VISION WATERLOO

a comprehensive plan for the future

TOWN OF WATERLOO, NY

ADOPTED JANUARY 23, 2017





Town of Waterloo 66 Virginia Street Waterloo, New York 13165

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The Town of Waterloo Members of the Town Council 2015-2016

Gary Westfall, Supervisor Jamie King, Deputy Supervisor Robert Rodger, Council Member Michael Pfeiffer, Council Member Lisa Hochadel, Council Member

ACKNOWLEDGEMENTS

A MESSAGE FROM SUPERVISOR GARY WESTFALL

The preparation of a Comprehensive Plan involves a tremendous amount of time and attention, which requires the participation of individuals who are both generous with their time and selfless in their nature.

The Town of Waterloo was fortunate to have a number of such individuals step forward, each of whom has contributed significantly to the compilation of information gathered herein.

I would like to acknowledge my fellow board members, who recognized the importance of completing a new Comprehensive Plan, a personal goal and pledge I made when I embarked on my journey as Town Supervisor. Together we appointed community members who agreed to serve on a Steering Committee. The group worked tirelessly for more than 18 months, researching data, interviewing staff, surveying and talking with residents, reviewing maps, participating in planning exercises led by consultants MRB Group, and ultimately working together to consider and develop a vision of the future of our community – one that reflects our values, and will lead us toward that future of our own making.

On behalf of the Town Board, and the community, I wish to acknowledge the contributions of each member of the Steering Committee, listed on the next page. Please take a moment and thank these individuals for their service to our community. Their investment of time and talent will undoubtedly prove to be invaluable to all of us, as time marches forward and the Town of Waterloo evolves in response to a changing world.

I feel privileged to have played a role of leadership in embarking on this critically important process, and thank you for playing an equally important role as participant. This has truly been a community-wide effort. The results of *our* work will certainly outlive my tenure as Supervisor, and may even outlive each of us as residents of Waterloo.

Together we have created a vision for a bright future. I look forward to living in it, together, one proud, caring community as Waterloo always was – and always will be.

With best regards,

Supervisor Gary Westfall

The Comprehensive Plan Steering Committee 2015 – 2016

James Cleere Steering Committee Chairman

> Robert Rodger Town Board Liaison

Carl Altimari Zoning Board of Appeals Liaison

> Mike Smith Planning Board Liaison

> > John Butlak

Colby O'Brien

Tim Luce

Linda Hannan

Joann Armstrong

Dan Skinner

INTRODUCTION

WHY CREATE A COMPREHENSIVE PLAN?

Many communities have completed a number of strategic plans related to local government services or management of public assets, but far fewer have actually engaged in thorough, community-wide planning process to create a Comprehensive Plan. Recognized by the State of New York with legislation in the 1980s, Comprehensive Plans became a recommended practice, though not required. At that time, the process focused mainly on land uses and ensured that future development supported a general vision for the kinds of development desired.

Much has been learned over the past thirty years. Today, the creation of a Comprehensive Plan that is capable of being effectively implemented is a primary goal. This requires a process that is, well... more comprehensive, than in the past.

The most important feature of a Comprehensive Plan is its ability to reflect a community's engagement in long-term planning. The State of New York now actively encourages such planning, not through any statutory requirement, but rather by giving preference to requests for funding by local governments and agencies whose projects support a local Comprehensive Plan. Since Comprehensive Plans typically support regional plans, the State of New York can gauge the compatibility of funding requests with those in a Regional Economic Development Council jurisdiction. As taxpayers, this ensures our investment in the State is put to better use. Locally, it means that having a Comprehensive Plan makes a community a stronger contender for grants and programs.

THE PROCESS MODEL

Experts who have analyzed the past success of Comprehensive Plans have noted that those built on a stronger foundation, with greater levels of community participation, are more often referenced in community decision making, and therefore are put to good use. Plans must include implementation recommendations that are feasible and can be reasonably accomplished. This is the true measure of the success of a Comprehensive Plan.

This is also the model to which the Town of Waterloo Steering Committee adhered.

The stronger foundation upon which the Town of Waterloo chose to build their plan involved taking a step back and asking critical questions about what is valued most in the community. Collective values are not easy to discern, especially when every resident is asked to weigh in.

During this process, many different opinions emerged. Some common themes were quite evident. Once the dialogue had been interpreted by the committee, it was reflected back to residents through workshops. Community members were asked, "Did we get it right?" Refined into statements, these foundational common values contributed to the Steering Committee's community assessment, the picture of "where we stand" and "how we compare." The Committee looked at a number of issues and areas of focus, to see what supported the community's sense of self and what gave rise to concern. Various perspectives were sought out and considered, including families, senior citizens, agricultural land owners, visitors/tourists, business owners, local government operations and services providers, developers/investors, and youth.

Only after a long process of self-analysis did the Committee begin to look forward. The next step was to envision the future – one that upheld the values of the community and maintained the characteristics residents agreed were critical in defining "Life in Waterloo, NY."

That vision of the future selected by the committee was once again drafted in statements, in the form of Objectives and Goals, from which implementation recommendations could be created. Another workshop focused on those statements, asking residents for feedback. An array of ideas received "votes" and comments.

Finally, the Committee selected a slate of Goals which were determined to be the best reflection of the community's beliefs about the present and the future of Waterloo. The gap between the two identified a set of Objectives to be reached, and the Committee agreed upon which recommendations they would make, as a group, to the Town to help reach those Goals.

MRB Group assisted the Committee is documenting their determinations, and the document you are reading is the culmination of this process. A more detailed description of the plan process follows in the next section.

THE PROCESS OBJECTIVE

The plan is intended to serve as a dynamic document that will serve as a litmus test for those who serve the community. Town Board members, Zoning Board of Appeals members, or Planning Board members are often forced to make difficult decisions, and must weigh considerations to determine what is in the best interest of the community. There is no better indicator of what actually is "the greater good" than a community-driven Comprehensive Plan. The litmus test for decision making can be as simple as, "Does this (proposal, request, idea) support the goals of the Comprehensive Plan?"

If the Comprehensive Plan is utilized for such decision-making, updated regularly with new data, and referred to with frequency, it can become a guide that keeps future boards facing the chosen future. Like a compass that orients when one's sense of direction is lost, a good Comprehensive Plan can serve as a guide when a community's sense of direction is challenged.

This document strives to achieve that purpose.

THE PLAN PROCESS

RESOURCES UTILIZED

A number of important resources were utilized in order to gather as much data as possible during the planning process. Without a doubt, the single most important resource was the Waterloo community itself, with residents supplying survey responses that were more thorough and communicative than ever anticipated.

The plan process was initiated with Town Board selection of a Steering Committee whose members represented a cross-section of the community. Each member was sought out for their professional background, level of expertise, or affiliation with a community group that would allow them to provide a conduit for increased communication. With the objective of gathering as much data and input as possible, the selected committee represented several distinct perspectives including education, agriculture, transportation, business, land use, and local government services.

Local resources included previous plans developed: The previous Waterloo Comprehensive Plan, published in 2000; the November 2011 (updated annually via Progress Reports) Finger Lakes Regional Economic Development Strategic Plan; a cooperatively created (NYSERDA-funded) Finger Lakes Regional Sustainability Plan published in 2013; the 2014 draft of the Seneca County Comprehensive Plan; the Genesee / Finger Lakes Regional Planning Council's published profile of Seneca County, and the same Council's 2014 published reports on Regional Land Uses and Regional Population Forecasts. Also utilized was the "Waterloo Downtown Needs Assessment," published in 2012.

Data regarding the Town and Village's population, housing, employment location, educational attainment, were obtained from the US Census Bureau, utilizing the American Community Survey. Also gathered were previous demographic data for comparison and identification of trends. Relevant data which determined the focus of Steering Committee are cited by footnote, and are reflected in tables in the Community Assessment section of this document.

Geographical Information System (GIS) mapping was created from a variety of data sources, including US Geological Survey data, Seneca County Real Property Services assessment/tax data, infrastructure maps previously created for the Town and Village of Waterloo, and the Town's existing zoning maps. Assembled in a series of overlays, each map allowed the Steering Committee to observe the interrelatedness of geographic information. For instance, an overlay map depicting known wetlands and forested areas, sufficiently demonstrated precisely why the percentage of land utilized in current agricultural production is low. All maps created for the Steering Committee are included in an appendix.

THE MOST IMPORTANT RESOURCE: PUBLIC PARTICIPATION

When initiating the Comprehensive Plan process, the Town Board indicated that public participation was a priority, and the Steering Committee was charged with fostering the highest level of participation possible. This is often a challenge in today's climate of demanding careers and lifestyles. Residents do not necessarily have the time or inclination to volunteer several hours participating in community discussions.

To address this challenge, the Steering Committee created a public participation plan and campaign that included a Project website, with a communication portal for ease of contributing to committee discussions, an update on committee activities, and a progress thermometer, so community residents were fully aware of all public participation opportunities, meetings, and means of participating.

In addition, the Committee created a concise but thorough community survey, and an aggressive distribution plan which targeted every household within the Town of Waterloo, as well as the business located within the Town's borders. An addressed envelope and return postage was provided, so that there would be no deterrent to submitting a response.

In addition to the mailed version of the survey, an online version of the survey provided a means of responding via the website. Taking no more than 7-10 minutes to complete, the web-based survey created yet another means of participating in the planning process.

Survey questions were created specifically to help with community assessment, and to identify community characteristics, community resources and assets, local government services, and land uses that are valued by community members. Answers would also help the Committee to establish a sense of residents' interpretations of the greatest contributors to the quality of life in Waterloo. A copy of the survey is included in an appendix.

To further the participation campaign, three public participation events were scheduled, each surrounded by a media alert prior to the event, and followed by a press release. In each case, residents were reminded that the website was available as a vehicle for participation.

Of the public events held, the first involved a public education presentation about the process and the Town Board's interest in public participation. Two more events were hands-on workshops, with displays, maps, worksheets, and participation tools specifically designed by MRB Group to engage participants and help them communicate concerns, thoughts, and ideas.

COMMITTEE REVIEW

In addition to the workshops and events held, more than 15 monthly and special meetings were conducted by the Steering Committee, each with a focus on specific tasks of the planning process. Meetings were open to the public and attendance was encouraged, though the Committee

established a protocol early on for reserving public comment only for those events specially created for resident participation. This ensured continuity and the ability to maintain a momentum at meetings, while providing ample opportunity for resident input.

Steering Committee members engaged in exercises created by MRB Group to assist in separating complex issues, and looking at long-term consequences of ideas proposed. On more than one occasion, members expressed they'd formed a "new perspective" or explored an issue more fully than ever before. This contributed to the thoroughness of the determinations of the Steering Committee.

THE PROCESS TIMELINE

The following chart lists the schedule of individual tasks in the sequence planned by the Committee, with the assistance of MRB Group:

-		TASK LIST and TIME LINE			
-	SKS Pla	nning Phase I: Establishing Process Plan		Meeting	
1		Initial Meeting with Town Board, Steering Committee		SC Meeting #1	
		Review of previous plans / accomplishments			
		Establish focus areas, and process goals			
		Discuss process requirements / standards			
		Establish timelines			
		Contact coordination	Ŵ		
		Website creation		otes a public	participation
2		Identification of available resources	meeting	or event.	
3		Infrastructure analysis and assessment			
4		Process Discussion and Finalization		SC Meeting #2	
5	MA S	Present final Process Plan to Board and provide Public Presentation	(Public/SC Mtg #3	
6		BENCHMARK REVIEW			
В.	Pla	nning Phase II: Process Implementation			
7		Preparation of survey instrument: verification of community support f	or plan components	SC Meeting #4	
8	NY S	Survey Implementation			
9		Analysis of survey results		SC Meeting #5	
10	MA .	Charrette I- SWOT Analysis / Identification of community assets & va	alues / prioritization	Public/SC Mtg #6	
11	N/2	Charrette II- Brainstorming: Options for the future / prioritization		Public/SC Mtg #7	
12		Identify Potential External Resources (Financial Incentives / Grants)			
13		Analysis and report: influences on implementation			
14		Review of charrettes with Steering Committee		SC Meeting #8	
15		Preparation of draft report			
16		Draft plan finalized / review with Steering Committee		SC Meeting #9	
17	enz.	Plan finalization / Presentation & Public Hearing		PH/SC Mtg #10	
18		SEQR Process			
19		Amend plan if necessary			
20		Board adoption of Final Comprehensive Plan		TB /SC Mtg #11	
21		BENCHMARK REVIEW			8 Page

COMMUNITY ASSESSMENT

COMMUNITY CHARACTERISTICS

LOCATION

The Town of Waterloo is located in the northwestern part of Seneca County, situated on and bisected by the Cayuga-Seneca branch of the Erie Canal System. The town is approximately 5 miles from the New York State thruway, and centered between the northern ends of both Cayuga Lake and Seneca Lake, two of the longest Finger Lakes, making Waterloo arguably the "heart of the Finger Lakes" region.

Comprised of approximately 13,500 acres, the Town of Waterloo is within a one-hour commute to three cities: Rochester, Syracuse, and Ithaca. Within the Town of Waterloo, and representing more than 65% of its population, is the Village of Waterloo. While the Village is a separate municipal jurisdiction, most residents of the Village are, in fact, Town residents. A small portion of the Village of Waterloo extends into the Town of Fayette. An even smaller portion extends into the Town of Seneca Falls.

Generally, the residents of Waterloo regard the community as one, and do not distinguish themselves as living in the "Town Outside of the Village" or vice versa.

The Waterloo community offers beautifully scenic agrarian vistas and numerous environmental, cultural, and recreational resources including architecturally and historically significant sites such as the Hunt House and McClintock House, landmarks preserved by the National Park Service. The Town of Waterloo is steeped in history, and several organizations are dedicated to preserving and sharing that history with a significant number of annual visitors.

HISTORY

The Town of Waterloo was created on March 26, 1829. The town served as one of two county seats, still today sharing that status with the Town of Ovid, although historical accounts differ as to when and how that was established.

Originally a largely agricultural community, with downtown mercantile and farm-oriented businesses to support a growing population, the community hosted several notable residents, some of whom played significant roles in American History.

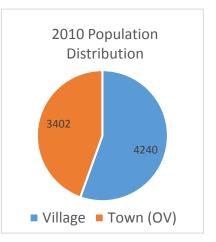


In 1966, United States Congress recognized the Village of Waterloo as the "Birthplace of Memorial Day," commemorated annually as a much revered and celebrated occasion in the community.

POPULATION

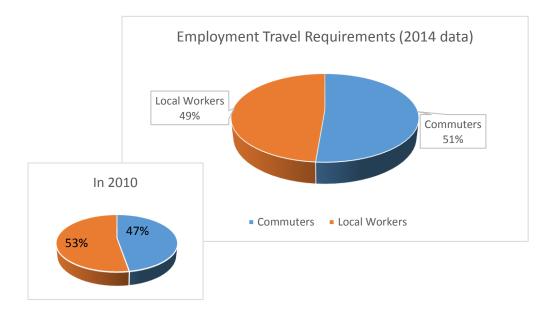
The population of the Town of Waterloo in 2014 was 7595, based on the American Community Survey estimate following the 2010 Census. The measured population in that year demonstrated a near 10% decline in the previous decade. This was a notable distinction from previously measured trends which showed slow, but steady growth.

Several contributing factors may explain the reduction in population, usually ascribed to loss of local employment. The Seneca Army Depot was a significant employer, drawing local civilian personnel in estimates of up to 1500, mainly from Seneca, Wayne and Tompkins Counties. Depot activities were

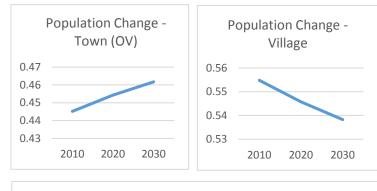


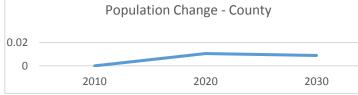
terminated in 2000 under the United States Congress-initiated Base Realignment and Closure program, and many employees were forced to find new positions late in their careers.

Several data support this assumption, including the close parallels with Seneca County population trends. Given the inability for local employers to absorb the available workforce following the Depot's closure, a decline in the population in subsequent years would be a logical result. More recently, the population decline is also matched by a corresponding increase in the number of workers commuting to employment outside of the County. This suggests the significant role of lack of employment in driving the composition and behavior of the community.

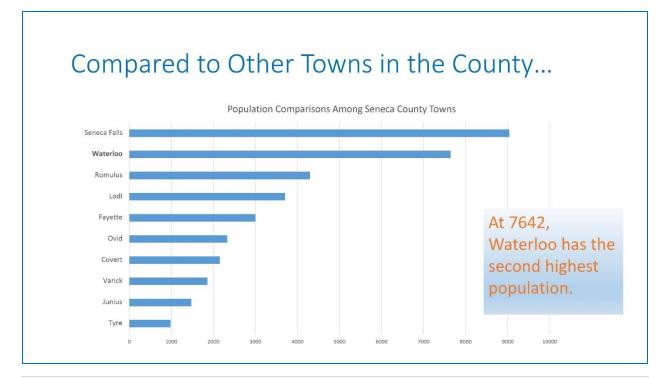


Genesee Regional Planning Council estimates suggest that the population in the Town of Waterloo will grow once again at a slow rate of 2% per decade. Interestingly, while the Village of Waterloo represents the greater proportion of the Town's population (55.5% in 2010), the projected growth is almost wholly in the population of the Town outside of the Village (OV).









ABOUT OUR RESIDENTS

The residents of the Town of Waterloo are getting older! The composition of the population is changing. While the median age in 2000 was 39.1, it increased to 45.2 in 2010, just one decade later.

The County's age distribution shows a similar trend, reflecting a national shift in age. Federal legislation long ago recognized the need to address the social phenomena surrounding our aging population.

Locally, the concept of "aging in place" requires communities to



rethink resident services, availability of elder-related resources, and municipal planning. Even routine municipal activities such as public sidewalk and curb replacement take on a new meaning when accommodating an aging population.

The average level of education attained by Waterloo residents is on par with the national average and that of County residents. Of all Town of Waterloo residents, 86% have attained an educational level of high-school graduate (or higher). Residents possessing a college degree total 13%, slightly lower than the County average of 19.6%.

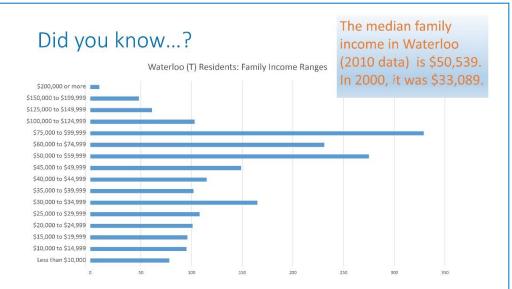
INCOME

Current data shows a median annual income level for Town of Waterloo residents of \$50,539. The median level in Seneca County is \$48,932. When compared to 2000 Census levels, when the median income was \$33,089, Town of Waterloo residents earn



The Town tax rate in 2015 per thousand in Waterloo was \$3.85. In 2000, it was \$4.05

Of the 932 towns in New York State (2015), Waterloo ranked $467^{\rm th}$ in a comparison of tax rates per thousand.

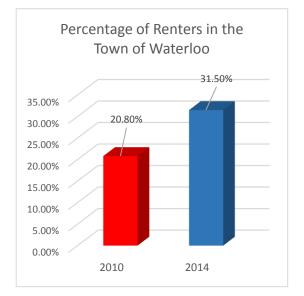


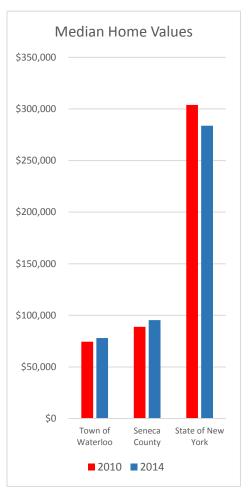
more than they once did, but the number of families living at or below the poverty level has almost doubled, rising from 191 in 2000 to 386 in 2014.

HOUSING

Unlike the national trend, which showed home values decreasing from 2010 to 2014, Seneca County homes increased slightly in value during this period. The Town of Waterloo also experienced an increase, but at a slightly lower pace. This speaks to the area's ability to remain somewhat insulated from national economic impacts, an economic advantage that lends to the Town's attractiveness for investment. It also speaks to the significantly lower median value of residential housing in the Town, close to one-fourth of the State's median value.

Home ownership is also declining in the Town of Waterloo, with more families renting property than in the past. It is generally accepted principle that a decrease in owneroccupied dwellings can be correlated to an increase in demand for property maintenance enforcement.





INFRASTRUCTURE: ROADWAYS

The Town of Waterloo, due to its central location, serves as a major crossroads. The North-South corridor of Route 96 intersects in the center of the downtown business district with Routes 5& 20, a well-traveled East-West connector.

Several other routes serve the Town near or at its borders. To the West, Route 96A terminates its northern reach just inside the Town. To the East, Route 414 North, another well-traveled route and



commercial corridor providing access to the Thruway, lies only one half mile beyond the border.

INFRASTRUCTURE: CANAL and RAILWAYS

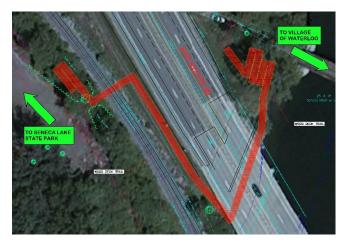




The Town of Waterloo is also accessible via canal, and recreational boaters can enjoy a scenic tour along mostly undeveloped banks for approximately four miles to the west, and three to the east of the downtown business district, where nearby Lock C-S 4 is located just outside of the Town border in the Town of Fayette. The lock is maintained by the State of New York's Canal Corporation, and adjusts water levels by 14.5 feet allowing for safe boat passage.

The Finger Lakes Railway system passes through the Town and Village of Waterloo, north of the business district and through several residential areas. Its path runs adjacent to Railroad Avenue and Mechanic Street, reminiscent of Waterloo's early years when this form of transportation was not only more popular, but rather business access to the railway was critical to economic sustainability. The Town is also the home of Finger Lakes Railway, with offices and a freight yard located in

the Border City area of the Town, near the northwest edge of the City of Geneva.



INFRASTRUCTURE: BICYCLE and PEDESTRIAN TRAILS

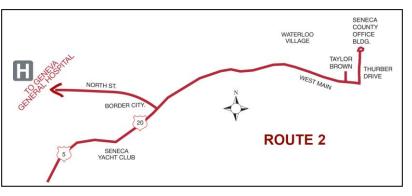
While the Cayuga-Seneca Trail itself is not located within the Town of Waterloo, the trail head located in the Town/Village's downtown business district provides a sense of proprietorship to residents, many of whom are trail volunteers who helped develop it. The trail is intended to connect Waterloo's downtown business district in the Village

with Seneca Lake State Park, offering an opportunity for family recreation that places emphasis on the natural resources that are abundant in the town. The trail is substantially completed. The illustration above shows approved plans to extend from its current termination at Route 96A, following a timber-constructed pedestrian route beneath the multi-lane highway bridge, then following an old railroad route to a State Park access roadway. Bicyclists and pedestrians alike can enjoy scenic views of beautiful agricultural properties, the canal and Seneca Lake, many of which are not visible from any other vantage point, all via a safe trail route.

In addition to the trail, Routes 5 & 20 provides cyclists a dedicated bicycle lane through the Village, extending from the western to the eastern border.

PUBLIC TRANSPORTATION

Regional Transit Service (RTS) provides public transportation to the Town of Waterloo residents via a subsidiary service called RTS Seneca. Adults can utilize the regional route service for \$1. A "Dial-a-ride" service provides transportation to specific destinations for \$3. Those with



special needs can often be accommodated, as route deviation services are provided. This affordable service is an important resource in the community, especially to senior citizens who can utilize the route service to participate in daily activities provided by the Seneca County Office for the Aging at the County Office Building.

INFRASTRUCTURE: WATER

The Town of Waterloo water is supplied by the Village of Waterloo. The Village treats the water and provides adequate storage to serve the Town as the Town does not have a treatment facility or water storage tanks. The Town has a long term Agreement with the Village to supply adequate water to serve their residents along with other wholesale users (adjacent municipalities). The nearby Town of Junius has an Agreement with the Town of Waterloo to serve their residents. The Town receives the water at a wholesale rate from the Village. Currently, the existing Water Treatment Plant in the Village is operating at a level which is less than its maximum capacity and can support possible expansion.

The Town has distribution predominantly on the northeastern area of Town, the southeast corner of town with a connecting link along Waterloo-Geneva Road. These lines vary in size from the 6" to 16". The areas served are:

Northeast Distribution System

The northeast area of the Town includes water on Burgess Road, sections of Powderly Road, Mills Road, Brewer Road, Hecker Road and NYS Route 96 from Center Street to Mills Road. Water is also shared on Stark Street with the Village.

Southwest Distribution System

The southwest section of Town has water available on Serven Road, Town Line Road (Pre Emption Street), Border City Road, Fallbrook Road, Border City Road, NYS Route 96A and Sessler Drive.

The Town has developed a general plan for the extension of water. The next project that will be undertaken is water extension along NYS Route 96 from Mills Road north to approximately 1,000 feet beyond Brewer Road. Portions of Brewer Road and Whiskey Hill Road will be included as part of this project. Another area to be developed is the areas of Serven Road, Packwood Road and portion of Town Line Road. These projects will be completed in the next two (2) years.

INFRASTRUCTURE: SEWER

The Town of Waterloo does not have a Wastewater Treatment Plant. To dispose of sanitary sewer waste the Town contracts with the Village of Waterloo to accept sanitary sewer flows. The Village of Waterloo charges the Town at a wholesale rate and the Town in-turn bills their residential and business customers at the rate determined by the Town Board. The sewer usage charge to residents and businesses is based on water usage.

Public sanitary sewers currently in place are limited. The majority of the Town is on individual sewage disposal systems. The most prominent area of sanitary sewer is along Waterloo-Geneva Road and Border City Road at the Waterloo/Geneva Municipal line. This connects to the Village

system at West Main Street. Other areas served by sewer include Stark Street and on NYS Route 96 (across from Stark Street) which ties into the Village distribution system at Stark Street.

Several businesses are served on Waterloo Geneva Road on both sides, although a number of properties along this route are still on private systems. This is an area of mixed use including residential properties, commercial businesses and light industrial operations.

Operationally, the sanitary sewer system is in adequate condition. Although infiltration and Inflow may be present this is unknown at this time as testing has not be undertaken. However, the system is small compared to the Village system as the largest section is along Waterloo Geneva Road which is relatively new.

Along Waterloo-Geneva Road it was determined that hydrogen sulfide is present in the system and impacting the concrete sanitary sewer manholes. The sewer lines are not affected as they are constructed on PVC which is not susceptible to hydrogen sulfide. To correct this condition the Town will be injecting bioxide into the system to neutralize the chemical reaction.

On Stark Street, the sanitary sewer lines and manholes are in poor condition and need to be replaced. This replacement will occur in the summer of 2016.

The Town is unaware of any large development that will require sanitary sewer service. Single residential family homes can be accommodated by the existing system. If a large development or industrial operation is proposed in the Town, the Town will coordinate with the Village to assure adequate capacity and address loading requirements. The Village does have excess capacity at the current time. The Village Sewage Treatment Plant is approved for a daily flow in the amount of 1.3 million gallons per day (MGD) and the average daily flow in 2015 was 1.089 MGD.

INFRASTRUCTURE: HIGH SPEED INTERNET

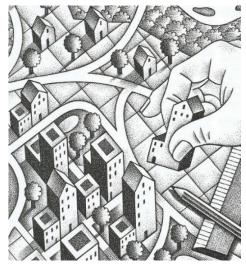
High speed internet is available throughout the entire Town with the exception of Dunham Road. The suppliers of the internet are Verizon (DSL Internet) and Time Warner (Cable Internet).

Fiber Optic is currently available only in sections of the Town. The areas of the Town that are covered are north of NYS Route 96 to the Town of Junius municipal line to the north and extends to Whiskey Hill Road to the west. In addition, the area along Waterloo-Geneva Road is covered from the roadway to the Railroad to the north, to the Waterloo/Geneva municipal line to the west, and Reed Road to the east. Areas north of the railroad line include Packwood Road, Serven Road and Welch road on the west side of Town.

ABOUT LAND USE AND ZONING

INTRODUCTION

The Land Use and Zoning section of the Comprehensive Plan examines development trends and current land use patterns within the community. Land use refers to the physical arrangement of a community's residential, commercial, industrial and institutional development, along with its transportation network, infrastructure and vacant land. Examining spatial development patterns, rates of change, and trends can provide insight into how the town evolved under varying social, economic and environmental conditions. Understanding land use change within a community is a key aspect of the overall Comprehensive Plan, and forms the basis for discussion regarding the future direction of the town.



Many individuals confuse land use with zoning. In the 1900s, local governments began to utilize zoning as a means for regulating the amount and location of development. Zoning is simply one tool that local officials may utilize to balance private property rights with the public interest in providing for orderly growth and change. In order to understand how zoning may aid in the accomplishment of community goals, this section of the Comprehensive Plan begins with a land use analysis which considers four aspects of Waterloo's land use pattern:

- ✓ What are the features of Waterloo's land use pattern?
- ✓ What aspects of the town's land use pattern are essential to the character of the town?
- ✓ Is the existing land use pattern consistent with community goals?
- ✓ What opportunities exist to guide future development in a fashion consistent with the goals of the Comprehensive Plan or other established community goals?

EXISTING LAND USE

Land Use Characteristics of Existing Parcels

This chapter is designed to profile current conditions in the Town of Waterloo with regards to land uses. According to parcel data obtained from Seneca County Real Property Tax Office, the Town of Waterloo has approximately 1,575 parcels encompassing 12,356 acres of land as shown in Table 1 below. The Village of Waterloo, although comprising 859.13 acres of land has nearly the same amount of parcels as the Town with 1,596 parcels as shown in Table 2 (Page 21). As depicted on the Existing Land Use Map, the majority of the Town's land is dominated by agricultural and residential land uses. The higher density land use patterns are concentrated along major corridors, such as Routes 5 & 20 and Route 96. Tables 1 and 2 represent a breakdown of the current land uses within the Town and Village.

TABLE 1 CURRENT USES OF LAND IN TOWN OF WATERLOOD	D (2015)	
Class of Use	Acres	% Total Acreage
Agricultural (100)		
Agricultural Vacant Land – Productive (105)	1,216.99	9.85%
Livestock and Products – Poultry Products (111)	92.20	0.75%
Livestock and Products – Dairy Products (112)	246.50	1.99%
Livestock and Products – Cattle, Calves, and Hogs (113)	511.22	4.14%
Field Crops (120)	1,969.24	15.94%
Other Fruits (160)	142.89	1.16%
Nursery and Greenhouse (170)	129.76	1.05%
Total Agricultural	4,308.81	34.87%
Residential (200)		
One-Family Year-Round Residence (210)	1,191.40	9.64%
One-Family Year-Round Residence W/Accessory Apartment (215)	5.16	0.04%
Two-Family Year-Round Residence (220)	5.07	0.04%
Three-Family Year-Round Residence (230)	64.68	0.52%
Rural Residence with Acreage (240)	2,021.93	16.36%
Seasonal Residences (260)	26.97	0.22%
Mobile Home (270)	757.49	6.13%
Multiple Mobile Homes (271)	180.77	1.46%
Residential-Multi-Purpose – Structure (280)	227.04	1.84%
Multiple Residences (281)	5.99	0.05%
Residence with Incidental Commercial Use (283)	56.43	0.46%
Total Residential	4,542.93	36.77%
Vacant Land (300)		
Residential - Res. Vacant, Small Improvements, Rural Vacant (310)	387.58	3.14%
Rural - Abandoned Agr. Land, Res. and Rural Vacant (320)	1,627.96	13.18%
Vacant Land Located in Commercial Areas (330)	275.12	2.23%
Vacant Land Located in Industrial Areas (340)	200.10	1.62%
Public Utility Vacant Land (380)	49.62	0.40%
Total Vacant Land	2,540.38	20.56%

TABLE 1CURRENT USES OF LAND IN TOWN OF WATERLOO (2015)

Class of Use	Acres	% Total Acreage
Commercial (400)		
Living Accommodations – Apts., Hotel, Motel (410)	140.60	1.14%
Dining Establishments – Restaurants, Diners, Drive-Ins (420)	1.67	0.01%
Motor Vehicle Services – Dealers, Service & Gas Stations, Body (430)	27.29	0.22%
Mini Warehouse – Lumber Yards, Trucking Terminals (442)	174.53	1.41%
Retail Services – Shopping Centers, Outlets, Dealerships (450) Banks and Office Buildings (460)	24.68 65.59	0.20%
Miscellaneous Services – Kennels, Funeral Homes, Junkyards (470)	35.05	0.28%
Multiple Use or Multi-Purpose (480)	40.06	0.30%
Total Commercial	509.47	4.12%
Recreation and Entertainment (500)		
Sports Assembly – Racetracks (520)	15.23	0.12%
Amusement Facilities - Social Organizations (530)	16.83	0.14%
Indoor Sports Facilities – Bowling Centers (540)	52.72	0.43%
Outdoor Sports Facilities – Driving Ranges, Baseball (550)	11.55	0.09%
Marinas (570)	22.51	0.20%
Camps, Camping Facilities, Resorts (580)	11.36	0.09%
Parks – Playgrounds, Athletic Fields, Picnic (590)	125.57	1.02%
Total Recreation and Entertainment	255.77	2.07%
Community Services (600)		
Education – Schools, Libraries, Colleges (610)	6.23	0.05%
Religious (620)	8.41	0.07%
Government – Highway Garage, Offices (650)	1.31	0.01%
Protection – Police and Fire (660)	0.97	0.008%
Miscellaneous – Cemeteries (690)	26.48	0.21%
Total Community Services	43.40	0.35%
Industrial (700)		
Manufacturing and Processing (710)	3.51	0.03%
Total Community Services	3.51	0.03%
Public Services (800)		
Communication – Telephone, Cellular (830)	1.35	0.01%
Transportation – Rail, Air, Water (840)	134.78	1.09%
Waste Disposal – Landfills (850)	0.69	0.006%
Electric and Gas (870)	5.86	0.05%
Electric and Gas Transmission and Distribution (880)	45.06	0.36%
Total Community Services	187.74	1.52%
TOTAL	12,356.01	100%
Source: Seneca County Real Property Tax Office		

CURRENT USES OF LAND IN VILLAGE OF W	ATERLOO (2015)	
Class of Use	Acres	% Total Acreage
Residential (200)	449.74	52.35%
Vacant Land (300)	100.04	11.64%
Commercial (400)	38.58	4.49%
Recreation and Entertainment (500)	20.52	2.39%
Community Services (600)	181.02	21.07%
Industrial (700)	19.48	2.27%
Public Services (800)	42.05	4.89%
Municipal Parks/Recreation Areas (900)	7.71	0.90%
Total Village	859.13	100%
Source: Seneca County Real Property Tax Office		

TABLE 2CURRENT USES OF LAND IN VILLAGE OF WATERLOO (2015)

Residential Land Uses

Nearly 37% or 4,542 acres of land within the Town are classified as residential property, while more than half of the Village's total land is dedicated to residential land uses at 52%. The Town has a total of 663 parcels that are classified as single-family, while the Village nearly doubles that with 1,186 single-family homes. For all the residential land uses within the Town, rural residential dwellings having acreage comprised more than 2,000 acres of land, which accounted for only 58 parcels, while accounting for a staggering 16% of the Town's total land.

Commercial Land Uses

The Town has 103 properties or 509 acres of land, which account for 4% of the total land area in the Town. The Village has 97 parcels or 39 acres of land, which contributes to 4.5% of the commercial land within the Village. The Town's commercial activity mostly encompasses the land along Routes 5 & 20 between the Village and the City of Geneva; and between the Village and the Town of Seneca Falls. Waterloo Premium Outlets is a regional shopping facility, however, it's located in the Town of Junius and the Town does not benefit from the tax incentives. As previously perceived in the 2000 Comprehensive Plan, these outlets have not spurred the development of new



A typical view along the commercial corridor, which features incompatible land uses and dimensional regulations, and inconsistent design standards. *Source: Google Earth, 2016*

businesses within the Town or Village of Waterloo. The Town has seen an increasingly decline of commercial and retail businesses along the corridors.

The Village of Waterloo has seen a decline of local businesses over the recent years, with the increase of vacant storefronts and the rise of dilapidated building facades. With this slow decay and abandonment of the Village Center detracts from the sense of place and leads to the disinvestment. The Village is fortunate to have retained much of its historic downtown architecture, an asset that can play an important role in spurring economic revitalization. Waterloo's history, canal-side and major transportation route location, and its architecture are assets that define the character of the community. These are major themes that need to be considered for reinvestment and rejuvenation of the Village and the community as a whole.

Industrial Land Uses

There is only one (1) industrial property consisting of 3.51 acres of land within the Town, while there are three (3) industrial properties consisting of 19.50 acres of land within the Village, according to current tax information. The largest industrial land use is Evans Chemetics-Hampshire Chemical Corporation comprising of two (2) parcels and located in the Village on East Main Street. Summit Milk Products is also located within the Village and is categorized as a wholesaler for dairy products. Frazier



Evans Chemetics located on the banks of the Cayuga/Seneca Canal in the Village. *Source: Google Earth, 2016*

Industrial Company is the only industrial land use within the Town and is located at 1291 Waterloo Geneva Road.

Agricultural Land Uses

Agricultural lands (61 parcels) represents the second largest land use in the Town of Waterloo with 4,308 acres The Town currently has more acres of land classified as agricultural and vacant land, than commercial, industrial and residential land use combined.

of land being used for agricultural purposes. The high percentage of natural and agricultural land gives Waterloo the beauty that is so valued by its citizens.

Agriculture continues to be the only land uses that has a relatively clear development pattern in the Town. Moving from east to west active farming and agricultural production north of State Highway 96 increases steadily, with heavy concentrations located within the Agricultural District 6. The other pocket of active farming and agricultural production can be found within the other Agricultural District bounded by Packwood Road to the north, railroad tracks to the south and the Town of Geneva to the west. About 46% or 1,970 acres of the total 4,308 acres of agricultural land is used for active field crop production. Productive agricultural vacant land occupies approximately 28% of the total 4,308 acres of agricultural land.

ZONING OVERVIEW

The Town of Waterloo regulates development through zoning, subdivision control, Board of Health regulations, and environmental regulations. Zoning is the most important of these regulatory tools. In historical small town community like Waterloo, a zoning bylaw's capacity to steer redevelopment is as important as its capacity to guide the development of vacant land.

The Town of Waterloo Zoning Law was first adopted in 2000, and then amended in its entirety in 2011, with subsequent updates on an as needed basis. The provisions of the Zoning Law were established in accordance with the policies set forth with the Town's Comprehensive Plan which was adopted in 2000.

Waterloo's zoning framework includes six (6) conventional zoning districts (see Appendix C). A use district is a geographic area delineated on a zoning map and designated for specific land uses. Each zoning district has dimensional and use requirements, and many uses require a special permit, i.e., an approval granted at the discretion of the Planning Board. The Planning Board exercises control over activities and uses that require site plan review.

The Town's zoning districts listed below as outlined in Section 135-4 (c) of the Town's Zoning Law were established in furtherance of the Town's 2000 Comprehensive Plan and outlines the Intent of each zoning district.

Agricultural District's Intent

To designate areas where farming, farm-related business and extensive areas of wetlands and other natural resources are the predominant and desired land use activities. Some nonagricultural development, primarily scattered, low-density, one-family housing, has occurred, is anticipated in the future and is appropriate. Regulations and development standards should be kept to the minimum necessary to assist farm operators to maintain the viability of their businesses and to prevent serious environmental degradation.

Residential District's Intent

Low-Density Residential (R1)

Designate areas where small concentrations of low-density, nonfarm development, primarily onefamily housing, has occurred. Regulations and restrictions in the R1 District are intended to limit the extent of future development and, based on soil conditions and the likelihood of public utilities, restrict the number of nonresidential uses that can be established.

Moderate-Density Residential (R2)

Designate areas were a mix of varied types of housing has concentrated. Typically, such areas will have higher development density and be close to the village or other development concentrations. While public utilities may not yet exist in such area, R2 Districts are likely targets for such services as funds become available.



Commercial District's Intent

Designate areas where relatively dense development of mixed land uses has occurred in the past and is appropriate. Such areas provide the transportation and utility infrastructure needed to support higher development density. A variety of land uses is desirable in the C district, including retail commercial, offices, specialty shops, light industry, parking, limited housing and similar types of development. To maintain safe traffic movement and achieve a level of harmony and compatibility in a mixed-use area, it is desirable to review and approve, disapprove or modify each development proposal as it relates to adjacent land and the overall development plan for the district

Multiple-Use

Permit all uses allowed in the R1, R2 and C that are compatible with existing uses in the MU District.

Industrial District's Intent

Designate areas where some form of manufacturing, fabrication, assembly, research and development, storage and similar types of land use are appropriate and desired. Some types of commercial development can also be appropriate in the I District, bust residential development should be limited. Suitable vehicular access and availability of water and sewer services are critical components of development in an I District. Review and approval of each development proposal is necessary to promote compatibility between adjacent land uses, to achieve the most efficient use of limited land resources and to minimize adverse environmental impacts.

Zoning District Classifications

Table 3 (Next Page) depicts the acreage for each zoning district within the Town of Waterloo. Approximately 15.5% of the town is zoned for residential use, with 10% of the town zoned specifically for single-family residences. The commercial zoning districts (C and MU) cover 8.4% of the community, while 1.85% of the town is zoned for industrial use. The agricultural zoning district represents 76% of the town and consists of lands for farming, farm-related businesses and extensive natural resource areas.

TOWN ZONING DISTRICT CLASSIFICATIONS		
Zoning District	Acres	Percentage
Agricultural (R)	9,853.00	76.80%
Low-Density Residential (R1)	1,268.94	9.99%
Moderate-Density Residential (R2)	391.27	3.05%
Commercial (C)	769.20	5.99%
Multiple Use (MU)	309.51	2.41%
Industrial (I)	237.74	1.85%
Total	12,829.63	100%
Source: Sanage County Peal Property Tax Office		

TABLE 3

Source: Seneca County Real Property Tax Office

Residential Zoning

Waterloo is predominately zoned for residential development. As a result, the town's residential zoning regulations will significantly impact its overall land use pattern at build-out, just as residential development already influences Waterloo's land use pattern and character today. Waterloo has two residential zoning districts (R1 and R2), which allow single-family dwellings, however, they must meet special conditions and the issuance of a zoning permit. Single-family homes are also permitted in the A and MU District, meeting the special conditions requirements as for the residential districts. Two-family dwellings are "permitted by right" within the A, R2 and MU zoning districts, while special conditions apply within the R1 District. Multifamily dwellings are permitted only in the A, R2 and MU zoning districts with the issuance of a Special Permit from the Planning Board. The minimum lot size for residential uses ranges from 10,000 to 43,560 (1 acre) square feet depending on the district.

Commercial and Industrial Zoning

The Town of Waterloo encourages commercial and industrial development in four (4) zoning districts: Agricultural (A), Commercial (C), Industrial (I), and Multiple Use (MU). These zoning districts differ in terms of purpose, goals and requirements, as does their impact on the town from both a physical and fiscal perspective. The majority of uses permitted within the Agricultural zoning district must meet special conditions as outlined in the Zoning Law. Land zoned for commercial development comprises 769 acres of land, or 6% of the town's total area, while industrially zoned land comprises 237 acres of land or 2 percent.

Multiple Use Zoning

The Multiple Use (MU) zoning district encompasses 309 acres of land and located south of West Main Street (aka Route 5) and is bordered to the south by the Town of Fayette town boundary. The MU district commences at the Village of Waterloo, west of Reed Street and runs parallel to the Commercial District to the north of Route 5 for approximately 4 miles before terminating at East Avenue, just north of Seneca Lake State Park.

The MU zoning district was designed to create a compact mixed-use district with compatible land uses. However, single-family residential dwellings have dominated this corridor. This is the Town's only true mixed-use district, allowing commercial and residential (multifamily housing).

The goal and intent of the MU zoning district should be to aid in revitalizing, preserving and expanding the Waterloo's village character, while creating a transcending development pattern in a westerly direction. The bylaw encourages small business development and residential uses as an accessory use in certain areas.

Table 4 depicts the acreage for each zoning district within the Village of Waterloo. Approximately 66.8% of the Village is zoned for residential use, with the R1, R2, R3 and R4 zoning districts single-family and two-family residential dwelling units. The Central Business (CB), General Business (GB) and Service District (SD) zoning districts cover 28.86% of the Village, while 4.38% is zoned for industrial use.

Acres 24.35 20.21	Percentage 2.58%
	2.58%
20.21	
20.21	2.14%
41.34	4.38%
256.67	27.18%
241.94	25.62%
113.54	12.02%
18.45	1.95%
227.98	24.14%
944.48	100%
	241.94 113.54 18.45 227.98

TABLE 4

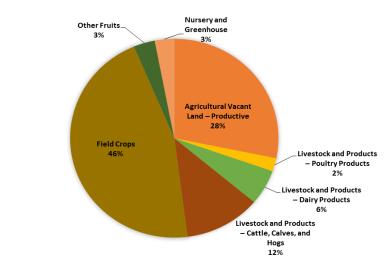
Source: Seneca County Real Property Tax Office

AGRICULTURAL DISTRICT

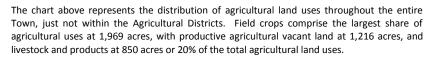
Approximately 77% of the Town of Waterloo is zoned for agricultural purposes according to real property data. Of the 9,853 acres of agricultural land, approximately 5,386 acres are located within Seneca County's Agricultural District 6 according to New York State Department of Agriculture and Markets (see Appendix C). The Agricultural Districts Program was established through the NYS Agricultural Districts Law in 1971. The remaining 2,976 acres of agricultural land are located outside District 6 and used for farming and agricultural purposes, however, some land may be classified as vacant field or natural resource areas, such as wetlands.

More than half or 55% of the Town's agricultural lands have pursued inclusion in the State Agricultural District Program, administered locally by the Seneca County Planning and Community Development Department. Seneca County's District 6 also covers land in the Towns of Junius, Seneca Falls, and Tyre.

Agricultural districts are lands that primarily consist of sustainable agricultural land, and promote the continued farming and







preservation of these lands. Land can include areas that are actively farmed, indolent, forested, residential, and commercial where at least 50% of the parcel is dedicated for farmland.

Aside from the value for the production of food, agricultural land provides many environmental benefits, including groundwater recharge, open space, and scenic viewsheds. Agricultural benefits local economies too, by providing on-farm jobs and supporting agri-business. Agricultural land requires less public services than developed land and results in cost savings for local communities.

It should be noted that agricultural districts do not preserve farmland in the sense that the use of land is restricted to agricultural production forever. Rather, districts provide benefits that help make and keep farming as a viable economic activity, thereby, maintaining land in active agricultural use.

COMMUNITY RESPONSE

QUALITY OF LIFE

Residents of the Town of Waterloo were initially asked to participate in the planning process by offering their thoughts and concerns about the community, in order to examine its current strengths, weaknesses, opportunities and threats – the traditional SWOT approach to community assessment.

From a variety of opinion-gathering venues including a discussion of core values, a communitywide survey, and workshops which focused on land uses, resident feedback allowed the Steering Committee to identify a common thread of locally

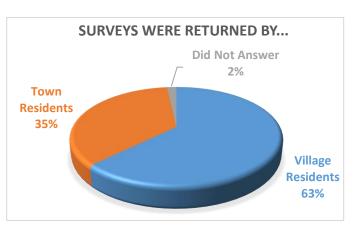


perceived issues and opportunities present in the Waterloo community.

One nearly universal perception of the community emerged as central to the assessment, becoming a foundational benchmark for remaining discussions: that the serene, rural, "small town" atmosphere of the community is a *defining characteristic* of the Town of Waterloo and the quality of life found here.

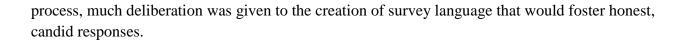
RESIDENT VALUES & PREFERENCES

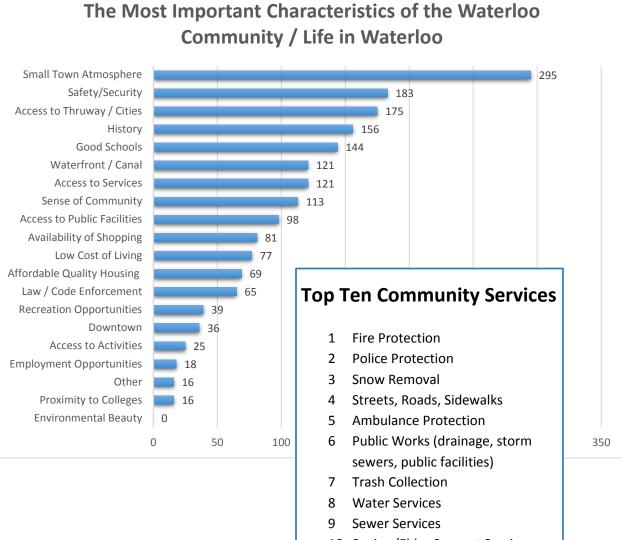
Only small groups of individuals directly participated in public workshops, however community-wide surveys returned to the Steering Committee totaled 402. While representing a smaller fraction of the total population, this number reflects an estimated return approaching 13% of identified households and known businesses in the Waterloo community who received the survey by mail.



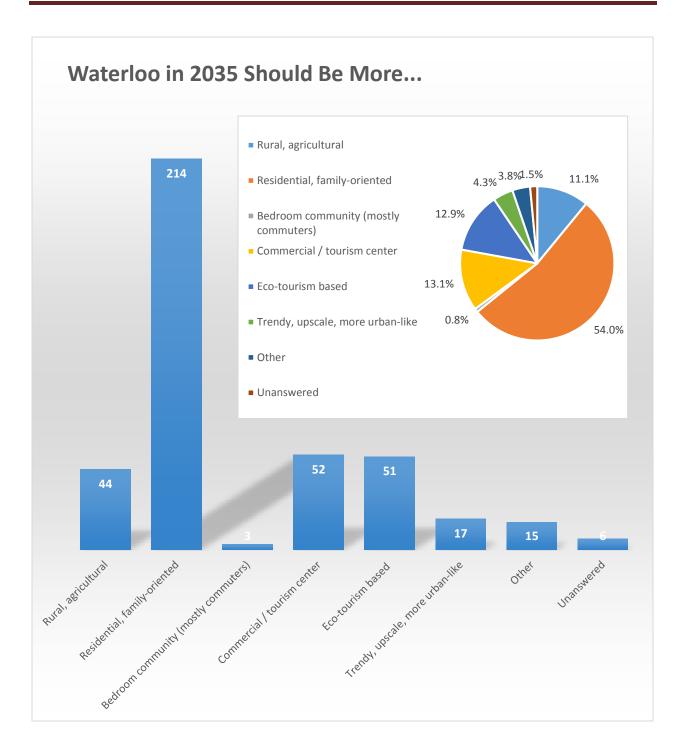
Additional copies of the survey were distributed by other means, and the survey was made available online, so an accurate return rate is inestimable.

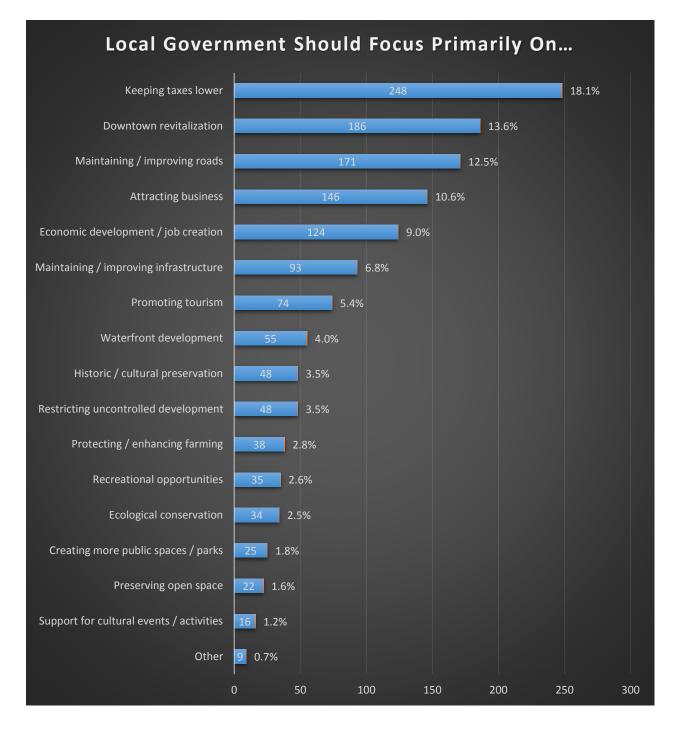
In considering the results of the survey, the Steering Committee recognized the potential for duplicate submissions, although careful examination of survey responses did not reveal any exact duplicates nor was there evidence of attempts to influence survey results. While not scientific in





10 Senior /Elder Support Services





Additional survey results appear in an appendix of this document.

In addition to the surveys, residents participated in charrettes, or workshops, where they could communicate thoughts, ideas, and concerns. The resulting contributions to community assessment include a general sense of appreciation for the Town and its "community atmosphere" as it presently exists. Residents expressed, above all, a strong desire to preserve that defining atmosphere and quality of life.

FROM PRESENT TO FUTURE: CLOSING THE GAP

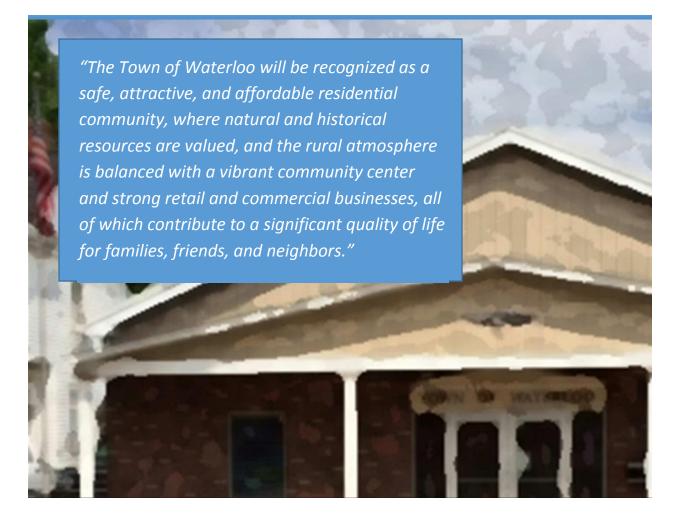
FORMULATING A SHARED VISION

Residents of the Town of Waterloo answered specific questions about what kind of future they imagined and desired. The Steering Committee examined those responses carefully in order to summarize and reflect the community's consensus about the future of the Town of Waterloo.

"Do for the future what you're grateful the past did for you."

- Danny Hills

A "Vision Statement" was formulated and shared in a workshop, receiving positive feedback.



HOW TO REACH THE VISION

Once established, a vision for the future provides a destination and point of focus. As with any destination, a roadmap can be of assistance in reaching it.

In contemplating the best roadmap to use, the Steering Committee considered the results of the Community Assessment, and identified several specific areas upon which to focus efforts and attention.

Closing the gap between the present and the future vision of the Town requires addressing these Key Focus Areas, each the subject of its own discussion and prospective analysis. For each Key Focus Area, one or more goals were established, along with recommendations for implementation. In each case, the proposed goals support the prepared Vision Statement for the Town of Waterloo.

Key Focus Areas established and presented in the subsequent pages are:



- ✓ Property Maintenance
- ✓ Land Use
- ✓ Smart Growth
- ✓ Downtown Development
- ✓ Business Development
- Environmental Concerns

KEY FOCUS AREA: SENIOR CITIZENS

ISSUES AND OPPORTUNITIES

Recognizing the population trend, and the compatibility of the aging population with key characteristics of the community, the Steering Committee chose to make Senior Citizens a focus and topic for deliberation.

The social contributions of senior citizens are boundless and substantial. Seniors strengthen family bonds, "rootedness" and loyalty to the community, and provide an often untapped pool of general knowledge to younger generations. They typically have a lower impact on cost of government services, since they usually do not have children in public schools, nor do they tax law enforcement services.

RECOMMENDATIONS

Specific difficulties associated with aging and related physical challenges were considered by the Steering Committee, along with focus on making the community more attractive to those over 55, who enjoy less strenuous recreational and social activities. The committee also recognized the financial challenges experienced by many senior citizens. The committee developed a strategy to support this segment of the population as a target for community growth.

Town of Waterloo Comprehensive Plan Vision & Goals for the Future

SENIOR SERVICES

Goal and Recommendations:

Encourage lifelong residence in the Town of Waterloo by making the Town more attractive to senior citizens, with targeted, improved services and recognition by Town government of the challenges typically experienced by the elderly.

- Recommend that the Town consider means of supporting development of senior housing, perhaps working in conjunction with the Village to explore tax credits or abatements, or a pre-defined PILOT arrangement.
- Recommend increased sensitivity to sidewalk maintenance specifically to address safety and increase mobility for senior pedestrians.



Key Focus Area: Property Maintenance

ISSUES AND OPPORTUNITIES

The committee received significant feedback from residents concerning property maintenance concerns. Citizens understand that municipal code enforcement is required to ensure compliance with property maintenance requirements but generally do not recognize the distinct jurisdictions that separate responsibility by the location of a complaint. The Steering Committee discussed the inconsistencies with compliance, and understand that the increased density, or more congested living areas of the Village typically would require more focus on property maintenance.

The Steering Committee identified property maintenance as an opportunity to better support the efforts of the Village in addressing what is perceived as a community-wide problem. The promotion of shared services between local governments by the State of New York might create opportunities for external financial support, or make the Village and Town a stronger candidate for a joint project to address this concern.

RECOMMENDATIONS

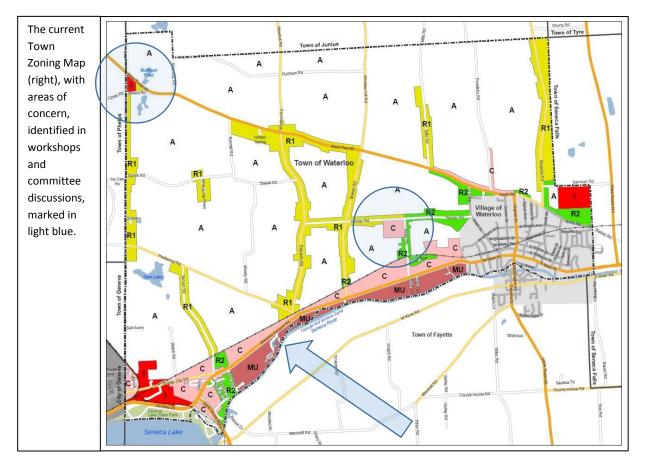
The committee suggested a strategy to initiate a collaborative approach to the shared challenge of property maintenance enforcement.



Key Focus Area: Land Use

ISSUES AND OPPORTUNITIES

Existing and proposed land uses are discussed extensively in subsequent sections of this document, given their importance in considering the future of Waterloo. Discussion about land use with residents, however, did reveal specific concerns and challenges, along with present inconsistencies that cause concern. In two cases identified in the map below, individual properties are zoned for commercial or industrial use, even though they are located adjacent to or entirely within residential or agricultural zones. Nearby residents expressed worry that the commercial zoning may result in inappropriate use, should the property be sold.



Also indicated on the map with an arrow is a key commercial corridor, the 3.5 mile length of Routes 5 & 20 between the western borders of the Village and the Town. The corridor has been traditionally poorly developed. A smattering of disconnected and incongruous property uses can be seen along both sides of the road. The Committee worked to identify possible ways to encourage development through this corridor. It was noted that making a change in zoning won't generate immediate results. Long-held traditional uses of existing properties may be difficult to

shift to new uses. It's also likely that land owners won't appreciate newly established restrictions on property uses when they choose to sell.

When considering the era within which the Town of Waterloo's zoning law was adopted, it is understandable that the desire for commercial businesses warranted creation of a Multiple Use District along the Routes 5& 20 corridor. In recent years, community residents have come to appreciate the Cayuga-Seneca Canal as an environmental and cultural resource, including recognition of its scenic views. The canal is a community resource with potential to attract investment once its location, now hidden, is marketed as an asset.

There is a long-held view that increased density (more people living within a measured area) is undesirable, although it is also understood that many retail businesses need "foot traffic" in order to thrive. The Steering committee acknowledged the incompatibility of these two different modes of thinking, especially regarding their implications in zoning.







Three views from the Routes 5 & 20 corridor reveal a mix of residential homes and commercial businesses oftentimes adjacent or facing each other.

RECOMMENDATIONS

The Steering Committee considered the need for the Town to shift from its traditional view of zoning to a more modern approach, which recognizes the need for a land use pattern based on sustainability principles.

Such a pattern requires cohesiveness among nearby properties in appearance, if not use.

Property uses should be compatible with surroundings - and with each other. Density is a key factor in planning for cohesiveness. Population density can be selectively encouraged in a manner which supports retail/commercial growth, which in turn supports community growth and a correlating increase in the tax base.

The use of overlay districts can allow a community to implement specific changes to achieve a planning goal. It can also allow the use of strategic incentives to encourage property owners to adapt accordingly to the desired changes. The committee discussed recommending exploration of land use tools which can help transform the Routes 5 & 20 corridor. The goal is to strengthen community support for businesses that would choose to locate in a thriving, developing environment.

Town of Waterloo Comprehensive Plan Vision & Goals for the Future

LAND USE

Goal and Recommendations:

Ensure that the rural atmosphere of the Town of Waterloo is preserved, that agricultural uses are encouraged, and that land uses are consistently monitored and regulated to be supportive of creating the desired future envisioned by town residents.

- Recommend attention be given to boundaries and transitional areas between differently zoned areas, and suggest that the Town explore ways to encourage mixed-use development to foster population density where it best supports commercial growth.
- Recommend the Town review current zoning for inconsistencies and identify likely targets for incompatible uses.
- Recommend the Town explore the use of Overlay Districts as a land use tool to encourage a pattern based on sustainability.



Key Focus Area: Smart Growth

ISSUES AND OPPORTUNITIES

S mart Growth is a community planning concept that focuses on land use and sustainability. It recognizes the value of open space as a contributor to human health and well-being, and therefore promotes preservation of open space. It also recognizes the economic value of preserving resources, and planning the built environment to be more compatible with its surroundings. It speaks to both environmental and fiscal sustainability - and efficiency.

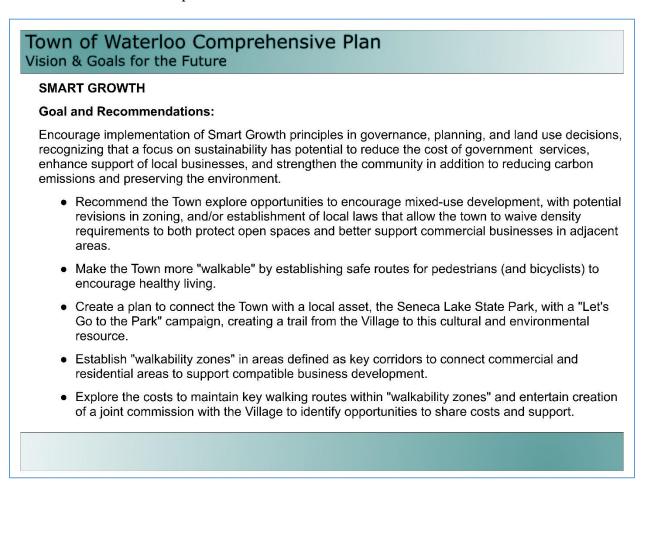
Smart growth principles encourage growth in areas where infrastructure already exists, reducing the impacts and the costs associated with growth. Community planning activity, land use regulations, government incentives, and individual actions that support Smart Growth create focal areas for development, and create population centers where they make the most sense. Smart Growth seeks to discourage development on open space and farmland and encourage growth in developed areas with existing infrastructure.

Smart Growth tools that support these goals suggested by the State of New York include:

- mixed land uses
- compact, conservation-oriented development
- strategic farmland and open space preservation
- historic preservation
- brownfield re-development
- vacant property re-use
- "green" buildings
- age-, income- and ethnically-integrated communities
- affordable housing
- pedestrian- and bicycle- friendly community design
- transit-oriented development
- regional land use and transportation planning
- collaborative, public, stakeholder-driven planning processes
- development targeted toward existing infrastructure
- parks
- well-planned public spaces

RECOMMENDATIONS

The Steering Committee recommends implementation of Smart Growth principles in planning activities and future development in the Town of Waterloo.



Key Focus Area: Downtown Development

ISSUES AND OPPORTUNITIES

W aterloo's downtown area is located in the heart of the community and is regarded as its center. The area is completely within the jurisdiction of the Village, and the Town of Waterloo can only make recommendations to the Village concerning development or enforcement of Village codes.



Historically, the Town has had little participation in matters concerning downtown development, relying on the Village's focus on this area. The Steering Committee, however, recognizes that all Town residents, even those living outside of the Village, benefit from a strong and vibrant community center, and that thriving businesses in the downtown area not only provide amenities to Town residents, but also protect and preserve property values due to their contribution to the attractiveness of the community to investors.

The Steering Committee actively sought out ways

to support the Village in its effort to promote downtown development, especially in a manner that will incentivize local ownership of downtown businesses. Business owners who themselves live in Waterloo would further support the downtown business district with their own purchases, keeping the financial benefits "in the community."

RECOMMENDATIONS

The Steering Committee recommends that the Town consider utilizing funds, especially those which could be earmarked without impacting current financial obligations, for an incentive program to foster local business investment downtown.

The Steering Committee also recommends proactive communication with the Village to further seek out means to support downtown development, including support of property maintenance enforcement and improvements that help to create an environment that is more attractive to visitors and shoppers – and investors.

Town of Waterloo Comprehensive Plan Vision & Goals for the Future

DOWNTOWN DEVELOPMENT

Goal and Recommendations:

Recognizing the Village's jurisdiction over downtown properties, find ways to support downtown development, to encourage creation, expansion, and improvement of community-based businesses within the Village's Central Business District, specifically those owned by town residents.

- Recommend creating a vehicle for communication with the Village concerning ways to support downtown development.
- Recommend utilizing a portion of landfill (benefits agreement fund) revenue to create a revolving loan program for town resident business owners, giving preference to those businesses who also employ area residents.
- Recommend that the Town explore creation of targeted incentives to encourage development and improvement of properties in order to perpetuate the downtown Central Business District as a vibrant, successful, and desirable atmosphere for retailers and supporting clientele.



KEY FOCUS AREA: BUSINESS DEVELOPMENT

ISSUES AND OPPORTUNITIES

B usinesses in the Waterloo area are generally supportive of one another, with the existence over many years of a loosely organized, local "merchants group", and a strong level of membership in the Seneca County Chamber of Commerce. Business development efforts to foster investment in larger, industrial or manufacturing businesses are provided by the County's Industrial Development Agency, under the guidance of the Seneca County – Economic Development Plan developed in 2014. Issues and opportunities identified in that planning process generally noted the contribution of "quality of life" and local "character" in attracting business investment.

Small businesses are the backbone of the region, most notably so in the Town of Waterloo. Retail, trade, health care, and social assistance account for 42% of the private employment in Seneca County.

Survey results noted a desire to place focus on tourism as an industry for targeted growth, and resident preference for light industry rather than manufacturing or heavy industry. This emphasis is likely related to a growing awareness of the value of local natural resources, and a concern for environmental impacts of business development.

RECOMMENDATIONS

The Steering Committee recommends improved coordination with already existing business development resources, specifically those provided by the Seneca County Department of Economic Development and Planning, the Seneca County Industrial Development Agency and the Seneca County Chamber of Commerce. Understanding that these agencies and organizations cannot serve the interest of Waterloo without critical, supporting information, the Steering Committee recommends creating a vehicle for routine communication with these agencies, and focus on creating supporting documentation which would better enable these entities to serve Waterloo's needs.

At a local level, efforts recommended by the Committee include not only a focus on creation of supporting information and documentation, but also exploration of Town-created tax incentives which could serve as additional enticement to potential investors. This could provide a powerful marketing tool to organizations currently promoting Seneca County, further placing a focus directly on the Town of Waterloo as an opportunity for business development.

Town of Waterloo Comprehensive Plan Vision & Goals for the Future

BUSINESS DEVELOPMENT

Goal and Recommendations:

Foster business growth and focus outreach and marketing efforts on the (resident-preferred) expansion of light industry and small retail establishments (rather than heavy industry and large commercial enterprises).

- Recommend the Town communicate to the Seneca County Chamber of Commerce and the County Industrial Development Agency, the marketing and outreach vehicle for the County, the town resident preference for small retail and light industry.
- Recommend direct involvement and support of the efforts of the Chamber of Commerce and the County IDA in its marketing of Waterloo locations by providing resources and information, such as a catalog of available sites including site features and utilities.
- Recommend increasing the Chamber and County IDA's ability to market Waterloo as a premium location for business development with tax incentives.



Key Focus Area: Environmental Concerns

ISSUES AND OPPORTUNITIES

Waterloo residents overwhelmingly communicated their support for the agricultural and environmental resources that exist in the community. Focus on a state and national level upon the limited nature of critical resources - like water – have perhaps influenced local perceptions about their vulnerability in the Finger Lakes.

The abundance of environmental resources is unique in Upstate New York, and Waterloo's location in the heart of the region, offers an opportunity to draw visitors from near and far. There is growing appreciation, on a national level, for environmental recreation.

The Steering Committee received volumes of feedback regarding environmental concerns and perceived threats to the scenic beauty of the Waterloo area, as well as to its air and water quality.

Business activities within the community or nearby have varying "footprints" on the environment. The existence of a large, privately-owned, State permitted landfill just outside of the eastern border of the Town of Waterloo is undeniably the most significant of these business activities. While it is located in the neighboring Town of Seneca Falls, and the Town of Waterloo has no jurisdiction over its operations or existence, its odor and visibility impact the residents of Waterloo.

In recognition of the need to address residents' overwhelming concern, as well as the lack of local jurisdiction, the Steering Committee focused much attention and deliberations on potential measures to address specific problems related to the existence of the landfill which *would be* within the Town of Waterloo's control.

RECOMMENDATIONS

The Steering Committee acknowledged that there has been a history of management of the landfill that is responsive and communicative, however members noted that improved communication about local impacts could benefit Town of Waterloo residents.

The Steering Committee recommends a local campaign to raise awareness about the production of waste, which creates the demand for landfills and their expansion.

The Steering Committee recognizes that the creation of the landfill took place at a time when current impacts of its existence were unforeseen. The Committee therefore suggests that the Town consider the long-term environmental impacts of all permitted activities upon critical natural resources, which no longer can be regarded as limitless in their abundance.

Town of Waterloo Comprehensive Plan Vision & Goals for the Future

ENVIRONMENTAL CONCERNS

Goals and Recommendations:

Recognizing that the privately-owned, State-permitted landfill, located adjacent to the Town of Waterloo in the Town of Seneca Falls, is often perceived by residents and visitors as a potential threat to the environment and to the health and welfare of citizens as well as a deterrent to economic growth, it should also be recognized that continued maintenance of the landfill by its qualified caretakers is critical to preventing additional significant, unknown impacts. Since it is not within the Town of Waterloo's control to alleviate the impacts of the landfill, the Town should do all possible to minimize the potential for increased negative impacts, and continue to utilize relationships and authority to manage existing impacts resulting from the location of the landfill.

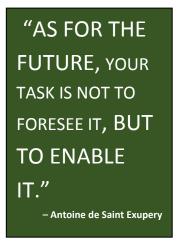
- Recommend that the Town continue to prohibit landfill creation.
- Recommend that the Town jointly create with the Village and Seneca County a waste reductionfocused commission, to educate residents about generation of waste and ways to improve recycling efforts and reduce the community's contribution to the universal waste management issue.

In order to protect the agricultural and natural environment upon which the atmosphere of the Town of Waterloo is based, the Town should prohibit land uses which are intended to strip the environment of natural resources.

- Recommend the Town amend its local laws to ensure that commercial mining is not legal in the Town of Waterloo.
- Recommend the Town amend its local laws to ensure that creation or operation of a commercial trash incinerator is not legal in the Town of Waterloo.

FUTURE LAND USE

Future land use planning involves how a community should look and function if redevelopment or new development were to occur. However, it also strives to preserve essential areas of the community, such as the village center, agricultural land and residential neighborhoods. While land use planning plays a key role in determining the location of future development, it is not the only function it serves. It also helps to create a sense of place and a common vision for the community. The manner in which people perceive their environment, organize their time, and determine local interaction is defined, in large part, by how the land uses are organized within their community. The sense of connectivity, the sense of a place and the overall success of a community is indelibly tied to land use.



How Does the Future Land Use Plan Relate to Zoning?

- The Potential Future Land Use Options (PFLUO) Map is a visual representation of the community's desired land use pattern. It demonstrates what the land use pattern should look like. The map supports the policies and objectives outlined in the Comprehensive Plan and serves as the basis for updating the Zoning Law. Consideration has been given to various physical features in the community including water and sewer infrastructure, waterbodies, topography, soils and existing land uses.
- On the PFLUO Map, the edges of each of the land use area should be interpreted as somewhat undefined. The boundaries do not follow tax parcel lines and the parcel lines are intentionally left off the PFLUO Map to demonstrate the distinction between this process and zoning.
- The PFLUO Map is a general expression of the vision of the community, whereas zoning is the regulatory process that enforces that vision at a finer level of detail. The refinement of the land use edges, as well as defining more specific land use categories and permitted uses, is a function of a zoning code update.
- Following the adoption of the Comprehensive Plan, the Zoning Law update process would identify more specific zoning districts that are consistent with the spirit of the Plan. The zoning process will also identify the specific types of uses permitted. If desired, more elaborate design guidelines can be developed to address access management, landscaping, architectural features, site design, and other physical characteristics that contribute to the overall sense of place in a given district.

One of the primary roles of a comprehensive plan is to inform future land use decision for local governments and the tool for accomplishing this is the Potential Future Land Use Options Map, which is intended be generalized vision for a community's land use over the future years.

The Potential Future Land Use Options Map consist of four land use planning categories as defined below:

- ≈ Mixed-Use Overlay District
- ≈ Conservation Buffer Zone
- ≈ Waterfront Preservation Area
- ≈ Rezoning: Industrial to Agricultural
- ≈ Rezoning: Commercial to Agricultural

The Potential Future Land Use Options Map should be utilized by Town and Village departments, boards and commissions, developers and design professionals and the general public to guide future zoning decisions, and other land use regulations, smart growth and sustainable planning practices over the next decade.

FUTURE LAND USE OPTIONS

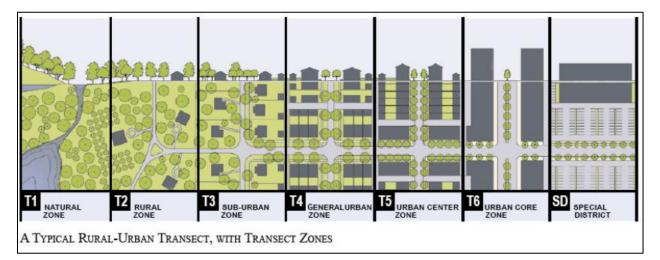
Mixed-Use Overlay District

Today, much commercial development is environmentally benign, and there are often advantages to locating different uses in close proximity. Mixed use concentrated development, preferably near transit routes, is seen as a key "smart growth" tool to reduce auto dependence and preserve green space and natural features. Thus many communities are resorting to "mixed use," which generally refers to a deliberate mix of housing, civic uses, and commercial uses, including retail, restaurants and offices. Mixing uses, however, works best when it grows out of a well thought out plan that emphasizes the connectivity and links among the uses. Results may be haphazard when communities simply enable multiple uses, as seen on the Route 5 & 20 corridor, without providing guidance about the mix of uses and how they are spatially related.

To achieve well-planned mixed use development, most zoning ordinances, will incorporate "overlay" districts. This means that the underlying zoning remains in place. Developers may choose to develop according to the underlying zoning or, alternatively, according to the mixed use provisions. The overlay encourages coordinated, cohesive development among lots or through lot consolidation. The overlay approach is especially useful when the community want to promote a unified approach in an area where there are two or more underlying districts.

If the community wants to encourage mixed use, the overlay should be structured to be attractive to developers and the requirements should not be onerous. The municipality typically retains control through the special permit process and can turn down any development not to its liking.

In conjunction with the overlay mixed-use overlay district, the rural-to-urban transect as seen below is a planning model/tool that was conceptualized by New Urbanist Andres Duany. The

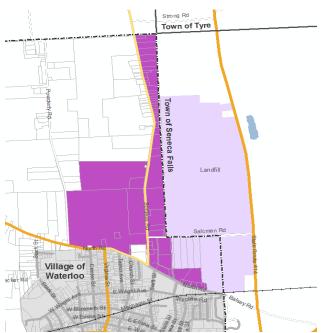


transect has become an important part of New Urbanism and Smart Growth Movements and has been used extensively within municipal zoning ordinances or design guidelines. This model can work in different environments, such as metropolitan areas, cities, suburban centers and small villages. The transect model could be applied to the Routes 5 & 20 mixed-use overlay district to better prescribe a systemic design for the corridor. Each zone has its own distinctive rules for physical design, such as building placement, streetscape design and setback requirements.

Conservation Buffer Zone

Conservation buffers or greenbelts are small areas or strips of land in permanent vegetation, designed to slow water runoff, provide shelter/screening, reduce odor and prevent encroachment of undesirable land uses.

One identified key concern was the Landfill in the adjacent Town of Seneca Falls on the eastern side of Town and the environmental, aesthetic and economic impacts the Landfill has on adjacent residential and agricultural land uses. In order to ensure the visual integrity of Burgess Road and preservation of agricultural and vacant lands, the Town should explore the following: 1) adoption of a corridor conservation overlay district; 2) explore conservation easements with local environmental agencies; 3) using incentive



Potential conservation buffer area (Dark purple) as identified on the Potential Future Land Use Options Map.

zoning provisions in the Town Code; and 4) implementing transfer development rights (TDR) provisions.

Waterfront Preservation

Target waterfront revitalization areas along the Cayuga-Seneca Canal waterfront to preserve vital land from incompatible development and ensure preservation of lands for future recreational and open space opportunities.

Since the Town and Village is located on the Cayuga-Seneca Canal, which is part of New York State's Canal System, they should explore participating in New York's Coastal Management Program. Since the Canal System is a Designated Inland Waterway, the Town would be able to participate in Local Waterfront the Revitalization Program (LWRP). The LWRP provides state-wide framework for



Vacant and underutilized parcels along the Cayuga-Seneca Canal should be explored for redevelopment. **Source: Google Earth, Image July 15, 2016**

communities to develop and implement local plans for appropriate future development of their waterfront. Having an LWRP can increase a community's ability to attract appropriate development that respects its unique cultural and natural character. An approved LWRP reflects community consensus and a local vision for the future of the waterfront. Once approved by the state, the community is eligible for technical and financial assistance, including state and federal grants (Federal Coastal Zone Management Act Funds).

Potential Rezoning of Incompatible Land Uses

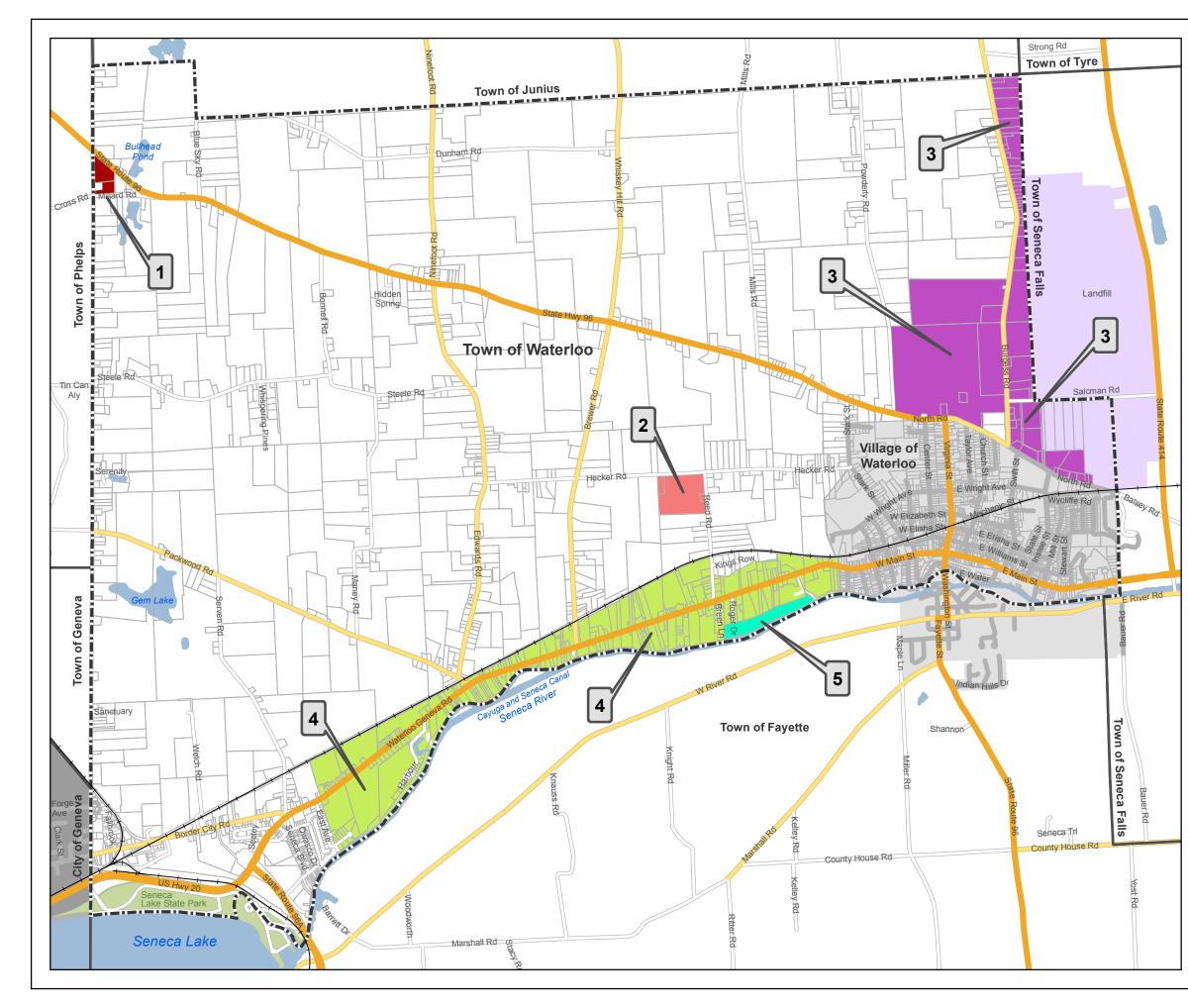
The primary purpose of zoning is to segregate uses that are thought to be incompatible. In practice, zoning is used to prevent new development from interfering with existing residents to businesses and preserve the "character" of a community. Zoning protects the rights of property owners while promoting the general welfare of the community. By dividing land into categories according to use, and setting regulations for these categories, a zoning ordinance can govern private land use and segregate incompatible uses. The purpose of zoning is to locate particular land uses where they are most appropriate, considering public utilities, road access, and the established development pattern. In addition to categorizing land by uses such as residential, commercial, and industrial, a zoning ordinance also specifies such details as building setback lines, the height and bulk of buildings, the size and location of open spaces, and the intensity to which the land may be developed.

The Town should review its current zoning map in comparison with the existing land use map to eliminate incompatible land uses. Some recommendations are identified on the Potential Future Land Use Options Map, located at the end of this chapter. The following additional recommendations related to land use address opportunities to support and entice advantageous development, especially in key areas.

RECOMMENDATIONS

- Modify and revise the town's Zoning Law and subdivision regulations to better accommodate development or redevelopment projects. At a minimum, revisions should include allowing for reduced setbacks and providing greater flexibility in terms of parking and landscaping requirements. The Special Permitting process should also be modified to require the issuance of one consolidated special permit for a development or redevelopment that is not allowed by right. Redevelopment projects should be designed to provide significant improvement in the non-conforming nature of a property, where applicable.
- Establish a Mixed-use Overlay District along the Routes 5 & 20 corridor, which encompasses the existing Multiple Use and Commercial zoning districts. Regulations for this area should promote mixed-use development ("smart growth") that provides additional economic development and housing opportunities for the community. The transect planning model and design guidelines should be explored to create uniformity and continuity.
- Create design guidelines for mixed-use development and redevelopment projects along Routes 5 & 20 and Route 96 corridors to ensure consistency with the character and historical integrity of the Town and Village.
- Adopt a formal development review process for large scale retail, commercial and industrial projects that will place development and design standards on the said project. Initiate a preliminary design review as an advisory review coordinated within the town's existing approval process.
- Modify the Town's Zoning Law, specifically to enhance and reflect the existing character of its neighborhoods. Particular attention should be paid to modifying the zoning requirements along the Routes 5 & 20 corridor.
- An inventory should be taken for all individual parcels that have two different zoning designations. Parcels with split zoning should be analyzed for rezoning to one zoning designation. Particular attention should focus on the main corridors, such as the Routes 5 & 20 corridor.
- Schedule I: Land Use or Activities (*135 Attachment 1*) table should be reviewed and amended to create consistency of uses between districts; and the special use permit process.
- Target waterfront revitalization areas along the Cayuga/Seneca Canal waterfront.

- Explore Purchase of Development Rights (PDR) and Transfer of Development Rights (TDR) programs as a planning tool for preservation of critical land resources.
- Explore future preservation strategies, such as conservation overlay districts, conservation easements, incentive zoning provisions to ensure that critical agricultural lands are protected for future uses.
- Monitor the balance of residential, commercial and industrial development with respect to agricultural and natural resources area.
- Establish regulations that will hold property owners and lending institutions responsible for the conditions of their properties.
- Parking and pedestrian requirements for the Multiple-Use zoning district should be reviewed to provide more flexibility from the underlying districts, such as shared parking facilities.
- In order to create a higher density and more cohesive land use pattern toward the downtown area along the major corridors, the transect planning model may want to be explored, which would set development standards for each zone, such as building placement, streetscape design and setback requirements.



Legend Inventor Waterloo Village of Waterloo City of Geneva Tax Parcels State Route County Road Town Road County Road City/Village Street Analysis 1) Industrial to Agricultural I) Onservation Buffer Zone 1) Mixed Use Overlay District I) Waterfront Preservation Arces Image: County Road I) Nixed Use Overlay District Image: County Road I) Waterfront Preservation Arces Image: County Road III Orgen Image: County Road III Onderfront Preservation Arces Image: County Road III Orgen <		<u> </u>	-	
 Industrial to Agricultural Commercial to Agricultural Conservation Buffer Zone Mixed Use Overlay District Waterfront Preservation Area 	 Town of Waterloo Village of Waterloo City of Geneva Tax Parcels State Route County Road Town Road City/Village Street Railroad 	TOWN OF WATERLOO	COMPREHENSIVE PLAN	POTENTIAL FUTURE LAND USE OPTIONS
4) Mixed Use Overlay District 5) Waterfront Preservation Area Image: Stress of the st	1) Industrial to Agricultural2) Commercial to Agricultural	W-	N S	ÞΕ
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IMPLEMENTATION

THE IMPLEMENTATION MATRIX

In order to assist the Town and its residents in better utilizing the Comprehensive Plan document, the Steering Committee developed an implementation matrix. Each goal established to support the plan's Vision Statement appears in chart form, accompanied by its objectives, and the strategies recommended to achieve them.

By organizing the information in one chart, the Steering Committee hopes that the Town can use the matrix as a reference tool, helping to maintain a level of focus on implementing plan goals.

THE MATRIX KEY

In addition to identifying specific strategies to support the plan goals, the matrix also suggests a timeframe for each strategy. Many can be immediately initiated, and have been designated as such. Other strategies are marked as "Short-term", suggesting a 1-2 year implementation range, or "Long-term" suggesting a 3-5 year range.

The Implementation Matrix appears on the following page.

Town of Waterloo Comprehensive Plan Implementation Matrix

Goal:	Objective:	Strategy:	Timeframe:
Senior Citizens: Attract and retain senior citizens	Support the development of senior housing	Explore financial incentives for development of senior housing	Short-term
senior Citizens. Attract and retain senior citizens	Improve sidewalk maintenance	Consider code updates to enforce maintenance	Short-term
	Joint code review	Establish a Join Committee to work with Village	Immediate
	Shared services approach to code enforcement	Explore shared position	Long-term
Property Maintenance: Work with the Village to address property maintenance and beautification		Grant research	Short-term
	Exploration of beautification Incentives	Outreach to local organizations	Immediate
		Research on Municipal Incentives	Immediate
		Research implications of Mixed Use as a zoning tool	Immediate
		Research density and its relationship with business	Immediate
	Encourage Mixed Use development	Identify Transitional Areas	Immediate
Land Use: ensure land use and related regulations support the community vision		Identify possible zoning changes	Short-term
		Identify/map inconsistencies and areas where zoning is incompatible with adjacent land uses	Immediate
	Review of current Zoning	Develop a plan for Zoning amendments	Short-term
	Explore Overlay Districts for targeted needs	Identify location-based needs	Short-term
		Research potential land use tools	Immediate
	Encourage Mixed Use and other land use tools to protect open space and support business	Identify/map areas for open space or where density could be increased	Short-term
		Explore code/municipal requirements	Long-term
	Make the Town a more "walkable"	Identify/map target areas	Short-term
Smart Growth: encourage implementation of Smart Growth principles	community	Develop a strategic plan for target projects	Long-term
	Create a publc interest/media campaign: "Let's Go to the Park"	Work with the Village/Trail Committee/County to develop a strategic plan	Short-term
	Create zones/overlays to allow for municipal	Research legal implications/tools	Long-term
	support of targeted areas	Amend Town Zoning code/map	Long-term
	Create joint focus/committee with Village on "walkability" measures	Appoint Town members and invite Village participation	Immediate
	Create a venue for communication with the Village	Appoint a Town Committee	Immediate
Downtown Development: encourage creation, expansion and improvement of businesses	Create a mechanism for municipal financial support	Research legal implications/tools	Long-term
	Explore use of municipal incentives for property deveopment/improvement	Research legal implications/tools	Long-term
	Work closely with County/Chamber to better communicate and market the Town for investment	Establish staff/board responsibility	Immediate
Business Development: foster light-industry and small	Provide resources and information to	Identify staff/board or other resources	Immediate
retail development	County/Chamber	Establish a plan for ongoing support	Short-term
	Explore creation of municipal incentives to market the Town to outside investors/locators	Research legal implications/tools	Long-term
		Legal review	Immediate
	Create a joint waste-reduction-focused Commission	Appoint Town members and invite Village, County participation	Short-term
Environmental Resources: focus on protecting environmental resources from impacts that are within the Town's control	Review current codes for threats to natural resources	Legal review	Immediate
	Ensure commercial mining is prohibited	Legal review	Immediate

APPENDIX A – SURVEY INSTRUMENT

Waterloo Community Resident Survey

MRB Group is conducting this survey on behalf of the Village and Town of Waterloo. For questions or concerns, please call or email Connie Sowards at MRB Group, (315) 651-0888 or connie.sowards@mrbgroup.com

1. Please indicate your residency (for statistical purposes only):

□ The Village of Waterloo	
\Box The Town of Waterloo (outside of the Village)	
1b. Do you: □ Own or □ Rent	
1c. Number of people in household: Over 18: Under 18:	

- In the past 15 years, do you believe Waterloo has become:
 □ A more desirable place to live
 □ A less desirable place to live
 □ Not changed
- 3. What are the most important characteristics of the Waterloo Community? (Check your top five preferences):
 - □ Small town atmosphere
 - \Box Sense of community
 - $\hfill\square$ Feels safe and secure
 - □ Quality housing is affordable
 - □ Access to essential services (eg. Health care)
 - □ Access to public facilities (eg. Library, municipal buildings)
 - □ Low cost-of-living
 - □ Reputable / good school systems
 - $\hfill\square$ Access to activities
 - □ Availability of shopping

- Environmental features / beauty
- □ Access to thruway / major cities
- □ Proximity to colleges
- □ Employment opportunities
- □ Law and code enforcement
- □ History
- □ Waterfront/Canal
- □ Downtown
- □ Recreation Opportunities
- □ Other (please specify):

4. How important to you are the following services provided by the Village, Town or County?

	Very Important	No Opinion / Indifferent	Not Important
Police protection			
Fire protection			
Ambulance protection (currently provided privately)			
Trash collection / disposal / recycling			
Health and social services			
Recreation / parks / playgrounds			
Streets / roads / sidewalk improvements			
Public works services (drainage, maintenance, etc)			
Snow removal			
Landscaping / decorative lighting on public property			
Zoning / code enforcement			
Water services			
Sewer services			
Permit / License services (availability)			
Senior / Elder services			
Youth programming			
Cultural events and programming			
Other (please specify):			

- 5. Which term would you choose to describe the Waterloo community as you would like to see it in 20 years? Check one:
 - Rural agricultural community
 - □ Residential, family-oriented community
 - □ Bedroom (mostly commuters) community
 - Commercial tourism-based community (focus: shopping, conveniences, excitement)
 - □ Eco-tourism-based community (focus: environment, natural resources, serenity)
 - □ Trendy, upscale, more urban-like community
 - □ Other: _____
- 6. If you believe that the Waterloo community should grow over the next 20 years, what types of development would you like to see? Choose up to 8:
 - □ Single-family residential
 - □ Multi-family residential
 - □ Mobile home parks
 - □ Manufactured (modular) homes
 - □ Condominiums
 - □ Seasonal residential (camping / RVs)
 - □ Senior or retirement housing complexes
 - □ Low-moderate income housing
 - □ Family farms
 - □ Corporate farms
 - □ Waterfront
 - Downtown Redevelopment

- □ Tourism businesses
- □ Office-type businesses (detached)
- □ Office parks
- $\hfill\square$ Senior recreation center
- $\hfill\square$ Youth recreation center
- $\hfill\square$ Convenience stores and similar services
- Small retail
- □ Large retail or shopping centers
- □ Light industry
- □ Heavy industry
- □ Home Businesses

- 7. If you believe the Waterloo community should NOT grow in the future, please indicate the reason for your preference? Please check one:
 - □ I prefer the existing character of the community
 - □ I am concerned about land-use conflicts
 - □ I am concerned about the financial impact of new infrastructure
 - \Box I do not want traffic congestion
 - Other: _
 - \Box None of the above: I want growth in the community.
- 8. What roles, if any, do you envision for your local government (town or village) in the following:

	Yes, local government should pursue	No, local government should not pursue
Residential development:		
Tax incentives directed toward housing needs (e.g. senior housing)		
Greater use of zoning ordinances to conserve open space		
Other residential development programming (please specify):		
Economic development (excluding agriculture):		
Marketing and promotion of businesses		
Tax incentives for business attraction		
Tax incentives for business retention and expansion		
Use of zoning ordinances to increase commercial land uses		
Downtown Revitalization		
Historic Preservation Standards		
Other economic development programming (please specify):		
Agriculture:		
Tax incentives for agricultural operations		
Use of zoning ordinances for encouraging agricultural land uses		
Other agricultural programming (please specify):		
Environmental conservation:		
Assist, support, or fund conservation easements		
Tax abatements for public use of private property		
Establishment of additional public parks		

Please provide any additional comments regarding the role of local government in these or other areas in the lines below:

- 9. Local government should focus <u>primarily</u> on the following (please choose up to three):
 - □ Promoting tourism
 - □ Keeping taxes lower / lowering taxes
 - □ Attracting business
 - □ Economic development / job creation
 - □ Maintaining / improving roads
 - □ Maintaining / improving infrastructure
 - □ Ecological conservation
 - □ Restricting uncontrolled development
 - $\hfill\square$ Preserving open space

- □ Creating more public spaces / parks
- □ Recreational opportunities
- □ Protecting / enhancing farming
- □ Historic / cultural preservation
- □ Support for cultural events / activities
- Downtown Revitalization
- □ Waterfront Development
- □ Other:
- Please indicate your preference for shared services between/among the Town of Waterloo, Village of Waterloo and/or other neighboring municipalities (e.g. Town of Seneca Falls, Town of Fayette, Town of Junius, Town of Geneva, and Seneca County):

	Increase shared services	No changes preferred	Decrease shared services
Administration/staffing resources			
Municipal website			
Parks and recreation programming			
Roadway maintenance services			
Senior programming			
Youth programming			
Emergency response services			
Sewer infrastructure/service			
Water infrastructure/service			
Code enforcement			
Tax assessor services			

Please provide any additional comments regarding these issues in the lines below:

- 11. Where do you typically get your information about Waterloo community issues and programs? Please check the most frequent resource.
 - □ Municipal mailings
 - □ Village website
 - □ Local newspapers
 - □ Local television stations
 - \Box Conversations with neighbors
 - \Box Social Media
 - Other (please specify):

12. Have you attended local government meetings (town, village, planning or zoning board) in the past two years?
□ Yes □ No

If yes, please state the issue(s) that prompted your attendance at the meetings (optional):

QUESTIONS REGARDING THE VILLAGE

(Optional for Town Residents)

13a) What Issues/Initiatives would you like to see the	Village focus on in the future? (please choose 5)
 Improved/Expanded Sidewalk System Pedestrian and/or Bike Trails Further development of Oak Island/Waterfront Downtown Upper Floor Housing Historic tourism Industrial Development Stormwater runoff/flooding 	 Community Beautification/tree planting Energy Conservation/Sustainability Downtown businesses Programs to renovate existing homes Arts and Cultural events/facilities Downtown Parking Property Maintenance
13b) What type of redevelopment would you like to see Oak Island)?:	ee at the former DOT site at Huff Street (across from
 Hotel/Restaurant Do not redevelop Other: :	trails Campsite Outdoor entertainment venue
13c) What type of redevelopment would you like to se	ee for the Main Street School?:
 Hotel Market Rate Housing Ser Do not redevelop Other: : 	nior Housing
13d) What types of businesses would you support do	wntown?
13e) Do you drive either a hybrid or electric vehicle?:	□Yes □ No
13f) Should the Village install vehicle charging station	ns? □Yes □ No
13g) How do you typically travel from home to other le ☐ Car, alone ☐ Carpool ☐ Use public trans ☐ Other:	ocations, such as work, doctor's office, shopping, etc? portation □Walk □Bike
13h) Do you utilize any alternative energy sources? □ Other:	□ Solar □ Geo-thermal □ Wind

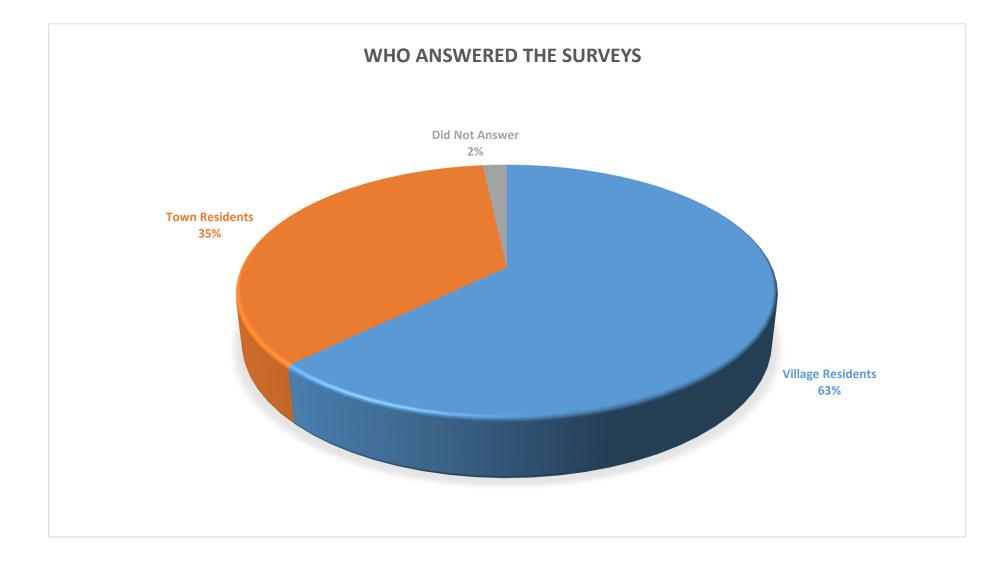
13i) Would	you be interested in utilizing alternative energy sources?	□Yes	🗆 No
------------	--	------	------

- 13j) Should the Village consider zoning laws or other ordinances that promote energy conservation and sustainable development?
- 14. In summary, what do you consider to be the Waterloo community's best assets or most pressing deficiencies?

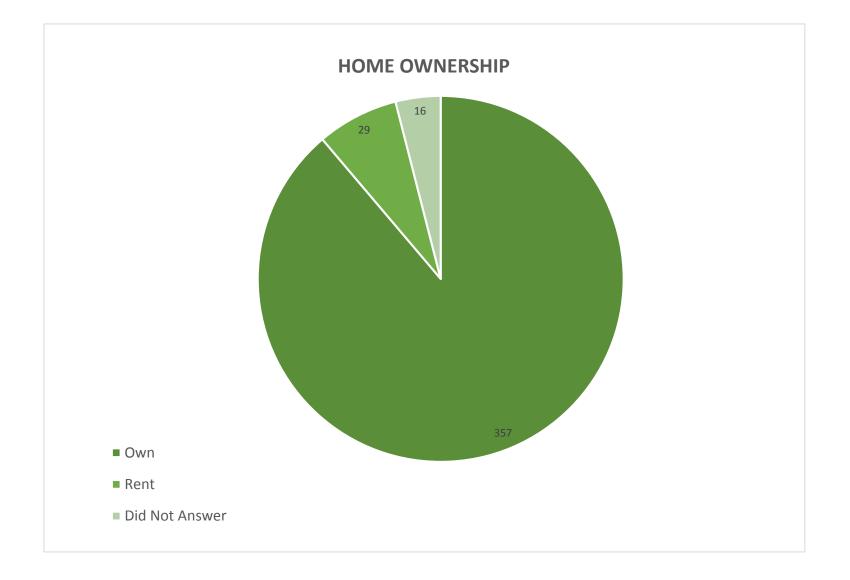
Stay In	Touch:
	In the second seco
www.towr	information and updates on the Town's Comprehensive Plan, visit <u>nofwaterloocomprehensiveplan.org</u> . For more information and updates on the Comprehensive plan visit <u>www.waterloony.com</u> .
Thank you	u for your participation!
Contact ir	formation (optional and confidential):
Name:	
Address:	
-	
Phone:	
Email:	

APPENDIX B – SURVEY RESULTS

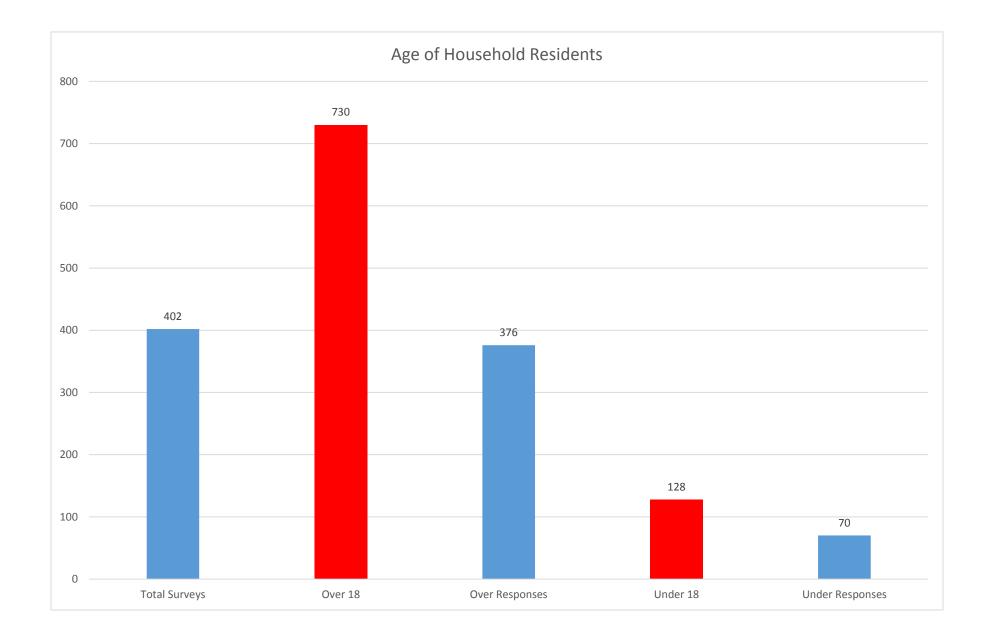
Residency				
	Village	Town		
Total Surveys	Village Residents	Residents	Did Not Answer	
402	252	143	7	



Home Ownersh					
Total Surveys	Own	Rent		Did Not Answer	
402	357		29	16	

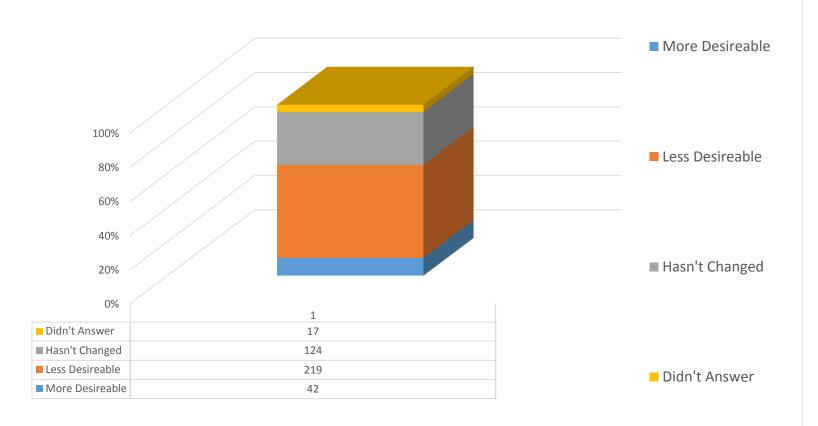


Household Residents								
			Over			Under		
Total Surveys		Over 18	Responses	Mean	Under 18	Responses		Mean
	402	730	376	1.9466667	128		70	1.828571

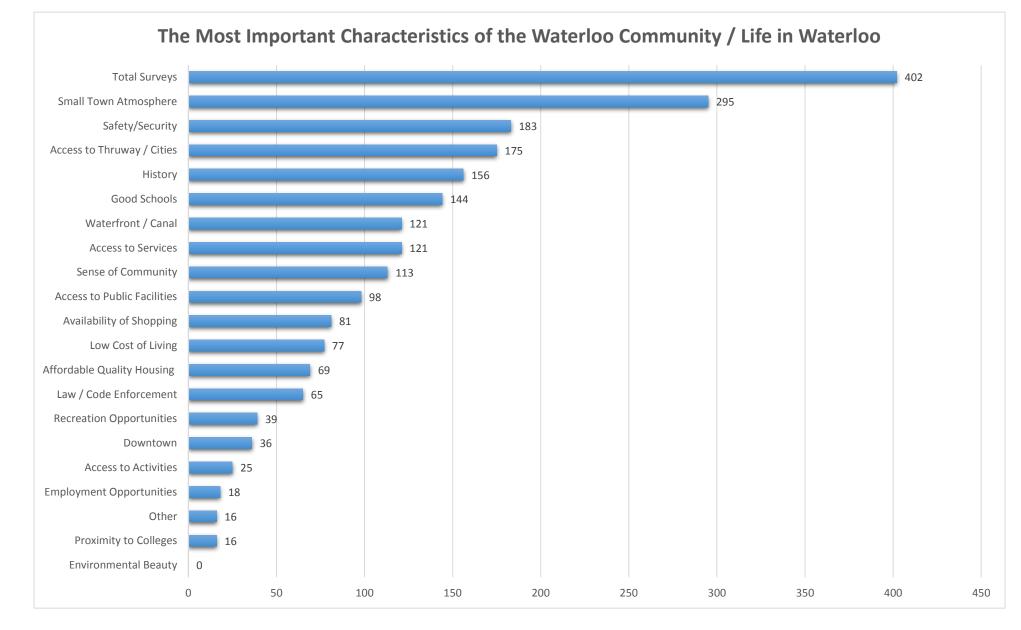


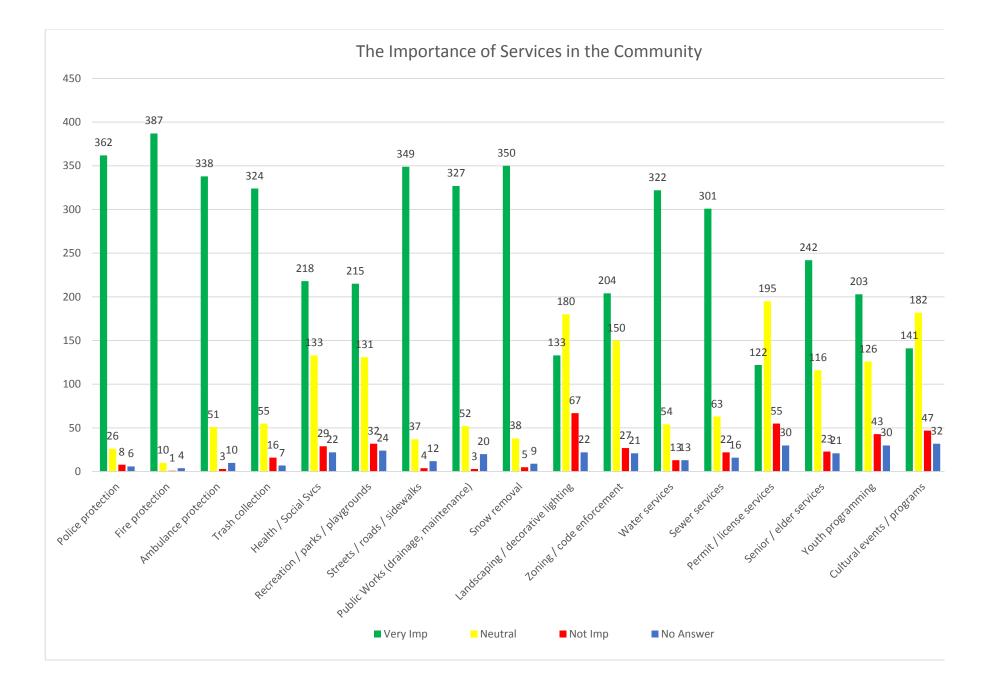
How're We Doing? Living in Waterloo Has Become											
Total	More	Less	Hasn't	Did	n't						
Surveys	Desireable	Desireable	Changed	Ans	swer						
402	42	219	124	17							

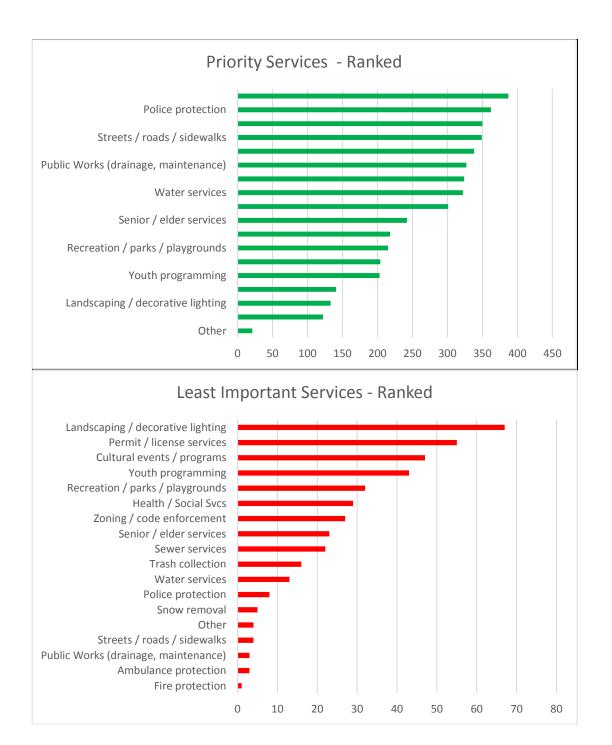
In the past 15 years, living in Waterloo has become...



	t Important eristics of																			
Environ Beauty	Proximity to Colleges	Oth er	Emply mt Oprtun.	Access to Activitie	Dow ntow n	Recreatio n Opportun	Law / Code Enforcemn t	Affordable Quality Housing	Low Cost of Living	Avail of Shoppi ng	Access to Public Facilities	Sense of Community	Access to Services	Waterfr ont / Canal	Good Schoo Is	Histor y	Access to Thruway / Cities	Safety/ Securit y	Small Town Atmospher e	Total Surve ys
0	16	16	18	25	36	39	65	69	77	81	98	113	121	121	144	156	175	183	295	402







Importance of Services	Very Imp	Neutral	Not Imp	No Answer
Police protection	362	26	8	6
Fire protection	387	10	1	4
Ambulance protection	338	51	3	10
Trash collection	324	55	16	7
Health / Social Svcs	218	133	29	22
Recreation / parks / playgrounds	215	131	32	24
Streets / roads / sidewalks	349	37	4	12
Public Works (drainage, maintenance)	327	52	3	20
Snow removal	350	38	5	9
Landscaping / decorative lighting	133	180	67	22
Zoning / code enforcement	204	150	27	21
Water services	322	54	13	13
Sewer services	301	63	22	16
Permit / license services	122	195	55	30
Senior / elder services	242	116	23	21
Youth programming	203	126	43	30
Cultural events / programs	141	182	47	32
Other	21	12	4	365

The Waterloo community in 2035 should			
Rural, agricultural	44	11.1%	
Residential, family-oriented	214	54.0%	
Bedroom community (mostly			
commuters)	3	0.8%	
Commercial / tourism center	52	13.1%	
Eco-tourism based	51	12.9%	
Trendy, upscale, more urban-like	17	4.3%	
Other	15	3.8%	
Comments	56		
Total	396		
Unanswered	6	1.5%	

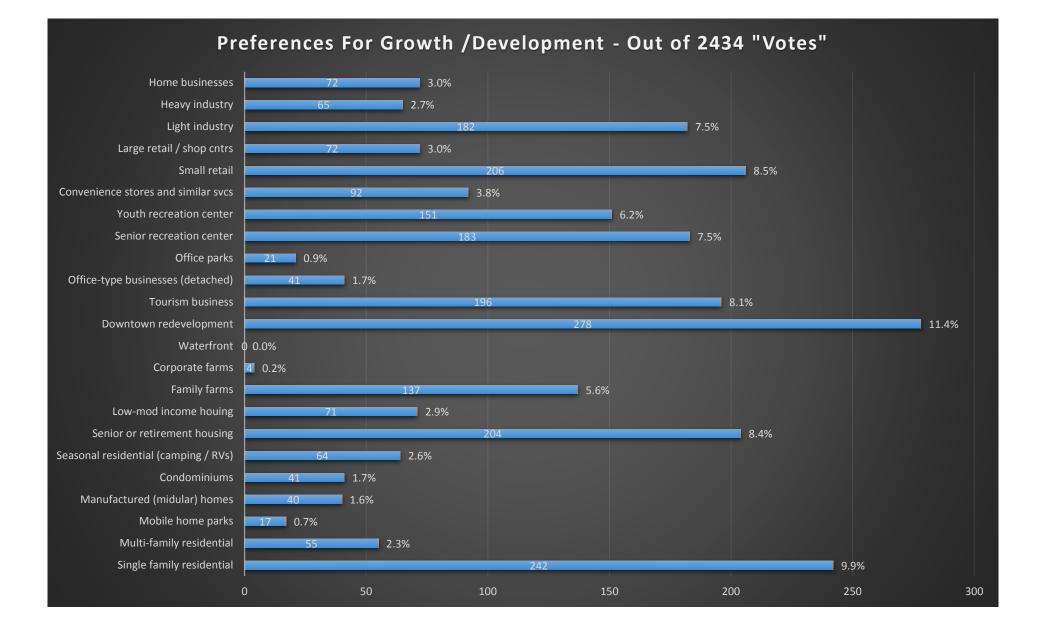


Rural, agricultural

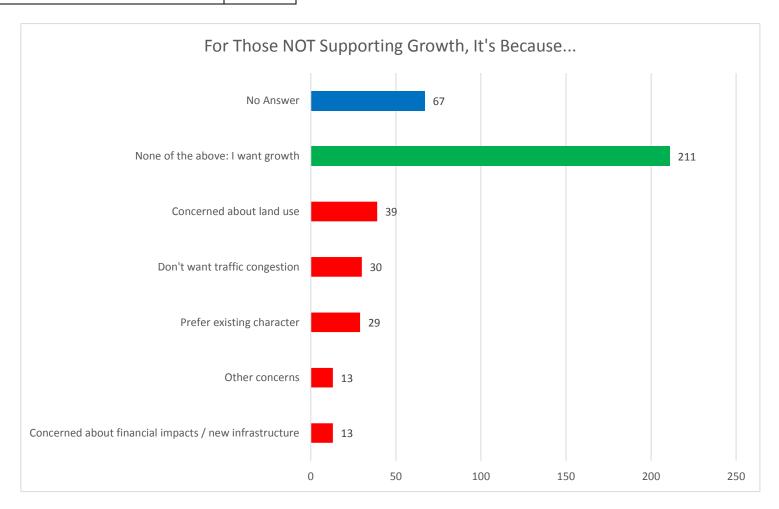
4.3% 3.8%1.5%

11.1%

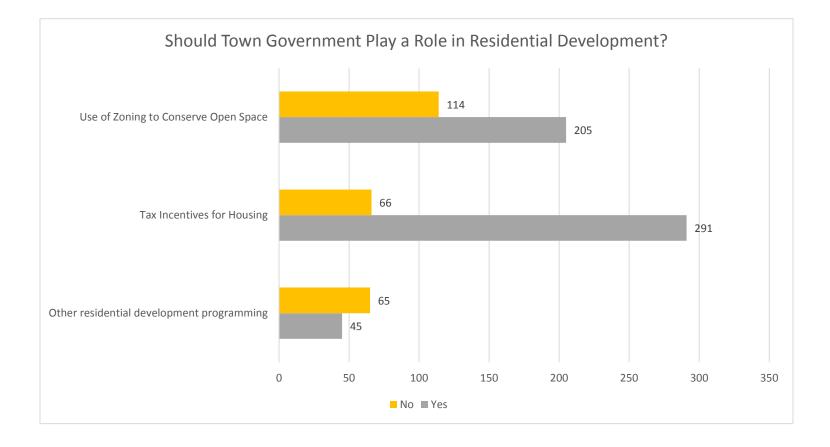
Preferred Growth in Waterloo			
Single family residential	242	9.9%	
Multi-family residential	55	2.3%	
Mobile home parks	17	0.7%	
Manufactured (modular) homes	40	1.6%	
Condominiums	41	1.7%	
Seasonal residential (camping /			
RVs)	64	2.6%	
Senior or retirement housing	204	8.4%	
Low-mod income housing	71	2.9%	
Family farms	137	5.6%	
Corporate farms	4	0.2%	
Waterfront	0	0.0%	
Downtown redevelopment	278	11.4%	
Tourism business	196	8.1%	
Office-type businesses (detached)	41	1.7%	
Office parks	21	0.9%	
Senior recreation center	183	7.5%	
Youth recreation center	151	6.2%	
Convenience stores / similar svcs	92	3.8%	
Small retail	206	8.5%	
Large retail / shop cntrs	72	3.0%	
Light industry	182	7.5%	
Heavy industry	65	2.7%	
Home businesses	72	3.0%	
Total "votes"	2434		



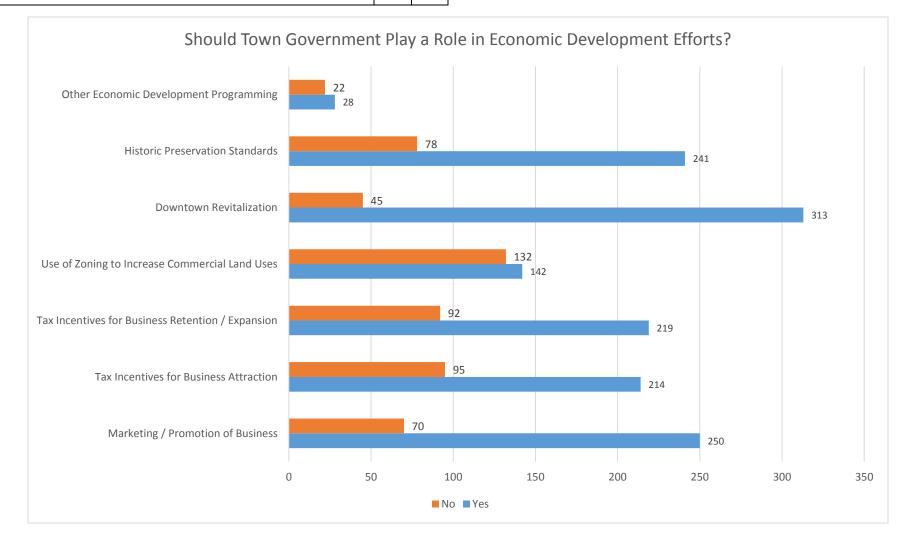
For Those NOT Supporting Growth, It's Because	
Concerned about financial impacts / new	
infrastructure	13
Other concerns	13
Prefer existing character	29
Don't want traffic congestion	30
Concerned about land use	39
None of the above: I want growth	211
Total "Votes"	335
No Answer	67



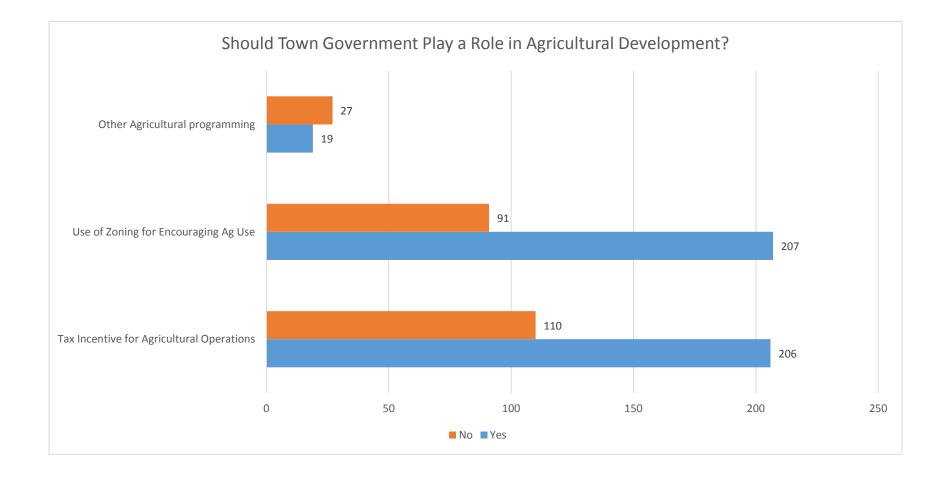
Should Town Government Play a Role in Residential Development?			
Residential Development		Yes	No
Other residential development programming		45	65
Tax Incentives for Housing		291	66
Use of Zoning to Conserve Open Space		205	114



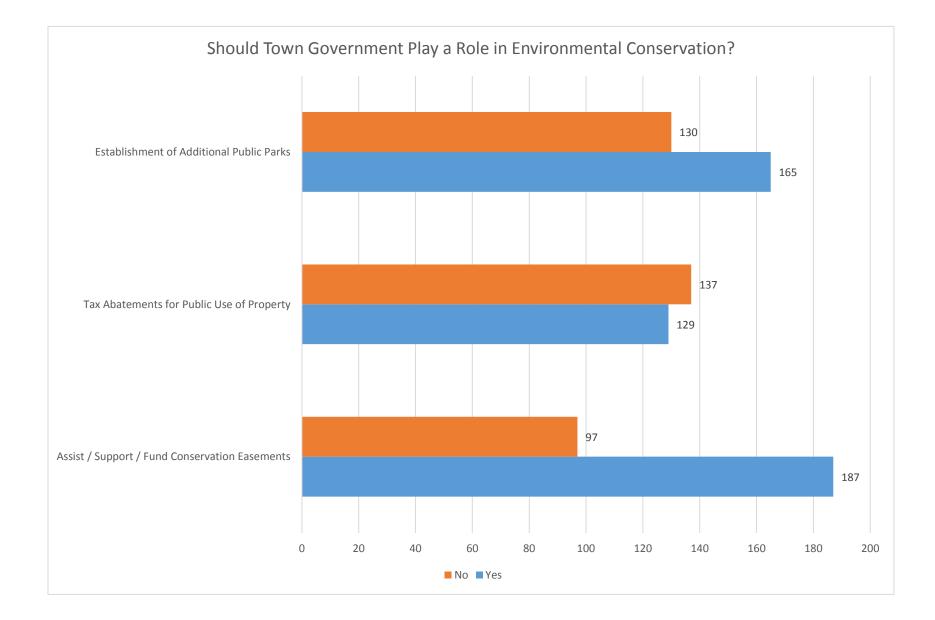
Should Town Government Play a Role in Economic Development Efforts?		
Economic Development	Yes	No
Marketing / Promotion of Business	250	70
Tax Incentives for Business Attraction	214	95
Tax Incentives for Business Retention / Expansion	219	92
Use of Zoning to Increase Commercial Land Uses	142	132
Downtown Revitalization	313	45
Historic Preservation Standards	241	78
Other Economic Development Programming	28	22



Should Town Government Play a Role in Agricultural Development?		
Agriculture	Yes	No
Tax Incentive for Agricultural Operations	206	110
Use of Zoning for Encouraging Ag Use	207	91
Other Agricultural programming	19	27

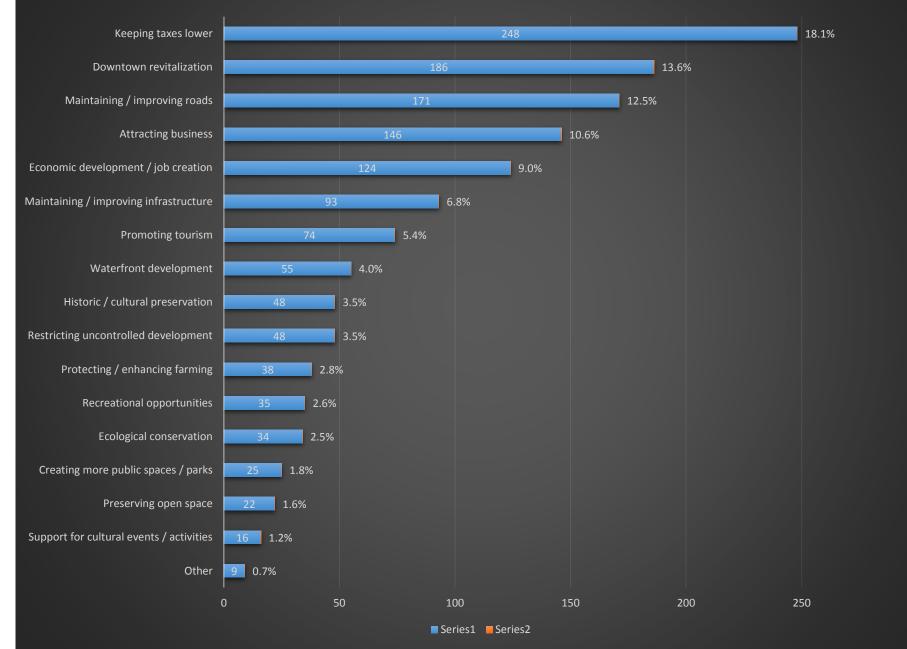


Should Town Government Play a Role in Environmental Conservation?		
Environmental Conservation	Yes	No
Assist / Support / Fund Conservation Easements	187	97
Tax Abatements for Public Use of Property	129	137
Establishment of Additional Public Parks	165	130



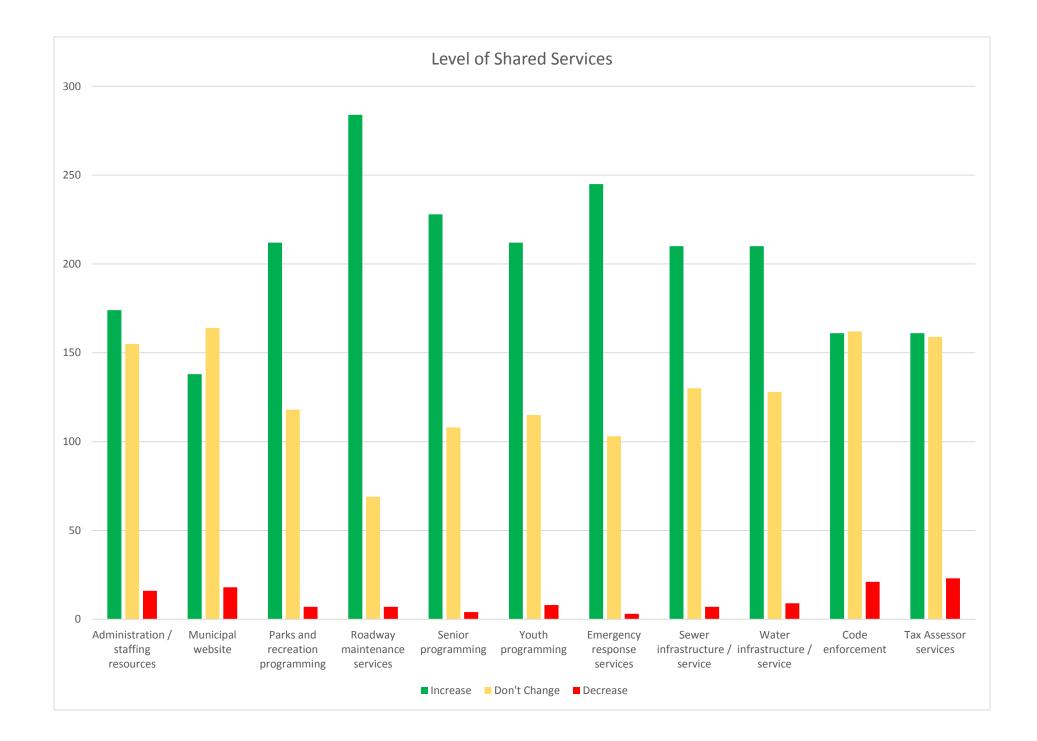
Local Government Should Focus Primarily On					
9	0.7%				
16	1.2%				
22	1.6%				
25	1.8%				
34	2.5%				
35	2.6%				
38	2.8%				
48	3.5%				
48	3.5%				
55	4.0%				
74	5.4%				
93	6.8%				
124	9.0%				
146	10.6%				
171	12.5%				
186	13.6%				
248	18.1%				
1372	1				
	9 16 22 25 34 35 38 48 48 48 55 74 93 124 146 171 186 248				

Local Government Should Focus Primarily On...

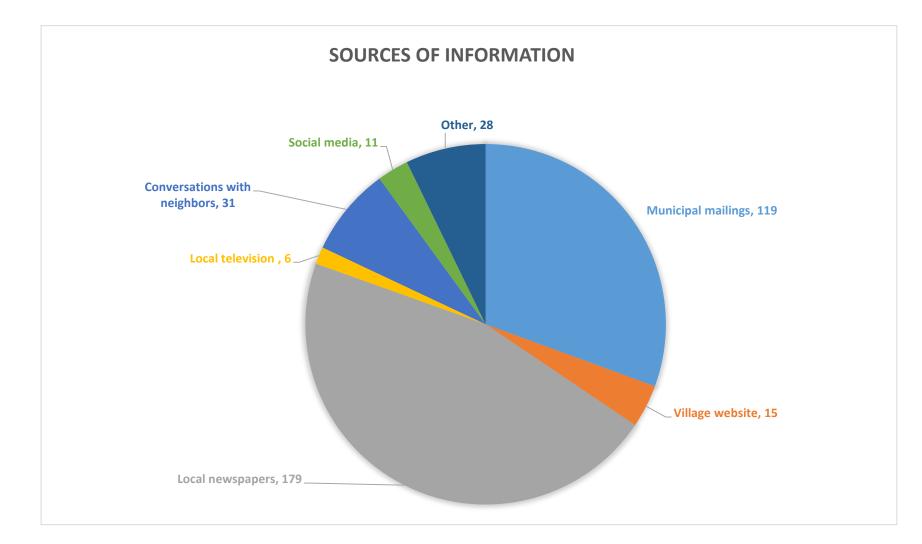


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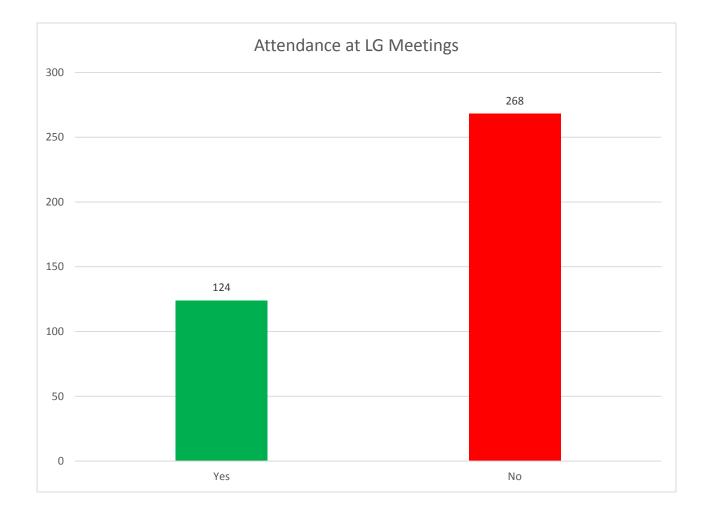
Shared Services Preferences				
		Don't		No
Shared Services Preferences	Increase	Change	Decrease	Response
Administration / staffing				
resources	174	155	16	57
Municipal website	138	164	18	82
Parks and recreation				
programming	212	118	7	65
Roadway maintenance services	284	69	7	42
Senior programming	228	108	4	62
Youth programming	212	115	8	67
Emergency response services	245	103	3	51
Sewer infrastructure / service	210	130	7	55
Water infrastructure / service	210	128	9	55
Code enforcement	161	162	21	58
Tax Assessor services	161	159	23	59



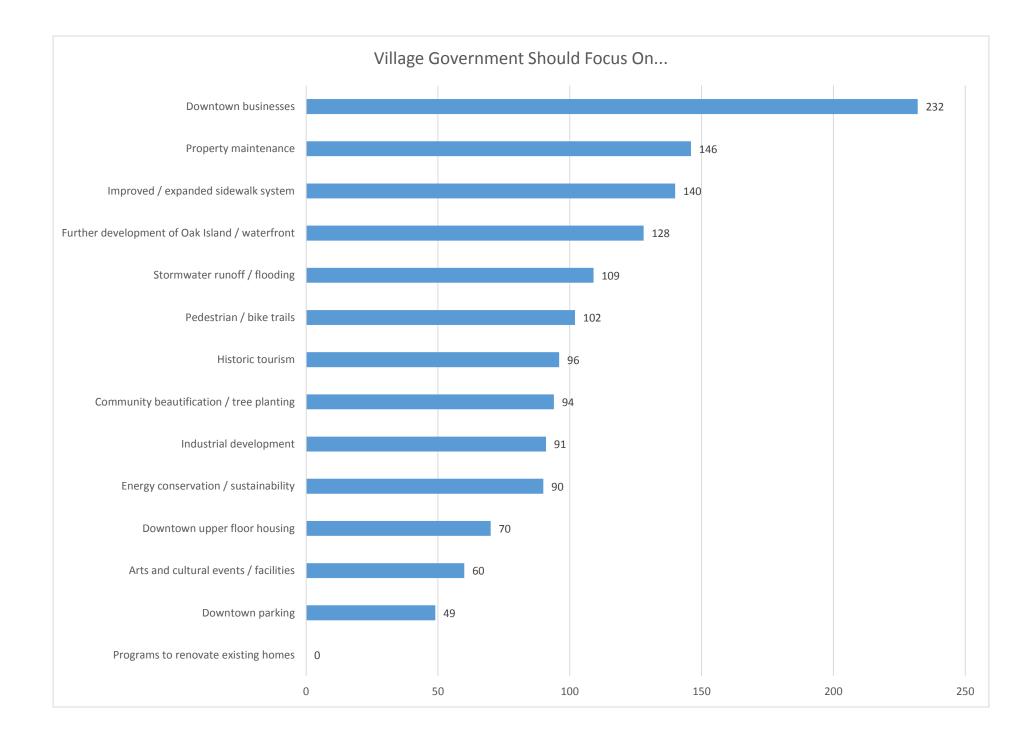
Source of Information	
Municipal mailings	119
Village website	15
Local newspapers	179
Local television	6
Conversations with	
neighbors	31
Social media	11
Other	28



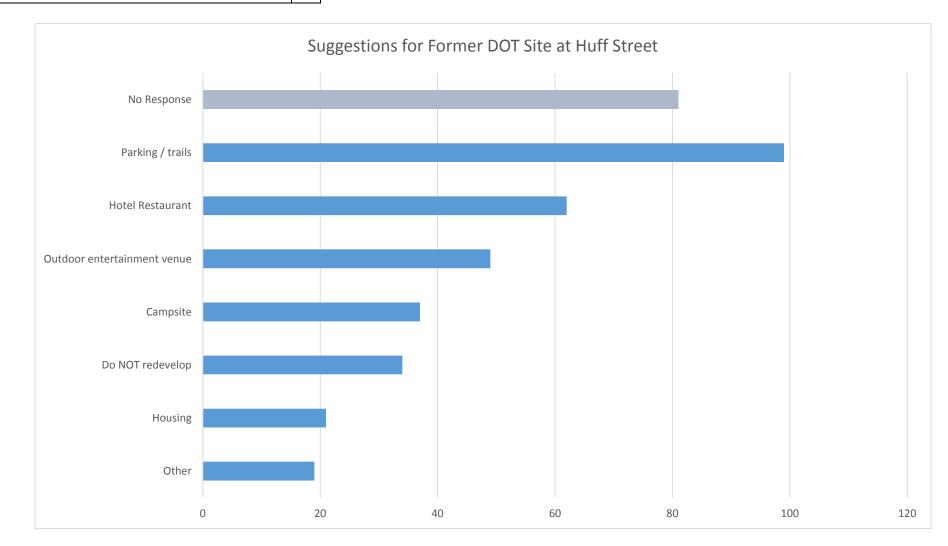
Attendance at Local Government Meetings		
Yes	124	
No	268	
No response	10	



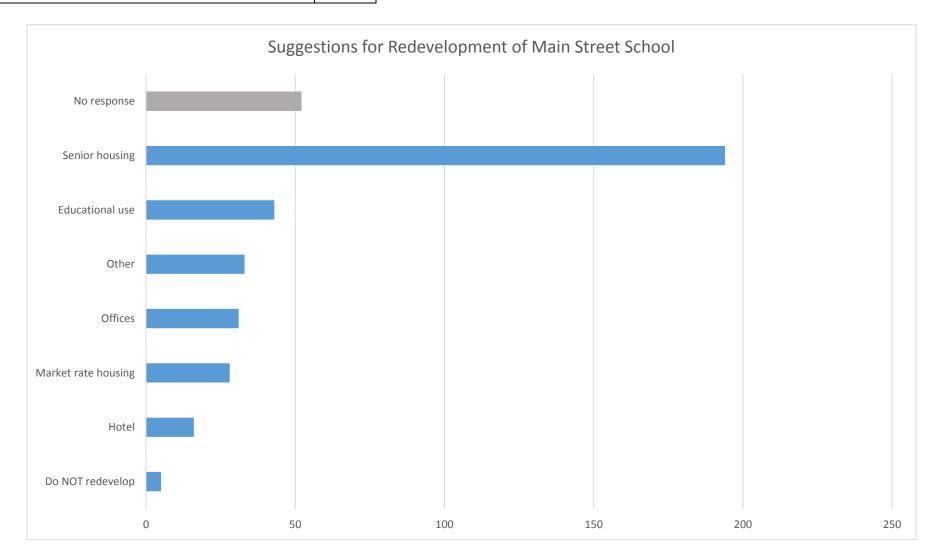
Preference for Village Focus	
Programs to renovate existing homes	0
Downtown parking	49
Arts and cultural events / facilities	60
Downtown upper floor housing	70
Energy conservation / sustainability	90
Industrial development	91
Community beautification / tree planting	94
Historic tourism	96
Pedestrian / bike trails	102
Stormwater runoff / flooding	109
Further development of Oak Island /	
waterfront	128
Improved / expanded sidewalk system	140
Property maintenance	146
Downtown businesses	232



Suggestions for the Former DOT Site at Huff Street	
Other	19
Housing	21
Do NOT redevelop	34
Campsite	37
Outdoor entertainment venue	49
Hotel Restaurant	62
Parking / trails	99
No Response	81

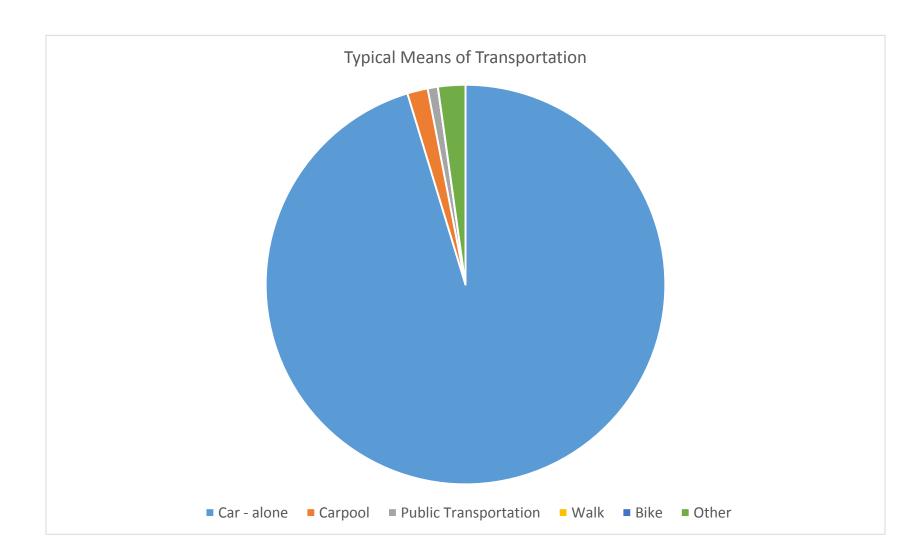


Suggestions for Redevelopment of the Main Street School	
Do NOT redevelop	5
Hotel	16
Market rate housing	28
Offices	31
Other	33
Educational use	43
Senior housing	194
No response	52

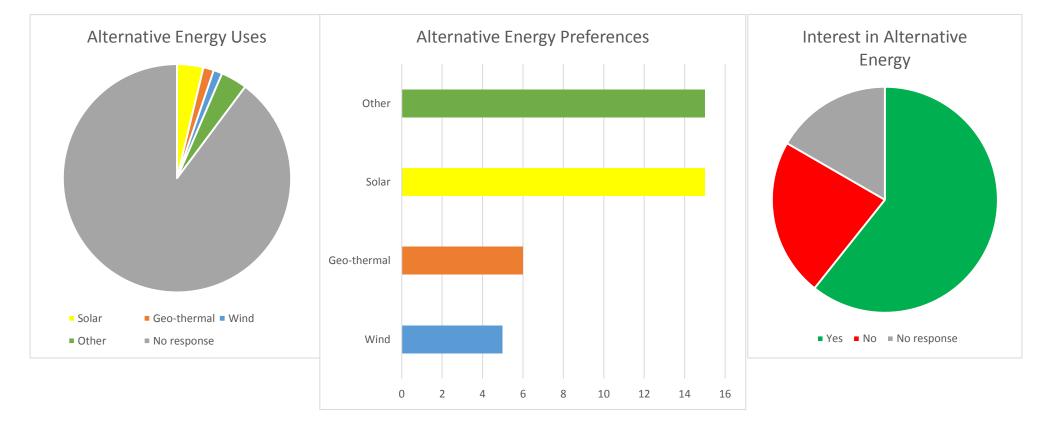


Hybrid Electric Vehicle	
Yes	10
No	353
Should Village Install Charg Stations?	ing
Yes	90
No	236

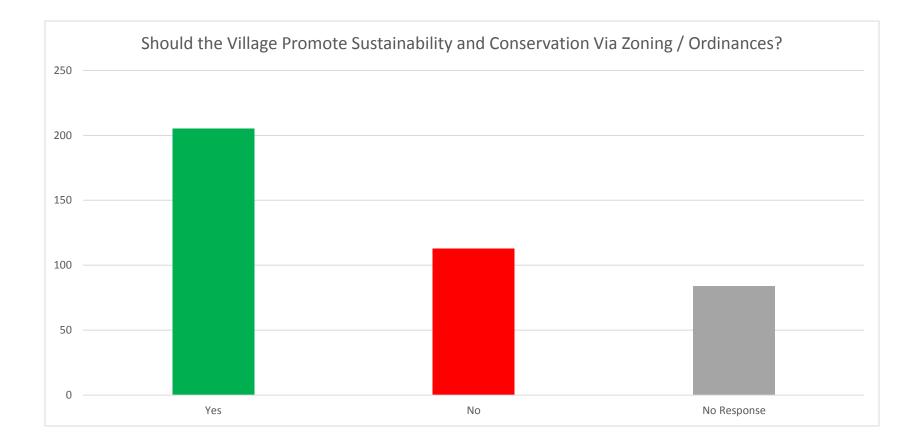
Typical Travel Mode	
Car - alone	345
Carpool	6
Public Transportation	3
Walk	0
Bike	0
Other	8
No response	40



Alternative Energy Sources	
Solar	15
Geo-thermal	6
Wind	5
Other	15
No response	361
Wind	5
Geo-thermal	6
Solar	15
Other	15
Alternative Energy Interest	
Yes	244
No	91
No response	67



Should the Village Promote Sustainability and Conservation Via Zoning /	Ordinances?	
Yes		205
No		113
No Response		84

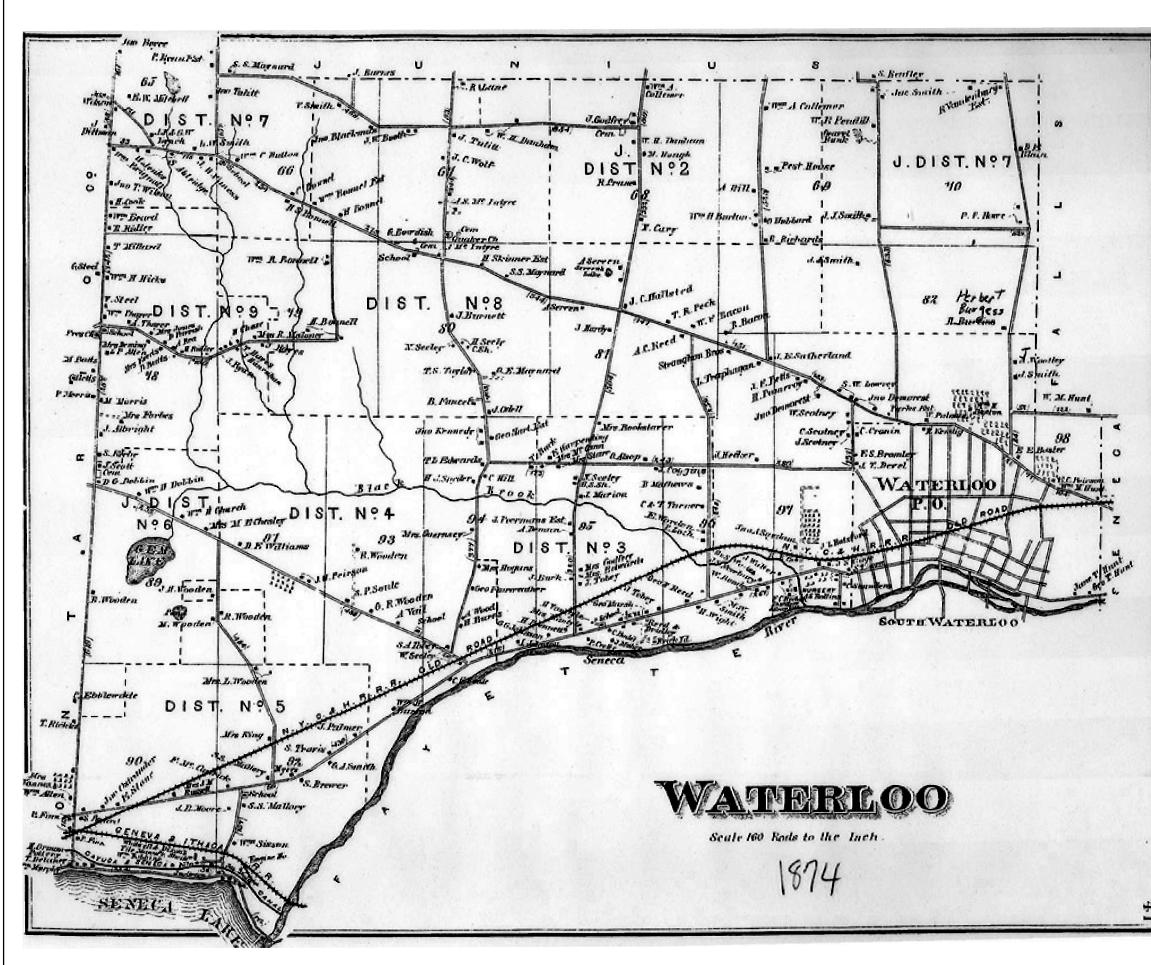


APPENDIX C –

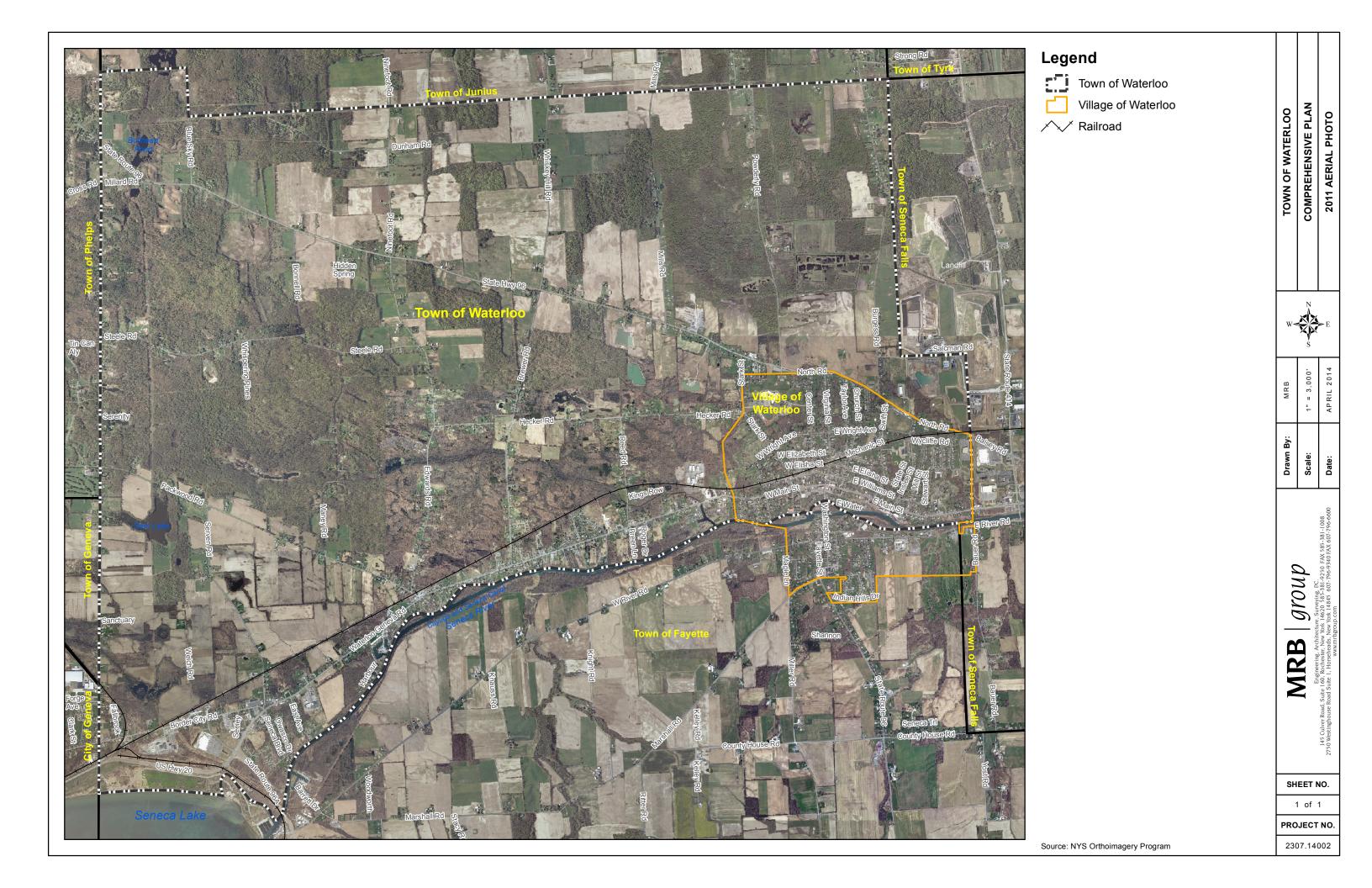
MAPS

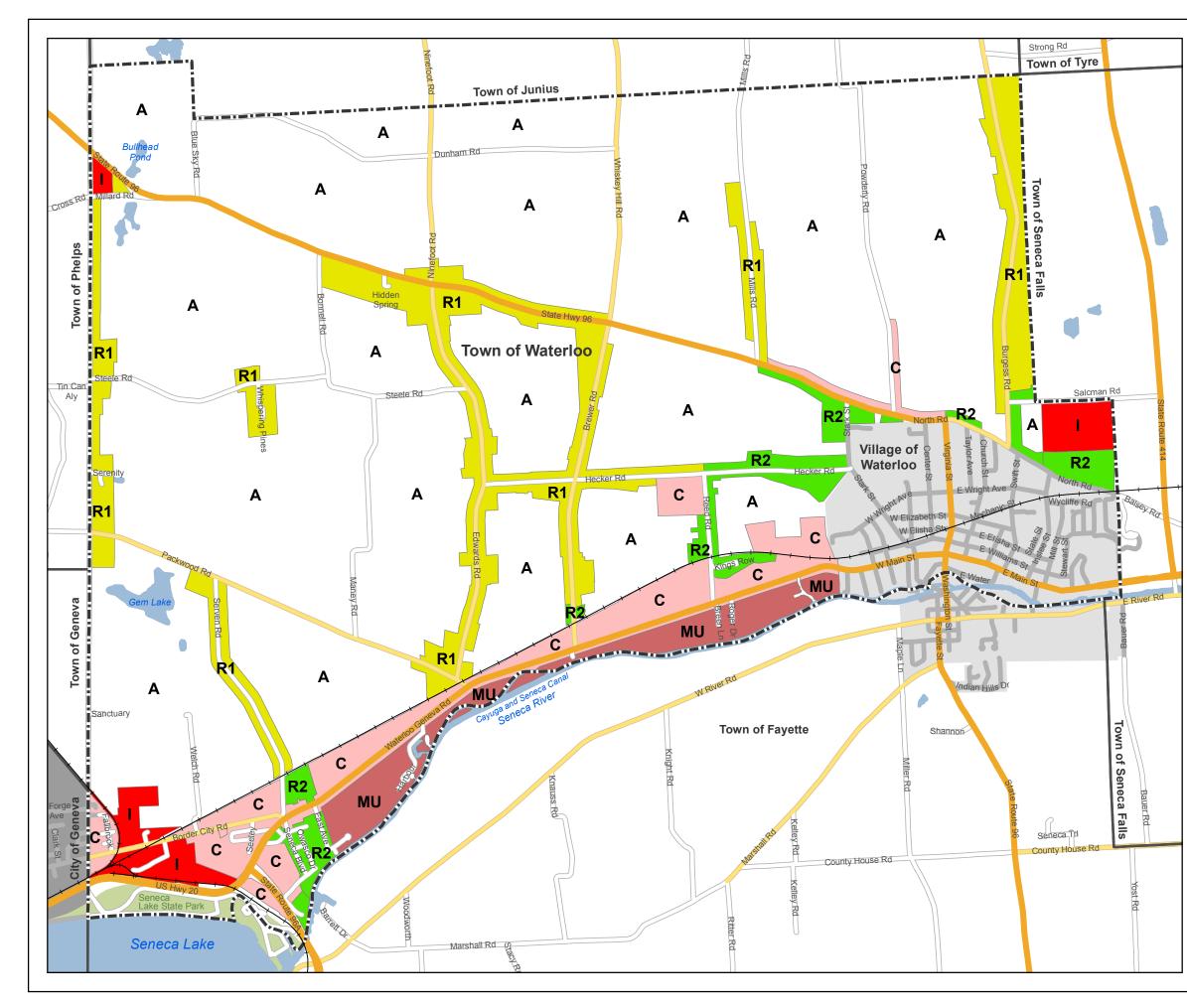
List of Maps:

- 1. 1874 Atlas of Waterloo
- 2. 2011 Aerial Photo
- 3. Existing Zoning Map
- 4. Tax Parcel Boundaries
- 5. 2013 Existing Real Property Land Use
- 6. Year House Built
- 7. 2013 Address Point Locations
- 8. Public Water Availability
- 9. Parcel Based Sewer Use
- 10. Parcel Heat Source Type
- 11. High Speed Internet Availability
- 12. Fiber Optic to Business Availability
- 13. Transportation Map
- 14. Agricultural Districts
- 15. USDA 2013 Approx. Agriculture Production
- 16.USDA 2013 Approximate Forest Type
- 17. USGS Elevations
- 18. USGS Map
- 19. National Wetlands Inventory
- 20.NYS DEC Wetlands Inventory

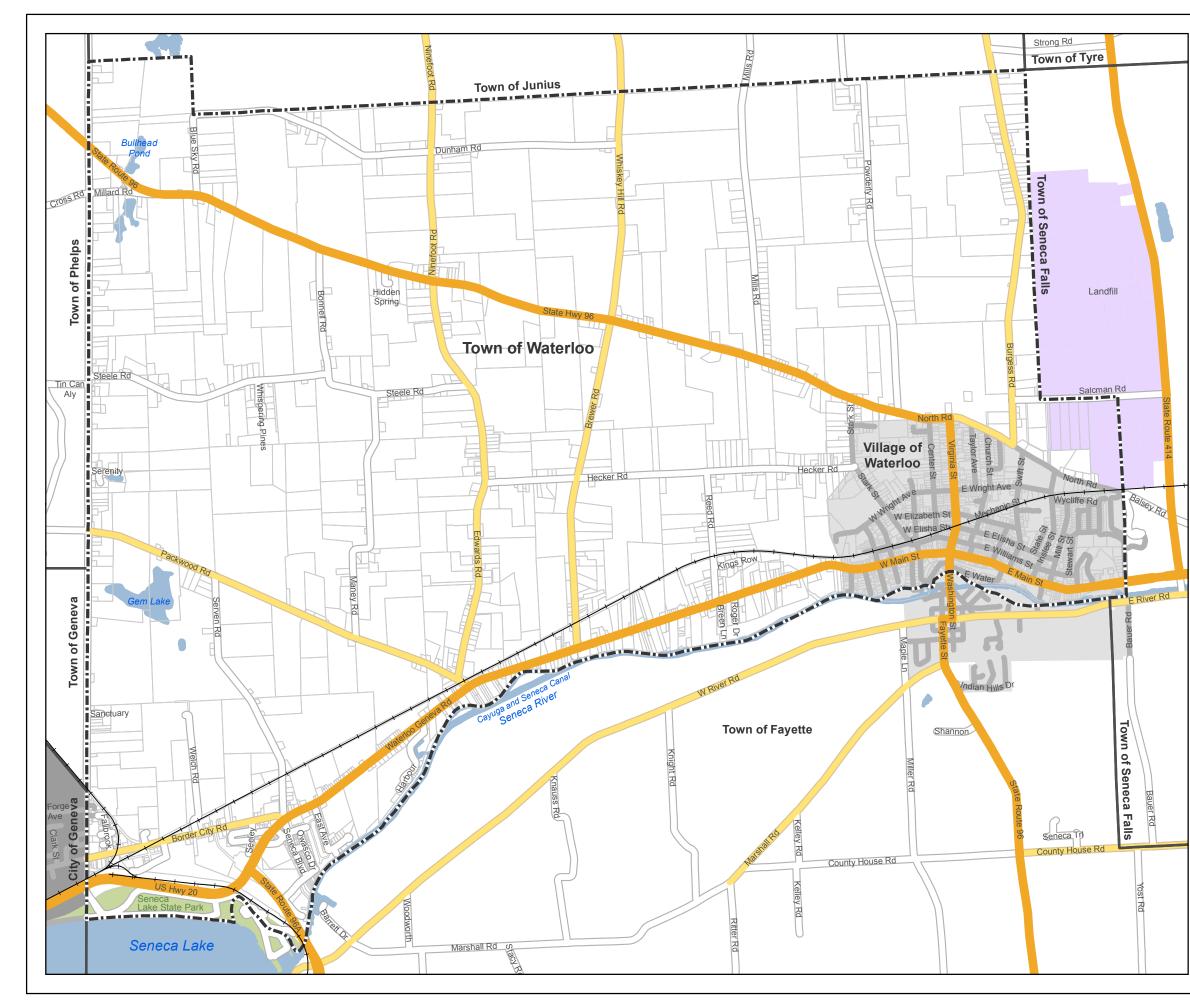


	TOWN OF WATERLOO	COMPREHENSIVE PLAN	1874 ATLAS OF WATERLOO
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	MRB	1" = 3,000'	APRIL 2014
	Drawn By:	Scale:	Date:
		Endineering Activities Surveying, PC.	145 Culver Road, Suite 160, Rochester, New York 14620 585-381-9250 FAX 585-381-1008 2750 Westinghouse Road Suite 1, Horscheads, New York 14845 607-796-9340 FAX 607-796-6600 www.mrbgroup.com
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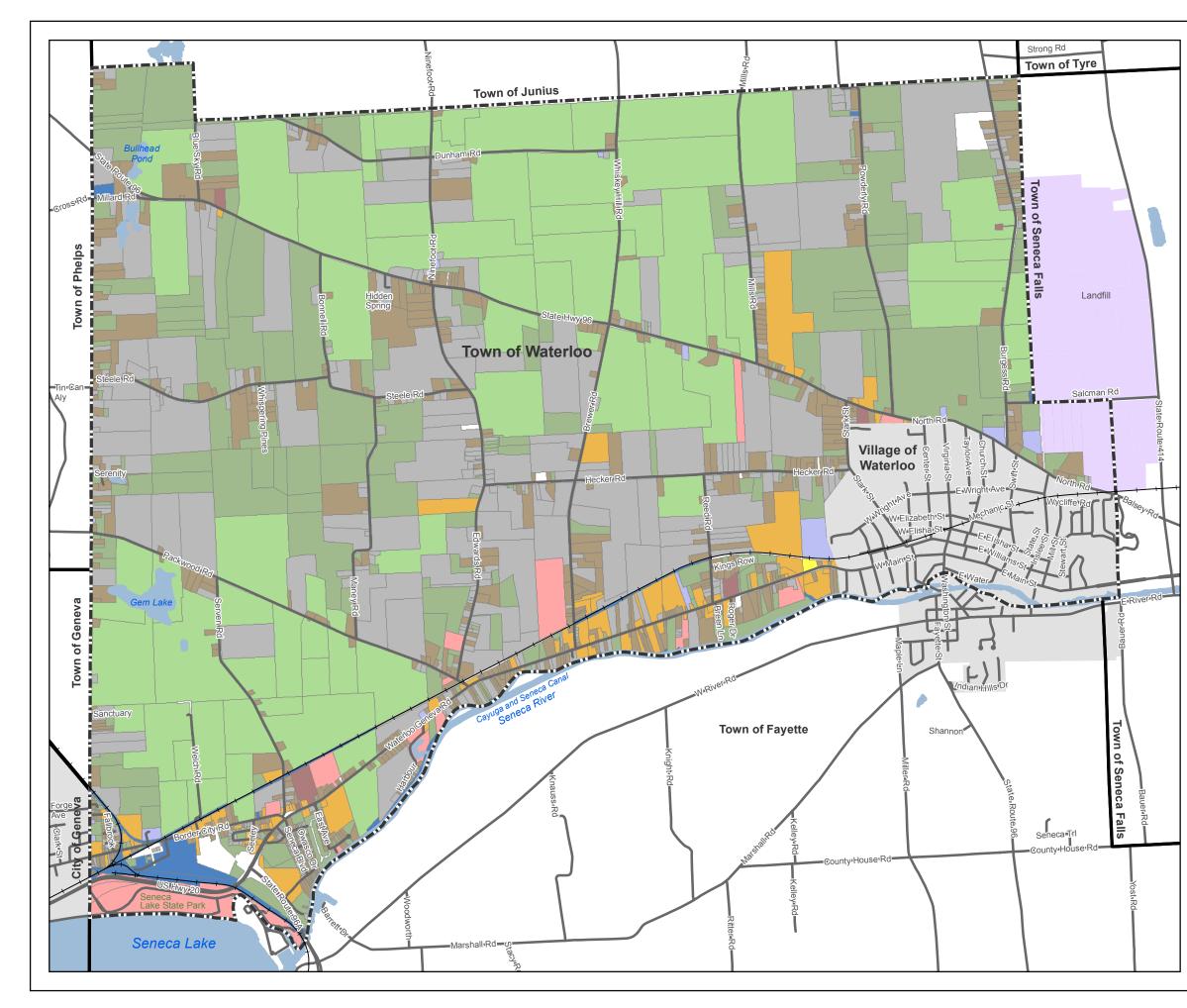




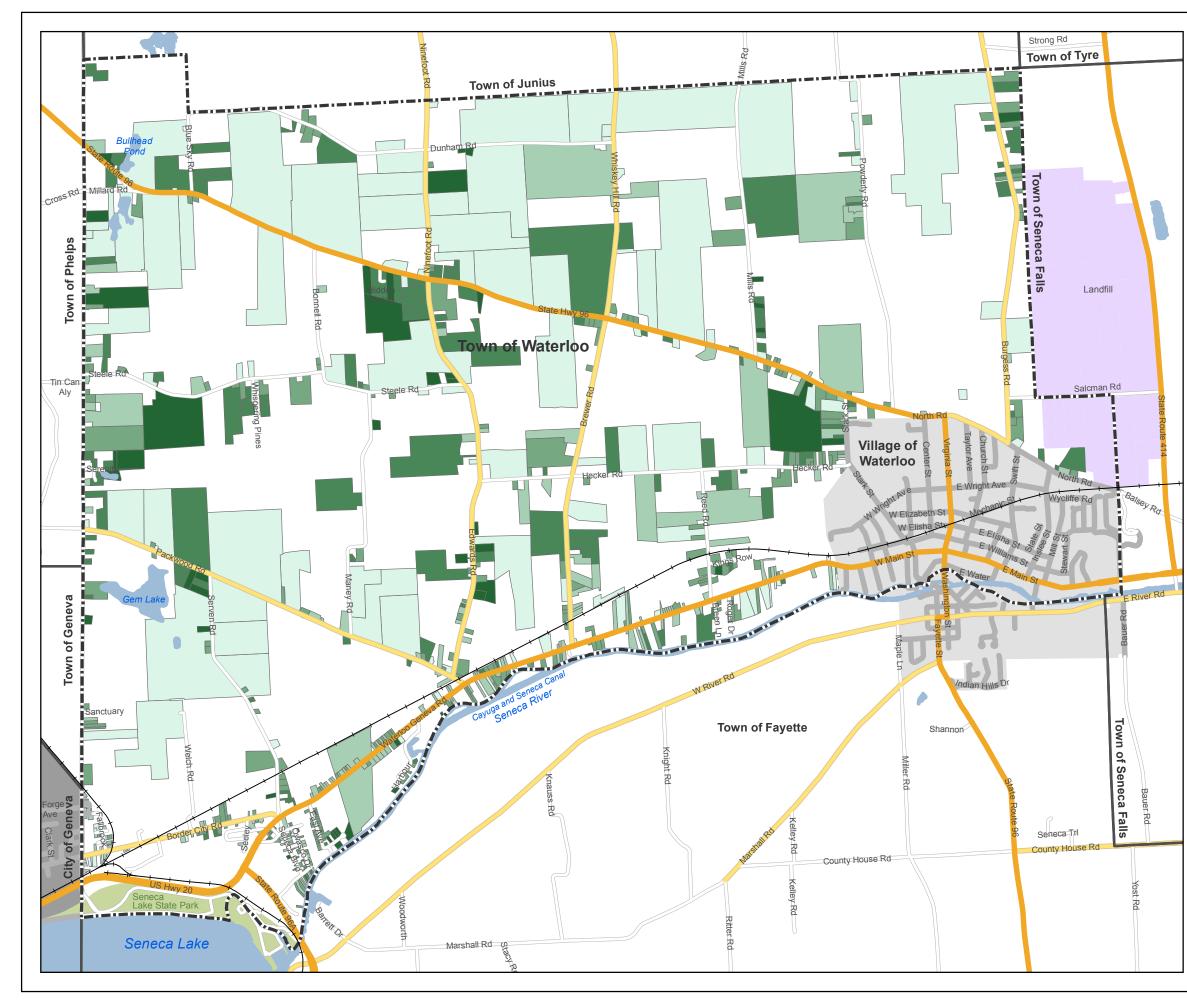
Legend			
Town of Waterloo			
Village of Waterloo	0	۸N	٩
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Tax Parcels	TOWN OF WATERLOO	COMPREHENSIVE PLAN	EXISTING ZONING MAP
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County Road	NN O	PRE	STIN
/// Town Road	TO/	COM	EXIS
City/Village Street			
∕∕√∕ Railroad			
Existing Zoning 2010			
Agricultural (Or Undeveloped) (A)		N	
Commercial (C)	w-	<u>A</u> z	►E
🚅 Industrial (I)		× ×	
Multiple Use (MU)			
Low Density Residential (R1)	RB	3,000'	2014
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Source: Seneca County Real Property Department	230)7.14(002



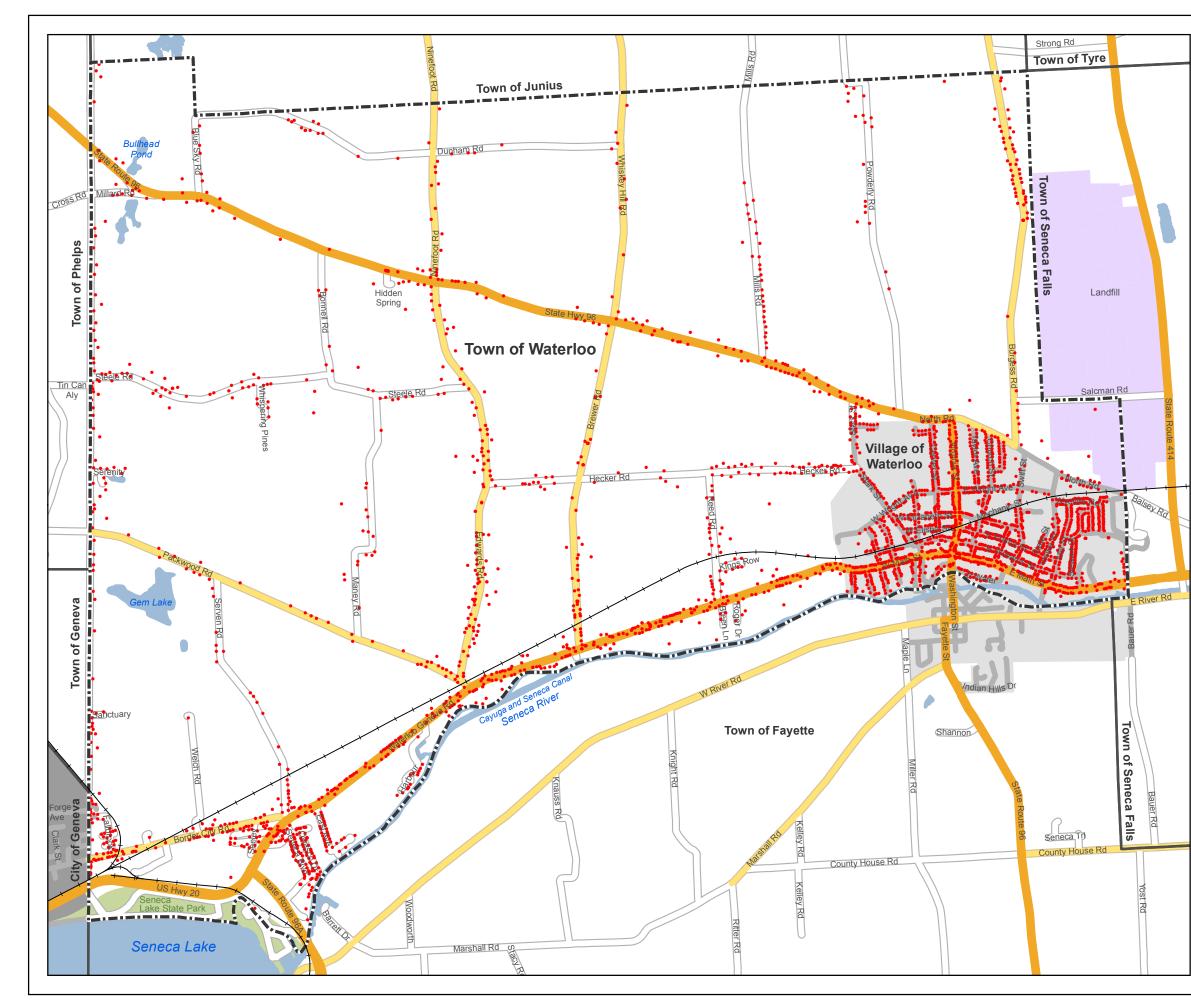
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Village of Waterloo		N	IES
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Tax Parcels	ATE	SIVE	NNO
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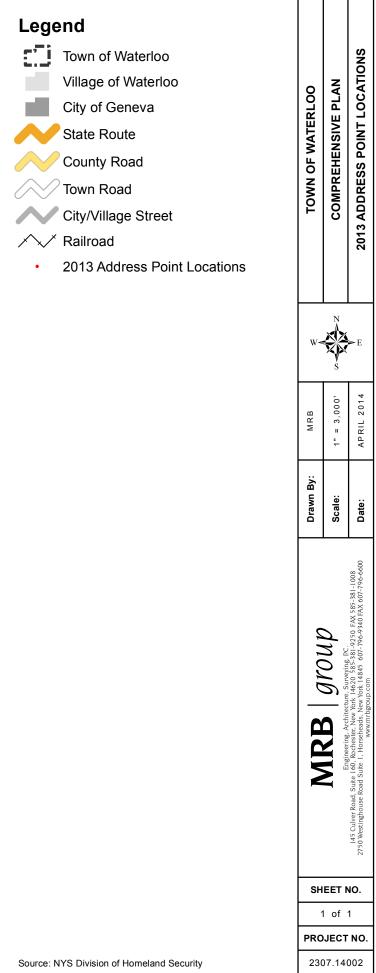


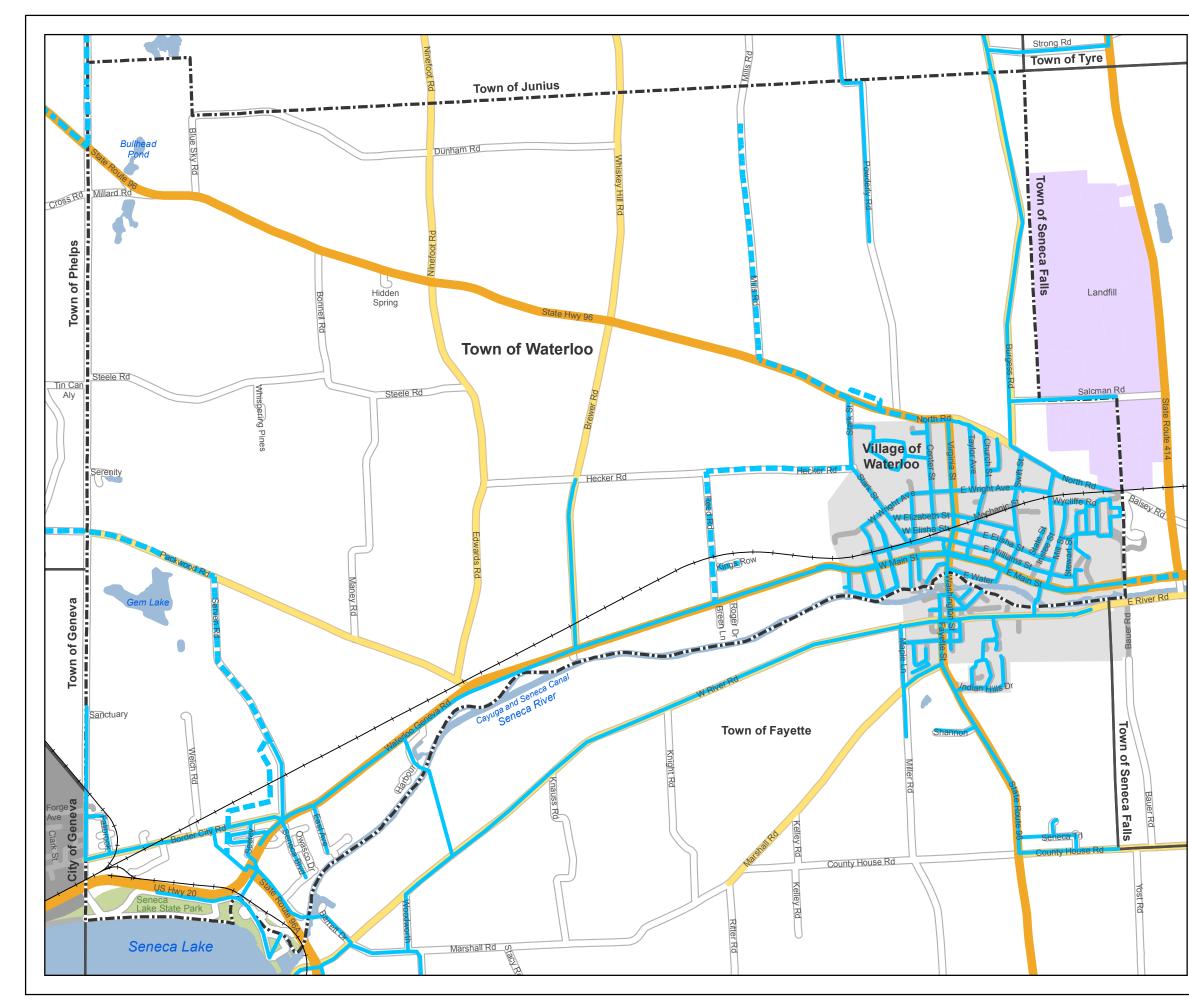
Legend Town of Waterloo Village / City Seneca Meadows Landfill Streets Railroad Land Use Classification Code 2013 Missing Data Missing Data Agricultural Residential - Single Family Residential - Other	TOWN OF WATERLOO	COMPREHENSIVE PLAN	2013 EXISTING REAL PROPERTY LAND USE
Apartments Vacant Commercial	W	N S	►E
 Recreation and Parks Community Services Industrial Utilities and Public Services 	MRB	1" = 3,000'	APRIL 2014
Ounties and Public Services	Drawn By:	Scale:	Date:
		Engineerine. Architecture. Surveyine. PC.	145 Culver Road, Suite 160, Rochester, New York 14620 585-381-9250 FAX 585-381-1008 2750 Westinghouse Road Suite 1, Horseheads, New York 14845 607-796-9340 FAX 607-796-6600 www.mrbgroup.com
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	PRO	JECT	NO.
Source: Seneca County Real Property Department	230)7.14(002

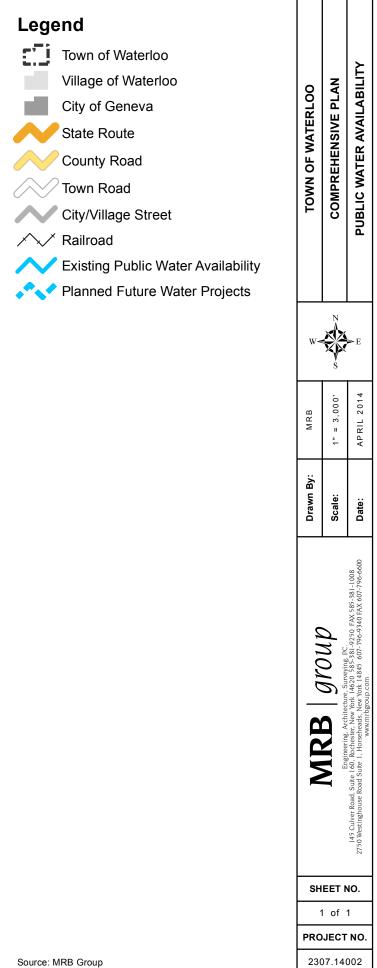


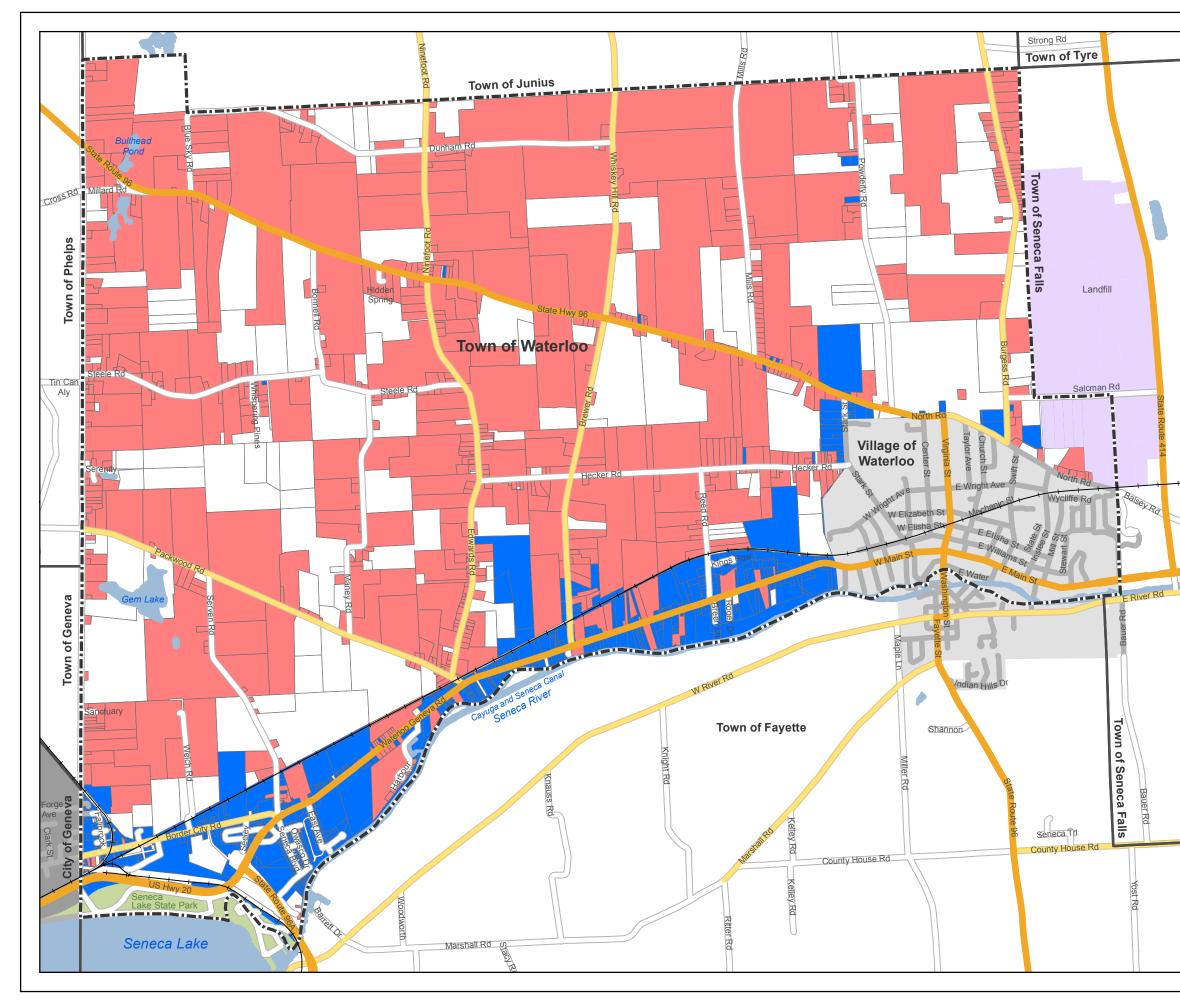
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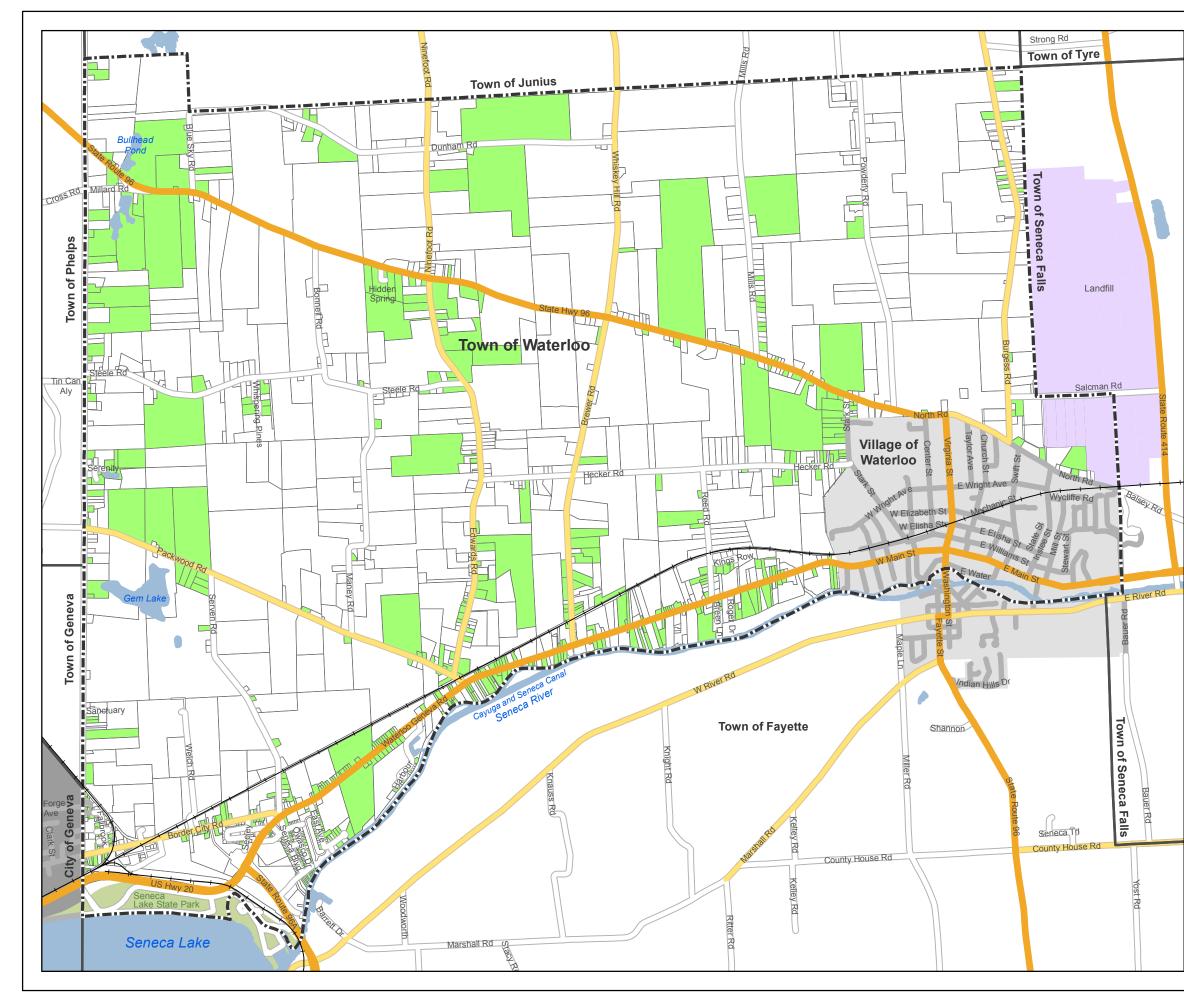




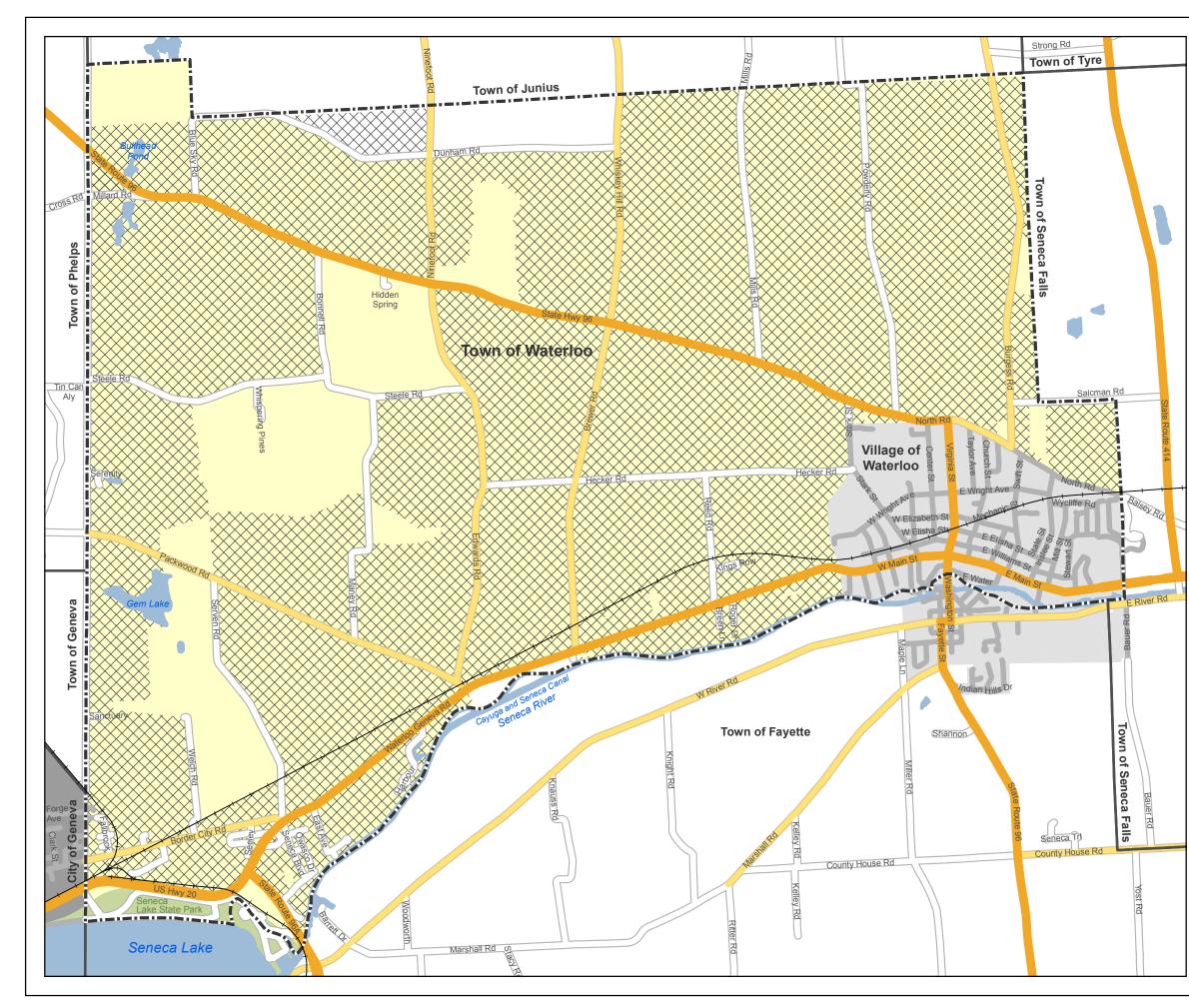




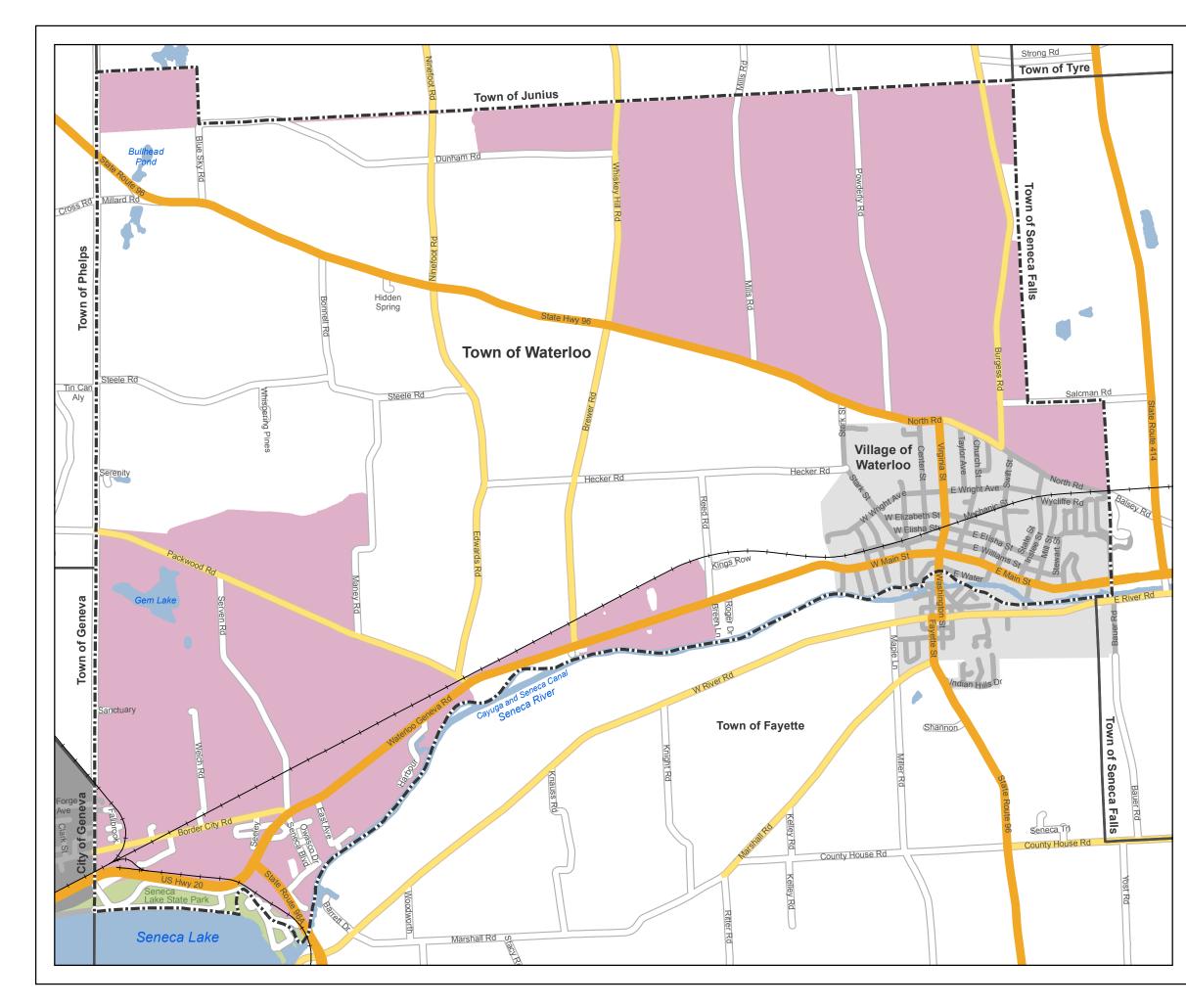
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Parcel Based Sewer Use			
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Source: National Broadband Map	230)7.14(002



Legend



Town of Waterloo Village of Waterloo City of Geneva State Route County Road

⁷ Town Road

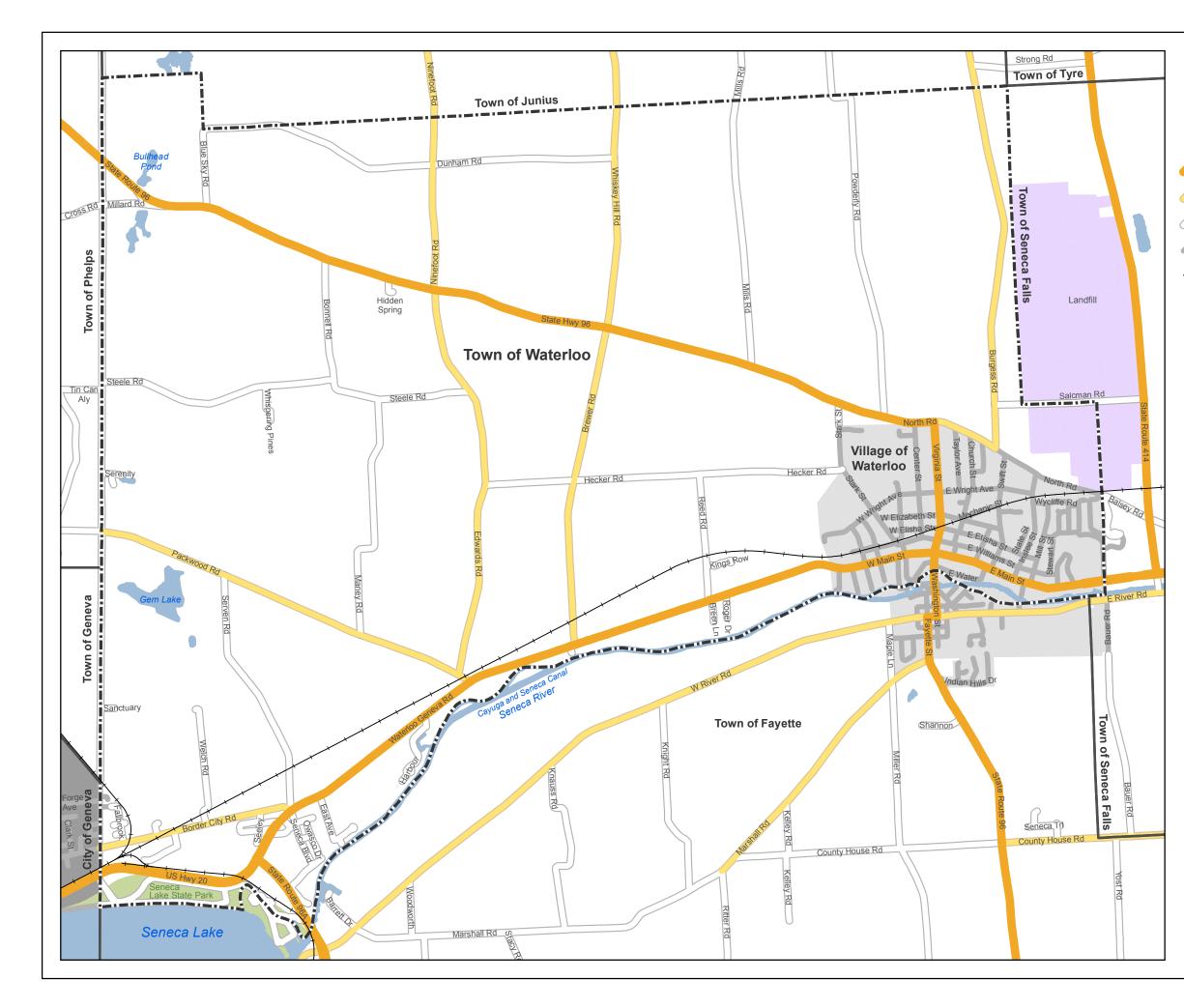
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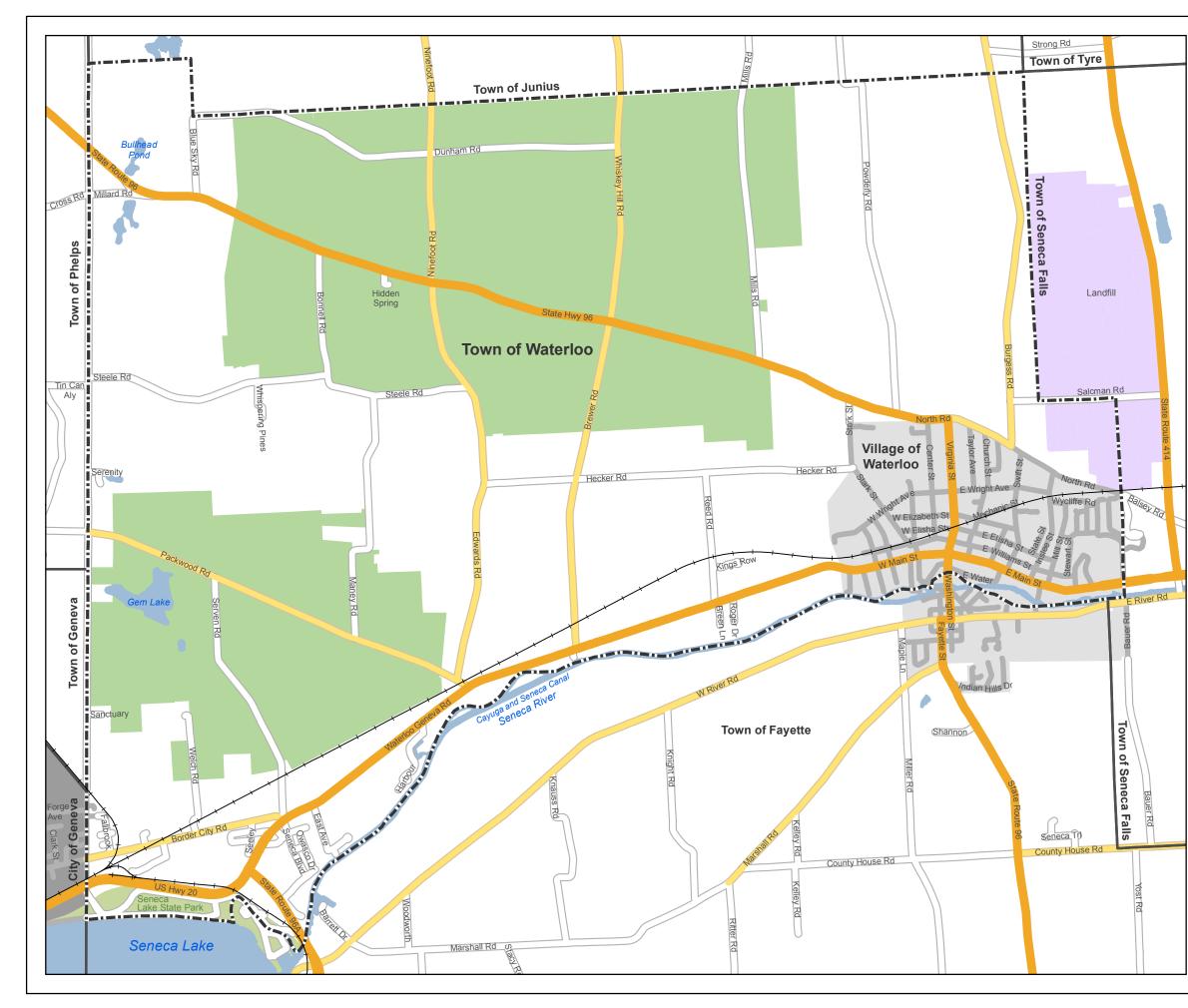
Source: National Broadband Map



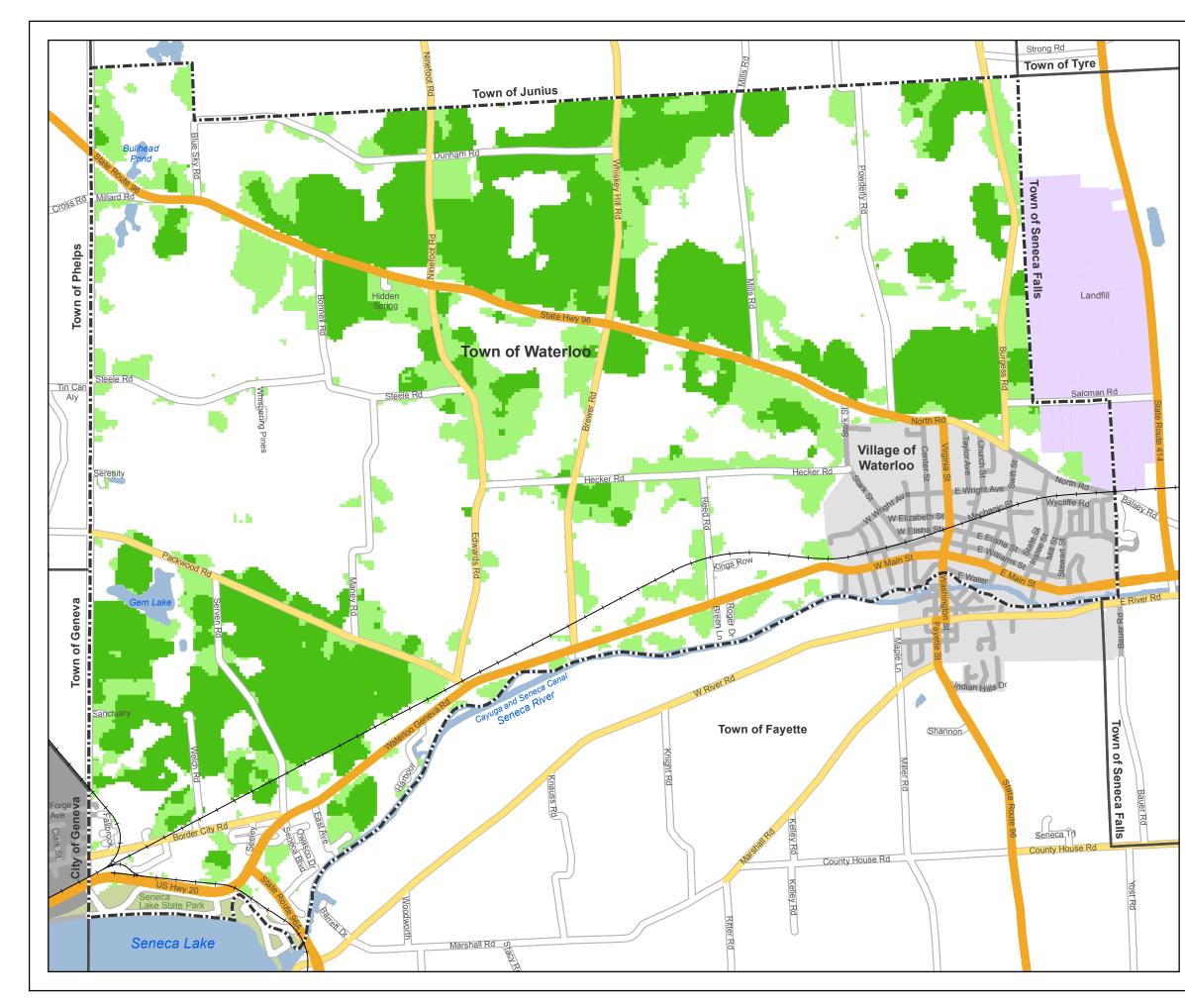
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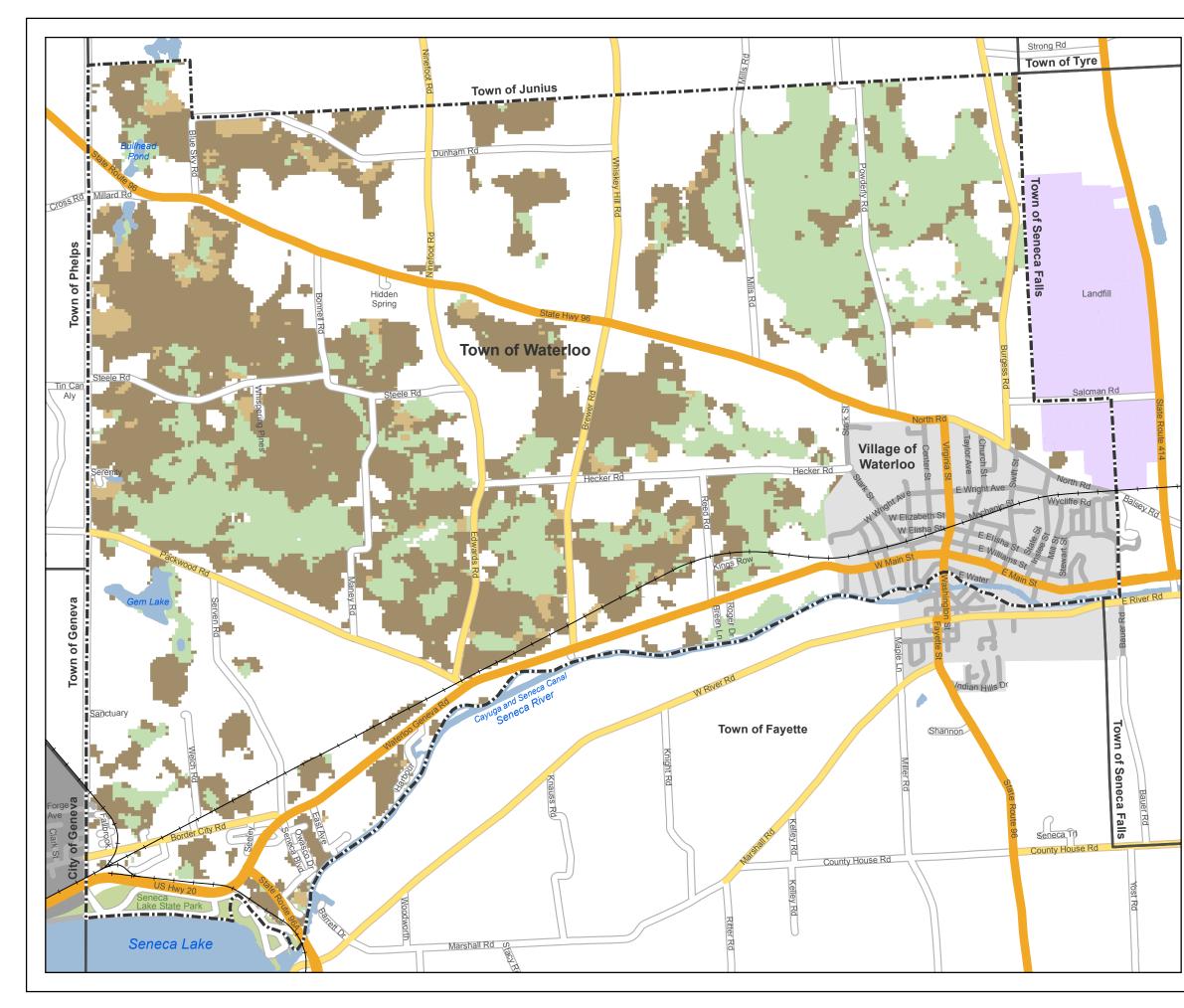
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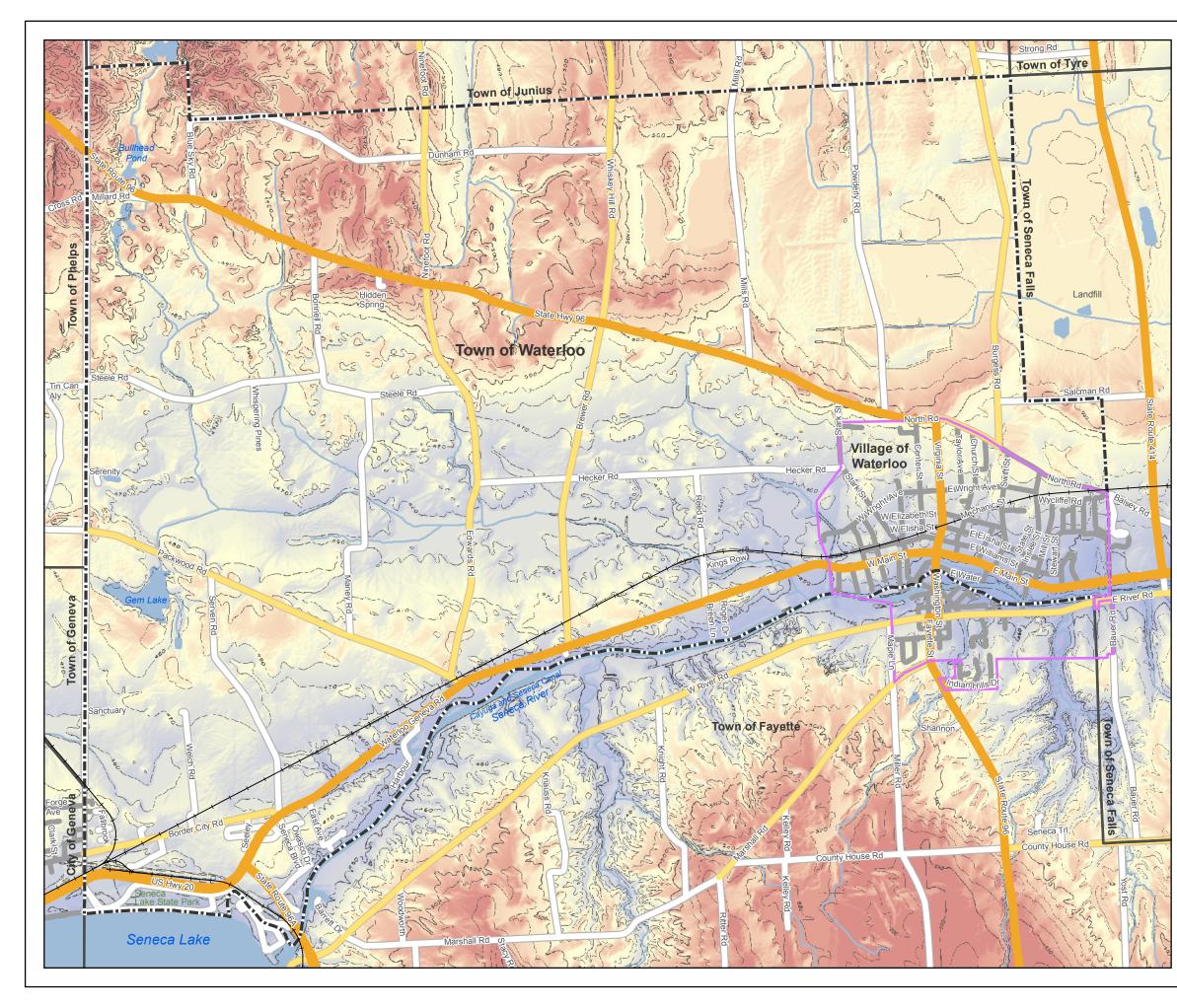
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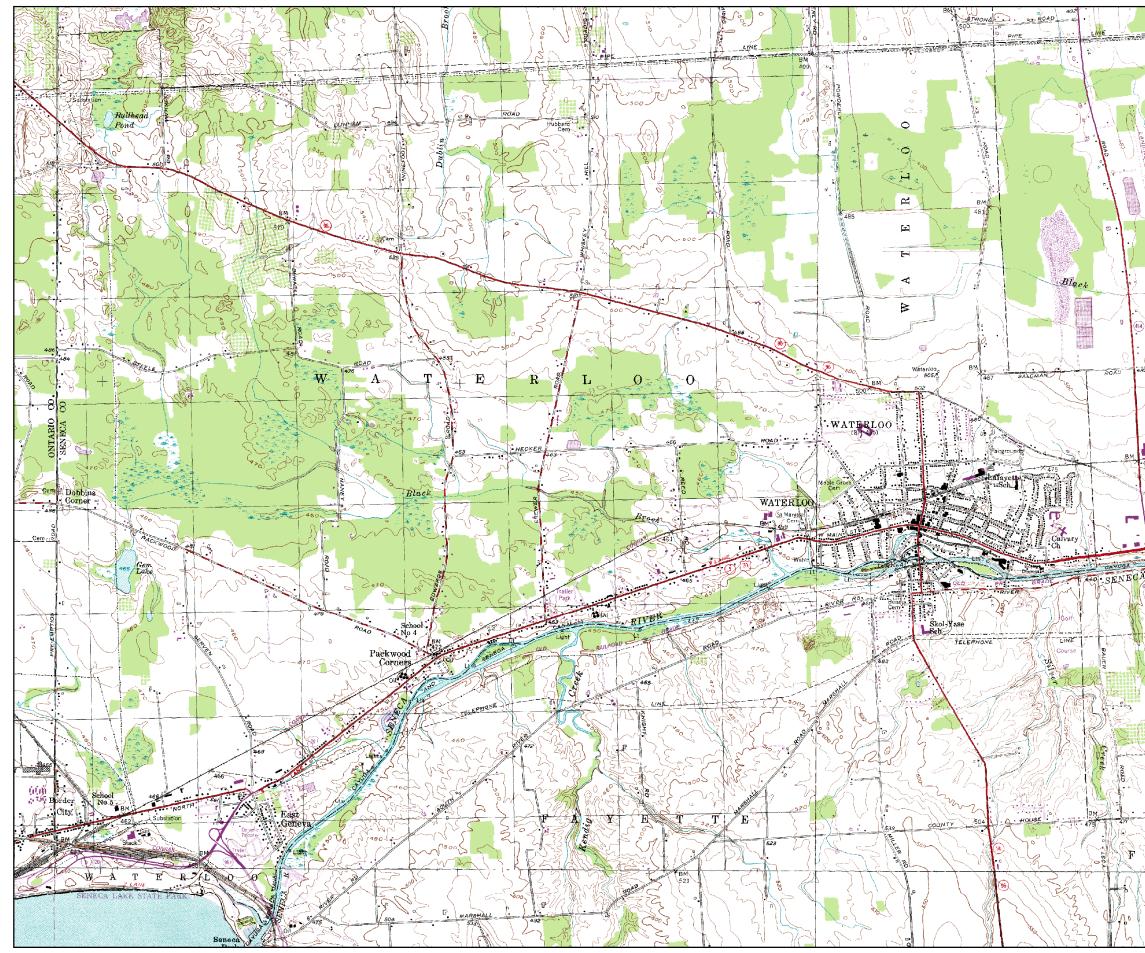
Legend Town of Waterloo Village of Waterloo City of Geneva State Route County Road Town Road City/Village Street Railroad Approx 2013 Active Ag Production Approx 2013 Idle / Fallow / Pasture	TOWN OF WATERLOO	COMPREHENSIVE PLAN	USDA 2013 APPROX. AGRICULTURE PRODUCTION
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Source: USDA 2013 Land Cover	230	07.14	002



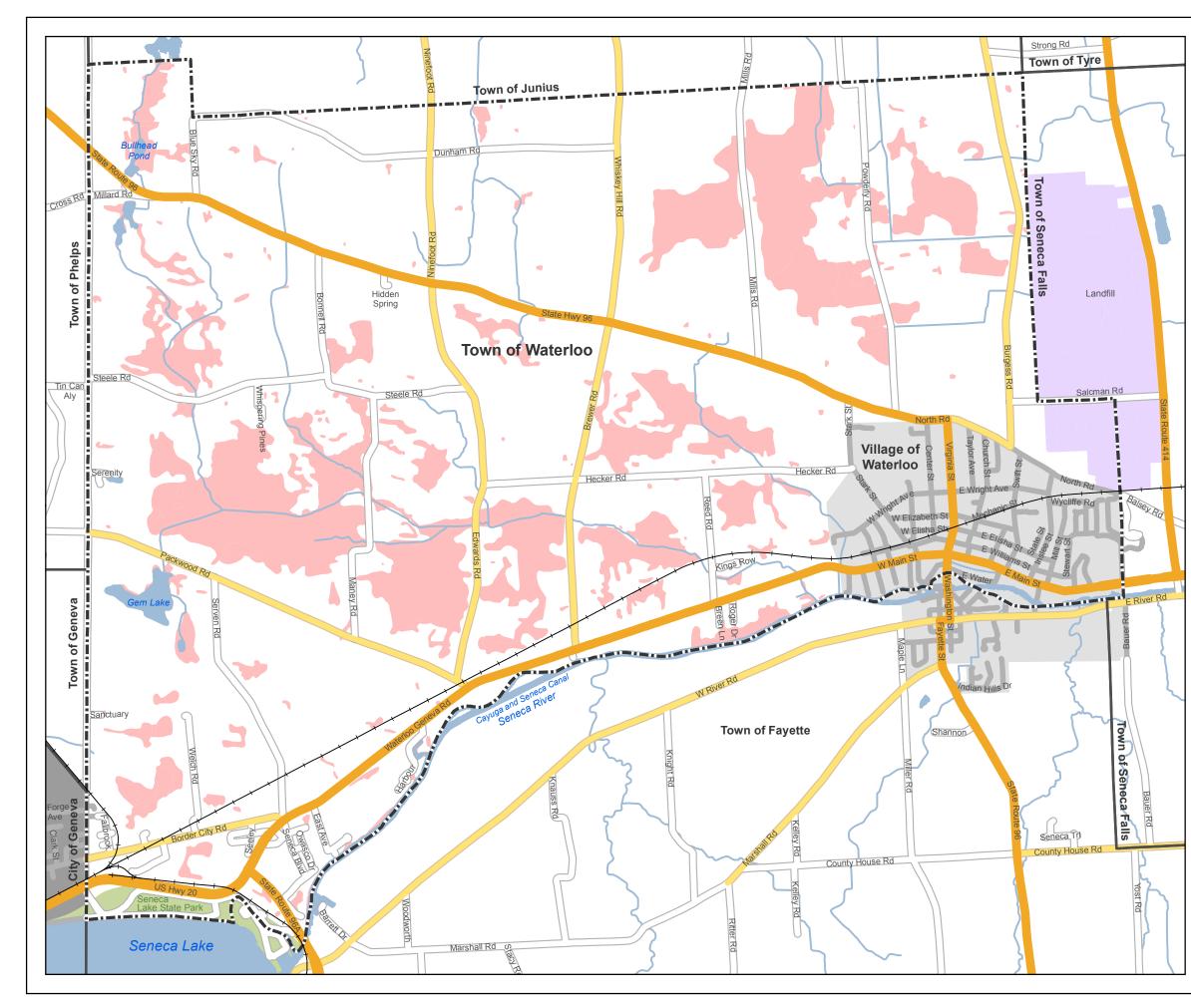
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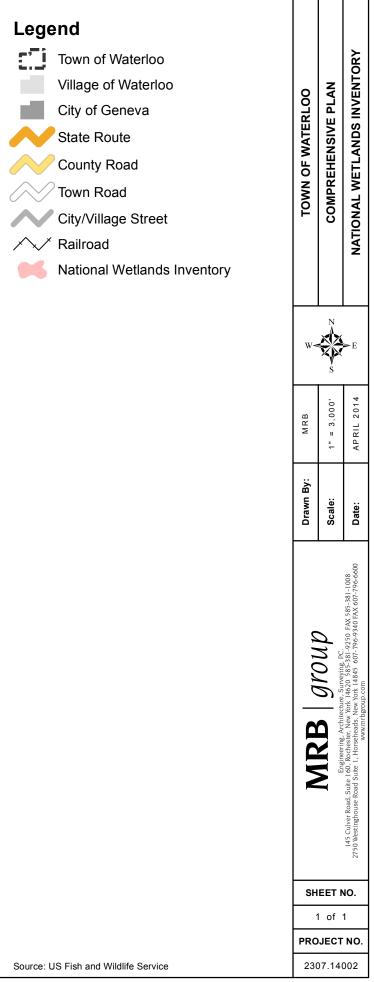


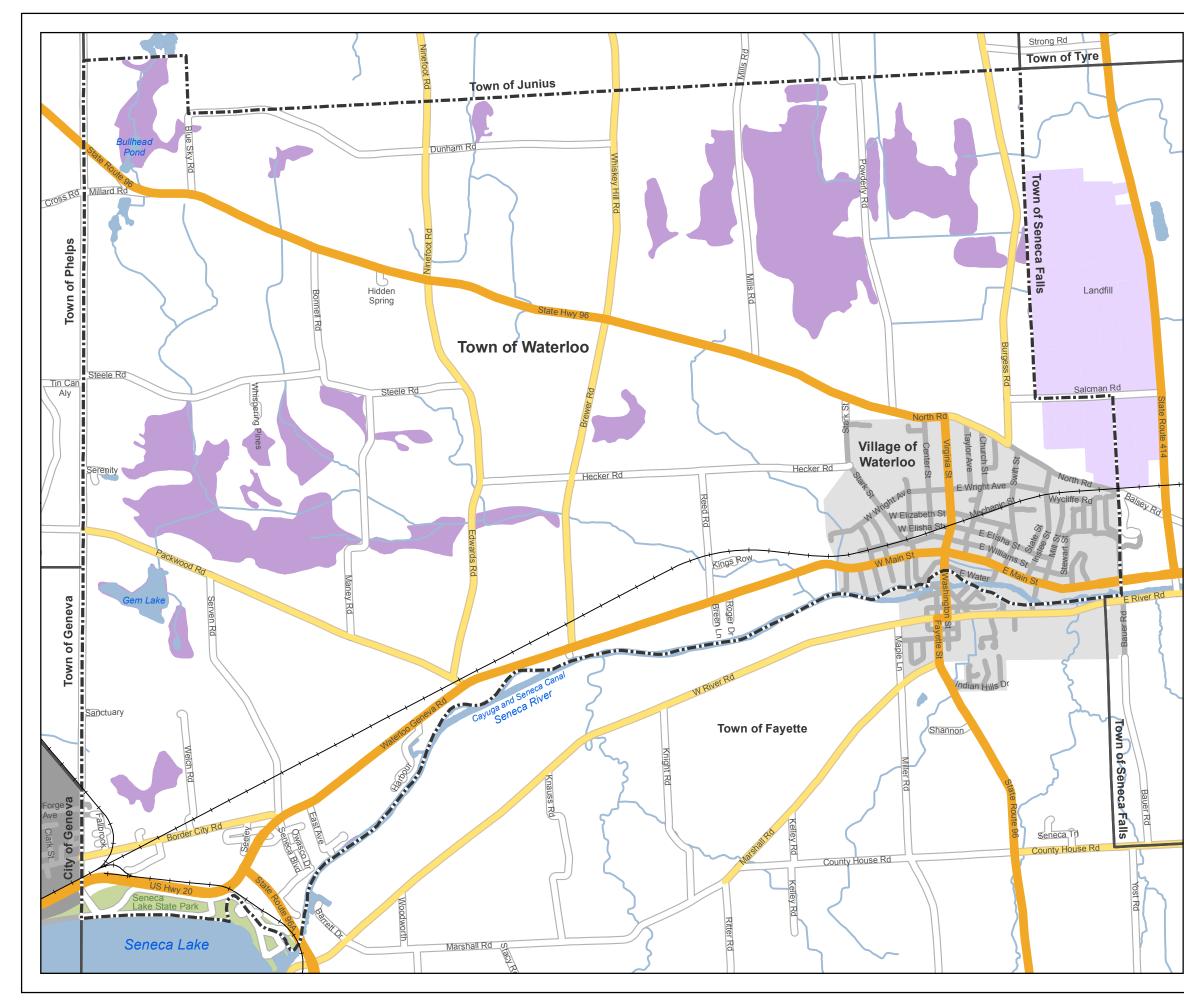
Elevation: 415 Ft Image: State of the state	Legend Town of Waterloo Village of Waterloo State Route County Road Town Road City/Village Street Railroad Elevation: 675 Ft	TOWN OF WATERLOO	COMPREHENSIVE PLAN	USGS ELEVATIONS
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