

2019
WATERLOO NY
The Birthplace of Memorial Day

Downtown Revitalization
Initiative Application

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Basic Information

Regional Economic Development Council (REDC)

Region: Finger Lakes

Municipality Name: Village of Waterloo

Downtown Name: Downtown Waterloo

County: Seneca

Contact: Donald Northrup, Village Administrator,
dnorthrup@waterloony.com

Vision

The Waterloo community will continue its quest to craft a downtown core that pays homage to its history while creating an economy and sense of place that is firmly planted in the 21st Century. As the crossroads of the Finger Lakes, we will leverage our geographic location to grow our economy and foster new investment. Greater connectivity between the downtown core and the Cayuga-Seneca Canal will create a synergy that benefits downtown residents and visitors alike. By bringing together and enhancing all of the components of a strong downtown: food, beverage, arts, recreation, housing, and entertainment, and infusing it with sustainable and high-tech amenities, Downtown Waterloo will enjoy long term success and vitality.

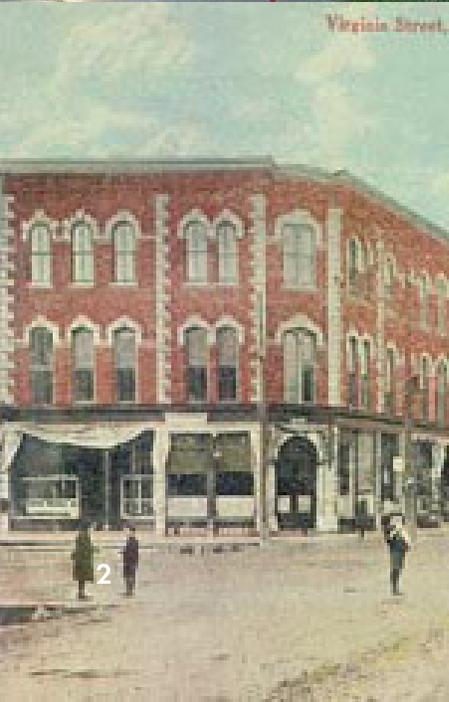


Justification

Great things happen here. We have made history, and we are still making history happen.

Our small village, often overlooked among Finger Lakes communities, has, quite simply, changed our nation for the better. For instance, before the Erie Canal was constructed, local business leaders banded together to build a navigable waterway between the two largest Finger Lakes, Seneca and Cayuga. The Cayuga-Seneca Canal was one of the first canals built in New York, and eventually became an integral part of the Erie Canal system that transformed New York State into the economic leader of our young country. In 1848, a group of women gathered in Waterloo at the home of Mary Ann M'Clintock and drafted the Declaration of Sentiments, the seminal document that launched the Women's Rights movement. Following the Civil War, Waterloo residents Henry Welles and General John Murray founded Memorial Day to honor our fallen heroes. Formally recognized by the United States Congress as the Birthplace of Memorial Day, this holiday is now celebrated nationwide. For over 200 years Waterloo has been a leader in milestones that have changed our nation. **Great things have happened here!**





Several years ago, facing a declining downtown with deteriorating buildings and high vacancy rates, the Waterloo community did as it has always done...We united. In less than seven years we have brought our downtown to a level of success that has taken other downtowns decades to achieve. In 2012, we undertook a Downtown Strategic Plan, to set forth a revitalization plan for the future of our downtown; we then subsequently commissioned an economic restructuring plan for Virginia Street (NYS Route 96), a particularly distressed section of the downtown; we completed an Economic Market Analysis to better understand the market forces driving our economy; and we adopted a new Comprehensive Plan based on sustainable practices.

Plans alone, however, don't result in change, so we did exactly what we have done in the past: rather than waiting for someone to save us, we again united as a community and got to work making our plans a reality - and we've succeeded. We have forged partnerships with developers and leveraged over \$2 million in public and private funds to renovate over a dozen downtown buildings since 2016. We worked with NYS DOT to return Main Street (US 20/NYS 5) to a friendlier pedestrian scale, transitioning downtown from four lanes of traffic to two, and replacing them with bike lanes. This has greatly improved the character and walkability of our downtown. We've also continued efforts to connect the downtown to the Cayuga-Seneca Canal waterfront, we secured funding to assist new small businesses to locate in the downtown, and we established a National Register Historic District to formally recognize the remarkable intact collection of historic buildings in our downtown.

"Downtown has a rich history, but an even brighter future. We look forward to working with the Village and the community to fully realize Downtown Waterloo's tremendous potential."

– Jeff Shipley, President and CEO, Seneca County Chamber of Commerce.

The remarkable comeback has not gone unnoticed. Just five years after we began our ambitious but concerted efforts to revitalize our downtown, the American Planning Association designated Waterloo's Main Street as a "Great Street in America", alongside places such as Chicago and Tucson. The APA stated, "The Village of Waterloo, New York, is deeply connected to its past while moving confidently into its future." Waterloo is the only community in the Finger Lakes Region, and the smallest in New York State, to receive this prestigious recognition.

Great things are happening here!

And we have just begun. We are not living in the past, but boldly moving our community forward. We are making history happen.

As our application details, we have bold plans to advance Waterloo, and the ability and drive to get it done. In addition to a well-conceived and realistic collection of public and private investments, we have a number of foundational strengths on which to establish our downtown, not as a vestige of the 19th Century, but as a thriving 21st Century downtown:

Geographic Location – Waterloo is located mid-way between the northern ends of Cayuga and Seneca Lakes, the two largest of the Finger Lakes. Downtown Waterloo is located at the intersection of NYS Route 96 and US Route 20/NYS Route 5 (Main Street), making us the crossroads of the Finger Lakes. Approximately 20,000 vehicles pass through this downtown intersection daily. We are in the heart of the Finger Lakes wine region, and only a 10-minute drive from Exit 41 of the NYS Thruway, the new del Lago Casino and Resort, and the Waterloo Premium Outlet Mall, one of the largest outlet malls in New York State. Lastly, Waterloo is the last piece of the puzzle to developing a chain of premier downtowns in the Finger Lakes, creating a regional synergy that will promote tourism. Geneva (DRI winner) is located at the north end of Seneca Lake. Watkins Glen (DRI winner) is located at the south end of Seneca Lake. Ithaca, home to Cornell, Ithaca College, and the thriving Downtown Commons, is located at the south end of Cayuga Lake. Auburn (DRI winner) is located at the north end of Owasco Lake, and Seneca Falls, a designate Heritage Area and Canal Harbor, is on the north end of Cayuga Lake. Waterloo is perfectly situated to complete this chain of connected premier downtowns in the region.

Waterloo's central location is an important asset to ongoing revitalization efforts.

Waterfront – The Cayuga-Seneca Canal is located at the south end of downtown. The waterfront area includes Lock 4, the first lock encountered traveling east from Seneca Lake and Geneva. Oak Island is a designated Canal Port on the C&S Canal. Waterloo has leveraged funds and invested thousands of its own funding to transform this site from a muddy, weed-strewn lot in the 1990's, to a beautiful waterfront park today. This Canal Port has a boat launch, docking, a pump-out station, restrooms, and showers for canal users. Picnic areas, fishing sites, and trails are also available for residents and visitors. Oak Island is connected directly to the downtown via the original canal towpath. The waterfront also has a unique Civil



War Memorial, historic buildings dating from the heyday of the Canal, and vacant land to support new development. The Cayuga-Seneca Canal Trail, part of the Erie Canal Trail System, connects Waterloo to Seneca Lake, Seneca Lake State Park, and Geneva to the west. Plans are being formulated to complete the trail, connecting it eastward to Geneva, Montezuma, and the Erie Canal. The presence of the Canal in the downtown provides unique opportunities to the Village as it continues its revitalization efforts, and to New York State as it "Reimagines" the Erie Canal.

Deep Historical Significance – Waterloo's history provides building blocks that can be leveraged for future growth. As the Birthplace of Memorial Day, the community has a long history of commemorating and celebrating America's veterans. Waterloo holds the world record for the most people reciting the Pledge of Allegiance at one time and held the world record for most national flags raised until 2018, when Beirut, Lebanon took the title. Waterloo is also the birthplace of Women's Rights. The Declaration of Sentiments, based on the U.S. Declaration of Independence, was conceived and written in Waterloo before being formally adopted in nearby Seneca Falls, days later. The M'Clintock House, where this document was drafted is one block from Main Street, and now part of the Women's Right's National Historical Park. Waterloo is



proposing a new downtown park, Suffrage Park, to commemorate the upcoming 100th anniversary of the 19th Amendment that granted American women the right to vote. This park is located in view of the M'Clintock House and across the street from the balcony where Belva Lockwood, the first woman to run for President of the United States, spoke. These great events are not by chance, but arose from Waterloo's central location in Upstate New York's Burned Over District. As social and religious movements "burned over" this area of New York, events that forever changed the nation had their home in and around Waterloo. Waterloo's history will be a touchstone as the downtown continues to evolve and improve.

Record of Success – One of the hallmarks that sets Waterloo apart is the ability to **get it done**. While other communities have received support from large corporations or special NYS designations, we have done it largely on our own...grant by grant, project by project, brick by brick. Our perseverance in getting where we are today foretells the great things we can achieve in the future.



The renaissance of Oak Island is testament to this perseverance. In the early 1990's, Oak Island was designated a Canal Port in the Erie Canal Corridor Plan. While this designation came with no direct funding, the community embarked on ambitious plans to implement the Vision of the Canal Corridor Plan.

The Village has leveraged well over \$1 million from nearly 10 different funding sources over 20 years, in addition to significant local commitment in the form of cash and volunteer labor. These grants range from a small \$5,000 award to plant trees to nearly \$200,000 from HUD's Canal Corridor Initiative. When federal intermodal transportation funding proved too slow, community volunteers banded together to build the Vern Sessler Trail themselves. This trail connects the Island to the downtown following the original Cayuga-Seneca Canal towpath. The island has been transformed from a weed-strewn, rarely used facility to a beautiful, functional Canal Port and showplace park with amenities for visitors and residents alike. Similar success has occurred downtown. Since just 2015, the downtown vacancy rate has been cut in half, from 36% to less than 12%, and is slated to continue to drop as buildings currently under renovation are completed and come online. Waterloo has improved its housing stock, created new businesses, upgraded infrastructure, and developed new recreation and cultural facilities. We have managed millions in public grant programs, while forging partnerships with the private sector to achieve our goals. Our past record of success is a prelude to what we will accomplish in our near future.



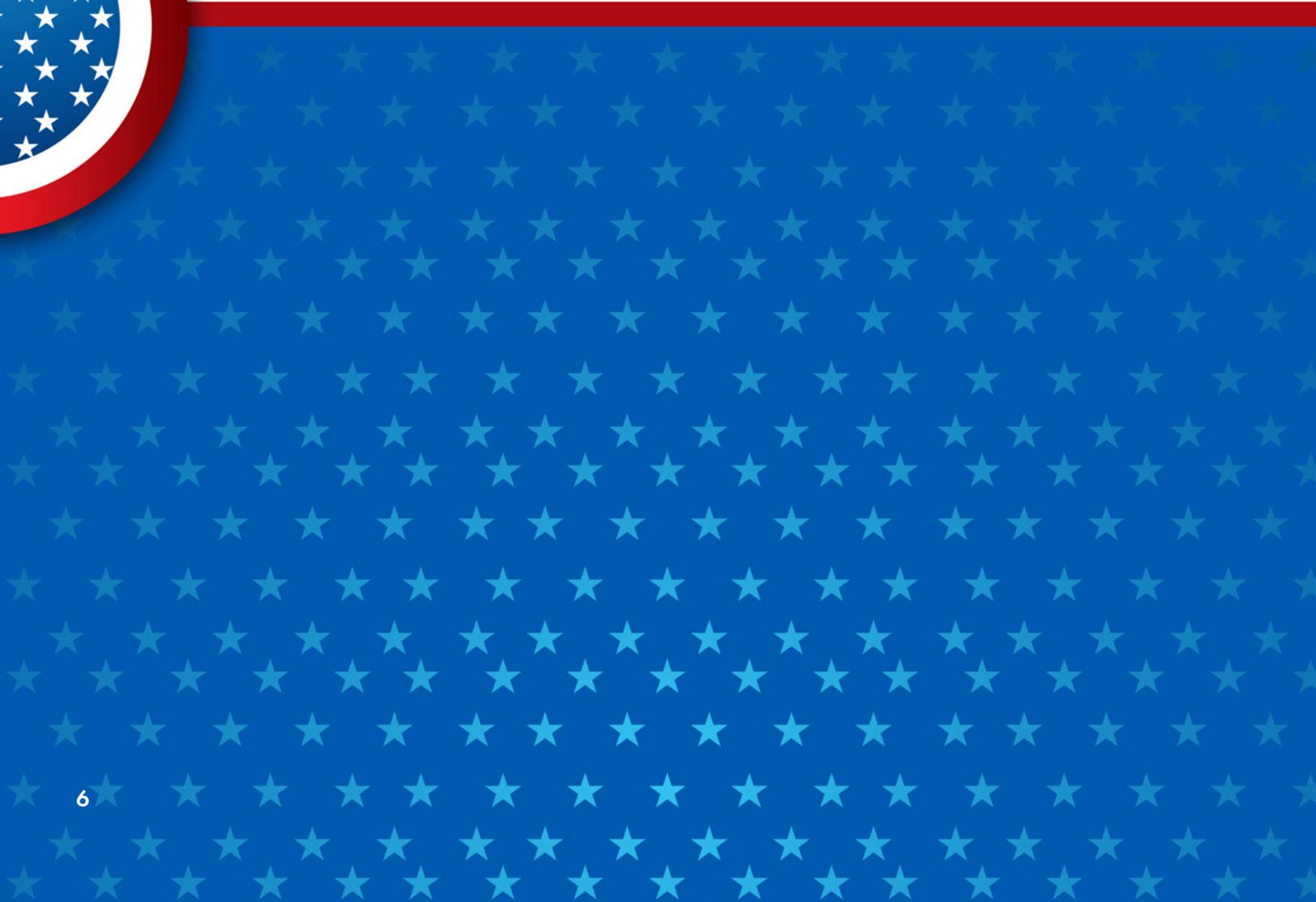
We have assessed our strengths, developed realistic but visionary plans for our future, built an experienced team, and partnered with the private sector to set forth a vision for the future of Waterloo. We will create new public gathering spaces, build new mixed-use developments on our waterfront, renovate historic buildings, and expand our parks, all while celebrating the rich historic value that our community possess. We will create an exciting downtown that celebrates its past while embracing the future with a focus on environmental and economic sustainability. We have exciting plans in place and the drive to make it happen. We invite New York State to join us on our journey because **great things are going to happen here!**



1) **Boundaries of the proposed DRI area.** Detail the boundaries of the targeted downtown area or neighborhood, keeping in mind that there is no minimum or maximum size, but that the area should be concentrated and well-defined. Neighborhoods beyond traditional central business districts are eligible if they can meet other criteria making them ripe for investment. Include a map that clearly delineates the area to be included in the downtown revitalization area.



1: BOUNDARY



Boundaries of the proposed DRI area

The targeted Downtown area for the Village of Waterloo is a concentrated, well defined, compact area of approximately 125 acres that consists of the Village's central business district, critical waterfront and commercial corridor assets, and a large number of intact historic buildings, including the Downtown Waterloo Historic District, the Library and Historical Society, museums, parks, the Cayuga-Seneca Canal, and abundant development opportunities.

A general description of the boundary is defined as follows:

The northern boundary includes the Main Street School and Lafayette Park at its northwest corner and encompasses the Seneca County Supreme and County courthouse on Williams Street to the west. It includes the southern portion of Williams street to the corner of Virginia Street, where it includes the entire block along Williams Street to the east side of Church Street. The boundary continues along Main Street including lots from Church Street to the property east of Swift Street. The eastern boundary

moves across Main Street following the centerline of Water street. The boundary then crosses the Cayuga-Seneca Canal at Logan Street. It follows the Canal to Huff Street, down its centerline to Kendig Street. The southern boundary then follows the rear lot lines of properties on Kendig Street to the Cayuga-Seneca Canal Trail. The boundary follows the Trail to the Village line and follows the Village boundary along the Cayuga-Seneca Canal to the tip of Oak Island, where it moves north and follows the Canal to the eastern side of Seneca Street. The boundary follows the rear lot lines of Seneca Street north, crossing Main Street to the Main Street School.





WATERLOO HONORS HERO, TOM COUGHLIN

WHAT MAKES HIM HUMBLE

Coughlin





2) Past investment, future investment potential. Describe how this DRI area will be able to capitalize on prior private and public investment and catalyze future investments in the neighborhood and its surrounding areas. Describe recent planning efforts that support public and private investment in the proposed DRI area.

2: PAST AND FUTURE INVESTMENT POTENTIAL

Past investment, future investment potential.

- ✓ **Waterloo has benefited from over \$515 million in public and private investment in recent years, including del Lago Casino, a mere 10 minute drive from downtown.**
- ✓ **Nearly \$53 million in investment is anticipated within the Waterloo Market Area within the next three years.**
- ✓ **Waterloo has completed an Economic Market Analysis and other plans to ensure that revitalization efforts are well considered and economically feasible.**
- ✓ **A new Comprehensive Plan was adopted in 2018 that focuses on waterfront and downtown revitalization and environmental sustainability.**
- ✓ **Waterloo has developed clear strategies and projects for capitalizing on on-going investments in the economic market area.**

Waterloo has seen significant investment in both its immediate Village core, as well as the surrounding area within the downtown's economic capture area. These range from large regional projects, such as del Lago Casino, to small investments in renovating downtown buildings. International firms located within walking distance of downtown have indicated interest in expanding local operations and millions of dollars of additional investment is expected to occur in the next several years. These investments are not happening by chance, but are a result of concerted efforts and the extreme diligence of Village leaders. 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 local citizens. These are detailed below.



Past Investment

Within the past 10 years, over \$526 Million in public and private investments (including del Lago Casino) have occurred and laid the foundation for future growth. These range from volunteer efforts to construct trails and memorials, improved Village infrastructure, and local and regional economic development projects. These investments have occurred either within the Village, or are regionally significant projects located within the downtown market capture area. Most importantly, the Village has aggressively sought developers to invest in its downtown, and we have assisted them in leveraging funding to undertake transformative projects. The Village has also provided incentives to small, local businesses to establish and grow in the downtown. As a result, storefront vacancies have dropped from 36% to 12% in less than five years. This rate is anticipated to drop substantially in the next 12 months as at least seven downtown buildings are completing renovation projects and will come online. The table below identifies both private and public investments that have occurred over the past 10 years.

RECENT PUBLIC INVESTMENTS

PROJECT/ PROGRAM	DESCRIPTION	TOTAL INVESTMENT	YEAR
New York Main Street	The Village secured New York Main Street funding to renovate a number of downtown buildings. This program jumpstarted investment into downtown's building infrastructure, ranging from simple façade renovations to development of new upper floor housing units.	\$1,000,000	2018
Microenterprise Programs	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 the downtown.	\$434,000	2015 - 2018
Waterfront Connector Trail	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.	\$300,000	2018
Wayfinding System	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.	\$16,000	2018
Main Street Reconstruction	Following significant effort by the Village, Main Street (Route 5/20) was rebuilt by NYS DOT into a complete street, eliminating excess traveling lanes and replacing them with bike lanes.	\$2,000,000	2017
Virginia Street Demolition	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.	\$35,000	2019
Historic District Nomination	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.	\$10,000	2017
Sanitary Sewer/ WWTP Upgrades	Upgrades to the Wastewater Treatment Plant ensure that the Village can accommodate increased growth without impacting the environment.	\$6,500,000	2014
Oak Island Enhancements	Since the development of the Erie Canal Plan in the 1990's, the Village has been upgrading facilities at its Canal Port, most recently improving trails, adding handicapped fishing access, and a new picnic pavilion. Additional docking improvements are planned.	\$2,000,000	1995 - present
Housing Investment	Waterloo has been aggressive in improving its housing stock, leveraging CDBG, HOME, and AHC funds for rehabilitation and homeownership opportunities.	\$1,640,000	2007- 2019
TOTAL PUBLIC INVESTMENT		\$13,935,000	

RECENT PRIVATE INVESTMENTS

PROJECT/ PROGRAM	DESCRIPTION	TOTAL INVESTMENT	YEAR
3 West Main Street	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.	\$81,725	2018
5 West Main Street	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.	\$95,200	2018
9 West Main Street	A private developer completed a building stabilization project as a “Phase 1” of a larger project that will include market rate upper floor housing.	\$15,000	2018
1 East Main Street	Renovation to accommodate new commercial tenancy, including façade renovations.	\$40,000	2018
Deep Dairy	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.	\$1,900,000	2018
Women’s Shelter	The Village partnered with the Cayuga-Seneca Community Action Program to renovate a vacant building into nine units of housing for women in need.	\$1,083,000	2019
Vern Sessler Trail	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 Street.	\$65,000	2005/ 2017
Waterloo Café	A vacant storefront was renovated to accommodate a new downtown café.	\$255,000	2017
7 East Main Street	A vacant building was renovated into an upscale, two story restaurant.	\$595,000	2017
ARC/Finger Lakes Textiles	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.	\$2,100,000	2011
del Lago Casino and Resort	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.	\$440,000,000	2017
Seneca Army Depot Redevelopment	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.	\$25,000,000	2000- present
BonaDent Laboratories	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.	\$11,000,000	2012
ITT Goulds Pump	This manufacturer of pumps and pumping equipment is located in Seneca Falls. The plant and its workforce is situated 7 minutes from downtown Waterloo.	\$30,000,000	2013
Cayuga-Seneca Canal Trail	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.	\$225,000	2018
TOTAL PRIVATE INVESTMENTS		\$512,454,925	

Future Planned Investments

Success creates success, and Waterloo has an impressive list of additional investments that are anticipated to occur within the next 12 to 24 months. These investments are not contingent upon DRI funding, but will support planned DRI investments.

“Downtown Waterloo has made great strides forward in recent years, and we are optimistic about our future potential there.”

*– William Lutz, Owner & President,
Waterloo Container Company*

ONGOING AND PENDING INVESTMENTS

PROJECT/ PROGRAM	DESCRIPTION	TOTAL INVESTMENT	YEAR
Grange Building Restoration	A private developer is currently restoring this local landmark building for office and commercial space with assistance from a Restore NY grant and historic tax credits.	\$572,000	2019
35 Virginia Street	The “Market Building” is being renovated for retail and residential use. The project is utilizing RestoreNY and historic tax credits.	\$337,000	2019
37 Virginia Street	The Dempsey Building is being renovated into first floor retail space and upper floor housing units using RestoreNY and historic tax credits.	\$380,000	2019
Deep Dairy	Manufacturing plant upgrades to vertically integrate operations and increase production.	\$19,500,000	2022
Oak Island	The Village is expanding docking on Oak Island to accommodate growing demand from Canal users.	\$60,000	2020
Seneca Dairy Systems	This business is planning a major expansion in the Seneca Army Depot to manufacture steel for the agricultural industry.	\$20,000,000	2022
Locust Street Bridge Replacement	The Village has leveraged Bridge NY funds and is working with NYS DOT to replace the historic but dilapidated Locust Street Bridge. This project will reopen an important intermodal connection on the Canal waterfront.	\$6,000,000	2021
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.	\$6,100,000	2020
TOTAL PENDING INVESTMENTS		\$52,949,000	



VA HEALTHCARE NETWORK
LIFE STATE NEW YORK

Canandaigua VA
Medical Center

DEPARTMENT OF VETERANS AFFAIRS
UNITED STATES OF AMERICA

HANDS TO HEAL
THRIFT SHOP

WATERLOO HISTORY
BOOK OFFICES

AUSTIN
PHYSICAL THERAPY

GLOVE HOUSE

UNITED WAY

LEO & DAVE BARBER

WATERLOO EYECARE

RESTAURANT

BEAUTY SHOP

SPEAKING of IT

MAZZO

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THE TOTAL LOOK



Previous Planning Efforts

There is a deep body 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 trends in the residential and commercial markets, the Village has consistently built on past work to expand its understanding of the market potential. **This application is the culmination of over seven years of work by Village residents, leaders, and partner consultants – all believers that Waterloo has the potential to engage with its past to build a prosperous future.**

Village of Waterloo Comprehensive Plan (2018) - This document provides an analysis of all of the Village's operations and includes a downtown analysis that identifies the need to seek funding to assist downtown property owners with improving their buildings, improve connectivity, and support a healthy and diverse downtown economy.

A Vision for Downtown Waterloo, Downtown Market Analysis (2018) - In order to approach economic revitalization strategies in a realistic, fact-based manner, the Village commissioned Camoin Associates to complete a detailed analysis of the downtown market. The market analysis focused on how to capitalize on the Village's historic legacy, the existing building stock, and current developer interest. Broadly, the market analysis demonstrated that with targeted investment in second story rental units and concentrating on building retail and restaurant density on Main Street and Virginia Street, Waterloo could support an environment that attracts the target demographic: those aged 25-35 and Baby Boomers. Currently, individuals and young families are leaving the Finger Lakes area because there are not high-quality rental units available within their price range. Market research indicates that these cohorts covet a small-scale urban environment, where they can walk from shop to shop, find their goods, but also feel immersed in a community's history and tangible "vibe." Developing residential uses in concert with retail density that matches retail demand (i.e. local food and drink, active recreation, artisan crafts) will build foot traffic to support existing local businesses and continue increasing the dynamism of the commercial corridor.

The Village has already taken proactive steps to render streets and pedestrian walkways more conducive to foot traffic. The addition of bike lanes promotes multi-modal transportation options across the Village and reducing Main Street traffic from four lanes to two lanes produces a traffic calming effect that makes the downtown more desirable for pedestrians, curbs noise for patrons on restaurant patios, and overall contributes to building quality of place.

Virginia Street Study (2015) - Prepared by Thoma Development Consultants with In.Site:Architecture, this study provides a detailed analysis of buildings in the area and concepts for how they can be rehabilitated. They include conceptual plans for four key buildings in Waterloo's downtown and provide information on existing use, proposed use, history of the property, and general cost estimating.

Village of Waterloo Downtown Needs Assessment (2012) - Focusing specifically on the downtown area, this study, completed by Thoma Development Consultants, identified five priority projects for the area, being 1) provide incentives to downtown property owners to rehabilitate commercial and residential space; 2) develop a downtown business organization, 3) update land use and zoning in the Central Business District; 4) improve the condition of rear facades on Main Street and improve the condition of the municipal parking lot; and 5) make physical changes to route 5/20 through the village to slow traffic.

Canal Corridor Economic and Market Analysis (2003) - This market analysis focused on the canal corridor from Seneca Lake to Cayuga Lake, bordering the City of Geneva and passing through the Village of Waterloo and the Hamlet of Seneca Falls. While completed 15 years ago, it does propose new business opportunities that are relevant today such as attractions that cater to an older population, bed and breakfasts, as well as bicycle and boating rentals. The Canal Corridor Economic and Market Analysis recommends creating and marketing a brand for this region.

"It has been del Lago's intent from the beginning to assist in stimulating the local economy and draw more tourism to the Finger Lakes Region... By Waterloo committing to a revitalization project, they are aligning themselves with our marketing coalition, which we believe will result in significant benefits to Waterloo and del Lago Resort and Casino."

– Mark Juliano, Executive Vice President and General Manager, del Lago Resort and Casino.





Market Opportunities

The Economic Market Analysis and Comprehensive Plan clearly delineated Waterloo's inherent strengths and opportunities for growing the local economy. These include:

- **Committed public sector leadership** – Village leaders have been actively pursuing and securing grant funding, coordinating with small businesses, and working with developers to revitalize downtown Waterloo. Managing different stakeholders and responding to the desires of residents is a challenging role and the ambition to continue progress takes an explicit desire to move beyond status quo.
- **Interest from the development community** – Strategic planning efforts and recognizing market opportunities has led to explicit interest from the development community. The Village is currently working with developers to realize the community's vision. Often, a community may have the best vision and strongest data but is not able to attract a developer to realize its concept. With developers already in place for a significant swath of downtown properties, it will be crucial for the Village to utilize the findings of the market analysis to drive downtown revitalization.
- **Historic legacy** – From Memorial Day to Women's Rights, Waterloo played a critical role in local and national history. While there are elements of this historical legacy apparent in Waterloo's downtown, the ability to modernize how these stories are told to the next generations through DRI investments will ensure that integral components of the region's history are embedded in the Village's fabric through physical outputs, storytelling elements, or other creative alternatives.
- **Positive private sector/public sector relationship** – The Village has a strong working relationship with many of the businesses in the downtown district. From agreements on shared usage of privately-owned spaces to collaborating on events, this willingness to find solutions between the private and public sectors will continue to benefit both parties by creating opportunities with shared resources that will be critical to overcoming development barriers during the DRI process.
- **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 its brand and develop retail offerings that support the local population, but also intrigue visitors to the region. With people shopping more often online, a creative approach to filling commercial vacancies is necessary. To be successful, retailers are repositioning themselves to navigate the changing shopping environment as retail becomes more "experiential" and less transaction-based. Waterloo benefits from its position in the Finger Lakes, where consumers can touch, feel, smell, and taste the products of the craft beverage industry, local historic features, or regional arts and cultural institutions.
- **Opportunity Zones** – Downtown Waterloo is a designated federal Opportunity Zone. Opportunity Zones are a new 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. Opportunity Zones provide tax incentives for investors to re-invest their unrealized capital gains into dedicated Opportunity Funds. The presence of the Opportunity Zone in downtown Waterloo will further incentivize developers wishing to undertake building redevelopment projects.



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24 Hour ATM

Community Bank N.A.

Free Gift

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Checking

WEST
20
5

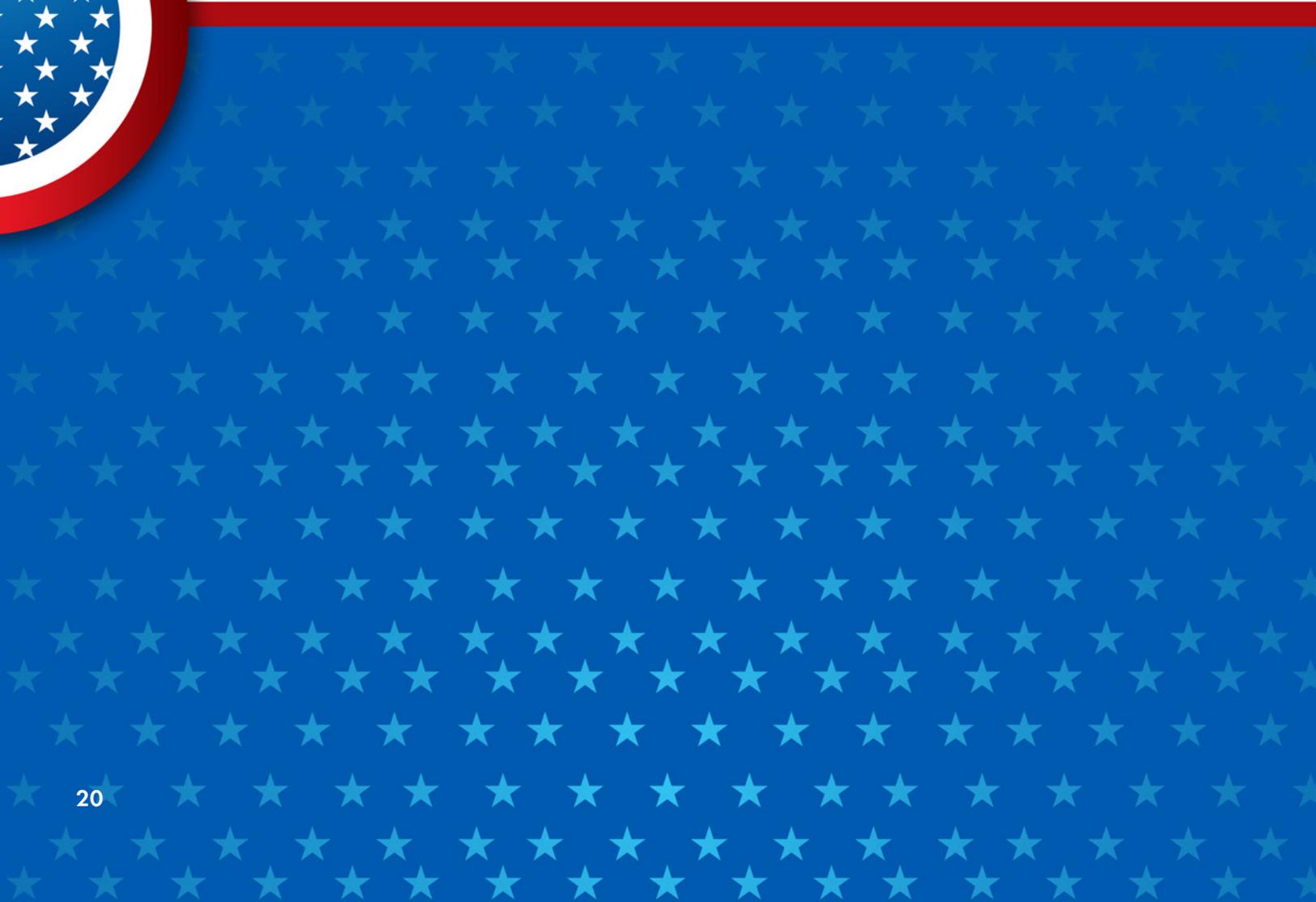
US ARMY
AFRICA

US NAVY
VETERAN

3) Recent or impending job growth. Describe how recent or impending job growth within or near the DRI area will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term.



3: JOB GROWTH



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 the village, supporting redevelopment, and will ensure that growth in the Village is sustainable for the long-term.

- ✓ **There is a presence of Major job creating projects in and near downtown Waterloo. For example, the \$440,000,000 development at del Lago Resort and Casino has created 1,500 permanent jobs within a 10-minute drive of downtown;**
- ✓ **Diverse job growth and potential at anchor institutions such as Bonadent, ITT Goulds Pumps, Evans Chemetics, del Lago Casino, Deep Dairy Products, and 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.**
- ✓ **There are many new and expanding employers in the Downtown. Outside of the aforementioned large anchor institutions, the Village's microenterprise program has assisted nearly a dozen new and expanding businesses in the last 5 years.**

Downtown Waterloo is located at the convergence of a number of large job-creating initiatives, centrally located within 10 minutes of del Lago Resort and Casino, the Seneca Army Depot, Bonadent, ITT Goulds Pumps, Evans Chemetics, and Deep Dairy Products, all of which have recently undertaken the creation of new jobs and/or have plans for new job creation in the immediate future. Many of the jobs created at these advancing companies are well-paying jobs that exceed the median income for the region. To ensure sustainability, jobs have been created for employees of all types, from healthcare professionals, to engineers, human resources professionals, food science professionals, project and facility managers, food service and



hospitality workers, laborers, correctional facility employees, and manufacturing employees.

The principal job creation initiative that has had an immense impact on the Village of Waterloo and its Downtown has been the construction and recent opening of the world-class del Lago Casino and Resort. According to the Governor's office, development of the new casino required a \$440,000,000 investment and has resulted in the creation of 1,500 permanent professional and support staff jobs. The new resort has offered countless opportunities for residents of Waterloo and many of the new jobs are held by residents who have called Waterloo home for much of their life.

The influx of people and employees to the resort has also 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 venture and expansion projects in the last 5 years. 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, an electronic/virtual gaming facility, restaurant, and a hair and nail salon.



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.

"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

Other local job expansion projects that have positively impacted Waterloo have taken place at Deep Dairy Products, ITT Goulds Pumps, and Bonadent Dental Labs, all within minutes of downtown. In 2018 Deep Dairy Products purchased

Summit Dairy, an existing dairy processing facility located in the Village of Waterloo. Since the purchase of the existing dairy processing facility, Deep Dairy has created 36 new jobs and is now in the planning stages of a \$20,000,000 expansion project that will create an additional 39 jobs at its Village of Waterloo facility. The facility currently produces French yogurt and various other unique dairy products for market. Expansion at ITT Goulds Pumps and Bonadent have resulted in the creation of approximately 100 jobs collectively, just minutes from Downtown Waterloo.

The impacts of these new jobs are already being realized. Having taken notice of these recent and impending job growth opportunities, a number of local developers have identified a need for quality market rate housing in the downtown. There are currently 7 Downtown buildings that are undergoing renovations to offer new market rate housing units, and a few more renovations which will be underway in the next year.

As is evident from this application, Downtown Waterloo offers something for everyone. There are jobs available for people and residents from all walks of life and abilities, with services and amenities that will satisfy the young working class professionals that our upstate communities are all competing for. A DRI investment will magnify our successes as we are truly a community on the verge



of greatness. Since the inception of the DRI, the state and region has focused its efforts on assisting those communities that have already laid the foundation for future success. Through the hard work of our residents, local entrepreneurs, and local leadership, we believe that we have uniquely positioned our community to where a DRI investment will have the largest impact on the community and the Finger Lakes Region. A DRI nomination for the Village of Waterloo will support the major objectives of the DRI: **supporting significant recent or impending job growth, attract professionals to an active life in the Downtown, support redevelopment, and make growth sustainable in the long-term.**



4) Attractiveness of physical environment. Identify the properties or characteristics that the DRI area possesses that contribute, or could contribute if enhanced, to the attractiveness and livability of the downtown for a diverse population of varying ages, income, gender identity, ability, mobility, and cultural background. Consider, for example, the presence of developable mixed-use spaces, varied housing types at different levels of affordability, walkability and bikeability, healthy and affordable food markets, and public parks and gathering spaces.

4: ATTRACTIVENESS OF THE DOWNTOWN

Attractiveness of the Downtown

- ✓ **Waterloo offers a wide variety of single-family housing, senior housing, and affordable housing;**
- ✓ **Downtown Waterloo is home to a compact area of retail businesses, commercial establishments, offices, and restaurants along Main Street;**
- ✓ **The Downtown has a wide variety of restaurants and eateries that meet the varied needs and desires of families and citizens of all ages and income levels, all of which are locally owned and operated;**
- ✓ **Linkages within our downtown and to neighboring downtowns are made possible by a comprehensive pedestrian network;**
- ✓ **The Village has numerous recreational amenities within walking distance to downtown including waterfront trails, parks, and gathering spaces;**
- ✓ **Healthcare facilities and doctors' offices are located within reach of downtown;**
- ✓ **The Village of Waterloo holds a variety of cultural, academic, and entertainment amenities and events throughout the year;**
- ✓ **Waterloo is fully connected by a broadband network which keeps us connected and up to date on the fastest and most reliable technology.**

Housing Affordability and Type-

The Village's Downtown is a unique blend of mixed-use buildings, adjacent residential areas, and housing options for all levels of affordability and type. The Village has identified specific rehabilitation projects within the Downtown to encourage and provide mixed-use housing within the Downtown. Waterloo provides quality housing for seniors, affordable housing nearby, as well as a newly funded housing opportunity provided by the Cayuga-Seneca Community Action Agency within the Village. Waterloo encourages the traditional development pattern of mixed-uses, and supports

various land uses, typically with commercial and retail space on the bottom floors, with the availability of upper floors that are either currently, or have been renovated as residential units. This provides the ability for workers that are looking for a walkable, active Village that is within reach of jobs or services.

Commercial and Retail Businesses-

Downtown Waterloo is home to a compact area of retail businesses, commercial establishments, offices and restaurants along Main Street, with future potential of additional storefronts along Virginia Street. Businesses include a bakery and deli, restaurants, taverns, banks, barber shops and salons, as well as a locally owned pharmacy, an electronic gaming destination, and many other every day services that are within walking distance.



Waterloo Rotary
— Farm Market —

Access to Healthy Food-

The Village of Waterloo understands and encourages the accessibility of healthy food to its citizens. The Downtown has a wide variety of restaurants and eateries that meet the varied needs and desires of families and citizens of all ages and income levels, all of which are locally owned and operated. In addition, the Village Rotary holds a weekly downtown Farmer's Market on Saturdays from June to October. The Waterloo Rotary Farmer's Market is the product of a collaboration between the Waterloo Rotary Club, the Seneca County Farm Bureau and the Cornell Cooperative Extension of Seneca County. All vendors are required to provide only produce, dairy, flora, and other products and artisan items that have been grown or produced in N.Y. State.



In addition, the Waterloo Central Schools utilize the expertise and aid of the Seneca County Cornell Cooperative Extension to provide a “Farm to School” program. This program, created by the NYS Department of Agriculture and Markets was instituted to, “connect schools with local farms and food producers to strengthen local agriculture, improve student health, and promote regional food systems awareness”. The goal of the program is to increase consumption of local produce by students for positive health outcomes, increase the variety of products being provided on school menus, increase the number of local farmers selling to schools, and increase awareness of the local food system in the Finger Lakes region.

Multi-modal transportation, Walkability, and Bikeability-

The Village of Waterloo is well served by an intermodal and interconnected transportation network. It is easily accessible to the New York State Thruway, the north to south route of NYS Route 96, and the east to west route of NYS Route 5/US Route 20 (Main Street). These intersections are heavily traveled and are considered to be the crossroads of the Finger Lakes region. Public transit is available in the Village on a regular basis provided by Seneca Transit Service, which operates on a ‘Dial-a-ride’ basis.

The Village has long been served by railway, with one route that bisects the Village from east to west. The rail lines, owned by Finger Lakes Railway are primarily limited to freight, and the trips are infrequent. There is no regular passenger/com-muter rail service, but the rail line is active.

The Village is relatively flat, and with the busy Main Street providing bicycle lanes on both sides of the road, it is easy to traverse the 2.2 square mile Village by bicycle or on foot.

In addition to this, the Village’s Downtown Management organization (IIP) has performed a walkability survey in order to identify impediments to walkability, and find solutions to those issues.

Accessible recreational amenities, waterfront trails, parks, and gathering spaces-

There is a wide array of recreational opportunities in and around the Downtown Waterloo area.

Lafayette Park- Located along Main Street is a 1.4 acre park providing both a gathering place for community members, but also a location for several memorials and monuments. It offers a place of solace and reflection, along with a plentiful history lesson into the past of both the Village, and the United States.

Lock Park- A small patch of land tucked between the Cayuga-Seneca Canal and Locust Street is home to the American Civil War Memorial. This is a passive park that pays homage to soldiers of both the North and South in the conflict, and highlights Waterloo’s own soldiers, who gave their lives in the conflict.

Oak Island- A designated Canal Port, Oak Island is located between the original Cayuga-Seneca Canal to its north, and the enlarged canal to the south. The Village has used the island as a canal access site and waterfront community park for over 60 years. The island boasts paved parking, a boat launch, transient boat docking, a marine pump-out station, restroom and shower facilities, two picnic pavilions, an ADA accessible fishing pier, nature trail, along with many other amenities. Oak Island is a major point of access from the waterfront to the downtown

and serves as the Village's waterfront park. It is a popular spot for residents to access the waterfront, and the two picnic pavilions are rented out for most summer weekends.

Community Center- The Waterloo Community Center was built in 1997 and is located at the end of Oak Street in the Village. It is a Village-run facility that is open and accessible to the public six days a week, and on Sundays for scheduled group activities. There are programs year-round, including a recent addition of summer bus trips. The Community center also has an adjacent soccer field, playground, and spray park which is utilized by residents.

Recreational Trails- There are currently two designated trails within the Downtown. The Cayuga-Seneca Canal Trail extends from the Village to the west and connects with Seneca Lake State Park in Geneva, with its eastern terminus currently located at Huff Street. The intention of the trail is to extend through the remainder of the Village and connect with Seneca Falls, where it will continue and terminate at Montezuma National Wildlife Refuge. The second trail is the Vern's Way trail. It is a short trail connecting the original canal towpath near Oak Island to the public parking lot behind the Village office. The trail connects from that point to a sidewalk system that leads into Downtown.

Access to health care facilities- Citizens of the Village of Waterloo are fortunate to have access to quality health care at Finger Lakes Health, located at the edge of the Village with medical offices, Urgent Care, Seneca Family Health Center, and the Huntington Living Center. In addition, the Village is located just seven miles away from Geneva General Hospital.

Academic, cultural, and entertainment amenities, institutions, and events- The Village of Waterloo, as the Birthplace of Memorial Day, is home to the National Memorial Day Museum, which provides programming and exhibits that document the history of Memorial Day. In addition, the Village is home to

the Waterloo Library and Historical Society. This society founded in April of 1875, is located in a historic Queen Ann style building on Williams Street. Within the library is Fatzinger Hall. Originally designed as a second floor 'lecture room', it is recently being used to showcase plays, musical performances, lectures, children's programs, and weddings. In addition to the library, the Historical Society maintains Terwilliger Hall. This annex to the Village library is a museum that provides visitors a journey through the history and development of Waterloo. It is filled with photographs and maps, as well as other artifacts that are important to the history of Waterloo.

Events that take place in the Village include the Memorial Day "Celebrate Commemorate", which is a weekend long Memorial Day program that includes a parade, memorial services, fireworks, craft vendors, an antique car show, as well as historic reenactments. May 30th is reserved for commemorative services for the Official Memorial Day.

Additionally, the Village celebrates "The Real Christmas" each year in early December. It emphasizes the spiritual and religious foundations of Christmas and includes Christmas music, pageants, and a live Nativity.

Broadband Accessibility- The Village has full access to Broadband capabilities and is continually looking for ways to improve on speed and upgrading of this service.

Community Design and/or Housing for All Ages- The Village has always had an interest in bringing young professionals into the Downtown, as well as allowing the opportunity for empty nesters to downsize their living arrangements. In order to keep with the demand of changing demographics, the Village has begun the process of converting the Main Street School into senior apartments, as well as renovating the upper floors of many of the buildings to allow a place for young professionals to live within the Village.

5) **Quality of Life policies.** Articulate the policies in place that increase the livability and quality of life of the downtown. Examples include the use of local land banks, modern zoning codes, comprehensive plans, complete streets plan, transit-oriented development, non-discrimination laws, age-friendly policies, and a downtown management structure. If policies that support livability and quality of life in downtown are not currently in place, describe near-term efforts by the municipality to create and implement such policies.

5: POLICIES TO ENHANCE QUALITY OF LIFE

Quality of Life Policies

- ✓ **Waterloo's Cleaner Greener Communities Comprehensive Plan was completed in 2018, and contains a clear and concise vision for a safer, healthier, more sustainable community;**
- ✓ **Village Zoning is consistently being updated, most recently to include sustainable, smart growth recommendations from the newly adopted Comprehensive Plan;**
- ✓ **Main Street was recently downsized from a four-lane highway to a two-lane pedestrian friendly road with bike lanes. This is just the beginning of the Village's plans for Complete Streets throughout the community;**
- ✓ **Since 2016, the IIP (Image, Identity, & Public Space) team has functioned as the Village's management group, dealing with the image of the community;**
- ✓ **All of the Village's plans include transportation elements encouraging the concepts of Complete Streets.**
- ✓ **Waterloo has a long history of diversity and inclusion, including adopted Fair Housing and accessibility policies.**
- ✓ **Waterloo is a candidate for an Age Friendly Community Certification.**

The Village has worked hard to ensure that it has plans and policies in place that will support its vision for the future of the community. These range from planning documents, to fair housing policies, to sustainability initiatives. All of these have contributed to the high quality of life enjoyed in the community, and demonstrate the level of commitment the community has in creating a diverse, inclusive, healthy and sustainable community for all. These are summarized below.

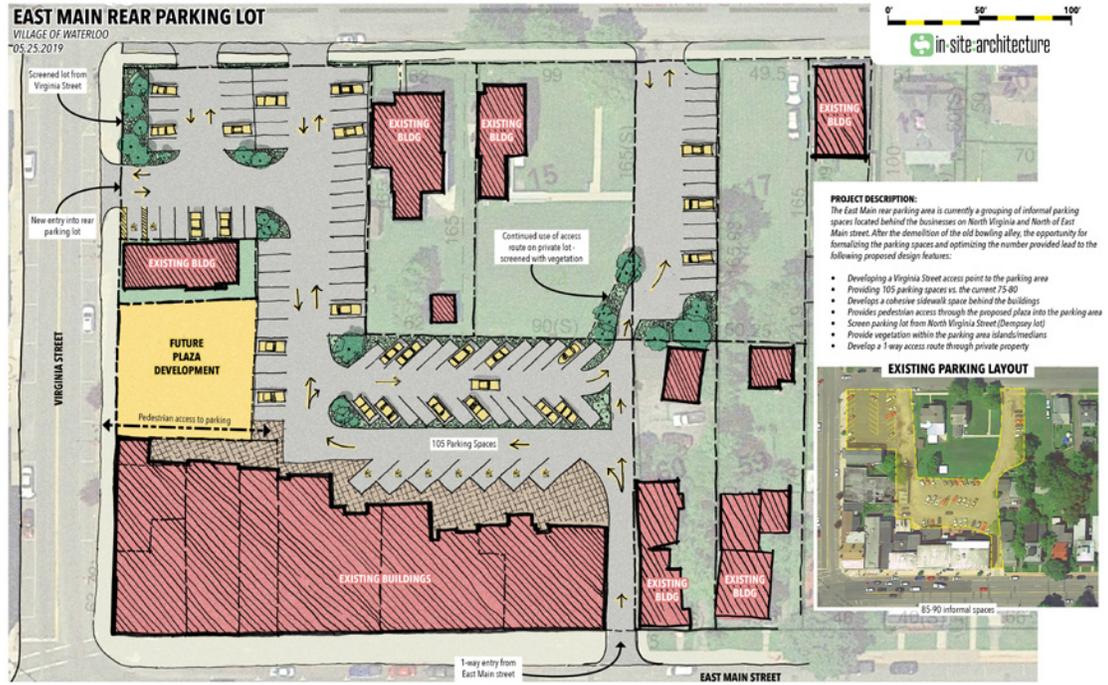
Planning and Implementation Policies:

Comprehensive Plan - The Village Comprehensive Plan was completed in 2018 when the Village focused on the creation and implementation of a document that would focus on the Village's long-range plans. This in-depth inventory and analysis of the Village's existing conditions was funded by a NYSERDA Cleaner, Greener, Communities grant, and provided a plethora of attainable goals and recommendations for future actions, all with the express intent of providing a healthier, more sustainable Waterloo. The Comprehensive Plan emphasizes the importance of a strong Downtown, and how it influences and guides a strong community and economy.

Downtown Needs Assessment - The Village's Downtown Needs Assessment, completed in 2012, was developed in response to the downtown's decline in the early 2000's. Its purpose was threefold:

- Revisit the Village's 1998 Downtown and Canal Area Planning Needs Assessment Study
- Identify priority projects that the Village can undertake to strengthen its Downtown and capitalize on future opportunities.
- Ensure Waterloo's goals align with the goals and implementation measures put forth in the Finger Lakes Regional Economic Development Council's Strategic Plan.

This Assessment was able to take the earlier mentioned 1998 Planning and Needs Assessment, and focus attention on what items had been accomplished, initiate discussion on items that had not been accomplished, and direct the Village toward other projects. The plan was an important discussion on the achievements of the Village, as well as a repositioning of the spotlight to other needs of Waterloo. The tremendous success that Waterloo has achieved in the past seven years has its genesis in this plan.



Virginia Street Study - The Virginia Street Study was prepared in 2015, and was paid for in part by a grant from Empire State Development. The study focused upon Virginia Street (NYS Route 96), which is the north to south arterial running through the center of the Village of Waterloo. This section of the downtown was experiencing high vacancy rates and deteriorated buildings. The concept for this study arose from the Village’s 2012 Downtown Needs Assessment.

The study’s main components include:

- A Market Study to target market groups for Virginia Street properties, and an analysis of the existing business mix.
- Development of a Physical Plan to identify building owners and determine the feasibility for development. This process included a building conditions survey and code analysis of all buildings, to determine the renovation/ demolition needs of each building. An owner’s guide to energy efficiency and sustainability was also included.
- A Financial Plan was developed to assist owners in developing pro formas for priority buildings.
- Identification of current organizations and existing organizational barriers, as well as recommendations for organizational structures and roles.

This plan is meant as a guide for business owners and building owners along Virginia Street, to encourage development along this major thoroughfare, as well as decrease the number of vacant storefronts and encourage revitalization of the Waterloo downtown. As a result of this plan the street has experienced a resurgence with dilapidated building being removed and three other historic structures under renovation.

Downtown Market Analysis - In 2018, the Village retained Camoin Associates to complete a downtown market analysis. The Village understands that it needs a realistic understanding of economic forces to assess existing and future potential for commercial and residential space, recognizing the need to understand how Waterloo fits within the regional context of market demand. Outcomes of this market analysis found that there was an established developer interest, that rental rates are low, and that the residential market will be the catalyst for downtown revitalization. Most importantly, that Waterloo is at the nexus of a regional economic renaissance.



Use of Modern Zoning Codes - The Zoning code for the Village of Waterloo was adopted in 1996 and has been, and continues to be, updated to reflect the progressive and sustainable goals and implementation measures of the recently adopted Comprehensive Plan and to support downtown revitalization efforts. These updates incorporate, among other features, standards for Downtown redevelopment, ensuring that the historic character of the Downtown is maintained. The ordinance is user friendly and ensures consistency for all development projects. It includes sustainable measures such as solar and wind power regulations, along with updated sign regulations, and integration of sustainable goals of the Comprehensive Plan.

Presence of a Land Bank:

The Finger Lakes Regional Land Bank Corporation acquires, improves, and redistributes vacant, blighted, and tax abandoned properties to eliminate the harms and liabilities caused by such properties, and return them to productive use, while being consistent with local municipalities' redevelopment and comprehensive plans. They have worked with the Village on a project to remove a dilapidated downtown building, paving the way for a new pocket park on Virginia Street.

Sustainability and Climate Change:

The Village of Waterloo takes great pride in their steps toward a more sustainable community. The Cleaner Greener Communities funded Comprehensive Plan that was completed in 2018 included eight key sustainability topics that focused on environmental sustainability and the importance of reducing emissions and reduction of energy use. These topics were included in the goals and implementation measures of the Comprehensive Plan, and included the following:

1. **Energy Conservation and Renewable Energy**
2. **Environmental and Water Conservation**
3. **Waste Reduction and Reuse**
4. **Food Production and Nutrition**
5. **Community Health and Safety**
6. **Mobility and Connectivity**
7. **Housing Diversity**
8. **Urban Forestry**

From specific goals such as vehicle charging stations, to long term goals of becoming a Climate Smart Community, the Village of Waterloo is committed to the future of its citizens, and has already started the process to having a safer more sustainable community.

Existence of a Management Structure:

Since 2016, the IIP (Image, Identity, & Public Space) team has served as the Village's management group. It is a stakeholder group that meets monthly to address the image, identity, and public spaces of the community. The team is comprised of interested local volunteers, businesses, and revitalization consultants, with the sole purpose of planning for the future of Waterloo as an attractive, pedestrian friendly destination. Some of what the group has done includes developing a way-finding system, collecting data on amenities available, undertaking a business survey, developing a formal application process for events, completing a walkability survey and creating a working master plan to help organize and implement public space projects. The IIP continues to move forward with their goals and through management and cooperation, they have kept revitalization of the Village of Waterloo at the forefront of business owners and community members and will continue to do so in the future.



Application of Complete Streets:

All of the Village's plans that include transportation elements include and encourage the concept of Complete Streets. The Village as a whole has a robust sidewalk system, and the terrain is relatively flat, walkable, and bikeable. It makes logical sense to engage bicyclists, joggers, and walkers in a way that will allow them to move throughout the Village in its entirety, as much as possible, in a completely safe and healthy way. The Village's Comprehensive Plan is inundated with Smart Growth, sustainable principles, and expressly recommends that when roads are updated, that Complete Street standards be considered and applied. An example of the Village's commitment to Complete Streets was implemented in 2016 when the Village's Main Street of four lanes was reduced to two lanes with a turn lane, and included the implementation of bicycle lanes. This change has allowed traffic to slow down, and provide a safe route for citizens and visitors within the Village.

Presence of Non-Discrimination laws or other protections of diverse populations:

The Village of Waterloo prides itself in its inclusion of all people, and encourages all areas of the Village government to remain non-discriminatory. The Village is an equal opportunity employer, and states that discrimination on the basis of race, color, sex, religion, age, marital status, disability or veteran status will not be tolerated. This policy applies to all terms and conditions of employment. The Village follows the Americans with Disabilities Act as well as the Fair Housing Act. Waterloo also adheres by Section 504 of the Rehabilitation Act of 1973, prohibiting discrimination on the basis of disability in programs and activities conducted by the U.S. Department of Housing and Urban Development (HUD) or that receive financial assistance from HUD. In addition, the Village also follows Section 3 of the HUD Act of 1968, which requires that recipients of certain HUD financial assistance, to the greatest extent feasible, provide job training, employment, and contracting opportunities for low-or very-low income residents in connection with projects in their neighborhoods.

Policies that would make the community eligible for Age-friendly Community Certification from AARP/WHO:

According to the United States Census 2017 American Communities Survey, the median age for the Village of Waterloo is 40.8 years old. This median age is indicative of an aging population, and the Village of Waterloo has every intention on keeping their elderly population engaged, involved, and active. The Village is proud of its accessibility, and its continuous cycle of improvements that serves the community regardless of age or limitations. The Downtown allows for easy entry into most buildings, and encourages investment in elevators and ramps into all buildings. The Village of Waterloo is a community for all ages and abilities, and reflects that in its policies, services, and support. It would be an Ideal candidate for Age Friendly Community Certification.



6) Public support. Describe the public participation and engagement process conducted to develop the DRI application, and the support of local leaders and stakeholders for pursuing a vision of downtown revitalization. Characterize the commitment among local leaders and stakeholders to preparing and implementing a strategic investment plan.

6: PUBLIC SUPPORT FOR THE LOCAL VISION

6) Public support. Describe the public participation and engagement process conducted to develop the DRI application, and the support of local leaders and stakeholders for pursuing a vision of downtown revitalization. Characterize the commitment among local leaders and stakeholders to preparing and implementing a strategic investment plan.

To develop this DRI application, the Village conducted an open community engagement process that has resulted in a unified vision for Downtown.

- ✓ **The development of this DRI application was guided by a steering committee of local stakeholders which included local leadership, the business community, local educators, and residents;**
- ✓ **The Image, Identity & Public Space Committee (IIP), the central volunteer organization promoting the downtown, has been a major contributor to developing and molding the Village's DRI application;**
- ✓ **The Village conducted direct outreach within the community to encourage input and engage business owners and developers during the DRI process. A public open house session was also held to generate ideas and support for the application.**

The Downtown is the economic and cultural driving force for the Village of Waterloo. Its successes will be due largely to the commitment of local leaders to foster improvement, support from Downtown businesses, and guidance from volunteer organizations such as the IIP Committee.

Having operated for a number of years in the Downtown, the IIP Committee is a community collaboration of government representatives, the business community, non-profits, and the general community, with a uniform goal of improving and promoting downtown Waterloo. The IIP Committee is the chief organization representing the citizens of Waterloo in the Downtown. Their profound vision for downtown has been instrumental in the development of this year's Downtown Revitalization Initiative application.

The Village has conducted an open community engagement process that has resulted in unified support of the vision for Downtown. The development of this vision was guided by a steering committee of stakeholders including local leadership, representatives from the education community, the IIP Committee, local developers and business owners, other local non-profits, and perhaps most important, the families and residents of the Village. The foundation for this application has





been continuously developed and molded by public and private sector partners over the past year. The Village has also spent the last two years developing a completely new Comprehensive Plan and recently completed a Downtown Market Analysis. These processes involved significant community involvement to identify a unanimous vision for the community and their completion at the end of 2018 dovetailed seamlessly with the Village's efforts to pursue Downtown Revitalization Initiative funding.

To prepare this nomination, the Village and the steering committee conducted thorough in-person outreach within the downtown business community and village-wide and also held public meetings and a DRI open house to generate public support and enthusiasm for the application. The cooperative relationship of all individuals and organizations has led to the development of an Investment Plan that will maximize the impact of State funding and leverage significant private investment. The projects recognized in this DRI application are a direct result of that collaborative process.

"I am looking forward to working with the Village of Waterloo and helping the Village achieve its fullest potential for its Downtown Revitalization Initiative. I am eager to help and take part in the future development of this community, and help reciprocate in any way, to a community that has helped our organization prosper over the past 23 years."

– Salvatore Franzone, President and CEO, Ciccino's, Inc.

The Mayor and the Village Administrator will be responsible for overseeing the continued development of the Investment Plan. In anticipation of moving forward quickly upon nomination, Mayor O'Connor has established the following initial Steering Committee for development of Waterloo's Downtown Investment Strategy:

Jack O'Connor, Mayor, Village of Waterloo

Donald Northrup, Village Administrator, Village of Waterloo

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

Frank Catalano, Member, IIP Committee

Lee Boise, Trustee Village of Waterloo

John Butlak, Trustee, Village of Waterloo

Les Marquart, Trustee, Village of Waterloo

Joshua Mull, Resident, Village of Waterloo

Joe Sposato, Resident, Village of Waterloo

Chuck Nightingale, Resident, Village of Waterloo

Debbie Hoffman, Board Member, Waterloo Library

Roderick Coe, Entrepreneur, Village of Waterloo

Sal Franzone, Entrepreneur, Village of Waterloo

Robert Aronson, Executive Director, Seneca County IDA



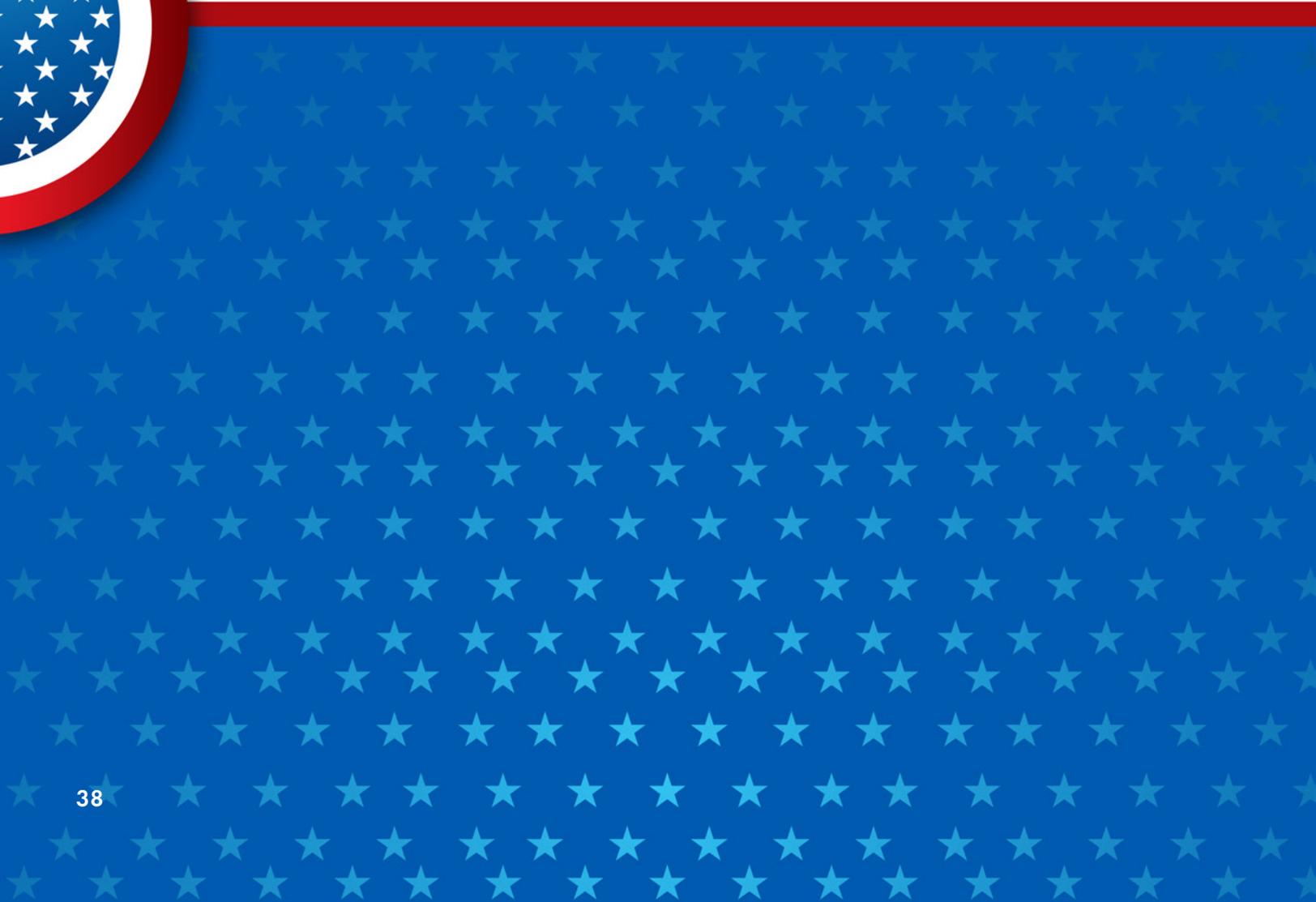
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7) Transformative opportunities. Describe opportunities to build on the strengths described above by providing a list of transformative projects that could be ready for implementation with an infusion of DRI funds within the first one to two years (depending on the scope and complexity of the project). Identify potential development opportunities, such as municipally-owned property that may be appropriate for redevelopment. Projects may be public or private, and could address economic development, transportation, housing, and community development needs. It should be recognized that if a DRI award is made to the downtown, the projects identified here, along with any others that may arise during the DRI planning process, will ultimately be vetted by the Local Planning Committee and the State to determine which projects receive DRI grants.



7: TRANSFORMATIVE OPPORTUNITIES



Waterloo has a history of success and is ready, on Day 1, to catalyze this success and implement its forward-looking vision for the future of the Downtown. Waterloo has taken a bold approach to redefining the community as a premier destination, neighborhood, and workplace in New York State. Ongoing development of the Village's strategy to expand the economic impact of the Downtown has been accelerated by the completion of feasibility and market studies, development of designs, the identification of transformative projects, and perhaps most importantly, the forging of partnerships between the public and private sectors to transform the vision to reality. The continuing renovation of at least seven downtown buildings is testament to our ability to work with the private sector to get it done.

To succeed, Village leaders recognize that our vision for the future of downtown must be rooted in sound economic strategies and realistic solutions. Guided by our inherent strengths and opportunities, the Waterloo community has compiled a range of projects and initiatives that will transform downtown Waterloo from merely good, to great. The Village realizes that while larger projects with significant leveraging are important to downtown's transformation, small, focused investments can have a great impact as well. Below is a diverse series of identified public and private initiatives, both large and small, that will create an exciting, vibrant downtown.



The development opportunities summarized below are not merely a collection of random projects, but a well-considered, inter-related series of realistic public and private projects that build off one-another to create lasting change. Public parks and recreation projects will support new housing being developed while connectivity and wayfinding initiatives will link them together. Infusing the downtown with sustainable features, such as electrical vehicle charging stations, bike facilities, and historical references will create an environment that recognizes the past while firmly establishing Waterloo as a modern, progressive downtown.

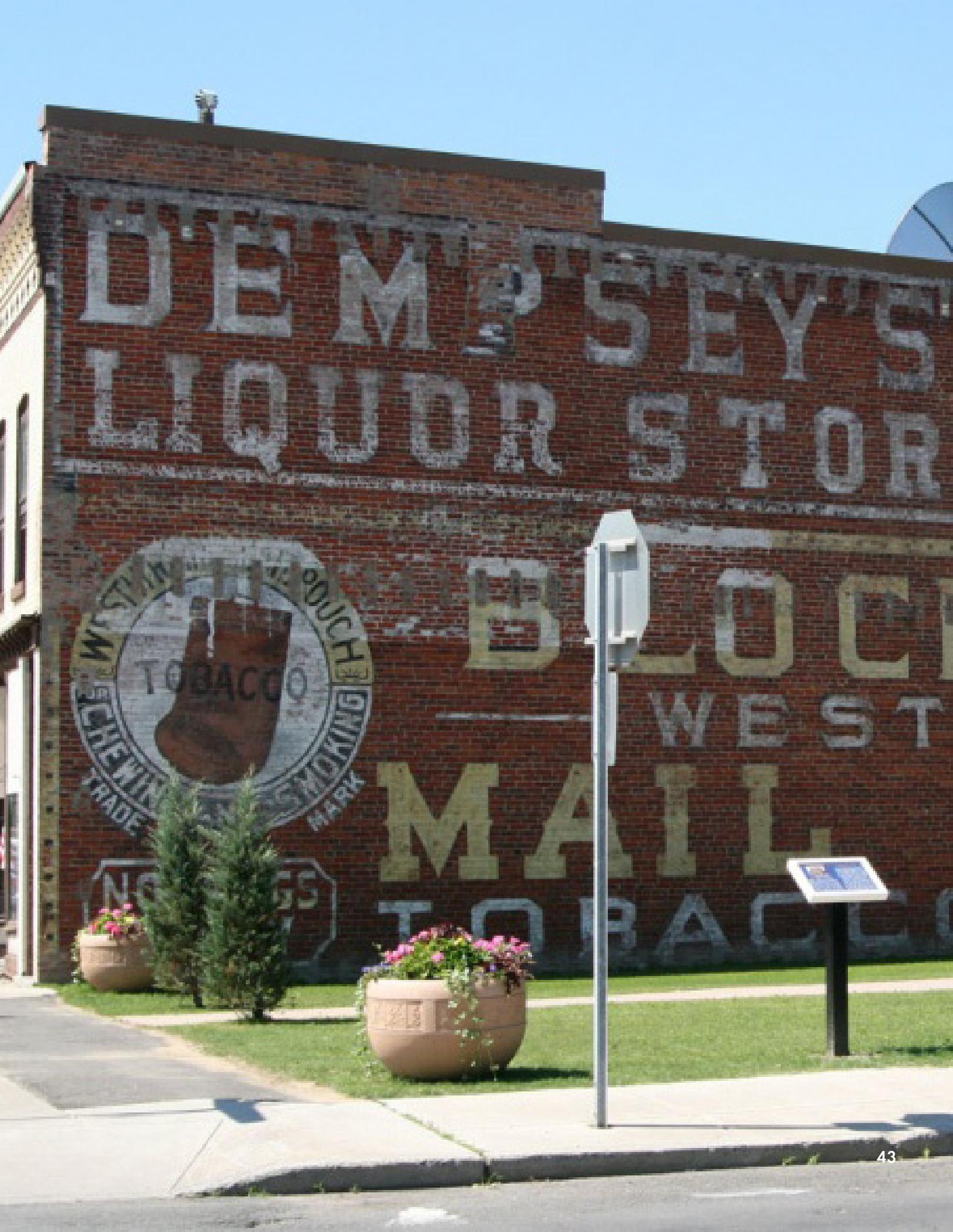
The table below summarizes all of the Village's projects. Details of a number of transformational projects follow.

PUBLIC SECTOR PROJECTS

PROJECT/ LOCATION	DESCRIPTION	PROJECTED START DATE	PROJECT COST
Canalside Mixed Use Development Huff Street	The Village has been consulting with the Canal Corporation to advance development of the vacant 6.5-acre former DOT site along the Cayuga-Seneca Canal. Preliminary plans propose development of 20 waterfront residential units, a flexible entertainment venue, a boat launch, and canal-side docking.	2022	\$12,000,000
Huff St. Streetscape Huff Street	Huff Street is the main access road to the vacant 6.5-acre site of the proposed Canalside mixed-use development. Improvements will include new wayfinding signage, new trees, sidewalks, curbing and paving, and other pedestrian scale improvements.	2022	\$255,000
Suffrage Park 29 N. Virginia Street	Development of a year-round , multi-use public plaza with an ice rink, entertainment space, restrooms, concessions, and seating tied to Waterloo’s history in the Women’s Rights Movement.	2021	\$575,000
Oak Island Improvements Oak Island Park	Continued improvements at Oak Island Canal Port, including welcome signage, an ADA kayak launch, additional docking, electric, and water connections to support overnight boating stays.	2021	\$928,000
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.	2020	\$95,000
Senior Exercise Trail Oak Island Park	An ADA accessible trail featuring exercise equipment that is uniquely suited for senior citizens. The equipment will be located at regular intervals along the nature trail on Oak Island.	2020	\$35,000
East Main Parking Enhancements Virginia and East Williams St.	Two existing parking lots will be redesigned to be more functional, attractive, and to create better pedestrian connections within the downtown.	2021	\$285,000
Locust St. Streetscape Locust St.	Streetscape improvements along Locust street will compliment the \$6,000,000 bridge reconstruction. Improvements will include paving, sidewalks, curbing and gutters, trees, as well as other pedestrian scale improvements.	2022	\$240,000
Oak St. Streetscape Oak St.	Improvements along the corridor will include sidewalks, curbing and gutters, paving, trees and landscaping as well as other pedestrian scale improvements.	2021	\$225,000
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.	2020	\$110,000
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.	2020	\$175,000
Downtown WIFI Downtown -wide	A new public WIFI system will blanket the downtown with WIFI at the fastest speeds available.	2021	\$100,000
Building Renovation Fund Main Street	The Village will establish a fund to provide grants 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.	2021	\$500,000
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.	2021	\$65,000
Electric Vehicle Charging Stations Downtown -wide	Six (6) charging stations will be installed at strategic locations in the downtown and at the waterfront.	2021	\$110,000
Bicycle Infrastructure Downtown -wide	The Village will install covered and uncovered bike racks, integrate sharrows where appropriate, and install signage.	2021	\$30,000
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.	2020	\$98,000
Sculpture Trail Oak Island Park to Downtown	The recently redeveloped and improved Vern Sessler Trail connects downtown Waterloo to Oak Island Park and the Canal. The trail will be enhanced with sculptures and decorative art installations that tell the story and history of the Village of Waterloo.	2021	\$157,000

PRIVATE SECTOR PROJECTS

PROJECT/ LOCATION	DESCRIPTION	PROJECTED START DATE	PROJECT COST
The Decanter Wine Bar 7 E. Main Street	A wine bar dedicated to providing the Waterloo area with excellent food and wine at a reasonable price in a rustic yet modernly refined atmosphere.	2020	\$480,000
Waterloo Library & Historical Society Reconstruction 31 E. Williams Street	The Waterloo Library and Historical Society will be moving the National Memorial Day Museum to the current library 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 accommodate and better allow the museum to interpret the story of the Civil War and the heroes who have passed while serving in the United States Armed Forces.	2022	\$5,000,000
Valley Pharmacy Mixed Use Development 12 W. Main Street	The owner of 12 West Main Street and the Waterloo Valley Pharmacy recently completed a \$45,000 façade renovation project of the three-story mixed-use property on Main Street. The developer will be renovating the upper floor space to accommodate two new market rate housing units in the downtown.	2021	\$60,000
W. Main Rear Façades 1-9 West Main Street	The rear façades of buildings on the south side of W. Main are highly visible but are neither function nor attractive. A new cohesive design will improve aesthetics while providing new rear access to Main Street businesses.	2020	\$675,000
Main St. School Redevelopment 206 West Main Street	Two plus Four Development is proposing to renovate the former elementary school into an affordable senior living facility. The former auditorium will be updated and made available for community use.	2021	\$12,757,000
Waterloo General Store 1 W. Main Street	A community hub for regional creators of packaged artisanal products to be sold and displayed on a consignment basis. Façade renovation will also be required.	2021	\$800,000
Waterloo Eats 3,5,9,11 W. Main Street	Independent food and beverage vendors will occupy stalls to allow vendors the opportunity to sell their wares without the need for their own brick and mortar storefront.	2021	\$2,400,000
West Main Brewery 7 W. Main Street	As craft beer and wine have become a major attraction in the Finger Lakes, this project will involve a complete remediation and adaptive reuse of the vacant property at 7 West Main Street to accommodate a new downtown brewery. The brewery layout will allow patrons a bird's eye view from the first-floor tasting room to the brewery equipment and operations that will be located at the basement level of the structure.	2021	\$700,000
Waterloo Arts Center 38 Washington Street	Arts exhibition space, event space with artist in residency ability, and 20+ artist studios. Space will also be used for dance or yoga classes.	2021	\$600,000
43 West Main Renovation 43 West Main Street	Exterior renovations and updates to the non-historic structure to better integrate it into the downtown historic district.	2021	\$126,500
Waterloo Shop Center Redevelopment 23 E. Main Street	The mall, created from a number of downtown buildings, has been a downtown landmark for years. A new developer is in the process of acquiring the facility, and will renovate it to create new housing, upgraded commercial space, and a new shared-work space on the second floor.	2022	\$985,000
1 East Main Street Renovation 1 E. Main Street	Addition of mural signage and front façade renovation, restoring this Village building to its original beauty.	2021	\$600,000
150 E. Main Street Renovation 150 E. Main Street	Façade and Building Renovations.	2021	\$22,000





While all of Waterloo’s projects are developed to inter-relate and support the community’s vision of the downtown, several transformational projects will significantly impact the downtown and detailed below.

Canalside Mixed-Use Development

This 6.5-acre site was previously owned and used by the New York State Department of Transportation as its Cayuga-Seneca Residency. Now owned by the New York State Canal Corporation, it is located at the end of West Kendig Street and Huff Street just west of Cayuga-Seneca Lock 4 on the south shore of the canal. In the late 1990’s, the buildings on the site were cleared, and any environmental contamination was remediated. The Cayuga-Seneca segment of the Erie Canal Corridor trail traverses this site. Today, the area is vacant and is prime location for new transformative development in the downtown area.



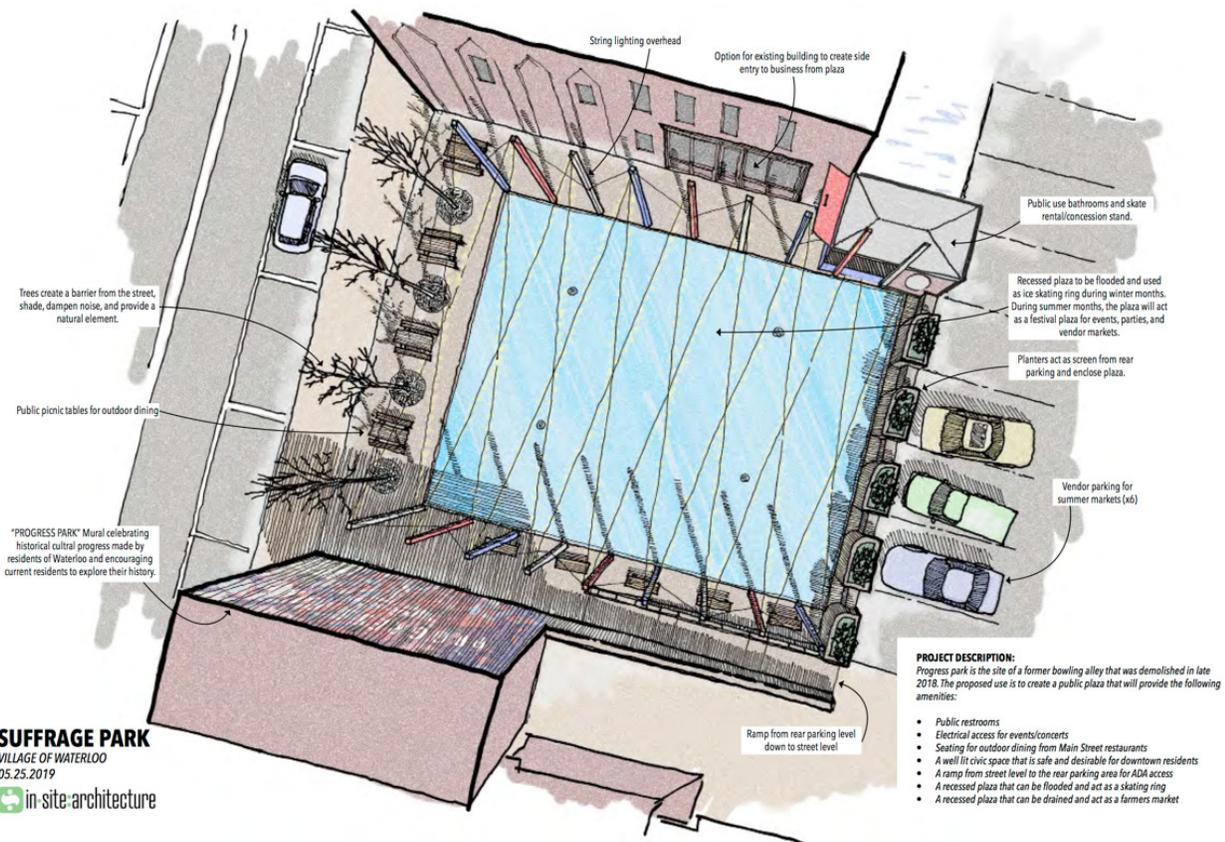
The Village has been consulting with the Canal Corporation for a number of years to advance development of the vacant 6.5-acre former DOT site along the Cayuga-Seneca Canal. Development plans for the site includes 20 market rate waterfront residential units, a flexible entertainment venue/restaurant with third floor observation deck, a boat launch, and canal-side docking. Current cost estimates place the cost at \$11,931,000. This estimate includes sitework, utilities, landscaping, and building construction.



Suffrage Park

For a number of years, the former Waterloo Bowling Alley sat vacant and deteriorating on Virginia Street. The Village worked with the Finger Lakes Regional Land Bank, and the non-historic property was acquired and demolished in early 2019. The Village has developed plans to turn the site into Suffrage Park, a multi-use, multi-seasonal plaza. During the summer months, the park, protected by buildings on either side, will serve as a public gathering space, providing a quiet place to have lunch or take a relaxing break. A small raised open structure will allow for public concerts, with crowds spilling out to the adjacent parking area.

A large mural with historic themes will adorn one wall, while a series of graphic panels will tell the story of the Declaration of Sentiments and Waterloo's role in the Women's Rights movement. In the winter months, the recessed plaza will serve as an ice skating rink, providing a winter outdoor recreation facility that currently does not exist in the community. The park will also create a welcoming pedestrian connection between the downtown and the public parking area behind East Main Street. Suffrage Park is destined to become a center of activity in the downtown. Development costs are estimated to be \$575,000.



SUFFRAGE PARK
VILLAGE OF WATERLOO
05.25.2019
in-site:architecture



SUFFRAGE PARK
VILLAGE OF WATERLOO
05.25.2019
in site-architecture

Waterloo Arts Center

38 Washington Street, a historic piano factory on the shores of the Cayuga-Seneca Canal is proposed to be reimagined in a unique and interesting way. This building originally housed the Waterloo Organ company. The company was well known in the 1890's for their creation of the Malcolm Love Piano, a beautiful instrument that won an award for its fine quality of tone and workmanship at the World's Columbian Exposition in Chicago in 1893. In 1897, when the original Waterloo Organ Company burned, the Organ Company built the current building on Washington Street. Most recently, the building had been home to Moore's Furniture store.



The Waterloo Arts Project, will bring the history of the building back to life, and activate this part of the Village in a unique and vibrant way. The Arts Center will include a 2,800 square foot ground floor exhibition and event space, 2 artist residences, and 20+ artist studios. Exhibit space may also be used for dance or yoga classes. Waterloo Arts will provide a space for local art expression and exhibition. It will encourage the minds of artists of the region and give them a place to express themselves in a unique way. The property has been acquired and plans have been developed. This large building will be a cornerstone of the community, and a place where art expression can be freely sought and found.

Waterloo Eats

The Village of Waterloo with their blocks of connected historic brick buildings is uniquely intact. Renovations and repairs to the buildings along Main Street has been a consistent sight in recent years, and the buildings at 3, 5, 9, and 11 West Main Street are no exception. These buildings, once home to a long time hardware store and other retail spaces, has recently been chosen for one of the area's premiere eating destinations.

The Waterloo Eats project will build upon the growing "share" economy by creating a common space for local food and beverage vendors to pursue their

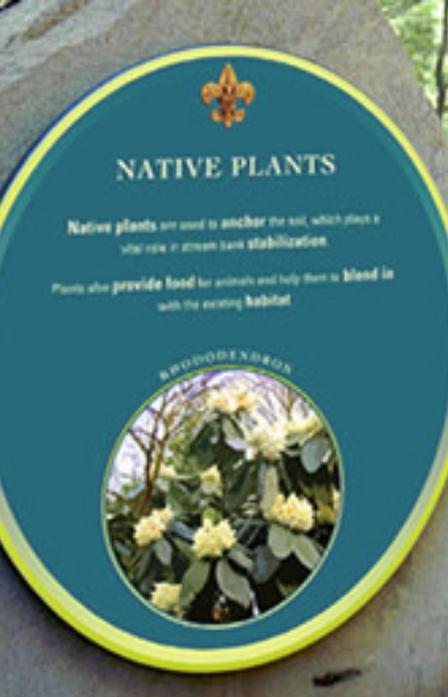


passion without the added expense and barrier of operating their own brick and mortar storefront. This project, located in four connecting buildings along West Main Street, is an assemblage of a variety of independent food and beverage vendors that will occupy "stalls" throughout the first floor space. This food hall will be a unique way to offer a showcase of the region's food and beverage offerings, all within the Village of Waterloo. It is likely to quickly become a destination spot for residents and visitors.

In addition to the first floor food hall, 8 residential apartments totaling 12,000 square feet will be constructed on upper floors. Renovations of the building exterior is currently underway.

"History Downtown!" Initiative

Waterloo is home to three different museums within the downtown core: The Memorial Day Museum, dedicated to telling the tale of the founding of Memorial Day and its long tradition of honoring veterans; The Terwilliger Museum, which is a local history museum; and the M'Clintock House, the location where the Declaration of Sentiments was drafted and part of the Women's Rights National Historical Park. Nationally, attendance at traditional museums has declined over the years. With this in mind, the Village plans to "burst the walls" of the typical museum and spread its history throughout the downtown. This will include, but not be limited to, a series of unique custom, high pressure laminate signs throughout the downtown and waterfront area that tell the story of Waterloo, including Memorial Day, Women's Rights, Canal Development, the Burned Over District, and other historical information. For example, a sign with information about Belva Lockwood, the first woman to run for President, will be placed at the new Suffrage Park, with a copy of a historic photo showing her speaking from the second floor of the Grange Building, directly across the street from the park. History will also be incorporated into pavement as part of streetscape projects, into sculpture as part of the planned sculpture trail, and other creative manners. QR codes on signage will lead visitors to websites



Examples of the Fossil Industry graphic panels to be used to spread Waterloo's history throughout the downtown.

with additional information and will tie into the Village's existing interactive map (<http://waterloony.com/interactive-map/>). These features will also be accessible to schools for uses such as an educational scavenger hunt. This initiative will bring important local and regional historic themes to a larger audience, as well as adding unique, fun, and interesting components to enhance downtown's sense of place.

21st Century Downtown

While Waterloo celebrates its history, it also realizes that its best days are not in the past, but in the future. The Village is proposing a series of sustainable, 21st Century Downtown projects that demonstrate that the community is confidently moving into the future, and creating a downtown that will serve the needs of the next generation of New Yorkers. Components of this initiative include, but are not necessarily limited to, the installation of 6 electrical vehicle charging stations at key locations; installation of high-speed WIFI serving the downtown and waterfront with the highest speed wireless possible; conversion to controllable LED light-



ing that will be powered by Cat 5 cables, allowing the Village to change light intensity and color; installation of bike facilities, including sharrows and bike racks, one of which will be covered; and an alternative energy program to promote the installation of rooftop solar and wind throughout the downtown.

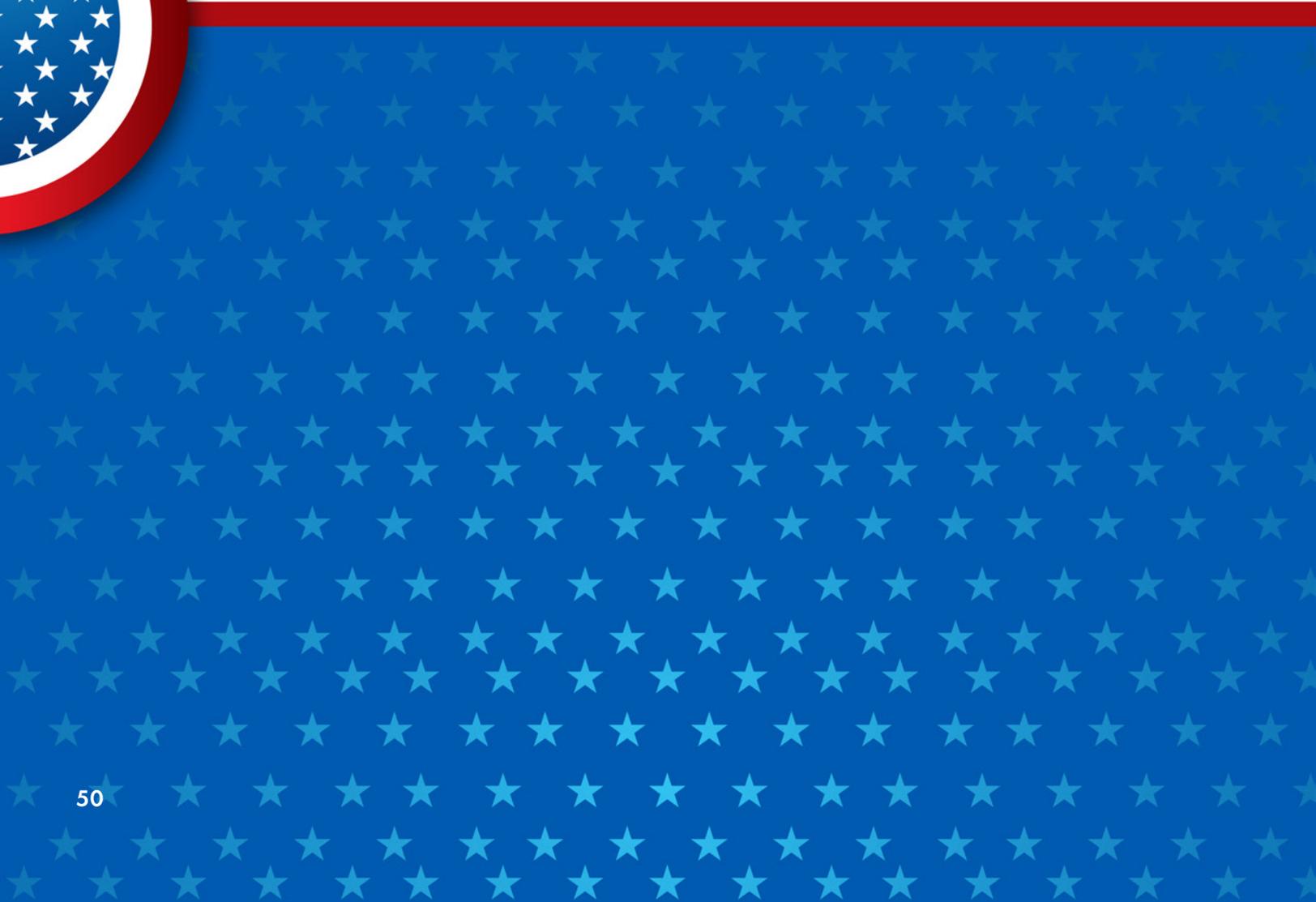




8) **Administrative Capacity.** Describe the existing local administrative capacity to manage this planning and implementation initiative, including the ability to oversee contracts for awarded municipal projects using existing staff and resources.



8: ADMINISTRATIVE CAPACITY



Administration

The Village of Waterloo, with the support of its partners, has the experience and qualifications to implement the DRI should funds be awarded. The Village has vast experience in implementing publically funded grant projects and programs, representing investments over \$515M in recent years. This includes, grants from Department of State, Office of Parks, Recreation and Historic Preservation, Empire State Development, Canal Corporation, Office of Community Renewal, Department of Environmental Conservation, Affordable Housing Corporation, Department of Transportation, and others. They have forged relationships with State agency staff to move other projects forward. This includes coordinating with DOT to implement traffic calming and Complete Streets measures, and with the Canal Corporation on the redevelopment of an unused Canal property.

Donald Northup, the Village Administrator has been the point person for many of these endeavors and will be the lead in DRI implementation. The key to the Village's success has been the ability to forge and manage alliances among various stakeholder groups and to build consensus. This includes disparate groups like the Seneca County IDA, Waterloo School District, Seneca County Land Bank, del Lago Casino, local industries, local developers, and local non-profit organizations.

Waterloo has also been successful in building teams and partnering with consultants to implement necessary projects. This includes consultants with experience in DRI implementation, including Thoma Development Consultants, Camoin Associates, In.Site:Architecture, and MRB Engineering.

Waterloo has the capacity to create a publically-driven, visionary, and attainable Investment Strategy. Upon award of specific contracts, they can expeditiously implement public contracts, and assist the private sector to ensure that individual private contracts also move forward quickly. The Village's confidence that they can implement DRI funding stems from the vast experience they have by successfully implementing past initiatives.

9) **Other.** Provide any other information that informs the nomination of this downtown for a DRI award.

9: OTHER (LETTERS OF SUPPORT)

THE SENATE
STATE OF NEW YORK

RANKING MINORITY MEMBER
COMMERCE, ECONOMIC DEVELOPMENT AND
SMALL BUSINESS
LEGISLATIVE COMMISSION ON RURAL RESOURCES



COMMITTEES
AGRICULTURE
HOUSING, CONSTRUCTION AND
COMMUNITY DEVELOPMENT
RACING, GAMING AND WAGERING

SENATOR
PAMELA A. HELMING
54TH DISTRICT

May 29, 2019

Hon. Jack O'Connor
Village of Waterloo
41 West Main Street
Waterloo, NY 13165

**Re: 2019 NYS Downtown Revitalization Initiative
Village of Waterloo**

Dear Mayor O'Connor:

Please consider this my formal letter of support for the village of Waterloo's application to the 2019 New York State Downtown Revitalization Initiative (DRI) Program.

Waterloo is a unique and diverse community that has cultural and historical significance as the birthplace of Memorial Day. Today, Waterloo continues this proud legacy and makes it a top priority to support our veterans and their families. DRI funding would help the town attract people from surrounding communities to Waterloo's downtown and encourage tourism from those who are visiting the Finger Lakes region from around the world. Additionally, focusing on Waterloo's rich history will spur economic development by creating a more vibrant downtown to attract a new generation of residents and businesses.

As State Senator representing Waterloo, I have worked with the Village on other grants to help enhance their water treatment plant, which serves both the Village and surrounding towns. They are aggressively pursuing all avenues to enhance and strengthen the Village to ensure that it continues to be a great place to live, work, and raise a family. I recognize the many steps the Village is taking to improve economic development efforts in their community. With increased funding, the village will be able to afford better means of engaging with surrounding communities, fostering existing and new business growth, and extending an even greater welcome to those who choose to visit or live there.

I am pleased to express my full support for the Village of Waterloo's application to the New York State Downtown Revitalization Initiative. If I can be of further assistance, please do not hesitate to contact my office at 518-455-2366.

Sincerely,

Pamela A. Helming
Senator, 54th District

Geneva: 425 Exchange Street, Geneva, NY 14456 • (315) 568-9816 • FAX: (315) 789-1946
Albany Room 517 Legislative Office Building, Albany, NY 12247 • (518) 455-2366 • FAX: (518) 426-6953
www.helming.nysenate.gov • helming@nysenate.gov





United States Department of the Interior

NATIONAL PARK SERVICE
Women's Rights National Historical Park
136 Fall Street
Seneca Falls, NY 13148



May 23, 2019

Mayor Jack O'Connor
Village of Waterloo
41 West Main Street
Waterloo, NY 13165

Dear Mayor O'Connor:

Women's Rights National Historical Park is happy to support the Village of Waterloo's Downtown Revitalization Initiative application. Downtown Waterloo has made great strides forward in recent years, and we are optimistic about the future potential.

The National Park Service works to protect the history of our great nation and that history is rich in Waterloo. The Village is the greater venue that surrounds the historic M'Clintock and Hunt homes, both of which are National Park Service lands. As the Village of Waterloo continues to strengthen and grow, so will the tourism industry which helps build stewardship for public lands and our nation's history. The Revitalization Initiative will strengthen the ability for the National Park and community partners to share our Public Lands and culture with a broader spectrum of people.

Waterloo has rich ties to women's history. The Waterloo Historical Society, with support from the National Park Service, has recently undertaken a nationally significant research project into the signers of the Declaration of Sentiments and the Waterloo Historical Society will remain the repository for the found information. The Declaration of Sentiments was read and signed at the Women's Rights Convention of 1848 in Seneca Falls, but the document was planned and written in Waterloo, the residence of convention supporters and signers. The Downtown Revitalization Initiative will support the opportunity for enhanced understanding and stewardship of Waterloo, a special place of cultural significance.

We are looking forward to working with the Village and the community to fully realize Downtown Waterloo's tremendous potential and expand the opportunities to share America's lands and America's history.

Sincerely,

Catherine Bragaw
Acting Superintendent,
Women's Rights National Historical Park



U.S. Department of the Interior

National Park Service





May 24, 2019

Finger Lakes Regional Economic Development Council
Downtown Revitalization Initiative (DRI) Grant Committee
Rochester, NY

Dear Grant Committee Members:

We would like to commend and congratulate the Village of Waterloo on its commitment to revitalizing their downtown area and preserving its historical significance as the "Birthplace of Memorial Day". We are therefore writing in support of Waterloo's application to the Downtown Revitalization Initiative in the Finger Lakes Region.

It has been del Lago's intent from the beginning to assist in stimulating the local economy and draw more tourism to the Finger Lakes Region. According to data from the New York State Thruway Authority, traffic at Exit 41 has increased 50% since del Lago Resort & Casino opened on February 1, 2017. In addition, the Town of Tyre and Seneca County have each received more than \$2.6 million in revenue and by June, del Lago will have also paid \$1.5 million in property taxes. In addition, del Lago has paid nearly \$100,000 in hotel room occupancy tax, which supports the Seneca County Chamber of Commerce and the Tourism Promotion Agency for Seneca County. By Waterloo committing to a revitalization project, they are aligning themselves with our marketing coalition, which we believe will result in significant benefits to Waterloo and del Lago Resort & Casino.

A revitalized Waterloo will result in an increase in unique, local attractions for our guests at del Lago Resort & Casino. Neighboring historic towns, like Waterloo with its distinct charm, lake, and historic offerings will enhance the extended stay concept in the region. As the largest employer in Seneca County, del Lago assists in promoting tourism in numerous ways including an interactive kiosk in our hotel lobby, which allows del Lago guests to find other restaurants, hotels, entertainment, shopping, festivals and recreational activities in the area; our Power Loyalty program which allows del Lago Player Club Members to use their points to purchase goods and



del **LAGO**
RESORT • CASINO

services at local businesses; and our numerous on-site programs to promote local wineries, breweries, cideries, and other locally sourced goods. Del Lago hosted 2.5 million guests in 2018 and continues to be a catalyst for increasing tourism, jobs, economic development and opportunity for this region.

With the vast increase in tourism and growth that has occurred and is continually projected for this area, Waterloo would benefit immensely from the DRI Grant funds to advance their downtown revitalization endeavors.

Thank you for your consideration.

Sincerely,

Mark Juliano
Executive Vice President & General Manager
del Lago Resort & Casino

SENECA COUNTY

CHAMBER of COMMERCE

May 23, 2019

Mayor Jack O'Connor
Village of Waterloo
41 West Main Street
Waterloo, NY 13165

Dear Mayor O'Connor:

As President of the Seneca County Chamber of Commerce, I am writing to convey my support for the Downtown Revitalization Initiative application by the Village of Waterloo. Over the past few years, downtown Waterloo has made great strides forward and we are proud to be a part of this ongoing renaissance.

On behalf of the Chamber's 500 member businesses/tourism partners and their thousands of employees, we stand ready to help mobilize the type of community assistance that is required for successful implementation of this program.

As you know, the Chamber is not only a champion of the local community -- we are also a proud tenant of the downtown business district. Having been a part of the recent comprehensive planning process, we have witnessed the unprecedented enthusiasm that exists for the future direction of the village. In addition, we are especially encouraged by the collaborative spirit of both residents and businesses alike.

Downtown Waterloo has a rich history, but an even brighter future. We look forward to working with the Village and the community to fully realize Downtown Waterloo's tremendous potential.

Sincerely,



Jeffrey M. Shipley
President & CEO
Seneca County Chamber of Commerce



The American Legion

Department of New York

112 State Street, Suite 1300 · Albany, New York 12207

W. Michael Bowen
Department Commander

2011-2012 Legion Year

Richard M. Pedro
Department Adjutant

To whom it may concern:

Re: Letter of Support for the Village of Waterloo, New York

I am W. Michael Bowen a Proud Navy Veteran and a lifelong resident of the Village of Waterloo, N.Y. The Birthplace of Memorial Day. I am a Fifty year + member of the Warner- Van Riper American Legion post # 435 and I served as the Department (State) Commander of the Department of New York American Legion in 2011-2012. I am also a life member of VFW post # 6433 in Waterloo, N.Y., Life member of The Am Vet's, DAV, Marine Core league, Seneca County Voiture # 1220 Forty and Eight, (Past State Commander 2005) and other significant Veteran's organizations. I Have been a member of the Veterans council of Waterloo, which includes members of all representing Veteran's organizations and members of the village board and other concerned citizens of the great Village of Waterloo, N. Y...

I have resided in Waterloo for almost 70 years. In which time I have witnessed and been a part of many remembrances & solemn occasions reflecting on the sacrifices that have been made by our men and women who have served our great country in time of war and peace. Our Village representatives and concerned citizens have always supported our remembrance ceremonies and have been intricately involved in ensuring that our veterans would always be honored in the proper reflection of their service.

Waterloo, N.Y. in 1966 was officially declared by Congress and President Lyndon Johnson to be the Birthplace of Memorial Day (Decoration Day), as we have honored our war dead by placing flowers on their graves since May 5, 1866.

(Tel) 518-463-2215 (Fax) 518-427-8443 (E-Mail) info@nylegion.org (Website) www.ny.legion.org

"FOR GOD AND COUNTRY"



The American Legion

Department of New York

112 State Street, Suite 1300 · Albany, New York 12207

W. Michael Bowen
Department Commander

Richard M. Pedro
Department Adjutant

The Village of Waterloo has continually been a community dedicated to the principals of our Constitution and our Men & Women who have fought and died for its preservation.

I strongly encourage the support for the Village of Waterloo as being a place of distinct historical sights worthy of our Nations recognition for a place to visit and reflect on our heritage as a Nation of the people and for the people.

Sincerely, W. Michael Bowen

Past Department Commander

3253 Demont Road

Seneca Falls, NY 13148

315 345 3034 cell

mickbow2949@gmail.com

(Tel) 518-463-2215 (Fax) 518-427-8443 (E-Mail) info@nylegion.org (Website) www.ny.legion.org

"FOR GOD AND COUNTRY"



Canal Corporation

ANDREW M. CUOMO
Governor

JOHN R. KOELMEL
Chairman

BRIAN U. STRATTON
Director

May 29, 2019

Mayor Jack O'Connor
Village of Waterloo
41 West Main Street
Waterloo, NY 13165

Dear Mayor O'Connor:

On behalf of the New York State Canal Corporation, I am pleased to submit this letter of support for the Village of Waterloo's Downtown Revitalization Initiative application.

The Village of Waterloo is situated along the Cayuga-Seneca Canal and is currently designated a Canal marina alongside Lock number 4 in the Village. The Village of Waterloo has made great strides in recent years toward revitalization, including the development of Oak Island Park. The improvements on Oak Island include picnic areas, a handicap accessible dock, pump station and docks, and I believe that the Downtown Revitalization Initiative can only help to improve these amenities.

In addition, the Canal Corporation has been working diligently with the Village on the development of the property just north of Oak Island on allowing for the revitalization and development of the former DOT site that is currently vacant. The New York State Canal Corporation supports and encourages development of such items as restaurants, banquet halls, or residential uses on this property. These uses are part of the Canal Corporation's 'Re-imagine the Canal' study, and will provide citizens and visitors amenities that will bolster the local economy as well as give citizens another reason to visit the Canal.

It is clear that an award of DRI funding will serve to aid the Village in their constant diligence to making their community a healthy, safe, and enjoyable place to live, and we are optimistic about its future potential that the DRI can give.

In closing, the New York State Canal Corporation is looking forward to continuing our partnership in the Village of Waterloo's efforts to revitalize properties along the canal, which will help realize Downtown Waterloo's tremendous potential.

Sincerely,



Brian U. Stratton
Director



Seneca County

1 DI PRONIO DRIVE
WATERLOO, NEW YORK 13165

C. Mitchell Rowe
County Manager
mrowe@co.seneca.ny.us
Tel (315)-539-1705

May 24, 2019

The Honorable Jack O'Connor
Village of Waterloo
41 West Main Street
Waterloo, NY 13165

Dear Mayor O'Connor:

I am writing to express my excitement about the Village of Waterloo's Downtown Revitalization Initiative application. Downtown Waterloo has made great strides in recent years and its future shows tremendous potential.

A vibrant Village Center will strengthen not only Waterloo's economy and sense of Place, but all of Seneca County as well.

I am looking forward to working with the Village and the Community to fully realize Downtown Waterloo's tremendous potential and stand ready to assist in any way I can.

Sincerely,


C. Mitchell Rowe
County Manager



**Deep Dairy
Products, L.L.C.**

61 Swift Street
Waterloo, NY 13165
Tel: (315) 220-8013
Fax: (315) 651-4187

May 23, 2019

Mayor Jack O'Connor
Village of Waterloo
41 West Main Street
Waterloo, NY 13165

Dear Mayor O'Connor:

On behalf of Deep Dairy Products, L.L.C., I am pleased to write this letter of support for the Village's Downtown Revitalization Initiative Application. 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. Our intention is to vertically integrate dairy product manufacturing at the Waterloo plant and we have been considering our plans for the facility since its purchase. 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. Our plans for the Waterloo plant have been coming together, and we will soon begin making substantial investment there to grow production. Between now and 2022 we anticipate investing approximately \$19.5 million in renovating the plant and installing state of the art machinery and equipment. This will stabilize the 36 jobs currently at the plant, and we plan to create 39 new jobs to support a single shift. Should future demand cause us to add shifts, we will create even more jobs.

Downtown Waterloo has made great strides forward in recent years and since we came here. 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.

In closing, Deep Dairy Products, L.L.C. is looking forward to continuing our partnership with the Village of Waterloo. The Village's efforts to revitalize the downtown corridor will help assure our success. We urge Empire State Development to award the Village of Waterloo a Downtown Revitalization Initiative grant to help the Village reach its tremendous potential.

Sincerely,

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



BUILDING, BRIDGE & INDUSTRIAL DEMOLITION • EXCAVATION • ENVIRONMENTAL SERVICES • RECYCLING

May 28, 2019

Mayor Jack O'Connor
Village of Waterloo
41 West Main Street
Waterloo, NY 13165

Dear Mayor O'Connor:

As the President of L. M. Sessler Excavating & Wrecking Inc. I am very optimistic about the Village's Downtown Revitalization Initiative application. Downtown Waterloo has made great strides in recent years and we are optimistic that with a can do attitude coupled with the support of the business community that it can once again be a vibrant business center.

My firm has been very active within our community. Most recently we performed site work within the village to enable it to further entice additional economic development in the downtown district.

Being the owner of a construction company specializing in sitework, buildings and bridge demolition, as well as environmental work we understand the importance infrastructure has within a community.

Recruiting personnel for all levels of employment within our firm can at times be quite difficult and competitive. Having a vibrant downtown, and affordable good quality housing is very important for the recruitment and retention of valuable employees.

I look forward to working with the Village of Waterloo in further resurrecting our beautiful downtown.

Respectfully,



Jane Shaffer
President

Certified WBE

Division of L. M. Sessler Excavating & Wrecking, Inc. • 1257 State Route 96, Waterloo, New York 13165
Phone 315-539-3353 • 800-833-3210 • Fax 315-539-3967 • www.sesslerwrecking.com • demo@seesslerwrecking.com
An Equal Opportunity Employer



Waterloo Central School District

Terri Bavis, Superintendent of Schools
109 Washington Street Waterloo, NY 13165
(315) 539-3456

May 21, 2019

Mayor Jack O'Connor

Village of Waterloo

41 West Main Street

Waterloo, NY 13165

Dear Mayor O'Connor,

As the Superintendent of Waterloo Central Schools, the revitalization of the Waterloo Community is very important to the health and prosperity of the school district. A strong, vibrant community assists in the support of a strong school system. The Waterloo Central School District has been fortunate to work with our Village Trustee Don Northrup, to bring the school and the community together. Recently, our Waterloo High School Students worked with UpRoar Gaming in downtown Waterloo, to paint a mural for their space, where our students enjoy occasional free time. This mutually beneficial project was enjoyed by our students as an artistic outlet, and in turn, will be appreciated by our community in this business, for years to come.

Our district is interested in securing a space downtown to create a student art gallery. We have discussed this with the Village Officials over the past two years and are hoping to make this dream a reality. Securing a revitalization grant, such as this, would certainly bring this wish to fruition.

Students who feel connected to their hometown tend to return there to raise a family; buying a home, shopping, and occasionally even starting a business in the community they loved as a child. We are hopeful that the collaborative activities the Village and School continue to foster through our students will have a lasting impact on them and bring them back to Waterloo as adults. A vibrant downtown which attracts the best and brightest to Waterloo will continue to strengthen our schools and our community. We, at Waterloo Central School District, look forward to working with the Village and the community to fully realize Waterloo's potential.

Sincerely,

Terri Bavis



Finger Lakes Regional Land Bank Corp.

1 DiPronio Drive
Waterloo, NY 13165
(315) 539-1667

May 22, 2019

The Honorable Mayor Jack O'Connor
Village of Waterloo
41 West Main Street
Waterloo, New York 13165

Dear Mayor O'Connor:

As the CEO/President of the Finger Lakes Regional Land Bank Corporation (FLRLBC), I am very excited about the Village's Downtown Revitalization Initiative application. The Village of Waterloo has made great strides forward in recent years in encouraging development and reuse of buildings and spaces in the downtown core, and we are optimistic about its future potential.

The FLRLBC has been active in the last two years in acquiring and developing vacant and abandoned properties in the Village. Currently, the Land Bank has two prominent properties in its inventory on Virginia Street. First, the former Bowling Alley located at 22-26 Virginia Street has been demolished and holds valuable potential for use as a public park or gathering place. Second, 101 Virginia Street located in the residential heart of the Village is a stately and historic home that has fallen into disrepair. The historic house is an anchor in the neighborhood and could be used for residential or professional office purposes. At the Land Bank, we hope that funding from the DRI will be granted to fund these and other important projects.

The Village of Waterloo has been an invaluable partner in the Land Bank's work. Together the Land Bank and the Village coordinated the demolition of the condemned bowling alley structure and are working together to ensure the property is transferred to the Village for its future reuse as a public gathering place. The Land Bank also looks forward to working with the Village on acquiring and redeveloping other properties in the commercial Virginia Street zone to further facilitate redevelopment of the area.

I am looking forward to working with the Village and the community to fully realize Downtown Waterloo's tremendous potential.

Sincerely,

Joseph McGrath

CEO/President
Finger Lakes Regional Land Bank Corporation

May 13, 2019

Mayor Jack O'Connor
Village of Waterloo
41 West Main Street
Waterloo, NY 13165

Dear Mayor O'Connor:

On behalf of the Seneca County IDA, I am pleased to write this letter of support for the Village's Downtown Revitalization Initiative application. The Village has made great strides forward in recent years towards revitalization, and the IDA has been pleased to support these efforts by providing financial assistance for several projects. Most relevant to your application is our support for the adaptive reuse of nine downtown buildings where we have provided sales, mortgage and property taxes along with establishing a payment in lieu of taxes agreement (PILOT) to help leverage several million dollars of private investment. We have also passed through grant funds awarded to the IDA in support of the Village's growing state of the art water system. Finally, we have worked very closely with the Village administration for the last ten years to revitalize a former production facility that is becoming an important dairy processing plant for the local and regional economy. In all instances, the support of the Village has been recognized by our Board of Directors and the partnership we have built is well established and strong.

In addition to all these efforts, the Village has worked successfully to attract considerable private investment towards revamping and beautifying areas near downtown and along the Erie canal, which passes through the center of the Village. Clearly, an award of DRI funding will serve to complete the unmatched opportunity being created by the Village, and we are optimistic about its future potential as a thriving community center - one that is also of historical significance as the birthplace of Memorial Day.

In closing, the Seneca County IDA is looking forward to continuing our partnership in the Village of Waterloo's efforts to revitalize the downtown corridor, which will help realize Downtown Waterloo's tremendous potential.

Sincerely,

A handwritten signature in blue ink that reads "Robert J. Aronson".

Robert J. Aronson
Executive Director

HEADQUARTERS
Glenpointe Center West - 4th Floor
500 Frank W. Burr Boulevard
Teaneck, NJ 07666
Phone: 201-992-3100
Fax: 201-992-3101

MANUFACTURING
228 East Main Street
Waterloo, NY 13165
Phone: 315-539-9221
Fax: 315-539-9627

May 20, 2019

Mayor Jack O'Connor
Village of Waterloo
41 West Main Street
Waterloo, NY 13165

Dear Mayor O'Connor:

As both the Site Manager of Evans Chemetics LP and a 40 year Village resident, I am enthusiastic about the Village's Downtown Revitalization Initiative application. As you know, Evans Chemetics, a 70 employee subsidiary of a multi-national chemical corporation, has been a vital member of the Village business community for over 75 years. In fact, our facility dates back to the early 1800s when it was the Waterloo Woolen Manufacturing Company.

One of our businesses major concerns is attracting and retaining talent. As a highly automated and globally competitive manufacturing facility, we require highly skilled employees, not only for managerial, technical, and engineering positions, but also for site operations and maintenance. It is often difficult to compete with businesses in the Rochester and Syracuse areas for talent due to the perceived difference in the quality of life between the Waterloo area and the major metropolitan areas. Currently the business is evaluating expanding the business in Waterloo versus at the German facility, and anything that can be done to show that the Village is a more vibrant and attractive location will help tip the scale in Waterloo's favor.

Evans looks forward to work with the Village to increase the overall attractiveness of the Waterloo community and realize its full potential. Please let me know what role Evans Chemetics can play in the Revitalization Initiative.

Sincerely,



Steven Brusso, P.E.
Site Manager

Ciccino's Inc.
22 E. Main St.
PO Box 122
Waterloo, NY 13165
315.539.1064
businessoffice@ciccinos.com

05/15/2019

Dear Mayor O'Connor:

As President & CEO of Ciccino's Inc, d/b/a Ciccino's Pizzeria, I am very excited and enthused about the Village's Downtown Revitalization Initiative application to New York State.

Our principal establishment, which today operates as a full service Pizzeria, Restaurant & Banquet facility, has been nestled in the heart of Village of Waterloo's downtown since May 29th, 1996. For the Past 23 Years, the local and regional residents have helped foster our Main Streets locations growth as well as contributed to the growth into other surrounding markets and venues.

To familiarize you with our operation, here is our growth timeline over the past 23 years:

Village of Waterloo Location:

- May 1996: Opened Ciccino's Pizzeria (2400 square ft/13 employees)
- Incorporated : March 2001
- Expanded location June 2004: From 2400 Square feet to 6000 square feet full service Rest., (27 employees), plus 3000 storage basement.
- Banquet Room addition: Added 1900 Square feet Banquet Room to 2nd Floor
- Opened Corp Headquarters: Opened Corporate Operations Center located Main Street Mini Mall
- Current Operation: 43 Employees, 12,000+ square feet facility, Offering Full Service Restaurant, Pizzeria & Banquet Facility.

Additional Locations:

- Geneva Location #2: Opened July 2006, 4500 Square Foot Rest., 28 Employees
- Del Lago Resort Location #3: Opened February 2017, 750 Square feet Location, 17 Employees

It is evident, that the Village of Waterloo has made great strides forward in the recent years. They have spent considerable time and resources in upgrading our Villages Infrastructure as well as drawing new developers to the area for investment and development opportunities. These recent strides are a start to the paving of the way for the Village of Waterloo's initiative to see there recently devised and adopted Comprehensive Plan to come to fruition.

I am looking forward to working with the Village of Waterloo and helping the Village achieve its fullest potential for its Downtown Revitalization Initiative. I am eager to help and take part in the future development of this community and help reciprocate in any way, to a community that has helped our organization prosper over the past 23 years.

Let's help continue to make this model "Small Town USA" a destination point and a sought after business and residential community for many generations to come. Let's help and make this area prosper as Waterloo is a Jewel within the Fingerlakes that is visited by thousands of visitors each year.

Sincerely,

A handwritten signature in black ink, appearing to read "Salvatore Franzone". The signature is written in a cursive style with a prominent initial 'S'.

Salvatore Franzone (Pres/CEO Ciccino's Inc)

WATERLOO CONTAINER

company

Supplier of Wine Bottles, Caps, Corks and Closures

2311 NYS Route 414, P.O. Box 262, Waterloo, NY 13165

Tel: 315-539-3922 Fax: 315-539-9380

www.waterloocontainer.com

May 21, 2019

Mayor Jack O'Connor
Village of Waterloo
41 West Main Street
Waterloo, NY 13165

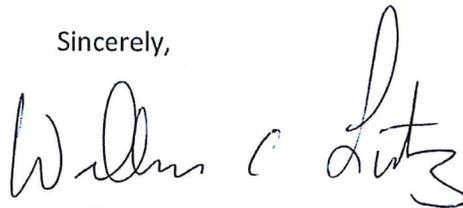
Dear Mayor O'Connor:

As the owner and President of Waterloo Container, I am very excited about the Village's Downtown Revitalization Initiative application. Downtown Waterloo has made great strides forward in recent years, and we are optimistic about our future potential there.

Waterloo Container was founded in 1980 and got its start in Waterloo distributing glass bottles to the emerging wine industry in this region. We have since grown to become a national distributor of not only glass containers, but various packaging supplies, to serve this industry. We have facilities throughout Seneca County, including our two warehouses in the Village of Waterloo. We currently employ 50 people, and plan to hire 20 more in the coming year. It is natural that a vibrant downtown will support our employees helping us to retain them for years to come.

We are looking forward to working with the Village and the community to fully realize Downtown Waterloo's tremendous potential.

Sincerely,



William C. Lutz
Owner & President

May 9, 2019

Mayor Jack O'Connor
Village of Waterloo
41 West Main Street
Waterloo, NY 13165

Dear Mayor O'Connor:

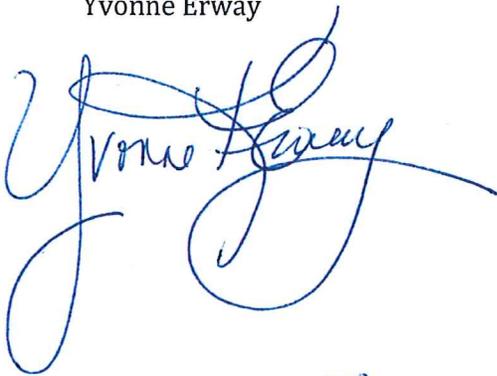
As the Waterloo Rotary Corp Representatives we are very excited about the Village's Downtown Revitalization Initiative application. Downtown Waterloo has made great strides forward in recent years and we are optimistic about our future potential.

Rotary Corp is a community based program, focusing on bringing residents together in service, in order to grow together. We believe Waterloo has the potential to become a community bonded hub, that we all enjoy walking, shopping and serving in. A welcoming downtown, used by all, is vital to our community staying connected.

We are looking forward to working with the Village and the community to fully realize Downtown Waterloo's tremendous potential.

Sincerely,

Yvonne Erway



Debra Elliott

