

**Downtown Revitalization Initiative (DRI)**

# **Village of Waterloo Local Planning Committee Meeting #1**



**Department  
of State**

**Downtown  
Revitalization  
Initiative**

# Agenda

1. Welcome & Introductions
2. Code of Conduct Refresher
3. DRI Program Overview
4. DRI Planning Process
5. Your Role as the LPC
6. Public Engagement
7. Waterloo's DRI Application
8. What's Next?
9. Visioning Exercise

***Thank you for serving  
on the Local Planning  
Committee for your  
community!***

# **Welcome + Introductions**

# **Code of Conduct Refresher**

# What is the DRI Code of Conduct?

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- Guidelines, standards and procedures for Local Planning Committee (LPC) members to follow throughout the planning process
- All LPC members are required to serve and act in the public interest.
- LPC members will receive and **must** sign the *Code of Conduct for Members of New York State Downtown Revitalization Initiative and NY Forward Local Planning Committees (Code of Conduct)*.

# Remember...

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- Members should use the Code of Conduct to guide service and actions while on the Local Planning Committee:

**D.**

**Disclose conflicts  
of interest**

**A.**

**Act in the public  
interest**

**D.**

**Disqualify as  
necessary**

# Documenting Conflict(s)

- Members must identify if they have a potential conflict at the first meeting in which the matter giving rise to the conflict is discussed.
- When a potential conflict is identified, LPC members must complete and submit a formal Recusal Form.
- LPC members may not vote, or attempt to influence, a discussion or vote on any project(s), where a potential conflict of interest exists.



## Recusal Form

LPC Member Name \_\_\_\_\_ Date \_\_\_\_\_

DRI or NYF Name \_\_\_\_\_

Applicable Project Title(s) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### Reason(s) for Recusal

(Check all that apply.)

- I or a relative or family member have a financial interest in the project. (Describe below.)
- I or a relative or family member have an interest as a board member, owner, officer, employee, or investor in the project sponsor. (Describe below.)
- I or a relative or family member have an interest as a board member, owner, officer, employee, or investor in a potential competitor of the project. (Describe below.)
- Other: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please provide a description of each conflict. (Be complete and specific. Attach additional pages if necessary.)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Member Signature \_\_\_\_\_

# Documenting Conflict(s)

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- The LPC co-chairs will remind members of their obligation to recuse at each meeting of the committee.
- A list of recusals together with the recusal form completed by each recused member will be maintained for each project for the duration of the DRI and NYF planning process.
- The recusal list will be updated at each meeting.



# Voting on Recommended Projects

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- During the DRI process, the LPC will be working with the consultant and state team to evaluate and select a slate of DRI projects to submit to the State.
- Voting will take place via an official LPC ballot to be submitted to the State.
- LPC members must recuse themselves from voting on individual projects where a conflict of interest exists.
- LPC members must follow the determinations made by the Ethics Officer in accordance with the Code of Conduct and other applicable laws.

# Preamble

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- A Preamble will be read by a LPC co-chair at the beginning of every LPC meeting reminding members of their obligation to act in the public interest and recuse if necessary

**Are there any general or clarifying questions we can answer now?**

If you have specific questions regarding your situation or need advice, contact the New York State Department of State Ethics Officer:

Anais Vasquez, Ethics Counsel  
(518) 948-0275  
[Anais.Vasquez@dos.ny.gov](mailto:Anais.Vasquez@dos.ny.gov)



# **DRI Program Overview**

# **Roles and Responsibilities**

# State Agency Team

## Department of State

Sam Aldrich,

[Samantha.Aldrich@dos.ny.gov](mailto:Samantha.Aldrich@dos.ny.gov)

## Empire State Development

Greg Parker,

[Gregory.Parker@esd.ny.gov](mailto:Gregory.Parker@esd.ny.gov)

## NYS Homes and Community Renewal

Tirzah Peters,

[Tirzah.Peters@hcr.ny.gov](mailto:Tirzah.Peters@hcr.ny.gov)

- Provide guidance and support for the DRI planning process
- Manage and assist the consultant team
- Participate in preparation and review of DRI documents
- Engage other State agencies, when needed

# Consultant Team

## **Lead:** Urban Strategies Inc.

(Program facilitation, urban planning & design, public engagement)

Mark Reid

James DiPaolo

Ahmed Abdul Aziz

## **Sub-Consultant Team**

4-Ward Planning (Market Analysis)

TWMLA (Landscape, Civil, Transportation, Environmental)

Bero (Architecture)

Trophy Point (Cost Consultant)

- Lead all public engagement
- Prepare program documents
- Assist LPC with identification, development, and evaluation of potential projects
- Provide the LPC input and feedback on proposed projects
- Conduct research, as necessary

# About Urban Strategies

*Troy, NY Comprehensive Plan*





# About Urban Strategies

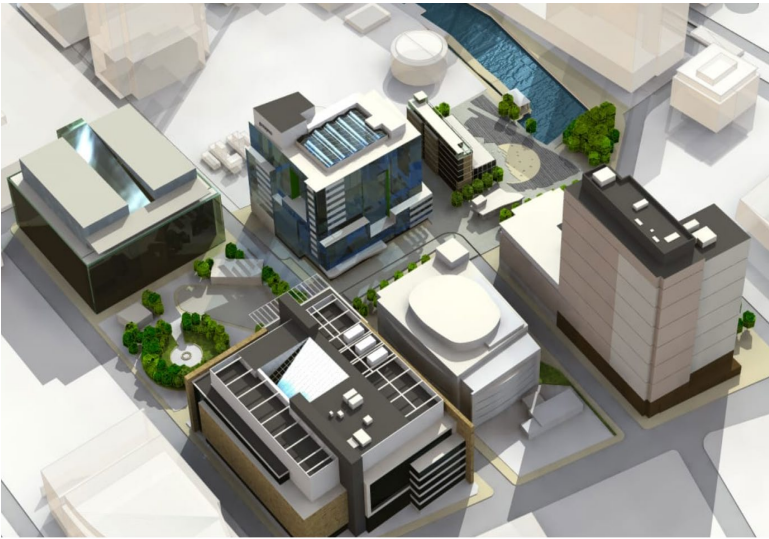


Perry DRI (2023)



OLEAN DRI

# About Urban Strategies



KENDALL SQUARE RESEARCH PARK, CAMBRIDGE, MA



CORNELL UNIVERSITY CAMPUS MASTER PLAN



BUFFALO BROWNFIELD OPPORTUNITY AREA

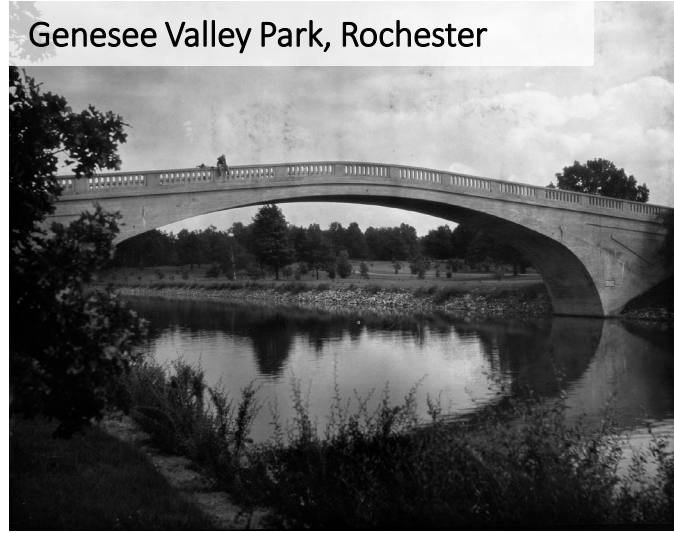
# The broader consulting team

Ithaca Commons



Trowbridge Wolf Michaels (Landscape, Engineering, Environmental)

Genesee Valley Park, Rochester



Bero Architecture (Architecture, Heritage)

City of Rochester DRI



Trophy Point (Construction Cost Estimating)

Village of Perry DRI



4ward Planning (Economic & Market Analysis)

# Local Planning Committee

## LPC Co-chairs

**Walter Bennett**, Mayor of Waterloo

**Julia Hoyle**, REDC Member

## Members

**Lee Boise**, Waterloo Rotary Club

**Melissa Button**, Coldwell Banker Realty

**Katherine Chase**, Waterloo Library & Historical Society

**Sarah Davis**, Seneca County Industrial Development Agency

**Wendy DiSanto**, Waterloo School Board

**Salvatore Franzone**, Ciccinos

**Jillian Henry**, Seneca County Planning & Community Development

**Alexis Hobart**, Community Bank, N.A.

**Thomas Murray**, Muranda Cheese Company

**Dale Pemberton**, Finger Lakes Art Council

**Jeffery Shipley**, Seneca County Chamber of Commerce

**Howard Strader**, Resident

- Participate in LPC meetings
- Provide input on planning efforts
- Provide feedback to consultant team and State
- Review documents
- Assist with community engagement and outreach

# Targeting a standing day and time for regular LPC meetings

We propose holding LPC meetings generally on the **second Wednesday of each month, from 6-8pm**. At each LPC meeting, we will confirm the following meeting. Meeting dates could potentially need to change based on workflow and the LPC's availability.

LPC Meeting	Date
LPC #1	Wednesday, May 8 (today)
LPC #2	Wednesday, June 12
LPC #3	Wednesday, July 31
LPC #4	Wednesday, September 11
LPC #5	Wednesday, October 9
LPC #6*	Wednesday, October 30

\*If needed

**Do these dates work?**

# Program Goals and Timeline

# What is the DRI?

- \$10 Million awarded to one community in each REDC region
- State-wide investment to reinvigorate local and regional economies by revitalizing downtowns
- Program recognizes the unique qualities and sizes of various communities throughout the State



# DRI Program Goals



**Enhance downtown living  
and quality of life**



**Provide enhanced public  
spaces that serve those of  
all ages and abilities**



**Create an  
active downtown with  
a mix of uses**



**Create diverse  
housing options for  
all income levels**



**Encourage the reduction  
of greenhouse gas  
emissions**



**Provide diverse  
employment opportunities  
for a variety of skill sets  
and salary levels**



**Grow the local property  
tax base**



# DRI Program from Start to Finish



## APPLY

**September 2023 –  
March 2024**

- Communities prepared and submitted applications to REDCs
- REDCs nominated communities
- State announced winners



## PLAN

**April – December 2024**

- **Local Planning Committees are established**
- **Community vision and goals are refined**
- **Projects are identified and refined**
- **LPC recommends projects to State**

***YOUR FOCUS IS HERE!***



## IMPLEMENT

**2025 - 2030**

- Final plans are submitted to the State
- Projects are selected and awarded

# Successful Projects in Our Region



City of Geneva – Round 1



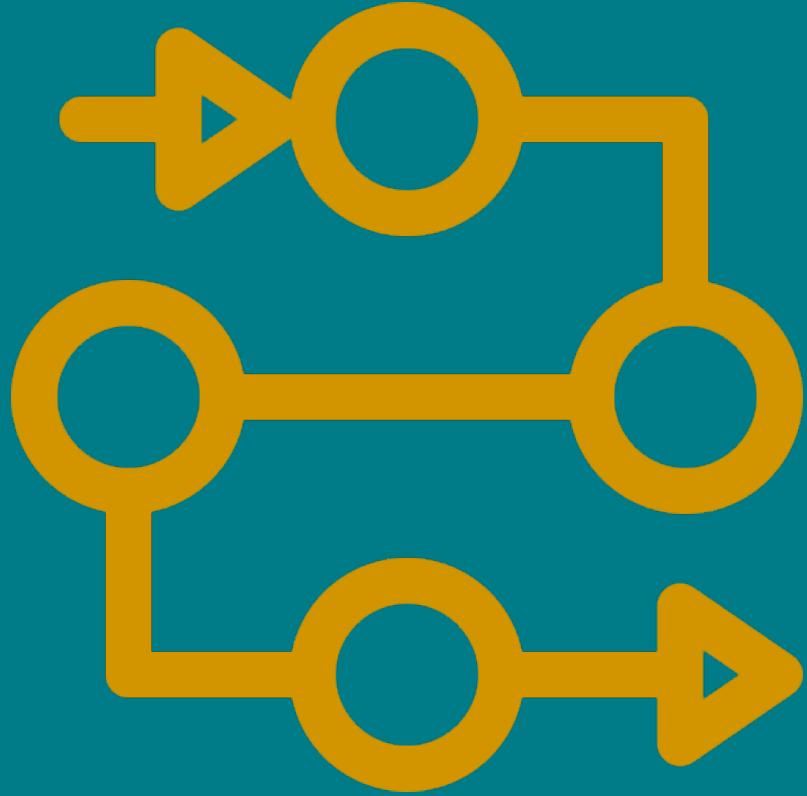
Town of Seneca Falls – Round 4



City of Batavia – Round 2



City of Geneva – Round 1



# DRI Planning Process

# Planning Process



## Visioning

Refine the community's future vision, establish priorities and gather input



## Opportunities + Challenges

Understand the community's unique characteristics and key opportunities



## Project Development + Evaluation

Identify, develop, and evaluate potential projects



## Project Recommendations

Recommend projects that align with the community's goals

## 8-9 Month Timeframe (April – December 2024)

- Each community is led by a consultant team to guide the planning process, develop projects to recommend to the State, and document in a Strategic Investment Plan
- This process helps ensure all voices are heard and projects are carefully considered.

# What are the eligible project types?



## **Public Improvement Projects**

Streetscape and transportation improvements, recreational trails, new and upgraded parks, plazas, public art, green infrastructure, and other public realm projects.



## **New Development and/or Rehabilitation of Existing Downtown Buildings**

Development and redevelopment of real property for mixed-use, commercial, residential, not for profit, or public uses. Development / redevelopment should result in employment opportunities, housing choices or other community services.



## **Small Project Grant Fund**

A locally managed matching small project fund (up to \$600,000) for small downtown projects, such as façade improvements, building renovations, business assistance, or public art.



## **Branding and Marketing**

Downtown branding and marketing projects that target residents, tourists, investors, developers and visitors.

# Ineligible Project Types/Activities

- **Planning Activities.** All DRI funds must be used to implement projects.
- **Operations and Maintenance.** Funds cannot be used for on-going or routine expenses, such as staff salaries and wages, rent, utilities, and property up-keep.
- **Pre-award Costs.** Reimbursement for costs incurred before the completion of the Strategic Investment Plan and the announcement of funding awards is not permitted.
- **Property Acquisition.** DRI funds cannot be used for property acquisition.
- **Training and Other Program Expenses.** DRI funds cannot be used to cover continuous costs, such as training costs and expenses related to existing programs.
- **Expenses related to Existing Programs.** DRI funds cannot supplement existing programs or replace existing resources.

# Project Match Requirements

- **All Projects.** Project minimum of \$75,000 total.
- **Privately-Sponsored Projects.** Minimum match of 25% of total project cost.
- **Public or Non-Profit-Sponsored Projects.** No minimum match requirements.

**The LPC has discretion to increase match goals, as appropriate. For example, the LPC may decide to increase the match goal for privately-sponsored projects to 40%, if desired.**

# How are projects identified?



**Projects included in the  
community DRI application**



**Projects solicited through  
the Open Call for Projects**

**The LPC will evaluate all projects based on the DRI Program criteria and community goals. Not all solicited projects will be included in the final Strategic Investment Plan.**



# Open Call for Projects

- The Open Call for Projects provides an opportunity for community members, property owners, and business owners to submit projects for consideration
- Submission period will be open to the public for 4 weeks
- Applicants must complete a submission form with required information (available online or in hard copy at accessible locations)

**We are looking for projects that are ready to be implemented in the near-term, are transformational, and are feasible!**

# How are projects evaluated?

- **Alignment with Local and State Goals.** Projects must advance the goals established by the LPC and the State for Waterloo.
- **Catalytic Effect.** Projects must have a significant positive impact on the revitalization of downtown Waterloo.
- **Project Readiness.** Projects should be well-developed and ready to proceed as soon as possible upon the award of funding.
- **Eligible Project.** Projects must be one of the eligible project types.
- **Cost Effectiveness.** Projects must represent an effective and efficient use of public resources.
- **Co-Benefits.** Projects must result in benefits to the community, beyond just the project developer, such as: additional economic activity and improved quality of life.

# Project Evaluation Worksheet Examples

Yes	No	maybe	COMMUNITY SUPPORT
			The project is supported by the community and in line with its DRI vision.
Yes	No	maybe	PROJECT READINESS
			The project is well developed and poised to proceed in the near term in a way that will jumpstart the redevelopment of the neighborhood. The sponsor has the capacity to implement and maintain the project.
Yes	No	maybe	CATALYTIC EFFECT
			The project is likely to have a significant positive impact on the revitalization of the downtown by attracting other public and private investment.
Yes	No	maybe	CO-BENEFITS
			The project will result in secondary benefits to both the community and project developer, beyond the primary goal of the project itself, which will generate additional economic activity, grow the local property tax base, improve quality of life in the neighborhood, and/or result in improved buildings likely to create healthier, more comfortable and productive environments in which to live and work.
Yes	No	maybe	COST EFFECTIVENESS
			There is a demonstrated needs for DRI funds and investment of public DRI funds in the project would represent an effective and efficient use of public resources.

## Catalytic Effect\*

Will this project have a significant positive impact on downtown Medina? Can it spur additional public and private investment?

-Please select- ▼

High

Medium

Low

Unknown

break ground within 2 years?

## Cost Effectiveness\*

Is this project a good use of public funds? Is the budget realistic? Is the NYF request reasonable?

-Please select- ▼

# What is the end goal of the planning process?

- Consensus on a recommended list of projects for implementation
- Submission of a Strategic Investment Plan to the State containing recommended list of projects
- Momentum and direction for downtown revitalization



## VILLAGE OF TANNERSVILLE Strategic Investment Plan

Capital Region Economic Development Council

New York State  
Downtown Revitalization Initiative

August 2022



Downtown  
Revitalization  
Initiative

# Final Slate of Recommended Projects

- Final slate of projects takes into consideration feedback from the public and is finalized by the LPC
- The total amount of requested DRI funds will have a higher dollar amount than what will be awarded

## Funding Requests Received



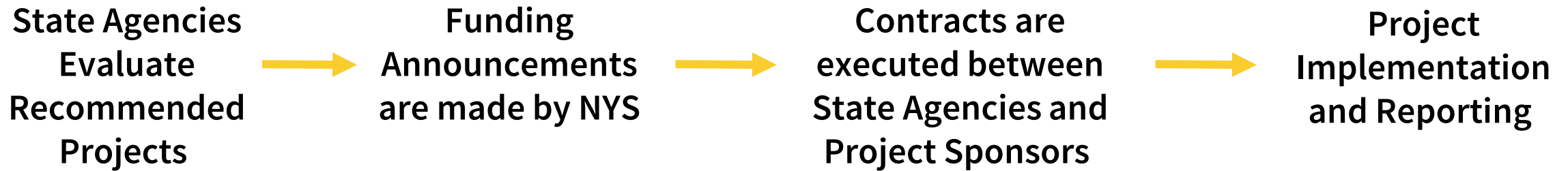
## Target Range



## DRI Award



# What happens after the planning process ends?



- Announcements are typically made in the months following submission of SIPs
- Projects begin implementation as soon as possible

# Project Implementation

- All awards are provided as a reimbursement grant – project sponsors must complete work before monies are provided
- Project sponsors will likely need to secure bridge financing to cover costs while project is being completed
- All awards are subject to State requirements, including MWBE goals, competitive procurement, etc.

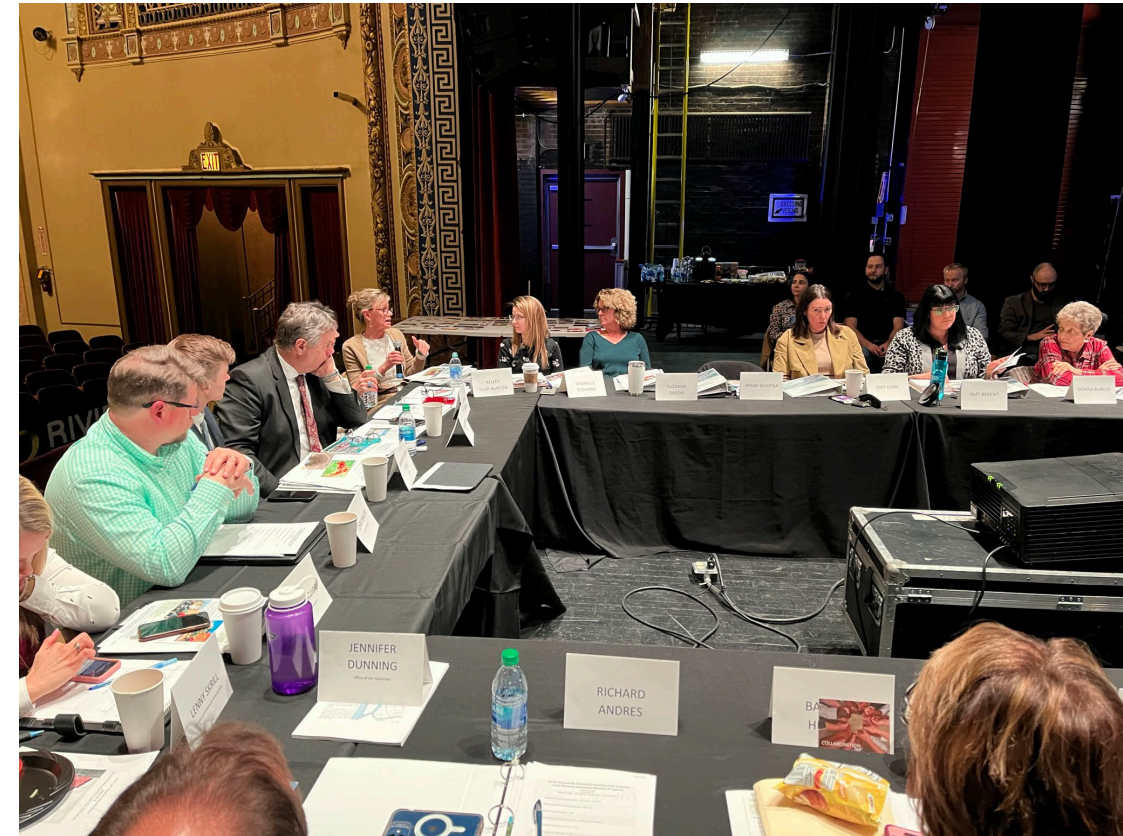


# Your Role as the LPC



# What is the Local Planning Committee?

- Group of diverse community and regional stakeholders nominated by the municipality and others. Confirmed by NYS.
- Ambassadors of the DRI program and their respective communities
- Led by co-chairs – typically the local chief elected official and a REDC member/designee
- Ensure the community vision is met and the public interest is served



# Your ultimate responsibility is to...

- Identify best ways to communicate with and engage the community
- Recommend key stakeholders and groups/organizations we should hear from
- Provide guidance and direction on documents
- Help identify potential projects for funding
- **Offer input on and assist with project evaluation / selection**



*We want you all to be active participants in this process and hear your opinions!*

# What should you expect?

- Generally monthly meetings approximately 1.5 – 2 hours in length
- Regular emails from state representatives and/or consultants with meeting materials
- Assistance with and participation in public engagement sessions
- Provide input on documents prepared by consultants



***We will establish a schedule of meetings at a time that is most convenient for members.***



# Public Engagement

# Public Engagement

- **Critical component of the DRI / NYF planning process!**
- Lead by the consultant team
- Takes place throughout the process and is tailored specifically to each community's needs
- Activities should encourage participation from a broad and diverse population



# How does Public Engagement Help This Process?

- Helps to craft / refine the downtown's vision, goals, and strategies
- Input on project types and community needs
- Feedback on proposed projects and transformative potential in downtown



# Public Engagement Methods

- LPC Meetings
- Open Call for Projects
- Public Workshops (x2)
- Local Outreach Activities
- Online Engagement
  - [www.WaterlooDRI.com](http://www.WaterlooDRI.com)

*Are there important community groups or stakeholders we should reach out to?*

*Do you have any advice on meeting locations, specific activities, notification methods, etc?*

*What local events are taking place through the rest of the year?*

# Tentative Public Workshop #1 / Immersive Engagement

A range of activities are planned for the week of May 26, 2024.

## Sunday, May 26

**Info Booth at the Wheels on Main Street Car Show:** To spread the word about the DRI and promote the upcoming Public Workshop and online survey.

## Tuesday, May 28

**Public Workshop #1:** About DRI, feedback on the emerging vision & goals, input on downtown's opportunities and challenges, with a concurrent online survey.



# Tentative Public Workshop #1 / Immersive Engagement

A range of activities are planned for the week of May 26, 2024.

## Wednesday, May 29

**Stakeholder Meetings:** Conversations with local organizations and community leaders for their insight of downtown Waterloo's strengths, weaknesses, opportunities, and challenges.

**Open Call for Projects Info Session:** To raise awareness of the DRI and Open Call for Projects among potential project sponsors and to answer questions about the application process.

**Open Call for Projects**

# Open Call Information

- Private, non-profit, and public entities are eligible to submit applications
- Intended to ensure all business and property owners are afforded an opportunity to submit a project
- We are looking for projects that are well-defined and ready to be implemented in the short term, these are not “ideas”
- Application forms will be available in-person and online

# Submission Form Components

- Project Sponsor Contact Information
- Project Location
- Existing Conditions
- Project Title and Description
- Property Ownership
- Funding Estimate
- Capacity
- Project Readiness and Timeframe for Implementation
- Supplemental Information

# **Waterloo's DRI Application**

# Waterloo's DRI Boundary



# Vision Statement

“

The Village of Waterloo will capitalize on its **ideal location** as a primary gateway to the Finger Lakes region along the **Cayuga-Seneca Canal** and the Route 5, 20 & 96 corridors, to propel the catalytic revitalization of its **historic and walkable Downtown** into a vital, vibrant urban center that attracts **residents, businesses, and visitors** by leveraging robust public-private partnerships and a passionate and productive **spirit of collaboration**.

”

# Overview of Proposed Projects







**What's Next?**

# Next Steps

- Review the DRI Guidance Document
- Review Waterloo's DRI application
- Review, sign and return the Code of Conduct

# Public Engagement

- Schedule Public Workshop #1 in mid to late May
- LPC Meeting #2 – June 12th

**Program resources can be found  
at:**

**[https://www.ny.gov/programs/  
downtown-revitalization-  
initiative](https://www.ny.gov/programs/downtown-revitalization-initiative)**

# Visioning Session

# Vision Statement (DRI Application)

“

The Village of Waterloo will capitalize on its **ideal location** as a primary gateway to the Finger Lakes region along the **Cayuga-Seneca Canal** and the Route 5, 20 & 96 corridors, to propel the catalytic revitalization of its **historic and walkable Downtown** into a vital, vibrant urban center that attracts **residents, businesses, and visitors** by leveraging robust public-private partnerships and a passionate and productive **spirit of collaboration**.

”

# Vision Statement (Comprehensive Plan)

“

The Village of Waterloo, established in 1815, is a **unique, beautiful, and safe community** that is **deeply connected to its past**, while moving confidently into its future. We are situated along the **Cayuga-Seneca Canal**, and located within an hour of Syracuse, Rochester, and Ithaca. We boast high quality water resources, well-maintained infrastructure, and access to many major traffic networks including the New York State Thruway.

The Village proudly recognizes its legacy as both the **Birthplace of Memorial Day** and where the first events of the **Women’s Rights Movement** took place. **Waterloo is rich in religious, recreational, cultural, historic, and natural resources, which support a strong economic foundation**. Our diverse accommodations, parks, shops, and restaurants provide **a central hub for visitors** exploring the Finger Lakes Area.

Guests to Waterloo are invited to experience our **historically preserved downtown that is home to many small businesses and residents** that support the growth of downtown. We provide **high quality educational opportunities and facilities**. Village residents enjoy a **“Small Town USA” quality of life** that fosters pride, supports the technology of the future, welcomes newcomers, and encourages families to remain for generations.

”

# On your first giant post-it note...

In three words or less, what is the biggest challenge facing downtown Waterloo today?

Post it to the wall.

# On your second giant post-it note...

In three words or less, what type of project do you think is most needed in downtown Waterloo?

Post it to the wall.

# On your third giant post-it note...

In three words or less, what outcome of the Waterloo DRI would you be most proud to see?

Post it to the wall.



# Public Comment

# Public Comment

Please be respectful and follow these guidelines:

- State your name and affiliation (as applicable)
- Please limit comments to 3 minutes

The project team will be available to respond to questions more in-depth at the first public workshop (TBD).

**Program resources can be found  
at:**

**[www.WaterlooDRI.com](http://www.WaterlooDRI.com)**

**[www.ny.gov/program/downto-wn-revitalization-initiative](http://www.ny.gov/program/downto-wn-revitalization-initiative)**