already in place for transformative downtown properties. We will continue to be available to developers and open to new opportunities to continue driving downtown revitalization.

Retail Market: Waterloo is well-positioned to leverage DRI funding to cultivate a distinct sense of place by partnering with developers, public partners, businesses and entrepreneurs to strengthen our brand and develop retail offerings that support the local population, but also attract visitors to the region. Waterloo benefits from our position in the Finger Lakes located. Consumers touch, feel, smell, and taste the products of the craft beverage industry, connect with local historic features, and soak in regional arts and cultural institutions along Routes 5 & 20.



SECTION TWO PAST INVESTMENT, FUTURE INVESTMENT POTENTIAL

Additional Development Advantages

Downtown Waterloo is a designated federal Opportunity Zone, a community investment tool established by Congress in the Tax Cuts and Jobs Act of 2017 to encourage long-term investments in low-income urban and rural communities nationwide. This opportunity allows us additional options to support development and funding capacity.

Waterloo has worked through the federal and state Historic District nomination process, and as a result, properties within the boundary have access to state and federal tax credits if they choose to do work with the Secretary of Interior standards for historic preservation.



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SECTION TWO

PAST INVESTMENT, FUTURE INVESTMENT POTENTIAL



Planned, Future Investment Projects

In addition to the outlined Downtown Revitalization Transformative Projects, these private and public projects are currently in the development pipeline:

East Main Parking Enhancements (Virginia and East Williams Street)	Branding and Marketing (Downtown-wide)	Water System Upgrades
Additional Locust Street Streetscape Improvements	Electric Vehicle Charging Stations (Downtown-wide)	Waterloo Eats (3,5,9,11 West Main Street)
Sculpture Trail, Oak Island Park to Downtown	Historic Downtown Initiative (Downtown-wide)	21-23 West Main Street (Upper Floors)
Way-Finding System (Downtown-wide)	Washington Street Public Sewer Engineering Study	Enabling ADA Accessibility (1-9 West Main Street)
Alternate Energy Program (Downtown-wide)	LED Lighting (Downtown-wide)	Community Bank Building Restoration
Downtown WIFI (Downtown-wide)	Cayuga-Seneca Canalway Trail (Phase II Extension)	Seneca County House of Concern
		Deep Dairy Plant Upgrades
		Seneca Dairy Systems

- PLANNED, FUTURE **PUBLIC** INVESTMENT PROJECTS -

East Main Parking Enhancements Virginia and East Williams Street

Two existing parking lots will be redesigned to be more functional, attractive, and to create better pedestrian connections within the downtown.

Additional Locust Street Streetscape Improvements

Streetscape improvements along Locust street will compliment the \$4,000,000 bridge reconstruction. Improvements will include paving, sidewalks, curbing and gutters, trees, as well as other pedestrian scale improvements. Facilitate Connectivity to Oak Island!

Alternate Energy Program (Downtown-wide)

The program will provide micro-grants up to \$10,000 for the installation of roof-top solar and/or wind facilities.



SECTION TWO PAST INVESTMENT, FUTURE INVESTMENT POTENTIAL



Planned, Future Investment Projects (continued)

- PLANNED, FUTURE **PUBLIC** INVESTMENT PROJECTS -

Sculpture Trail, Oak Island Park to Downtown

The Village will expand its way-finding system to ensure connectivity throughout the downtown. The system will include QR codes, connecting users digitally to the Village’s existing online interactive map.

Way-Finding System (Downtown-wide)

The Village will expand its way-finding system to ensure connectivity throughout the downtown. The system will include QR codes, connecting users digitally to the Village’s existing online interactive map.

Downtown WIFI (Downtown-wide)

A new public WIFI system will blanket the downtown with WIFI at the fastest speeds available. Waterloo Central School District has expressed an interest in partnering on this initiative.

Branding and Marketing (Downtown-wide)

In order to fully leverage the benefits of DRI investments, the Village will develop and launch a downtown branding and marketing campaign to complement the ongoing efforts to attract new businesses, talented employees, and tourism to the community. This will leverage the foundational work that the Village’s IIP Committee is advancing through the Façade enhancement program.

Electric Vehicle Charging Stations (Downtown-wide)

Six (6) charging stations will be installed at strategic locations in the downtown and at the waterfront. This installation will leverage the recently awarded Genesee Transportation Council-funded Circulation, Accessibility and Parking (CAP) study.

Washington Street Public Sewer Engineering Study

CDBG Community Planning Grant awarded July 2021.



SECTION TWO PAST INVESTMENT, FUTURE INVESTMENT POTENTIAL



Planned, Future Investment Projects (continued)

- PLANNED, FUTURE **PUBLIC** INVESTMENT PROJECTS -

Historic Downtown Initiative (Downtown-wide)

Through graphic panels, sidewalk installations, and public art, the history of the community will be taken out of the walls of local museums and integrated into the downtown. Developers are already collaborating with the Village and the Village's IIP committee to advance capital investments to celebrate the history of own buildings.

LED Lighting (Downtown-wide)

Existing lighting will be replaced with efficient LED lighting that can run off Cat 5 cables and allow the community to manage light intensity and colors remotely.

Cayuga-Seneca Canalway Trail (Phase II Extension)

East-Bound extension of the Cayuga-Seneca Trail from Waterloo to Seneca Falls.

Water System Upgrades

Substantial investment in the Village's water treatment and distribution system is underway. Waterloo is the water source for many large, regional developments, including the Premium Outlet Mall and del Lago Casino.




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SECTION TWO

PAST INVESTMENT, FUTURE INVESTMENT POTENTIAL



Planned, Future Investment Projects (continued)

- PLANNED, FUTURE **PRIVATE** INVESTMENT PROJECTS -

Waterloo Eats (3,5,9,11 West Main Street)

Adaptive Reuse of these historic downtown properties as a food hall - a cooperative venue where independent food and beverage vendors will be able to lease stalls to sell their wares and earn a living from their craft without the high barrier of entry associated with owning their own brick-and-mortar store.

21-23 West Main Street (Upper Floors)

Rehabilitation of the vacant residential units above Mojo's Tavern.

Enabling ADA Accessibility (1-9 West Main Street)

This is a huge priority for downtown to be 100% accessible and the owner of 1-9 West Main St is looking to complete these as one project.

Community Bank Building Restoration

Townsley building historic restoration.

22 Locust Street Redevelopment / Seneca County House of Concern

Redevelopment of the former 16,000 square foot Save-a-Lot building as the headquarters for the Seneca County House of Concern.

Deep Dairy Plant Upgrades

Upgrades to manufacturing plant (61 Swift Street) to vertically integrate operations and increase production.

Seneca Dairy Systems

Planning a major expansion in the Seneca Army Depot to manufacture steel for the agricultural industry.



SECTION TWO

PAST INVESTMENT, FUTURE INVESTMENT POTENTIAL



Investment must be carefully planned for, strategically placed, and built on strong partnerships in order for it to produce the strongest return. Waterloo has seen significant investment in its immediate Village core, and within in the downtown's economic capture area.

Waterloo sees the opportunity of the State's DRI investment as capitalizing on what has already been done. These investments are not happening by chance, but are a result of concerted efforts and through partnerships. The Waterloo community is taking decisive action to maximize the benefit of these opportunities. We have developed pragmatic plans to capture both new tourists and new residents and have created a downtown that meets the needs of both.



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SECTION THREE

RECENT OR IMPENDING JOB GROWTH



There is significant recent and impending job growth within and in close proximity to downtown Waterloo. This job growth is attracting professionals to our Village and supporting redevelopment for long-term regional economic success. Downtown Waterloo offers a full range of employment opportunities for individuals with a diversity of skills, experience, and abilities.

Waterloo and the surrounding area serve as an employment engine to the region. For example, the \$440,000,000 development at del Lago Resort and Casino created 1,500 permanent jobs within a 10-minute drive of our downtown. The resort offers employment opportunities for residents in and around the Waterloo area, bringing both employees as well as visitors to the region.

Our Village has directly engaged, connected, and partnered with developers to fill empty storefronts and to create jobs downtown while working with several consultants to strategize about what industries will be successful. In 2021, a local survey revealed “vacant windows” were a major community concern, potentially deterring visitors and portraying a negative impression. Within weeks Village leadership connected with the WEDC, Image Identity Public Space Committee, and developers to add patriotic window dressings, historic photos, and graduating senior names in the windows, making the downtown more attractive for everyone, including job seekers.

Across zip code 13165, the largest industry, by job count, is “Accommodation and Food Services.” This industry has grown over 250% in the last ten years, likely driven by del Lago Resort & Casino and the area’s development with three neighboring DRI winners. The second and third largest industry by job count are “Retail Trade” and “Government.”

Projected Employment Trends, ZIP 13165, 2020-2030

NAICS	Description	2020 Jobs	2030 Jobs	Change	% Change	Avg. Earnings Per Job
72	Accommodation and Food Services	1,683	2,703	1,020	61%	\$36,180
44	Retail Trade	1,325	1,305	(20)	(2%)	\$29,786
90	Government	957	992	35	4%	\$85,788
62	Health Care and Social Assistance	504	412	(92)	(18%)	\$36,824
22	Utilities	132	247	115	87%	\$159,694
81	Other Services (except Public Administration)	204	232	28	14%	\$27,375
23	Construction	190	223	33	17%	\$63,487
42	Wholesale Trade	118	169	51	43%	\$71,402
48	Transportation and Warehousing	92	157	65	71%	\$53,890
56	Administrative and Support and Waste Management and Remediation Services	138	112	(26)	(19%)	\$63,210
71	Arts, Entertainment, and Recreation	72	72	0	0%	\$32,586
52	Finance and Insurance	66	63	(3)	(5%)	\$54,352
54	Professional, Scientific, and Technical Services	57	57	0	0%	\$60,088
31	Manufacturing	41	29	(12)	(29%)	\$80,186
53	Real Estate and Rental and Leasing	30	26	(4)	(13%)	\$55,044
55	Management of Companies and Enterprises	20	18	(2)	(10%)	\$105,677
61	Educational Services	12	15	3	25%	\$25,149
99	Unclassified Industry	<10	<10	-	-	-
51	Information	<10	<10	-	-	-
TOTAL		5,656	6,850	1,194	21%	\$61,219

Source: EMSI



SECTION THREE RECENT OR IMPENDING JOB GROWTH



Diverse job growth and large-scale anchor companies such as Bonadent, ITT Goulds Pumps, Evans Chemetics, del Lago Casino, Deep Dairy Products, and growing ventures at the former Seneca Army Depot make Downtown Waterloo an attractive place to live for young professionals and families of all ages, abilities and income levels, with over 2,000 new jobs created in recent years from these local companies.

The Seneca Army Depot has also been a source of job creation and economic expansion since it has transitioned from an active army depot to a 10,000-acre commercial and industrial facility. In particular, employers that are located within the facility such as the Five Points Correctional Facility, FirstLight Fiber, and the State Police and Fire training facility have created over 600 jobs in recent years.

Moving forward at the Depot, Seneca Dairy Systems, a company which fabricates steel for dairy facilities is planning a major expansion. The company recently purchased 7,000 acres for its industrial manufacturing facility. This will be a \$20,000,000 development project that will create over 125 jobs in the near future.

The facility currently produces French yogurt and various other unique dairy products for market. In addition, expansion at ITT Goulds Pumps and Bonadent have resulted in the creation of approximately 100 jobs collectively, just minutes from Downtown Waterloo.



"We purchased our facility on the edge of downtown Waterloo in 2018. Our Family's principal manufacturing company, Deep Foods, Inc., is headquartered in New Jersey and together with our affiliated distribution companies we are the largest manufacturer and distributor of Indian food products in the United States. We have received constant support from the Village since coming to town and have been very impressed with your interest in doing whatever you can to help us succeed. We are very excited about these efforts and look forward to further progress as a thriving downtown area will surely help us attract and retain employees."

- Deepak A. Amin, President and CEO, The Deep Foods Group of Companies



SECTION THREE RECENT OR IMPENDING JOB GROWTH



Many of the jobs created at these advancing companies are well-paying jobs that exceed the median income for the region. These jobs provide the area sustainability. Positions created include healthcare professionals, engineers, human resources professionals, food science professionals, project and facility managers, food service and hospitality workers, laborers, correctional facility employees, and manufacturing employees.

The influx of people and employees to the area has caused a residual impact directly in the downtown and has spurred the creation of a number of new businesses. Specifically, at the local grassroots level, the Village of Waterloo's Microenterprise Assistance Program has assisted nearly a dozen new and existing local businesses with new ventures and expansion projects totaling around \$475,000 in MAP grant funding. This includes expansion projects and new businesses such as an alternative health facility, a brewery and agricultural products retail establishment, a deli and bakery, a new diner, an acupuncture facility, restaurant, and a hair and nail salon.

These recent and impending job growth opportunities have driven additional private investment. A number of local developers have identified a need for quality market rate housing in the downtown. At least 12 downtown apartments have been revitalized and most are now rented. We will have at least 15 more downtown, and additional apartments that will be underway soon. The housing increase initiative's goal is to have at least 70 newly constructed or renovated apartments in the downtown area. With this increased and consistent construction, demand for skilled labor will increase and will impact local employment as these developers' plans come to light.



SECTION FOUR QUALITY OF LIFE



Waterloo’s location is ideal, sitting on Routes 5&20, along the Cayuga-Seneca Canal, with many varied amenities available nearby and we are geographically connected to three other DRI winning communities (Auburn, Seneca Falls and Geneva). Our local leadership has identified the need to be strategic, interactive, and a connector through partnerships. Waterloo’s deliberate planning is linked to job growth, affordable housing, amenities (on land and water), and a connection to the community’s history and heritage; creating a community that has an unmatched quality of life.

Waterloo’s walkable, complete streets and amenity-rich offerings all within a short distance via boat, bike, car, or trail, offers the opportunity for an increased sense of place and quality of life. No matter the age, gender, income level, ability, or cultural background, there is a room and acceptance in this community for people to feel comfortable and be able to get from place to place with ease within our downtown. Waterloo’s downtown has mixed-use spaces, currently creating additional diverse housing types with a range of rental or purchase values to allow diversity as an inclusive downtown.



SECTION FOUR QUALITY OF LIFE



Waterloo’s demographics, philosophy and development plans match what consumers want: to live in small-scale urban communities. Nationwide, there has been a return of people to urban environments. Consumers are looking for small-scale communities that are walkable, offer a range of amenities in the form of services and goods, and offer an authentic “sense of place.” In Waterloo, we have the benefit of an urban fabric that can offer these elements and stand out from our peers.

Push for Housing

Waterloo’s Economic Development Committee learned in our own market analysis that the residential market will be the catalyst for downtown revitalization. Waterloo is being proactive in developing second- and third-story apartment units that are exceptional in quality at a variety of price points.

With apartments getting renovated and more planned for, commercial activity will drive these new renters to the existing downtown businesses, encouraging further business development. Waterloo is being proactive knowing that the residential rents are currently low, but there is room for significant increases over time if the target market is enticed to desirable properties.

In 2020, the Village of Waterloo had a total of 2,168 housing units, of which approximately 1,300 were owner-occupied and 750 were renter-occupied. Vacancy rates for the Village have been historically lower, compared to vacancy rates of Seneca County.

Housing Tenure, Village of Waterloo, 2020

Type	Waterloo	Seneca County
Owner-Occupied	58.9%	56.1%
Renter-Occupied	34.3%	26.2%
Vacant Units, Rate	6.7%	17.6%
Total Housing Units	2,168	16,339

Source: ESRI

Household Income Threshold, Village of Waterloo 2020

Item	\$
Median Home Value, 2019	\$88,878
10% Down Payment	\$8,888
Loan Amount	\$79,990
Avg. Mortgage Payment, 30 Yrs. @ 5%	\$429
Est Additional Costs	\$221
Avg Mortgage Payment and Estimated Additional Costs	\$650
Household Income Threshold	\$27,857
Median Household Income, 2020	\$49,777

Source: ESRI, Zillow, MRB Group

The table to the left displays the extent of housing affordability in the Village of Waterloo.

As noted, an income threshold calculated at \$27,857 represents the minimum income required to purchase a home, priced at the median home value for the area, and not be considered burdened by housing costs.

Over 65% of Village households earn above this threshold. Therefore, we were characterized as a generally affordable housing stock.



SECTION FOUR QUALITY OF LIFE



Waterloo's target markets are young singles/couples (aged 25-39) and empty nesters (55+) and with both of these age groups, there will be more amenities and housing options through the current plans to revitalize downtown. This work has continued and since 2015, the downtown vacancy rates have been cut in half while improving housing stock, and creating new businesses. With more housing coming online, this will drive downtown businesses, and enhance the overall quality of life.



The Waterloo Economic Development Committee executed a robust, meaningful public engagement effort, designed to gain meaningful insight from the community on opportunities to enhance quality of life in the Village. Throughout the process, Waterloo the Village leveraged virtual and electronic tools, as well as live public engagement opportunities to support application elements. Our residents participated extensively, providing valuable feedback to developers, Village staff, consultants, and committee members.




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SECTION FOUR QUALITY OF LIFE



A Pro-Active, Responsive, and Resilient Community

Waterloo’s residents and leadership are actively listening and implementing changes that will enhance quality of life and make downtown more attractive. The 2020 Waterloo Economic Development Committee Survey indicated a community desire to enhance the look of Downtown Waterloo, and to improve the appearance of vacant building storefronts. It also strongly indicated a community desire to employ placemaking strategies that celebrate our Village as a destination inimitable from our neighbors throughout the region. These findings were consistent with a 2018 Multimodality Survey administered by the Image, Identity, Public Space committee (IIP), confirming that streetscape projects remained a high community priority.

A number of initiatives came to fruition, even in the pandemic as a response to the identified priority:



“As the Assistant Principal of the Waterloo High School, I was thrilled when I was contacted by the Waterloo Economic Development Council (WEDC) to request student input and involvement towards their community’s downtown status, investment as well as future development. The students were ecstatic to be involved, were appreciative of the small group meetings as well as the opportunity to get involved school-wide with a student survey. The WEDC team listened to the students perspectives and able to take immediate steps towards requests as well as incorporate their thoughts into future planning. The DRI grant award is an incredible opportunity for all of the families in Waterloo to enhance their quality of life in their hometown and will build on the momentum that the WEDC has built inclusively.”

- Thomas C. Mitchell; Assistant Principal - Waterloo High School




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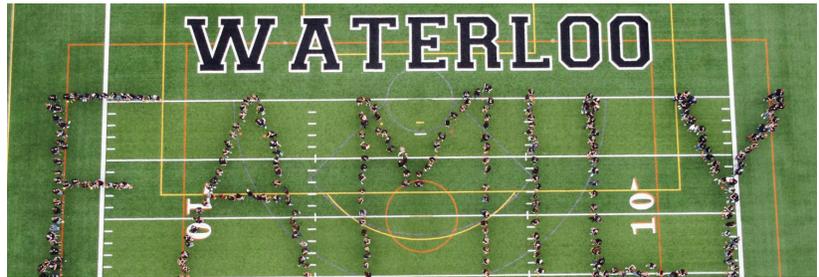


"It has been a huge honor working with Waterloo's Downtown Revitalization Initiative over the last 2 years. They have made it a priority to not only involve the adults in our community, but the next generation. Since my Junior year, I have been working with members of the Waterloo Economic Development Committee with the DRI planning process- sharing ideas, expressing concerns, and overall bringing hope and excitement to our Downtown area.

Once I graduated in June of 2020, I was asked to remain a representative for this committee. I feel my voice as a young adult as well as those much younger than me in this community were heard by the Waterloo DRI committee and was reflected in the plans and proposed projects.

Waterloo will always hold a special place in my heart and is an amazing place to be from. It's an area I would like to return to once I graduate from nursing school. The hard work that has been and will continue to be put in will bring change to Waterloo and give it the revitalization it desperately deserves and one that I will continue to enjoy as I continue to live, work, and have fun where I call home after obtaining my degree."

- Emma Smithers; Waterloo Class of 2020 - Alfred State College, Nursing AAS/BSN Class of 2023



SECTION FOUR QUALITY OF LIFE



A Pro-Active, Responsive, and Resilient Community (continued)

In addition to the initiatives outlined on page 25, in 2018 the IIP Committee’s Multimodality Survey also strongly indicated community preference for improved pedestrian and cycling infrastructure and connectivity in Downtown Waterloo. The committee took swift action and worked diligently to implement complete street design and policy for downtown. These recent changes to the streets ensure that there are safe routes for all mobility abilities and a new complete street that was made for safe multi-modal travel: walking, biking, or vehicular.

Furthermore in 2020, we applied for and was awarded \$60,000 from the Genesee Transportation Council (GTC) for a Unified Planning Work Program (UPWP) project to prepare a Circulation, Accessibility & Parking (CAP) study. This study has just been completed and assesses the need for and feasibility of a series of streetscape improvements required to improve connectivity and accessibility in Downtown Waterloo. This work will change the quality of life of people using Waterloo’s downtown and is critical to the transformation.

As a transformative DRI proposed project, we will be taking steps to implement the recommendations of the Circulation, Accessibility and Parking (CAP) study to improve multi-modal safety and accessibility along Main Street (NYS Route 20) and Virginia/Washington/Fayette Streets (NYS Route 96), and to develop/reinforce safe pedestrian and biking routes between Village anchors such as Oak Island, the downtown business core, municipal parking areas, parks, school campuses, and the Cayuga-Seneca Canal Trail.

In addition to DRI funds, the study’s findings will also be leveraged for us to apply for Transportation Alternatives Program (TAP) funding through the U.S. Federal Highway Administration (FHWA).

We also worked with consultants to complete a downtown market analysis to measure existing and future potential for commercial and residential space, recognizing the need to understand how Waterloo fits within the regional context of market demand showing data-driven plans for development.



SECTION FOUR QUALITY OF LIFE



Food Market Availability

Within minutes from downtown Waterloo, there are two large grocery stores, downtown Waterloo hosts a weekly farmer’s market, and there are several local fruit and vegetable stands from local farmers and growers throughout this area.



Parks and Green Spaces

In Waterloo, we have an abundant amount of public parks and green spaces. In accordance with both our history and ongoing dedication to veterans, our Village works in partnership with the County to ensure “Veterans Park” is not only well kept, but updated. In 2019, passionate residents requested that our Village create a Purple Heart Memorial. A committee was formed by local residents for this initiative. As a result over 100 awardees are forever memorialized with recognition of the brave service they gave, and awarded the distinctive Purple Heart military honor. It also serves as an on-going physical expression of our profound gratitude to those that have served and sacrificed in service to their country.



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SECTION FOUR QUALITY OF LIFE



Waterloo Library and Historical Society

An essential public project proposed in this grant is enhancement to the Waterloo Library and Historical Society. When it comes to quality of life, libraries provide information and services to improve people’s lives.

The Waterloo Library and Historical Society envisions a Cultural Center where people can advance their learning and education through reading, history, theater and community generated interests and needs. This mission’s interactive and wholistic approach is integrative and inclusive, designed with the needs of the community growing, the programming and service spaces in need more room.

Since 1876, this center has been tasked with keeping the history of Waterloo alive and in addition to the historical society’s artifacts, this center also is the location of Memorial Day Museum. The “Queen Anne” building of this facility was built in the 1880s and is one of the oldest library buildings still in its original intended use in NYS. The goal of these upgrades is to preserve history while making modern, responsible changes and upgrades to ensure that these services and place can be sustainable for many generations to come.



“We have been involved and partnering with the Village since day one of the DRI planning process for Waterloo. The Village has supported our goals and improvements that we have recently made and we know our expansion project will be an amazing addition to the quality of life of all residents and visitors to Waterloo. As a historical resource we can preserve the historical legacy of Waterloo including the founding of Memorial Day. We can provide access to multiple forms of educational, historical and entertainment opportunities as well as being a community anchor of inclusive fun and learning, adding value to our Village and region.”

- Cyndi Park-Sheils, Executive Director - Waterloo Library & Historical Society



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SECTION FOUR QUALITY OF LIFE



Other Amenities

Water access on the Cayuga-Seneca Canal, trails for walking and biking, Oak Island for picnicking and glamping, connections to history, wine, beer, and cheese trails, connected to Seneca Lake and Cayuga Lake, a variety of downtown restaurants, community center, growing downtown retail opportunities, and centrally located financial institutions—All of these characteristics attract both residents and visitors inside and outside of the region.

Through the transformative projects of the Downtown Revitalization Initiative, we will be able to quickly continue to enhance our quality of life, attracting an increased number of talented employers and employees, adding to the diversity of the population of long-term residents. There will also be the convenience of freedom of movement to enjoy the community and all that Waterloo and our regional connections have to offer.

Whether it be the pedestrian bridge on Locust street, canal-side enrichments, public park and green space enhancements, Cayuga-Seneca bike trail developments (connecting Geneva, Waterloo, and Seneca Falls) and more businesses downtown with accessible storefronts - Waterloo will strengthen the 5&20 DRI Connection of communities to enjoy.



SECTION FIVE SUPPORTIVE LOCAL POLICIES



In Waterloo, we have several active as well as planned policies and practices that continually increase livability and quality of life of the downtown area. Our Village, by practice, understands the importance of not only planning, but follow-through in order to ensure the community is self-reliant, adapting to our ever-changing needs. Our administration, along with the engaged Village Board pay close attention, listening to the needs of the public, businesses and developers alike, priding themselves on being available as well as flexible resulting in the implementation of policies supportive of growth and adaptable to the times.

Modern Zoning

This community has adopted modern zoning codes, providing for a friendly, pro-development framework, ready for the transformative opportunities currently under development, and planned as part of this initiative.

- ★ We recognize the importance of connections locally, having supported local Industrial Development Agency pilot programs that ease the tax burden of a developer getting started in Waterloo.
- ★ We are currently updating the zoning process, to ensure developers have a streamlined pathway to productivity.
- ★ We work with a variety of talented consultants, local committees, and county leadership to make sure that these changes are realistic and implementable.
- ★ We create these area connections in order to help the right developers have an efficient process and one point person to work with to answer all their questions.

"I first purchased properties in Waterloo in 2018 after visiting and falling in love with the beauty of the area. It really made an impression on me and I knew I wanted to get involved in revitalizing this small town's downtown area. I was able to meet directly with local leadership and have access to their experts without difficulty.

The Village and its Economic Development Committee has been encouraging about the projects that I wanted to generate and I have been pleased that this work has been in such boundless partnership. The Downtown Revitalization Initiative award would be the tipping point to see all of the investment and plans come to fruition.

We are a great team and ready to see this culmination of success happen to Waterloo after years of hard work and planning to make the most impactful changes for Waterloo to be celebrated in a new way from the long-term residents to the new first-time visitor."

- Howard Friedman, Main Street Developer



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SECTION FIVE SUPPORTIVE LOCAL POLICIES

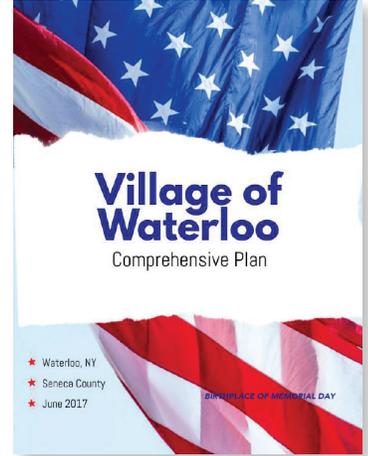


Comprehensive Plan

Our Comprehensive Plan, which was developed through broad-based public involvement, and our governance record and annual budgets show clear past and ongoing commitment to a high quality of life.

We keep these core values of being a cleaner, greener community in our updated Comprehensive Plan. This section commits to valuing:

- Energy Conservation & Renewable Energy
- Environmental and Water Conservation
- Waste Reduction and Reuse
- Food Production and Nutrition
- Community Health and Safety
- Mobility and Connectivity
- Housing Diversity
- Urban Forestry



Land Use Policies

We have put a lot of work into our land use policy and planning recently. Village leadership is ensuring that updated zoning regulations promote activities and businesses that will support Waterloo's overall vision. We are also currently exploring form-based code. We value preserving historical elements of buildings, where reasonable and have policies and penalties in place to enforce the code.

Waterloo has recent experiences in being flexible for what is appropriate and ready for adaptive re-use projects within our Village. If a plan fills a need and abides by our design parameters guidance, then the existing communication, policies, and partnerships move it forward.

A recent example is the investment in the development of the vacant Main Street School building, currently under development for senior and other affordable housing alternatives. The \$13 million LaFayette Apartments project, will turn the three-story structure into 33 affordable apartments for people 62 and older, with six supportive units for senior citizens who require assistance to live independently. We have demonstrated our spirit of collaboration and stewardship of state investment in securing a \$6 million grant for this project, and supporting the developer in navigating land acquisition and use frameworks.



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SECTION FIVE

SUPPORTIVE LOCAL POLICIES



Clean Energy Communities

We are committed to being energy efficient with all new projects and development. We have also been active in the Leadership Round of the Clean Energy Communities. We continue to gain more points and have already achieved high impact items, including: Benchmarking, Unified Solar Permits, LED Street Light Plan, and implementing an Electric Vehicle Charging Station strategy. These environmentally centered initiatives improve our overall energy performance, reducing our carbon footprint.

Complete Streets Plan

In Waterloo, we have an impressive Complete Streets design in the downtown. This completed design has been regionally recognized including both the planning and implementation of bicycle racks, trail signage, and dog walker stations. The complete streets ordinance provides guidance and direction to current and future development – ensuring above all else that municipal infrastructure is multi-modal, safe, and reflective of the abilities of all citizens to travel through the public rights-of-way.

Circulation, Accessibility, and Parking Updates

With the recent Circulation, Accessibility, and Parking (CAP) study that focused on improving multi-modal safety and accessibility for anyone crossing or navigating Main Street (NYS Route 20) and Virginia/Washington/Fayette Streets (NYS Route 96). It identifies safe, multi-modal routes between Village anchors such as Oak Island, the downtown business core, municipal parking areas, parks, our school campuses, and the Cayuga-Seneca Canal Trail.

The study took inventory of current problems and opportunities within the Village and includes an assessment of safety, access, rights of way, intersections, ADA issues, Comprehensive Plan goals, and Complete Street elements. We are using this study to develop alternatives for consideration, as well as specific recommendations for future implementation.

Local Land Bank Use

The Governor along with the Empire State Development Corporation designated Seneca County as the 11th area in the State in which to create a Land Bank. In Waterloo, we have proactive collaboration with the Finger Lakes Regional Land Bank Corporation, with Village representatives serving on its Board of Directors, yet another example of success through connections.

A current example of a downtown project is the rehabilitation of 101 Virginia Street which is a severely distressed but unique historic home. The intent of the Land Bank is to transfer the property to a qualified developer having approved Zoning Variances for four (4) units with accepted site plan and lowered assessment to \$25,100 in preparation for potential Seneca County IDA PILOT for adaptive reuse.



SECTION FIVE

SUPPORTIVE LOCAL POLICIES



Tree Protection and Enhancement Code

We have an active Tree Protection and Enhancement Code which improves the physical and aesthetic environment of the Village while protecting the health, safety and welfare of its inhabitants. It establishes and maintains the maximum sustainable tree cover on public and private lands through good horticulture practices, consisting of an appropriate diversity of tree species as well as age classes in order to provide a stable and sustainable urban forest.

Non-Discrimination Laws

We follow all Non-Discrimination laws, dedicated to being as inclusive as possible in all of our work. We support other entities in Waterloo who are taking this seriously in all practices. For instance, Waterloo's School District is in full compliance with the Dignity for All Students Act (DASA), prohibiting any discrimination in the school system.

Age Friendly Policies

We are a candidate for AARP Age Friendly Community Certification which is a designation for "Age-friendly communities encourage and benefit from diverse citizen engagement by including residents in a process to identify the community's needs, and develop and implement an action plan to address those needs." We have been able to directly support this concept in our walkability study (curb cutouts / paved trails) which ensures access for all throughout the Village.

The Downtown Management Structure

Our Village Administrator & staff along with the Waterloo Economic Development Committee have the capacity to handle the \$10 million DRI award. We will follow all of the guidelines, local procurement policies while partnering with the State. We also leverage consultant partnerships to provide for an enhanced project and program management infrastructure.

Business Development Support

Recognizing that the small business landscape is ever-evolving, we directly support the area's small businesses; advising business owners on growth and development strategies, and providing them with guidance throughout their entrepreneurial journeys.



SECTION FIVE SUPPORTIVE LOCAL POLICIES



Green Policy Initiatives

We have actively pursued green initiatives and taken advantage of the state's programs that fund changes in our environmental impact. We are close to a Clean Energy Community designation and participating in the Leadership Round of the program. In the near term, we will invest \$800,000 in a clean energy upgrade to replace existing street lights with efficient LED lighting.

This initiative will significantly reduce lighting utility costs for businesses and residents alike. In the Village of Waterloo, we are committed to the reduction in greenhouse gas emission, receiving funding for a Climate Smart Communities Certification and Comprehensive Planning. We are in the process of obtaining a grant for electric vehicle (EV) fast charging stations for downtown-please see addendum for more details: Opportunities for Electric Vehicle Charging Stations.

We will continue to be strategic, implementing additional policies to support further development in downtown; maximizing benefits and limiting negative impacts.




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SECTION SIX PUBLIC SUPPORT



Waterloo has spent the last three years extensively engaging the community to ensure realistic, implementable, and shovel ready transformative opportunities for the DRI 2021 application. We have established continuous public engagement as a pillar of our overall mission, particularly exemplified through the COVID pandemic, providing outreach and engagement opportunities to residents and other key stakeholders.

Engagement took place to gauge public support on many economic initiatives throughout the last three years. The Waterloo Economic Development Committee (WEDC) developed and guided a data-informed economic planning process rooted in meaningful engagement as part of its ongoing monthly meetings. The WEDC is comprised of representatives from around Waterloo and meets regularly to discuss current issues, economic opportunities and funding strategies.



While the COVID-19 Pandemic delayed New York’s release of the DRI application indefinitely, we continued producing materials standing at the ready to be deployed when needed.

Additionally, these materials served as critical framing tools and supportive documentation for additional grant opportunities, including a multitude of programs within the New York State Consolidated Funding Application (CFA) program, such as New York Street Main Street grants, HUD funding programs, Water Quality Improvement Projects and other investment opportunities.

From January to present, our Village leaders and the WEDC focused its economic development efforts on building a compelling and competitive application package for New York’s Downtown Revitalization Initiative (DRI).

When New York put the DRI program on indefinite hold in May, in light of the Covid-19 pandemic, our community didn’t skip a beat. True to our nature as an action-oriented community, we continued allocating existing resources and working collaboratively with our strategic partners to advance low-cost, scalable interventions and programs in support of a vibrant Downtown Waterloo.

As a result of these 2020 efforts, we have our finger on the pulse of community needs and is ready to leverage resources and leap at opportunities as they arise.



SECTION SIX PUBLIC SUPPORT



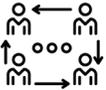
We created a 2020 downtown revitalization public engagement strategy to achieve three key objectives:



Strengthen and infuse our economic development strategy with updated public input.



Ensure that the development concepts we advance are broadly sourced from a diverse set of stakeholders.



Generate consensus and community support for project proposals.

Throughout 2020 our Village leadership partnered with the WEDC to design and initiate a DRI specific Public Engagement Strategy.

This strategy sought to gain insight and information from a broad base of downtown constituencies. The following stakeholder groups were identified as primary targets of the engagement strategy:

Residents/General Public: A broad-based contribution of ideas and suggestions is critical to ensuring future buy-in for proposal principles. We sought to leverage opportunities to hear from the general public, and Waterloo residents in particular to support application development.

Downtown Business Owners: Local business owners are among the most impacted by application proposal elements. Understanding our needs and opportunities for expansion and future success was critical in developing programmatic and other application elements.

Existing/Potential Real Estate Investors: Insight and information from those individuals who have already invested, and will consider future investments helped shape private and public application proposals. We will also demonstrate project readiness and potential private sector leverage.

Students: As current, and most importantly, future users of downtown Waterloo, insights from the region's youngest residents added energy to the application, and promoted economically sustainable development concepts by identifying what the interests are of the next generation of downtown customers, residents, and visitors.



SECTION SIX PUBLIC SUPPORT



Next, the WEDC identified our approach and timeline.

Approach

A diverse set of tools was developed to support information sharing and information gathering objectives. The holistic approach was tailored to the time opportunity with each set of stakeholders to ensure maximum participation wherever possible.

General Public

Resident Survey: A survey was developed and widely distributed via online and paper formats to our community. The online survey was posted on the Village website and paper copies were distributed to businesses in high traffic locations. An initial and regular media pushes were conducted to maintain focus on the survey effort which were also made available at public engagement events.

Public Forums: Two public forums were held. The first is general in nature, to provide information on the application process itself, and then to give residents an opportunity to provide ideas for application elements. The second will be largely focused on opportunities to improve canal frontage and connections to downtown.



Business Owners/Investors

Business Survey: A business owner survey was developed and distributed to downtown business owners. The survey sought to gain information on perceived downtown business climate, customer profiles, and product mix.

Stakeholder Roundtables: Two roundtable events were held to gain deeper, personalized insights from downtown business owners and real property investors. This was an opportunity for business owners to share ideas about possible programs and projects proposed in the grant application.

Students

Age-Focused Design Charettes: A series of interactive design sessions were held with high school, middle school, and elementary school students.



SECTION SIX PUBLIC SUPPORT



Timeline of Events

Stakeholder engagement events and workshops were scheduled as follows:

Developer Roundtable	December 2, 2019
High School Engagement	Jan-April 2020
Resident and Business Owner Surveys Launched	January 24, 2020
Lions Club Presentation	February 20, 2020
Rotary Club Presentation	February 26, 2020
Public Forum	February 26, 2020
Survey Closed	March 31, 2020
Middle School Engagement Workshop	April 17, 2020
Village Board Presentation	May 11, 2020
Developer Recap	May 11, 2020
Canalside Economic Development Public Forums	March 29, 2021
Second Canalside Public Forum	April 21, 2021
Community Canal Committee Established	May 5, 2021
WEDC & CAP Groups Met For Visioning Meeting	June 22, 2021
DRI Open House	August 30, 2021

Waterloo area residents had the opportunity to view and contribute to multiple grant applications that we applied for over the last few years. Public meetings for various grant applications were held on top of surveys to identify funding priorities, supported by numerous social media and web postings. Our ability to connect to our community and receive grant awards, stems from the commitment of local leaders to foster improvement, support from downtown businesses, and guidance from volunteer organizations such as the IIP & WEDC.



SECTION SIX PUBLIC SUPPORT



Alignment + Partnerships

Throughout 2020, we continued to cultivate key partnerships with local community-based groups, empowering citizens to engage in and think creatively about revitalization opportunities. In parallel, we worked to strengthen relationships with non-profit and public sector partners at the County, regional, and State levels to ensure the exchange of best practices, the communication of our priorities, and to position us to pursue project resources as they become available. These partnerships include:

Waterloo Economic Development Committee (WEDC): Established by the Mayor and engaged Village Board to assist with identifying investment opportunities and enhance quality of life for Village residents and businesses, the WEDC is a resident and business owner-led volunteer committee leading the charge on downtown revitalization strategies and public engagement activities. The Committee meets monthly.

New York State Canal Corporation: The Village and the New York Canal Corporation have forged a tremendous partnership, aligning the Village's Economic Development Strategy with the Reimagine the Canals initiative. This collaboration has produced a multi-faceted capital strategy, including leveraging state funds to support the transformation of the deteriorated Locust Street vehicular bridge to a pedestrian and cyclist connection between downtown and the neighborhoods surrounding the canal; recreational improvements to Oak Island, a NYS/Village partnership providing boating, camping, picnicking and fishing; and a transformational \$4.5 million mixed-use development district on Canal Corporation-owned land along the canal.

Waterloo Image, Identity and Placemaking Committee (IIP): Since 2016, the Image, Identity, & Public Space Committee (IIP) has functioned to support public space revitalization and management in Downtown Waterloo, working closely with Village staff, the Village Board and the WEDC. The IIP is instrumental in conceiving of and executing streetscape and community beautification strategies.

Waterloo Purple Heart Committee: Established in January 2020, this committee led the Waterloo Purple Heart Wall of Honor initiative on behalf of the Village. The Committee administered an application process to identify service members to be honored on the newly constructed wall, organized community donations in support of the project, and coordinated installation of the wall at the designated site in Lafayette Park in August 2020.



SECTION SIX PUBLIC SUPPORT



Alignment + Partnerships (continued)

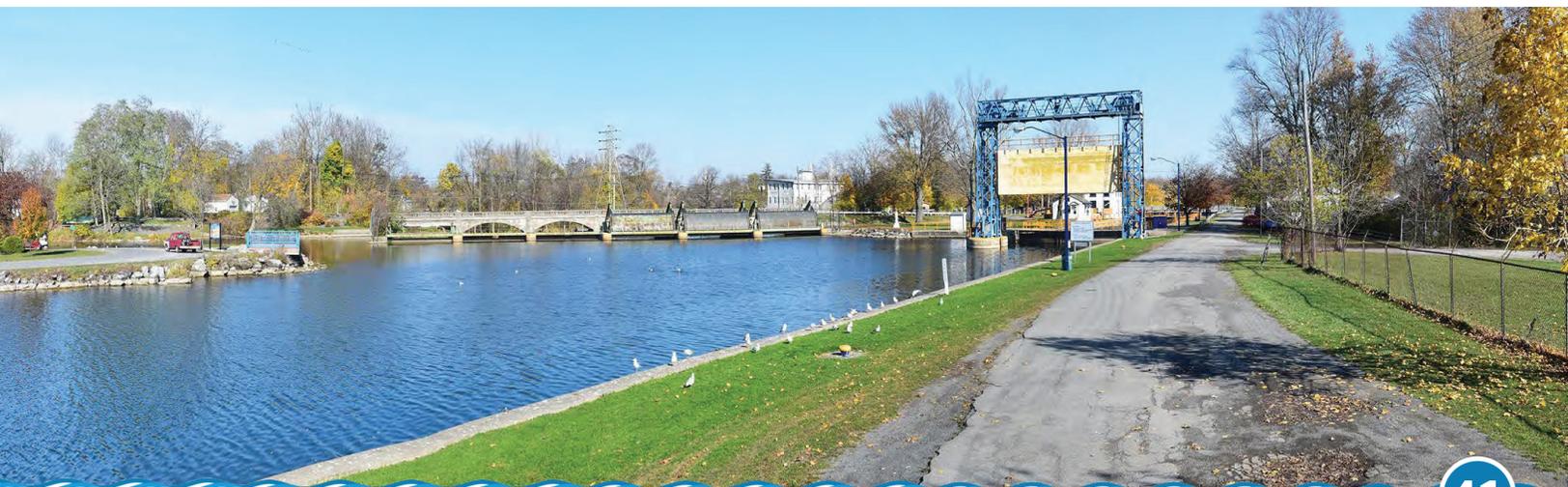
Developer Working Group: As a small community, the Village recognizes the need for partnerships with those willing and able to invest in the area. This is why the Village has cultivated a uniquely collaborative relationship with key developers working to rehabilitate Downtown Waterloo’s building stock. The Village meets regularly with the developers actively working in the area, including Two Plus Four Construction Company, Howard Friedman, Bob Stivers and Steve Mueller. Through convening working sessions with this group, the Village continues to help ensure that development and revitalization activities are reflective of the community’s needs and goals. These developers are listening and are able to be creative with mirroring the hopes of the community and strategic plan.

Business Development Consultant: Recognizing that the small business landscape is ever-evolving, the Village hired a business development consultant to work directly with the area’s small businesses to advise business owners on growth and development strategies, and to provide them with guidance throughout their entrepreneurial journeys.

Seneca County Chamber of Commerce: As the Village’s neighbor on Main Street, the Chamber has naturally been a key partner in supporting the Village’s local businesses, especially throughout the COVID-19 pandemic, as well as offering a platform for developers to meet and collaborate.

“It has been a pleasure to partner with the Village of Waterloo on the Waterloo Canal District as part of the New York Power Authority’s Reimagine the Canals initiative. Through this partnership, the planning and development to connect the Cayuga-Seneca Canal Trail to Oak Island, and downtown to the waterfront; activate the Locust Street bridge and the Canal Corporation facilities; and expand downtown onto the mixed-use development site has been initiated and will have an exponential impact for the Village, the Seneca-Cayuga Canal, and New York State.”

- Angelyn Chandler, Vice President – Planning, Reimagine the Canals, New York Power Authority



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AUBURN
2017 DRI Community

SECTION SIX PUBLIC SUPPORT



Alignment + Partnerships (continued)

Cayuga-Seneca Canalway Trail Extension Steering Committee: The Village of Waterloo participates as a key member of the Trail Extension Steering Committee, ensuring that this waterway asset realizes its full potential as a key bike and pedestrian corridor between Waterloo and its regional neighbors.

Cornell Design Connect Program: The Village of Waterloo has a successful track record of leveraging student-led innovation. The Cornell Design Connect Program is a student-run community design organization based at Cornell University. Every semester, the program partners with local municipalities to provide design and planning services. Having completed a successful engagement with the program in 2014, the Village once again sought to leverage this resource in 2020 and was successfully awarded a placement within the program.

During the Fall 2020 semester, a Design Connect team engaged in a visioning, outreach and design collaboration in support of the Waterloo Arts Center project proposed for the former Moore furniture store at 38 Washington Street. Grounded in a process of research and community outreach, the team refined build-out concepts, advanced a schematic design and assessed project feasibility.



Same GREAT Waterloo Team!!!




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SECTION SIX PUBLIC SUPPORT



Alignment + Partnerships (continued)

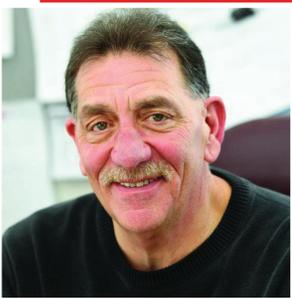
Supportive Neighboring DRI Communities: To build an even better region and to increase regional wealth, it made complete sense to reach out to Waterloo’s immediate neighbors who happen to be DRI winners: City of Geneva (Round 1) and the Town of Seneca Falls (Round 4) in be in partnership on the 5&20 corridor and the Cayuga-Seneca canal.

Together, along with Auburn (Round 3 winner), this is a strategic partnership to deliver consistent innovative value to this Finger Lakes area. This included presentations, one on one questions and continued communication. Route 20 is the longest road in the U.S. Out of all of the 3,365 miles of Rte 20, we think this DRI awardee stretch is the best part of the length of Route.



“As a neighbor to and ally of Waterloo, I support their DRI vision and their hard work to create an even more impactful, complimentary regional stretch of DRI winners of Geneva, Seneca Falls, and Auburn. Being able to add Waterloo as a DRI awardee would directly benefit the City of Geneva as Waterloo’s connection with Geneva via land and water is an enormous advantage and would enhance our economy when the DRI proposed projects become a reality.”

- Sage Gerling - City Manager, City of Geneva



“The Town of Seneca Falls is committed to economic and community development within the Seneca Falls and the region. As the most recent Finger Lakes region’s DRI winner, we see vast potential in Waterloo’s DRI application and development capability. As our direct neighbor on the 5&20 corridor, these proposed projects will build on the progress that we have planned for our downtown through our DRI progress. I have been a supporter of Waterloo most of my career as I was an administrator for the Waterloo Central School District for 20 years and have enjoyed the 5&20 corridor partnership as Town Supervisor. I see Waterloo’s application as an economic game changer for our region continuing the investment in our area.”

- Michael Ferrara, Seneca Falls Town Supervisor



SECTION SIX PUBLIC SUPPORT



Alignment + Partnerships (continued)

Multiple visits across the Waterloo Central School District resulted in critical opinions and feedback, connecting our youth to the future of our community. Don't take our word for it, here are quotes from two Waterloo Middle School Students:



"Personally, I think downtown Waterloo is a great place. There are lots of events that happen, and it is a great place to be with friends and family. I especially like the celebrate commemorate memorial park. It is nicely taken care of, and it's an overall great spot for picnics, reunions, gatherings, and more. My concern, though, is the building directly next to it. I personally think the building should be used more. Whether it be used as an apartment building, a doctor's office, or anything. I think our community can get great use out of that building."

- Anthony Jones – Waterloo Middle Schooler



"Waterloo has very rich history, with lots of historic buildings that add to its charm. But I have some ideas for the revitalization project to improve it. Some things I believe should be added to improve downtown Waterloo are a bigger library, a bookstore, and a sports center with a pool. We have a very nice library already, but it doesn't have a lot of space for students to study and work on school assignments.

We also don't have a bookstore in Waterloo, and a lot of people in my school love books, so they would love being able to go to a bookstore. Waterloo really needs a bigger sports center, so people don't have to drive a long way to get to their children's sports game. And if we have a pool at the sports center, we could have a swim team, and swimming is a great way to build endurance and strength and helps maintain a healthy weight and heart. These ideas would help people become more open and take part in more community events and improve the health and happiness of our community."

- Violet Enslow – Waterloo Middle Schooler




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SECTION SEVEN

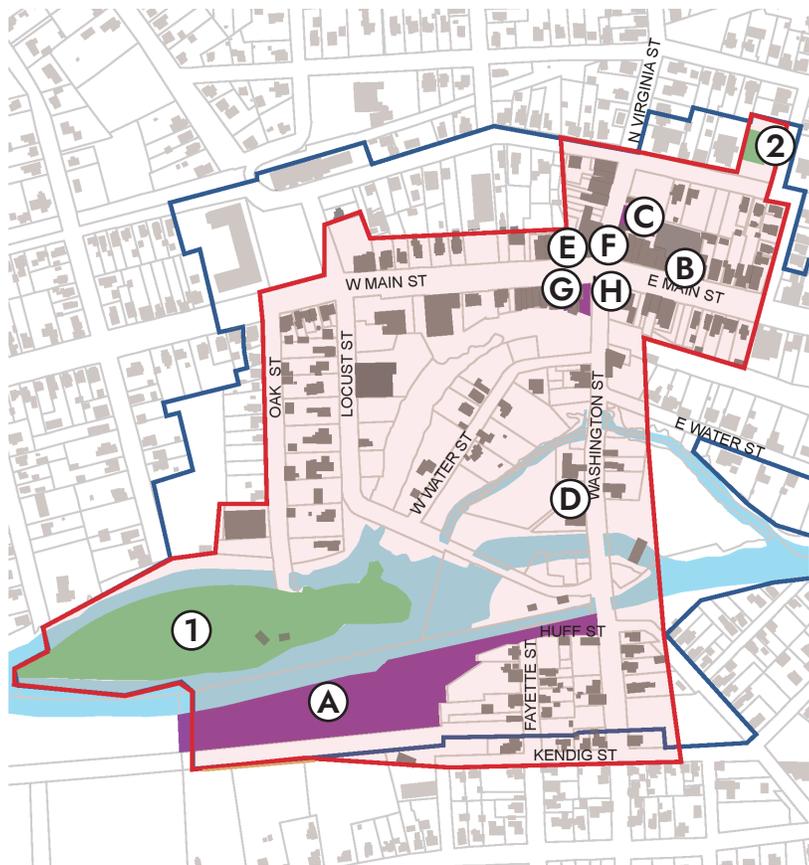
TRANSFORMATIVE OPPORTUNITIES AND READINESS



The Village and the Waterloo Economic Development Committee (WEDC) collectively developed a list of public and privately-driven project proposals that are a priority for DRI and these lists are reflective of projects that already have community support, committed stakeholders, site control and which would be ready to proceed upon funding becoming available.

The Village and the WEDC refined this targeted list after several reviews and iterations of development projects currently underway – a powerful demonstration of both the Village and the development community’s ongoing commitment to downtown revitalization in Waterloo, which can support this DRI, as well as future grant applications and project proposals.

These listed projects all address an economic development strategy, housing, retail, and community development need that will build upon current regional strengths and trends. All of these projects have been reviewed by the WEDC and selected for the level of readiness, impact on the community, and alignment with local and regional development priorities.



PUBLIC PROJECTS **PRIVATE PROJECTS**

-A- Canalside Mixed Use Development	-1- Oak Island Improvements	-2- Waterloo Library & Historical Society Reconstruction
-B- Waterloo Shop Center Redevelopment	-C- Virginia Street Mixed Use Development	-D- Waterloo Arts Center
-E- Valley Pharmacy Upper Residential	-F- 1 East Main Street Renovation	-G- 7 West Main Street Microbrewing
Main Street Building Improvement Fund	-H- 1 West Main Street Mixed Use	Downtown Circulation & Accessibility Improvements



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PUBLIC PROJECT OAK ISLAND IMPROVEMENTS



CATEGORY: Parks/Public Use; Waterfront **PROJECT OWNER(s):** Village of Waterloo; NYS Canal Corp

Location: Oak Island Park

Improve access to and expanded use of Oak Island Canal Port through the addition of an ADA kayak launch, additional docking sites, electric and water connections to support overnight boating stays, and wayfinding signage.

Enhance local use of the park through the introduction of an ADA accessible trail featuring exercise equipment uniquely suited for senior citizens. Offers direct connectivity between Mixed Use downtown and Oak Island.

This project represents a monumental partnership between the Village of Waterloo and the New York Canal Corporation. Projects along the canal include mixed-use infill development, recreational improvements, and the transformation of the deteriorating Locust Street vehicular bridge into a pedestrian and cyclist bridge connecting downtown vibrancy with the neighborhoods surrounding the canal.

PROJECT TOTAL COST ESTIMATE
\$270,000

FUNDING SOURCES
 DRI Grant funding; NYS Canal Corp;
 Lenders Engaged

PROJECT STATUS
 A concept plan is underway and the Village is engaged in a dialogue with regional / NYS partners.

- Public/Private Partnerships
- Concept Plan/Design Developed
- Property Control/Land Access Secured




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PUBLIC PROJECT WATERLOO LIBRARY & HISTORICAL SOCIETY RECONSTRUCTION



CATEGORY: Cultural Redevelopment **PROJECT OWNER(s):** Waterloo Library & Historical Society

Location: 31 East Williams Street

Relocate and expand the National Memorial Day Museum from its current location at 35 Main Street to the current Waterloo Library & Historical Society location.

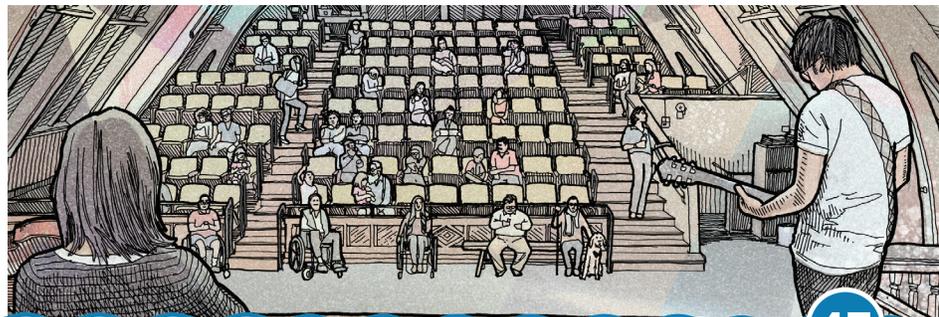
This project will involve demolition of a non-historic wing of the library and new construction of a modern-day, state-of-the-art gallery space to interpret the story of the Civil War and the heroes who have passed while serving in the United States Armed Forces.

PROJECT TOTAL COST ESTIMATE
\$5,000,000

FUNDING SOURCES
 Funders Engaged; DRI Grant Funding;
 Active Investors; Lenders Engaged

PROJECT STATUS
 The Waterloo Library & Historical Society is developing a concept plan; fundraising is underway.

- Public/Private Partnerships
- Concept Plan/Design Developed
- Property Control/Land Access Secured



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PUBLIC PROJECT MAIN STREET BUILDING IMPROVEMENT FUND



CATEGORY: Building Rehabilitation **PROJECT OWNER(s):** Village of Waterloo

Location: Downtown-wide

Establish a fund to provide building owners with grants of up to \$75,000 to renovate mixed-use buildings, including building facades, commercial renovations, and the rehabilitation and/or development of upper floor housing units.

PROJECT TOTAL COST ESTIMATE

\$600,000

FUNDING SOURCES

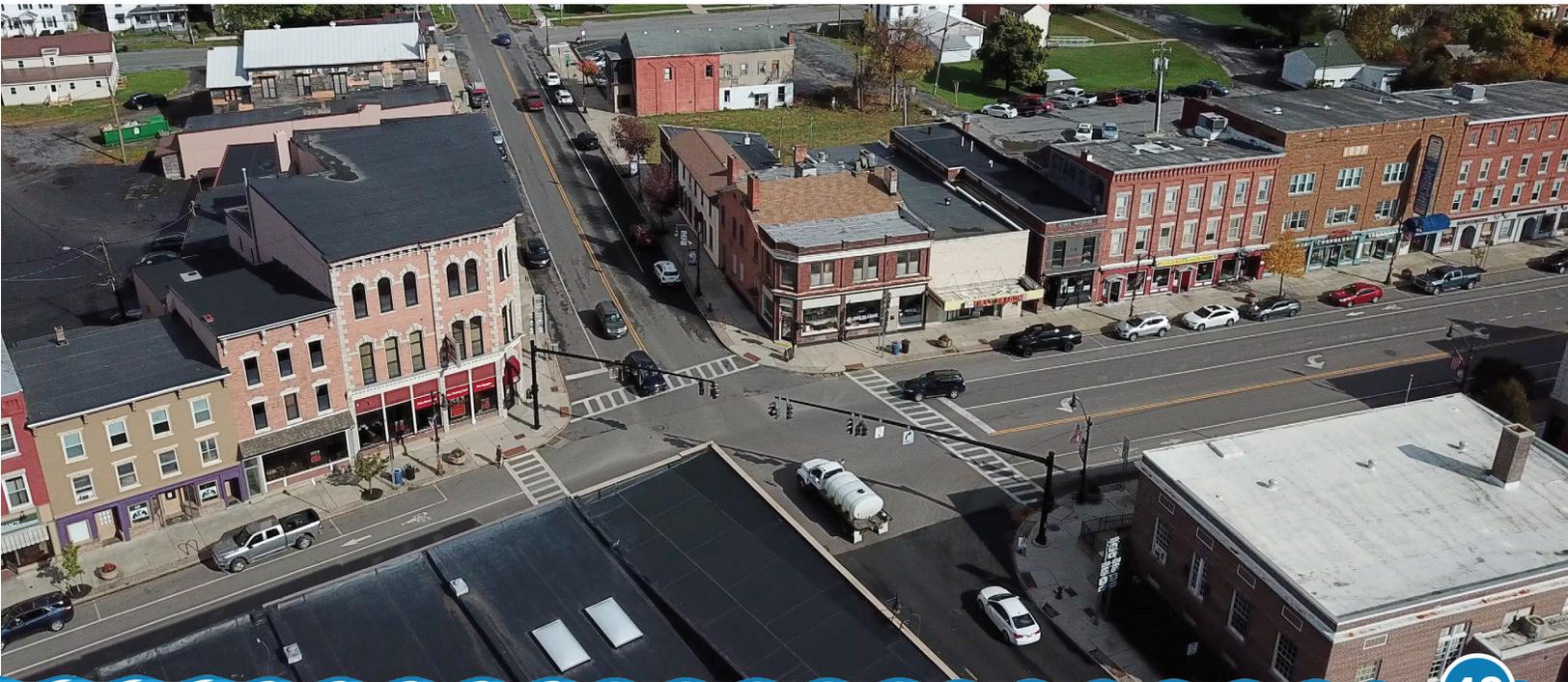
DRI Grant Funding

PROJECT STATUS

A draft program policy was developed in association with a pilot project led by the Village of Waterloo Image, Identity and Public Space Committee.

This policy will serve as a foundation for program implementation once funding resources are secured.

- Public/Private Partnerships
- Concept Plan/Design Developed
- Property Control/Land Access Secured



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PUBLIC PROJECT DOWNTOWN CIRCULATION & ACCESSIBILITY IMPROVEMENTS



CATEGORY: Streetscape/Connectivity & Accessibility **PROJECT OWNER(s):** Village of Waterloo

Location: Downtown-wide

Implement the recommendations of the Circulation, Accessibility and Parking (CAP) study to improve multi-modal safety and accessibility along Main Street (NYS Route 20) and Virginia/Washington/Fayette Streets (NYS Route 96), and to develop/reinforce safe pedestrian and biking routes between Village anchors such as Oak Island, the downtown business core, municipal parking areas, parks, school campuses, and the Cayuga-Seneca Canal Trail.

The study's findings will also be leveraged to apply for Transportation Alternatives Program (TAP) funding through the U.S. Federal Highway Administration (FHWA).

PROJECT TOTAL COST ESTIMATE
\$6,514,000

FUNDING SOURCES
 Transportation Alternatives Prgm (Fed. \$);
 Consolidated Local Street & Highway Improvement Prgm (NYS DOT);
 Walkability Action Institute (USCDC)

PROJECT STATUS
 The Circulation, Accessibility and Parking (CAP) study, administered by the Genesee Regional Transportation Council under the Federally-funded Unified Planning Work Program, is underway.

- Public/Private Partnerships
- Concept Plan/Design Developed
- Property Control/Land Access Secured



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PRIVATE PROJECT

CANALSIDE MIXED USE DEVELOPMENT



CATEGORY: Mixed Used Dev; Waterfront Access **PROJECT OWNER(s):** Village of Waterloo; NYS Canal Corp

Location: Huff Street

Development of the vacant 6.5-acre former NYSDOT site along the Cayuga-Seneca Canal to accommodate 20+ waterfront residential units, a flexible entertainment venue, a boat launch, and canal-side docking.

Would also include Redevelopment of the Huff Street streetscape to provide connectivity to the Canalside development. Improvements would include new streetscape furniture and pedestrian enhancements, wayfinding signage, street trees, sidewalks, curbing and paving.

This project aligns strongly with the Governor’s Reimagine the Canals initiative and represents a monumental partnership between the Village of Waterloo and the New York Canal Corporation. Projects along the canal include mixed-use infill development, recreational improvements, and the transformation of the deteriorating Locust Street vehicular bridge into a pedestrian and cyclist bridge connecting downtown vibrancy with the neighborhoods surrounding the canal.

PROJECT TOTAL COST ESTIMATE
\$4,500,000

DRI FUNDING (UP TO 40%)
\$1,800,000

FUNDING SOURCES
 Funders Engaged; Grant Funding; Active Investors; Lenders Engaged

PROJECT STATUS
 The Village continues to consult with the NYS Canal Corporation to align project parameters with the Reimagine Canal Initiative. It’s anticipated that an RFP will be released for development of this site.

- Public/Private Partnerships
- Concept Plan/Design Developed
- Property Control/Land Access Secured



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PRIVATE PROJECT WATERLOO SHOP CENTER REDEVELOPMENT



CATEGORY: Mixed Use Redevelopment **PROJECT OWNER(s):** Bob Stivers

Location: 23 East Main Street

Adaptive reuse of this historic Downtown landmark to provide upgraded commercial space, a new shared-work space, and residential units on the upper floors.

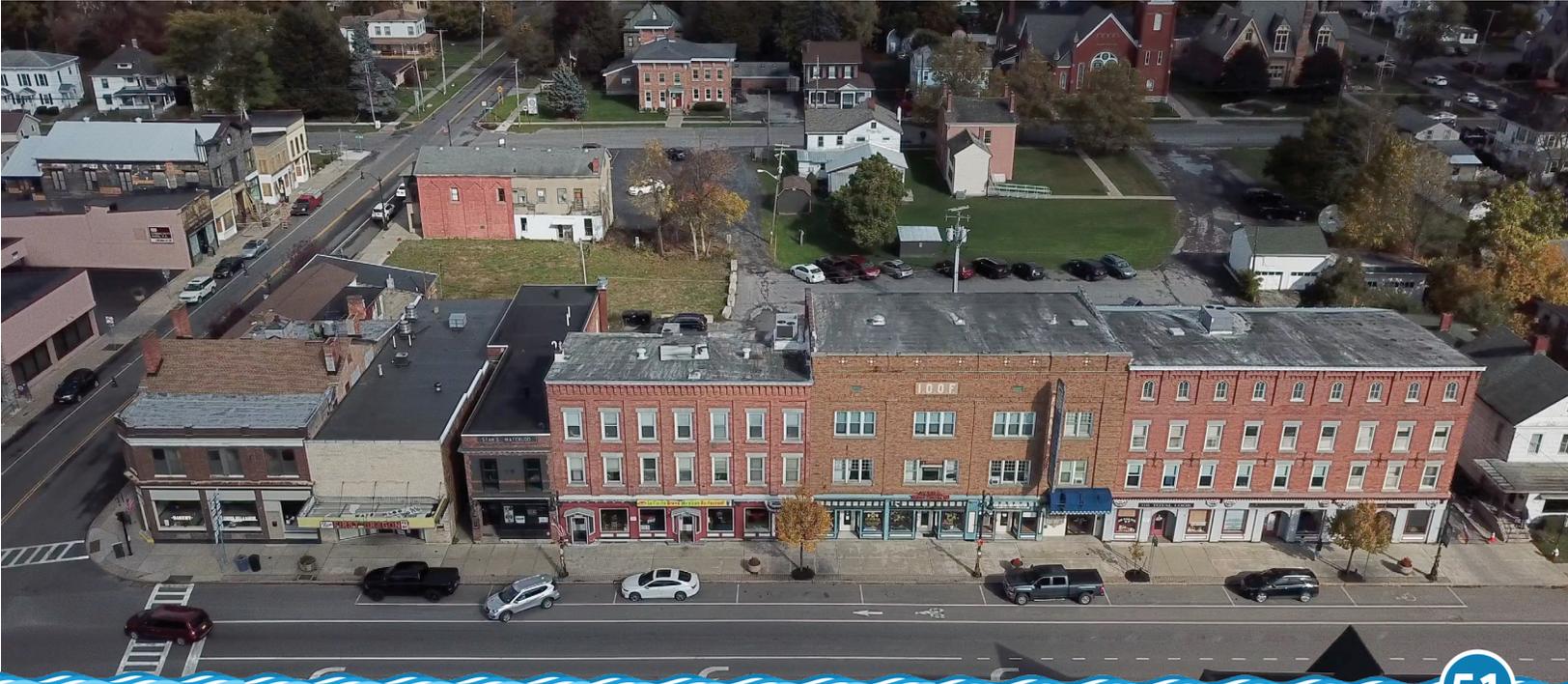
PROJECT TOTAL COST ESTIMATE
\$985,000

DRI FUNDING (UP TO 40%)
\$394,000

FUNDING SOURCES
 Funders Engaged; Grant Funding; Active Investors; Lenders Engaged

PROJECT STATUS
 Committed developer recently completed acquisition of the property. Next step could be to consolidate existing tenants on ground floor, and renovate upper floor units.

- Public/Private Partnerships
- Concept Plan/Design Developed
- Property Control/Land Access Secured




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PRIVATE PROJECT 22-26 NORTH VIRGINIA STREET MIXED USE DEVELOPMENT



CATEGORY: Mixed Use Development **PROJECT OWNER(s):** Finger Lakes Regional Land Bank

Location: 22-26 North Virginia Street

Redevelopment of the currently vacant former Waterloo Bowling Alley site as a mixed use building with a youth-oriented ground floor use.

The Village has connected with a developer as well as the the Finger Lakes Regional Land Bank to acquire the deteriorating building which sat vacant for many years.

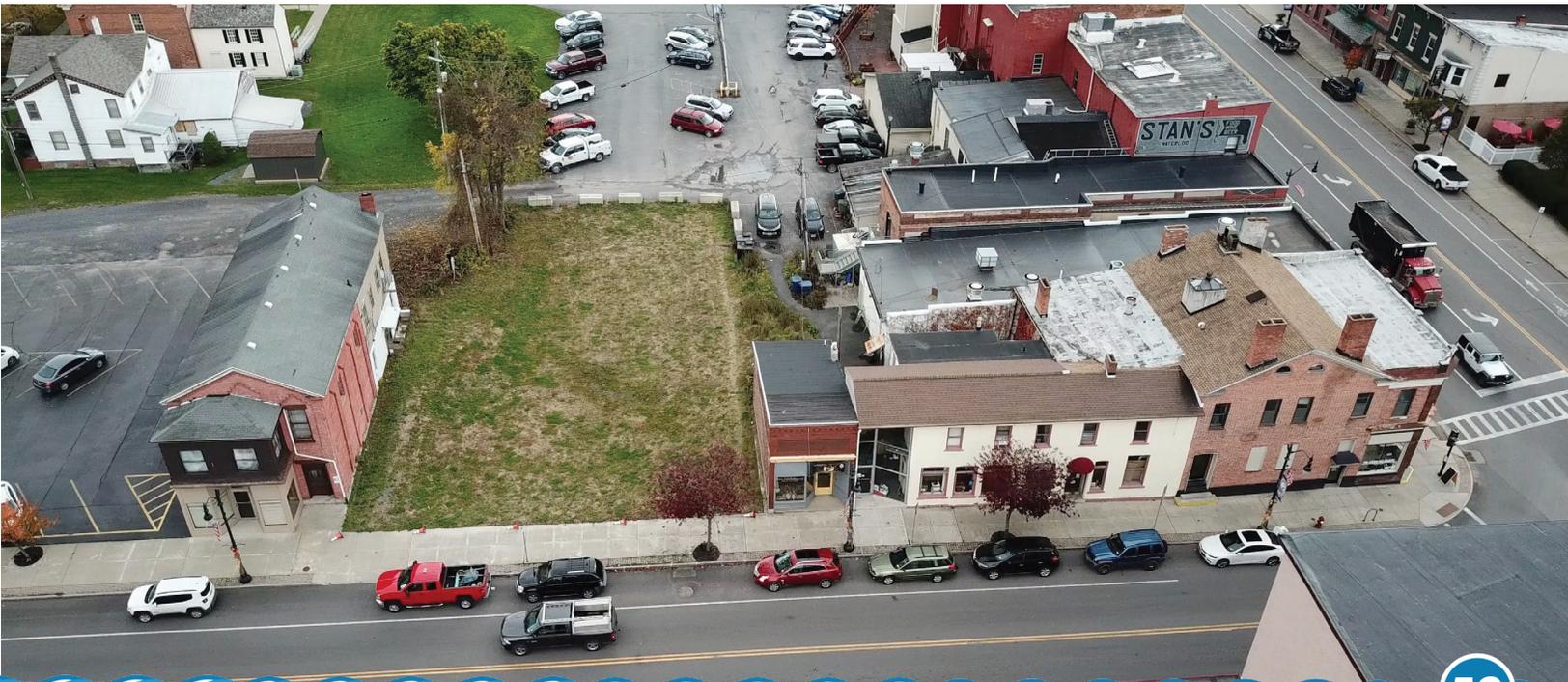
PROJECT TOTAL COST ESTIMATE
\$250,000

DRI FUNDING (UP TO 40%)
\$100,000

FUNDING SOURCES
Funders Engaged; Grant Funding; Active Investors; Lenders Engaged

PROJECT STATUS
The Land Bank demolished the building in 2019 and environmental site assessment is progressing in preparation to release an RFP for mixed-use development.

- Public/Private Partnerships
- Concept Plan/Design Developed
- Property Control/Land Access Secured




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2017 DRI Community

PRIVATE PROJECT WATERLOO ARTS CENTER



CATEGORY: Cultural/Adaptive Reuse **PROJECT OWNER(s):** Friedman/310 Saint Nick LLC

Location: 38 Washington Street

Adaptive Reuse of the former Moore’s Furniture Store, built in 1900, as an Arts Center to include a 2,800 square foot arts exhibition/events space on the ground floor, 20+ artist studios on the upper floors and a rotating artist in residence program. Will make Waterloo a cultural destination by supporting local artists.

A concept design was recently completed in partnership with Cornell Design Connect. An operating partner is needed to define fitout and programming strategy. This building is located within a Federal Opportunity Zone and may be able to leverage that resource as well.

PROJECT TOTAL COST ESTIMATE
\$1,000,000

DRI FUNDING (UP TO 40%)
\$400,000

FUNDING SOURCES
Funders Engaged; Grant Funding; Active Investors; Lenders Engaged

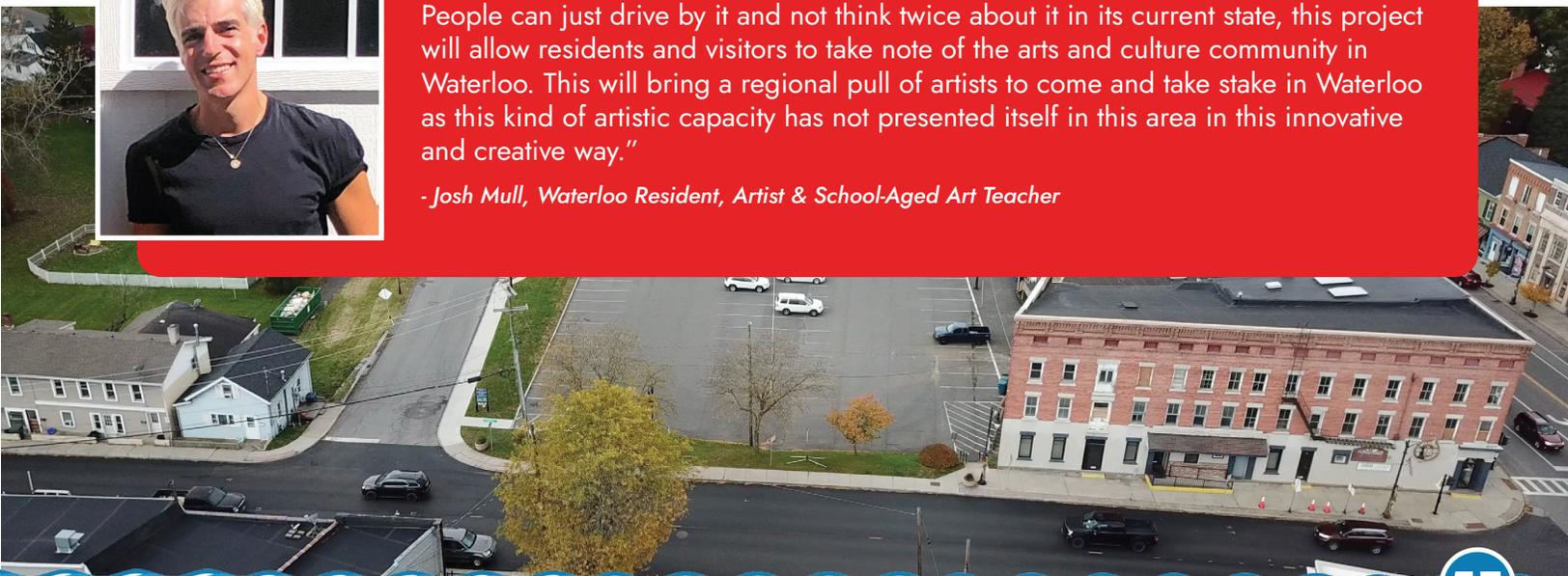
PROJECT STATUS
Concept design recently completed. Operating partner needed to define fitout and programming strategy. Property is located within a Federal Opportunity Zone.

- Public/Private Partnerships
- Concept Plan/Design Developed
- Property Control/Land Access Secured



“Residents and visitors to Waterloo may not know the history of this building. People can just drive by it and not think twice about it in its current state, this project will allow residents and visitors to take note of the arts and culture community in Waterloo. This will bring a regional pull of artists to come and take stake in Waterloo as this kind of artistic capacity has not presented itself in this area in this innovative and creative way.”

- Josh Mull, Waterloo Resident, Artist & School-Aged Art Teacher



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PRIVATE PROJECT VALLEY PHARMACY UPPER FLOOR RESIDENTIAL UNITS



CATEGORY: Residential Redevelopment **PROJECT OWNER(s):** Ahmad Rafiq

Location: 12 West Main Street

Renovation of the 2nd and 3rd floors of this historic downtown property to provide two updated residential units. Leverage recently completed \$45,000 façade renovation.

PROJECT TOTAL COST ESTIMATE
\$100,000

DRI FUNDING (UP TO 40%)
\$40,000

FUNDING SOURCES
Funders Engaged; Grant Funding; Active Investors; Lenders Engaged

PROJECT STATUS
Recently completed \$45,000 façade renovation.

- Public/Private Partnerships
- Concept Plan/Design Developed
- Property Control/Land Access Secured



PRIVATE PROJECT 1 EAST MAIN STREET RENOVATION



CATEGORY: Residential Redevelopment **PROJECT OWNER(s):** Friedman/310 Saint Nick LLC

Location: 1 East Main Street

Renovation of the 2nd and 3rd floors of this historic downtown property to provide updated residential units.

PROJECT TOTAL COST ESTIMATE
\$600,000

DRI FUNDING (UP TO 40%)
\$240,000

FUNDING SOURCES
Funders Engaged; Grant Funding; Active Investors; Lenders Engaged

PROJECT STATUS
Façade and ground floor renovation was completed in 2019. Additional funds are required for the renovation of the upper floors.

- Public/Private Partnerships
- Concept Plan/Design Developed
- Property Control/Land Access Secured




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PRIVATE PROJECT MICRO BEER BREWERY



CATEGORY: Commercial/Adaptive Reuse **PROJECT OWNER(s):** Friedman/310 Saint Nick LLC

Location: 7 West Street

Micro Beer Brewery concept, the 2-3 tanks and brewing equipment are located in an open cellar. Customers get the opportunity to get a top-down view of the action, with mezzanine seating located on what would have been the front of the 3rd floor.

PROJECT TOTAL COST ESTIMATE
\$700,000

DRI FUNDING (UP TO 40%)
\$280,000

FUNDING SOURCES
Funders Engaged; Grant Funding; Active Investors; Lenders Engaged

PROJECT STATUS
This building has gone through renovations and has been built out to 30% complete to take on vision of future Brewer.

- Public/Private Partnerships
- Concept Plan/Design Developed
- Property Control/Land Access Secured




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PRIVATE PROJECT 1 WEST MAIN STREET MIXED USE DEVELOPMENT



CATEGORY: Commercial/Residential **PROJECT OWNER(s):** Friedman/310 Saint Nick LLC

Location: 1 West Main Street

Commercial on the first floor currently the Seneca County Chamber of Commerce. Create 2nd and 3rd floor residential apartments.

PROJECT TOTAL COST ESTIMATE
\$1,200,000

DRI FUNDING (UP TO 40%)
\$480,000

FUNDING SOURCES
Funders Engaged; Grant Funding; Active Investors; Lenders Engaged

PROJECT STATUS
This project has Designs and has been put out to bid.

- Public/Private Partnerships
- Concept Plan/Design Developed
- Property Control/Land Access Secured



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SECTION SEVEN

TRANSFORMATIVE OPPORTUNITIES AND READINESS



We are a community of connections, able to identify additional projects far beyond this list and there are plans to engage investors as well as apply for other funding sources including private investment and State/Local grants. These will be supplemental and complimentary to DRI “ready” projects.

The partnerships between all of our stakeholders, state agencies included, are what will see Waterloo through to its ultimate destination; fulfilling all community needs and completing the corridor connection of Route 5&20 corridor and the Cayuga-Seneca Canal system.

This community is enthusiastic about creating an interdependent economic eco-system that supports diverse sectors and communities for all to be successful.

PUBLIC TRANSFORMATIVE PROJECTS	\$12,384,000
Oak Island Improvements - Oak Island	\$270,000
Waterloo Library Reconstruction - 31 East Williams Street	\$5,000,000
Main Street Building Improvement Fund - Downtown-wide	\$600,000
Downtown Circulation and Accessibility Improvements - Downtown-wide	\$6,514,000

PRIVATE TRANSFORMATIVE PROJECTS	\$9,335,000
Canalside Mixed Use Development - Huff Street	\$4,500,000
Waterloo Shop Center Redevelopment - 23 East Main Street	\$985,000
22-26 N. Virginia Street Mixed Use Development	\$250,000
Waterloo Arts Center - 38 Washington Street	\$1,000,000
Valley Pharmacy Upper Residential - 12 West Main Street	\$100,000
1 East Main Street Renovation - 1 East Main Street	\$600,000
Micro Beer Brewery - 7 West Main Street	\$700,000
Commercial/Residential Development - 1 West Main Street	\$1,200,000



SECTION EIGHT ADMINISTRATIVE CAPACITY



The administrative capacity of the Village of Waterloo can be categorized by the skillful staff and leadership, professional consultants, the efficient planning capacity and a purposeful grant strategy.



Skillful Staff and Leadership

The Mayor and the highly experienced Village Administrator will be responsible for overseeing the continued development of our DRI strategy. In anticipation of moving forward quickly upon nomination, Mayor O'Connor will establish an initial Steering Committee for development of Waterloo's Downtown Investment using the many partnerships and engagement that have taken place with the IIP, WEDC as well as local community groups. We pride ourselves on our availability to our residents, as well as business providing a one-stop shop for direct assistance or a streamlined pathway to it.



Professional Consultants

We strategically hire and regularly work with specialized consultants to gain their expertise to help Waterloo continue to grow and expand their capacity of the staff and local committee initiatives. These partnerships provide us flexibility of service when needed, creating the dimensions needed to capture the momentum for Waterloo's development.



Efficient Planning Capacity

The Village recognizes the powerful impact of an intentional, planned community. Their dedication to planning efforts demonstrates how we have been able to be resilient over the years utilizing our area connections to enhance our results.

There is a consistent history of past planning efforts that demonstrates how the Village has been thoughtful in approaching downtown revitalization. From understanding existing market potential to aligning proposed development with regional attributes in the residential and commercial markets. This application is the culmination of work by Village residents, leaders, and experts that shows Waterloo is building a prosperous future.

The Village of Waterloo Comprehensive Plan produced a downtown analysis identifying the need to seek funding to assist downtown property owners to improve downtown buildings, connectivity with the water to downtown and with the region, as well as support a healthy and resilient downtown economy.



SECTION EIGHT ADMINISTRATIVE CAPACITY



Maximizing Investments with Public Grants

The Village has received several grants in recent years, and we are able to see opportunities to combine funding streams for the most efficient work as well as able to administer these grants and abide by their requirements with their team. The Village leverages a full complement of consultants to support grant application and administration, all of which have extensive experience maintaining all grant requirements, and will work with us to ensure we stay in compliance with all requirements.

With these listed projects, there are over \$10 million dollars in grant funds and by being strategic, resilient, prioritizing partnership, and being results-oriented, Waterloo is ready to be able to move quickly to implement a DRI award. We have proven that we have been able to handle prior larger projects and have the capacity for success.

AWARDED

WIIA Grant for the WTP Capital Improvements Project	\$3,000,000
CDBG Housing Rehabilitation Grant (School Rehab)	\$500,000
Walkability Action Institute-CDC (Walkability Action Plan)	\$15,000
CDBG Community Planning (Public Sewer Engineering Study—Washington St)	\$27,500
CVAP -EFC Grant (Oak Island Pump-Out and Floating Dock Upgrade)	\$35,000
“Bullet” award from Assemblyman Gallahan for the Library	\$25,000

SUBMITTED-AWAITING

CDBG Microenterprise Assistance Grants	\$100,000
Main Street Anchor Grant (Mini-mall)	\$500,000
CDBG Public Facilities (House of Concern)	\$300,000
GIGP (2020, 2021) Water meters	TBD
WQIP (2021) I&I Village-Wide WWTP Improvements	TBD
ARPA funds through US Senator’s Office – Village Hall/Police Department	TBD



SECTION EIGHT ADMINISTRATIVE CAPACITY



Maximizing Investments with Public Grants (continued)

IN PROGRESS – WRITING

WIIA I&I Village-Wide WWTP improvements	TBD
USDA Waterlines Elizabeth and Elisha Streets	TBD
Clean Energy Communities	TBD
Zero Emission Vehicle	TBD

2017-2019 PREVIOUS GRANT AWARDS

NYSERDA Comprehensive Plan	\$68,000
NY MAIN Street Grant	\$300,000
CDBG Women’s Facility	\$400,000
NYS Canal Improvements	\$145,000
DOS LWRP Downtown to Canal Improvements	\$145,000
DEC EPG I & I Study	\$125,000
Microenterprise	\$475,000
CDBG Pump Station Upgrade	\$600,000
CDBG Summit Milk Products, LLC	\$640,000
CDBG Market Planning	\$50,000
CDBG Housing Rehabilitation	\$500,000
Restore NY – 3 Virginia Street Buildings	\$485,000
JCAP Court Room	\$12,500

Many of the above successful grants were achieved through the Village’s commitment to connections, planning and on-going support throughout the area as well as local state support.



SECTION EIGHT ADMINISTRATIVE CAPACITY



Maximizing Investments with Public Grants (continued)

The Village and the WEDC, in anticipation of the release of New York State’s 2021 DRI program, refined a strategic framework for Waterloo’s application. This framework includes a revised DRI Area boundary, an updated application theme and justification as well as the aforementioned list of priority synergistic projects.

Seneca Falls Development Corporation: With a firm understanding that the whole is greater than the sum of its parts, the Village of Waterloo seeks out collaborations and connection with its neighbors across the region. The Village recognized the importance of interfacing with the Seneca Falls Development Corporation, as the entity advancing the process for Seneca Falls’ 2019 DRI award, and has engaged in multiple meetings, presentations and exchanges with the Corporation.

External Consultants: The Village engages a consultant team with extensive planning, engineering and economic development capacity. This provides the Village with the ability to grow or minimize its capacity as needed, and to implement initiatives as opportunities arise.

Ongoing Collaboration: The Waterloo community has demonstrated the ability to cultivate productive partnerships within our own area and with New York state agencies in support of State and local goals. The Village of Waterloo’s multiyear engagement with the New York State Canal Corporation is exemplary of Waterloo’s ability to align with New York State priorities and garner critical public support to progress the revitalization of regional assets like the Cayuga-Seneca Canal.

The Village of Waterloo’s Comprehensive Plan, Downtown Market Analysis, Downtown Revitalization Strategy, and recent grant efforts have all identified physical and economic connectivity between the Cayuga-Seneca Canal and Waterloo’s historic downtown as keys to Waterloo’s economic vitality.



SECTION EIGHT ADMINISTRATIVE CAPACITY



Maximizing Investments with Public Grants (continued)

Village leadership works in coordination with the New York Canal Corporation to identify opportunities that align with and support both these local efforts and the State’s Reimagine the Canals Initiative. Most recently, this coordination effort has coalesced around two separate but related initiatives:

Oak Island Camping Pilot Program: The Canal Corporation’s Staycation program, in advancing the Reimagine the Canals Initiative, is piloting a platform camping site on Oak Island – a shared asset under Canal Corporation jurisdiction with a portion under long term lease to the Village. While the 5-8 camping sites proposed under this pilot project will be developed on acreage not currently under lease by the Village, local community input and support was critical to the successful implementation of this pilot project.

Canalside Redevelopment: A 6.5-acre lot formerly used by NYS DOT now sits vacant under Canal Corporation jurisdiction and presents one of the most transformative development opportunities within Downtown Waterloo. The potential for this site, located on the south shore of the Cayuga-Seneca Canal (Tax Parcel 14.1.31), has been highlighted in a number of recent planning efforts, and with a strong conceptual plan now in place, the site is poised for redevelopment.

The Village of Waterloo has cultivated Canalside Redevelopment and advanced this collaboration over many years, leveraging a multitude of resources to advance these opportunities from concept to implementation.




GENEVA
2016 DRI Community


WATERLOO
Completing the
Corridor Connection


SENECA FALLS
2019 DRI Community


AUBURN
2017 DRI Community

SECTION EIGHT ADMINISTRATIVE CAPACITY



Maximizing Investments with Public Grants (continued)

Public Engagement Examples

March 29, 2021: Village of Waterloo held the first in a series of Canalside Economic Development Public Forums to discuss economic development opportunities along the Village’s canal frontage and at Oak Island. The forum included presentations from the Waterloo Economic Development Committee and the Canal Corporation’s Staycation program. Information developed from this forum helped to inform proposed uses of Oak Island and to identify other economic development potential along the Cayuga-Seneca Canal. The forum had over 50 attendees including residents and stakeholders in attendance.

April 21, 2021: Village of Waterloo held a second Canalside Economic Development Public Forum organized jointly with the Canal Corporation to provide the community with additional details on the proposed use of the Oak Island Site and to invite additional public input around the Oak Island proposal and additional Canalside revitalization opportunities.

May 3, 2021: The Waterloo Economic Development Committee met to debrief on the Public Forums and discuss next steps.

May 5, 2021: Village of Waterloo established a Community Canal Committee expressly to advance improvements on the Canalway and ensure seamless coordination between the Village, the Canal Corporation and the Oak Island vendor.

June 7, 2021: Waterloo Economic Development Committee met to discuss continued strategy for downtown and canalside revitalization.

Implementation

May 13, 2021: Village of Waterloo held a call with the Oak Island vendor operator to discuss the project plan and identify potential roadblocks.

June 22, 2021: The Waterloo Economic Development Committee, Waterloo Village Board, Mitch Rowe – County Manager, Seneca County, and consultants from the ongoing Waterloo Circulation, Access and Parking (CAP) Study convened for a visioning meeting.

Discussions and progress are on-going to bring not only camping sites, but other recreational opportunities on the Canal for the coming summer. Separately, we have leveraged state grant funding to replace the historic but dilapidated Locust Street Bridge. This project will reopen an important pedestrian connection between Waterloo’s Downtown and the canal waterfront. The Village of Waterloo is a key member of the Cayuga-Seneca Canalway Trail Extension Steering Committee, to ensure that this waterway asset realizes its full potential as a key bike and pedestrian corridor between Waterloo and our regional neighbors.



SECTION NINE OTHER CONSIDERATIONS



As stated in our vision statement, Waterloo has unmatched connecting synergy; our geographic location of the 5 & 20 corridor optimizes the prior and future investments of the FLREDC and its communities in this way. Our public - private partnerships that have led to intricate collaborations among businesses, developers and our residents, has poised us to make lasting catalytic investment towards sustainable success.

Honoring Waterloo's History

We would be remiss if we did not brag about our amazing connection to history in our Village. The Village of Waterloo has substantial history and heritage from connections to the Women's Rights Movement, abolition, and the underground railroad.

Waterloo is also the noted place where Memorial Day began and we are a place known around the world for celebrating our veterans. We embrace our unique place in history as a key placemaking strategy, in and of itself.

The Cayuga-Seneca Canal was one of the first canals built in New York, eventually becoming an integral part of the Erie Canal system. In 1848, a group of women gathered in Waterloo, at the home of Mary Ann M'Clintock, and drafted the Declaration of Sentiments, launching the Women's Rights movement. Following the Civil War, Waterloo residents Henry Welles and General Jon Murray founded Memorial Day to honor our fallen heroes.

Waterloo works to preserve and enhance our historic character and in 2020, the Village successfully formed a Purple Heart Committee to organize the candidates, construction and dedication of a Purple Heart Wall of Honor. This new living memorial recognizes the brave service members who have received this distinctive military honor.

The official dedication was held in May 2021 to take place during Waterloo's annual Celebrate Commemorate Memorial Day weekend event which brings thousands of people to Waterloo. The dedication of the Purple Heart Wall of Honor was a special addition to this event, bringing honorees from across the region to Waterloo.

The historical and heritage connection of the DRI community corridor plays a significant part in the area's tourism industry and we will maximize on the history influences of Auburn, Seneca Falls, and also Geneva to better tell our story and its connections to our past.

Historic Downtown Waterloo

"PUSHING FORWARD TOGETHER"



SECTION NINE OTHER CONSIDERATIONS



Green Energy Actions

We have continued to make sizable, green investments to ensure that the community's infrastructure is sustainable, robust, efficient and development-ready. We are involved in the Leadership Round for the Clean Energy Communities Program, as well as becoming a Climate Smart Community. We have also made substantial improvements to our water infrastructure as our 8.6-million-dollar capital project continues as we are the source for many large, regional developments, including the Premium Outlet Mall and Del Lago Casino. We are also in the process of obtaining grant funding for electric charging stations and evaluating municipal electric care purchases.

Broadband Capability

We are working to complete a new public WIFI system that will blanket the downtown with WIFI at the fastest speeds available. Waterloo has been in discussions with multiple vendors to ensure that all of downtown is served by bandwidth for businesses, more residents, and visiting tourists. The bandwidth that we have been able to secure is impressive for the area. The Waterloo Central School District has expressed an interest in partnering on this initiative and installation, which the need to be flexible with remote learning and digitally literate residents is critical.



SECTION TEN

\$20 MILLION REQUEST



Waterloo is taking this opportunity seriously being responsible, strategic and diligent on this application. Our connections as well as in-depth planning efforts support a \$10 Million allocation, we are confident that the DRI award can transform this Village through the complementary, transformative, and synergistic projects and that state investment will be leveraged with tremendous local and private sector dollars.




GENEVA
2016 DRI Community


WATERLOO
*Completing the
Corridor Connection*


SENECA FALLS
2019 DRI Community


AUBURN
2017 DRI Community



ADDENDUM

OPPORTUNITIES FOR ELECTRIC VEHICLE CHARGING STATIONS



The Village of Waterloo is in the process of obtaining a grant for electric vehicle (EV) fast charging stations in their downtown. The Village identified strategic locations less than a block from their Main Street, as we are a destination for travelers along 5&20, providing strong potential for increased economic activity for local businesses in addition to providing community member access to a charge away from home.

Initially, we were looking into the Charge NY program and with a broader scope for these stations, it is now in the application process for the 2021 Zero Emission Vehicle program for multiple stations in multiple locations. We are also planning to add an electric car to our police vehicle fleet.



The highlighted Map above shows the “Upper-bound” greater than 5 parking spaces that are able to be dedicated to fast charging, with additional space available for supporting power within property lines.





VILLAGE of WATERLOO

COMPLETING THE CORRIDOR CONNECTION

2021 DRI Supporting Documentation

ATTACHED:

Resiliency

- Village of Waterloo, *Complete Corridor Connection* Supporters
- Waterloo Economic Development Committee (WEDC) Agenda August 16th 2021
- 2020 Economic Development Initiatives Report/Handout
- New York State Canal Corporation Engagement Highlight/Summary
- WEDC Update Presentation to the Village Board (2020-2021)

AVAILABLE BY REQUEST:

Public Engagement

- DRI Public Open House Materials (2021)
- Canal Corporation Engagement (2021)
- Downtown Revitalization Initiative Public Engagement Strategy (2020)
- Resident + Business Owner Survey Summary (May 2020)
- Middle School Mini-Essays (August 2020)
- Waterloo Economic Development Committee (WEDC) Meeting Agendas (2020-2021)
- WEDC Presentations to Waterloo Village Board (2020-2021) Engagement

Strategic Collaborations

- New York State Canal Corporation Highlight
- Developer Working Group
 - Renderings, Website
- Cornell University Design Connect
 - Waterloo Arts Center Final Presentation (2020), Canalside Development Final Presentation (2014)

Reports & Studies

- 2020 Economic Development Initiatives Activity Report
- Village of Waterloo Economic Base Report 2020
- Waterloo Modality Survey, Results and Survey Response Timeline (Image, Identity and Public Space Committee, 2018-2020)
- Village of Waterloo Public Space Enhancement Master Plan (Image, Identity and Public Space Committee, 2020)
- Downtown Market Analysis (Camoin Associates, In.Site Architecture, 2018)
- Village of Waterloo Comprehensive Plan

Ongoing Projects

- Cayuga-Seneca Canalway Trail Extension
- Reimagine PowerPoint Slides/Canal Corp Summary 2021



Village of Waterloo **COMPLETE CORRIDOR CONNECTION SUPPORTERS!**

The Village recognizes that securing grant funding at every level can only be achieved with the connections and support throughout the area including local as well as state. Please see the below list of those previous and currently supporting the Village of Waterloo's economic initiatives as they compete for the \$10 million dollar DRI award.

Pamela S. Helming,	New York State Senator, 54 th district
Catherine Bragaw,	Acting Superintendent, Woman's Rights National Historic Park
Mark Juliano,	Executive Vice President, del Lago Resort & Casino
Jeffrey M. Shipley,	President & CEO, Seneca County Chamber of Commerce
W. Michael Bowen,	Past Department Commander, American Legion Department of NY
Brian U. Stratton,	Director, New York State Canal Corporation
C. Mitchell Rowe,	County Manager, Seneca County
Deepak A. Amin,	President & CEO, The Deep Food Group of Companies
Jane Shaffer,	President, Sessler Wrecking
Terri Bavis,	Superintendent of Waterloo Central Schools
Joseph McGrath,	CEO & President Finger Lakes Regional Land Bank Corporation
Robert J. Aronson,	Executive Director, Seneca County IDA
Steven Brusso,	P.E./Site Manager, Evans Chemetics LP
Salvatore Franzone,	President & CEO, Ciccino's Inc.
William C. Lutz,	Owner & President, Waterloo Container Company
Yvonne Erway,	Waterloo Rotary Corp Representatives
Debra Elliotto,	Waterloo Rotary Corp Representatives
Thomas Michell,	Assistant High School Principal
Emma Smithers,	Waterloo Central School Student graduate / WEDC Member
Angelyn Chandler,	Canal Corporation
Sage Gerling,	City Manager, City of Geneva, NY
Mike Ferrara,	Supervisor, Town of Seneca Falls, NY
Howard Freidman,	Developer / Owner with projects in Waterloo, NY
Cyndi Park-Sheils,	Executive Director, Waterloo Library & Historical Society
Josh Mull,	Waterloo Resident, Canandaigua High School Art Teacher, IPP & WEDC member



Waterloo Economic Development Committee

Chairman Joe Sposato

AGENDA

August 16th, 2021 - 6:00 p.m. / In Person – Ciccino's 22 E. Main Street

I. DOWNTOWN REVITALIZATION INITIATIVE GRANT!!

a. DRI ESD Webinar August 11th

- i. Key Words / Targets
 1. Catalytic Investment
 2. Reinvestment
 3. Underutilized Facilities
- ii. Local “Supporting” Policies
- iii. Site Control of all properties
- iv. Broadband Capability / Status
- v. Work with other DRI Communities

b. Quotes from winning communities showing

- i. Suggestions

c. Public Meeting Recommendation

1. When can we hold a meeting in the next two weeks?
 - a. “Head Start” on Public Consensus

d. Tighten Up VISON Statement: *Connected / Ready / Partnerships*

The Waterloo community has an unmatched connecting synergy; Our geographic location ideal, our public - private partnerships robust, and our intricate collaboration is ready to make lasting catalytic reinvestment with a \$10m DRI award.

II. WEDC NEXT MEETING:

September (6th) do we want to do Tuesday the 7th due to Labor Day??



WATERLOO 2020 Economic Development Committee Economic Initiatives Activity Annual Report

Prepared By:

MRB | *group*

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Executive Summary

In 2020, the Village of Waterloo facilitated a series of collaborative downtown revitalization activities, with a concerted effort to:

- **Engage** community members to identify specific needs and project opportunities.
- **Align** strategic partnerships to leverage existing investments in Downtown.
- **Prioritize, plan and implement** projects in support of a vibrant Downtown.

This report serves to summarize and celebrate the hard work and strides made in Waterloo in 2020. Notably, the Mayor convened the Waterloo Economic Development Committee (WEDC) to develop and steward a data-informed economic planning strategy. The Committee is comprised of representatives from around Waterloo and meets regularly to discuss current issues, opportunities and funding strategies for the Village.

From January through April, the Village and the WEDC focused its economic development efforts on building a compelling and competitive application package for New York's Downtown Revitalization Initiative (DRI). When New York put the DRI program on indefinite hold in May, in light of the Covid-19 pandemic, the Village didn't skip a beat. True to its nature as an action-oriented community, the Village continued allocating existing resources and working collaboratively with its strategic partners to advance low-cost, scalable interventions and programs in support of a vibrant Downtown Waterloo. As a result of these 2020 efforts, the Village has its finger on the pulse of community needs and is ready to leverage resources and leap at opportunities as they arise.

Engagement

The Village's 2020 downtown revitalization public engagement strategy sought to achieve three key objectives:

- Strengthen and infuse the Village's economic development strategy with updated data.
- Ensure that the development concepts advanced by the Village and the Economic Development Committee are broadly sourced from a diverse set of stakeholders.
- Generate consensus and community support for project proposals.

Key Constituencies

The Village's engagement efforts sought to gain insight and information from a broad base of downtown constituencies, with a key focus on the following stakeholder groups:

- **Residents:** A broad-based contribution of ideas and suggestions is critical to ensuring buy-in.
- **Local Business Owners:** Local businesses are key anchors of Downtown. Understanding their needs and opportunities for business development and expansion informs programmatic and infrastructural recommendations.
- **Developers and Real Estate Community:** Existing investors and landlords hold key insights on the factors that compelled them to invest in Downtown Waterloo, which can inform the Village's business recruitment and retention strategies. Collaboration with and buy-in from these stakeholders also helps to demonstrate project readiness and the Village's ability to leverage private sector investments.
- **Students:** As current and future users of downtown Waterloo, insights from the region's youngest residents add energy to project proposals and programmatic recommendations and promote economically sustainable development concepts by identifying the interests and needs of the next generation of downtown customers, residents, and visitors.

Tools

A diverse set of engagement tools were developed to support information-sharing and broad participation among these stakeholders. A copy of the 2020 Waterloo public engagement strategy is included within the appendix of this document (Appendix A.1).

It should be noted that while the Village intended to hold multiple, interactive in-person events throughout the course of the year, in light of the emergence of the Covid-19 pandemic, the Village adopted more virtual means of engagement. These virtual engagements were supplemented with additional “pop-up” information sessions and presentations at community events, civic organizations and Village Board meetings:

- *Resident Survey:* A survey was developed and, with the assistance of many local businesses, widely distributed throughout the Waterloo community, in online and paper formats. In addition to being posted on the Village’s website, the survey was distributed with the Village’s water bill, at storefronts, civic meetings and at all Village public engagement events and presentations. The survey sought to gain information on perceived downtown revitalization needs, including input regarding housing needs, infrastructure enhancements and desired retail offerings. Multiple press releases were published to encourage participation in the survey efforts. A summary of the survey results is included within the appendix of this report (Appendix A.2).
- *Business Owner Survey:* A separate business owner survey was developed and distributed to all downtown business owners via the Village website, door-to-door visits and at the checkout counters of cooperating businesses. The survey sought to gain information on perceived downtown business climate, customer profiles, and the desired product offerings. In addition, multiple press releases were published to encourage participation in these survey efforts. A summary of the survey results is included within the appendix of this report (Appendix A.2).
- *Public Forum:* Early on in the Economic Development Committee’s work, a localized public forum was organized to provide information and elicit community input to drive the Village’s economic development and downtown revitalization strategy. Interactive exercises at the forum collected stakeholder input on existing conditions, revitalization needs, the proposed DRI area, and specific transformative development opportunities.
- *Stakeholder Roundtable:* More focused roundtable conversations were convened with the local development and real estate community. These roundtables were designed to gain deeper business insights directly from stakeholders and to share ideas about possible programs, approaches and projects.

- *Youth Engagement:* In partnership with the Waterloo Central School District, MRB Group facilitated a pair of input meetings with middle and high school students, respectively. The objective of these meetings was to gain youth insights on and preferences for the future of Waterloo, and to discuss how these ideas could be incorporated into planning and revitalization efforts. These conversations ranged from in-depth design and market strategy discussions with high school students to “blue sky” idea sessions with middle school students. Middle school students were invited to submit mini essays detailing their ideas to improve Downtown Waterloo, a sampling of which are included within this report’s appendix (Appendix A.3).

Timeline of Events

Stakeholder engagement events and workshops were scheduled as follows:

Developer Roundtable	December 2, 2019
High School Engagement	Jan – April 2020
Resident and Business Owner Surveys Launched Accompanied by Press Release	January 24, 2020
Rotary Club Presentation	February 17, 2020
Lions Club Presentation	February 20, 2020
Public Forum	February 26, 2020
Survey Closed	March 31, 2020
Middle School Engagement Workshop	April 17, 2020
Village Board Presentation	May 11, 2020
Developer Recap	May 11, 2020

Alignment + Partnerships

Throughout 2020, the Village continued to cultivate key partnerships with local community-based groups, empowering citizens to engage in and think creatively about revitalization opportunities. In parallel, the Village worked to strengthen relationships with non-profit and public sector partners at the County, regional, and State levels to ensure the exchange of best practices, the communication of the Village’s revitalization priorities, and to position the Village to pursue project resources as they become available. These partnerships are critical to facilitating and supporting inclusive and community-driven economic development in the Village of Waterloo:

- ***Waterloo Economic Development Committee (WEDC)***: Established by the Mayor and Village Board to assist with identifying investment opportunities and enhance quality of life for Village residents and businesses, the WEDC is a resident and business owner-led volunteer committee leading the charge on downtown revitalization strategies and public engagement activities. The Committee meets monthly, in sessions facilitated by MRB Group. An overview presentation of the Committee's work is included within the Appendix of this report (Appendix C.2).
- ***Waterloo Image, Identity and Placemaking Committee (IIP)***: Since 2016, the Image, Identity, & Public Space Committee (IIP) has functioned to support public space revitalization and management in Downtown Waterloo, working closely with Village staff, the Village Board and the WEDC. The IIP is instrumental in conceiving of and executing streetscape and community beautification strategies.
- ***Waterloo Purple Heart Committee***: Established in January 2020 and facilitated by MRB Group, this committee led the Waterloo Purple Heart Wall of Honor initiative on behalf of the Village. The Committee administered an application process to identify service members to be honored on the newly constructed wall, organized community donations in support of the project, and coordinated installation of the wall at the designated site in Lafayette Park in August 2020.
- ***Developer Working Group***: As a small community the Village recognizes the need for partnerships with those willing and able to invest in the area. This is why the Village has cultivated a uniquely collaborative relationship with key developers working to rehabilitate Downtown Waterloo's building stock. The Village meets regularly with the developers actively working in the area, including Two Plus Four Construction Company, Howard Friedman, Bob Stivers and Steve Mueller. Through convening working sessions with this group, the Village continues to help ensure that development and revitalization activities are reflective of the community's needs and goals.
- ***Business Development Consultant***: Recognizing that the small business landscape is ever-evolving, the Village hired a business development consultant to work directly with the area's small businesses to advise business owners on growth and development strategies, and to provide them with guidance throughout their entrepreneurial journeys.

- ***Seneca County Chamber of Commerce:*** As the Village's neighbor on Main Street, the Chamber has naturally been a key partner in supporting the Village's local businesses, especially throughout the Covid-19 pandemic, as well as offering a platform for developers to meet and collaborate.
- ***New York State Canal Corporation:*** The Village of Waterloo has proactively engaged with the New York State Canal Corporation to garner critical support and leverage to progress key development opportunities on the Village's Seneca-Cayuga canal front. Since obtaining a letter of support from the Canal Corporation to accompany the Village's 2019 DRI application, the Village has sought further input from the Canal Corporation regarding project logistics and strategic alignment, most recently culminating in a site visit to two potential project sites (see meeting briefing, Appendix B.1).
- ***Cayuga-Seneca Canalway Trail Extension Steering Committee:*** The Village of Waterloo participates as a key member of the Trail Extension Steering Committee, ensuring that this waterway asset realizes its full potential as a key bike and pedestrian corridor between Waterloo and its regional neighbors.
- ***Cornell Design Connect Program:*** The Village of Waterloo has a successful track record of leveraging student-led innovation. The Cornell Design Connect Program is a student-run community design organization based at Cornell University. Every semester, the program partners with local municipalities to provide design and planning services. Having completed a successful engagement with the program in 2014, the Village once again sought to leverage this resource in 2020 and was successfully awarded a placement within the program. During the Fall 2020 semester, a Design Connect team engaged in a visioning, outreach and design collaboration in support of the Waterloo Arts Center project proposed for the former Moore furniture store at 38 Washington Street. Grounded in a process of research and community outreach, the team refined build-out concepts, advanced a schematic design and assessed project feasibility. The team's final presentation is appended to this report (Appendix B.2).
- ***Seneca Falls Development Corporation:*** With a firm understanding that the whole is greater than the sum of its parts, the Village of Waterloo seeks out collaborations and connection with its neighbors across the region.

The Village recognized the importance of interfacing with the Seneca Falls Development Corporation, as the entity advancing the process for Seneca Falls' 2019 DRI award, and has engaged in multiple meetings, presentations and exchanges with the Corporation.

- **MRB Group:** The Village engages a consultant team with extensive planning, engineering and economic development capacity. This provides the Village with the ability to grow or minimize its capacity as needed, and to implement initiatives as opportunities arise.

Prioritization, Planning and Implementation

The Village's 2020 economic development and downtown revitalization efforts, advanced in collaboration with MRB Group and the above strategic partners, has progressed along a series of interrelated initiatives:

Grounding Our Work in Data

To ensure that the Village's economic development efforts are grounded in the parameters of market realities, MRB Group completed a data-driven foundational assessment of current economic conditions in the Village of Waterloo. The assessment includes insights on demographic, industry, and real estate market data to guide the Village's Downtown Revitalization strategy. A copy of the report is included within the Appendix of this report (Appendix C.3).

Prioritizing Transformative Development Opportunities

In support of the 2020 DRI application process, the Village and the WEDC collectively developed a list of public and privately-driven project proposals that should be prioritized for grant support. These lists are reflective of projects that already have community support, committed stakeholders, and which would be ready to proceed upon funding becoming available. A private sector example of this coordination is the Village's support of Two Plus Four Construction's NYSHCR funding application.

The Village and the WEDC also refined a list of development projects currently underway -- a powerful demonstration of both the Village and the development community's ongoing commitment to downtown revitalization in Waterloo, which can support future grant applications and project proposals.

Next Steps:

The lists of future development priorities provides a tangible tool with which the Village can communicate community needs and seek grant funding opportunities, project partners, and investment support to advance these projects. The list of projects currently underway is a demonstration of both the Village and the development community's ongoing commitment to downtown revitalization, and can serve as supporting documentation for future grant applications as well as a business recruitment tool.

Refining a Downtown Revitalization Initiative Grant Strategy

The Village and the WEDC, in anticipation of the release of New York State's 2020 Downtown Revitalization Initiative program, refined a strategic framework for Waterloo's application. This framework includes a) a revised DRI Area boundary (Appendix C.6), b) an application theme and justification (Appendix C.7), and c) the aforementioned list of priority projects.

Next Steps:

While the Covid-19 Pandemic delayed New York's release of the application indefinitely, these materials stand at the ready to be deployed should New York proceed with this funding program. Additionally, these materials can serve as critical framing tools and supportive documentation for additional grant opportunities, including a multitude of programs within the New York State consolidated funding application program, including New York Street Main Street grants, HUD funding programs, and other investment opportunities.

Advancing Streetscape and Placemaking Projects

The 2020 Economic Development Survey indicated a community desire to enhance beautification efforts in Downtown Waterloo, and to improve the appearance of vacant building storefronts. It also strongly indicated a community desire to employ placemaking strategies that celebrate the Village as a destination unique from its neighbors throughout the region. These findings were consistent with a 2018 Multimodality Survey administered by the IIP Committee, confirming that streetscape projects remained a high community priority. A number of initiatives are presently underway in response to this priority:

- IIP designed light pole banners and new welcome signs which were installed along Main Street in Spring 2020.
- The Village worked with IIP, Waterloo Central School District, and the development community to design window displays celebrating the class of 2020. These were installed within the windows of vacant buildings currently undergoing restoration in Spring 2020.

- The Village worked with the IIP Committee and the development community to install historical photographs in storefront windows of vacant buildings currently undergoing restoration (Spring 2020)(See Signs.com Small Business Success Story article, Appendix B.3).
- The Village, in partnership with the IIP and Economic Development Committees, began development of a framework for a Façade Enhancement Program for building owners of Downtown properties.
- The IIP Committee is planning an art contest for 2021 in which the work of local artists will be displayed in storefronts throughout Downtown Waterloo.

The 2018 Multimodality Survey administered by the IIP Committee also strongly indicated community preference for improved pedestrian and cycling infrastructure and connectivity in Downtown Waterloo. In 2020, The Village applied for and was awarded \$60,000 from the Genesee Transportation Council (GTC) for a Unified Planning Work Program (UPWP) project to prepare a Circulation, Accessibility & Parking (CAP) study. This study will assess the need for and feasibility of a series of streetscape improvements required to improve connectivity and accessibility in Downtown Waterloo.

Next Steps:

The Village will kick off the Circulation, Accessibility & Parking (CAP) study with a public meeting set for early springtime. As detailed in the Development Opportunity Priority list included within this report's appendix, implementation of the study's forthcoming recommendations will be prioritized for funding.

Honoring Waterloo's History

The Village embraces its unique place in history as a key placemaking strategy, in and of itself. In 2020, the Village formed a Purple Heart Committee to organize the construction and dedication of a Purple Heart Wall of Honor. This new living memorial recognizes the brave service members who have received this distinctive military honor. It also serves as a physical expression of the Village's profound gratitude to those that have served on foreign land and sacrificed all in service to their country. The wall was constructed in July 2020, and unveiled to the community on August 7, 2020. The official dedication is planned for May 2021.

Next Steps:

Due to the Covid-19 pandemic, the official dedication event for the Purple Heart Wall of Honor is rescheduled for May 2022, to take place during Waterloo's annual Celebrate Commemorate Memorial Day weekend event which brings thousands of people to Waterloo. The dedication of the Purple Heart Wall of Honor will be a special addition to this event, bringing honorees from across the region to Waterloo.

The Purple Heart Committee continues to facilitate another application process for Purple Heart honorees in 2021, and an additional group of honorees will be added to the wall upon completion of that process for the anticipated 2022 dedication.

Ensuring Development Readiness through Infrastructure Improvements

Economic readiness hinges on the Village's infrastructural capacity to support current, new and expanding development. In 2020, the Village continued to make sizable investments to ensure that the community's infrastructure is sustainable, robust, and development-ready.

The Village of Waterloo is pursuing a Clean Energy Community designation. In the near term, the Village will invest \$110,000 in a clean energy upgrade to replace existing street lights with efficient LED lighting that can run off Cat 5 cables and allow the Village to manage light intensity and colors remotely. This initiative will significantly reduce lighting utility costs for businesses and residents alike in the Village of Waterloo.

Substantial investment in the Village's water treatment and distribution system is also underway. Waterloo is the water source for many large, regional developments, including the Premium Outlet Mall and Del Lago Casino, and to ensure the system's longevity the Village is advancing an \$8.6 million suite of capital improvements to its water treatment plant.

Appendix

Available Upon Request

A) Outreach

- A.1 Downtown Revitalization Initiative Public Engagement Strategy
- A.2 Resident + Business Owner Survey Summary
- A.3 Middle School Mini-Essays

B) Partnerships

- B.1 New York State Canal Corporation Meeting Briefing
- B.2 Cornell Design Connect Waterloo Arts Center Final Presentation
- B.3 Signs.com Small Business Success Story

C) Progress

- C.1 Waterloo Economic Development Committee (WEDC) Meeting Agendas
- C.2 WEDC Presentation to Waterloo Village Board
- C.3 Village of Waterloo Economic Base Report
- C.4 Development Opportunity Priorities
- C.5 Investments / Projects Underway
- C.6 2020 Proposed Downtown Revitalization (DRI) Area boundary
- C.7 2020 Proposed DRI Application Theme and Justification
- C.8 Storefront Revitalization Photos
- C.9 Purple Heart Wall of Honor Unveiling materials

Village of Waterloo DRI 2021 Supporting Documentation

Public Engagement

- Open House (2021)
- Canal Corporation Engagement (2021)
- Downtown Revitalization Initiative Public Engagement Strategy (2020)
- Resident + Business Owner Survey Summary (May 2020)
- Middle School Mini-Essays (August 2020)
- Waterloo Economic Development Committee (WEDC) Meeting Agendas (2020-2021)
- WEDC Presentations to Waterloo Village Board (2020-2021)

Strategic Collaborations

- New York State Canal Corporation Highlight
- Developer Working Group
 - Renderings, Website
- Cornell University Design Connect
 - Waterloo Arts Center Final Presentation (2020), Canalside Development Final Presentation (2014)

Reports + Studies

- 2020 Economic Development Initiatives Activity Report
- Village of Waterloo Economic Base Report 2020
- Waterloo Modality Survey, Results and Survey Response Timeline (Image, Identity and Public Space Committee, 2018-2020)
- Village of Waterloo Public Space Enhancement Master Plan (Image, Identity and Public Space Committee, 2020)
- Downtown Market Analysis (Camoin Associates, In.Site Architecture, 2018)
- Village of Waterloo Comprehensive Plan

Ongoing Projects

- CAP Study (UPWP)
 - Existing Conditions Report (forthcoming, 2021)
- Interim Storefront Revitalization
 - Concept Images
 - Mock up Photos (historic photos,
- Purple Heart Wall of Honor
 - Finger Lakes Times Article, June 2, 2021
- Memorial Day Commemoration
 - Photos (2020-2021)
- Small Business Assistance
 - Signs.com Small Business Success Story
 - CDBG Microenterprise Assistance Application – Call for Pre-Applications (2021)
- Cayuga-Seneca Canalway Trail Extension
 - Steering Committee Minutes
 - Maps
- Main Street School Adaptive Reuse Development
 - Grant Award Announcement (2021)
 - April 2021 FLT article: Apartment conversions in Waterloo, SF get boost from state
- Waterloo Public Library
 - Grant Award Announcement \$25k “bullet” award from Assemblyman Gallahan (2021)

Waterloo Strategic Collaboration Highlight:

NYS Canal Corporation

June 2020 - 2021

The Waterloo community has demonstrated the ability to cultivate productive partnerships within its own area and with New York state agencies in support of State and local goals. The Village of Waterloo's multiyear engagement with the New York State Canal Corporation is exemplary of Waterloo's ability to align with New York State priorities and garner critical public support to progress the revitalization of regional assets like the Cayuga-Seneca Canal.

The Village of Waterloo's Comprehensive Plan, Downtown Market Analysis, Downtown Revitalization Strategy, and recent grant efforts have all identified physical and economic connectivity between the Cayuga-Seneca Canal and Waterloo's historic downtown as keys to Waterloo's economic vitality. Village leadership has been working in coordination with the New York Canal Corporation to identify opportunities that align with and support both these local efforts and the State's Reimagine the Canals Initiative. Most recently, this coordination effort has coalesced around two separate but related initiatives:

- **Oak Island Camping Pilot Program:** The Canal Corporation's Staycation program, in advancing the Reimagine the Canals Initiative, is piloting a platform camping site on Oak Island – a shared asset under Canal Corporation jurisdiction with a portion under long term lease to the Village. While the 5-8 camping sites proposed under this pilot project will be developed on acreage not currently under lease by the Village, local community input and support was critical to the successful implementation of this pilot project.
- **Canalside Redevelopment:** A 6.5-acre lot formerly used by NYS DOT now sits vacant under Canal Corporation jurisdiction and presents one of the most transformative development opportunities within Downtown Waterloo. The potential for this site, located on the south shore of the Cayuga-Seneca Canal (Tax Parcel 14.1.31), has been highlighted in a number of recent planning efforts, and with a strong conceptual plan now in place, the site is poised for redevelopment.

The Village of Waterloo has cultivated Canalside Redevelopment and advanced this collaboration over many years, leveraging a multitude of resources to advance these opportunities from concept to implementation:

Conceptual planning

- **January 2007:** The Village developed initial concept plans for the Canalside Redevelopment.
- **May 2014:** The Village of Waterloo collaborated with Cornell University's Design Connect program to obtain fresh perspectives on the Village's Canalside Redevelopment Plans. The Design Connect Team met with Village administrators, held a community input meeting, engaged with institutional stakeholders, and held a design charrette that informed the development of two alternate site plans for the Canalside Redevelopment.
- **May 2019:** The Village of Waterloo refined the Canalside Redevelopment concept to further align the development proposal with the goals of the Reimagine the Canals initiative, with a program inclusive of 20 waterfront residential units, a flexible entertainment venue, a boat launch and canal-side docking. The New York State Canal Corporation provided a letter of support for the Village of Waterloo's 2019 Downtown Revitalization Initiative application highlighting the partnership with Downtown Waterloo to revitalize properties along the Canal, noting the site's tremendous potential to bolster the local economy and attract visitors to the Canal and leverage Waterloo's recent investments in Oak Island.
- **June 2020:** The Canal Corporation and Village of Waterloo held a joint site visit of the Canalside Redevelopment site and Oak Island to advance coordination of these efforts.
- **February 2021:** The Canal Corporation identified Oak Island as a location where enhanced outdoor recreation activity may be beneficial to local economic development goals. A conceptual plan to provide for six to ten camping sites at the Canal Corporation's Oak Island property was developed.

Public Engagement

- **March 29, 2021:** Village of Waterloo held the first in a series of **Canalside Economic Development Public Forums** to discuss economic development opportunities along the Village's canal frontage and at Oak Island. The forum included presentations from the Waterloo Economic Development Committee and the Canal Corporation's Staycation program. Information developed from this forum helped to inform proposed uses of Oak Island and to identify other economic development potential along the Cayuga-Seneca Canal. The forum had over 50 attendees including residents and stakeholders in attendance.
- **April 21, 2021:** Village of Waterloo held a second **Canalside Economic Development Public Forum** organized jointly with the Canal Corporation to provide the community with additional details on the proposed use of the Oak Island Site and to invite additional public input around the Oak Island proposal and additional Canalside revitalization opportunities.
- **May 3, 2021:** The Waterloo Economic Development Committee met to debrief on the Public Forums and discuss next steps.
- **May 5, 2021:** Village of Waterloo established a Community Canal Committee expressly to advance improvements on the Canalway and ensure seamless coordination between the Village, the Canal Corporation and the Oak Island vendor.
- **June 7, 2021:** Waterloo Economic Development Committee met to discuss continued strategy for downtown and canalside revitalization.

Implementation

- **May 13, 2021:** Village of Waterloo held a call with the Oak Island vendor operator to discuss the project plan and identify potential roadblocks.
- **June 22, 2021:** The Waterloo Economic Development Committee, Waterloo Village Board, Mitch Rowe – County Manager, Seneca County, and consultants from the ongoing Waterloo Circulation, Access and Parking (CAP) Study convened for a visioning meeting.

- Discussions and progress are on-going to bring not only camping sites, but other recreational opportunities on the Canal for the coming summer.

Separately, the Village has leveraged Bridge NY grant funds and is working with NYS DOT to replace the historic but dilapidated Locust Street Bridge. This project will reopen an important intermodal connection between Waterloo's Downtown and the canal waterfront. The Village of Waterloo also participates as a key member of the **Cayuga-Seneca Canalway Trail Extension Steering Committee**, to ensure that this waterway asset realizes its full potential as a key bike and pedestrian corridor between Waterloo and its regional neighbors.



Waterloo Economic Development Committee 2020 - 2021

Waterloo Economic Development Committee (WEDC)

- Established by the Village Board to assist with investment opportunities and enhance quality of life for residents and businesses
- Actively seek input on Downtown economic development and revitalization opportunities
- Preparing a Downtown Revitalization Initiative (DRI) Re-submission
- Meets on a monthly basis





Same GREAT Waterloo Team!!!

WEDC: Strategic Economic Development Partners

- Waterloo Image, Identity and Placemaking Committee (IIP)
- Waterloo Purple Heart Committee
- Developer Working Group
- Steve Wilson, Village Business Advisor
- New York State Canal Corporation
- Cornell Design Connect Program
- Seneca Falls Development Corporation
- MRB group (Economic Advisement & Grant Writing)



WEDC Community Engagement 2020

- Developer Roundtable (December 2019)
- High School Engagement (January 2020)
- Community Surveys (Launched January / Closed March 2020)
- Lions Club Presentation (February 2020)
- Rotary Club Presentation (February 2020)
- Public Forum (February 2020)
- Middle School Engagement Workshop (April 2020)
- Village Board Presentation (May 2020)
- Developer Roundtable (May 2020)
- Purple Heart (soft) Unveiling (August 2020)
- Canal Corp. Public Meeting (March 2021)



WEDC Strategic Planning Activities 2020

- Completed data-driven foundational assessment of current economic conditions in the Village of Waterloo
- Identified and prioritized transformative development opportunities
- Developed a working inventory of ongoing/planned projects and recent investments
- Monthly WEDC Meetings
- 2020 Annual Report
 - Compilation of Economic Development Activity



Business Development 2020

- **The Village has retained Steve Wilson as a Small Business Advisor to assist with business development efforts.**
- **Business Openings + Expansions:**
 - *Opened Bee's Café in the former Corner Deli location*
 - *Reopened the Green Apple Café*
 - *Expanded Natural Solutions Acupuncture into former Generations Bank location (leasing with option to buy)*
- **Business Assistance:**
 - *SBA Paycheck Protection Program Applications*
 - *Transition of The Corner Deli into a catering business*



Village of Waterloo - Active Grant Applications

- **NYS Community Development Block Grant (CDBG)**
 - Public Infrastructure, 22 Locust Street / House of Concern
 - Affordable Housing @ Main St. School (private application)
- **NYS Green Innovation Grant Program (GIGP)**
 - Purchase of Water Meters
- **Charge NY: Electric Vehicle Charging Station**
- **Clean Energy Communities:**
 - \$5K check for obtaining designation
 - Entering the Leadership Round



Community Impact

- **Honoring Waterloo's History**
 - Purple Heart Committee
 - Construction & dedication of Purple Heart Wall of Honor (Summer 2020)
 - Preparation for a 2022 Full Dedication Memorial Day Weekend
- **Support for IIP Streetscape / Placemaking Projects**
 - Light pole banners & welcome signs (Spring 2020)
 - Class of 2020 Window Displays (Spring 2020)
 - Historic Photos in under-renovation storefronts (Spring 2020)



WEDC: Ongoing Village Initiatives 2021

- **Developer Engagement:** On-going collaboration with investors, providing them information on local opportunities and community needs
 - *Have a seat at the WEDC table*
- **Small Business Advisor:** Increase visibility & services available to business owners
 - *Meets with businesses on a regular basis to identify needs and resources*
- **IIP Committee Project Support:**
 - *Window Beautification Initiative / Installation of Historic Photos*
 - *Streetscape enhancement and placemaking*
 - *Storefront Art Contest (Summer 2021)*
- **Economic Readiness through Infrastructure Improvements**
 - *Water system upgrades; Clean Energy Communities upgrades*



Downtown Revitalization Initiative 2021

Ready for Resubmission!

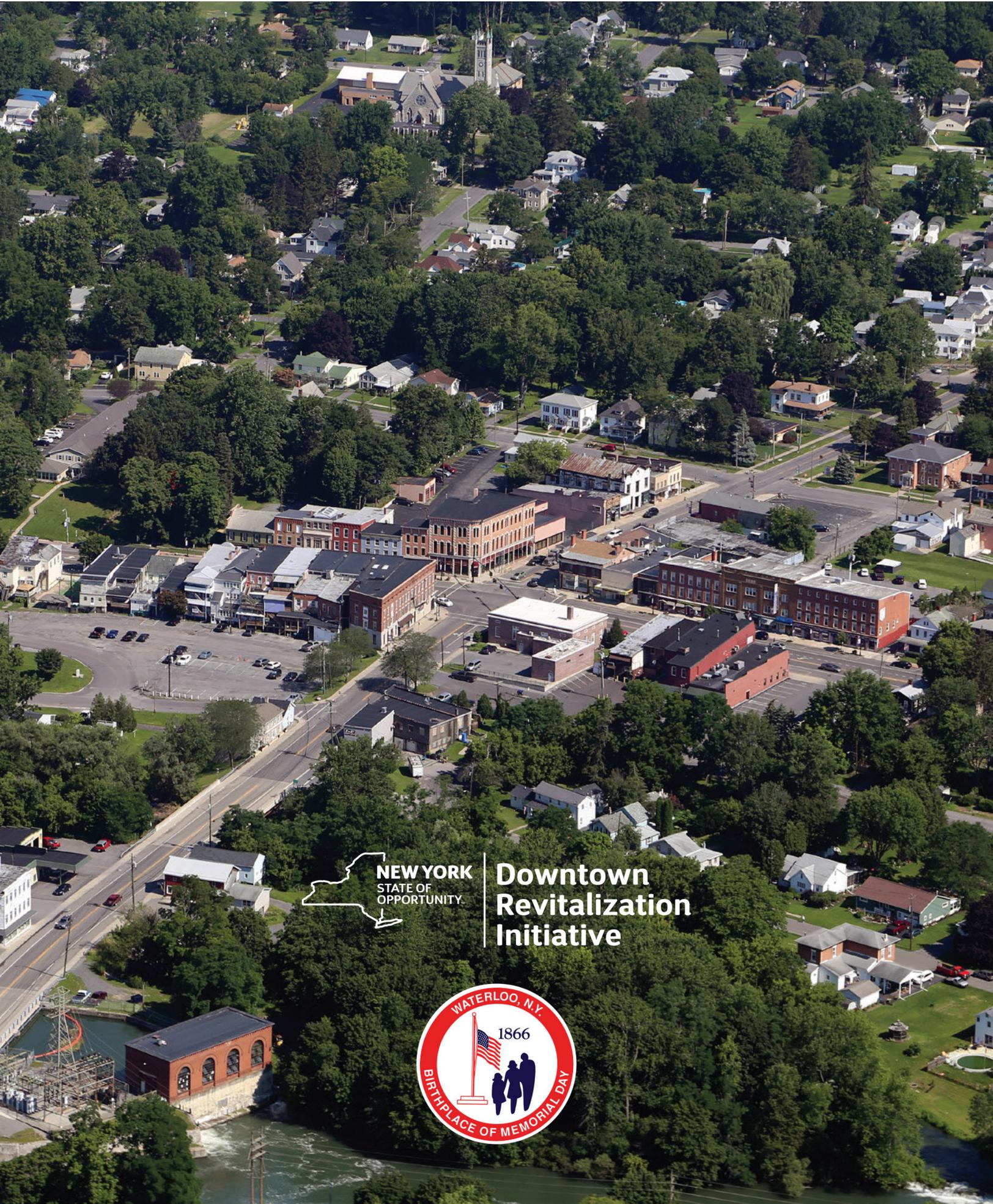
- 2020 Economic Annual Report Created
- Revised DRI Area boundary map
- Application theme and justification solidified
- Village Project Identification of priority projects
 - Transformative
 - Public / Private

○ Prepared to capitalize on \$10M!



Thank you for your time!





NEW YORK
STATE OF
OPPORTUNITY.

Downtown Revitalization Initiative

