

TOWN OF SENECA FALLS

2018 Strategic Plan for Economic Development

- DRAFT -



INTRODUCTION

The Town of Seneca Falls, New York has completed a new strategic plan for economic development, which updates the information, goals, objectives, and strategy recommendations from the 2006 Comprehensive Plan and subsequent 2007 Economic Development Plan.

With the prior plan's initiatives and outlined goals being ten years old, and with considerable changes to the surrounding business climate, available technology, and regional trends, now is an important time to reconsider the future economic direction for the Town of Seneca Falls.

The Seneca Falls Development Corp (SFDC), the Town of Seneca Falls, and a series of community workshops comprised of business owners, residents, and community leaders helped to establish this economic development plan in close coordination with the anticipated Comprehensive Plan update.

Accordingly, key elements of this economic development plan were to:

- Update and enhance the data-driven profile of economic activity for Seneca Falls;
- Identify and assess the town's assets, strengths and challenges for economic development opportunities, including an understanding of broader regional, state, and national trends;
- Obtain input from a range of perspectives, including development experts, regional organizations, business leaders, government officials, and the general public;
- Analyze priority development areas, potential programs, and improvement initiatives in Seneca Falls, aligned with industry-led economic opportunities;
- Detail specific strategies to achieve outlined economic development goals, including opportunities for public-private partnerships, collaboration, and engagement;
- Complete a clearly written, action-oriented economic development plan that can be integrated into the Town's anticipated Comprehensive Plan update;
- Draft an updated economic development plan that conforms to the goals, strategies, and recommendations outlined in the still-viable 2006 Comprehensive Development Plan.

The information and recommendations presented in this plan are generated and supported by a combination of the 2006 Comprehensive Development Plan, the 2007 Economic Development Plan, the updated 2017 Findings Report, the 2016 Parking & Walkability Study, interviews with community residents and business owners, public roundtable workshops, and Regional Council publications.

This updated economic development plan retains the same organizational structure as the 2007 Plan and breaks down the revitalization plan into 11 defined areas:

Section One: Establish Structure for Ongoing Economic Development

Section Two: Build Regional Partnerships

Section Three: Establish a Brand for Seneca Falls

Section Four: Help Existing Businesses Grow and Remain in Seneca Falls

Section Five: Attract and Support New Businesses

Section Six: Improve Tourism Marketing and Visitor Attraction

Section Seven: Improve Quality of Place

Section Eight: Improve Land Use and Regulatory Control

Section Nine: Implement Marketing & Program Initiatives for Commercial Revitalization

Section Ten: Focus on Specific Areas for Commercial Revitalization or Development

Section Eleven: Improve Housing Stock

Vision Concept for Economic Development

Current thinking in economic development is that success revolves around clusters of activity and requires attracting and cultivating human creativity and talent. In order to apply these concepts to Seneca Falls, it requires the community to adopt a slightly new way of thinking about its future.

The Economic Development Committee took this concept to heart and decided it was important to establish a clear and distinct economic development vision. This provides a specific theme to help guide development efforts and can be used as the basis for marketing and branding activities the community undertakes in the future to attract visitors, businesses, investment, and residents.

This revamped approach creates a foundation that strengthens the traditional economic development initiatives included in this Plan by attracting creative people, businesses, investors and visitors to the community that will generate the revenue and investment needed to accomplish the community's long-term goals for growth, stability and a more diversified economy.

The Importance of Community Support in Economic Development

Like many towns, change does not come easily to Seneca Falls according to multiple stakeholders. Apparent throughout the research phase, there are lingering feelings that it can be hard to convince long-time residents to adopt new, progressive ideas and changes that might be more tailored to serve younger and future generations.

It's important to remember that proper economic development starts with a strong foundation, and much of that foundation will be rooted in the community itself. Without wide-ranging support, economic development efforts can collapse from their own weight. The goal of this updated Economic Development Plan is to establish a stronger core for Seneca Falls and be poised to draw businesses, innovation, and entrepreneurs into our Town.

By streamlining municipal processes, lowering the barrier of entry, and supporting our existing businesses with tangible assistance, we can better set the stage for growth. In addition, rather than have Seneca Falls remain a footnote in the regional landscape, the goal of this Plan is to become more visible, more vocal, and more viable to the Finger Lakes Regional Economic Development Council through a forward-thinking approach to economic development.

Revitalizing Seneca Falls isn't just a Town Council effort. It isn't just an LDC effort. It's a community-wide effort. The entire Town...businesses, residents, and government alike...must all come together to embrace the Plan and help support its execution.

References

Appended to the end of this Economic Development Plan are a series of documents that were instrumental in delivering the update. Please find attached:

Appendix 1: 2018 Seneca Falls Economic Development Plan Action Matrix

Appendix 2: 2017 Seneca Falls Findings Report

Appendix 3: 2006 Town and Village of Seneca Falls Comprehensive Plan

Appendix 4: 2007 Seneca Falls Economic Development Plan Action Matrix

Appendix 5: 2016 Parking & Walkability Study

SECTION ONE

Establish Structure for Ongoing Economic Development

1.0 Establish Structure for Ongoing Economic Development

This updated plan is intended to serve as a guide for economic development in Seneca Falls over the next ten years. That said, there are some things that Seneca Falls can start doing and implementing now that will help ensure that the economic development strategies outlined herein have an effective and useful life for the town.

1.1 Support the Local Development Corporation (LDC)

As per the 2007 Economic Development Plan, an LDC was formed as an arm of the Town of Seneca Falls. The Seneca Falls Development Corporation (SFDC) can assist with the implementation of the economic development plan and target areas for development, including:

- Business attraction, business retention, and site selection assistance;
- Working with area businesses to determine and remedy marketing or publicity shortfalls;
- Creating sustainable employment opportunities for Town residents;
- Facilitating partnerships with supporting organizations from across the State;
- Revitalizing downtown and other commercial areas;
- Stimulating tourism growth;
- Implementing marketing and promotional efforts for the Town of Seneca Falls

The SFDC is funded by the Town of Seneca Falls and the allocation of sufficient resources needed to maintain or even expand operations should be continued. While the original plan called for an economic development staff, the SFDC currently retains its Director on a part-time basis. Additional Town involvement, volunteers, or resources should be explored to more efficiently and effectively pursue, implement, and manage the tasks outlined in the economic development plan.

1.2 Performance Measurement for Economic Developer

The LDC Board should set up a clear reporting structure for the LDC Director and institute a performance measurement system that includes an annual work plan with specific goals and appropriate metrics to measure progress in meeting those goals. The goals and timeframes established in this Plan will serve as a guide for the LDC Director's annual work plan and will allow local officials to measure his/her performance.

1.3 Secure Funding for the Local Development Corporation

The LDC will need adequate funding to carry out the goals established in this Plan. The LDC Board, Grants Consultant and Town Board should work together to identify appropriate funding sources for the LDC, including Community Development Block Grant funds, other grants and general funding from the FLREDC or available New York State opportunities.

1.4 Dialogue with Key Constituencies

An important component of establishing a structure for improved economic development is reaching out to key constituencies within Seneca Falls to assess needs, build a consensus, and gather support for various initiatives.

This will entail convening semi-regular meetings with the Seneca Falls Business Association, local organizations, community groups, the Seneca Falls Community Center, local media outlets, local business leaders, and occasional public workshops to share information, discuss concerns and brainstorm mutually agreeable solutions. Meetings in person or through interactive workshops and social media groups can be implemented.

1.5 Educate our Community about our Vision and Plan

In order for this Plan to be successful, we must build broad-based support in our community for the vision and initiatives developed through this planning process. The LDC should publish quarterly press release updates to the local media and also make its Director and Board Chair available to televised, radio, and podcast media outlets.

1.6 Form Volunteer Groups to Help with Economic Development

Seneca Falls is fortunate to have a tremendous amount of talent and energy in our community. We should provide local residents interested in helping to achieve the goals of this Plan with a structure through which they can participate. The LDC Director should form volunteer committees to help with specific initiatives laid out in this Plan.

1.7 Locate & Pursue Available Grant Opportunities

A wide range of grant opportunities exist that could benefit Seneca Falls. Community-based funding, beautification, infrastructure, block grants, DRI/Main Street grants, Restore NY grants, parking & walkability, women-owned business grants, and more can be pursued.

The LDC Director should work with the Town and qualified grantwriting professionals to identify grant opportunities and then help facilitate the pursuit of opportunities deemed to match our needs and eligibility. For smaller grants, such as regional or private foundation grants, the LDC can be given authority to pursue opportunities on the Town's behalf.

SECTION TWO

Build Regional Partnerships

2.0 Build Regional Partnerships

In today's global marketplace, it can be difficult for one small town alone to gain the attention of industry representatives and site selectors or to pursue major development projects. However, there are a number of regional economic development organizations and neighboring municipalities that the LDC Director can reach out to for networking, technical advice, financing, contacts for business attraction and joint marketing opportunities, among other things.

In practice, many business expansion and relocation projects start at the regional level, and then once a state or region has been chosen by a company or its site selectors, they narrow the search to evaluate specific municipalities and sites within the region. Within this context, it is especially important for Seneca Falls to be able to communicate and promote the sites and buildings that are available for business development to the proper channels.

The goal is to ensure that developers and site selectors can easily find and be led to Seneca Falls' inventory of economic development sites via regional web sites and other materials. By working to build representation and lines of communication with regional leaders and councils, we can better market and promote key development opportunities in Seneca Falls.

The following is a list of entities that the LDC Director should introduce him/herself to and create a contact to utilize going forward. The LDC Director should maintain contact with all these groups, at least on an annual basis and use them as a resource.

2.1 Genesee / Finger Lakes Regional Planning Council

Become part of their annual priority-setting process to ensure that relevant economic development projects for Seneca Falls are included in Council's annual Comprehensive Economic Development Strategy (CEDS), which is a prerequisite for funding from the federal Economic Development Administration. Also make use of their trainings, data & mapping resources and revolving loan fund, and participate in their local government workshops and regional roundtables.

2.2 Empire State Development

Empire State Development is the umbrella organization for New York's two principal economic development financing entities: The New York State Urban Development Corporation and the Department of Economic Development. In an effort to increase efficiency and enhance the delivery of initiatives, these two agencies work together to facilitate business growth and job creation across New York State. The LDC Director should stay current on policy, opportunities, and guidelines.

2.3 Finger Lakes Tourism Alliance (FLTA)

This organization works with local tourism promotion agencies to market the region overall to travelers and also conducts market research that can help local communities take advantage of changes in the travel market. The LDC Director should introduce him/herself to Cynthia Kimble, FLTA President and maintain regular contact with the group.

2.4 Finger Lakes Regional Economic Development Council (FLREDC)

The Regional Economic Development Council initiative (REDC) is a key component of Governor Andrew M. Cuomo's transformative approach to State investment and economic development. In 2011, Governor Cuomo established 10 Regional Councils to develop long-term strategic plans for economic growth for their regions. Seneca Falls is within the boundaries for the Finger Lakes REDC and the council is a public-private partnership made up of local experts and stakeholders from business, academia, local government, and non-governmental organizations.

Through a Consolidated Funding Application via the FLREDC, applicants can be considered for multiple sources of funding for a single project by filling out just one application. At present, Seneca Falls has little to no representation or visibility with the FLREDC and the council's website is Rochester-centric. The LDC Director should pursue exposure with the FLREDC to push local initiatives and seek applicable grant funding opportunities and regional representation.

2.5 Seneca County Chamber of Commerce

As the organization representing many local businesses, the Chamber of Commerce is a key partner. The LDC Director can work with the Chamber of Commerce to pursue local initiatives, communicate with key players, and bolster our message to businesses seeking expansion or development.

2.6 Waterloo, Geneva, Romulus and other nearby municipalities

Working alongside nearby municipalities to pursue jointly-beneficial projects, share ideas, or join forces for non-competing marketing initiatives should be explored on a semi-annual basis by the LDC Director.

2.7 Seneca County IDA

Meet regularly with the Director, conduct joint marketing of: available sites, business development programs, revolving loan fund, Empire Zone benefits and other existing tax incentives. Encourage IDA Director to share leads and coordinate mission trips. IDAs are the primary contacts for site selectors and state and regional organizations with industry leads, so maintaining a strong relationship with the Seneca County IDA is important.

2.8 Innovative Communities Network

Formally known as the The New York State Urban Council, The Innovative Communities Network is a statewide organization created to facilitate and encourage the revitalization and development of central business districts in cities, towns and villages across New York State.

The group offers communities hands-on technical assistance, peer-to-peer counseling, and a professional network designed to provide them with the tools they need to develop successful downtown revitalization strategies. The network is the only statewide organization that offers this unique hands-on approach that emphasizes downtown revitalization through job creation, business development and community investment.

2.9 CenterState Corporation for Economic Opportunity

CenterState CEO is an independent economic development strategist, business leadership organization and chamber of commerce. Available to the Finger Lakes region, CenterState CEO offers a wide range of programs focused on business development. The LDC Director should pursue membership or representation and help communicate available initiatives and outreach programs to area businesses.

2.10 New York Business Development Corporation

The NYBDC assists, promotes and advances business prosperity by providing loans to small businesses including startup, early stage and mature businesses, with a particular emphasis on minority and women owned businesses. It works in partnership with conventional banks to provide term loans, often for those who do not qualify for traditional financing. The LDC Director should form a relationship with the NYBDC and learn how to guide local businesses who may qualify.

2.11 Locate Finger Lakes

Locate Finger Lakes is a Finger Lakes economic development initiative designed to assist and foster collaboration among the established Finger Lakes economic development efforts with targeted, proactive, marketing communications and networking.

Locate Finger Lakes is focused on directing local, national and international business leaders to Finger Lakes information and inspire them to look closely at the region's assets enabling their businesses, their families and their employees' families to thrive.

The LDC is already represented on the site as an Economic Development Agency, and the LDC Director and Board Chair should establish a close working relationship with the organization to help locate and facilitate economic development opportunities and programs.

SECTION THREE

Establish a Brand for Seneca Falls

3.0 Establish a Brand for Seneca Falls

One of the most important things Seneca Falls can do to lay a strong foundation for economic development efforts is to establish a brand that will attract visitors and businesses and enhance its reputation as a community that offers a business-friendly environment and an outstanding quality of life. Given Seneca Falls' significant connection to the women's rights movement, the community should capitalize on this extremely unique asset and work to establish Seneca Falls as the international capital for women's history, growth and development.

3.1 Establish a Non-Profit Organization Focused on Women's Issues

Through collaboration with the Women's Hall of Fame, National Park Service, the Women's Interfaith Institute, area colleges and university, and other women's organizations in the community and around the world, the LDC can help with programming and opportunities for girls and women to further advance their contributions to society in fields and topics such as leadership, public service, entrepreneurship, business management, health and wellness, athletics, science and technology and others.

If Seneca Falls is going establish itself as the international capital for women's history, growth and development, it should start by building stronger relationships and increasing coordination among existing women's groups. The LDC Director should introduce him/herself to these groups and coordinate initiatives, outreach, or activities that can help build Seneca Falls' brand.

3.2 Attract Earned Media

Media exposure and community outreach are both important parts to generating support for the economic development plan's initiatives among business owners, organizations, and residents. Achievements at the local level need to be broadcasted to area media outlets while those worthy of regional, State-level, or national recognition should be submitted accordingly. Quarterly updates on progress towards meeting the outlined economic development goals should also be shared with local and any relevant regional media outlets to maintain Town visibility.

3.3 Outreach to Young People

Seneca Falls has the oldest population in the region along with relatively flat population growth. National retailers that require an engaged and plentiful labor pool may have a lowered interest in Seneca Falls as a result. By working to attract young people to our Town, we can counter the perception of a stagnant employer market and draw more interest.

Furthermore, given the trend of young talent leaving upstate New York, Seneca Falls should work to involve younger generations in its economic development efforts. The LDC maintains a solid

relationship with all local schools and Mynderse Academy students must meet a minimum number of community volunteer hours prior to graduation. By involving youth in some aspects of the plan's programs, goals, and strategies, we can help foster a growing interest in the betterment of Seneca Falls and a better understanding of the importance behind our history and the progress we seek for the future.

3.4 Outreach to Women's Organizations

The Town should work to establish an outreach and collaboration strategy with local, regional, and national women's organizations and women's studies programs to help publicize events, programs, and Seneca Falls in general.

Beyond accentuating the Seneca Falls brand of the Women's Rights movement, many of these organizations are established to help support women-owned businesses and female entrepreneurs, thus positively impacting economic development efforts.

Examples of organizations to reach out to, include: Center for the Advancement of Women, Soroptimist International, National Organization for Women, National Association of Women Business Owners, News On Women, The Women's Congress, Women In Technology International, National Council of Women's Organizations, etc.

The LDC Director should introduce him/herself to these groups and coordinate initiatives, outreach, or activities that can help propel their missions forward and also reinforce Seneca Falls' brand as the birthplace of Women's Rights.

3.5 Enhance Connection to "It's a Wonderful Life"

This is an important festival because it brings people to downtown Seneca Falls during the winter off-season. The LDC Director and organizing committee for the festival should work together to promote the event more widely and seek areas for improvement in operation, planning, and marketing.

3.6 Support Women Entrepreneurs

Seneca Falls should assess the viability a business incubator or technical assistance program focused on helping women entrepreneurs. A focus on women-owned businesses would help solidify Seneca Falls' brand and simultaneously work toward meeting economic development goals as the business progresses.

SECTION FOUR

Help Existing Businesses Grow and Remain in Seneca Falls

4.0 Help Existing Businesses Grow and Remain in Seneca Falls

4.1 Business Retention & Expansion Program

One of the first steps the community should take is to develop a formal Business Retention & Expansion (BR&E) Program.

This would primarily be the responsibility of the LDC Director and would entail conducting regular meetings with businesses (annually at a minimum, more frequently with the larger employers) to survey them about their future plans and the challenges they face and to connect them with the local and regional resources they need to grow, such as financing for expansion, employee training or other technical assistance. Training on using technology and the Internet to enhance existing businesses could play a role.

As part of the BR&E Program, the LDC Director should work with the local school district, BOCES and area community colleges to ensure that curricula and course offerings reflect the needs of local employers.

4.2 Tourism Industry Support

Research has revealed a need for some kind of support system for the community's tourism-related businesses to orient them to changes in the travel market and help them take advantage of trends, available tools, and growth opportunities.

To achieve this, the Economic Developer should work with local lodging facilities, restaurants and other tourism-related businesses to learn about the challenges these businesses face and what resources or technical assistance they might need.

The LDC Director can also facilitate contact between tourism-related businesses and the various local tourism organizations that exist to help them succeed. Drafting a social media and website plan of action is one key initiative that the LDC Director can create and disseminate to interested parties.

4.3 Meet with ITT Leadership

Through the interview with local representatives of ITT/Goulds, the Economic Development Committee learned that building a relationship with ITT's leadership would be advantageous.

To begin this process, the LDC Director and Board Chair should arrange a meeting with ITT officials to discuss their future plans and concerns, to share information and for the Town to express its desire and willingness to work with the company in the future to help maintain their presence in Seneca Falls. This meeting should lay the groundwork for future meetings with ITT leadership.

4.4 Addressing At-Risk Companies

If one of Seneca Falls' major employers is at-risk of relocating, the LDC should work with the company and the Seneca County IDA, FLREDC, or other funding organizations to determine if financial assistance for a major facilities upgrade, expansion project, or other need can induce them to remain in Seneca Falls. If the company is receptive and funding is determined to be available the LDC should work with the company to facilitate the process of the funding request.

4.5 Tourism Industry Enhancement Program

Seneca Falls should consider a Tourism Industry Enhancement Program that provides financing or technical assistance to tourism-related businesses. One option is to work with the Seneca County IDA to tailor part of its existing Microenterprise Assistance Program to the needs of tourism-related businesses, or Seneca Falls could apply for a grant to fund its own program.

For example, the program could purchase data from a marketing research firm on the preferences of visitors to Seneca County and offer workshops to orient the services/products of local businesses to specific segments of the visitor market. The program could also offer customized assistance with web design, online reservation capability, search engine optimization, social media marketing, and low-interest financing. Funding for this type of program is available from the New York State Community Development Block Grant (CDBG) Program.

4.6 Expand the Delivery of Low-Cost Energy to Local Businesses and Homes

The cost of utilities is high for many businesses and homes across New York State. The LDC, Town Board, Seneca County IDA should work with Seneca Meadows to explore ways to provide low-cost energy to local businesses, especially ITT/Goulds and other large local employers with that use large amounts of energy.

At present, electricity generated at the Seneca Energy Gas Plant is fed into the local grid, providing electricity for thousands of homes and businesses. The LDC should work with Seneca Meadows to determine which locations in Seneca Falls currently benefit from the program and how we can possibly work to expand its reach and help offset costs.

4.7 Provide Online Marketing Assistance

The Town's LDC (Seneca Falls Development Corporation) is developing an online portal for Seneca Falls businesses called SFDCU, which will provide on-demand courses, documents, and resources to area business owners and entrepreneurs.

Through a series of walkthrough instructional videos, worksheets, and guides, local businesses will learn how to better navigate social media marketing, website development, and online promotional

channels. By assisting and strengthening the core businesses that already exist in Seneca Falls, we can better attract others through a position of support and encouragement.

The LDC Director should gauge participation and engagement before adding components to the program. If deemed beneficial by local business owners, the program can be expanded to other areas of interest and also invite business leaders to share their own expertise with the group in various formats, including recorded webinars, podcasts, or in-person meetups.

SECTION FIVE

Attract and Support New Businesses

5.0 Attract and Support New Businesses

Economic development is fundamentally about providing the right conditions, policies, sites, support, and infrastructure to retain, grow, and attract businesses. For Seneca Falls, it is imperative to understand the Town's current strengths with regard to commercial and industrial capacity, as well as explore emerging opportunities that can provide economic growth and sustainability over time.

This section is comprised of two parts. The first, actions we can take to better market Seneca Falls and attract business interest. The second, categories of businesses that we may be suited to attract.

5A: Marketing, Promotion, and Policy

5.1 Marketing Packet Distribution

A full-color Marketing Packet for Seneca Falls was developed by the LDC in 2017 and updated in 2018. Designed to introduce prospective companies to the area and showcase the benefits of doing business in Seneca Falls, the marketing packet can help boost the Town's visibility and exposure.

This can only happen if it's distributed to the decision makers and made available through several distribution channels. The LDC should work to distribute the marketing packet to regional councils, the Chamber of Commerce, and trade organizations. The marketing packet should also be available via social media channels such as Facebook and LinkedIn since it is available in both print and digital formats.

5.2 Website

Analyze the existing presence of economic development information on SenecaFalls.com and form a plan for more effective presence. Information on the site should include basic demographic statistics and projections (population, age distribution, income levels), details on the surrounding area (canal, wineries, Wildlife refuge, other activities), average housing costs, statistics on area schools, a summary of available business assistance and tax incentives and detailed spec sheets on available industrial sites and buildings.

The site should provide links to the school district, local attractions, and other amenities. Links relevant regional economic development actors should be included. Contact information should be listed for the LDC, the Seneca County IDA, and the Seneca Chamber of Commerce.

As of March 2018, the current Town website is outdated, antiquated in design layout, and presents information that is often no longer relevant. The statistics presented are 17+ years old, the site isn't mobile responsive, and the business directory features businesses that are no longer in the area. If

the Town is going to position itself as forward-thinking, progressive, and business-friendly, it is critical that the website complement this message and remain current on an ongoing basis.

The Town should pursue proposals for the updated design and development of its logo, website, and business directory to bring the site's appeal up to date. Map integrations, tools for doing business in Seneca Falls, and other key resources should be made available and easily found on the website.

The website should be engineered to service and appeal to multiple audience sects, including residents, existing businesses, prospective businesses, organizations, visitors, and media outlets.

5.3 Downtown First-Floor Use

In order to preserve the viability of downtown as a visitor destination and a place where residents enjoy shopping and dining out, the community should limit first-floor use in downtown to retail, restaurants, or other tourism-related businesses whenever possible so that prime commercial space is available for the new businesses the community hopes to attract to downtown.

Tourism-related businesses should be encouraged to occupy canalside storefronts. The community should also consider signage on the canal that designates the Seneca Falls canal harbor as the "Gateway to Wine Country."

5.4 Improved Social Media Presence

The LDC Director should maintain a Facebook page built specifically for the exchange of ideas and updates between businesses, residents, and community leaders. Intended to help inform and facilitate economic development progress, the group will be open to area residents, local business owners, and prospective businesses interested in moving or expanding in Seneca Falls.

5.5 Maintain Updated Commercial Property Listings

The LDC should maintain and publish a downloadable document that showcases all available commercial real estate within Seneca Falls. From Fall Street to the outlying areas, a comprehensive list procured from multiple sources will give business owners a streamlined view into what's available in our area. Updated on a monthly basis, the Seneca Falls Properties document will be made available online and also added to the Town's marketing packet for any business considering relocation, construction, or expansion within Seneca Falls.

5.6 Activities and Businesses for Children & Families

Community input from the Comprehensive Plan revealed a desire to increase the number of activities available to families with children, which will benefit residents and visitors alike and increase the

number of amenities the community can use in marketing efforts. By improving the quality of life for residents, the Town can arm itself with additional benefits for prospective businesses and their employees. Focusing on the attraction of younger generations can dramatically boost the area's appeal and offset the median age that tends to thwart new industry.

5B: Target Industries

Based on the research and community input gathered as part of the planning process, a number of business types have been identified as priorities for targeted attraction efforts.

These include:

5.7 Small, Boutique Retail Shops

The downtown already features a few small, unique retail shops. The addition of a few more could help establish the critical mass of interesting shops necessary to keep visitors downtown for a few hours. The LDC Director should reach out to property owners of empty storefronts to gauge the potential interest of an incremental lease situation to try and build tenancy and business development.

5.8 Restaurants

The tourism industry officials interviewed recommended attracting a handful of mid-range and upper end restaurants that feature local wines and local produce. Restaurants, cafes, and eateries of this nature are available in neighboring towns and cities, and Seneca Falls should make a push to invite, assist, and support local-oriented restaurants. The LDC Director should attend career fairs of hospitality schools (Cornell, RIT, Culinary Institute, Paul Smith's) to build contacts within the industry and market Seneca Falls to students as an ideal location to start a restaurant.

5.9 Marina

The 2006 Comprehensive Plan included the addition of a marina as a priority. A "transient" marina with a maximum of approximately 20 docks could complement existing boater amenities in the community without creating the undesirable effects of a large-scale marina.

Possible locations discussed in the context of the Comprehensive Plan were on Van Cleef Lake at the end of Fall Street or along Bove Drive. Along with other proposed development projects, the LDC Director could use the LDC to secure funding, assemble properties and promote the plan to private developers. Funding from the State Office of Parks, Recreation and Historic Preservation is available for these types of marina projects.

At the time of this writing, plans exist for the addition of a marina on Van Cleef Lake and the LDC Director and Board Chair should reach out to the current developer in an effort to either facilitate its development or pursue alternative options if necessary.

5.10 Large Retail Stores Complementary to Offerings in Waterloo

Work with Waterloo officials to establish a target list of retailers that will create a seamless retail corridor serving locals and visitors alike. Consider targeting women-focused retailers and using the “advancing women” theme as a marketing hook.

Create a list of State and regional retail developers and start building relationships with them to attract the target retailers identified. Rely on Greater Rochester Enterprise, the Chamber of Commerce, the FLREDC, and Syracuse MDA for advice and contacts; send basic marketing materials to the contact list; attend retail trade shows; and assess the potential benefits of becoming a member of the International Council of Shopping Centers.

5.11 Call Center or Distribution Center

Pursue a national retailer to locate their call center or distribution facility in Seneca Falls. Work with the County IDA and regional organizations to identify an appropriate site (possibly along Route 414 because easy Thruway access is critical).

Work to make the site ideal for a distribution facility and shovel-ready (pre-approved, infrastructure access, etc.). Foster relationships with Empire State Development, national commercial real estate firms and site selectors to increase awareness of the site.

5.12 Distribution, Warehousing, Industrial Businesses

Seneca Falls may be an ideal location for distribution and warehousing companies. Its proximity to the New York State Thruway (I-90) and other major roadways (State Route 5 & 20) make it convenient for trucking-based operations, suppliers and distributors.

The LDC Director should work with the Town and area commercial real estate agencies to identify and communicate sites, buildings, and areas within Seneca Falls that are aligned with distribution and warehousing activity. For example, the prior Sylvania plant off Johnston Road and Seneca Falls Machine on Routes 5 & 20.

5.13 Women Artisans

Build an outreach campaign with local colleges and consortiums to attract artists, particularly women, to Seneca Falls. The outreach campaign could include a brochure to be sent to local

colleges that features the community's new logo, website, and advancement of women theme; describes the County's Microenterprise Assistance Program; and outlines how we can help them make the transition to our Town.

The campaign could also include in-person meetings with directors of art programs at area colleges to encourage them to discuss the community's offerings with students.

Seneca Falls should also explore the creation of an artists' loft program to create a handful of studio/ residential spaces for artists downtown. Funding for this type of program can be pursued from various grant opportunities or through a legislative member item.

5.14 Agri-business & Food Production

Establish a relationship with the Cornell Agriculture & Food Technology Park in Geneva ("The Technology Farm") because firms that grow out of the Park's incubator may be good candidates for the Seneca Meadows Renewable Resources Park (especially energy-intensive, environmentally conscious firms). Work with the Technology Farm to understand the needs of these businesses. Reach out to Greater Rochester Enterprise, Syracuse MDA and NYS AgriDevelopment Corporation for advice and assistance in marketing to large, national firms. Bring a representative of the Renewable Resources Park to meetings with industry officials to describe what the Park has to offer.

5.15 New Theme for Deer Run Park

In addition to focusing on attracting businesses in the industries specified above, the community should consider working with the Seneca County IDA to explore establishing a new focus and theme for the Deer Run industrial park. The park remains empty many years following its inception and the LDC Director should work with the Seneca County IDA to update promotional literature and its online presence. The LDC should also work with the Seneca County IDA to determine and then help to address reasons why businesses haven't selected that location for their building sites.

5.16 Professional & Technology Offices

Seneca Falls could identify and help advance a set of modern office buildings and parks over time to try to attract a larger number of professional business users.

SECTION SIX

Improve Tourism Marketing and Visitor Attraction

6.0 Improve Tourism Marketing and Visitor Attraction

While it is important to help existing tourism related businesses thrive and to attract new hospitality businesses that will provide a wider range of amenities for visitors, it will do little good if there are no new visitors coming to the community to patronize those businesses.

Another important component in strengthening the tourism sector of the local economy is to expand tourism marketing and visitor attraction activities to draw new customers to Seneca Falls.

6.1 Press Release System

In an effort to increase promotion of Seneca Falls' tourism offerings, festivals and other events, the LDC Director should design a system to distribute press releases to local, regional, national and international media organizations, which should include college newspapers and radio stations in the area. The system should have the ability to send information on specific events to target groups.

All distributed releases and event details should also be prominently posted on the Town's website and social media presence so visitors can easily find things to do in Seneca Falls. Catering to residents and visitors can provide a more welcoming vibe and encourage people, rather than discourage people, to visit our area.

6.2 Target Women Travel Market Segments

Given the new focus on women's history, growth and development, Seneca Falls should develop an advertising strategy that specifically targets women travel market segments. Such a strategy should include a major online component since a majority of travelers today use the Internet for information gathering and booking.

The advertising campaign should target women's tour and "girlfriend" travel sites, such as womenandwine.com and womenstravelclub.com, as well as other women's sites that have like-minded programs.

6.3 Improve Area Signage

While the Village of Seneca Falls developed and implemented directional signage for art, cultural, historic, Town facilities, and other related locations, the signs need to be verified for accuracy and modified accordingly. A study should be performed to determine ease of use, directional quality, and usefulness to visitors. Additional signage should be proposed as needed based on the study.

6.4 Utilize the Transportation & Parking Study

In February of 2016, a comprehensive Downtown Seneca Falls Parking & Walkability Study was performed and published. This study, which was assembled with the help of steering committee comprising of State employees, Town employees, County employees, and local businesses, provided a series of assessments and recommendations relating to the issue of limited parking in Seneca Falls.

Maps outlining current and proposed parking areas, tables discussing the current and proposed parking supply, wayfinding recommendations, and an implementation plan were outlined. Parking limitations is a top complaint of visitors, residents, and business owners alike, and this parking study outlines specific plans designed to try and alleviate this complaint. The Town and the LDC should work together to determine potential grant funding sources from the DOT and other relevant State or Federal outlets in order to put some or all of the plan into action.

6.5 Marketing Partnerships

As outlined in Section Two (Build Regional Partnerships) the LDC should work with tourism-related organizations in the region to boost our exposure and potential in the tourism landscape.

6.6 Seneca Falls Walk of Fame

The Town should consider the addition of a Seneca Falls Walk of Fame through downtown where important historical figures, dates, and locations are highlighted with an informational sign or plaque. Complemented with a readable or audible app guide, it would give visitors and residents an opportunity to learn more about the storied history of Seneca Falls and better understand our Town's role in the quest for women's rights and progress.

6.7 Honorary Renaming of Streets

The Town could rename prominent streets as a gesture to honor and remember important men and women in our Town's history. While not a formal renaming, additional signage could be placed to designate streets accordingly. For example, Bayard Street signage could see "Elizabeth Cady Stanton Street" affixed beneath.

6.8 Support for 2020 19th Amendment Celebration

To honor our rich and empowering history related to Women's Rights, the Town's LDC is taking the lead in planning and organizing a year-long celebration that will take place in 2020 to celebrate the 100th anniversary of the 19th amendment's ratification.

Throughout 2018 and 2019, the LDC Director and Board Chair should work with area organizations, businesses, and committees to plan a full calendar of events. Pursuing regional, State, and national attention should be a key component considering the importance of the 19th Amendment and the Town's mark in leading to this historic event.

The LDC should also connect with regional tourism boards and organizations to maintain an updated events calendar and ongoing promotion of the celebration.

SECTION SEVEN

Improve Quality of Place

7.0 Improve Quality of Place

In addition to the branding and business retention and attraction efforts discussed above, there are a number of activities that Seneca Falls should undertake to further strengthen its image as an attractive place to live and work.

7.1 Town-wide Wireless Network

One quality of place improvement in Seneca Falls would be a Town-wide wireless network that provides Internet access for all residents and businesses in the Town and Village. Funding for this type of initiative may be available through the Broadband For All Program, or the community could attract a private partner to help fund it. Free access for small and medium-sized businesses could be helpful in attracting new businesses to the community and this initiative received positive responses from residents participating in the development of this Plan.

7.2 Reduce the Number of Vacant Industrial Buildings and Sites

Seneca Falls needs to address the number of old, vacant industrial buildings, such as the old Seneca Machines building on 5 & 20 coming into the Village and the old Sylvania building, that detract from the image the community wishes to convey to outsiders. The LDC Director should work with the community's Boards and Grants Consultant to identify appropriate sites for remediation and redevelopment and apply for funding from the Environmental Protection Agency, the NYS Brownfields Opportunities Assistance Program and the Restore NY Program, as appropriate.

7.3 Join the Cayuga-Seneca Trail

The community should rally solidly behind efforts by the Cayuga-Seneca Trail organization to extend the current Cayuga-Seneca trail through Seneca Falls to the Montezuma Wildlife Refuge.

This amenity would be a huge quality of life enhancement that the community can also use in marketing efforts. The LDC Director and Town Board should assist where possible to help support the trail's completion and explore the addition of facilities and points of interest along the trail.

Linking communities with alternative off-road travel opportunities encourages safe use by visitors and their children while adding tourism value and boosting local businesses.

7.4 Downtown Streetscape Plan

Seneca Falls should assess the cost and value of a downtown streetscape plan that incorporates updated signage and other enhancements based on the community's advancement of women

theme. At present, a plan to redevelop the downtown streetscape does not currently exist, so the LDC Director should coordinate this effort and gather feedback from downtown businesses and residents to determine the desired streetscape design. Professional landscape architects and designers should be contracted to assist in this process.

7.5 Maintain and Expand the Seneca Falls Farmers Market

The Town's LDC is currently responsible for the operation of the Seneca Falls Farmers Market, which continues to grow in popularity. Despite farmers markets regionally and nationwide seeing a decline in numbers, the Seneca Falls market is seeing an increase in both vendors and attendance.

The market should continue to feature locally-grown just-picked produce, fresh baked treats, artisan goods, beef and poultry, local maple syrup products, locally-harvested honey, and more. Children's programs, Live music, and on-site food trucks help generate community interest.

The LDC Director manages the market with oversight from the LDC and the Town should consider upgrading the reach of the Seneca Falls Farmers market as space allows. The market provides a weekly draw for residents and visitors, and additional efforts should be made to extend marketing and promotion beyond the Town.

7.6 Pursue Community-oriented Grant Funding

The LDC Director should work closely with the Town Board and interested grant consultants to investigate and apply for grants and funding that is relevant to community improvement. Separate from grant pursuits directly related to economic development, such as infrastructure, building improvements, or business funding, community grants can address opportunities related to children programs, family recreation, property beautification, park improvement, greenscapes, and more.

SECTION EIGHT

Improve Land Use and Regulatory Control

8.0 Improve Land Use and Regulatory Control

Seneca Falls should become more responsive and business-friendly in terms of Zoning Board, Planning Board, and Historical Preservation Commission reviews. Finding ways to become more efficient and ensuring timely and predictable permitting processes are keys to gaining favor with those responsible for business development decisions.

8.1 Permitting & Site Review

Seneca Falls needs to work on being more efficient when it comes to courting potential businesses. Streamlining the permit approval and site review processes would be a step in the right direction.

The LDC Director should work with the Town Planning Boards on making these processes more efficient, including the Historic District review process. The goal should be to make Seneca Falls known as having one of the most rapid approval processes in upstate NY. This effort should also address the perception that the Zoning, Planning, and Historic District Commissions are not business-friendly and ensure that historic preservation guidelines are enforced fairly.

The overall goal of a more streamlined process is to allow for the redevelopment of vacant buildings for viable commercial uses downtown and better encourage business expansion or relocation to Seneca Falls. Through these initiatives, Seneca Falls can make it clear that the Town is ready to work *with* them and not against them as they bring their business to our community.

The permit process should be laid out clearly online and all forms and instructions should be downloadable. The LDC Director should also create a step-by-step guide that can help prospective businesses and entrepreneurs navigate the permitting and site review process.

8.2 Land Use & Zoning Revisions

The Town should ensure that its zoning codes reflect current land use theory, which emphasizes mixed-use districts rather than separating uses, as was prevalent in the past. The Planning Boards should work in conjunction with the LDC Director to hire a Land Use attorney to review the zoning codes to ensure they are up to date and that they allow for the initiatives contained in this Plan.

A key area of analysis and discussions about how to improve economic development in Seneca Falls centered on a few key areas of policy, zoning and permitting that the Town can directly control and enhance.

The goal is to help Seneca Falls position itself as a business-friendly Town that welcomes development opportunities for new and expanding businesses.

Specific areas for action and policy refinement include:

- Ensure that zoning bylaws are updated to match economic opportunities for today and the future;
- Ensure that zoning accurately reflects actual uses, such as areas of town that are zoned as residential but in fact have long contained a mix of uses such as service and retail businesses;
- Make zoning areas as clear as possible for possible developers or businesses, with appropriate flexibility for uses that are compatible with intended activities;
- Consider the use of development guidelines in specific areas of town, such as defined district improvement zones. For example, the visioning and planning of the Sackett District might benefit from flexible zoning and a new set of development guidelines regarding parking, walkways, aesthetic allowances, or a mix of allowable uses, which aligns with the Town's development goals;
- Reevaluate zoning restrictions that may not reflect today's technologies and understand how to manage different uses without endangering the historic charm of Seneca Falls.

8.3 Explore an Online Permitting Process

The Town should consider the implementation of an online, fully electronic permitting process for building permits and new businesses. Even if only to start the process and get on the docket for discussion or review. This could save time, reduce the need to track paperwork, and allow forms and other materials to be accessed or submitted online via the Town website.

8.4 Expedite Zoning, Planning, and Historic District Board Review Decisions

The various boards (unpaid volunteer residents from the Town) meet once a month and write their own decisions (produced at the following monthly meeting). This process tends to result in a slower-than-needed process from hearing to decision to formal action which could be expedited for greater efficiency.

The Town should explore the feasibility of establishing a Plan Coordinating Group comprised of each Board to help streamline permitting and zoning approvals. This group would allow approved businesses and developers to meet with department heads where they would informally hear about planned projects. While unbinding, it would provide a chance for all parties to anticipate and proactively address potential issues before going in front of formal hearings at the Planning Board, Zoning Board, or Historic Preservation Commission.

SECTION NINE

Implement Marketing & Program Initiatives for Commercial Revitalization

9.0 Implement Marketing & Program Initiatives for Commercial Revitalization

In addition to strategic policies and targeted revitalization areas, successful economic development requires a focus on implementation, delivery of services, responsiveness to business needs, and proactive initiatives to locate or create new opportunities.

Identifying economic development issues and opportunities is relatively easy. More challenging is to define the strategies, policies and actions that a community can undertake to enhance economic development, grow businesses, expand job opportunities, and improve overall economic well-being for its residents. This section of the economic development plan outlines a series of recommended strategies for Seneca Falls to implement over time to secure stages of progress.

9.1 Property Tax Exemption

New York State law allows local governments to grant partial tax exemptions to encourage investments in commercial properties, known as the “485(b)” tax exemption. Seneca County’s 485(b) law applies to all municipalities in the County and provides a partial exemption from County, Town, Village and School District real property taxes for improvements to commercial or industrial properties of more than \$10,000.

The maximum exemption equals 50% of any increase in value in the first year following completion and declines by 5 percentage points in each of the succeeding 9 years. Seneca Falls should actively market the availability of the 485(b) exemption to encourage investment in commercial or industrial properties.

9.2 Business Improvement District

The LDC Director should enter into active discussions with local businesses about creating a Business Improvement District (BID) to finance beautification efforts, signage, gateway improvements, and other unique improvement needs determined by the BID.

Ideally this district would encompass gateway areas into Seneca Falls in addition to the downtown in order to maximize funds available and ensure that efforts are coordinated and complementary.

9.3 Commercial Building Improvement Program

Establish a Commercial Building Improvement Program (CBIP) to assist property owners in making interior and/or exterior commercial space renovations. The community could seek grant funding to initiate and support expansion of the program in future years.

9.4 Main Street Program

Build on existing Main Street activities and formally adopt a “Main Street Program” using the National Trust for Historic Preservation’s Main Street Approach to commercial district revitalization to improve downtown (www.mainstreet.org). In July of 2013, the National Main Street Center launched as an independent subsidiary of the National Trust. This transition enabled the Main Street program help communities respond to evolving needs and opportunities in the commercial district revitalization arena. In 2015, the Center launched a new program for the network of Main Street programs, called Main Street America.

The LDC Director should bring together downtown merchants, property owners, the Historic District Commission, museums, and residents as part of this process to bring them on board with the advancement of women theme and start organizing promotional activities.

The geographic area of the new Main Street Program should include the Sackett Business District. The Main Street Program could be administered by the LDC or a separate non-profit organization established with the express purpose of carrying out activities related to revitalizing Fall Street and the Sackett Business District. If a Business Improvement District is established, the Main Street Program could be part of the BID initiative.

9.5 Address Vacant & Underutilized Parcels

The LDC Director should identify vacant and underutilized parcels and buildings for new, market-rate or workforce residential development and commercial development. Like many older upstate communities, Seneca Falls has lost residential and commercial structures to deterioration over the years. Economic conditions and land use regulations have not supported redevelopment of these vacant or underutilized parcels. Identifying these parcels, packaging incentives, and promoting their redevelopment will encourage private investment.

9.6 Strong Towns Affiliation

The mission of Strong Towns (<http://strongtowns.com>) is to support a model of development that allows towns similar to Seneca Falls reverse course to become financially strong and resilient. With the belief that communities cannot be artificially created from the outside, but rather built from within over time, the Strong Towns approach:

- Relies on small, incremental investments instead of large, transformative projects;
- Emphasizes resiliency of results over efficiency of execution;
- Is designed to adapt to community and business leader feedback;
- Is inspired by bottom-up action and not top-down systems;
- Is obsessive about accounting for its revenues, expenses, assets and long term liabilities

Strong Towns membership should be acquired by the LDC (\$60 annually) and the LDC Director should participate in Strong Towns outreach programs, podcasts, and web-based gatherings. Strong Towns is not a consultancy, but rather a collective effort of town leaders and community influencers to help strengthen and revitalize small towns across the United States.

Topics covered include parking, infrastructure, local investment, community engagement, housing, small scale developers, case studies, and more. The LDC Director can bring program and actionable recommendations to the LDC and Town for future consideration.

SECTION TEN

**Focus on Specific Areas
for Commercial Revitalization
or Development**

10.0 Focus on Specific Areas for Commercial Revitalization or Development

Economic development planning at the municipal level inherently requires an understanding of land use, areas hosting current business activities, and consideration of where different types of economic and industry opportunities can be located in the town.

As part of the interviews and public meeting forums, attendees were asked to provide ideas about the most promising development opportunities for Seneca Falls. Answers could be interpreted in terms of specific areas primed for redevelopment, key industries to attract or expand, or broader initiatives that would help improve commercial appeal or help the Town become a more competitive place for business growth.

10.1 Liberty Plaza

In order to redevelop this plaza into a niche retail facility, the LDC Director should become familiar with the property owners and management team and should partner with them in marketing available space to particular types of retailers. Work with Waterloo to develop a list of target retailers that will complement, not compete with, offerings in Waterloo.

10.2 Route 20 North of the Village to Route 318

This portion of Route 20 can develop into a successful business corridor. Commercial development in this area should be focused on recreation, niche retail, and tourist-oriented businesses, as well as businesses that accommodate local residents. Ensure that design guidelines are in place that result in new buildings that blend with the historic character of the Town.

10.3 Balsley Road from Route 414 south to 5 & 20

This area is likely to be one of the most viable areas in the Town for commercial development in the coming years and many visitors to Seneca Falls will take this road on their way into the area. The Town should ensure that design guidelines will result in buildings that blend with the historic character of the community.

10.4 Route 5 & 20 Gateway into the Village

Many visitors enter Seneca Falls via this route, so it's important that the gateway's appearance be aesthetically pleasing. Ensure that zoning and design guidelines are established that will foster attractive building character.

10.5 Groom Potential Commercial or Industrial Locations

The Town should designate a series of targeted development areas (such as those mentioned above) with context-oriented suggestions on what Seneca Falls would like to do with the location or see at the location. For example, a site could be deemed beneficial to a brand in the hotel industry or restaurant sector. Once suggested uses are determined, the Town, in conjunction with the LDC and property owner(s) could then help move these key properties towards “market ready” status.

SECTION ELEVEN

Improve Housing Stock

11.0 Improve Housing Stock

A deteriorating housing stock detracts from the image of a vibrant community. There are a number of programs that Seneca Falls can initiate to address this issue, including the support of efforts to expand and diversify area housing options.

While much of the focus of this economic development plan is on retaining, growing and attracting businesses and jobs in Seneca Falls, it recognizes that economic development also applies to the retention and attraction of residents of the town. Along those lines, multiple stakeholders commented on the need to expand and diversify housing options in Seneca Falls.

This includes the opportunity for more apartments and condominiums to help attract millennials and other young workers, as well as a more diverse range of single-family houses beyond the older or smaller “starter” homes that are prevalent in the town. Researching and drafting a housing plan could provide more details on potential options and housing stock should be seen as a direct complementary strategy for economic development in Seneca Falls.

11.1 Community Foundation for Housing Improvements

Establish a community foundation to finance housing improvements for low-income property owners, such as exterior paint, roofing or other structural repairs. The Hunter Foundation in Greene County, NY is a good model (www.Hunterfoundation.org). When applicable, the community foundation should partner with the Bishop Sheen Ecumenical Housing Foundation, which provides home repair, home ownership, and housing development programs within Seneca County and neighboring areas.

11.2 Retirement Housing Community

The community should pursue a developer for a retirement housing community within walking distance from downtown and implement the necessary zoning changes to accommodate such a facility. This may require property assembly and zoning density incentives.

There is a need to offer alternative housing options for aging local residents and empty nesters that want to remain in the community. This would work to free up housing stock for young families in need of single family homes. The community can also market to retirees from metropolitan areas throughout the Northeast.

11.3 Mixed Housing Types

Explore the feasibility and potential impact of modifying zoning to allow for a variety of mixed housing types along the canal and in commercial zones. Add mixed housing uses (single-family, two-

family, senior citizen and multi- family) along the proposed Waterfront Overlay or change the use table for those districts to allow these uses. This means allowing for these types of housing uses in the C-2 areas noted on the zoning map.

11.4 Housing Development on Route 318 Corridor

The community should pursue a housing development for the Route 318 Corridor between Gravel Road and 5 & 20 to accommodate new families moving into the area and provide housing stock opportunities for prospective businesses seeking development or expansion in Seneca Falls. This kind of neighborhood development could become a thriving residential area to support new businesses on Routes 5 & 20.

11.5 Tax Exemption on Housing Improvements

Consider adoption of a real property tax law that provides tax exemptions on residential housing improvements. To be equitable, the Town would need to offer this to all residential property owners if they decide to implement such a program. This would exempt all or a portion of the increase in property taxes that result from property investment and/or improvements. This item was popular with community members who submitted feedback on this Plan and could apply to structure modifications as well as landscaping and grounds beautification.

11.6 Housing Rehabilitation Program

Pursue funding for housing rehabilitation in targeted sections of the Town. While these programs are focused on low and moderate income substandard housing conditions, they can provide needed funding to preserve the community's housing stock. The Town & Village could outsource this function or run the program through a housing authority.

APPENDIX I

2018 ACTION MATRIX

(TBD)

APPENDIX II

2017 FINDINGS REPORT

INTRODUCTION

When the previous Seneca Falls Economic Development Plan was written in 2007, its attached Findings Report combined significant sets of data from a wide range of resources, including:

- Town and Village of Seneca Falls 2006 Comprehensive Plan
- 19 interviews with regional economic development organizations, tourism professionals, university and NYS Center of Excellence representatives, State economic development and labor officials, industry trade groups, and local business leaders, including ITT/Goulds and IESI Seneca Meadows
- Extensive research relating to emerging technologies, innovative public-private partnerships, tourism enhancements, effective marketing techniques, labor trends, and tax incentive programs

MODIFICATIONS FROM 2007

Within the 2007 Findings Report, the first section entitled “Economic and Labor Force Trends” focused on employment statistics collected by the New York State Department of Labor. The premise was to provide a broadly-painted view of the employment and industry landscape within Seneca County and the Finger Lakes Region as a whole.

All of the labor data published in the 2007 report is now 10-15 years out of date and its current relevance is unclear. While the statistics related to Seneca County provided a general local overview, they aren’t specific enough to provide actionable data. The Finger Lakes Region statistics were even more broad as the data appeared to be skewed by the impact of the greater Rochester area.

Not wanting to completely eliminate these statistics from consideration, the entire “Economic and Labor Force Trends” section from the 2007 Findings Report has been added as Appendix 2 at the end of this report for reference.

EXECUTIVE SUMMARY

What follows is a Findings Report intended to foster a more traditional approach to economic development planning so that recommendations are based on relevant local data, conditions, opportunities, and influences. From infrastructure improvements to revitalization initiatives to marketing and attraction strategies, the ultimate goal is to distinguish Seneca Falls from surrounding communities, foster local pride, and set the stage for continued and responsible growth while retaining our small town charm and historical aspects.

In the 2007 Economic Development Plan, a 98-point Action Matrix plan was included to provide a summary of recommendations for economic growth. While an exhaustive comparison study wasn’t performed, it appears that only a small fraction of these items were either pursued or completed. Many of these action items are still relevant and critical today, and it’s recommended that the original plan’s Action Matrix be considered when formulating a list of tasks, goals, and objectives.

Of concern is the contrast between the 2006 Vision Statement and the Town's present reality:

Written in 2006: *“In 2015, the Town and Village of Seneca Falls is a thriving community where citizens collaborate with responsive community leaders to create an exceptional quality of life. Seneca Falls is a leader in economic diversification, education, historic preservation, the arts, civic life, and environmental quality. Other communities use our blueprint for success as a model for their own planning efforts.*

Our strong business climate provides meaningful employment opportunities and offers retail, service, and high tech options for both residents and visitors. Our business-friendly policies and programs are coupled with high environmental and civic standards. The downtown business district, along with the canal, lakefront and wine trail, is a focal point for tourism and small business development.

Seneca Falls celebrates and builds on its close proximity to Rochester, Ithaca and Syracuse, its community character and its unique historical role in women's rights, industry, and transportation as it grows and develops. Our neighborhoods are safe, offer a mix of housing opportunities that serve all income levels, and have well-maintained pedestrian and traffic networks. Seneca Falls' diverse population supports a culturally rich environment that promotes quality educational and recreational opportunities. Our natural environment is enjoyed and nurtured by current and future generations.”

The above can absolutely be achieved but only if the 2017 Economic Development Plan serves as a blueprint and not solely as a fulfilled obligation. The landscape of small town living has changed. Not only for residents, but for the commercial and industrial interests that help our town thrive.

The purpose of this Findings Report isn't to make suggestions or recommendations. It's meant to provide a summary of details, data, and case studies so that planning can continue and ideas for growth can be formed.

Not all of the information provided herein is scientific. Nor is all of the information rooted in statistics. Instead, it also includes concepts that have worked for small towns in similar situations, actions that helped reverse downward trends caused by industry abandonment, and untapped resources that need to be explored in greater detail.

Each of the items presented herein can have a bearing on future strategies, projects, and initiatives, but change can't happen without action. It's time we become more aggressive in that pursuit. We need to embrace our impending resurgence and become empowered by the history that once drove Seneca Falls to prominence.

SWOT ANALYSIS

This section presents the results of a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) as it applies to the Town of Seneca Falls. This was assembled by combining research data from three different sources: The 2006 Town & Village Comprehensive Plan Draft, the 2007 Seneca Falls Economic Development & Revitalization Plan, and multiple 2015-16 regional council reports.

While not exhaustive, the summary is meant to identify the characteristics that are most relevant to the community's potential economic and development growth so they can be considered when plans of action are formulated.

STRENGTHS

- Attractive and walkable downtown area
- Seasonal and annual events that attract tourists and local participants
- Rich history in Women's Rights that carries national and international recognition
- Proximity to amenities such as Cayuga Lake, heritage and cultural sites, Canal, and parks
- Area wineries, family farms, and locally-grown produce
- Historic community character and small town appeal
- Variety of museums and a dedicated Historical Society
- Existing development projects (Women's Hall of Fame, 5 Star Medical, etc.)
- New York Chiropractic College
- Skill and diversity of residents
- Developable property with plenty of space for expansion
- Highway and rail access

WEAKNESSES

- Lack of coherent marketing strategy, both for business attraction and tourism
- Disjointed website with little to no consolidation of news, events, calendars or promotion
- No strong, distinctive brand or identity
- Shortage of downtown parking availability
- Downtown businesses not tourism-oriented
- High property taxes
- Lack of participation in local and regional partnerships
- Competition with Canandaigua and Skaneateles for Rochester and Syracuse tourism markets
- Competition with Waterloo, Geneva and other locales for businesses, funding and grant assistance
- Distance from major metropolitan commercial activity and labor pools
- Perception of burdensome site review, plan approval, and property development procedures
- Blighted commercial, industrial and residential properties
- Real and perceived obstacles to developing or redeveloping properties in historic areas
- Perception that Town officials or zoning departments are difficult to work with

OPPORTUNITIES

- Capitalize on expansion of Women's Hall of Fame and established Women's Rights history
- Create a brand that will attract innovative businesses and people
- Industrial park with room to grow
- Space to add amenities that surrounding communities are lacking
- Create more activities through the Seneca Falls Community Center and Seneca Falls Library
- Strengthen connections to the past with rail and canal oriented businesses and trails
- Foster relationships with area businesses to help them excel and promote retention
- Boost visibility of area attractions and significant destinations
- Capitalize on tourism appeal by helping businesses better cater to this audience group
- Capitalize on close proximity to wine trails and regional visitors
- Changing tourism markets – older consumer looking for more historic and cultural attractions
- Projected increase in visitors to new Women's Hall of Fame
- Projected increase in visitors due to del Lago Resort & Casino

THREATS

- Inability to define a vision that distinguishes Seneca Falls from other small communities in the region
- Loss or downsizing of Goulds Pumps or other significant employers
- Continued struggle of Western and Central NY economies
- Increased competition for regional and national tourism markets
- Continued exclusion from regional economic development planning and initiatives
- Loss of Town's ability to provide benefits and breaks to incoming businesses due to budget shortfalls
- Apathy towards change and improvements
- Increased traffic congestion, lack of parking, and visitor frustration
- Youth and young adults continue to leave the area
- Town unwilling to make changes to existing procedures or hurdles that could alleviate pressure

SECTION ONE

Regional Engagement Revitalization Opportunity Report for Seneca County



2017 Findings Report

Regional Engagement Revitalization Opportunity Report for Seneca County

This section references the Regional Engagement Revitalization Opportunity Report which was prepared for the Genesee/Finger Lakes Regional Planning Council (G/FLRPC) and the New York State Department of State. Because it was compiled and provided on a county-by-county basis, unlike others that focused on the entire Finger Lakes region, this report only relates to Seneca County and thereby provides a more localized overview.

The full report is available via the G/FLRPC website (<http://gflrpc.org>) but the elements deemed most relevant and applicable to Seneca Falls are presented below in summary.

EXISTING CONDITIONS:

Population

Between the years 2000 and 2010 Seneca County's population increased by 5.7% to 35,251 people. During this same period New York State experienced a population increase of 2.1% and the United States saw growth of 9.7%.

Comparing these statistics to recently released U.S. Census Bureau data, Seneca County's population actually decreased between the years 2010 and 2015 by 1.7% to 34,840 people.

Reviewing additional recent data from the U.S. Census Bureau, it was noted that New York lost 191,367 residents to other states during the calendar year ending last July 1, and its population declined for the first time in a decade. In all, the report indicates that 846,669 people have left New York in the last six years, making it the fastest shrinking state in the United States.

Per the Empire Center, those leaving New York are primarily heading to southern states, which were once perceived as being unsupportive of the kind of jobs that were prevalent in New York.

The G/FLRPC report also stated that the unemployment rate for Seneca County is 5.2%, slightly higher than the New York State unemployment rate of 4.7%. Based on recent data from the Bureau of Labor Statistics, however, the unemployment rate for Seneca County is currently 5.4%, which is now slightly lower than the New York State unemployment rate of 5.7%.

Population Age

Seneca County has an aging population, with approximately 15.6% of the County population aged 65 or older, greater than the 13.6% of the population aged 65 or older in New York State and the 13.2% of the population aged 65 or older in the United States. Several municipalities have an even larger percentage of their population aged 65 or older, with two of the higher percentages located within the Town of Seneca Falls (16.55%) and Waterloo (18.8%).

Education

Approximately 83.6% of Seneca County has at least a high school diploma or equivalency with 18.6% of the County having a bachelor's degree, graduate degree, or professional degree.

The Town of Seneca Falls has the highest percentage of residents with an educational attainment of at least a bachelor's degree, with 26.2% along with an additional 13.6% of its population with an associate's degree.

Less than High School: 10.9%

HS Graduate Includes Equivalency: 31.8%

Some College: 17.4%

Associates Degree: 13.6%

Bachelors Degree: 16.3%

Graduate Degree or higher: 10.0%

Household Income

Median household income for Seneca County as a whole in 2012 was \$49,155, with the highest median household income within the towns of Fayette (\$67,828); Romulus (\$55,541); and Varick (\$55,380). Seneca Falls posts a median household income of \$45,770.

Economic Distress

An area's level of economic distress is traditionally measured using a variety of data, such as unemployment rates, income levels, vacancy rates, and poverty status. However, these indicators don't reflect any positive trends or assets that may help to reduce economic stress, such as a growing population, a highly-educated workforce, or economic development efforts.

As such, the G/FLRPC created an economic distress index formula that also took the following into account:

- Median Family Income
- Non-Poverty Rate
- Occupancy Rate
- Employment Rate
- Educational Attainment
- Population Change

Each data component was standardized into a "z-score," which were then combined as an aggregate to determine a municipality's overall level of economic distress. It is more relevant to use as a barometer of prospective growth or stagnation as the data is unable to consider potential trends, governmental cooperation, or community involvement with economic development efforts.

Within the 9-county Finger Lakes Region, the economic distress scores ranged from -12.9 (least distressed) to 9.6 (most distressed). Within Seneca County, the economic distress scores ranged from -4.1 (Town of Fayette) to 7.0 (Village of Lodi.) Seneca Falls has a score of 0.37, which is just above the baseline average.

KEY FINDINGS RELATING TO SENECA FALLS

Eleven different subject areas were presented in the report to provide a detailed overview of economic development opportunities and considerations. These 11 areas included:

- Land Use
- Downtowns
- Natural Resources
- Infrastructure
- Brownfields
- Tourism & Recreation
- Energy
- Preservation/Cultural
- Economic Development/Distress
- Waterfronts
- Buildings & Housing

Land Use

Based upon an analysis of building permit data for Seneca County since 1998, Seneca Falls ranks third with 187 permits (Town of Waterloo, 210 permits; Town of Fayette, 192 permits.) Note that building permit data only identifies the number of permits granted and does not indicate that any approved development was actually started or completed.

In 2012 there were 584 farms within Seneca County covering over 130,000 acres of land and producing over \$118 million in cash receipts from crops and livestock. In 2011 Seneca County adopted an Agriculture and Farmland Protection Plan to support and protect agricultural land within the County. The plan identified five key goals towards this effort, including:

- Enhancing the economic climate for agriculture in Seneca County;
- Increasing awareness of the economic and social impact of agriculture in Seneca County
- Providing an ongoing community education program for the non-farm public
- Acknowledging and enhancing the environmental stewardship of agricultural businesses
- Preservation of prime agricultural land

Agriculture and the preservation of farmland continue to be key priorities for Seneca County, and this will need to be considered throughout economic development planning.

The Finger Lakes region is considered the bread basket for New York State and has the highest agricultural output of any upstate region. The regional output is the leader in the Eastern US for milk, apples, and grains.

Specifically:

- 1.5 million acres of farmland (21% of the total in New York State)
- Well-established infrastructure to reach 120 million people in the northeast in less than one day
- #1 apple producing region in Eastern US, #2 in the United States
- #1 dairy producing region in Eastern US, #4 in the United States
- #1 grape producing region in Eastern US
- #1 wine producing region in the Eastern US

Brownfields

There are a number of properties within Seneca Falls that are likely to be classified as “brownfield sites.” Based upon the Environmental Protection Agency’s definition, this means that the “expansion, redevelopment, or reuse (of the property) may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.”

The Brownfield Opportunity Area program helps provide communities assistance and funding to develop revitalization strategies to return vacant and blighted parcels into productive properties improving economic and community development. No Seneca County projects have been funded recently under the Brownfield Opportunity Area program.

Considerable grant money and support is available through the State and the EPA but none of the properties expected to be on their list was present. The application deadline for 2017 funding has passed but the opportunities are there to pursue support for 2018 via a wide range of programs, including the New York State Superfund Program; the Resource Conservation and Recovery program; the Brownfield Cleanup program; the Environmental Restoration program; and the Voluntary Cleanup program.

According to a representative from the NYS EPA, each of these programs work to identify and address environmental contamination within New York State with the goal of returning each site back to active and productive use, something the Town of Seneca Falls could greatly benefit from. The EPA cannot pursue remedy without being alerted about a potential site or without being approached about assessment or remediation, something that hasn’t been done to date.

There are likely to be several brownfield sites located within Seneca Falls where funded remediation efforts could be granted. In fact, when Seneca County wanted to identify potential brownfield sites, they were a coalition member of the Genesee/Finger Lakes Region Brownfield Assessment grant, which applied for funding from the EPA with the goal of inventorying and assessing brownfield properties in targeted municipalities, specifically referencing Seneca Falls.

Economic Development/Distress

The identified economic development needs of Seneca County include improving infrastructure, advancing workforce development, and improving the quality of life in order to attract and retain businesses and expand the commercial and industrial tax base.

It was noted in the report that sewer infrastructure and treatment pump upgrades are needed to support economic development projects along the Route 318/414 corridor, an area that is likely to face development pressure once the del Lago Casino & Resort is completed in the Town of Tyre.

The report further outlined that significant economic development opportunities exist within the Town of Seneca Falls, specifically mentioning the Deer Run Corporate Park and the renewable energy industrial park adjacent to the Seneca Meadows Landfill.

Workforce development within Seneca County is also listed as a key economic development goal through a variety of programs including: training and education programs; job listings; career counseling; skills assessments; and resources to businesses.

Within Seneca County's recently completed Economic Development Plan, five economic development goals for the County were outlined.

These goals included:

- Research, analyze and public data on County economic trends and economic indicators;
- Encourage greater collaboration with New York State, municipalities, economic development organizations, and private and nonprofit partners to advance economic development goals;
- Seek and support businesses that strengthen and diversify the economic base;
- Enhance tourism as a vital aspect of the County's economic and quality of life;
- Minimize land use conflicts

One regional program of local interest that can help advance agribusiness and food processing within Seneca County is the recently approved Growing the Agriculture Industry Now! (GAIN!) RLF fund.

This fund will provide businesses with access to low-interest loans to provide assistance to agricultural-related businesses such as farmers and food processors.

Businesses can use these funds to advance projects that will help create and retain jobs within Seneca County, foster responsible land use, and invest in new equipment, technology, or renewable energy venues. With the vast farmland and agriculture zones available within Seneca Falls, it could provide significant benefits.

Downtowns

Despite the G/FLRC report focusing on all of Seneca County, downtown improvement is yet another area where Seneca Falls was showcased. With an underlying goal of improving the aesthetic appeal of "Main Streets" and filling vacant storefronts, the County has stressed the importance of pursuing redevelopment and rehabilitation efforts within downtown areas.

Ongoing efforts within profiled downtown areas include façade improvements and working to attract new businesses to help return vacant storefronts back to active use.

The only downtown project referenced in the report was the Main Street Revitalization project within the Town of Seneca Falls, which was recently funded to complete a rehabilitation of six buildings in the downtown area, affecting nine residential and seven commercial units, along with additional streetscape enhancements along the Main Street Corridor.

Tourism and Recreation

Seneca Falls benefits from its proximity to a wide range of tourism and recreation attractions, including: Cayuga Lake; Cayuga Lake State Park; Montezuma National Wildlife Refuge; the Cayuga Lake Wine Trials; Women's Rights National Historic Park; Seneca-Cayuga Canal; and the many historic sites within the Town.

While tourism from an industry perspective is typically a low-wage employer with high employee turnover, its importance is far-reaching.

Aside from the financial benefit that's realized by attracting visitors to the area, quality attractions and activities also help to improve the quality of life for existing residents, which contributes towards attracting and maintaining the workforce that supports business attraction and retention efforts.

Tourism is an integral part of the overall marketing and economic development plans of every council researched and considerable grants are available through this pursuit. Of particular relevance to Seneca Falls are regional strategies such as:

- Creation of a network of advocates for the Finger Lakes Region lifestyle;
- Investment in the development, promotion and preservation of the cultural, artistic and historic assets of the Region;
- Promotion of the Region's growing wine, culinary, and agricultural enterprises;
- Strengthening and supporting the Region's diverse water resources and recreational tourism opportunities.
- Leverage location as the "gateway to the Finger Lakes" to attract visitors and strengthen connections between economic development efforts, local businesses, and tourism.

Waterfront

Seneca County has established a list of waterfront goals that spanned from watershed protection to providing more waterfront access to residents and visitors.

The report recommended emphasizing the strengths of the Cayuga-Seneca Canal and showcasing its link to the Erie Canal, through which Seneca Falls can benefit.

Not only does the Cayuga-Seneca canal provide a recreational and transportation connection for boaters traveling into, around, and out of the area, but it also helps boaters and kayakers connect with local businesses and explore more of the Finger Lakes.

Seneca Falls offers inviting canalside scenery, visitor amenities, and Van Cleef Lake, making it a prime candidate for waterfront activities, opportunities, and growth.

Environmental/Water Resources/Natural Resources

Sustainable development continues to be a key area of focus for the Finger Lakes Region. The report outlined several strategies and projects underway to enhance the environment and preserve the quality of life within Seneca County. Because none would directly impact or influence immediate economic development efforts in Seneca Falls, excerpts were not included in this Findings Report.

Energy

The Finger Lakes Regional Sustainability Plan outlines a variety of energy strategies designed to help Seneca County and the Finger Lakes Region cultivate a sustainable future.

The plan's goal within this sector is to "increase the generation and distribution of regional renewable energies, while using energy efficient and alternative energy resources, along with conservation methods, to decrease the reliance on fossil fuels and nonrenewable outside energy sources and to become a self-sustainable region".

In line with this goal, it was recognized that the Seneca Meadows Landfill continues to play an important role in the production of methane gas within the County. In 2011 Seneca Meadows Landfill provided 144,406 megawatt hours of electricity, the most of any gas-to-energy facility in New York State. As well, the development of a renewable energy industrial park adjacent to the Seneca Meadows Landfill is also under discussions, with the park leveraging existing methane gas from the Landfill for utilization at the business park.

Buildings & Housing

Building and housing is a critical need within Seneca County considering it's faced with an aging housing stock where 36.3% of its structures were built pre-1939. The G/FLRPC report states that the County is focused on improving the quality of available housing, reducing vacant buildings and storefronts, and increasing the stock of middle-income housing.

While there is adequate low-income housing and higher-end housing along the lakefronts to meet demand in those population segments, there are a limited number of homes available in the targeted middle-income range. To alleviate this shortage, the report stated that Seneca County intends to work closely with property and housing developers to address this emerging market need.

One area of concern is the high property taxes in New York State, which is limiting certain types of development as the target market cannot afford both the purchase price and the recurring costs of ownership.

Additional Seneca County Building & Housing goals include the increased enforcement of zoning/building codes to help reduce blight and alleviate rental pressures within the County. The report specifically mentioned the Town of Seneca Falls in this section due to its large number of rental properties considering its close proximity to the New York Chiropractic College.

Infrastructure

Seneca County's key infrastructure needs include: water, sewer, transportation, utilities, and telecommunications.

Much of the infrastructure improvements are being pursued to help support economic development projects throughout the County, including the Seneca Army Depot and the Route 318/Route 414 corridors where transmission line constraints and sewer capacity concerns could potentially restrict development in areas near del Lago Resort & Casino.

Traffic was stated as an ongoing concern in several areas of Seneca County, including Routes 318 and 414. As of 2012, the average daily traffic count for Route 414 in the Town of Seneca Falls was 6,020 vehicles.

This number is certain to rise with the opening of del Lago, so concerns with traffic flow, ease of Main Street accessibility, and area parking are at the forefront.

Preservation/Cultural

There are 36 sites within Seneca County listed on the National Register of Historic Places, including three historic districts, of which two are in Seneca Falls: Covert Historic District; Fall Street-Trinity Lane Historic District; and the Seneca Falls Historic District. The remaining sites on the list include historic homes, farmhouses, and churches throughout Seneca County.

Historic preservation is identified as a key goal in the Finger Lakes Regional Economic Development (FLREDC) Strategic Plan, which seeks to responsibly "reinforce the identity, sense of place, and character of the area through downtown redevelopment, adaptive reuse of existing buildings and infrastructure, and historic preservation."

Strategies referenced for consideration, include: encouraging communities to develop and enforce design guidelines and zoning regulations; working to link developers and municipalities with federal and state preservation and rehabilitation programs to help encourage Main Street redevelopment; and supporting historic preservation efforts throughout the Region.

The Genesee-Finger Lakes Regional Inventory of Culturally Significant Areas identified five cultural landscapes from Seneca County, which included the Westcott-Jewell Company Site in the Town of Seneca Falls.

The County's desire to retain the small town atmosphere and character while simultaneously supporting development and redevelopment efforts coincides with the Town of Seneca Falls' 2007 Economic Development Plan whereby maintaining the Town's historical charm and culture were paramount concerns.

G/FLRPC REPORT RECOMMENDATIONS

After reading and analyzing the report, it became quite apparent that the goals of the G/FLRPC, Seneca County, and the Town of Seneca Falls align with each other. The benefit to our efforts is that we'll have supportive groups of people and organizations as we investigate, pursue, and implement economic development strategies.

Successful economic and community development revitalization efforts will depend on successful collaboration and coordination across and within multiple communities and organizations.

Considering how often Seneca Falls was mentioned within this County-wide report, it's a promising sign that we'll have the support of multiple agencies and funding resources.

The summarized goals and objectives listed on the following page were identified through a Sub-Regional Forum; follow-up webinar; County Forum; and existing local, county, and regional plans.

Those listed in italics are designated as being directly relevant to, or supportive of, Seneca Falls' own stated economic development goals.

Land Use

1. *Enhance the economic climate for agriculture in Seneca County*
2. *Increase the awareness of the economic and social importance of agriculture in Seneca County*
3. *Provide an ongoing community education program for the non-farm public*
4. Acknowledge and enhance the environmental stewardship of agricultural businesses
5. Preserve agricultural land

Brownfields

1. *Revitalize brownfield properties for new uses in a new economy*
2. Encourage limited liability brownfield programs to help increase redevelopment
3. *Support EPA brownfield coalition assessment application to inventory and assess brownfield properties within the targeted municipality of Town of Seneca Falls*

Economic Development/Economic Distress

1. Eliminate economic distress within the Village of Lodi; Town of Ovid; and Village of Ovid
2. Improve and expand infrastructure
3. *Support existing businesses and the retention of jobs*
4. Improve connections between workforce development and education
5. Position Seneca Army Depot for redevelopment/reuse
6. Implement casino development in Tyre and leverage property for additional Seneca County growth

Downtowns

1. *Fill vacant storefronts*
2. *Maintain and preserve historic downtowns*
3. *Continue to implement building and façade renovations*
4. *Improve pedestrian access and walkability within downtowns*

Tourism and Recreation

1. Create network of advocates for the Finger Lakes Region lifestyle
2. *Invest in the development, promotion, and preservation of cultural, artistic, and historic assets*
3. *Promote the Region’s growing wine, culinary, and agricultural enterprises*
4. *Strengthen and support the Region’s diverse water resources and recreational tourism opportunities*
5. Expand agri-tourism within Seneca County
6. *Leverage location as “gateway to the Finger Lakes” to attract visitors*
7. *Strengthen connections between economic development and tourism*

Waterfronts

1. Create and maintain riparian buffer zones for all streams adjacent to agricultural land
2. Encourage all farms in the Seneca Lake watershed to develop a comprehensive nutrient management plan
3. Restore degraded wetlands
4. Understand ecosystem dynamics within the watershed to prevent and/or response to threats to its integrity
5. *Improve public access to waterfront*

Environmental/Water Resources/Natural Resources

1. Ensure long-term preservation of surface and groundwater resources
2. Protect and enhance the integrity and economic viability of Seneca County’s natural resources for current and future residents
3. Promote sustainable waste management
4. *Continue to identify and promote the preservation of cultural, historic, and scenic resources that celebrates Seneca County’s heritage*

Energy

1. *Develop/embrace renewable energy resources*
2. *Increase energy capacity*
3. *Remove energy roadblocks that are limiting economic development opportunities*
4. *Identify, connect, and promote energy assets for successful attraction of companies*

Buildings/Housing

- 1. Address vacant properties*
- 2. Continue to promote and implement senior housing/ aging in place programs*
- 3. Increase middle income housing within Seneca County*
- 4. Improve quality of housing stock and reduce blight within Seneca County*
- 5. Continue to preserve historic and culturally significant assets within Seneca County*

Infrastructure

- 1. Improve sewer/water, telecommunications, and transportation infrastructure in targeted growth areas*
- 2. Complete infrastructure inventory and analysis to determine the capacity and location of existing infrastructure*
- 3. Address traffic limitations/bottlenecks and continue to monitor traffic counts and conditions of bridges*

Preservation/Cultural

- 1. Encourage communities to develop and enforce design guidelines and zoning regulations*
- 2. Connect developers and municipalities with federal and state preservation and rehabilitation programs to encourage Main Street redevelopment*
- 3. Support historic preservation efforts throughout Seneca County*

PRIORITY PROJECTS

The G/FLRPC report also included a list of Seneca County Priority Projects. The stage or viability of each is unknown but those most relevant to Seneca Falls and neighboring Waterloo are presented below for consideration and to cultivate ideas for future development or collaboration.

Microenterprise Assistance Program

The Village of Waterloo will utilize this \$200,000 grant to assist in the establishment of the Waterloo Microenterprise Assistance Program.

Waterloo Strategic Planning - Working Capital

Village of Waterloo to hire consultant to perform Economic Development Plan for Virginia Street area

Mr. Bults, Inc.

Assistance in expansion and relocation of Mr. Bults, Inc. in the Town of Seneca Falls.

Winery Based Water Treatment System

Water Treatment System for Wineries located in Seneca and Yates Counties.

Comprehensive Plan Development

The Village of Waterloo will create a Comprehensive Plan that will involve a thorough analysis of its current zoning code.

Women's Rights National Historical Park Upgrade

Friends of Women's Rights National Historical Park will develop a strategic and schematic exhibit plan with the long-term goal to upgrade all five historic sites and exhibits in Seneca Falls and Waterloo ahead of the 100th anniversary of women gaining suffrage in New York State in 2017.

Seneca Knitting Mill Rehab - Phase III

The historic 1844 Seneca Knitting Mill, will be adaptively rehabilitated into a new facility, the Center for Great Women and the new home of the National Women's Hall of Fame.

Waterfront to Downtown Connectivity Project

Various improvements to complete the trail connections in the Village of Waterloo from the Cayuga-Seneca Canal and the Oak Island canal port to South Virginia Street, and then to Downtown.

Cayuga Lake Wine Trail

The Cayuga Lake Wine Trail will develop a program to promote the Cayuga Lake Wine Trail as a destination for winery visitation and to provide a quality experience.

SECTION TWO

Finger Lakes Regional Economic Development Council Progress Report & Recommended Priority Projects

Year 6 | Sept. 2016



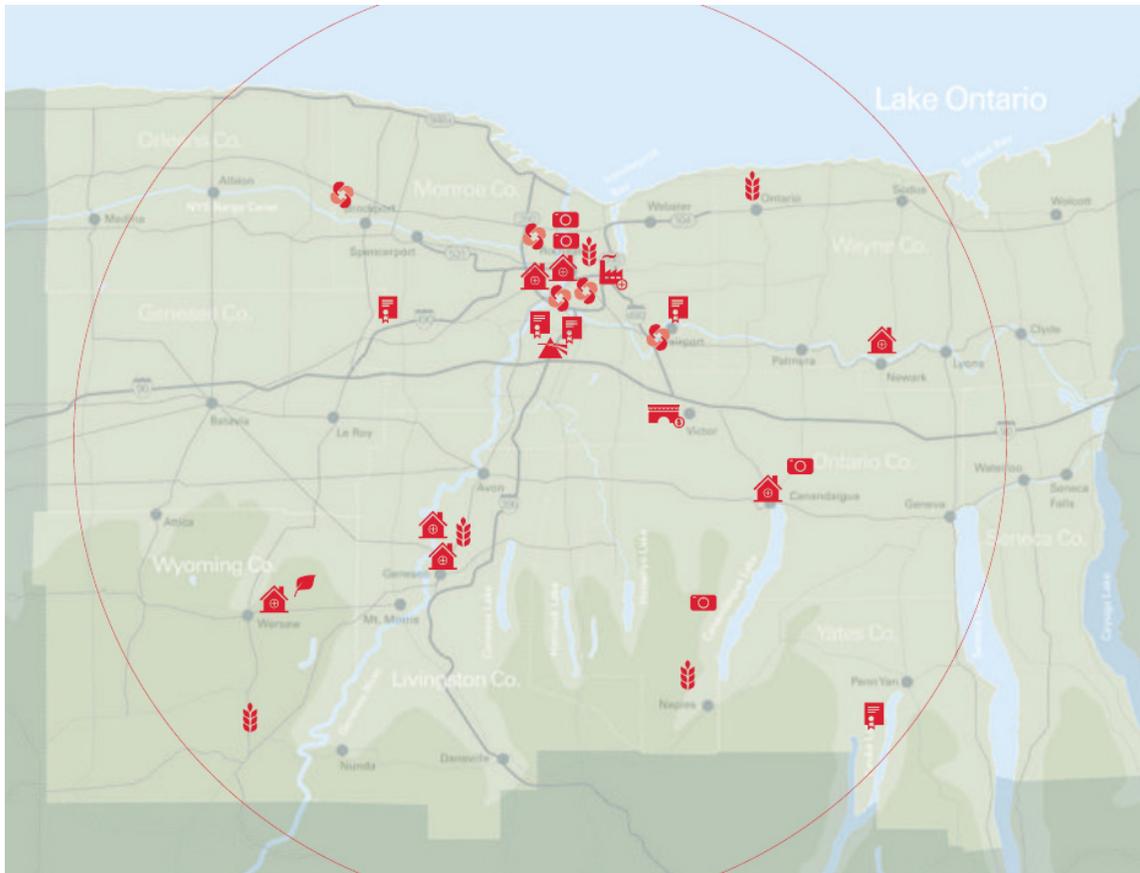
2017 Findings Report

FLREDC PROGRESS REPORT & RECOMMENDED PRIORITY PROJECTS

In October 2016, the Finger Lakes Region Economic Development Council released a comprehensive 110-page report that detailed the Council's achievements in implementing its five-year strategic plan. It also reflected on the Finger Lakes' progress towards ensuring sustainable and long-term growth throughout the nine-county region while leveraging the region's advantages in key industry sectors.

The report is available online at <http://regionalcouncils.ny.gov/content/finger-lakes> and it provides a significant amount of data relating to the region's progress, opportunities, and outlook. While the report is encouraging for the Finger Lakes Region as a whole, the lack of visibility for Seneca Falls presents concern.

Based on the governor's regional initiatives and geographical boundaries, Seneca Falls is located on the easternmost side of the designated Finger Lakes Region. After reviewing the report's 2016 Proposed Priority Projects Map it appears that Seneca Falls does not have proper visibility or representation within the FLREDC.



Within the 110-page report, Seneca Falls is mentioned only once, on page 80:
 #65295: Town of Seneca Falls - Sackett District Revitalization - \$294,002 HCR NYMS

To become a viable part of the Finger Lakes economic development landscape, a community needs to make itself more visible, more vocal, and more engaged. Our lack of inclusion isn't the fault of the FLREDC, it's due to a lack of proactive efforts to become more involved and present funding opportunities for our area.

When reading the FLREDC Progress Report, it's notable that the primary focus is on the Greater Rochester area. While certainly the largest and most economically diverse city in our region, the report is void of substantial data from smaller towns and communities.

Funding opportunities are considerable, with tens of millions of dollars marked for distribution. Without approaching and discussing the very needs of our community, Seneca Falls will continue to remain off the radar. Representation opportunities should be explored, even if they're to be occasional, and Seneca Falls needs to position itself as an important cog in the Finger Lakes' economic engine.

SECTION THREE

Regional Economic Development Initiatives



2017 Findings Report

REGIONAL ECONOMIC DEVELOPMENT INITIATIVES

Interviews with regional economic development organizations revealed that there is a tremendous amount of economic development activity taking place at the regional level that Seneca Falls can participate in to strengthen its economy. One interesting advantage that Seneca Falls may have is that it is located in the overlapping boundaries of two distinct regions — the Finger Lakes and Central New York — and can select which economic development initiatives underway in each region match its goals.

GREATER ROCHESTER AND THE FINGER LAKES

Seneca Falls is on the eastern-most edge of the 9-county region known as Greater Rochester and the Finger Lakes, which includes Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming and Yates counties.

Finger Lakes Partnership

The major economic development initiative underway in the region is the Finger Lakes Partnership, a 21-member group comprised of public officials, business leaders, academic institutions and non-profit economic development organizations. Members of the Partnership include:

Public/private entities:

- Greater Rochester Enterprise
- Infotonics Technology Center (Center of Excellence at Canandaigua)
- Rochester Business Alliance
- Cornell Agriculture and Food Tech Park

Academic Community:

- University of Rochester
- Rochester Institute of Technology
- Finger Lakes Community College
- Monroe Community College
- Genesee Community College

Government:

- City of Rochester
- Monroe County
- Genesee/Finger Lakes Regional Planning Council (represents the 9 counties)
- Empire State Development
- Workforce Investment Boards (WIB) of Monroe County/Rochester, Genesee, Livingston, Orleans, and Wyoming Counties, as well as the Finger Lakes WIB

The Partnership was born in 2004, when Infotonics Technology Center and Greater Rochester Enterprise (GRE), a public-private regional economic development organization founded in 2003, commissioned a report by the U.S. Council on Competitiveness.

The report, “Fanning the Flames of Economic Progress: Igniting Greater Rochester’s Entrepreneurial Economy,” concluded that the region has many assets necessary to support innovation and entrepreneurship, particularly a highly educated and technically competent workforce.

The report finds that a major weakness of the region is that it lacks collaboration and sharing of best practices among regional stakeholders, which has created a barrier to building an innovative and entrepreneurial culture.

The Partnership used the report findings as the basis for its application for federal funding under the Workforce Innovation in Regional Economic Development (WIRED) program, a new federal initiative that focuses on the role of talent development in driving regional economic competitiveness. The Partnership’s WIRED application cited numerous troubling trends in the region that their project would seek to address, including:

- The population growth rate in the Finger Lakes during the 1990s was slower than in every state except North Dakota and West Virginia.
- The number of people ages 20-34 in the Finger Lakes declined by over 22% during the 1990s and is projected to decline by another 0.4% from 2003 to 2008, compared to 2.5% projected growth in this age group in the U.S.
- Approximately 105,000 people in the region, 20% of the workforce, are underemployed, which means that they are employed below their previous job levels or educational training.
- In 2004, Rochester ranked 172nd out of 200 cities for five-year job growth according to the Milken Institute’s Best Performing Cities Index.
- Between 1990 and September 2005, the number of jobs in the manufacturing sector in the Finger Lakes decreased by 36.7%.

Much of the current thinking in economic development focuses on the concept of industry clusters, defined by one study as “geographic concentrations of competing, complementary, or interdependent firms and industries that do business with each other and/or have common needs for talent, technology, and infrastructure.

The firms included in the cluster may be both competitive and cooperative. They may compete directly with some members of the cluster, purchase inputs from other cluster members, and rely on the services of other cluster firms in the operation of their business.”³

³ The Hubert H. Humphrey Institute of Public Affairs, University of Minnesota. 1999. *Industry Clusters: An Economic Development Strategy for Minnesota, Preliminary Report.*

The Finger Lakes Partnership identified five industry clusters to target for growth and expansion, based on its analysis of the region's resources and the potential to stimulate high wages and advancement opportunities for its workforce.

Those target clusters are:

- Advanced Manufacturing
- Optics & Imaging
- Biotech & Life Sciences
- Food & Agriculture
- Alternative Energy

In 2006, the Partnership was awarded a \$15 million WIRED grant to support activities that promote its four overarching goals:

- Energize region's entrepreneurial economy
- Empower workers to succeed in global economy
- Catalyze regional innovation
- Build 21st century innovation infrastructures.

The Partnership's governing board approved a set of 12 initial projects to be undertaken using WIRED funds, all of which cut across the four overarching goals of the initiative and promote the development of the five industry clusters. These projects include establishing an employee training scholarship program for businesses; creating an entrepreneurs network; setting up a regional apprentice system; creating an M.S. degree in Science and Technology Commercialization at the University of Rochester; and a number of other projects aimed at helping inventors and small high-tech firms commercialize their products and grow their business.

In addition, GRE is charged with heading up the Partnership's business attraction and retention/expansion programs. GRE is developing its knowledge-base of the region's assets in targeted clusters, identifying high-growth subsectors of those clusters and leading companies within those subsectors, performing research on those companies and setting up mission trips of economic development professionals, senior business leaders, and government officials to visit target companies.

GRE will also develop predictive analysis tools to identify companies with high likelihood of expansion or contraction so that resources can be focused where needed. Matthew Hurlbutt, Managing Director for the Partnership, noted in our interview that it could be important to Seneca Falls to establish a strong working relationship with GRE to take advantage of its analytical strengths and marketing prowess.

The potential for Seneca Falls to work with GRE and the Genesee/Finger Lakes Regional Planning Council warrants further description of these two organizations.

Greater Rochester Enterprise (GRE)

Greater Rochester Enterprise (GRE) is a regional economic development organization supported by over 70 public and private partner investors, including area developers, major corporations, site selectors, county and other local development agencies, and individual citizens. Seneca County IDA is one of GRE's partner investors.

According to its mission statement, GRE's primary goals are to "retain and expand existing businesses and to professionally market this region as a competitive, vibrant and high-profile place for business location and growth."

GRE works directly with companies looking to locate in the region, site selectors, developers and existing businesses looking to expand.

Some of the benefits they provide, include:

- Detailed demographic, statistical, comparative and industry specific information about the region;
- Research and identify sites and buildings;
- Help identify financing and grants for projects;
- Facilitate meetings between businesses and appropriate government officials;
- Coordinate meetings with service providers, such as legal, accounting and banking;
- Assist with workforce and recruitment training needs;
- Provide detailed information about living in the region (housing, schools, cultural amenities, etc.)

GRE also publishes a monthly newsletter and organizes seminars with site selectors, developers and other leaders in private industry and the public sector.

In terms of marketing, GRE attends a number of tradeshow and does a lot of cost-per-click Internet advertising. Their focus is regional, which typically means they do not market individual communities. Their ads promote various characteristics of the Rochester area in general, such as a highly educated workforce, shovel-ready sites, plenty of available space, accessibility, etc. They normally send out any leads they receive to the nine County IDA directors with the RFP attached.

According to Staci Henning, Director of Marketing and Public Relations at GRE, it would be useful for the new Seneca Falls Economic Development Director to meet with GRE and provide them with a written description of what kind of space and amenities are available in the Town and Village so that when a lead comes in, GRE can determine if Seneca Falls might be a good match.

It would also be worthwhile to foster a close working relationship with the Seneca County IDA so that when they receive an appropriate lead, they will forward it on to Seneca Falls.

Genesee/Finger Lakes Regional Planning Council (G/FLRPC)

A Regional Council is a public organization created to foster coordination among neighboring counties and to provide a regional approach to planning issues crossing local boundaries. There are nine such councils in New York State.

The Genesee/Finger Lakes Regional Planning Council (G/FLRPC) was established in 1977, and serves the same nine- county region covered by the Finger Lakes Partnership described above. There are 32 voting members of the Council representing the participating counties, the City of Rochester, and the community at-large. These members include chief elected officials, local legislators, department heads, and key community leaders in the region. The Seneca County IDA is a voting member of the Council.

The primary functions of G/FLRPC include Local, Regional and Water Resources Planning; Regional Economic Development, Strategic Planning, Program and Grant Development; Surveys; and Data, Technology, and Resource Center. David Zorn, Executive Director of G/FLRPC, offered the following more specific description of the activities they carry out:

- As the planning entity for the Federal Economic Development District of the Finger Lakes, they produce a Comprehensive Economic Development Strategy (CEDS) each year, which lists priority capital projects that they will pursue federal funding for. For example, Palmyra received a \$25 million facilities upgrade project for a major manufacturer as one of the main CEDS priorities in 2005, and G/FLRPC applied for over \$12 million in federal funding on behalf of that project.
- They run a regional revolving loan fund, which gives loans between \$20,000 and \$200,000 for manufacturing or service-related businesses.
- G/FLRPC conducts Main Street revitalization planning for municipalities.
- They operate a data technology and resource center where municipalities can get maps, demographic and socio-economic projections.
- They maintain an “Energy Smart” program that brings NYSERDA and Department of Energy grant programs to the region
- G/FLRPC hosts local government workshops for municipalities in the region every six months and organizes occasional regional roundtables open to any local government officials in the region.

Zorn suggested that the new Economic Development Director for Seneca Falls participate in the Council’s local government workshops and regional roundtables and that they work with the Seneca County IDA to ensure that their priorities are considered during the annual CEDS process.

SYRACUSE AND CENTRAL NEW YORK

In addition to being part of the Finger Lakes region, Seneca Falls lies on the western-most edge of the 12-county region served by the Metropolitan Development Association of Syracuse and Central New York, Inc. (MDA), which includes Cayuga, Cortland, Herkimer, Jefferson, Lewis, Madison, Oneida, Onondaga, Oswego, Seneca, St. Lawrence, and Tompkins counties.

For over 40 years, Syracuse MDA has been the Central Upstate NY region's primary business, leadership and economic development organization and the principle private sector vehicle for the implementation of key development projects in the region.

MDA membership is limited to the top 100 CEOs in the region, so it is a very high-profile group. However, according to interviews with MDA representatives, the organization also sees itself as a marketing tool for local communities.

Due to the high profile of its members, MDA has access to numerous national developers and site selectors. MDA sees one of its roles as trying to match local needs with the development objectives of its high powered partners.

While MDA has maintained its traditional work assisting companies in the region to plan and complete major projects that retain or create jobs and result in new investment in facilities, equipment and employee training, the organization has also developed other approaches and projects along the way.

In 2004, Syracuse MDA launched the Essential New York Initiative, basically a new regional economic development strategy aimed at accelerating the transition of the region to a knowledge-based economy. The Essential New York Initiative marries traditional economic development, bricks and mortar projects with a focus on attracting creative, entrepreneurial people to the region.

As Irwin Davis, then President of MDA, said in his interview with Camoin Associates, "An economic development consultant can identify industry clusters for growth, but if you can't attract creative people to work in those industries, you won't grow."

The Essential New York plan identified six industry clusters that the region will seek to grow:

- Biosciences
- Digital and electronic devices
- Environmental and energy systems
- Information and communications technology
- Packaging
- Precision Metalworking

The Central Upstate Regional Alliance is a relatively new organization, established by the MDA in 2004 as the governing body for regional collaboration and branding projects stemming from the Essential New York Initiative report.

The Alliance is a 37-member consortium of regional leaders from business, academia and the public sector, including at least three representatives from each of the 12 counties in the region.

According to an interview with Rob Simpson, project manager for the Essential NY Initiative at MDA, Seneca Falls can participate in the Alliance by either seeking out one of the Seneca County representative seats or at the very least, maintaining a close working relationship with those representatives. He thought that one of the seats may be opening up soon, but he could not confirm that. This is something that the new Economic Development Director could pursue further.

The primary activities of the Alliance to date include:

Promotion of student internships in the region

Project ION (Internship Opportunities Now) was launched in 2004 and features a website www.Project-ION.com that lists over 550 internship opportunities with firms in the region.

The thinking behind this initiative is that students who intern with companies in Central New York are likely to work for that company after graduation.

According to a 2004 survey by the National Association of Colleges and Employers, nearly 60% of employers end up offering full-time positions to students who intern with them. And more than 85% of employers who hire a former intern find that these employees have a higher retention rate than other employees.⁴

On-line community for technology companies and entrepreneurs

Another website project, www.EssentialConnections.org, was designed to be the meeting place for the region's growth-oriented businesses, entrepreneurs and researchers.

The site offers profiles of technology businesses, research organizations and academic institutions and provides a forum for peer networking for companies in the region, as well as a place for them to find information on the latest research taking place in the area, economic development resources and potential business partners.

No information was found to help determine how successful this project has been (i.e., how many companies use the website, has it generated any business or research partnerships, etc).

⁴ www.Project-Ion.com

Leadership in branding efforts

An ongoing project of the Alliance in 2006 is to engage business leaders and citizens in crafting a compelling and creative brand identity for the region. An on-line survey was conducted during winter 2006 to collect ideas on what the region's brand should be from anyone interested. A marketing firm was chosen by the Alliance to use the input gathered through the survey to craft the regional brand identity. Requests for an interview with the president of the Alliance were not successful, and based on information available on-line it is unclear exactly where this initiative stands at the current time.

Emerging Business Competition

This competition is open to any business within the 12-county region and has two categories: 1) Emerging Business: any company formally incorporated by January 15, 2007 with a revenue stream between \$0 and \$2.5 million, and 2) Business Idea: anything, open to the general public. First prize for Emerging Business is \$100,000. First prize for Business Idea is \$2,500.

The goals of the competition are to stimulate job creation and business development by providing financial and in-kind resources to companies in the Central Upstate New York region; increase the entrepreneurial culture and visibility of entrepreneurial activity in the region; increase investment-grade deal flow in the region; and identify several high growth potential business opportunities in Central Upstate and connect them to a wide range of business development and capital resources both during the competition and beyond.

In addition to sponsoring the Central Upstate Regional Alliance, the MDA carries out or coordinates a wide range of other economic development programs. The following is a brief description of MDA activities with likely relevance to Seneca Falls.

NYS Urban Council

The New York State Urban Council is a loose-knit, 300 member, not-for-profit organization created in 1991 to facilitate and encourage the revitalization and development of central business districts in cities, towns and villages across New York State. The Council serves as a forum for downtown practitioners and economic development professionals and assists communities in developing successful downtown revitalization strategies. Membership is open to all downtown organizations and individuals working to improve central business districts. The Council is a valuable resource because it links communities with some of the best economic development and revitalization talent in the state through its board of regional vice presidents, which volunteer their time to advise Council staff in responding to individual requests for community assistance.

Irwin Davis, President of MDA, is also President of the NYS Urban Council. Both he and Rob Simpson of the MDA suggested in separate interviews that when the Seneca Falls Economic Development Director comes on board, he or she should contact Dan Young, Program Manager at the Urban Council to discuss how the organization can best assist Seneca Falls in its revitalization efforts.

New York AgriDevelopment Corporation (NYADC)

In June, 1999, the MDA joined with several leading agricultural companies and their business partners in forming a new organization to stimulate statewide business growth in the food and agricultural sector. NYADC's formal mission is to "increase the number and profitability of agribusiness companies, the number of people employed by those companies, the level of investment in agriculture projects and ventures, and the viability and visibility of agriculture in New York State."

Thirteen firms, including major food processors and farm credit organizations are represented on NYADC's Board and have committed resources to fund the organization. The MDA provides day-to-day administrative support for NYADC. Major initiatives underway include creation of a private/public equity fund for early stage agribusiness or food processing ventures; targeted communications and interaction with global and national agriculture and food processing firms seeking access to the northeast U.S. market; and providing support and financing for major renewable energy projects that will impact the agricultural sector.

Grants for Growth

This grant program was launched by MDA in 2005 using a \$1 million state grant and is currently in its third round. The program offers up to \$50,000 in matching funds for innovative applied research projects between universities and industry that have the potential to improve business competitiveness and create jobs.

Examples of winning projects to date include a research venture between the Fountainhead Group and Cornell University to create a mechanism for more effective and exposure-free pesticide and herbicide applications; a project by O'Brien & Gere and Clarkson University to develop a new approach to wind- power generation with the potential for gains in energy output; and a project between JGB Enterprises and Syracuse University on the design and testing of advanced materials for use in commercial and defense-related applications.

40 Below

This project was launched in November 2004 when various organizations including the MDA, *The Post-Standard*, The Institution of a Now Culture (ThINC), CNY EDGE, Syracuse University, Leadership Greater Syracuse and others hosted a half-day summit in Syracuse of more than 630 young professionals, artists, entrepreneurs and citizens interested in improving the quality of life in the Central New York region.

The organization's mission is "to connect, engage and empower young adults in Central Upstate New York; to leverage the collective talents and passions of the under-40 demographic to make this region a more vibrant place to live, learn, work and play; and to make the region a beacon for talent and to give current Central Upstaters a sense of belonging, worth and community that will entice them to build their lives here."

SECTION FOUR

Potential Growth Sectors for Seneca Falls



2017 Findings Report

POTENTIAL GROWTH SECTORS FOR SENECA FALLS

Interviews with economic development officials, business leaders and other actors in the region offer insight into potential areas where Seneca Falls might concentrate efforts for future economic growth and development.

NEW YORK CHIROPRACTIC COLLEGE

Founded as the Columbia Institute of Chiropractic in 1919, New York Chiropractic College (NYCC) celebrates its twenty-fifth year in Seneca Falls in 2016. The College's impact on the Finger Lakes Region is significant. In 2013, the College employed three hundred and thirty people. Including spillover employment, six hundred and ninety people are employed as a result of the Colleges activities. Considering all factors, the Center for Governmental Research puts NYCC's annual economic impact at \$67,610,000.

“While our focus is on education, we are particularly proud of our ongoing contribution to the Finger Lakes Region, which has been our home since 1991. The decision to move from Long Island to Seneca Falls was a good one for the College and we are grateful that our presence in the community that has become our home provides robust support for the local economy.”

- NYCC president, Dr. Frank J. Nicchi

The College has made facilities available for the activities of numerous Seneca Falls and regional organizations. These have included the National Women's Hall of Fame, New York Special Olympics, Seneca Falls Central School District, Seneca Community Players, It's a Wonderful Life – Seneca Falls, Inc., Waterloo Central School District, and many more.

New York Chiropractic College delivers an exceptional, leading-edge chiropractic education, offering an integrated curriculum that combines a unique balance of art, science, and philosophy. Our innovative graduate programs in acupuncture and Oriental medicine, nutrition, and human anatomy and physiology instruction help meet the ever-increasing demand for trained natural health care practitioners and health science educators.

GENERATIONS BANK

Generations Bank (GB) was chartered in 1870 and opened its first office at 74 Fall Street in Seneca Falls. Currently, Generations is headquartered at 20 East Bayard Street in Seneca Falls with nine additional offices in Seneca Falls, Auburn, Union Springs, Waterloo, Geneva, Phelps and Farmington. GB and its wholly owned subsidiaries Generations Agency and Generations Investment Services employ 96 individuals.

GB invested over \$6 million on two properties located in Seneca Falls which house their flagship retail outlet and headquarters. As part of the headquarters project, GB funded the startup of Café XIX

which employs five full time employees. In addition, GB leases 4,000 square feet of its headquarters to Del Lago as temporary quarters until the casino is completed. Generations also owns two Fall Street properties which are leased to FLH Medical Associates and the National Women's Hall of Fame.

GB anticipates modest growth and increasing its support staff by 10% over the next five years.

Some concerns expressed include:

- A formal economic development plan is needed with a full-time person focused on achieving objectives outlined in the plan.
- Improving the Town's marketing with an emphasis on Seneca Falls' unique history and home of women's rights. There needs to be a concerted town-wide effort to celebrate the Town's legacy.
- Tourists seek out clean and accessible public parks and green spaces. Seneca Falls needs to further develop the area around the Canal, perhaps having a complete walking trail starting at the Women's Rights National Historical Park, across the Wonderful Life Bridge, along the Canal to the National Women's Hall of Fame's Center for Great Women and under and across the Ovid Street Bridge back to Fall Street.
- The Town should actively participate in the completion of the Seneca-Cayuga Trail connecting Seneca and Cayuga Lakes to the extent the proposed trail runs through Seneca Falls.
- Increasing the amount of technology available to local businesses (i.e. town wide broadband) would be an incredible asset.

BONADENT DENTAL LABORATORIES

BonaDent Dental Laboratories is a family-owned, independent, full-service dental laboratory with locations in Seneca Falls, NY, Greenville, SC, West Melbourne, FL, Bonita Springs, FL and Des Plaines, IL. For over 65 years, BonaDent's goal has been to produce consistent, high quality fixed and removable dental restorations.

BonaDent's growth from a one-man denture laboratory in 1950 to the 4th generation, family-owned full service laboratory that it is today, has been accomplished through an intense focus on their customers, stringent quality standards and a long history of treating their employees with respect.

Since its inception, BonaDent's strategy has been centered on a Team Approach, which provides customers with both the close communication and attention found at some small dental laboratories alongside the resources and capabilities of a large, state-of-art laboratory.

One of the country's most technologically equipped and well-resourced labs in the country, BonaDent utilizes computer aided design and manufacturing technology in initial phases of the fabrication process to insure precision and consistency. And while technology has its place in the laboratory, it's the artistic talent and comprehensive knowledge of BonaDent's technicians that sets them apart.

Automating initial phases of the fabrication process has meant that technicians can develop and enhance their artistic skills in order to insure that the finished product translates into natural-looking, well-fitting restorations.

BonaDent consistently seeks to add to its team by recruiting talent from across the country. To help attract and retain the best technicians and business professionals, the company has invested in equipment and amenities not found in most laboratories, including an on-site wellness center, fitness facility, hair salon, laundromat, cafeteria and coffee shop.

The success of the company lies within its people, so they've designed a facility with the technology, tools and conveniences to make their employees' lives easier. Dedicated to its employees, BonaDent is proud to never outsource casework, always manufacturing products in the United States.

Plans for the Company that may affect Seneca Falls:

A 4th generation organization, BonaDent is committed to future success and continued growth within our industry. We do not have any specific plans at this time that might directly affect Seneca Falls.

Services, infrastructure, offerings of any sort that Seneca Falls could extend to the Company to assist in its success

As mentioned in our company description, the success of our company lies within our people, and our ability to attract and retain high-quality technicians and business professionals. The economic health and development of Seneca Falls has a lot to do with our ability to recruit skilled and trained employees to this area from all over the country.

Impediments encountered in the past or advice for improving the economic climate of Seneca Falls

We have found that the expanding landfill, limited housing options, and high property taxes, have all been negative factors for individuals considering relocation to Seneca Falls in order to join our organization. We have a much easier time recruiting skilled technicians to our satellite laboratories than to our more comprehensive, amenity-rich Seneca Falls headquarters. Often times when we are able to relocate employees, they opt to settle in communities like Geneva, Canandaigua and Victor.

In the past, we've spent time as an organization working to revitalize portions of the community to help combat these recruitment obstacles, but found the historical preservation committee and planning boards to be extreme roadblocks to progress.

SENECA MEADOWS

Seneca Meadows employs approximately 80 direct employees along with supporting several dozen in indirect employment through contractors and local vendors. Seneca County garners approximately \$22 million in annual direct economic impacts, and as much as \$72 million including annual indirect and induced economic impacts from the landfill operations.

The availability of state of the art waste management capabilities to service area industry and other economic activity encourages the town's industrial corridor to develop further, and support a versatile local economy. Infrastructure enhancements directly related to Seneca Meadows footprint have encouraged recent development near and along this corridor which includes 1 hotel, 2 financial institutions, and several retail operations.

Under the current Host Community Agreement, 5.50% of gross revenue received for solid waste disposal and for beneficial use materials, is paid to the Town of Seneca Falls which is approximately \$2.5 Million annually.

The rail spur project is privately funded, and ties into the Finger Lakes Railway track system just north of where it intersects North Road in Waterloo. The spur is located on Seneca Meadows' property, in the Town of Seneca Falls, on the West Side of Route 414, adjacent to the solid waste operation, and is included within the footprint of the Seneca Meadows Renewable Resource Park.

Local farming operations are currently utilizing the privately funded rail spur to import and export agricultural products, and has greater potential capacity, encouraging growth in a multitude of industries and businesses that rely on the transportation of freight.

The Seneca Meadows Renewable Resource Park led the first location in the United States to host both a landfill gas supplied renewable natural gas plant and a landfill gas-to-energy plant. Reducing America's reliance on foreign oil has been the goal of government and industry for decades. Seneca Meadows joined the effort in 1995 with the establishment of a landfill gas to energy plant on its site. The plant, which is owned and operated by Seneca Energy, Inc., produces sufficient electricity for thousands of homes and businesses. The Seneca Falls School district currently benefits from this renewable energy source in a partnership that reduces its annual energy costs by approximately \$60,000.

Landfill gas, a byproduct of organic waste decomposition, is collected from the landfill and piped to the gas plant to burn as fuel in the engine generators. Burning landfill gas produces yet another benefit to the environment: it destroys 98% of non-methane organic compounds.

The Innovative Energy Systems/Landfill Energy Systems' renewable natural gas plant is the second green energy operation at the park to produce a domestic energy source, in addition to the landfill

gas-to-energy plant. At the renewable natural gas plant, landfill gas derived methane, provided by Seneca Meadows, is purified to produce up to 3,000 standard cubic feet per minute of pipeline quality “natural gas.” The process is cleaner than fossil fuel derived energy processes, thereby reducing emissions and conserving natural resources.

Proposed Action Item: Create a plan to connect the town with this local asset, the landfill gas to energy and natural gas plants, in order to leverage the local long-term low-emission renewable energy source for existing local businesses & as a tool to attract new businesses and green jobs to the town of Seneca Falls. Potentially, Seneca Energy could establish itself as an energy provider of choice for those within a pre-defined footprint.

Proposed Action Item: Promote and encourage development of a community solar energy array as part of the Seneca Meadows Renewable Resource Park. The available acreage, existing zoning and established infrastructure make this location ideal.

5 STAR MEDICAL

5StarMedical Corp is a global medical device company that will focus on the sales and distribution of a broad range of medical device products. Through world class innovation and collaboration 5StarMedical is committed to providing the highest quality products at the most cost competitive cost structures in the industry. Future growth will enable product development and manufacturing. We plan to purchase 51 State Street, Seneca Falls which is currently owned by Dr. Fred Reigel. This lot would house a new building (14,000 square feet), transfer 3-4 product lines from Asia to the USA and create an additional 35-40 jobs.

The build would begin in 2017 with a ribbon cutting ceremony slated for June of 2018. Additionally, our purchase offer was accepted by the Town for 60 State Street, Seneca Falls which is owned by the Town. The building would be used for business administration and manufacturing space – Patient Care and Patient Positioning Business.

Some concerns expressed include:

- 1) Approval of building schematics by the Town Planning Board, County Planning Board and the Seneca Falls Historical Preservation Board,
- 2) Temporary housing for up to 30 physicians in close proximity to our location; and
- 3) Additional retail businesses to support our efforts.

SENECA IRON WORKS

7,000 acres of the former Seneca Army Depot were acquired recently by Earl Martin of Seneca Iron Works. Mr. Martin's company makes steel and iron infrastructure items for dairy barns and dairy operations.

The plans for the former depot include:

- Investing about \$13 million in relocating Seneca Iron Works main iron fabricating operations to the depot property. Seneca Iron Works currently employs 35 people. The number of employees could grow to around 200 over the next 10 years, after the new facility is up and running.
- Approximately 20 Mennonite and Amish families are likely to purchase acreage to establish homes and small farms.
- Cooperating with Seneca White Deer Inc. to create a habitat and a food source for the white deer that remain within the depot fences.
- The old ammunition bunkers on the property will be used by local Amish for hay and grain storage and as an eco-tourism information center.
- 25 acres are to be used for police and fire training facilities.

Some concerns expressed include:

- Additional power is needed to meet the operational needs of Seneca Iron Works.
- Mr. Martin is hopeful that County Road 135, an abandoned east-west road at the north end of the depot that connects Routes 96 and 96A, will reopen.

NATIONAL WOMEN'S HALL OF FAME

One of the most significant opportunities is the expansion of the National Women's Hall of Fame. As the Center for Great Women becomes a reality, The Hall's new home in the historic Seneca Knitting Mill will provide five times more space than they have today.

Plans for the rehabilitated site will include exhibits, a gift shop, both indoor and outdoor gathering space, and a café. The strong partnership between the Hall and the National Park Service (NPS) Women's Rights National Historic Park helps to draw visitors to this area.

Citing an NPS report provided by Park Superintendent Noemi Ghazal shows that in 2012 there were 29,585 visitors to the Women's Rights National Historical Park, with estimated spending of \$1.9 million in communities near the park. That spending supported 23 jobs in the local area.* The complementary offerings of the Park and the Hall combine to bring visitors to the area related to the history of women's rights in the United States.

As the Hall continues to grow its membership base, as well as the number of inductees, it will see continued growth in daily visitor-ship, both nationally and internationally. Based on an analysis of addresses of the people who attend the Hall's induction ceremonies, as well as daily visitor records, the Hall creates a visitor base in communities that are/were home to an inductee.

The increased awareness in the United States of the need to capture women's history up to the present day, and as we move into the future, In addition, the biennial induction ceremony weekend draws 600 to 800 attendees from across the United States.

Finding accommodations less than hour away from Seneca Falls has become a challenge, with attendees now booking as far away as Syracuse, Rochester, and Ithaca. This needs to be addressed. The Hall currently fully books the Gould Hotel a year ahead for Induction weekend, and many of our attendees who return to Seneca Falls for each Induction now know to reserve their rooms months in advance.

As one of the last remaining Mill structures on the NY Canal waterway, rehabilitation of the historic Mill will contribute to preservation of the rich history of industrial growth on the NY Canal System, helping to draw from an additional visitor base. New York State has a vital interest in the Mill, and has provided significant matching grant funding for this work to continue.

The Seneca Knitting Mill sits immediately adjacent to the Sacket District.** As development and improvements continue in this area, it will be critical to develop a coordinated transportation plan for the Seneca Falls Heritage Area (something similar to Cooperstown NY or Savannah GA) with trolleys that would transport people back and forth across both bridges from Fall street shops and museums to the Sackett district – connecting “downtown” to the Center for Great Women, the Ludovicho trail and Sacket district businesses.

The Hall will tell the stories of its amazing inductees, and in partnerships with the NPS Women's Rights National Park and the Waterways Museum, will bring alive the history of Seneca Falls, as related to women's rights, abolition, and industrial expansion on our beautiful NY canal-way.

**awaiting updated visitor information from WRNHP*

***need more information about plans for Sacket district rehabilitation.*

SECTION FIVE

Tourism, Arts, and Recreation



2017 Findings Report

TOURISM, ARTS, AND RECREATION

Tourism and hospitality is a viable opportunity for Seneca Falls because of its tourist-friendly assets, connection to the women's rights movement, location on the canal, and proximity to the Finger Lakes region and wine country.

Interviews with local and regional tourism professionals reveal significant room for expansion of the tourism sector. The following section discusses national travel trends, provides some insight on tourism in upstate New York and the Finger Lakes and then touches on the activity taking place in Seneca Falls that the community can potentially build upon.

NATIONAL TRAVEL TRENDS

Leisure travel now accounts for 81% of all U.S. domestic travel. The table at left shows the volume of domestic leisure travel from 1999 to 2004 in millions of person-trips. A person-trip is one person on one trip 50 miles or more away from home, one way or including one or more overnights. As evidenced by the data, leisure travel shows consistent growth.

Domestic Leisure Travel Volume, 1999-2004		
Year	Person-trips (In millions)	Percent Change
1999	848.6	--
2000	865.7	2.0%
2001	895.5	3.4%
2002	912.3	1.9%
2003	929.5	1.9%
2004	944.3	1.6%

Source: TIA Research Department, *Travelscope*, "The Power of Travel 2006."

While the leisure travel industry has experienced steady growth, it has also encountered significant changes during the past decade in terms of what travelers are looking for in a destination, how travelers collect information about potential destinations and make travel arrangements, and what kinds of marketing travelers respond to most effectively. The following summarizes the major trends that should be considered in the context of developing strategies to enhance Seneca Falls' tourism industry:

- There are more wealthy Americans today than ever before. In 2005, the number of millionaires had grown to over 2 million and 13% of households had an annual income of \$100,000 or more. As a result of this wealth, demand for luxury products has reached unprecedented levels.⁵ In addition, 30% of consumers say that individual customization is what draws them to a brand today (as opposed to only 6% in 1997) and 35% say environmentally friendly products are worth the extra money.⁶

- Nationally, the number of hotel paid room-nights attributable to leisure travel is increasing, while business travel is decreasing, according to D.K. Shifflet & Associates. In the high-end hotel segment, gains in the leisure travel market have offset the weakness in business travel. More Americans that used to travel abroad are now staying in the U.S. in upscale accommodations.⁷
- The Internet is now the primary means by which consumers gather travel-related information. According to the Travel Industry Association of America, an estimated 56% of the U.S. adult population uses the Internet (120 million people) and there are more than 44 million online travel bookers. These “on-line travelers” are not only looking for special deals and promotions; they also want to find high quality, easily accessible information about their potential destination. Use of search engines, such as Google and Yahoo, is the preferred method of 52% of leisure travelers to find information about their destination.⁸
- Spending on “health and wellness,” which encompasses everything from spa treatments and massage therapy to organic foods, has emerged as a major industry, with a market estimated between \$300 and \$400 billion.⁹ The spa industry has grown significantly in the U.S., serving nearly 45 million customers each year and generating \$11.2 billion annually.¹⁰ Accordingly, health and wellness is a major attraction for vacation travelers today. Travelers often incorporate spa visits in with other activities while on vacation and 33% of leisure travelers now say that access to a spa is a primary consideration in making their travel plans.¹¹
- In addition to spa travel, vacationers in many demographic clusters are increasingly pursuing experiential or enrichment activities, according to the Travel Industry Association of America and other travel market research companies. Tourism entities selling complete vacation packages that feature an experience such as cooking school, learning adventures that teach a new skill or sport, educational programming around cultural, heritage or environmental themes, and even volunteer work are becoming more and more popular.

⁵ Richard K. Miller and Associates, *Consumer Behavior 2006*, a marketing report which integrates the full spectrum of applied consumer psychology and purchasing influences with recent major consumer surveys.

⁶ Ibid.

⁷ D.K. Shifflet and Associates, Ltd., DKSA Domestic Performance data. Summit Presentation to American Hotel & Lodging Association, November 2005.

⁸ “Online Travel Worldwide Report,” E-Marketer.com, December 2005.

⁹ *Consumer Behavior 2006*.

¹⁰ *The Power of Travel 2006*, Travel Industry Association of America.

¹¹ *Meredith Travel Marketing Newsletter*, December 2005.

- A recent study found significant differences between Baby Boomers and Generation X regarding their travel product preferences. Baby Boomers tend to be more business and service-oriented, want more security, and prefer an extremely comfortable bed. Gen Xers like more cutting-edge electronics and machines, more “free stuff,” such as Internet access, and a “great bathroom with a Jacuzzi.”¹²
- Women are a major target market, as research has shown they have a significant influence on family vacation spending decisions and are increasingly leaving their spouses and children behind and vacationing with friends instead.¹³ Meredith Travel Marketing reports that 1 in 5 women now leave men behind when going on vacation and that 18% of women took a trip with women only in the past three years. In addition, *Consumer Behavior 2006* reports that women drive 85% of new spending on luxury items.
- A report on family vacation travel prepared by the Travel Industry Association of America found that most family travelers rated “value for the money” (91%) and “variety of things to do” (89%) as somewhat important or very important in selecting their travel destination. As expected, most of those with children (86%) rated “activities for children” as important.¹⁴
- Another trend to consider is that vacationers continue to seek out the less-traveled and emerging destinations to seek respite from their busy everyday lives. As a result of the hectic schedules of many consumers, tourism businesses can attract customers by bundling desired touring, attractions, activities, cuisine and lodging, which makes it easy to plan and book a vacation.

These national trends are helpful to understand. Unfortunately, our research revealed that there is little information of a similar nature on visitors to Seneca Falls. Developing an in depth understanding of the kind of experience that visitors who travel to Seneca Falls are looking for will help target investments to projects that will bring in new visitors and entice visitors already coming to Seneca Falls to stay longer and spend more money.

¹² D.K. Shifflet and Associates, Ltd., DKSA Domestic Performance data. From Summit Presentation to American Hotel & Lodging Association, November 2005.

¹³ *Consumer Behavior 2006*.

¹⁴ *The Meredith Family Vacation Study 2003: A Special Study of Family Vacation Travel*. Travel Industry Association of America, March 2004, p. 51.

TOURISM CONSIDERATIONS IN UPSTATE NEW YORK

A report by the Federal Reserve Bank of New York’s Buffalo Branch points out that tourism is an important component of the upstate economy, even though it continues to make up a relatively small portion of total employment.

The Bank’s report states, “A strong local tourism industry diversifies the economic base, creates amenities and is frequently an important contributor to growth.” However, the report also raises the point that, while tourism contributes to growth, wages in tourism- related industries tend to be low and employment is often seasonal.

The rapid growth in the tourism industry nationally has caused many localities to emphasize tourism in their economic development planning initiatives. Many regions all over the country are using the same strategies and creating additional attractions in order to grow their tourism industry.

Although there is room for growth in the industry, the fact that so many regions are focused on tourism also means that there is more competition for tourist dollars now than ever before. This highlights the importance of creating unique attractions and using distinctive marketing techniques in efforts to enhance the local tourism industry.

Tourism in the Finger Lakes

In the fall of 2001, Randall Travel Marketing conducted a comprehensive assessment of tourism in the Finger Lakes on behalf of the Finger Lakes Tourism Alliance (formerly the Finger Lakes Association or FLA). The study included a survey mailed to 2,000 people who had requested visitor information from the FLA. Approximately 340 surveys were returned, which is a response rate of 17%.

The following survey findings highlight important trends in travel to the region:

- Origin of Visitors - 64% of visitors come from within the Finger Lakes region or within a 4-5 hour driving radius, which includes New York, Pennsylvania, New Jersey, and Ohio. 91% of visitors travel to the Finger Lakes by car.
- Age of Visitors - Over 75% of travel parties consist of adults only. The average age of visitors to the region is 52 years old.
- Activities Visitors Enjoy - The table below shows the top five activities that visitors to the Finger Lakes enjoy. Survey respondents were asked to choose all activities that applied, so the numbers in the table below do not add up to 100%.

Activities Visitors Enjoy	
Shopping	31%
Driving/sightseeing	28%
Winery	25%
Walking Downtown	24%
State Park	21%

Source: Finger Lakes Association (now Finger Lakes Tourism Alliance)

- Unmet Needs – The table below shows the amenities that survey respondents would like the Finger Lakes to offer.

Priority Unmet Needs of Visitors	
More fine dining options	35%
Overnight canal / lake barge cruises	28%
September wine festival	27%
Lakefront spa / resort	27%

Source: Finger Lakes Association (now Finger Lakes Tourism Alliance)

- Visitor Spending – On average, visitors to the Finger Lakes spend approximately \$258 per day in the local economy. The table below summarizes average daily expenditures. The average length of stay was three nights.

Average Daily Expenditures	
Lodging	\$81
Food/Meals	\$46
Shopping (other than wineries)	\$44
Transportation / Fuel	\$30
Shopping at wineries	\$30
Attractions / amusements	\$27
Total	\$258

Source: Finger Lakes Association (now Finger Lakes Tourism Alliance)

Tourism Activity in Seneca Falls

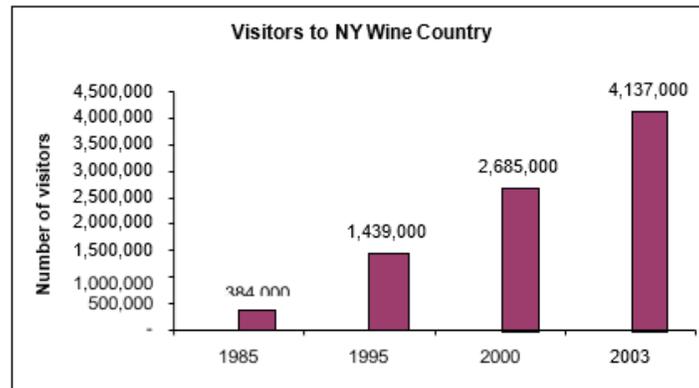
Tourism currently makes up a relatively small part of the Seneca County economy. According to the New York State Department of Labor, in 2005, travel and tourism jobs represented only 3% of total employment in Seneca County. This trend has held steady in today’s climate.

Seneca Falls hosts a number of events and programs that can provide a tourism boost and offer opportunities for growth. These events include the It’s A Wonderful Run 5K, It’s a Wonderful Life Celebration, CanalFest, and other regionally-known activities.

Winery Tourism

The other major tourism growth area is promotion of the region's wine industry. As noted in the Comprehensive Plan, the community has yet to take advantage of its location in the Finger Lakes Wine region, which means it is probably missing out on a great deal of economic activity.

The wine industry in New York State has experienced tremendous growth during the past 20 years. NYS Department of Labor data show that statewide winery employment has increased tenfold since 1985 and that in Seneca County alone, 39 new wineries opened during the period from 2000 to 2005. As the wine industry has grown, so has related tourism, as shown in the graph below.



Source: New York Wine & Grape Foundation

Despite the growth in the wine industry in Seneca County, Seneca Falls does not seem to have captured spending from many of the visitors coming to the area for winery tours. According to an interview in 2006 with Jim Trezise, President of the NY Wine & Grape Foundation, a good approach for Seneca Falls would be to focus partnership efforts on the wineries in the Cayuga Wine Trail due to its proximity and the need for local communities pursuing wine-related tourism to hone in on a niche, even within the Finger Lakes.

Mr. Trezise suggested that if Seneca Falls were to pursue the idea of an interpretive center, as mentioned in the Comprehensive Plan, they should keep it small and focused on the Cayuga Wine Trail because the region in general is becoming “cluttered” with interpretive centers. He also cautioned that adding a wine retail shop could be tricky, depending upon the willingness of the local wineries to allow someone else to sell their wine for them, which can keep visitors from actually going to the wineries themselves.

Mr. Trezise also emphasized the reality that wine country visitors are looking for a wine and culinary experience, not simply things to see and do. In this regard, one of the best things he feels Seneca Falls can do is to attract a few good restaurants that use local ingredients, feature local wines, but are not outrageously pricey.

Another suggestion by Mr. Trezise is that the Town and Village do some education with local businesses on the wine industry and the wineries in the area so that they can make recommendations to visitors who ask.

THE ECONOMIC IMPACT OF TOURISM IN NEW YORK

What follows are charts extracted from the recently-released presentation regarding tourism impact in the Finger Lakes region. While the data didn't break down statistics at the town or community level, it does provide insight into trends, employment impact, and economic impact within the surrounding area throughout 2015.

Tourism employment ranking

Employment Ranking (Private Sector)		
000s		
Rank	Industry	2015 BLS
1	Health care and social assistance	1,409
2	Professional and business services	1,264
3	Retail trade	945
4	Tourism	534
5	Finance and insurance	515
8	Educational services	478
7	Administrative and waste services	471
6	Manufacturing	455
9	Food services and drinking places*	425
11	Construction	361
10	Wholesale trade	341
12	Transportation and utilities	285
13	Information	266
14	Real estate and rental and leasing	191

* net of direct tourism-generated employment

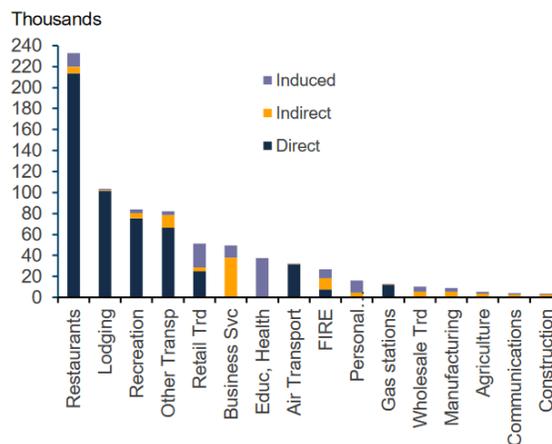
- Tourism is now the 4th largest employer in New York State on the basis of direct tourism employment.
- The above table compares our estimates of tourism-generated employment with total employment by sector.

Source: Bureau of Labor Statistics, State and Area Employment

Tourism employment

- As a labor intensive collection of services, tourism-related sectors represent significant employment to New York State.
- The 764,072 jobs sustained by traveler activity span every sector of the economy, either directly or indirectly.

Traveler-Generated Employment by Industry

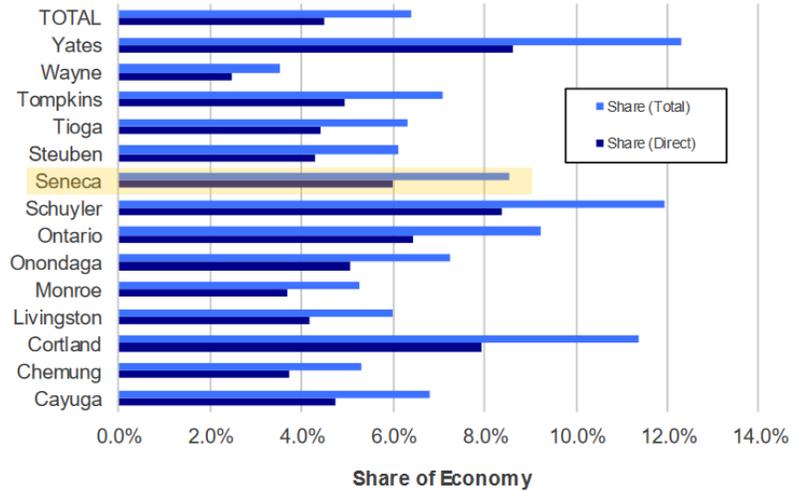


FIRE = Finance, Insurance, and Real Estate

Finger Lakes, tourism employment

- 6.4% of all employment in the Finger Lakes is generated by tourism.
- Yates County is the most dependent upon tourism with 12.3% of all employment sustained by visitors.

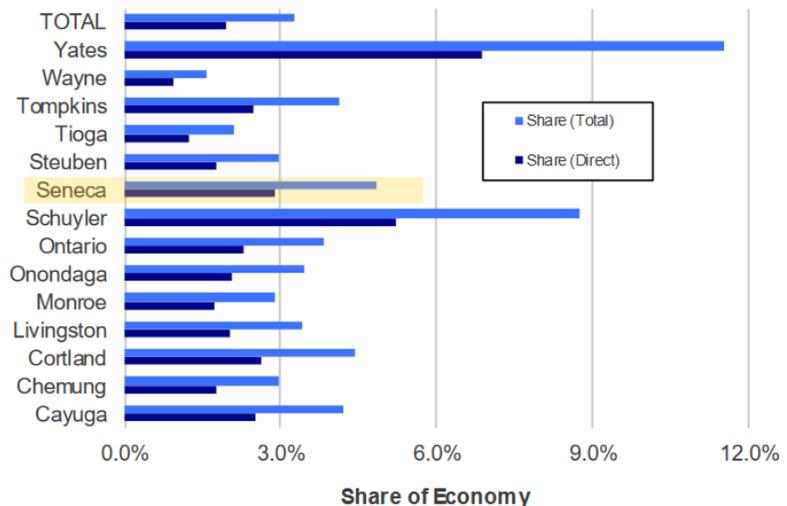
Tourism-Generated Employment
Share of Economy, 2015



Finger Lakes, labor income

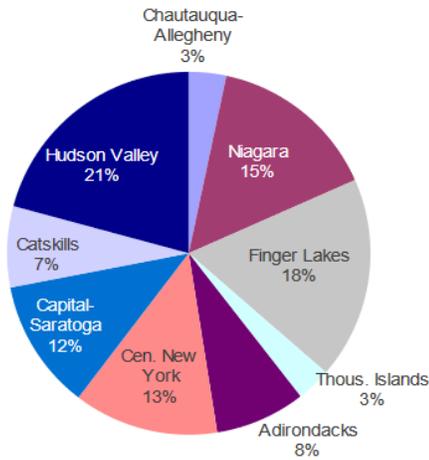
- 3.3% of all labor income in the Finger Lakes is generated by tourism.
- Yates County is the most dependent upon tourism with 11.5% of all labor income generated by visitors.

Tourism-Generated Labor Income
Share of Economy, 2015



Upstate traveler spending by region

Upstate Traveler Spending, 2015



- Traveler spending is more evenly distributed across the upstate (excluding NYC and Long Island) regions of New York.

Finger Lakes, regional growth

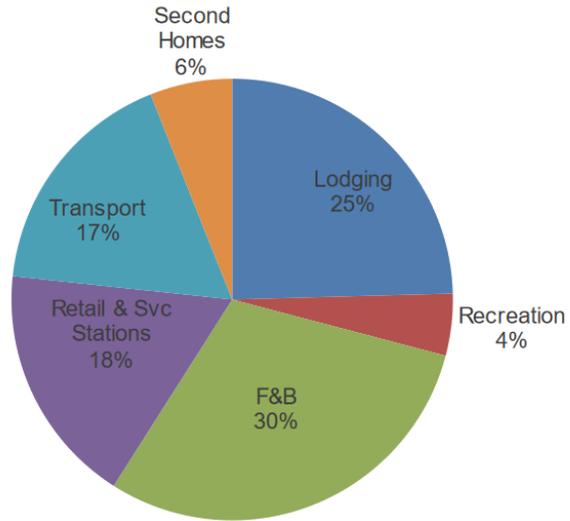
Traveler Spend
Year-Over-Year Comparison

Traveler Spend '000s	2013	2014	2015	2015 / 2014 %
Cayuga	\$ 94,977	\$ 100,952	\$ 97,927	-3.0%
Chemung	\$ 96,128	\$ 97,693	\$ 93,702	-4.1%
Cortland	\$ 69,889	\$ 70,218	\$ 70,896	1.0%
Livingston	\$ 46,209	\$ 47,796	\$ 48,608	1.7%
Monroe	\$ 991,193	\$ 1,001,985	\$ 1,005,205	0.3%
Onondaga	\$ 808,297	\$ 863,244	\$ 854,735	-1.0%
Ontario	\$ 194,233	\$ 203,082	\$ 201,379	-0.8%
Schuyler	\$ 34,489	\$ 33,784	\$ 37,546	11.1%
Seneca	\$ 48,030	\$ 48,768	\$ 49,120	0.7%
Steuben	\$ 120,520	\$ 130,149	\$ 128,887	-1.0%
Tioga	\$ 31,988	\$ 30,059	\$ 29,149	-3.0%
Tompkins	\$ 177,432	\$ 190,921	\$ 195,406	2.3%
Wayne	\$ 35,741	\$ 37,917	\$ 40,785	7.6%
Yates	\$ 61,177	\$ 62,523	\$ 65,818	5.3%
TOTAL	\$ 2,810,302	\$ 2,919,091	\$ 2,919,162	0.0%

Finger Lakes, traveler spending

- Travelers spent \$2.9 billion in the Finger Lakes in 2015 across a diverse range of sectors.
- Spending at restaurants and for lodging comprised 30% and 25% of the total, respectively.

Traveler Spending



Finger Lakes, traveler spending

2015 Traveler Spend '000s	Lodging	Recreation	F&B	Retail & Svc Stations	Transport	Second Homes	Total
Cayuga	\$29,314	\$3,486	\$21,437	\$14,489	\$12,769	\$16,432	\$97,927
Chemung	\$16,928	\$2,893	\$36,013	\$14,506	\$19,880	\$3,482	\$93,702
Cortland	\$15,418	\$5,474	\$29,746	\$13,740	\$1,407	\$5,109	\$70,896
Livingston	\$8,909	\$1,272	\$20,829	\$9,434	\$2,791	\$5,373	\$48,608
Monroe	\$283,049	\$47,469	\$294,731	\$178,730	\$194,907	\$6,319	\$1,005,205
Onondaga	\$196,137	\$30,844	\$240,818	\$161,228	\$198,490	\$27,217	\$854,735
Ontario	\$38,564	\$9,994	\$79,286	\$36,799	\$20,196	\$16,540	\$201,379
Schuyler	\$11,848	\$2,965	\$6,366	\$5,361	\$0	\$11,005	\$37,546
Seneca	\$9,593	\$1,596	\$18,042	\$9,074	\$857	\$9,958	\$49,120
Steuben	\$28,145	\$9,106	\$29,006	\$19,068	\$8,190	\$35,372	\$128,887
Tioga	\$9,838	\$2,986	\$7,178	\$5,192	\$312	\$3,642	\$29,149
Tompkins	\$52,580	\$11,393	\$53,828	\$33,500	\$38,685	\$5,420	\$195,406
Wayne	\$4,055	\$1,846	\$14,006	\$5,692	\$4,921	\$10,265	\$40,785
Yates	\$12,854	\$615	\$22,237	\$9,059	\$1,272	\$19,781	\$65,818
TOTAL	\$717,234	\$131,940	\$873,524	\$515,872	\$504,676	\$175,915	\$2,919,162

APPENDIX III

**2006 TOWN AND VILLAGE
OF SENECA FALLS
COMPREHENSIVE PLAN**

Town and Village of Seneca Falls

Comprehensive Plan

Prepared by the Town and Village of Seneca Falls
Comprehensive Plan Committee

Draft July 2006

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Acknowledgements

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Joseph Peone (Former Town Councilman)

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Tim Masino Frances Wenderlich (Former Village Trustee)
Phil Dressing (Former Village Trustee)

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Introduction to Seneca Falls Comprehensive Planning Process

A comprehensive plan is a written document that identifies the goals, objectives, principles, guidelines, policies, standards, and strategies for the growth and development of the community. It is not a law in itself, but state statutes require that all land use laws in a municipality be consistent with a comprehensive plan. The town is authorized to develop and adopt a comprehensive plan by New York State Town Law Section 272-a and the Village is authorized by New York State Village Law Section 7-722.

New York State considers adoption of a comprehensive plan to be a critical tool to promote the health, safety and general welfare of the people of the town and to consider the needs of the people. A comprehensive plan is the policy foundation upon which communities are built. Once a comprehensive plan is adopted, there are several implications:

- 1) All government agencies involved in planning capital projects in Seneca Falls must consider this plan before they start any capital project. That means the town and village now have a much larger stake in what other governmental agencies want to do when they are proposing a project in town.
- 2) Community consensus and support can be built on the shared vision, goals, and strategies presented in the plan.
- 3) Programs and regulations may be adopted to implement your plan to protect the town and village's resources and encourage desired development and growth.
- 4) Comprehensive plans are also important documents to help be successful in finding grant monies.
- 5) This plan is the basis for regulatory programs. All land use laws are required to reviewed and updated where necessary to be in accordance with this plan.

The issues, goals and recommended strategies detailed in this comprehensive plan are based upon studies of information and data gathered about the Town and Village of Seneca Falls, as well as from the input of many town residents. Starting in March of 2004, the Seneca Falls implemented a comprehensive effort to involve the public in development of this plan. These efforts included initiating a comprehensive plan steering committee to facilitate the process, conducting a residential survey of all town and village residents, conducting youth workshops at the high school conducting personal interviews with large and small businesses, and conducting two planning workshops to learn opinions on needs and hopes for its future. A second public effort was made via

press releases, advertisements and a workshop to educate the public about the draft vision statement. All this public outreach assisted the Steering Committee in identifying key issues to be addressed in the plan. All public information collected can be found in Appendix 1.

While public input was being collected, other studies and analyses were also being conducted including: background studies of land use; a detailed economic analysis; population profiles; housing and community facilities analysis; transportation; recreation and educational resources; public safety programs; environmental conditions of the town; and analysis of the regional growth patterns and trends that have affected, and will continue to affect the area's growth.

Specific sources of information used to prepare this plan included:

- ✓ A resident questionnaire;
- ✓ A business survey (via interviews);
- ✓ A community visioning workshop;
- ✓ Three visioning workshops conducted at the high school;
- ✓ Extensive interviews of town and village officials, local groups, agencies, organizations, and emergency service departments to identify issues;
- ✓ Numerous public meetings; and
- ✓ Public hearings.

This Comprehensive Plan attempts to answer several questions for Seneca Falls:

1) Where are we now and where are we going? The profile and public input sections (found in Parts II and III) answer the “where are we now?” and “where are we going?” questions. This section describes current conditions, demographics, physical and cultural features, and information from the residents.

2) Where do we want to be? The Vision statement sets the tone and overall direction the town and village should take in the future. It was developed directly from the surveys, planning workshop, and other public comments received. The goals included in this plan are broad statements that reflect “ideal” future conditions desired by the community. They were identified through a comprehensive planning process that included multiple opportunities for public participation. The goals offer more specific direction and are consistent with the stated vision of the town.

3) How can we get there? This is answered by a series of recommendations or action steps that the town and village can take to accomplish each goal contained in this plan. When put into action, these strategies will help Seneca Falls attain its vision.

This comprehensive plan is not a local law. The recommendations made in this comprehensive plan will not take effect until the Town and Village boards decide to do so. This comprehensive plan will be implemented through local laws and programs. Each time a local law is amended or developed, public hearing(s), review by the county planning board, and an environmental review will be necessary.

Seneca Falls should use the plan to prioritize the strategies so that they can direct implementation efforts and review progress on an annual basis. The whole plan should be reviewed and updated by the Town and Village Boards, or a special “Ad-Hoc” committee every five years.



Visioning Workshop with senior high students.

SWOT Analysis to Identify Issues

A valuable exercise in the comprehensive planning process is the identification of the strengths, weaknesses, opportunities, and threats (SWOT) facing the community. Strengths are those available and valuable assets that should be preserved or improved on. Weaknesses are drawbacks or short-term challenges that need to be addressed so that they do not cause long-term problems to the viability of either the quality of life or the economy of the area. Opportunities are the long-range positive trends affecting the community as well as the positive paths that we might follow. Threats are long-term weaknesses that can undermine attempts to meeting the goals established by Seneca Falls.

The SWOT analysis was developed from data derived from public opinion (gathered at public meetings, interviews and through a residential survey) as well as interpretation of other inventory and profile information about Seneca Falls. This analysis is the basis for the development of goals and future strategies, and will be used to help identify opportunities that offer Seneca Falls a set of realistic, tangible, and affordable actions for the community to pursue.

Strengths:

- Attractive downtown/Main Street
- Many tourist draws and historic places
- Wineries
- Rich cultural history, birthplace of women's rights movement
- High quality of life, a good place to raise a family
- Proximity to amenities such as Cayuga Lake, Canal, heritage and cultural sites, Montezuma National Wildlife Refuge, etc.
- Community Center Building
- Town parks and ball fields
- New library
- Museums
- Canal and Lakes
- Small town atmosphere
- Skill and diversity of residents
- Beautiful area/scenery
- National and State Parks, Wildlife refuge and the New York State

Heritage Area

- New York Chiropractic college
- Comprehensive planning strategy in place for the region by the Finger Lakes Regional Planning Commission
- Quality schools are not near capacity
- Infrastructure (water & sewer) in good shape with room to expand
- Emphasis on the Village as the center of the community
- Good fire and police protection service



Weaknesses:

- Lack of job opportunities
 - Disconnected economically from the rest of the region
- Low attendance rates at existing tourist attractions
- Private and public properties need maintenance and improvements
- Little attention to landscaping and design along major transportation routes, and entrances to the Town and Village
- Some neighborhoods degrading
- Low levels of shopping and entertainment activity downtown during evenings and weekends
- Not enough parking downtown
- Downtown retail hours do not address the needs of residents or visitors seeking service on weekends and week nights.
- Overlapping governments
- Not enough effective government communication with the public
- Inability of Town to share landfill generated revenues directly with Village

- High taxes in the Village of Seneca Falls
- Prominence of landfill
- Few community events and programs
- Illegal activity downtown
- Little multi-residential housing or senior housing
- Seneca Falls Historical Society museum lacks space for displays, events, and storage, and has no handicapped access
- Dwindling fire and emergency volunteers
- No 24 hour on-duty ambulance service
- Distant health care access
- Town parks are at capacity
- Lack of basic services for visitors such as public rest rooms
- Not enough after school and daycare programs
- Zoning and building code enforcement
- Perception that there is little flexibility in historic district
- Lack of lodging rooms for tourists

Opportunities:

- Take advantage of downtown historic area
- Location is good for becoming a gateway to the region
- Improvements to canal and lake boating facilities
- Take advantage of National reputation as the birthplace of the women's rights movement
- Room for growth
- Industrial parks
- Room to add uses that are lacking in surrounding town's and villages, such as movie theater, restaurants
- Coordinate activities and programs among the many recreational and historic resources in the area
- Increasing attendance rates at the new library
- Increasing attendance rates at the Seneca Falls Historical Society

- More adult and senior activities at the Community Center
- Revitalization of Sackett business district
- Take advantage of New York Chiropractic College
- Revitalization of the former Trinity Episcopal Church at the Wescott Rule site
- Adaptive reuse of the Knitting mill along the canal
- Development of multi-residential housing
- Strengthening connections to the past (rail and canal roles in town's growth)
- Improvements to outdoor recreation programs
- Town and Village continue to work on joint ventures
- Town continue to invest in projects within the Village
- Innovative future uses for the Seneca Meadows landfill
- The Town can use its significant and stable source of revenue to fund projects
- Local needs can complement tourist needs in order to grow the local economy
- Strong support for improving small town atmosphere, scenic views, and open space
- Residents are open to consolidating services to save costs

Threats:

- Inability to diversify our economy
- Continuing change over to a global economy
- Loss of larger employers, such as Goulds Pumps
- The Native American Indian Issue
- Apathy of residents towards possible improvements
- Fear of pollution from landfill
- Increasing congestion problem when new tourist traffic is added to existing truck traffic
- Surrounding municipalities not participating in regional plan for growth

- Expense to maintain expanded water and sewer infrastructure
- Youth and young adults continue to leave the area
- Lack of consensus about benefits of growth among town/village residents and officials
- Development encroachment onto farmland
- Lack of space at the Seneca Falls Historical Society museum
- The seasonal lull that all businesses face
- Increasing housing costs
- Aging population
- Loss of small town feel
- Continuing illegal drug activity, and the negative perceptions that accompany it
- Increasing energy costs

Vision Statement

Overall Theme:

In 2015, the Town and Village of Seneca Falls is a thriving community where citizens collaborate with responsive community leaders to create an exceptional quality of life. Seneca Falls is a leader in economic diversification, education, historic preservation, the arts, civic life, and environmental quality. Other communities use our blueprint for success as a model for their own planning efforts.

Our strong business climate provides meaningful employment opportunities and offers retail, service, and high tech options for both residents and visitors. Our business-friendly policies and programs are coupled with high environmental and civic standards. The downtown business district, along with the canal, lakefront and wine trail, is a focal point for tourism and small business development.

Seneca Falls celebrates and builds on its close proximity to Rochester, Ithaca and Syracuse, its community character and its unique historical role in women's rights, industry, and transportation as it grows and develops. Our neighborhoods are safe, offer a mix of housing opportunities that serve all income levels, and have well-maintained pedestrian and traffic networks. Seneca Falls' diverse population supports a culturally rich environment that promotes quality educational and recreational opportunities. Our natural environment is enjoyed and nurtured by current and future generations.

Topic Visions, Goals and Strategies

Topic: Economic Security

Economic Security Vision: We understand that quality of life is *the* critical factor in attracting, retaining and growing businesses. Seneca Falls aggressively markets this aspect of itself to new residents, visitors and businesses. Our economy is diverse and includes industrial and small business development, tourism, and neighborhood-oriented local businesses.

Seneca Falls is a primary regional tourist destination and a gateway to the Finger Lakes Region and to Seneca County. Tourism in Seneca Falls has grown with increased emphasis on marketing cultural and recreational venues related to the canal and lake, the Women’s Rights National Historical Park and the National Women’s Hall of Fame, wine country, rural driving, and outdoor recreation. We are one of 18 heritage areas in



New York State. Seneca Falls’ economic development programs build on the strong educational resources and technology opportunities offered in Central New York.

Downtown serves as the retail, cultural and financial center while agricultural entrepreneurs take advantage of the active farmlands found outside the village. The Town and Village

support these economic development activities by providing economic development staff and support, improved technology and public service infrastructure for businesses and residences, enhanced downtown buildings and facades, and through enactment of business-friendly environment policies and procedures. Businesses participate in and invest in our education system, our health and environmental programs, and our cultural programs.

Goal 1: Follow the Plan and Organize Accordingly

Strategy 1.1. Consistently follow and, as needed update, a comprehensive economic development strategy focused on diversifying, promoting, retaining, and expanding business in

Seneca Falls. Through the plan, associated actions and attitudes, be a business-friendly community and support an organizational strategy that pushes forward the community's objectives.

Strategy 1.2. Two staff equivalents are needed to work on economic development for the community. The two should work cooperatively, on downtown, tourism, and business enhancement, recruitment and business retention. Provide administrative support to these people. These positions will be crucial to the success of Seneca Falls' economic future. The community has reached a point where it has laid much of the groundwork for economic success, but it needs people out there selling and promoting the community on a daily basis.

Seneca Falls needs a person working daily to promote the community to potential new businesses and ensuring that the public sector is doing its job in supporting existing local businesses. As noted below, the community should become an active partner in the Rochester and Syracuse regional economic development initiatives as well as emphasize economic development opportunities and initiatives with Waterloo, Auburn, Geneva, Ithaca, and Watkins Glen; only a person who can attend meetings and focus on follow-up can accomplish this. Occasional attendance by elected officials will be important, but does not substitute for a professional economic development staffer who can consistently represent Seneca Falls. This person should work closely with the County Industrial Development Agency, but it should not be assumed that the County office can somehow perform the duties of this person. Their focus is on County level initiatives and given recent funding reductions, they are running a very lean operation. If Seneca Falls wishes to see results for itself on its specific projects, it must invest in staff-time to push those projects forward.

Tourism and main street revitalization will also need a person to advance local initiatives. These initiatives should include more festivals, events, regular downtown promotions and entertainment, more services for tourists, cooperative arrangements with other destinations and a range of other activities. All of these activities will require more than part-time volunteers; there needs to be a full-time person in charge of advancing these sectors of the economy.

Please note that this recommendation in no way criticizes the

Seneca County Tourism office. That office is doing a very effective job for its client—the County, of which Seneca Falls is a part. But, it is not the job of that office to prepare or push forward detailed community level tourism events and promotions or to see through business attraction and retention. The County office will be a very significant and important partner for Seneca Falls local tourism office, but it should not be seen as somehow being responsible for Seneca Falls' local projects.

Strategy 1.3. Create a Local Economic Development Program. It is critical for the public sector to pursue a five to ten year program to seed more tourism services and activities in the downtown, and to diversify other sectors of the economy. While the County economic development and tourism offices offer a foundation of staffing and support, their duties lie with the County as a whole. Seneca Falls needs an organizational and legal structure that will allow its local economic development staff to be most effective.

Therefore, it is recommended that the community create a local economic development organization. (One example of such an organization may be a local economic development program). There is great interest in the community related to economic development and the economic development program should be open and responsive to the public. This not-for-profit entity can be managed by a board of directors comprised of representatives from the Village and the Town, as well as the private sector. Its funding can come from Village and Town support, as well as private sector support. Foundations and grants might also be funding sources, but only to a limited degree since the time required to pursue grants can significantly dilute the time spent on real economic development activities. Such a structure would allow for the purchase and sale of land and buildings, private financing and loans, hiring and firing staff and in generally moving faster than the public sector can move.

Priority actions for the local economic development program are the following:

- A. hire staff
- B. build a spec building at the Deer Run Business Park
- C. downtown promotion
- D. business recruitment

E. tourism support services

F. industrial retention and attraction



Goal 2: Enhance the local tourism economy. Seneca Falls aggressively takes advantage of its heritage, the lake and canal, and its transportation access to promote year-round tourism.

Strategy 2.1 Tourism Involvement in the Local Economic Development Program.

There are currently insufficient visitors to Seneca Falls to justify the private sector's provision of needed goods and services to visitors. The result is a tourism sector that is growing gradually, but also losing businesses due to low visitation levels and also not providing critical services that should support further tourism growth (e.g., canal boater services, bicycle rentals, boat tours, kayak rentals, wine related experiences, etc.).

It is recommended that Seneca Falls pursue a variety of actions to increase visitation and to provide more visitor services. The intent should be to seed these services by the public sector and then transfer them to the private sector once the market is sufficiently strong. It is suggested that a concessionaire model be used—similar to the National Parks and some state parks.¹

¹ Footnote: A concessionaire model refers to the common practice in National Parks and other parks of renting or leasing space to private companies to operate within the Park.

It is recommended that this tourism development enterprise provide the following services:

- A. Provide showers, bathrooms, laundry facilities, and other needed harbor services for lake and canal boaters.
- B. Explore extended stay options for lake and canal boaters. Currently docking is limited to 48 hours. Allowing extended stays will allow for more spending and more activities by boaters. Provisions should be made to recoup costs associated with such stays (e.g., water, electricity, wastewater, etc.)
- C. Offer power boat rentals as well as kayak rentals.
- D. Offer boat tours along the lake and canal.
- E. Hire a Harbor Master to oversee the above activities and supervise docking.
- F. Offer bicycle rentals.
- G. Support some kind of children-oriented park or amusement area that can entertain little kids for a few hours. Examples of activities might include miniature golf, creative water spouters and fountains, a maze, bumper boats, and a state-of-the-art playground.
- H. Operate a retail store that offers 'The Best of Seneca Falls'. This would include wine and related products, farm products, goods made in the County and other relevant goods that mesh with but do not compete with existing Seneca Falls stores.
- I. Encourage the development of a wine-oriented market, display, etc. in downtown Seneca Falls.
- J. Provide daily van/small bus service to the wineries and other key destinations that lake and canal boaters or other downtown visitors might want to see. This service could also take visitors to sites within the downtown. In addition to using existing bus services, this service should

Lodging, food, transportation and other services are often provided in this manner. Contracts run from one to several years.

be supported by both County transportation funding and destination (e.g., winery) funding. In other words, all attractions that benefit from the tours should pay a fee-per-head for these delivered customers.

Revenues from this operation should help support staff, overhead, insurance and other operating costs. It is not anticipated that these revenues will cover 100% of the costs initially. Based on the experience of other areas, it is more likely that local economic development program revenues may cover initially no more than 10% of the cost and will then rise perhaps up to 50-75% of costs or higher. This will all be dependent on entrepreneurial energy that is put into the enterprise and the funding and energy placed on general tourism promotion. Over a period of 5 years, the objective should be to raise the profitability of the operation to a point that private concessionaires can be found to operate aspects of the operation.

This enterprise should also be looked at as an opportunity to employ local youth and train them in the hospitality industry and give them business experience. Explore hospitality training with the local BOCES. This aspect of the program might open doors to education and training funding. This is a great example of where the community should take advantage of the training and labor expertise lying within the Seneca-Cayuga ARC organization.

Strategy 2.2. Market Seneca Falls. Allocate sufficient funds annually to market Seneca Falls to visitors through print media, signage, television, etc. Seneca Falls faces a situation typical for smaller communities in that visitation has grown gradually over the years based on County promotion and the promotion of the local destinations, but that growth has plateau-ed. Now visitation will only grow significantly if the community invests in more assertive promotion and marketing on its own-- if it moves to the next level of professionalism and commitment to tourism. There are several potential directions the community should pursue:

- A. An important component of this marketing should be gaining more exposure through the travel media. This translates into bringing more travel journalists to the area. Pursue a media marketing program for Seneca Falls. This will not only promote tourism but also promote the community to people who might move themselves or their businesses to the area. Such a program can have widely

different costs depending on the level of activity.

- B. Buy billboard space along the Thruway. Such advertising will promote the community to the regional market very effectively. Costs for Thruway billboards range from \$400 to \$1000 monthly depending on location. Work with an advertising firm to identify sign promotion opportunities at strategic locations within a radius of 50 to 100 miles from Seneca Falls. At the minimum signage should be placed at key intersections in the following areas: Syracuse, Rochester, Ithaca, and all relevant Thruway intersections. Further, additional banners and signage for light posts should be developed.
- C. Work with County tourism officials and local tourism businesses to define a marketing tag for Seneca Falls.
- D. Work closely with the County and State tourism offices to maximize the local impacts from county and the I Love New York promotion campaigns. Support these programs since any County promotion will ultimately benefit the Town and Village as well.
- E. Maximize regional marketing and public/private options efforts through such mechanisms as cooperative advertising buying.
- F. Annually track the success of all marketing efforts.

Strategy 2.3. Improve the visibility of the downtown Heritage Area Visitor Center. Currently, the street level prominence of the Heritage Area Visitor Center on Fall Street is insufficient to draw many visitors. There needs to be a stronger sign and awning and better window displays to draw in visitors. As noted in other recommendations, overall direction and information signage in the downtown should be improved and those actions will also help the visitors center. The Visitor Center and its contents are adequate, but more effort needs to be made to make visitors aware of the Visitor Center. In addition, as the Visitor's Center ages, the Town and Village should work cooperatively to support funding for refurbishing and keeping the center current.

Strategy 2.4. Support a Finger Lakes Wine Center and Winery in the downtown and perhaps at Exit 41. Seneca Falls lies within the wine

country of the Finger Lakes, perhaps the second most well-known wine region in the United States, yet there is no information, activity or retail products in the downtown related to this industry. Encourage the creation of a Wine Interpretive and Education Center in downtown Seneca Falls. Integrate a wine making operation within the Center. Have tastings, sell wine, give classes, promote the vineyards of the region, give tours. Be a front office for the Seneca and Cayuga Lakes vineyards.

Strategy 2.5. Work with and Support the Cayuga Lake Scenic Byway. Seneca Falls lies along this state scenic byway. This road is exceptionally beautiful and should draw substantial visitors each year. The Town and Village should work together to ensure that signing is well-done, byway kiosks provide information about the area's resources and that the area supports byway marketing efforts.

The Cayuga Lake Scenic Byway surrounds Cayuga Lake. The route, themed around the Lake, features scenic views of the Lake and its shores, rural and woodland landscapes and numerous recreational, natural, tourist and cultural attractions. The Byway offers travelers an opportunity to observe the glacial-formed Cayuga Lake, visit local wineries and farms, explore the region's villages and hamlets and utilize Cayuga Lake's extensive recreational resources. A corridor management plan has been developed for the Byway and it seeks to capitalize on the unique nature of the route to generate sustainable economic growth along the corridor. The Plan advocates:

- a) The creation of visitors centers to provide Scenic Byway information material;
- b) The development of interpretive centers and information kiosks to tell the story of the lake's geology, history, industry and culture;
- c) The use of themed signage to link the Lake's amenities together as a system;
- d) The development of a regional marketing campaign that looks beyond each County as a single destination to themed tours along the Lake;
- e) Monitoring changes in tourism based activity to gauge the impact of the Byway activity on the local economy; and
- f) The shared management of the Scenic Byway route through the utilization of a not-for-profit organization. For full information on the Scenic Byway and the Corridor Management Plan established for it, see the Cayuga Lake Scenic Byway Nomination Document available at the Village and Town offices.

Strategy 2.6. Join the Cayuga Wine Trail organization.

Related to the above recommendation, join the Cayuga Wine Trail organization and marketing effort. Currently, the downtown has

nothing that would qualify it for membership, but the community should quickly put together a project that will allow it to participate, such as a winery downtown. If the downtown can become part of the Cayuga Lake Scenic Byway, then it could apply for 80%-20% funding for a visitors center from the America's Byways program. The scenic byway must become a national byway in order to qualify for these funds.

Strategy 2.7. Support Empire Farm Days and expand on that theme. Empire Farm Days is a hugely successful tourism event that occurs just south of Seneca Falls each summer. When it ends, there are no other events that echo or reinforce this event. Support the major annual event and then work with local farmers and related businesses to develop a series of two or three associated events that could occur during other seasons and which would bring in people. Use Empire Farm Days as a foundation event upon which to build other farming-related events and festivals such as the Seneca Falls Spring Planting Bluegrass Festival or a major harvest festival in the fall.

Strategy 2.8. Work with Waterloo and Geneva to create a 'Head of the Lakes' or 'Three Sisters' regional initiative to market these communities as a portal to the Finger Lakes. These communities have much in common as access portals to the Finger Lakes. They share Thruway exits. Together, they should be the 'Three Sisters of the Finger Lakes' or project some other appropriate marketing image. Together, they encourage the majority of the region's visitors to enter the Finger Lakes through their downtowns, stay in their downtowns, learn about the region from their facilities and generally use these towns as base-camps from which to explore the region.

Strategy 2.9. Work to Create Local Marinas and a Resort. Given Seneca Falls proximity to water, the area should establish more water recreation options. Consider a marina on Van Cleef Lake at the end of Fall Street or along Bove Drive. Such a facility is needed, is close to the village and will serve both residents and visitors. In addition, Cayuga Lake, also offers an exceptional opportunity to create a full-scale marina. In order to make it more appealing and competitive, consideration should be given to integrating a lodge and resort spa into the project. The presence of the New York Chiropractic College so close to the lake offers an unusual opportunity for that organization to participate and give the spa a distinctive character and flavor. The exact location of the marina and resort will require study by the community, land owners and developers, but the

proximity of the lake to Rochester, Syracuse, the wineries and to Seneca Falls make the project a potential winner. With a marina would come more boats, more visitors, more upscale lodging and more year-round visitation.

Strategy 2.10. Regional tourism signage system. Develop a regional tourism signage system to provide visitors with easy and understandable access to tourism-related destinations. Follow the recommendations made in the regional tourism signage study produced by the Finger Lakes Regional Planning Commission.

Strategy 2. 11. Create and promote distinct cycling routes around the Village, Town and nearby County areas. The nearby area and the Village offer good opportunities for several distinct routes including a birding route, a farm landscape route and a lakeview route. This is a simple tourism 'product' to create and promote.

Strategy 2.12. Explore creating one or more business improvement districts. A Business Improvement District (BID) is publicly sanctioned, yet privately directed organization that supplements public services to improve shared, geographically defined, outdoor public spaces. Moreover, such organizations subscribe to a self-help doctrine, whereby a compulsory self-taxing mechanism generates multi-year revenue. In Seneca Falls, use of multi-jurisdictional BID's should be explored, such as a cooperative program with Waterloo.

The BID Concept

The BID concept borrows elements from the special purpose district, the special assessment district, and the special zoning district. BIDs tend to be innovative service providers. Their programs fit into three general categories: clean, safe, and attractive, yet BIDs create unique programs to respond directly to local needs. Under the rubric of "clean," BIDs offer sidewalk cleaning, graffiti removal, and landscape maintenance services. To promote safety, BIDs develop and support such crime prevention programs as security patrols, police mini-stations, and safety seminars. Most also perform hospitality-related functions such as assisting visitors with directions. In addition, some BIDs coordinate crime prevention strategies with local police departments. BIDs take on a number of projects and services to make commercial areas more attractive to visitors and residents. These range from executing marketing campaigns to implementing comprehensive

streetscape improvement programs. Some BIDs establish an identity that they use to promote the commercial area.

Goal 3: Strengthen and diversify Seneca Fall's industrial base

Strengthen Seneca Falls' industrial base. Rehabilitation of existing commercial and industrial facilities is promoted. Commercial and industrial development provides a diversity of economic and job opportunities in an attractive, safe, and healthy environment manner consistent with the character of Seneca Falls.

Strategy 3.1. Develop a spec building at the Deer Run Industrial Park. The Deer Run Industrial Park has everything it needs to succeed, but an appearance of success. The Town and Village should support the construction of a building for speculation on the site to bring the park to life. Doing this project through a local economic development program would allow it to be done through a combination of traditional and public-funding financing. Further, utilizing this location for commercial and industrial development would not only benefit the Seneca Falls School District, but would allow an efficient and quicker development process (See box below). This location has already been identified, zoned, and developed to be useable for a variety of commercial and industrial uses. To enhance commercial and industrial use of this site, it is recommended that a GEIS (Generic Environmental Impact Statement) be written for this site to pre-analyze environmental issues (see page 23 and 24).

Zoning for this location (M-1 in the Village) says that "Any manufacturing, assembly or other industrial or research operation meeting the requirements of the performance standards of this chapter; Farms, farm uses and customary farm occupations; Warehouses for enclosed storage of goods and materials, distribution plants, wholesale businesses" are permitted principal uses. Accessory uses are simply described as "Signs; Customary accessory uses incidental to a permitted use." Special uses are listed as "Large-scale industrial park development; Junkyards; Automobile service and repair stations." It does note that "Uses incompatible with industry are not to be permitted."

Strategy 3.2. Work with the New York Chiropractic College and others

on the potential for an urgent care facility on their campus. Seneca Falls could use a stronger local urgent care medical facility. Work with the partners in the medical community, especially the chiropractic college located right in the community to envision a way to create such a facility. The campus might have suitable space; the facility might offer useful educational experiences for the NYCC's students.

Strategy 3.3. Sponsor a steady industrial and commercial retention program. There is a need for significant, cooperative retention efforts by the County, State, Town, and Village to retain existing commercial and industrial uses in Seneca Falls, especially related to Gould's Pumps. Using staff defined above, and working with existing agencies, the economic development program in Seneca Falls should assess existing businesses needs. Staff should development ongoing methods to communicate with these businesses. These could include meetings at least once a year. In addition, hold a Business Development Forum once a year to bring together local business leaders and think about community-wide economic development efforts.

Through these and other efforts, maintain an active presence in all local business groups, listen to their ideas and needs, and develop strategic tools to address those needs.

Strategy 3.4. Participate in Industrial/Business Recruitment.

Economic development staff should participate in all regional business recruitment efforts (e.g., represent the area at trade shows, etc.) The County IDA already attends many such events and therefore the Seneca Falls staff can work with them to make the local presence extend farther.

Allocate \$25,000 to promote the community to businesses. Work with County IDA to identify the most cost effective ways to support county efforts and to promote Seneca Falls. Meet with state economic development staff regularly to convey the community's efforts and willingness to work with new businesses. Listen for trends and feedback that these people can offer. Be a 'go-to' community for the state officials. That is, be the type of place that has its procedures, attitudes and staff so well organized, that a state economic development representative can confidently recommend Seneca Falls to any potential new business and know well that Seneca Falls will handle the lead appropriately,

professionally and in a way that is a model for other communities.

Should there be a future need for increased industrial capacity, the Town could consider the following options to fine-tune the zoning designation and establish additional light and heavy industrial zones and opportunities. See Part I for an analysis of industrial capacity in Seneca Falls.

Option 1: Two zoning districts exist in the Town east of the Village: one at Bayard Street Extension, and the other on Route 20, south of Hyatt Street. Expand both of these zoning districts to include additional land but with standards or setbacks to protect water quality and erosion/protections from the steep slopes, regulated wetlands, and streams that run through there. (This could be left as text or mapped.) There are floodplain, steep slope and wetland issues in the middle of the Route 20 M1 area, but land surrounding it that could be expanded to all the way to the railroad tracks.

Option 2: Amend Town zoning to include a Planned Industrial Development (PID). Town zoning already has a PUD (for planned unit development for mixed commercial/residential development). The PID is a similar process and would treat industrial development as a floating zone. It allows large lots to be developed in a more flexible manner than allowed by the underlying zoning. The PID could require developers to compensate for any impacts of their projects by setting aside open space, providing its own infrastructure, or offering other community facilities and services. The PID would allow utilization of innovative planning and design concepts and would still have the scrutiny of the Town Board and site plan review. The disadvantage is that since it is not mapped until a project is proposed, it does create some uncertainty. It can be very effective however at permitting large industrial facilities and gives the developer more freedom to find a site that will work and the town to pre-set certain standards it expects.

Option 3: Designated one or more new M1 zones and map it. This would take some analysis of environmental conditions and coordination with roads/railroads to determine but could be done. I would recommend that the existing M1 areas be expanded before new areas are set however. If you want to do this, I would look at all lands in the Seneca Falls School District that has minimal environmental limitations, along with access to the Rail road and major roads. We could do this analysis via the GIS to help identify possible locations.

Light Industry versus Heavy Industry: Light industry is usually less capital intensive than heavy industry, and is more consumer-oriented than business-oriented (i.e., most of light industry products are produced for end users rather than as semi products for use by other industries). Light industry usually has less environmental impact than heavy industry and is more tolerated in residential areas. Some economic definitions state that it is a "manufacturing activity that use moderate amounts of partially processed materials to produce items of relatively high value per unit weight". Heavy industry usually refers to manufacturing activities engaged in the conversion of large volumes of raw materials and partially processed materials into products of higher value; hallmarks of this form of industry are considerable capital investment in large machinery, heavy energy consumption, and final products of relatively low value per unit weight.

Strategy 3.5. Become a Model Community for Responsible Environmental Development.

- A. The Town and Village of Seneca Falls should critically evaluate, mitigate, or discourage new development that would be detrimental to the environment and counter to the goals established in this plan.
- B. Establish local Type I lists under the State Environmental Quality Review Act (SEQRA) in both the Town and Village. This list includes locally identified uses that are felt to have potential significant impacts and will help clarify and ensure that comprehensive environmental reviews are conducted on uses that might negatively impact the community.
- C. In order to promote communication between adjacent municipalities and to have the opportunity to evaluate proposals elsewhere that might impact Seneca Falls, request that the Town and Village be granted the "Interested Agency" status for SEQRA procedures. The Town and Village will not have a say in the ultimate decision made by another community, but "Interested

Agency” status will allow you to comment during SEQR proceedings in a more formal manner.

- D. Consider developing a Generic Environmental Impact Statement (GEIS). A GEIS is a type of environmental impact statement (EIS) that is more general than a site-specific EIS and typically is used to consider broad-based actions or related groups of actions that the community may undertake. A GEIS can examine the environmental effects of certain types of development that may take place such as industrial or large scale growth. In this manner, Seneca Falls can “pre-evaluate” the cumulative impacts, secondary effects, and can set forth conditions or criteria under which future development can be undertaken. This is beneficial because a GEIS may save future work by reducing the need for individual EIS’s and can assist the Planning Board when reviewing a project proposal.
- E. Consider establishing a joint Town/Village Conservation Advisory Council (CAC). This advisory group is made up of volunteers appointed by the boards and is generally assigned the role of offering opinions and assisting in a cooperative and positive manner, the Planning Board or Zoning Board of Appeals during the environmental review processes. Many communities that have CAC’s use them as the “environmental eyes and ears” for the planning board.
- F. The acceptance of the Seneca Meadows landfill was controversial for the community and in some respects it continues to be controversial. It is a large facility that generates negative traffic, sound, odor and image impacts. It has also benefited both the Town and Village by generating large fees for the Town (which has allowed the Village to benefit by having no town tax levies), has provided local jobs, is generating significant amounts of methane and energy which is supporting a very competitive industrial park and it is making steps toward being less visible and intrusive. Further, the landfill has been community oriented and has supported such facilities as the library.

Seneca Falls should use the landfill and its emerging alternative energy and recycling activities as a foundation

for being a cutting edge environmentally responsible and innovative community. Energy production, recycling, reuse of materials, energy and material reuse and looping – all of these concepts should be promoted and encouraged. In this way, any business that moves to the area immediately is able to use this community image to enhance its own image. In addition, *like attracts like*, or in other words, beginning to aggregate a community of industries and related operations will only draw more of those businesses in the future.

The Seneca Meadows landfill will continue to have both supporters and opponents, but for at least the next ten to fifteen years, the landfill will continue to operate in the community. During that period, the community has the choice to actively use the landfill's strengths to diversify the economy. No matter what longer term approach Seneca Falls takes with the landfill, it is the position of this comprehensive plan that in the short run, the community should gain as many economic benefits from the facility as possible.

- G. Another component of the environmental community concept could be the promotion of zero energy homes, the Energy Star compliance program, and other alternative energy programs. A Zero Energy Home combines state of the art, energy-efficient construction and appliances with commercially available renewable energy systems such as solar water heating and electricity. This combination can result in zero energy consumption from the utility company. This concept could be implemented both in terms of incentives for new homes built or existing buildings retrofitted in Seneca Falls subdivisions and in terms of seeking to recruit companies that build zero-energy homes. The spin-offs associated with this concept are many and include: solar panels, super insulation, wind power and many other emerging technologies around this topic. Initiatives at regional universities like Syracuse and Cornell are creating these technologies; Seneca Falls should work to transfer those ideas to its local economies. Utilize information from the United States Department of Energy, National Renewable Energy Laboratory and their northeast team member Steven Winter Associates in Norwalk, Connecticut (<http://www.swinter.com/>) for assistance. Zoning and other land use regulations should not place barriers for building these types of structures.

Strategy 3.6. Enhance Regional Presence.

Become active members in Syracuse's, Binghamton, and Rochester's regional economic development efforts. These major economic development initiatives will produce more jobs and businesses. There will be a tendency for those new businesses to go to the urban and suburban communities that participate the most, who get the leads on incoming businesses, who provide the best facilities. Typically, the outlying rural communities will benefit last, but that is usually because they participate the least. Seneca Falls should be an assertive small town leader in these regional initiatives. Seek to draw projects related to these initiatives to the community. Offer financial resources to become active players in these regional efforts. Seneca Falls should be a model regional player. Define what you can bring to the table; don't just look for the scraps from the table.

Strategy 3.7. Pursue the Development of a Thermal Depolymerization Conversion Plant at the Landfill. These new technology facilities take any organic substance and convert it to oil, gas and oil/gas byproducts. This energy is clean and ready for use. The materials at the landfill along with organic waste (i.e., residential, commercial, industrial and agricultural) from the region can result in a virtually infinite supply of energy flowing from the landfill site and the region. Currently, the Department of Energy is searching for sites to build these test facilities. Facilities are under construction in the west and midwest. Seneca Falls should explore these and consider hosting the first Northeastern Test Site.

To learn more about thermal depolymerization go to: http://forums.biodieselnow.com/topic.asp?TOPIC_ID=829 and <http://www.thermaldepolymerization.org/>.

The technology is new, it is undergoing testing, but it might promise an important new source of both recycling and energy production. These are two themes that Seneca Falls might incorporate into all of its future economic development marketing.

This facility could also be a tourism attraction and deliberate efforts should be made in the design of the facility to incorporate an interpretive and educational element.

Strategy 3.8. Integrate the Airport into Economic Development Planning. Take advantage of the Depot runway which is the longest east of the Mississippi. Plan for the future increased use of the Finger Lakes Regional Airport by the next generation of small commuter jets. These new jets will make it much more affordable (e.g., cost savings over current jets may exceed 80%) for businesses to offer service from small airports to larger regional airports and hubs. Businesses will have the option of locating in more remote locations and still having air service.

Prepare an airport expansion study. This should include evaluation of any FAA requirements and should result in zoning and programming that meshes county airport plans with local zoning and programs.

The critical action for the Town of Seneca Falls is to zone land near the airport to office and light industrial use so that businesses can locate near the airport. In addition, plans should be made to extend sewer and water service south along Highway 414 to the zoned land.

Strategy 3.9. Utilize all existing industrial sites. The Town and Village should explore with State and Federal government agencies the various legal and funding options to clean up and utilize all former industrial sites.

Goal 4: Strengthen the downtown

Downtown plays a central role in meeting the economic, cultural, and recreational goals of Seneca Falls, and as such, it must be a critical component in future economic development strategies.

Strategy 4.1. Initiate a Main Street Program. Form a Main Street program with support from the National Trust's Main Street Program. Use their resources to develop a multi-faceted approach to downtown revitalization. This effort will formalize the downtown program and give downtown merchants access to other areas that have revitalized themselves. There is a wealth of information out there on how to bring back downtowns to life and Seneca Falls has so many of the components already in place. What is missing is staff support, a cohesive, vital program to make it happen and public funds to energize the area and attract more merchants and more

visitors.

Overall Economic Revitalization Philosophies for A Main Street Program

From the National Trust for Historic Preservation Main Street Program:

1. Clear direction is vital.

Establishing a direction for the economic growth of Main Street is central to the revitalization process. The vision statement and goals included in this Comprehensive Plan should be used to define this direction. In order to be economically successful, Seneca Falls should work towards developing a diversified economy including retail, service and tourist industries. However, in the shorter term, Seneca Falls must capitalize on its greatest assets...its natural, cultural and historical features.

2. The process must be multi-faceted, concern the entire Village and Town, and follow a long-term plan.

A strong commitment on the part of all players including Town and Village leaders, businesses, and residents will be needed in order to be successful. The process must be multi-faceted: It must be concerned with not only specific commercial activities taking place but should also seek to unite the economic activities taking place at different locations. All activities must work together through an overall plan to meet the needs of all segments of the community.

Experiences of other communities throughout the United States have shown that if such a long term strategy is not followed, it is likely that the economic benefits seen during the early revitalization attempts will be only temporary. Economic restructuring ultimately means establishing a comprehensive strategy to bring about positive economic change by attracting financial investment. The recommended economic strategy for Seneca Falls should apply the following major tenets:

- ★ Insist on quality;
- ★ Be a public-private partnership;
- ★ Focus on existing assets;
- ★ Encourage emotional investment in the community;
- ★ Change people's attitudes by demonstrating that positive change is taking place; and
- ★ Be incremental in nature and implementation oriented.

Seneca Falls should work towards strengthening their existing economic base first, and then gradually expand it. Economic recovery will be successful only if both the public and private sectors are involved. It is recommended that as a first step, a formal revitalization program and organization to oversee the effort should be initiated. A successful model for such an activity should be the National Trust's Main Street Center Program. The Main Street Approach advocated by this group, has been successfully used in hundreds of small towns and villages across the country. The Main Street Approach is based on four points:

- | | |
|------------------------|---|
| Design | (improving the areas' image by enhancing its physical appearance) |
| Organization | (building consensus and cooperation among the groups that play roles in the economy of the area) |
| Promotion | (marketing the areas' unique characteristics to shoppers, investors, new businesses, tourists, and others), and |
| Economic Restructuring | (strengthening the existing economic base while diversifying it). |

Many of the points discussed below detail this approach. The Village must ensure that all parties involved in the economic revitalization effort make a minimum of a three-year commitment to the process. This time frame is necessary to have the effort become self-sufficient and firmly rooted. Past success from the Main Street Approach has shown that all four points outlined above must be worked on.

To see how other community leaders have used the Main Street Approach see "*Main Street Success Stories*" published by National Main Street Center, National Trust for Historic Preservation, 1997. The web site of the National Main Street Program is: www.mainstreet.org

Strategy 4.2. Support live entertainment in the downtown. Allocate annual funding in Town and Village funding to support festivals, events, entertainment in the downtown. Without these funds, the downtown will limp along. The downtown needs to re-create itself as one of the most fun, lively downtowns in the Finger Lakes Region. People from Syracuse and Rochester should think about Seneca Falls throughout the year as a fun place to go for an evening or for a weekend. The public funds should be matched against private funds to leverage their impact, but this is a clear case where public dollars will be needed to seed future private

investment interest.

Strategy 4.3. Ensure inclusion of the Sackett Business District on the south side of the canal in the Main Street program. As a part of a Seneca Falls Main Street Program, Canal Street and the surrounding neighborhood in the Sackett Business District should be included. Whether the goal is the creation of a 'Little Italy' or some other theme that builds in the area's interesting past, this neighborhood should be a destination for residents and visitors to both sides of the canal. A good example of a model project would be to redevelop the Old Franklin Hotel as a new hotel or inn. Festivals and events should be sponsored, but public funds will be needed initially to make it happen.

Strategy 4.4. Redevelop the Gould Hotel on State Street as a historic inn or hotel. Downtown Seneca Falls needs more lodging. It needs a historic hotel. An analysis should be performed of the potential to redevelop the Gould Hotel and bring it back to life again.

Strategy 4.5. Create a wine promotion center in the downtown.

As noted in the tourism section, support the development of a wine education center in downtown Seneca Falls. This facility is a natural addition to the downtown and it will become a focal point for events, festivals and a must-see for all visitors to the greater Finger Lakes Wine Region.

Strategy 4.6. Encourage a greater diversity of businesses along Fall Street. The downtown programs should encourage a diversity of businesses to thrive along the Main Street. As more visitors come and as the place becomes more active and as merchants follow an agreed upon revenue generating schedule for openings and events, the diversity will follow.

Strategy 4.7. Keep prime commercial space available.

Ensure that local laws allow only commercial activities on the front street level in Fall Street buildings. In addition, this space should be used by retail and personal/business services businesses, rather than social services or professional offices. Desired types of activities include stores, restaurants, tourism related enterprises and direct consumer services such as copy shops. Rear or upper floor space could be developed for residential uses. In other words, do not lose potentially prime Fall Street commercial space to residential or office uses just because recent years have been lean for the area's retail market.

Strategy 4.8. Work to bring and keep a movie theatre to Downtown Seneca Falls.

A movie theatre would help the downtown immensely. It would bring weekend and evening traffic, it would bring summer rainy day traffic, it would bring energy to the downtown. The downtown will not likely succeed in attracting one of the chain theatres, but it might succeed in finding a successful small privately owned theatre in upstate New York that is looking to open at another location. Any support the community can provide in terms of affordable rents or easy parking access will help to ensure the success of this risky venture.

Strategy 4.9. Support the Redevelopment of the Knitting Mill Property.

Plans are underway for the Seneca Falls Knitting Mill property. Potential reuse options include the National Womens Hall of Fame, a visitor's center, offices, condos, retail space and other uses. The Village and Town should support this reuse and find ways to incorporate the activities of the local economic development program (see above) into this effort.

As redevelopment proceeds, the Village should place a priority on the development of the waterfront into a park-like setting similar to the north side of the canal at People's Park.

Strategy 4.10. Reinvigorate lake and canal-related festivals.

The lake and canal are wonderful amenities for the downtown. Find ways to hold events and festivals that make use of these resources. This physical feature is a competitive advantage that many other places do not have; make use of it!

Strategy 4.11. Pursue Parking Strategies to Handle Future Increased Visitation and Encourage Downtown Redevelopment.

Create additional parking in the Village. Parking in downtown Seneca Falls is a problem. At some point in the near future, the Village will lose a wonderful potential downtown business because parking is insufficient. At that point the community will realize that it must make some hard choices. Numerous studies performed over the last two decades have identified a number of different solutions to the absence of parking in the downtown. Each solution involves the demolition of structures in the downtown area, in order to create more street-level parking. A new parking inventory should be performed and then transportation engineers must be hired to evaluate past parking studies and make a

recommendation for what the Village should do next. It is likely that difficult decisions regarding building demolition will be required to provide significantly more parking in the downtown area. A parking program should also include adequate parking signage, marking, pedestrian crossings, and educational programs.

Create satellite parking strategies that can serve the downtown during high visitation periods. The van system described above in the tourism section for winery tours would also provide service from these satellite sites to the downtown.

Bus parking is also needed in the downtown. Seneca Falls has natural destinations for group tours, but it must provide better parking for the buses. In addition, tour routes and neighborhood parking guidelines must be considered.

Strategy 4.12. Set up an advisory committee with the National Park Service to work to strengthen ties between women's rights facilities and the community. Further, work with the women's rights destinations to design more activities and events oriented toward children.

The women's rights attractions are wonderful and important. They are not particularly interesting for more than one visit nor do they cater to children and families. Reassess the activities held by these important facilities and find ways to make them 'multiple-visit' destinations. Continue to work with them to encourage ways that children's activities can be better supported at women's rights facilities and in downtown in general.

Strategy 4.13. Market the community to artists. Encourage the development of low cost living and working space for artists.

As a part of the overall marketing of the community, consider promoting the town more strongly to artists. Encourage private entities to offer working and living space to artists. These people provide a natural boost of energy to any downtown.

Strategy 4.14. Explore creating a business incubator in downtown and coordinate with other regional incubators.

Central New York is home to more business incubators than anywhere else in the U.S. This might be a sign that there are too many incubators, but it might be a sign that the concept works and that Seneca Falls is missing out by not offering this type of

business support facility. In addition to creating a business incubator in downtown, other appropriate areas outside of the village may also be appropriate if the incubators are complimentary and coordinated.

Business Incubator: Is an economic development organization designed to accelerate the growth and success of entrepreneurial companies through an array of business support resources and services that could include physical space, capital, coaching, common services, and networking connections. A business incubator's main goal is to produce successful firms that will leave the program financially viable and freestanding. Recognized as a practical approach for creating new jobs through business formation and expansion, business incubators have become recognized worldwide as a viable tool for economic development.

Goal 5: Support the revitalization of peripheral commercial areas outside the downtown

Strategy 5.1. Work to Redevelop the Liberty Plaza Commercial Site as a Niche Retail Facility

Find local or state funds to make site and façade improvements to the Liberty Plaza commercial plaza site.

In addition, analyze the amount and location of available commercial land along the Route 20 corridor in order to understand the degree to which redevelopment of older plazas will occur or, conversely, will not occur due to high amounts of vacant commercially zoned land.

Strategy 5.2 Work to encourage appropriate commercial growth to the existing C-2 commercial zone along Route 20 to Route 318 (north of the Village of Seneca Falls). This location is underutilized and already zone for a variety of commercial development. However, this area should not necessarily compete with the businesses found along Route 414 and should be oriented towards recreation, niche, and tourist oriented enterprises as well as to accommodate local residents. Business growth in this area would benefit the Seneca Falls School District through tax revenues, but at the same time must be consistent with the character of the Town of Seneca Falls. The Town may also be able to capitalize on the more scenic qualities and reduced traffic levels along Route 318 to direct visitors to the Village and lake-area via Route 318 and Route 20.

As Route 20 in Auburn develops further, this corridor has opportunities to become more traveled.

Goal 6: Define and promote a clear image for Seneca Falls

Strategy 6.1 Prepare marketing materials. It will be important to prepare materials that indicate how far the area has come, what it has done to revitalize itself and what it plans to do in the future. Prepare a full color brochure or a more elaborate set of materials on the community.

Work on an environmental/industrial image that meshes the landfill, methane, other energy sources and other ways that Seneca Falls could become a leader in 'green businesses'.

Be a model 21st Century community. Working with both local and regional local business and regional business initiatives, develop a program that will highlight a way in which Seneca Falls is a leader among communities. Seneca Falls could, for example, promote itself as a healthy community, or a place with a broad range of alternative health care services or a responsible yet practical environmentally concerned community or as an event-filled community or as a place that supports the arts.

As a part of these efforts, better gateway signage should be erected at the edges of the Town and Village. In addition, encourage the gradual removal of old signs and billboards along 318, 414 and 5/20. Important gateways include:

Route 89/Garden Street Extension intersection;
Route 414 South (south of Thruway Exit 41);
Routes 5 & 20 East at or near the junction with Route 414 South;
Routes 5 & 20 West near the junction with Route 89;
Route 414 North approaching from the south;
Intersection of Route 318 and Gravel Road;
Intersection of Route 318 and Blackbrook Road;
Intersection of Route 89 and Lower Lake Road;
River Road, from the West; and
Route 89 intersection with East Bayard Street.

Strategy 6.2 Ensure compliance with town and village site plan review processes. The Town and Village of Seneca Falls must work closely with applicants for development projects so that they understand the various zoning and site plan requirements (Village

Zoning ~250-17 and Town Local Law No. 4 of 2005). This communication should take place at the earliest stage of the review and application process as possible.

Topic: Social Well-Being and Community Services

Social Well-being and Community Services Vision: Town and Village services will be efficient and will support new development while protecting our environment and historical character. Our streets and pedestrian networks are safe. Property tax and other revenue sources have been invested wisely and used efficiently. Services are unified and consolidated in order to promote this efficiency.

The health of our citizens continues to be a priority. We work with our New York Chiropractic College and quality regional hospitals to find ways to provide excellent health care options through coordination of new care models, technology, and transportation.

We have quality schools and educational institutions that provide students of all ages with the skills necessary to be successful and productive. Educational programs look for ways to generate future leaders, and to create citizens engaged in civic life. This has resulted in a high degree of involvement of individuals and organizations in our community and our decision making process is open, accessible and a model for other small towns.

Goal 7. There is a strong sense of civic pride.
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Programs:

Strategy 7.1. Support the Seneca Falls Community Pride ad hoc group to assess current programs related to civic pride and involvement, identify projects, work to engage the public, implement programs, and celebrate Seneca Falls.

Strategy 7.2. Develop a town/village newsletter to ask for citizen's ideas on how community pride and citizen involvement can be enhanced. Implement these ideas via the Community Pride Group.

Strategy 7.3. Seek grant funds to implement some of the ideas above.

Strategy 7.4. Publicly recognize local people for community involvement and enhancement projects.

Strategy 7.5. Engage more youth in community pride and town activities. Build on the teen outreach of this plan and develop a teen forum to discuss teen needs and programs that they can get

involved in on an on-going basis. Involve the High School in this effort.

Strategy 7.6. Enhance advertisement of Seneca Falls web site and create an email discussion group related to community pride, citizen involvement etc.

Strategy 7.7. When plan is completed, work to develop a summary brochure and mail to all households.

Strategy 7.8. The Town and Village Boards can sponsor an annual or bi-annual "Community Meeting" to discuss issues, strengths, weaknesses, and ways to move forward together.

Strategy 7.9. Initiate a joint town/village volunteer recruitment program for involving more people in programs, especially in these committees to implement this plan.

Goal 8. The Town and Village cooperate to provide public services and infrastructure in a cost-effective and efficient manner.

Programs:

Strategy 8.1. Develop a Capital Improvement Plan (CIP) showing the proposed expansion, upgrading, maintenance and financing of all infrastructure projects including land purchases, roads, sidewalks, buildings and equipment. A CIP plans for the location, expense and timing of major infrastructure construction and repair. It allows for better financial management and more careful locating of growth in the future.

Strategy 8.2. There is a high level of support in the community for sharing many services between the Town and Village. And 58% of survey participants indicated support for full merger between the Town and Village. One of the largest impediments to full consolidation of local governments is public opinion. As there is an unprecedented level of support for sharing services, the Town and Village should initiate a sharing/merger program as follows:

1. Advance a culture of cooperation and undertake a program to share services as an immediate and first step. Perform a needs assessment to determine functions that can benefit from restructuring to a shared system.

2. Conduct a feasibility analysis to determine whether it makes sense economically, operationally, and administratively to do so. Utilize the New York State Comptrollers 3CS program to assist in this feasibility study. This state agency offers a cooperation and consolidation consulting service and they can conduct studies and audits to examine the service improvements and cost savings that can be gained through cooperation or consolidation. Especially study consolidation of government functions that are duplicative, especially by combining the planning boards, and zoning board of appeals.
3. As part of this study, determine the benefits of full consolidation of the Town and Village. This option is likely to be more difficult due to public perceptions and fears about loss of identify and control. Once shared services are in place, and working well, full consolidation may be very acceptable.

Strategy 8.3. Arrange for ongoing joint town/village training of all planning and zoning officials including those from the planning board, zoning board of appeals, code enforcement, and historic preservation commission so that there is efficient administration of local laws and consistency in decision making.

Strategy 8.4. Enhance enforcement of laws through zoning officer.

Strategy 8.5. Work with Mynderse Academy to explore and implement methods to make the school more of a focal point in the community. Explore ways to open the school up more for community functions.

Capital Improvements:

Strategy 8.6. The Town and Village should establish a joint town hall/village hall to share costs and facilities and to expand public opportunities. The Town and Village should work together to find a location for this joint facility. The east end of Fall Street is suitable for both economic development and municipal purposes. This site could house a park and water access to Van Cleef Lake.

Regulation and Policy Changes:

Strategy 8.7. Consider having a joint town/village land use code for ease of administration and consistency between municipalities. If this were to occur, the Village, along with its existing zoning

districts and regulations, could be included as a distinct area within the town. If complete consolidation is not feasible, consider using inter-municipal agreements to avoid duplication of services.

Strategy 8.8. There are a variety of changes that could be made to the Town Zoning Law to make the review and administration of the zoning more efficient. Any changes made would require at least one public hearing, review by the County Planning Board and a State Environmental Quality Review process. These include:

- A. Develop and print a new zoning map (in color) that is easier to read and consistent with the zoning districts identified in the written law.
- B. Review, and change as necessary, Section 103-20 so that it is consistent with, or simply refers to state and federal wetland laws.
- C. Develop more detailed standards to determine what is meant by vague terms that exist throughout the zoning such as “architectural design shall be harmonious with surrounding development.” The reviewing boards need to have details and more concrete standards upon which to make equitable decisions.
- D. Zoning language for “home occupations, where an activity is carried out for financial gain by a resident in their residential dwelling, needs to be encouraged but controlled to prevent problems. To do this, split home occupations into three new sub-categories: exempt, minor and major. Exempt home occupations are those with no clients, customers, signage, or exterior needs such as parking. Minor and Major home occupations should have specific standards, expanded beyond what is in the current zoning. Major home occupations would have the most chance to impact neighborhoods and thus, should go through site plan review.
- E. Section 103-49 (Zoning Board of Appeals) should have time frames and procedures that match, or exceed, those set by New York State Town Law. Current procedures and time frames are not up-to-date.
- F. Ensure that the site plan review law is consistent with meeting the goals of this plan.

- G. Uses that require a special use permit should also undergo site plan review.
- H. Reconsider the role of the Planning Board. Currently, the Planning Board conducts subdivision reviews and advises the ZBA on other matters such as special permit uses. It seems to be more efficient and a quicker process to have one board review and make a decision on special use permits rather than the current situation. It is recommended that the Planning Board take the lead role for subdivision, site plan review, special use permits, and zoning permits while the ZBA take on the variance, appeals and zoning interpretation roles.
- I. Amend zoning to add detailed purpose statements for each zoning district. This is vital to convey the reason why the district exists and what it is to accomplish for the town. There are currently no purpose statements in zoning.
- J. Review the fee schedule and update on an annual basis. In the zoning, simply refer to the fees “as established by the Town Board” rather than list the dollar amounts so that the zoning does not become out of date when fees are changed.
- K. All time frames for all review processes (subdivision, site plan review, appeals, and special use permits) must be consistent, or more rigid, than those established by New York State Town Law. These changes should be made throughout the zoning law as well as the subdivision law.
- L. Remove C-1 from the zoning as it is not mapped.
- M. The Town should review all use schedules in the zoning. This review should ensure that all permitted, special conditions, and special uses listed for each district are those that are desired and meet the purposes of that district and that are consistent with this plan.

Strategy 8.9. The Village Zoning code should:

- A. Include an updated and easier to read map.

- B. Change zoning district acronyms (R-1 for example) to more user friendly terms such as Residential -1.
- C. Remove inconsistencies and update to be consistent with New York State Village law.
- D. Remove the role of the Village Board in issuing Site Plan approvals. Since the Planning Board already has responsibility for review, it will be more efficient to give the Planning Board this responsibility.
- E. Clearly identify what uses require site plan review in the Use Table and enhance site plan standards and review processes.
- F. The Village should review all use schedules in the zoning. This review should ensure that all permitted, special conditions, and special uses listed for each district are those that are desired and meet the purposes of that district and that are consistent with this plan.

Strategy 8.10 The Town should institute policies and programs that work to encourage locating new non-residential development in the Town within the Seneca Falls School District so that district could benefit from the enhanced tax base.

<p>Goal 9. Communications between local government officials, their agencies and the public is improved.</p>

Programs:

Strategy 9.1. Enhance communication with public and encourage open dialogue with citizens/more events for area to build community/people need their voices heard.

Strategy 9.2. Enhance reporting to community on all town and village efforts by utilizing the web site for posting all official minutes, meeting agendas, plans, maps, laws, bus schedules, announcements, etc.

Strategy 9.3. Initiate a Town and Village or joint Town/Village newsletter to be mailed on a periodic basis to residents.

Strategy 9.4. Meeting dates of government boards need to be

consistently well publicized and not altered at the last minute.

Strategy 9.5. Consider video taping all Town, Village and joint Town/Village meetings and broadcast them on the local cable access channel.

Strategy 9.6 Encourage more interaction between the Town, Village and the Seneca Falls School District to effectively promote and develop education programs.

Capital Improvements:

Strategy 9.7. Establish a community bulletin board in a prominent location for announcements. The sign should be designed to fit into the character of the Village and in a historically appropriate manner.

Goal 10. Seneca Falls coordinates, provides and maintains a high-quality, safe, and efficient infrastructure that avoids undesirable environmental impacts, reduces traffic congestion, conserves natural and man-made resources, and is consistent with the aesthetic character of the Town and Village.

Capital Improvements:

Strategy 10.1. Initiate discussions with the fire department to explore and implement improvements in providing fire protection to the North Side of Town. In order to aid this, develop a response study first to determine more precisely the needs and issues.

Strategy 10.2. A proposal to re-route truck traffic away from the Village. While there may be benefits to this, the Town and Village should coordinate and work together with New York State DOT and ensure that mistakes common to other by-passes are not duplicated in Seneca Falls. Typical by-passes common in the 1960's resulted in routing of all traffic away from downtown or other business locations and caused serious negative impacts on economies. This situation must be avoided should re-routing take place. The National Park Service, Women's Rights National Historical Park has also expressed concern about additional truck traffic on Fall Street and its negative impacts on visitor's experiences.

Strategy 10.3. Analyze and redesign locations that have traffic problems, including, for example, Cayuga and Fall Street, Rumsey and Fall Street, Route 5/10 and Route 414 right turn at the bridge, and the Cayuga Street and Auburn Road intersections.

Regulations and Policy:

Strategy 10.4. In order to ensure that the infrastructure matches growth, establish an Adequate Public Facilities (APF) local law to ensure coordination between infrastructure and development needs. As with all other legal adoptions or amendments, the Town and/or Village would be required to hold a public hearing, ensure that there is County Planning Board review and a SEQR before adoption. This is a local law that requires that there be detailed information provided by the applicant for development regarding the availability of adequate road, sewer, water, schools, and other critical facility capacity to serve proposed development prior to that development. Such regulations can require developers to wait until the community can provide the necessary infrastructure to make the development safe, accessible and in compliance with health standards. The net effect is typically to keep development more compact and contiguous to existing development, or to cause it to locate in nodes around other service providers. A basic set of APF controls provides that development shall be approved only if the Planning Board analyzes information provided by the developer and makes explicit findings that there is, or will be at the time of actual development, an adequate supply of water to serve the needs of the project, adequate capacity to collect and treat wastewater from the project, adequate road capacity to handle traffic to and from the project, and adequate capacity in stormwater drainage to handle stormwater runoff from the project. Some communities also add in that there needs to be adequate school facilities to handle the growth.

Strategy 10.5. The more access points onto main roads, the more traffic congestion will result. In order to control traffic and minimize the effects of new development on roads and traffic conditions, institute Traffic Access Management tools in the commercial zones in Town. This includes use of shared driveways, shared parking lots, use of rear access roads, and other tools to limit access to specific points and locations when development occurs.

Strategy 10.6. Regulations and Policy: Review Town Law Chapter 55

(Highway Construction) and ensure that the standards incorporated into this law allow for rural road standards.

Goal 11. Seneca Falls pursues development of alternative transportation modes not only to improve transportation opportunities, but to enhance recreational opportunities.

Program:

Strategy 11.1. Have a marketing campaign to educate local residents on the bus services available.

Goal 12. Seneca Falls residents have access to quality medical services.

Strategy 12.1. Encourage more doctors and health professionals to open offices in Seneca Falls.

Strategy 12.2. Utilize the New York Chiropractic College as a lead and expand services that currently exist on campus at the Community Health Center.

Strategy 12.3. Evaluate medical services available in Seneca Falls and work with local and regional medical staff and agencies to address future medical needs.

Topic: Natural Resources, Open Space and Agriculture

Natural Resources, Open Space and Agriculture Vision: Natural resources are protected for the benefit of all and also play an important role in our tourism economy. Significant environmental features and open spaces are preserved and contribute to our quality of life by maintaining our area's scenic beauty, quality environment, and outdoor recreational opportunities. We continually invest to both protect the environment and bring it closer to everyday life. New trails, parking areas, sidewalks, interpretive programs, camping areas, and children-friendly parks make it easier for every person in Seneca Falls to access, enjoy, and benefit from the natural environment.

Farms remain profitable and active farmlands contribute to diversity of our landscape and our small town and rural character. Our Seneca Farms effort has opened channels for regional vineyard and farm products into a wide range of markets.



Goal 13. Open spaces are protected to enhance the quality of life and enjoyment of the area's environment. Open spaces also help preserve the rural character of the town and protect those areas which have significant environmental, scenic or cultural value.

Regulations and Policy:

Strategy 13.1. Require the use of clustered or conservation subdivision designs foster open space and low-impact development and to minimize development of new infrastructure, maintain active agricultural fields and conserve open space and natural resources

for all major subdivisions and when required by the Planning Board for minor subdivisions. Clustered and conservation subdivisions provide for the setting aside of open space land within the subdivision.

Strategy 13.2. Clustering section of zoning needs enhancement to include standards, procedures, and more detail to guide the process better than exists.

Strategy 13.3. For a clustered or conservation subdivision designed to protect agricultural land, preserved lands should be the most valuable agricultural land based on soil productivity, be big enough for agricultural purposes, and allow long term ag use to provide consistent resource management. Ensure that land set aside in these subdivisions remains open for agricultural uses. Flexible subdivisions are especially important in A-1.

Strategy 13.4. For creeks with mapped 100-year floodplains, extend the floodplain zoning overlay zone to the entire mapped floodplain instead of the current 500' from the stream.

Strategy 13.5. For creeks with mapped 500 year floodplains only that are not included in the town's floodplain zone, initiate a 100' no-disturbance buffer.

Strategy 13.6. Maintain the forested areas along the floodplain as these areas have important ecological functions.

Capital Improvements

Strategy 13.7. Utilize some of the money received from the landfill for establishing a fund to purchase development rights on important open space lands and farmland.

Goal 14. Unique or distinctive natural features and ecosystems are conserved and preserved in recognition of the irreplaceable character of such resources and their importance to the quality of life in Seneca Falls.

Programs:

Strategy 14.1. Ensure that all highway personnel receive training on the state and federal Phase II Storm Water Regulations that became

effective March 2003 as they impact road building and maintenance activities.

Strategy 14.2. Institute best management practices as soon as possible after road construction or maintenance activities such as using hydroseeding to re-vegetate areas left bare.

Strategy 14.3. Collaborate with US FW staff to implement Montezuma National Wildlife Refuge management plan goals and objectives.

Strategy 14.4. Initiate a viewshed analysis to identify important natural and cultural scenic locations in both the Town and Village and develop strategies to protect those areas. A “viewshed” is the geographic area from which a location may be seen. The first step to any scenic protection program is to understand what and where these resources are. Programs designed to protect scenic resources are most accepted when based on community driven data such as called for in this set of strategies. This analysis should have significant public participation in both the inventory stage and when developing strategies. Build on the existing Geographic Information System (GIS) database developed for this plan to aid in this activity. Ensure that this analysis includes historic locations such as the Wesleyan Chapel on Fall Street and the Elizabeth Cady Stanton House on Washington Street. Strategies to protect scenic locations include:

- A. Establish educational initiatives such as developing a Seneca Falls Landscape Field Guide illustrating and describing the component parts of the town and village viewscape, developing an interpretive tour guide for local roads, and developing roadside viewing pull offs.
- B. Develop a property owner’s guide that provides information to people who own land with scenic resources on how to make changes to their property in keeping with the visual character of the area. This guide could contain information on planting, paving, clearing vegetation, fencing, etc.
- C. Develop a citizen educational program to inform citizens about the importance of scenic vistas and viewsheds and to encourage voluntary protection. This could include community walks or drives, photographic exhibitions, or slide shows.

- D. Consider protecting critical viewsheds by purchasing those lands (fee simple) or through use of purchased or donated conservation easements. Explore use of view easements for this purpose. Alternatively, consider use of leaseback arrangements where the land is purchased by the town and then leased back subject to certain restrictions for management of the scenic (or other) resources.
- E. Develop a set of recommended voluntary design and siting guidelines for new residential development that includes tools to protect scenic views. This should include a discussion of use of setbacks, screening (or lack of), land clearing, and alternate layouts of new homes using clustering or conservation subdivision design.
- F. Consider use of a recognition program: a plaque or award to a landowner can encourage protection.
- G. Consider use of non-binding agreements. These are agreements that are negotiated privately with a willing landowner which stipulate long-term protection measures for the property. The agreement is voluntary, and based on mutual trust and pride in the resource.
- H. Consider use of binding agreements. These are similar to a non-binding agreement except that they are legally binding for a specific period of time.
- I. Consider use of monetary incentives through use of tax abatement programs, assistance through grants and loans or reimbursement for expenses.
- J. Evaluate the character of the entrances to the Town and the existing sign entrance signs and update if needed.
- K. Consider use of a density bonus as an incentive during development to protect important viewsheds or other environmental resources.
- L. Establish a viewshed or scenic corridor overlay district. Once known, a variety of regulatory controls to protect critical scenic areas could be included. The following controls could fall under such a corridor overlay district:

1. Sign controls: amend zoning to more effectively regulate height of signs, as well as more details on placement, lighting and landscaping of signs. Also consider adding design standards or guidelines for signs.

2. Landscape regulations: in certain places screening may be desired and in other places, a long view with no vegetation to inhibit viewing is desirable. Consider implementing landscape requirements for all commercial developments, major subdivisions, and other residential development in critical view areas.

3. Setback requirements: Setbacks of structures significantly affects the character as viewed from the road. Consider implementing alternative or flexible setbacks to protect viewsheds.

4. Design review: Design guidelines discussed above in (e) are suggested to be voluntary. Design review suggested here is mandatory and included in zoning or another local law and could be applied only to commercial development. Consider establishing design review that regulates building mass and proportion, roof pitch, windows, siting, and the relationship of buildings to one another and to the roadway for commercial development.

5. Lot and density requirements: Consider reducing development density in locations that have sensitive environmental features, including important viewsheds. Further, consider de-emphasizing minimum lot size and instead, move towards use of a true density measurement: number of dwellings per acre.

6. Road access management: Multiple curb cuts along a rural road can be very negative influences on rural and aesthetic character. Consider allowing (with controls) use of shared driveways, shared access drives, access roads, shared parking lots or at least interconnected parking lots for non-residential entities.

M. Establish limits of disturbance for each site in subdivision. Site disturbance would include the structure, accessory structures, utilities, services, drainage areas and septic fields. Amend subdivision law to require establishment of limits of disturbance on the subdivision plat using criteria

designed to minimize visual impacts, prevent erosion, promote fire prevention and safety, and preservation of significant vegetation, if present.

- N. Lighting control: For all non-residential development, require use of fully shielded or 100% cut-off lighting fixtures. These fixtures direct light downwards rather than to the side and can eliminate glare and light trespass. Consider limiting lighting pole heights to 18 feet.

Regulatory Programs:

Strategy 14.5. Local laws should ensure that the Planning Board and ZBA review the optimal siting of land uses in consideration of environmental constraints such as wetlands, scenic views, important open spaces, etc. and direct new uses away from these important locations.

Strategy 14.6. In the Village, northwest corner has hydric soils and wetlands and this should be rezoned to LC.

Strategy 14.7. In Town, maintain the other existing LC districts and boundaries.

Strategy 14.8. Implement recommendations related to Seneca Falls from the Cayuga Lake Watershed Management plan.

Strategy 14.9. Conserve lake and canal edges and open space that exist. Initiate programs that control erosion of the lake and canal banks.

Strategy 14.10. Preserve natural riparian and lake shore vegetation – all uses should be sited away from the waterfront and appropriately screened. New development should be compatible with surrounding architecture and neighborhood character.

Strategy 14.11. The Town's Subdivision chapter 86-26 needs substantial improvement to include more information, purposes, standards, and performance expectation of subdivisions in order to ensure that natural resources are adequately reviewed and protected during subdivision. This should coordinate with language implemented for conservation and clustered subdivisions.

Strategy 14.12. Ensure that zoning, subdivision and site plan laws have up to date stormwater and drainage management regulations, or refer to current New York State DEC Stormwater Pollution Discharge Elimination System (SPDES) regulations.

Strategy 14.13. Amend zoning to ensure that the State Environmental Quality Review (SEQR) requirements are met. In addition, SEQR should be utilized to minimize negative air quality impacts from future development.

Goal 15. Productive agricultural lands hold important environmental and economic value and are conserved for active agricultural operations.



Programs:

Strategy 15.1. Initiate a local farmers market, perhaps to be housed in the canal corridor.

Strategy 15.2. Consider farmland a natural resource and encourage use of conservation easements on farmland to preserve them as agricultural uses. Conservation easements are always done on a voluntary

basis by a willing landowner and can be donated or sold to a municipality or local land trust. Consider establishing a local conservation easement program organized by the Town. The Town can offer tax incentives for willing landowners who wish to place a permanent or term (temporary) easement or the Town can initiate a fund to purchase easements.

Strategy 15.3. Have farmer serve as an agricultural member of the Town Planning Board.

Strategy 15.4. Have a farmer serve as a member on any economic development boards, committees, or organizations to ensure that the agricultural perspective is heard.

Strategy 15.5. Properly assess specialized agricultural structures such as silos, milking parlors and greenhouses. Ensure that assessors

have depreciation schedules for these uses which can enable more accurate valuations. Ensure that assessors receive training on assessment of agricultural structures.

Strategy 15.6. Consider initiating local tax policies to support agriculture. Term easement tax abatement programs, ad valorem limitations, building exemptions and other programs can support farmers for providing benefits to the community.

Capital Improvements:

Strategy 15.7. Focus infrastructure such as water and sewer in already developed areas and do not extend water lines to non-developed agricultural areas.

Strategy 15.8. Work with local farmers and farming organizations to promote organic farming.

Regulations and Policy:

Strategy 15.9. Allow buffer zones between farmland and residential uses. New residential development should provide for its own buffer zone and/or landscape plantings for screening when necessary.

Strategy 15.10. Remove the R-2 zone as this area is better served as an Agricultural zone (A-1).

Strategy 15.11. Adopt a local right to farm law. A local law such as this can establish a policy that agriculture is of benefit to Seneca Falls and can express the value that agriculture plays to town's quality of life through open space, wildlife habitat, watershed purification, natural resources preservation.

Strategy 15.12. Ensure that State Ag and Markets law requirements are included in zoning, subdivision and site plan review requirements. These requirements are designed to ensure that new development in a NY Certified Agricultural District does not negatively impact continuing agricultural activities. These include a notice of intent and determining the project's impact on agriculture.

Strategy 15.13. Ensure that zoning definitions of agricultural terms are broad, inclusive, and consistent with Ag and Markets guidelines.

Strategy 15.14. Determine if a zoning change is needed along the Landfill where it is currently A-2 between Route 414 and CR 102. This may be better served as Ag.

Strategy 15.15. Decrease density in the A-1 zone. The current density of 30,000 square feet to 1 ½ acres in the A-1 and A-2 zones will not protect agriculture, rural character or the environment. Either increase minimum lot sizes or establish true densities and de-emphasize minimum lot sizes. Use of a true density (# dwellings per acre) can establish a desired and sustainable growth level for the rural parts of Seneca Falls.

Lot Size versus Density: When a community controls its density through establishment of a minimum lot size (such as in Seneca Falls), all new homes are required to have a minimum amount of land. Using minimum lot sizes are generally a poor substitute for controlling the amount of development through actual density. Use of minimum lot sizes simply spreads out residential development and is one of the underlying causes of sprawl. On the other hand, use of a density as measured by the number of dwellings allowed per acre allows much more flexibility. The minimum lot size should be tied only to what is required in order to satisfy water and septic requirements. When density is separated from minimum lot sizes, landowners have the ability to create a variety of lot sizes and preserve open space at the same time. Creative lot layout techniques such as conservation subdivisions and clustering are much easier to accomplish when a density is set rather than a minimum lot size.

Strategy 15.16. Consider making the agricultural district boundaries (A-1 and A-2) coincide with the NYS Certified Agricultural District that exists so that new standards to protect and promote farming can be put in place. Other areas falling outside this Ag zone should be renamed to be Rural Residence or RR.

Strategy 15.17. Add a new category in the zoning use schedule for industrial livestock farm or intensive agricultural uses, and require new facilities to go through a modified site plan review when proposed. Consider utilizing the recommended modified Site Plan Review developed by the New York State Department of Agriculture and Markets to address issues related to industrial livestock farms.

Goal 16. The Town and Village support and encourage a diversity of agri-businesses as an important part of our economy and work to

expand agricultural economic activities.

Regulations and Policy:

Strategy 16.1. Allow flexibility in zoning to accommodate needs of agricultural businesses. The zoning is currently not optimally “farm-friendly”. Regulations should allow for expanded hours of ag-business operations, temporary signs, parking near pick-your-own fields, allowance in zoning of pick your own and other ag businesses differently than retail. Further:

- A. Consider eliminating the requirement that farm uses must obtain a special use permit. New York State Ag and Markets laws do not allow undue regulation of farm uses in agricultural districts. There appears to be no rationale as to why farms need to go through a special use permit in an certified Ag. District where the presumption is that agriculture is the primary land use.
- B. Consider changing the current farm stand regulations and allow farms to sell produce from other areas, not just the farm that it is located at.
- C. Approval of farm stands, however, should take into consideration parking and traffic safety needs and concerns.

Strategy 16.2. Specifically allow for accessory agricultural uses such as veterinarians, custom farm providers, equipment dealers, etc. and non-traditional or retail based farm businesses.

Strategy 16.3. Allow roadside stands or pick your own operations by right and that they be allowed to sell produce purchased elsewhere.

Topic: Parks, Recreation and Culture

Parks, Recreation and Cultural Resources Vision: The Seneca Falls Community Center is a significant recreational and cultural location with enhanced uses for teens and senior citizens. Additional state-of-the-art recreational facilities are also available within the community. The Cayuga Lake State Park is a major destination for both local residents and visitors. Seneca Falls also offers a diversity of cultural and entertainment opportunities in performing and visual arts, such as the Seneca Community Players.

Goal 17. A diversity of state-of-the-art cultural, educational, and recreational resources exists.

Programs:

Strategy 17.1. Enhance functioning of the existing recreation committee. Include teens on the committee and develop a town-wide recreation master plan.

Strategy 17.2. Reach out and work with the local schools and local colleges to develop an adult education/continuing education program locally.

Strategy 17.3. Fully collaborate with the National Park Service in reaching the full potential of the Women's Rights National Historical Park and Seneca Falls Heritage Area management plans.

Strategy 17.4. The Recreation Commission should work with the Recreation Center to determine Town and Village needs, evaluate programs, and develop new programs to need identified needs.

Further, the Commission should develop a town-wide recreation plan that studies recreation needs and develops a strategic recreation plan. According to the survey, overall, participants had a strong interest in public access to canal and lakes, hiking trails, walking/running paths and cultural activities. There was also high percentage of interest in bike paths, playgrounds with equipment, ice skating, supervised activities for seniors, a senior citizen center, and public picnic areas. A further examination of the survey results shows that there is a higher percentage showing strong interest by young couples and families with school age children in the following recreational uses: public access to canal and lake, public swimming pool, swimming in the lake, hiking trails, bike

paths, playgrounds with equipment, ice skating, walking/running path, cultural activities, and teen center.

The Town-wide recreation plan should include strategies for providing these specific recreational opportunities.

Strategy 17.5. Re-evaluate community center programs and determine needs of all ages and adjust programs appropriately. The Recreation Center needs to meet the needs of its users. There is an impression that the Center currently does not meet the needs of teens and this should be addressed. List the Recreation Commission and its related information on the web site.

Strategy 17.6. Improve communication and connections between State Park and Village/Town and work to increase citizen engagement at State Park. Seek to establish a working group of town and village officials and local citizens to explore ways of accomplishing this.

Strategy 17.7. Initiate weed control at the northern end of the lake to make that resource more inviting and to increase the diversity of recreation activities that can take place there.

Capital Improvements:

Strategy 17.8. Establish a prominent information kiosk along Fall Street in the middle of the Village.

Strategy 17.9. Identify and plan for creation of several small pocket parks in the Village. These parks could have benches, picnic tables, or equipment such as swings and there should be access to some park within walking distance from each neighborhood in the Village.

Strategy 17.10. Enhance boater facilities along the canal to include showers, clearly marked restrooms, and other facilities. See also recommendations in the Economic Development section related to this.

Strategy 17.11. Work with Cayuga Lake State Park to establish a trolley or shuttle from one or more central locations within the Village to the Park.

Strategy 17.12. Implement the proposed recreational projects as outlined in the Local Waterfront Revitalization Plan including the

completion of the Canalway trail segment through the town and village, Sucker Brook Boat Launch and Trail Development, boating facilities, and development of Kingdom Road Fishing Access Site and Boat Launch.

Strategy 17.13. Also consider using, if feasible, the old railroad bed to connect a trail to the Cayuga Lake State Park via Garden Street Extension.

Strategy 17.14. Establish bike/hike trails and establish a map showing existing and potential trails. Further, the Town and Village should support development of the Erie Canal hiking/biking trail and assist with the organizing committee and county agencies to facilitate work with landowners on securing easements and right of ways.

Strategy 17.15. Encourage use of existing golf courses and allow for careful development of new golf courses. Explore the feasibility of providing golf at Vince's Park.

Regulations and Policy:

Strategy 17.16. During development review, the Town and Village should work towards building in public access to the waterfront as much as possible. During development, make provisions for public access via canalway trail segments where they exist or are planned.

Goal 18. Seneca Falls supports cultural, performing and visual arts programs.
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Programs:

Strategy 18.1. The various community groups and cultural venues in Seneca Falls need to be more coordinated. Consider a local cultural coordinating committee that works with other organizations and the Seneca County Arts Council to help everyone work together to build on each others strengths. Better coordination and communication will strengthen the effectiveness of all events. Establish a community calendar that is widely distributed to the community.

Strategy 18.2. Enhance the Ovid Street overlook with information on the site, resources available, etc.

Strategy 18.3. Enhance the Heritage Area Visitor Center with history and location of the “Falls”.

Capital Improvements:

Strategy 18.4. Work with property owners and neighborhood residents to explore the feasibility of redeveloping the former Pump Station at Waynes Grove as outlined in the Local Waterfront Revitalization Plan.

Strategy 18.5. Finish the Sculpture Trail.

Strategy 18.6. Establish more visual and physical access points to the canal wherever possible.

Strategy 18.7. Develop a marina on Van Cleef Lake in the Village to create more public access to the water.

Regulations and Policy:

Strategy 18.8. Give priority to water dependent commercial uses such as marinas, boat building, etc. and mixed use development along 5/20, River and Bayard Street for property fronting both 5/20 and canal shoreline.



Topic: Community Character and Historic Preservation

Community Character and Historic Preservation Vision: We respect and build on our heritage. Whether it is women's rights, industry, the Cayuga/Seneca Canal system, or our farming heritage/economy, we have made a variety of creative efforts to protect these qualities and integrate them into our daily lives. New residential and commercial development is consistent with our historical, architectural, and small town rural character while meeting the demands of modern businesses and industries.

Goal 19. The small town and historic character of Seneca Falls is preserved. New residential and commercial development is consistent with our historical, architectural, and small town rural character.

Regulations and Policy:

Strategy 19.1. In the Town and in the Village outside of the historic district, establish design standards for commercial buildings to help new buildings be constructed to be compatible with the surrounding neighborhood. These design standards should be presented in an illustrated format so that all parties understand the community expectations for design. These standards would be part of the normal site plan review and/or special use permits issued and would not create a new historic district. The items that are not adequately addressed, but that play critical roles in community character that should be addressed in these standards are roof pitch and style; parking lot placement, landscaping and location; how to handle monotonous facades or large expanses of windowless walls; eliminating trademarked architecture; lighting; tree preservation and planting; curb cuts and gutters; screening of roof equipment.

Strategy 19.2. Amend zoning in the Village to ensure that new development is consistent with development patterns of existing neighborhoods. Road widths, build-to-lines, street patterns, garages and driveways, on-street parking and planting of street trees are all important dimensions that should be evaluated and amended to be consistent with existing, desired patterns. RP: Along routes 5/20 and 414 where development has not taken place yet, consider changing the strip style commercial development zone (C-2) to commercial nodes instead. (A commercial node is where

there is a concentration of commercial activities at strategic locations or at key intersections with each node separated by open spaces or residential uses. The goal of using commercial nodes is to prevent commercial strip-style sprawl along all major roadways.) The original 1969 plan shows nodal development and this is more to meet community character goals.

Strategy 19.3. Implement the waterfront design guidelines set forth in the NYS Canal Recreationway Plan. This includes such design guidelines as keeping new development out of sight when viewed from the lake, or clustered to conserve farmland and open space as well as views from and to the Canal.

Strategy 19.4. Expand Village zoning to enhance site plan review process, administration, and standards.

Strategy 19.5. Develop rural siting guidelines in Town zoning for non-clustered or non-conservation subdivisions to ensure that all new development is sensitive to the rural and small town character goals of Seneca Falls.

Strategy 19.6. The performance standards identified in Town Zoning related to glare only seem to pertain to industrial districts. Glare from lighting can be an issue wherever lights are used and can be particularly problematic where commercial zones meet or mix with residential zones. The requirement for use of shielded light fixtures should be for all non-residential uses.

Strategy 19.7. Amend zoning to enhance sign standards. In order to maintain and enhance community character in the Town, additional sign standards should be included such as height (bringing them lower), size (making them smaller), addressing internal and external lighting, addressing landscaping of sign bases, etc. More information is needed on style of sign allowed (free standing, ground mounted, projecting, wall, awning, sandwich, etc. as well.

Strategy 19.8. Consider the effect of billboards on the community's character and determine if billboards should be prohibited. They are currently allowed in some zones up to 200 square feet.

Strategy 19.9. Initiate a property maintenance law at the Town level.

Strategy 19.10. Site Plan Review should ensure that all waterfront areas of the Town and Village have maintained or enhanced visual character when developed and the local site plan laws should

reflect this.

Strategy 19.11. Enhance code enforcement. All local laws that address code enforcement must be clear, consistent and efficient. Laws relating to property maintenance should be strengthened so that they include provisions for dealing with nuisances, vacant property, complaints, inspections, and exterior maintenance.

Strategy 19.12. Implement the Route 89 Cayuga Scenic Byway recommendations.

Strategy 19.13. Encourage alternatives to continuous linear development along the Canal. This would include use of clustered subdivisions, conservation subdivisions that leave open space along the canal, and changing zoning districts to be more “nodal” than strip-style along the roads.

Strategy 19.14. New development and improvements at the Deer Run Industrial Park should be sensitive to the waterfront location. All new development should be appropriately buffered.

Goal 20. Historical resources are promoted and protected, and connections to our past are strengthened in order to improve our economic future and quality of life.



Places

Programs:

Strategy 20.1. Seek grants to offer low interest loans to improve building facades of downtown buildings and other historic homes.

Strategy 20.2. At the town level, do a full survey of historic and cultural resources and work to help landowners get properties listed on the National Register of Historic

Strategy 20.3. Dedicate resources to rehabilitate and restore older and historic buildings in village and hamlet of Bridgeport in Town.

Strategy 20.4. Through grant programs, initiate funding for providing local tax incentives for preservation and restoration of historic homes.

Strategy 20.5. Sponsor workshops on historic preservation techniques for homeowners.

Strategy 20.6. Work to make the Historic District more “user-friendly” and understood by the community. Develop brochures to explain the purpose and intentions of the Historic District, to show the review process and time line, assistance available, and performance standards (in summary). Do a better job of publicizing to the public the accomplishments of the Historic District, programs initiated, grants received, etc. The Heritage Preservation Commission should be brought into the Main Street Revitalization process and should be considered an important part of the effort.

Capital Improvements:

Strategy 20.7. Offer rehabilitation grants and tax incentives for rear façade improvements along the Canal.

Regulations and Policy:

Strategy 20.8. Maintain the current historic district and current design standards used.

Strategy 20.9. Support the National Park Service in its efforts to ensure the long-term preservation of nationally significant historic sites and landmarks that are a vital part of Seneca Falls history.

Goal 21. Roads, gateways, and streetscape improvements improve the aesthetic character of Seneca Falls.

Programs:

Strategy 21.1. Work with the school district to develop enhanced signage and access to the high school.

Capital Improvements:

Strategy 21.2. Complete lighting along the southern side of the canal.

Strategy 21.3. Long-term, work to bury all utility lines. A priority should be utilities along the canal behind Fall Street. An efficient and appropriate time to consider having utilities buried would be when road work is being done

Strategy 21.4. Enhance signage in and out of Seneca Falls.

Strategy 21.5. Support façade improvement, rear façade along canal improvement, façade improvement along 5/20 between villages and commercial district at Bridge and Bayard on south side of canal.

Strategy 21.6. Remove building materials and alterations such as false facades that detract from historic architectural character of downtown.

Strategy 21.7. Improve visual access of canal from all locations.

Strategy 21.8. At the east end of Fall Street, return the median from Cayuga Street to Van Cleef Lake to its original state and use this location for signage for community events.

Strategy 21.9. Improve landscaping and streetscape at the intersection of 5/20 and Route 414. This should be a welcoming intersection to both the Town and Village and currently is “every place USA” without any distinction to being in Seneca Falls. This location should be the formal gateway to the Villages of Waterloo and Seneca Falls and the entire canal corridor.

Strategy 21.10. For the Sackett Business District:

- A. Finish installation of historic lighting
- B. Place banners to announce the business district location and to identify the area as a unique location within the village.
- C. Establish a prominent location to install the old clock so that it is visible. Explore use of the knitting mill for this purpose.
- D. Brick-like pavers should be installed at the street intersection of Bridge and Bayard streets.

Strategy 21.11. Initiate a street tree and streetscaping project for all village streets and major entryways in the Town, especially along Route 414 (as a major entryway into Town). This would include upgrading of sidewalks, where needed, inventory of street trees and their condition, and establishing a tree planting program to maintain healthy street trees. Utilize the Tree City USA program sponsored by the Arbor Day Foundation.

Strategy 21.12. Enhance the street presence of the Visitor Center.

Strategy 21.13. Work with the Landfill to enhance perimeter landscaping and screening

Strategy 21.14. Consider establishing a 50' Right-of-Way maintained between the canal or lake shoreline and residential property when new residential uses are built to protect the visual character of the waterfront.

Strategy 21.15. Use brick-like pavers on the street from Fall Street to State Street up to the railroad tracks as part of revitalization effort.

Regulations and Policy:

Strategy 21.16. Encourage water-oriented uses such as marinas, boat rental enterprises or restaurants with direct access to the water to optimally utilize waterfront properties. This can be accomplished by changing the use schedule to specifically permit water-oriented uses for waterfront parcels or the Town and Village could designate a "waterfront overlay" zone that is designed to encourage water-related uses as recommended in the Local Waterfront Revitalization Plan.

Strategy 21.17 Seneca Falls must ensure that all other government agencies, including the New York State Department of Transportation become aware of, and consider the street and transportation recommendations in this plan whenever any capital improvements are planned in the community.

Topic: Housing and Neighborhoods

Housing and Neighborhoods Vision: People of all income levels have access to safe, decent and affordable housing. The Village offers higher density, mixed uses while the town remains largely rural with low density residential development creatively designed to protect open spaces and farms. Tree-lined streets, well maintained properties and enhanced landscaping contribute to our quality neighborhoods. A system of linked cycling and walking trails and paths provide increased access from our neighborhoods to parks, open spaces, and cultural areas.

Goal 22. A diversity of housing types and densities are encouraged in order to assure decent housing for people of all ages and income levels.

Programs:

Strategy 22.1. Encourage retirement community development and second home development.

Strategy 22.2. Create a town/village sponsored entity or partnership with existing non-profit housing groups to develop affordable housing programs.

Regulations and Policy:

Strategy 22.3. Expand the use schedule of both communities to allow for more affordable housing that fits into the character of the neighborhood including senior housing and upscale housing.

Strategy 22.4. Allow for a variety of mixed housing types along the Canal and in commercial zones. This can be accomplished by adding mixed housing uses (single family, two-family, senior citizen, and multi-family) along the proposed Waterfront Overlay, or change the use table for those districts to allow for these uses. This means allowing for mixed use, higher density, multi-family and 2-family dwellings in the C-2 areas and allowing for the conversion of commercial structures to these uses as well.

Strategy 22.5. Allow for in-law apartments and accessory apartments in the A-1 zone and in the Village as a special use permit.

Strategy 22.6. Allow townhouse and condominium uses. The Seneca

Knitting Mill property would be a location that would be very suitable for this type of development.

Strategy 22.7. Future development should encourage the building of continuing care retirement communities.

Strategy 22.8. Zoning laws in the town and village should be amended to include, or refer, to state law requirements for senior housing.

Goal 23. Our neighborhoods are safe for cars and pedestrians.

Programs:

Strategy 23.1. Reroute truck traffic away from the Village.

Strategy 23.2. Maintain the police department in the Village to ensure high levels of public safety.

Goal 24. Our properties are well maintained.

Programs:

Strategy 24.1. Reduce problems with absentee landlords by developing a local law that requires all landlords of rental properties to register with the Village. In this way, the village can efficiently hold and manage the name and address of the appropriate person to contact should an issue arise regarding the property. Often enforcement proceedings are hampered by lack of knowledge or insufficient communication with absentee landlords.

Goal 25. Neighborhoods in both the Village and Town are linked with a pedestrian system.

Capital Improvements:

Strategy 25.1. Condition of sidewalks is a serious concern in the Village. The Village has a sidewalk policy according to Village law §204-14B and this should be continued. This law establishes maintenance and repair of sidewalks as a responsibility of the property owner. However, the Village budgets funds each year for a cost sharing incentive to repair/replace sidewalks. The Village will reimburse 50% of sidewalk repair/replacement, not to exceed \$800, or \$1600

for corner lots, per property as long as the budgeted funds last. This program should be continued in the Village. Although liability issues would prevent mapping or listing sidewalk defects, the Village should include planning and budgeting for sidewalk improvements annually via the recommended Capital Improvement Plan.

Initiate a sidewalk inventory and management program and consider initiating a cost sharing sidewalk maintenance program in the Town. In the Town, new sidewalks should be required for future residential and commercial development, but not for agriculturally or industrially zoned development. Major residential development (such as major subdivisions) should be required to install sidewalks. The Planning Board should be given the ability to require sidewalks for smaller subdivisions if it would allow connections and enhanced pedestrian uses and if it is likely for future connections. The Town should avoid, however, "sidewalks to nowhere" associated with small subdivisions. The Planning Board (Town) should also be given the authority to require walking paths and trails as alternative pedestrian opportunities during residential development. Issues of public safety should always be a priority when considering development of sidewalks.

Strategy 25.2. Identify potential links between retail, recreational, cultural, and residential locations where additional walking and biking trails can be promoted. Use of conservation subdivisions at the town-level can be used to locate preserved open spaces in places easily linked by a network of trails.

Strategy 25.3 The Town and Village will work to have all public facilities handicapped accessible.

Goal 26. Residential development outside the village is designed to allow for new growth that also preserves open spaces, farms, and rural character.

Regulations and Policy:

Strategy 26.1. Utilize conservation subdivisions and clustered subdivision layouts for residential growth in the Town. Use these techniques with requirements that a percentage of each parcel remains as open space or that use performance standards such as open space ratios or floor area ratios.

Strategy 26.2. Should any large residential development be proposed,

consider using flexible techniques to allow development of a new hamlet-style project that includes amenities, services and transportation. This can be accomplished through use of the Planned Unit Development policies and procedures.

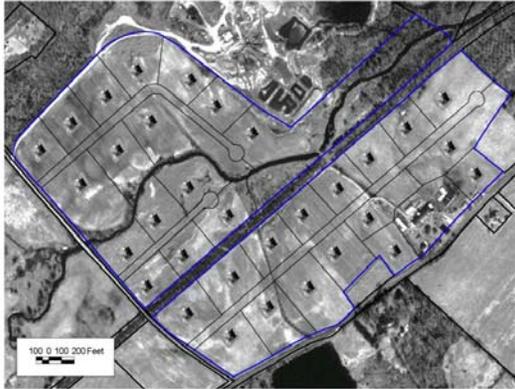
Strategy 26.3. Offer incentives to land developers to preserve open space or other important features by offering a density bonus. A density bonus is a tool where the municipality offers additional density of housing above what is allowed in the zoning in return for the landowner protecting a desired resource.

Strategy 26.4. Promote compact development to avoid unnecessary extension of water lines.

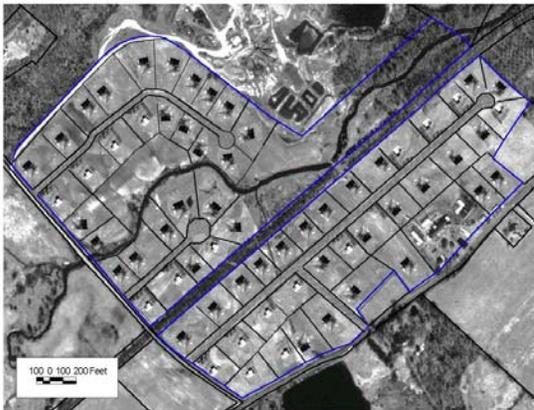
Strategy 26.5. As an alternative to the existing zoning in the Town and Village, consider use of a Transect-based Zoning that would combine both into one united zoning code. (See Illustrations and Text at end). The value of the Transect is that it serves to locate any given place within a context in which all the parts fit together harmoniously. This would allow the Town and Village to be cohesive and coordinated in their land use regulations and would also facilitate joint planning and zoning boards. Currently, Onondaga County has adopted and is implementing transect zoning.

Appendix A: Illustrations of Clustered and Conservation Subdivision

An Illustration of Clustering



This photo simulation illustrates a conventional subdivision at a density of one dwelling per four acres where the minimum lot size equals four acres. Note how all land in this parcel is “used” by being split up and part of individual home lots, including the stream corridor. This is an actual aerial photo of a sod farm in Orange County, NY.



This photo simulation illustrates a similar conventional subdivision, but at a density of one dwelling per two acres where the minimum lot size equals two acres. Note that all land in this parcel is “used” by being part of individual home lots.



This photo shows a clustered subdivision at a density of one dwelling per two acres, but houses are clustered around the existing farmstead with minimum lot sizes of one acre. Note that the majority of the parcel remains as open space and will continue to be used for sod farming. This subdivision would allow continued farming, as well as protection of the stream corridor that passes through the property. Ownership of the preserved

parcel could remain with the original landowner, be owned by a homeowners association, or by one of the new landowners as a type of “estate lot”.

An Illustration of Conservation Subdivision

Example of A Conservation Subdivision (all illustrations from *Growing Greener*, by Randall Arendt, published by National Landmark Trust, 1999)

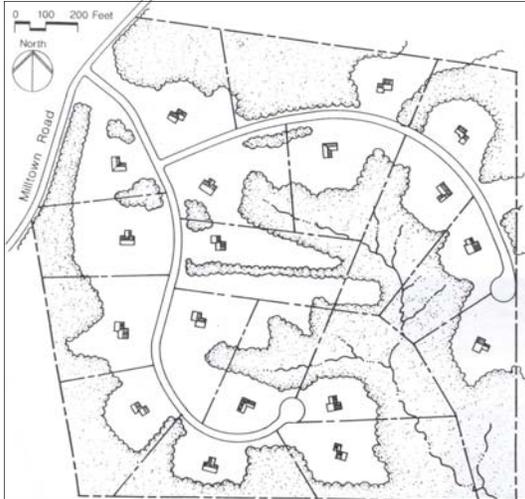


Figure 1: Conventional Subdivision Design

Lot layout of a site showing a typical subdivision where no open space is preserved. This lot layout yields 18 sites for building. The illustration below, and next page illustrates how this site could be developed under a conservation design. Using the flexibility of the tool, there are numerous ways the site could be developed.

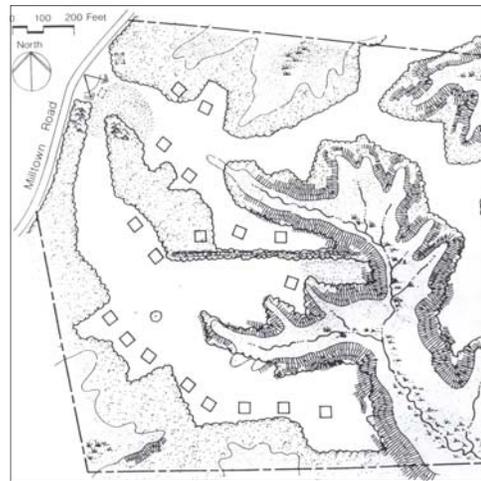
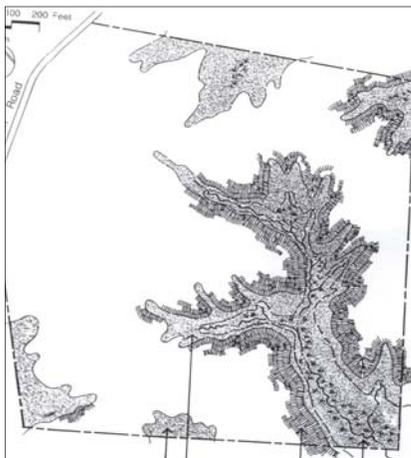
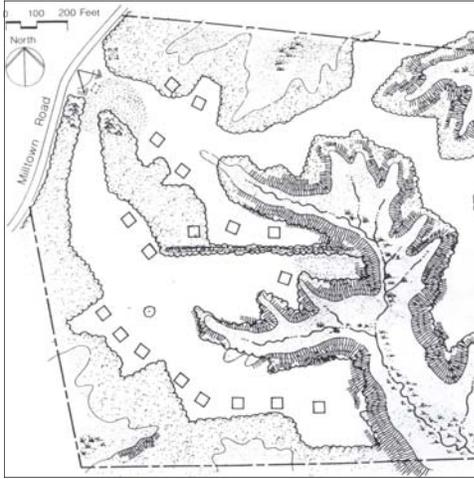


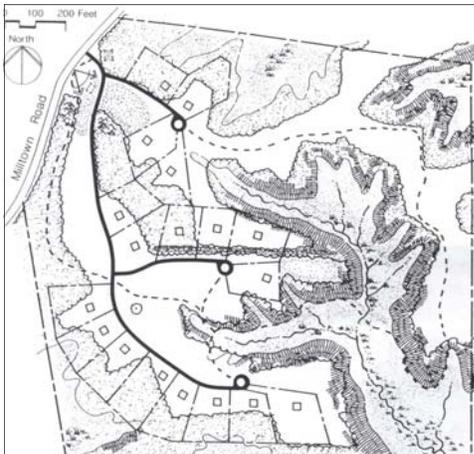
Figure 2: Conservation Subdivision Design



Step 1 of Conservation Subdivision design: identify areas to be conserved. In this example, wetlands, steep slopes over 25% and a 100-year floodplain are identified as critical areas to be preserved on this parcel.



Step 2 of Conservation Subdivision design: locate house sites to maximize the number of homes with a view or direct access to the preserved areas of the parcel. Building envelopes or areas of disturbance are typically set.



Step 3 and 4 of Conservation Subdivision design: align streets and trails, and draw in lot lines. Streets should minimize new curb cuts from the access road. The last step is to draw in the lot lines. In this technique, lot lines are the least important task compared to a conventional subdivision where lot lines are drawn in first. Note that there are still 18 lots created in this subdivision at the same time that at least 50% of the site is preserved in an unbuilt condition.

Appendix B: Transportation Enhancement Options

- Consider amending off-street parking requirements in the Town and Village zoning to avoid over-built lots. Parking lots should be designed for average demand, not peak demand. Consider establishing general minimum requirements and allow for “fine-tuning” of parking spaces during the site plan review process based on specific needs of applicants.
- Enhance the character and siting of off-street parking lots, especially along Routes 414, 5/20 and other commercial areas. Amend zoning to minimize parking located in the front of the building and direct it to the side or rear. The front setback may need to be adjusted to accommodate this change. Removing large expanses of paved parking between the street and the building will be more aesthetically pleasing and will enhance the visual character. Zoning should be amended to provide for screening, buffering and landscaping of parking areas to offer visual relief and shading. Parking requirements should also take into consideration pedestrian-circulation needs. Crosswalks should be provided within large parking lots. Textured paving of crosswalks would be preferred, instead of painted lines.
- To control traffic, speed, and to enhance safety, the Town and Village should work closely with the New York State Department of Transportation to develop a formal traffic management plan that considers ‘smart growth’ guidelines as well as Intelligent Transportation Systems (ITS) for the combined benefit to pedestrian, vehicular and transit users as discussed below in this section.
- Development of this traffic management plan would include, as a first step, conducting a detailed study of Routes 414 and 20, and Fall Street including use of peak traffic counts and aerial photography to develop an existing traffic model. According to New York State Village Law Section 7-772, when a municipality adopts a comprehensive plan, all plans for capital projects of another governmental agency shall consider that plan. It is the intent of the Town and Village to outline goals and potential ideas related to state highways through town to facilitate future transportation planning with the NYS DOT.
- Coordinate the traffic signal system by either “time based” or “hard” wire connections between adjacent signals. “Time-based” refers to adjusting adjacent traffic signal controllers according to the same internal clock patterns, or offset timings such that traffic is allowed to progress through the system at a pre-determined rate (i.e. no more than 30 mph). This is very efficient way of controlling traffic but it will likely incur costs, depending on the existing system. In order to implement this recommendation, the status of the ownership/maintenance agreement with New York State Department of Transportation (NYSDOT) must be determined for signals within the town. That agreement will determine if signal improvements would fall under local or NYSDOT control. NYSDOT is likely to have an interest in improving progression of traffic and potentially reducing accident rate frequencies and severity along their roadway.

- Additionally, it is recommended that Seneca Falls seek to qualify the main corridors within the Town and Village for the Congestion Mitigation and Air Quality Improvement (CMAQ) Program, which might provide funding for signal improvements.
- Optimize traffic signal “green time” to the capacity ratio for all corridor signals. This means constantly changing green time according to a pre-set timing pattern, recall settings, or real time demand.
- Curb-cut management is needed along both sides of the entire corridor. Generally, curb cuts should be located as far from intersection approaches as possible (refer to NYSDOT ‘Policy and Standards for Entrances to Highways and Streets, 1998). Also, provide central access to large development centers and shared access to groups of individual centers. Encourage connection to and from the rear of buildings via an access road and a common frontage road.
- Improve internal circulation for retail sectors along the main corridors by removing barriers that prevent traffic from traveling between parking lots would improve internal circulation and reduce traffic congestion.
- Consider geometric and signal timing improvements for predominant turn movements where possible. Current peak hour turning movement counts and review of accident histories for intersections and highway segments are recommended to identify “hot spots” or problem areas.
- To enhance visual character and the pedestrian network, the Town and Village should develop a formal traffic management plan and ensure that zoning and other programs implement the following recommendations and strategies:
 - Reduce all lane widths to the minimum allowed by NYSDOT in an effort to calm traffic speeds and maximize use of available roadside area for pedestrian and transit uses.
 - Initiate a street tree planting and landscaping program where creation of a tree canopy along both sides of the street would serve to beautify the area while separating pedestrians from motorists, and potentially reducing area traffic speeds.
 - Optimal street tree conditions include a road-side landscaped buffer. Obstructions such as trees must be in conformance with NYSDOT policy on roadside ‘clear zone’.
 - Adopt a zoning provision that requires new uses along these main corridors to provide for sidewalks and street tree planting, and maintenance of trees or other landscaping. Ensure that landscape design standards restrict trees and other objects from intersection corners to provide adequate line of sight for motorists look either left or right. Standards should also include provisions for undercutting vegetation between two and seven feet under the canopy to achieve clear center viewing. Trees should be deciduous.

- Provide well-identified crosswalks consistent with current ADA guidelines. Crosswalks will be most effective at intersections, rather than mid-block.
 - To further enhance use and safety of crosswalks, consider enhancing the ground texture of the sidewalk and crosswalk to create a ground pattern different in color and texture from the roadway. Use brick or concrete pavers or scored and colored concrete to simulate natural materials.
 - Ensure that local zoning for uses along 414 and Route 20 creates a proportion of street width to building height of 1:1 or 2:1. These proportions optimize a “human scale” that enhances pedestrian safety and use of sidewalks.
- **Some additional traffic and safety planning and design alternatives include the following features:**
 - “Jug handle” design for left-turns from major streets. Jug Handle design refers to redirecting a major street left turns to the right to intersect the approaching minor street. By means of signalized or unsignalized control, a major street left-turn can be transformed into a minor street through- movement.
 - Coordination and combination of opposing left-turn movements, thereby reducing, where possible, pedestrian crossing widths and freeing up more signal ‘green time’ for remaining major vehicle movements.
 - Provide dedicated turn lanes where applicable to assist in the flow of traffic by removing conflicting vehicle movements from main stream traffic.
 - **Traffic and Safety Improvements for off-street strip mall and plaza areas could include:**
 - Roadway alignment of opposing driveways with associated “free” rights as applicable and as permitted by NYSDOT.
 - Consider internal circulation options that promote benefit to all users including vehicles, pedestrians, localized transit service, parking, service and maintenance vehicles, bicycles and disabled persons.
 - Consider direct connection from plaza and retail strip areas to secondary or frontage road system where possible, limiting impact to adjacent residential parcels.

APPENDIX IV

**2007 ECONOMIC
DEVELOPMENT PLAN
ACTION MATRIX**

	Goal / Action	Priority	Lead	Type	Timeframe	Action/Description
1.0	Set up a structure for economic development					
1.1	Consolidation of Town & Village	High	Town & Village Boards	Goal	Ongoing	Immediately explore and act upon obvious areas for consolidation of services. Continue working together to consolidate all services to lower the tax burden on residents and businesses while creating one efficient local government.
1.2	Lower Local Tax Rates	High	Village, Town, School & County Boards	Goal	Ongoing	Work on all possible ways to lower the tax burden on existing residents and to make our community more attractive to new residents and businesses.
1.3	Establish a Local Development Corporation (LDC) for property assembly, ownership and development tool.	High	Town & Village Boards	Goal	Month 01	Apply for incorporation of LDC, approve by-laws, appropriate funding and choose initial members.
1.4	Establish a performance measurement system for the new Economic Developer	High	LDC Board	Goal	Month 01	Goals and timeframes listed in this document will serve as a measure of the new Economic Developer's performance.
1.5	Secure Funding For Local Development Corporation (LDC)	High	LDC, Grants Consultant, Town & Village Board	Goal	Month 03 & Ongoing	Through CDBG funds, other grants and general funding from the municipalities.
1.6	Arrange a series of tours throughout Seneca Falls to familiarize the new Economic Developer with important sites and layout of the Town/Village.	High	LDC, Economic Developer, Mayor, Town Supervisor	Goal	Month 01	This should occur in the first week that the economic developer is in their position. These tours could be incorporated with lunch meetings with local civic groups.
1.7	Build consensus for initiatives by convening regular meetings with key local constituencies, the Hall of Fame and National Park Service, including local women's organizations and community groups.	High	Economic Developer	Partnership	Month 02	Plan on meeting with local civic groups such as Rotary and Kiwanis, local business owners and established organizations such as the NPS and Hall of Fame in the first weeks of taking the new position. Continue these meetings on at least an annual basis.
1.8	Educate business owners and members of our community about our vision and strategy.	High	Economic Developer, LDC	Strategy	Ongoing	Consider hiring a professional communications strategist to help craft our message and develop talking points to be used in public meetings. This can be accomplished in a one-day session.
1.9	Form volunteer groups of local residents willing to help with Economic Development.	High	Economic Developer	Goal	Month 04	These groups could be used to help achieve many of the goals in this plan. There is a tremendous amount of talent and ambition in our community and we should utilize our greatest resource, our active citizens.
2.0	Build Regional Partnerships					
2.1	Genesee/Finger Lakes Regional Planning Council	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
2.2	New Upstate Co-Chair (Chairman for upstate economic development) at Empire State Development in Buffalo	High	Economic Developer	Partnership	Month 02	Introduce yourself to the new upstate co-chair and create a contact that you can utilize going forward. Maintain contact with this individual's office to make sure they are aware of our efforts.
2.3	Finger Lakes Tourism Alliance	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group's president, Mike Rusinko, and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
2.4	New York AgriDevelopment Corporation (NYADC)	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.

2.5	Seneca County Chamber of Commerce	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
2.6	Waterloo, Geneva, Romulus and other nearby municipalities.	High	Economic Developer	Partnership	Month 02	Introduce yourself to the leadership in these communities and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
2.7	Seneca County IDA	High	Economic Developer	Partnership	Month 01	Introduce yourself to this group and create a contact that you can utilize going forward. Work closely with the IDA on joint-initiatives and programs.
2.9	NYS Urban Council	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
2.9	Central Upstate Regional Alliance	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
2.10	Greater Rochester Enterprise & Syracuse MDA	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
3.0	Establish a brand for Seneca Falls					
3.1	Establish a non-profit organization to coordinate programming and opportunities for women and girls to further advance their contributions to society.	High	Economic Developer, LDC	Goal	Month 18	Utilize area colleges and universities, the Hall of Fame, National Park Service & IDEA Center. This organization will perform a vital role in helping us to achieve our vision.
3.2	Use the seminars and events hosted by the organization to attract earned media.	Medium	Director of Institute	Strategy	Ongoing	This is a vitally important item. We need to promote events that are held here more effectively.
3.3	Work with local women's organizations through the Museum Trail Organization to encourage coordination on programmatic activities that can help build Seneca Falls' brand as a center for education and activities related to women's history, growth and development.	High	Economic Developer	Partnership	Month 02	Introduce yourself to this group and create a contact that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
3.4	Create a scholarship contest for women and use it to build an outreach strategy with colleges and universities to attract young people to Seneca Falls.	High	Non-profit from #3.1	Goal	Month 24	Invite scholarship finalists/winners and their families to Seneca Falls for a conference/seminar for presentation of the finalists' work, discussion of related issues and awards ceremony.
3.5	Build an outreach strategy with women's organizations and women's studies program coordinators to publicize events, contests and Seneca Falls in general.	High	Non-profit from #3.1	Strategy	Ongoing	Research and contract organizations who may share the same values or goals set forth in our Vision Statement.
3.6	Sponsor a national contest for best women's business idea or business plan.	Medium	Non-profit from #3.1	Goal	Month 30	This contest should be focused on gaining national attention and press. Finalists and their families should be invited to Seneca Falls for a conference/seminar, presentations and awards ceremony.
3.7	Work to enhance and expand our connection to the movie "It's A Wonderful Life" and the weekend celebration held in December.	High	Economic Developer, IAWL Committee, LDC	Strategy	Ongoing	This is an important event as it brings people to Seneca Falls and downtown during the tourism "off-season" and during the holiday shopping season.
3.8	Establish an incubator or technical assistance program focused on women entrepreneurs.	Medium	Economic Developer	Goal	Month 60	By Month 60 we should be able to more easily attract women's entrepreneurs and an assistance program will help us capitalize on our established brand and identity.

4.0 Help existing businesses grow and remain in Seneca Falls						
4.1	Develop a formal Business Retention & Expansion Program.	High	Economic Developer	Goal	Month 05	Form Effective Program. Training on using technology and the Internet to enhance existing businesses could play a role.
4.2	Work with lodging, restaurant and other tourism related business owners to establish a Seneca Falls Tourism Industry Discussion Group.	High	Economic Developer, Chamber of Commerce	Goal	Month 12	Establish viable group. Use the Chamber of Commerce as a resource. This group could discuss issues such as extending store hours downtown, including weekends, to encourage employees to use off-street parking, and to produce innovative marketing strategies.
4.3	Arrange a meeting with leadership at ITT in White Plains, NY. Specifically with Gretchen McClean of ITT.	High	Economic Developer, Town Supervisor, Mayor	Goal	Month 03	To discuss their concerns, share information and express our willingness to work with them in the future. Attempt to lay the groundwork for future meetings with ITT leadership.
4.4	Invite Gretchen McClean to the Hall of Fame induction ceremony in October 2007 and for future induction ceremonies.	High	Special contingent arranged by LDC	Goal	Month 05	Make their visit pleasant and make them a part of the ceremonies. Host a meet and greet to introduce Gretchen McClean and other ITT leaders to local officials and business people.
4.5	Add major firms at-risk of leaving to the priorities listed in the Genesee/ Finger Lakes Regional Planning Council's annual Comprehensive Economic Development Strategy document (CEDS).	High	Economic Developer & Seneca County IDA	Goal	Month 12	Identify major firms at risk of leaving. Emphasis and focus on ITT/Goulds.
4.6	Develop a tourism industry enhancement program to provide business technical assistance and financing to existing tourism business owners.	Medium	Economic Developer	Goal	Month 48	This program could include education on using technology and the Internet more effectively.
4.7	Work with ITT Leadership on the local and corporate level to explore ways to grow the Shared Services Group on Bayard St. or to lease available space in the Bayard St. facility.	High	Economic Developer, LDC	Strategy	Ongoing	The Shared Service Group at ITT/Goulds Bayard St. location is one of the fastest growing segments of the Seneca Falls/Auburn operations of ITT. Also, at the Bayard St. location there is available space available for lease.
4.8	Explore ways to deliver lower-cost energy to local businesses, specifically ITT/Goulds.	Medium	Town Board, Seneca County IDA, Seneca Meadows, LDC	Strategy	Ongoing	Work with Seneca Meadows and explore other resources for providing low-cost energy to ITT/Goulds and other locations in Seneca Falls.
5.0 Attract new businesses						
5.1	Prepare basic marketing brochures	High	Economic Developer, LDC	Goal	Month 08	Individual brochures for small business attraction, medium sized business attraction, corporate sized business attraction, conference & seminar attraction, local tourism attraction, and regional/national/international tourism attraction.
5.2	Website Update / Analysis / Redesign - Ec. Development Section	High	Economic Developer, LDC	Goal	Month 07	Analyze economic development web presence on SenecaFalls.com and form plan for updated, more effective presence.
5.3	Encourage the use of first-floor use in downtown to retail, restaurants, or other tourism-related businesses to ensure that prime commercial space is available for the new businesses the community hopes to attract to downtown.	High	Economic Developer, Village Board	Strategy	Ongoing	Canalside storefronts should encourage tourism related businesses. Consider signage to designate our canal harbor as the "Gateway to Wine Country".
5.4	Attract additional small, boutique retail shops for downtown.	Medium	Economic Developer	Goal	Month 36	Find and attract viable retail shops for downtown.
5.5	Attract hotels, inns, spa resorts.	High	Economic Developer	Strategy	Ongoing	Find and attract viable hotels, inns or spas to the downtown area. Keep Gould Hotel a priority. Reach out to hospitality schools.
5.6	Attract a handful of mid-range and upper end restaurants that feature local wines and produce.	Medium	Economic Developer	Goal	Month 36	Attract viable restaurants.
5.7	Attract a transient marina with 20 docks maximum and pursue funding from State Parks & Recreation.	Medium	Economic Developer, Grants Consultant	Goal	Month 40	Work to develop a small marina that is functional, yet non-intrusive to the peaceful nature of the Van Cleef Lake area.
5.8	Work with Waterloo officials to identify/attract retail stores that are complementary to offerings in Waterloo.	High	Economic Developer	Partnership	Ongoing	Partner with Waterloo in an effort to attract viable retail businesses.

5.9	Pursue major national retailer for call center or distribution facility.	Medium	Economic Developer	Goal	Month 36	Identify potential retailers and develop strategies to attract them to Seneca Falls.
5.10	Build an outreach strategy with local colleges to attract women artisans. Consider an artists' loft program.	High	Economic Developer, Grants Consultant	Goal	Month 28	Create viable artisan' loft program. Work with art departments at local universities for ways we can support their programs.
5.11	Establish relationship with Cornell Agriculture & Food Technology Park in Geneva ("Technology Farm") to attract firms that grow out of the Park's incubator.	High	Economic Developer	Partnership	Month 02	Introduce yourself to the leadership at the AgTech Park and create contacts that you can utilize going forward. Maintain contact with this group, at least, on an annual basis and use them as a resource.
5.12	Work with County IDA to consider renaming and establishing a new focus and theme for the Deer Run industrial park.	Medium	Economic Developer and Seneca County IDA	Strategy	Ongoing	Evaluate Deer Run Park and adjust strategies to attract more businesses.
5.13	Explore feasibility of constructing a spec building at Seneca Meadows or Deer Run designed to suit food production for smaller firms.	Medium	Economic Developer	Goal	Month 36	Gather information and explore the feasibility of using this strategy to attract new businesses.
5.14	Augment activities/businesses for families with children.	Medium	Economic Developer	Strategy	Ongoing	Work with organizers of all local events and programs geared towards families, children and students.
6.0	Improve tourism marketing & visitor attraction					
6.1	Develop & utilize press release system	High	Economic Developer	Goal	Month 06	For all events, lectures, festivals, exhibits, etc. in Seneca Falls. Include area college newspapers & radio stations along with traditional media. Have the ability to send events to specific groups such as local, regional, national and international media.
6.2	Develop an advertising strategy that targets women travel market segments. Should have a major on-line component. Print media campaign should begin with a focus on NYC/NJ metro area.	High	Heritage Area Director, LDC, Seneca 2000	Goal	Month 14	Research & implement cost-effective ways to market to potential tourists in NYC metro area.
6.3	Develop and implement a signage plan.	High	Heritage Area Director, LDC, Seneca 2000	Goal	Month 22	Signage that emphasises our brand and serves as a useful navigational tool for visitors to Seneca Falls.
6.4	Explore larger transportation/parking study to allow for growth in tourism sector.	High	Economic Developer, Village Board, LDC	Goal	Month 24	Parking has been a problem for downtown businesses for years. We need to implement solutions and be prepared to accommodate any parking requirements for downtown/Village events and any increase in regular tourism related parking needs.
6.5	Explore regional tourism marketing and branding partnership with Canandaigua and Skaneateles.	High	Heritage Area Director, LDC	Partnership	Month 30	Make contact with counterparts in Canandaigua and Skaneateles to begin discussions of branding partnership. Be sure that Seneca Falls is still able to stand apart from Canandaigua and Skaneateles on our own merits and offerings.
7.0	Improve quality of place					
7.1	Implement a Town-wide wireless network.	High	Town & Village Boards, Grants Consultant, LDC	Goal	Month 24	Set-up the infrastructure to offer free or low-cost broadband internet to residents, businesses and visitors within the Town limits. This item has been a favorite in community focus groups and could have a wide-ranging positive impact.
7.2	Identify vacant industrial buildings and sites for remediation and redevelopment and apply for funding.	High	Economic Developer, Grants Consultant	Goal	Month 28	Lay the groundwork and identify properties to apply for funding. Once available funding is secured begin restoring these properties and marketing them to potential tenants/developers/businesses.
7.3	Support efforts by the Cayuga-Seneca Trail organization to complete the bike & pedestrian trail.	Medium	Town & Village Boards	Partnership	Ongoing	Offer support facilities in Seneca Falls as major stops on the new trail.
7.4	Continue development of a downtown streetscape redevelopment plan based on the new vision.	Medium	Economic Developer, LDC	Strategy	Ongoing	Maintaining and enhancing the aesthetic beauty of our downtown area is vital to many initiatives in this document.

7.5	Explore the feasibility of installing canalside shower, laundry and bathroom facilities.	High	Town & Village Boards, LDC	Goal	Month 26	Waterloo has facilities at Oak Island. This has been a request of many boaters for the past several years.
8.0 Improve land use and regulatory control						
8.1	Streamline site plan review and permit approval process, including the Historic District review process.	High	Economic Developer, Planning Boards	Goal	Month 16	We need to become more efficient in the courtship of potential businesses to Seneca Falls. Streamlining this process would be a step in the right direction. The permit process should be laid out clearly online and all forms should be downloadable. This process should be transparent and consistent.
8.2	Ensure that zoning codes emphasize mixed-use districts.	Medium	Economic Developer, Planning Boards	Strategy	Ongoing	
9.0 Carry out marketing and programmatic initiatives for commercial revitalization						
9.1	Market the availability of the 485(b) real property tax exemption to encourage investment in commercial or industrial properties.	High	Economic Developer	Strategy	Ongoing	
9.2	Create a Business Improvement District (BID) with local businesses to finance beautification efforts, signage, gateway improvements, and other unique improvement needs determined by the BID.	High	Economic Developer	Goal	Month 12	Create viable group
9.3	Establish a Commercial Building Improvement Program (CBIP) to assist property owners in making interior commercial space renovations.	Medium	Economic Developer, Grants Consultant	Goal	Month 24	Establish viable program
9.4	Further enhance and utilize national Main Street Program to improve the downtown districts.	Medium	Economic Developer, Historic District Commission	Goal	Month 20	The Main Street Program already exists and should be fostered and improved. This is a comprehensive program covering many aspects of Main Street Revitalization.
9.5	Identify vacant and underutilized parcels and buildings for new, market-rate or workforce residential development and for commercial development.	Medium	Economic Developer	Goal	Month 40	Identifying parcels, assembling them and packaging incentives will raise interest of developers.
10.0 Focus on specific areas for commercial revitalization / development						
10.1	Partner with the Cayuga and Seneca Wine Trails to build and operate a mini-interpretive / distribution center on Fall Street.	High	Economic Developer, Seneca 2000	Goal	Month 18	We would like this facility to be a starting point for bus tours and those who visit the wine trails throughout the region. This would help us become perceived as "The Gateway to Wine Country."
10.2	Redevelop Liberty Plaza as a niche retail facility.	High	Economic Developer	Goal	Month 40	Become familiar with ownership/management of Liberty Plaza, know what spaces are available and market them to retailers.
10.3	Route 20 North of the Village to Route 318 - Focus on recreation, niche retail and tourist-oriented businesses, as well as businesses to accommodate residents. Ensure that design guidelines are in place that result in new buildings blending with the historic character of the Village.	Medium	Economic Developer	Strategy	Ongoing	This portion of route 20 can develop into a successful corridor for business. Keep this in mind while attracting new businesses and searching for suitable property and sites.
10.4	Balsley Road from Route 414 south to 5 & 20 - Ensure that design guidelines are in place that will result in new buildings blending with the historic character of the community.	Medium	Economic Developer, Town Planning Board	Strategy	Ongoing	As a large percentage of visitors will enter Seneca Falls via this route it is important that the theme and presence of businesses is aesthetically pleasing.
10.5	Route 5 & 20 gateway into the Village - Ensure that zoning and design guidelines foster attractive building character.	Medium	Economic Developer, Town & Village Planning Boards	Strategy	Ongoing	As a large percentage of visitors will enter Seneca Falls via this route it is important that the theme and presence of businesses is aesthetically pleasing.

11.0 Improve Housing Stock						
11.1	Establish a community foundation to finance housing improvements for low-income property owners, such as exterior paint, roofing, other structural repairs.	High	Town & Village Boards, Private Citizens, Local Businesses, Religious Community	Goal	Month 28	Establish foundation
11.2	Pursue a developer for a retirement housing community.	Medium	Economic Developer, Planning Boards	Goal	Month 60	This community can market to retirees from metropolitan areas throughout the northeast.
11.3	Modify zoning to allow for a variety of mixed housing types along the canal and in commercial zones.	Medium	Economic Developer, Planning Boards	Strategy	Ongoing	
11.4	Pursue a housing development on the Route 318 corridor, between Gravel Road and Routes 5 & 20.	Medium	Economic Developer	Goal	Month 60	This underdeveloped land can become a thriving residential area supporting new businesses on Routes 5 & 20.
11.5	Consider adoption of real property tax law that provides tax exemptions on residential housing improvements.	Medium	Town & Village Boards	Goal	Month 24	Adopt law. This item was especially popular with the community members who attended public focus groups or submitted their feedback on the plan.
11.6	Pursue GOSC and NYS HOME Program funding for housing rehabilitation in targeted sections of Town and Village.	Medium	Economic Developer, Grants Consultant	Goal	Month 14	Lay the groundwork and identify targeted sections and apply for funding.

APPENDIX V

**2016 PARKING &
WALKABILITY STUDY**

DOWNTOWN SENECA FALLS PARKING IMPROVEMENT STUDY



SENECA FALLS
Heritage Area

OPEN

SENECA FALLS VISITOR CENTER
HERITAGE AREA
SENECA MUSEUM
of Waterways and Industry
Guided Tours
GIFT SHOP
"SIMPLE MACHINES"
HAND ON DISPLAYS
VILLAGE & TOWN DEVELOPMENT EXHIBITS

FORBETTE JEWELERS

Mittre - Center

66 Fall Street
PARKER'S GRILLE & TAP HOUSE
315-712-4199

Financial assistance for the preparation of this report was provided by the Federal Highway Administration through the Genesee Transportation Council. The project sponsor is solely responsible for its content and the views and opinions expressed herein do not necessarily reflect the official views or policy of the U.S. Department of Transportation.

GTC's Commitment to the Public

The Genesee Transportation Council assures that no person shall, on the grounds of race, color, national origin, disability, age, gender, or income status, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. GTC further assures every effort will be made to ensure nondiscrimination in all of its programs and activities, whether those programs and activities are federally funded or not.

En Español

El Consejo Genesee del Transporte asegura completa implementación del Título VI de la Ley de Derechos Civiles de 1964, que prohíbe la discriminación por motivo de raza, color de piel, origen nacional edad, género, discapacidad, o estado de ingresos, en la provisión de beneficios y servicios que sean resultado de programas y actividades que reciban asistencia financiera federal.

Downtown Seneca Falls Parking Improvement Study

Final Report

Prepared For:

Town of Seneca Falls
81 West Bayard Street
Seneca Falls, NY 13148

Prepared By:

WSP | Parsons Brinckerhoff
Highland Planning, LLC

February 2016



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EXECUTIVE SUMMARY



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The Town of Seneca Falls has identified and documented a need to improve the safety, accessibility, circulation, and appearance of public parking facilities in its historic downtown business district.



To that end, the Town of Seneca Falls has retained the consulting team of WSP | Parsons Brinckerhoff and Highland Planning LLC to undertake the Downtown Seneca Falls Parking Improvement Study. The study is being conducted to take an inventory of available parking in the downtown core, identify parking issues and concerns, and develop strategies to improve the parking experience in the downtown core for businesses, residents, and visitors. This study offers a systematic and comprehensive study of current parking conditions and potential solutions to provide the community with a strategy for resolving its parking concerns.

The Downtown Seneca Falls Parking Improvement Study Area is generally focused on the Fall Street Downtown Business District,

Sackett Business District, and areas around Academy Square and the Seneca Falls Library.

Community Input

A project Steering Committee was assembled to help guide the study process, identify key stakeholders to be engaged as part of this study, and provide input on project-related materials. The Steering Committee consisted the following:

Name	Representing
Chad Sanderson	Town of Seneca Falls
Harriet Haynes	Seneca County Planning & Community Development
Julie Bednar	NYSDOT Region 3
Christopher Covert	NYSDOT Region 3
John Reichert	NYSDOT Region 3
Francis Caraccilo	Resident
Dan Emmo	Zoning Board of Appeals
Stuart Peenstra	Chief of Police
Becky Bly	Business Owner
Ann Sandroni	Business Owner
Joe Bovenzi	Genesee Transportation Council

To complement the Steering Committee and to further obtain input on the parking and walkability issues experienced throughout Downtown Seneca Falls as well as what potential opportunities exist, the project consulting team met with several stakeholders throughout the community, including businesses, property owners, and tourist and visitor establishments. Members of the project consulting team walked around Downtown Seneca Falls on several occasions, stopping into businesses and establishments to speak with owners and employees. Additionally, the project consulting

EXECUTIVE SUMMARY

team met with the Seneca Falls Business Association at one of their regularly scheduled meetings.

Numerous opportunities for public involvement were included as part of this study. The consulting team set up a booth at the 2015 Seneca Falls Art Walk to speak with residents, businesses, and visitors, hand out a short parking survey, and allow people to interactively indicate on a map where they felt parking problems existed. Consulting team members spoke with 55 people and had 20 surveys filled out and returned.



Pop-up booth at the 2015 Seneca Falls Art Walk.

A web based survey link and information about the project was pushed through a number of local media blogs, Facebook, and Twitter feeds, and was posted on the Town's website. In addition to the 20 surveys completed at the 2015 Seneca Falls Art Walk, there were 22 surveys completed via the online survey link, for a total of 42 surveys completed.

On Tuesday, September 15, an open house was held at the Seneca Falls Visitor's Center to allow the public a chance to review and comment on key findings regarding parking issues, the inventory of existing parking conditions, and proposed parking and walkability strategies. Approximately 20 people attended this open house.

Inventory and Assessment of Existing Parking Conditions

An inventory and assessment of existing parking conditions was performed in order to offer both a quantitative and qualitative assessment of parking in Downtown Seneca Falls. The quantitative assessment involves evaluation of parking conditions as they appear geographically, extending certain distances from main destinations/ neighborhoods in Seneca Falls. A qualitative assessment takes into account the perceptions, preferences, and experiences of those who are parking in Seneca Falls.

Evaluating parking over such a large study area does not pinpoint locations of specific parking problems and would not offer viable solutions to specific problem areas; thus the need is there to identify subareas of activity that can be evaluated further. Focus was placed on four specific subareas throughout Seneca Falls that were found to have higher parking demand and thus experience the most parking issues. These subareas are:

- ❖ Subarea A: Academy Square area;
- ❖ Subarea B: Core of Fall Street (between State and Cayuga);
- ❖ Subarea C: Women's Rights National Historic Park area; and,
- ❖ Subarea D: Sackett Business District.

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Throughout the entire Downtown Seneca Falls Study Area, there are a total of 1,805 parking spaces; of which 402 are public parking spaces located in municipal parking lots, 266 are public on-street parking spaces, 121 are located on private property but are

available for public use, and 1,016 are private parking spaces reserved for customers and/or tenants and their employees. The following map portrays the locations, by type, along with the quantity of this parking.



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Key Study Findings

The following are key observations and findings about parking and walkability throughout Seneca Falls.

- ❖ The areas identified has having the greatest parking problems are:
 - Fall Street, especially on weekdays between 12:00 p.m. and 2:00 p.m., after 5:00 p.m. on Thursdays and Fridays, and during special events.
 - Near the Women’s Rights National Historic Park during events or times of heavy visitation.
 - Sackett Business District on certain evenings.
- ❖ There is uncertainty as to which off-street parking is public and which is private.
- ❖ Off-street parking areas should be better signed, striped, and identified. Visitors often do not know where to park and utilize on-street parking on Fall Street.
- ❖ There is limited access between parking lots located to the rear of businesses that front Fall Street and Fall Street itself.
- ❖ There is a lack of bus/ charter parking locations.
- ❖ There is a desire by several businesses to provide some 15-minute on-street parking spaces on Fall Street.
- ❖ There is a need for better marked and better located handicapped parking spaces both on Fall Street and in off-street parking areas.
- ❖ Overall walkability should be improved, especially Fall Street pedestrian crossings.

- ❖ There is a desire for improved and more prompt clearing of snow from public parking areas and walkways.
- ❖ The on-street angled parking along State Street is underutilized.
- ❖ Residents/ tenants of buildings along Fall Street use the municipal parking areas for long term and overnight parking.
- ❖ The public elevators that provide access between the Canal level and Fall Street need to better advertised.
- ❖ The Town needs a more efficient and effective way to enforce on-street parking regulations.
- ❖ There is more violation of the Fall Street two-hour on-street parking during non-enforcement periods.
- ❖ A vehicle that is caught violating the Fall Street two-hour on-street parking limit is first issued a warning with information on where to park long-term. Subsequent violations by the same vehicle result in a citation.
- ❖ There needs to be a better understanding as to who owns and is responsible for maintenance of off-street parking areas.
- ❖ Future parking will need to address supply for upper floor reuse and continued growth of Fall Street and Sackett Business District.



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The following strategies have been identified as those that are most feasible for the Town of Seneca Falls to implement and have the greatest potential to improve the parking and walkability throughout the Downtown Seneca Falls Study Area.

For ease in reading, strategies have been grouped into 5 categories. The following figure summarizes the parking and walkability improvement strategies recommended for Seneca Falls as a result of this planning effort.

The study also looked at a number of other strategies that were suggested throughout the course of the effort but are not recommended due to their cost and constraints. Those strategies looked at but not recommended are:

- ❖ Parking Garage
- ❖ Angled Fall Street Parking
- ❖ Parking Meters/ Kiosks on Fall Street

Parking Communication Strategies

Strategy	Description
<p>Parking Wayfinding</p>	<p>Existing parking wayfinding is small and not highly visible.</p>  <p>Make wayfinding signage more visible</p> <ul style="list-style-type: none"> • Use standard parking “P” on signs • Place in more visible location • Identify which parking is public • Incorporate parking branding into wayfinding 
<p>Pedestrian Wayfinding</p>	<p>There is a perception in Seneca Falls that parking availability is far from actual destinations. Pedestrian wayfinding should be provided to direct people from parking to destinations and portray the distance in walking minutes to help ease fears that parking is too far from destinations.</p> 
<p>Parking Lot Branding</p>	<p>Throughout the course of this study, whenever referencing municipal parking lots, it was difficult to describe which parking area was being referenced. The Town should name/ brand municipal parking lots.</p> 
<p>Parking Application (Mobile App)</p>	<p>There is uncertainty as to the locations and availability of parking. With the prevalent ownership and use of smart devices, the Town should develop a mobile app that would allow people to view information about Seneca Falls, including locations to park.</p>  <p>Example of Village of Williamsville Mobile App</p>

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Strategy	Description
Parking Signage	Not all streets are signed as to their availability for on-street parking. If on-street parking is not permitted, then signage should be placed along a road indicating such. If on-street parking is permitted, signage should be placed indicating any restrictions. 
Parking Space Branding	In addition to public parking areas, there are several off-street parking areas that are available for the public to park in but are not well identified. Off-street parking spaces should be branded/ striped to indicate whether parking spaces are public or reserved for tenants.

Parking Improvement Strategies

Strategy	Discussion
Municipal Parking Lot Reconfiguration	The municipal parking lot located behind the buildings that front the north side of Fall Street should be reconfigured to provide additional parking supply.  
Fall Street On-Street Parking	On-street parking on Fall Street should be reconfigured to offer additional parking spaces, additional handicapped parking spaces, and offer short term 15-minute parking areas.  
Additional Fall Street Business District Parking Supply	As the buildings around Fall Street continue to be redeveloped and upper floors reused, the demand for parking will eventually place a strain on available parking supply. The Town should begin to look at shared parking agreements with neighboring property owners or look at purchasing adjacent properties to expand municipal parking lots.
Satellite Overflow Parking	Satellite parking areas can be set up at the Town Recreation Center, Town property on Trinity Lane, or other parking areas around the periphery of Downtown Seneca Falls to alleviate parking demand during events.
Sackett Business District On-Street Parking	The on-street parking spaces located on West Bayard Street should be restriped as angled parking. This will accomplish two things: 1. It will ease the ingress and egress into and out of parking spaces and, 2. It will discourage people from making left turns across traffic into parking spaces. 

EXECUTIVE SUMMARY

Parking Policies

Strategy	Description
Charter and Tour Bus Parking	Rather than use valuable parking spaces for charter and tour bus parking, establish satellite parking areas for charter and tour buses at the Town Recreation Center and Town property on Trinity Lane.
Parking Registration	The Town should expand its parking registration program to establish locations within municipal lots where tenants can park their vehicles so as to not use high demand public parking spaces.
Parking Agreements	The Town should reestablish agreements that were in place with private property owners when the Village was in existence. Under the agreements, the Town would provide overall maintenance of parking areas in turn for a fee.
Parking Enforcement	There is a need and desire by businesses on Fall Street to have year round enforcement of on-street parking on Fall Street. The Town Police Department should patrol Fall Street on-street parking year round weekdays 10am-5pm.
Municipal Parking Lots Time Limitations	Signage located within municipal parking lot located behind the buildings fronting the north side of Fall Street displaying time restrictions should be removed to allow for long term parking. The municipal lot at the corner of Cayuga and Fall Street is a more desirable parking location and thus should restrict long term parking by restricting parking to 2-3 hours.

Visitor/ Pedestrian Experience & Walkability

Strategy	Description
Walkability Improvements to Fall Street	<p>The following walkability improvements are recommended for Fall Street:</p> <ul style="list-style-type: none"> • High visibility crosswalk markings • Textured or raised crosswalks • Curb bump outs/ extensions • Rectangular Rapid Flash Beacons • Mid-block crossing refuge island   
Walkability Improvements to Sackett Business District	<p>The following walkability improvements are recommended for Sackett Business District:</p> <ul style="list-style-type: none"> • High visibility crosswalk markings • Relocating utility poles • Landscaping treatments  

EXECUTIVE SUMMARY

Strategy	Description
Lighting	<p>Pedestrian scale lighting should be placed along sidewalks extending between municipal parking lots and Fall Street</p> 
Public Elevator Accessibility	<p>Pedestrian scale lighting should be placed along sidewalks extending between municipal parking lots and Fall Street</p> 
Bicycling Improvements	<p>Residents and visitors of Seneca Falls are interested in more bicycling opportunities. The Town should work with the Women’s Rights National Historic Park, NYSDOT, and businesses to provide enhanced bicycling facilities and amenities around Seneca Falls.</p> 

Miscellaneous Strategies

Strategy	Description
Building Access	<p>Property owners and businesses along Fall Street should continue to improve the appearance of rear entries, making rear entries more welcoming to those using rear off-street parking areas.</p>
Tactical Urbanism	<p>Tactical urbanism is the idea of temporarily trying a strategy before making a decision on it being permanent in order to obtain community support and trust. Parklets could be incorporated into off-street parking spaces to offer outdoor seating and help bring activity to the street.</p> 

CHAPTER 1: INTRODUCTION



INTRODUCTION

The Town of Seneca Falls has retained the consulting team of WSP | Parsons Brinckerhoff and Highland Planning LLC to undertake the Downtown Seneca Falls Parking Improvement Study. The study is being undertaken to conduct an inventory of available parking in the downtown core, identify parking issues and concerns, and develop strategies to improve the parking experience in the downtown core for businesses, residents, and visitors. This study offers a systematic and comprehensive study of current parking conditions and potential solutions to provide the community with a strategy for resolving its parking concerns.



The Town of Seneca Falls has identified and documented a need to improve the safety, accessibility, circulation, and appearance of public parking facilities in its historic downtown business district. Residents, downtown property and business owners, local officials, and other community stakeholders have identified a range of

specific issues related to parking in the downtown area, including a lack of available parking during periods of peak demand, unclear signage and deteriorating pavement markings, poor traffic circulation through and around parking lots, absence of parking

The key to conducting parking studies is to first understand whether a community's parking problems are due to a true lack of parking supply or whether the parking problem is a result of perception.

facilities dedicated to non-automobile transportation such as tour buses and bicycles, and the absence of parking regulations designated to foster the growth of downtown businesses.

Over the past few years, community stakeholders have demonstrated strong support for systematic and carefully considered improvements to public parking facilities, as shown by the results of a petition prepared by the Seneca Falls Business Association (SFBA). The SFBA petition requested that local officials develop a plan to improve downtown parking conditions and was signed by 457 individuals representing downtown businesses and property interests. The Town of Seneca Falls has already implemented several projects aimed at enhancing parking conditions, including adding new wayfinding and interpretive signage.

This study builds upon recommendations in the Town's Comprehensive Plan (adopted in 2006) and the Seneca Falls

INTRODUCTION

Strategic Plan for Economic Development and Commercial Revitalization (prepared in 2007) that call for a comprehensive study of parking facility conditions and improvements in Downtown Seneca Falls.

Parking problems can be actual - the result of a shortage of parking due to lack of parking supply or due to high parking demands, and can be perception – the result of parking not being available where an individual feels they should be able to park or poorly located/ signed parking.



A review of industry research from EPA Smart Growth Network, 2009 National Household Travel Survey by FHWA, and other walkable community reports from the National Transit Institute (NTI), Transportation Research Board (TRB), and other organizations suggest that 1/8 mile is a reasonable distance that people can expect to walk to their destination from a parking spot within an urban area comparable in size to the Town of Seneca Falls.

For comparison sake, 1/8 mile is approximately the length of the stretch of businesses along the north side of Fall Street between

State Street and the walkway at the east end. Further, 1/8 mile is approximately the distance walked from midway in the Waterloo Walmart parking lot to the middle of the store. Thus, expecting someone to walk up to 1/8 of a mile from parking to their destination is not overly excessive and in actuality is done daily at larger shopping centers. To further aid in the inventory of parking, a 1/8 mile buffer was placed around each of the four subareas.

In an urban or village downtown setting, not all parking demanded by each individual property is expected to be supplied on-site like it is in typical suburban settings. Parking demand and supply in these urban or village settings are therefore calculated by subareas.

To this end, focus was placed on four specific subareas throughout Seneca Falls that were found to have higher parking demand and thus experience the most parking issues. These subareas are:

- ❖ Subarea A: Academy Square area;
- ❖ Subarea B: Core of Fall Street (between State and Cayuga);
- ❖ Subarea C: Women's Rights National Historic Park area; and,
- ❖ Subarea D: Sackett Business District.

Once this question is answered, the appropriate mitigation measures can be explored. The last thing a community wants in a downtown setting is to create more parking when sufficient parking exists, but just needs to be improved and better optimized. The most successful downtowns are those that contain continuous active building frontages with few interruptions from driveways,

INTRODUCTION

parking lots, and vacant parcels; but that are also able to balance the demand for parking without interfering with this setting. Several existing plans and studies were reviewed to help identify past issues brought up regarding parking and walkability, minimize duplication and conflicting elements, and to ensure that certain key findings are carried through into this study. The following plans and studies were reviewed:

- ❖ Town of Seneca Falls Comprehensive Plan;
- ❖ New York State Heritage Area Urban Cultural Park Management Plan;
- ❖ Strategic Plan for Economic Development & Commercial Revitalization Plan;
- ❖ Local Waterfront Revitalization Plan; and,
- ❖ Seneca Falls Transportation and Trails Enhancement Project.

CHAPTER 2: STUDY PURPOSE AND GOALS



STUDY PURPOSE AND GOALS

The purpose of this study is to improve the parking, walkability, and overall experience in the Downtown core of the Town of Seneca Falls for businesses, residents, and visitors.

The goals and objectives of this study are as follows:

Study Goal

Develop an inventory of parking in Downtown Seneca Falls.

Objectives:

- ❖ By conducting field inventory of parking areas in the study area;
- ❖ By identifying parking ownership and other characteristics through the use of GIS data; and,
- ❖ By performing interviews with Town of Seneca Falls officials and business owners.

Study Goal

Gain an understanding of the real and perceived issues associated with parking in Downtown Seneca Falls.

Objectives:

- ❖ By speaking with residents, business owners, employees, visitors, and Town personnel;
- ❖ By observing general parking and walking patterns in the Downtown core; and,
- ❖ By administering a survey to allow community input on the parking issues in the Downtown core.

Study Goal

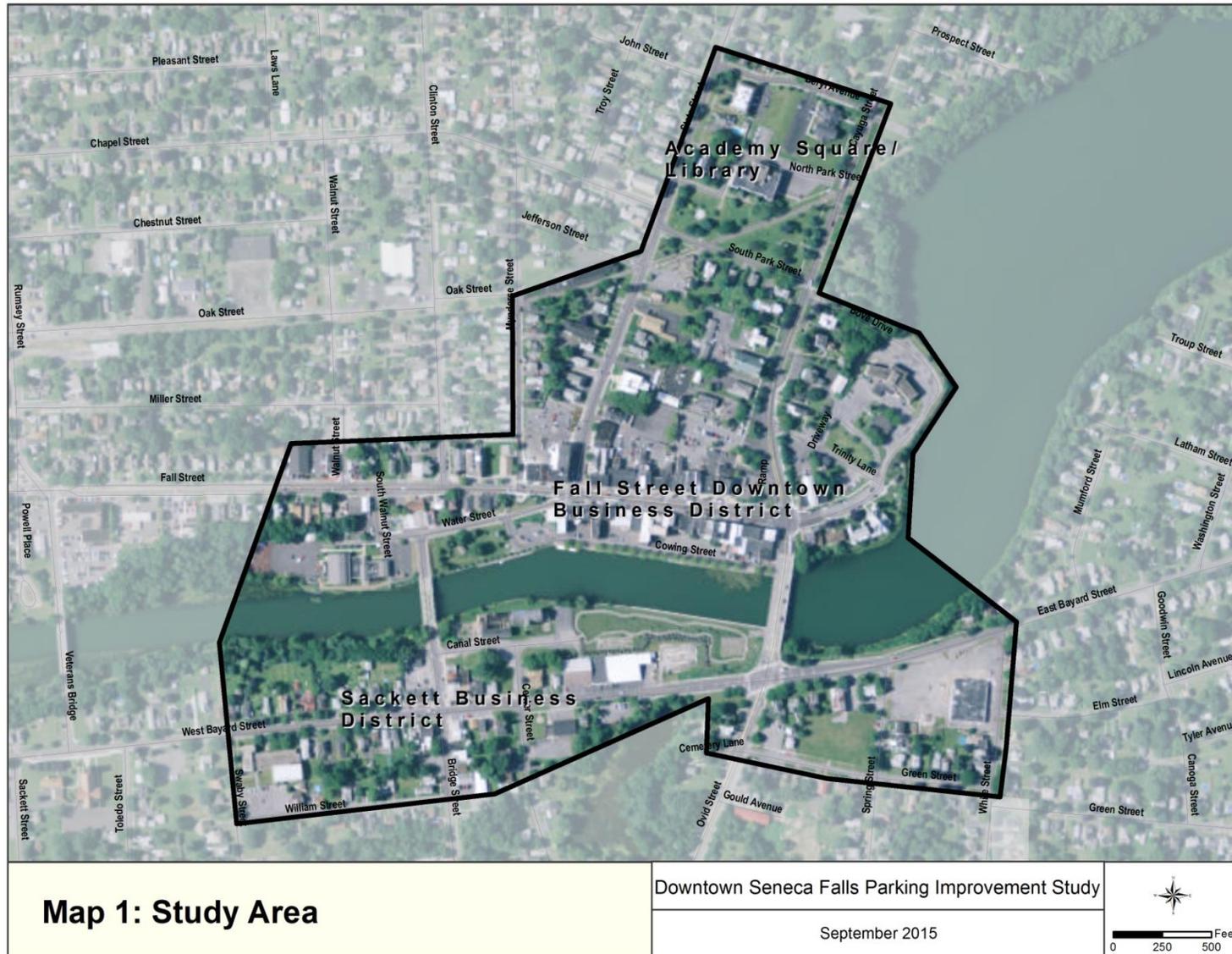
Develop strategies to improve parking safety, accessibility, and appearance in Downtown Seneca Falls.

Objectives:

- ❖ By recommending strategies that benefit the community and its residents, businesses, and visitors; and,
- ❖ By ensuring strategies are in accordance with NYSDOT and Town of Seneca Falls policies.

STUDY PURPOSE AND GOALS

The Downtown Seneca Falls Parking Improvement Study Area is generally focused on the Fall Street Downtown Business District, Sackett Business District, and areas around Academy Square and the Seneca Falls Library. Map 1 portrays the study area.



CHAPTER 3: STEERING COMMITTEE, STAKEHOLDER, AND PUBLIC ENGAGEMENT



STEERING COMMITTEE, STAKEHOLDER, AND PUBLIC ENGAGEMENT

Steering Committee

A project Steering Committee was assembled to help guide the study process, identify key stakeholders to be engaged as part of this study, and provide input on project-related materials. The Steering Committee consisted of the following members:

Name	Representing
Chad Sanderson	Town of Seneca Falls
Harriet Haynes	Seneca County Planning & Community Development
Julie Bednar	NYSDOT Region 3
Christopher Covert	NYSDOT Region 3
John Reichert	NYSDOT Region 3
Francis Caraccilo	Resident
Dan Emmo	Zoning Board of Appeals
Stuart Peenstra	Chief of Police
Becky Bly	Business Owner
Ann Sandroni	Business Owner
Joe Bovenzi	Genesee Transportation Council

The Steering Committee met three times throughout the course of the study.

Town Departmental Meetings

In addition to obtaining input on the study through the Steering Committee, a meeting was held with Stuart Peenstra, Chief of Police; Don Wood, Highway Superintendent; and Jim Spina, Commissioner of Parks and Recreation, to gather input on what they perceive as the parking issues and opportunities in Seneca Falls.

Stakeholder Outreach

As part of the effort to obtain input on the parking and walkability issues experienced throughout Downtown Seneca Falls as well as what potential opportunities exist, the project consulting team met with several stakeholders throughout the community, including businesses, property owners, and tourist and visitor establishments. Members of the project consulting team walked around Downtown Seneca Falls on several occasions, stopping into businesses and establishments to speak with owners and employees. Additionally, the project consulting team met with the Seneca Falls Business Association at one of their regularly scheduled meetings.

Input was received from the following stakeholders:

Name	Representing
Tanya Lee Warren	Seneca Museum of Waterways and Industry
Mark Robinette	Robinette's Jewelers
Rose Francis	Rose Francis Dress Shop
Kelly Cosentino	Blossoms by Cosentino
Pamela Bryan	The Copy Shop
Kathy Excell	Heart Felt Yarn & Fibers
Laurie Buttarò	Laurie's Lil' Popcorn Shop
Anwei Law	It's a Wonderful Life Museum
Jill Tietjen	National Women's Hall of Fame
Jolene Lanphear	Summit Federal Credit Union
Stewart Jensen	Seneca Office Products
Sherry Laney	Sherry's Bear & Frame Shop
Becky Bly	Woman Made Products
Ann Sandroni	Downtown Deli/ Nonni's
Lori Buttak	Summit Federal Credit Union
Joyce Sinicropi	Sinicropi Florist

STEERING COMMITTEE, STAKEHOLDER, AND PUBLIC ENGAGEMENT

Name	Representing
Kimberly Szewczyk	Women's Rights National Historic Park
Sharon Hoatland	The Gould Hotel
Chris Podzuweit	Seneca Falls Visitor Center
Ami Gonzalez	Women's Rights National Historic Park

Public Outreach

In order to actively engage the residents and visitors of Seneca Falls in this study, several community outreach efforts were undertaken.

2015 Seneca Falls Art Walk Booth

The consulting team set up a booth at the 2015 Seneca Falls Art Walk near the Seneca Museum of Waterways and Industry in order to reach out to the community to introduce the study and gather input into the study. On Saturday, May 15, 2015 from 10 a.m. until 2 p.m., members of the consulting team spoke with residents, businesses, and visitors, handed out a short parking survey, and allowed people to interactively indicate on a map where they felt parking problems existed. Consulting team members spoke with 55 people and had 20 surveys filled out and returned.

Further, people were asked to indicate, on a map, locations throughout Seneca Falls where they park (blue sticker), where they experienced parking problems (red sticker), and where they would like to see parking improvements made (green sticker). Figure 1 is a snap shot of the map from the Art Walk booth. The majority of people indicated parking problems along Fall Street. People indicated that they would like to see

improvements made to the off-street parking areas to the north and south of the businesses fronting Fall Street.



Pop-up booth at the 2015 Seneca Falls Art Walk.

Surveys

A web based survey link and information about the project was pushed through a number of local media blogs, Facebook, and Twitter feeds, and was posted on the Town's website. In addition to the 20 surveys completed at the 2015 Seneca Falls Art Walk, there were 22 surveys completed via the online survey link, for a total of 42 surveys completed.

Open House

On Tuesday, September 15, an open house was held at the Seneca Falls Visitor's Center to allow the public a chance to review and comment on key findings regarding parking issues, the inventory of existing parking conditions, and proposed parking and walkability strategies. Approximately 20 people attended this open house.

STEERING COMMITTEE, STAKEHOLDER, AND PUBLIC ENGAGEMENT

Figure 1: Mapping Exercise from 2015 Seneca Falls Art Walk Booth



CHAPTER 4: INVENTORY OF EXISTING PARKING CONDITIONS



INVENTORY OF EXISTING PARKING CONDITIONS

An inventory and assessment of existing parking conditions was performed in order to offer both a quantitative and qualitative assessment of parking in Downtown Seneca Falls. The quantitative assessment involves evaluation of parking conditions as they appear geographically, extending a certain distances from main destinations/ neighborhoods in Seneca Falls. A qualitative assessment takes into account the perceptions and preferences of those who are parking in Downtown Seneca Falls have regarding the parking situation.

Quantitative Parking Assessment

A quantitative parking assessment provides a look at the actual supply of parking within a study area, without regard to the perception surrounding the availability of that parking. On the following pages, Table 1 provides a breakdown of this parking supply throughout the study area; Map 2 portrays all of the available off-street and on-street parking locations along with the number of parking spaces¹ throughout the study area.

Focus Subareas

Evaluating parking over such a large study area does not pinpoint locations of specific parking problems and would not offer viable solutions to specific problem areas; thus the need is there to identify subareas of activity that can be evaluated further.

¹ Where parking spaces are not marked, the number of parking spaces was estimated based on spacing requirements.

Input from the Town, stakeholders, businesses, and the public suggested that there are certain subareas of Seneca Falls that experience higher parking demands and greater parking issues than others. To this end, focus was placed on four specific subareas throughout Seneca Falls that were found to have higher parking demand and thus experience the most parking issues. These subareas are:

- ❖ Subarea A: Academy Square area;
- ❖ Subarea B: Core of Fall Street (between State and Cayuga);
- ❖ Subarea C: Women's Rights National Historic Park area; and,
- ❖ Subarea D: Sackett Business District.



The Women's Rights National Historic Park is a major Seneca Falls destination.

A review of industry research from EPA Smart Growth Network, 2009 National Household Travel Survey by FHWA, and other walkable community reports from the National Transit Institute

INVENTORY OF EXISTING PARKING CONDITIONS

(NTI), Transportation Research Board (TRB), and other organizations suggest that 1/8 mile is a reasonable distance that people can expect to walk to their destination from a parking spot within an urban area comparable in size to the Town of Seneca Falls.

For comparison sake, 1/8 mile is approximately the length of the stretch of businesses along the northside of Fall Street between State Street and the walkway at the east end. Further, 1/8 mile is approximately the distance walked from midway in the Waterloo Walmart parking lot to the middle of the store. Thus, expecting someone to walk up to 1/8 of a mile from parking to their destination is not overly excessive and in actuality is done daily at larger shopping centers. To further aid in the inventory of parking, a 1/8 mile buffer was placed around each of the four subareas.

Qualitative Parking Assessment

Conducting a qualitative parking assessment offers a glimpse into the patterns, attitudes, and perceptions of people looking to

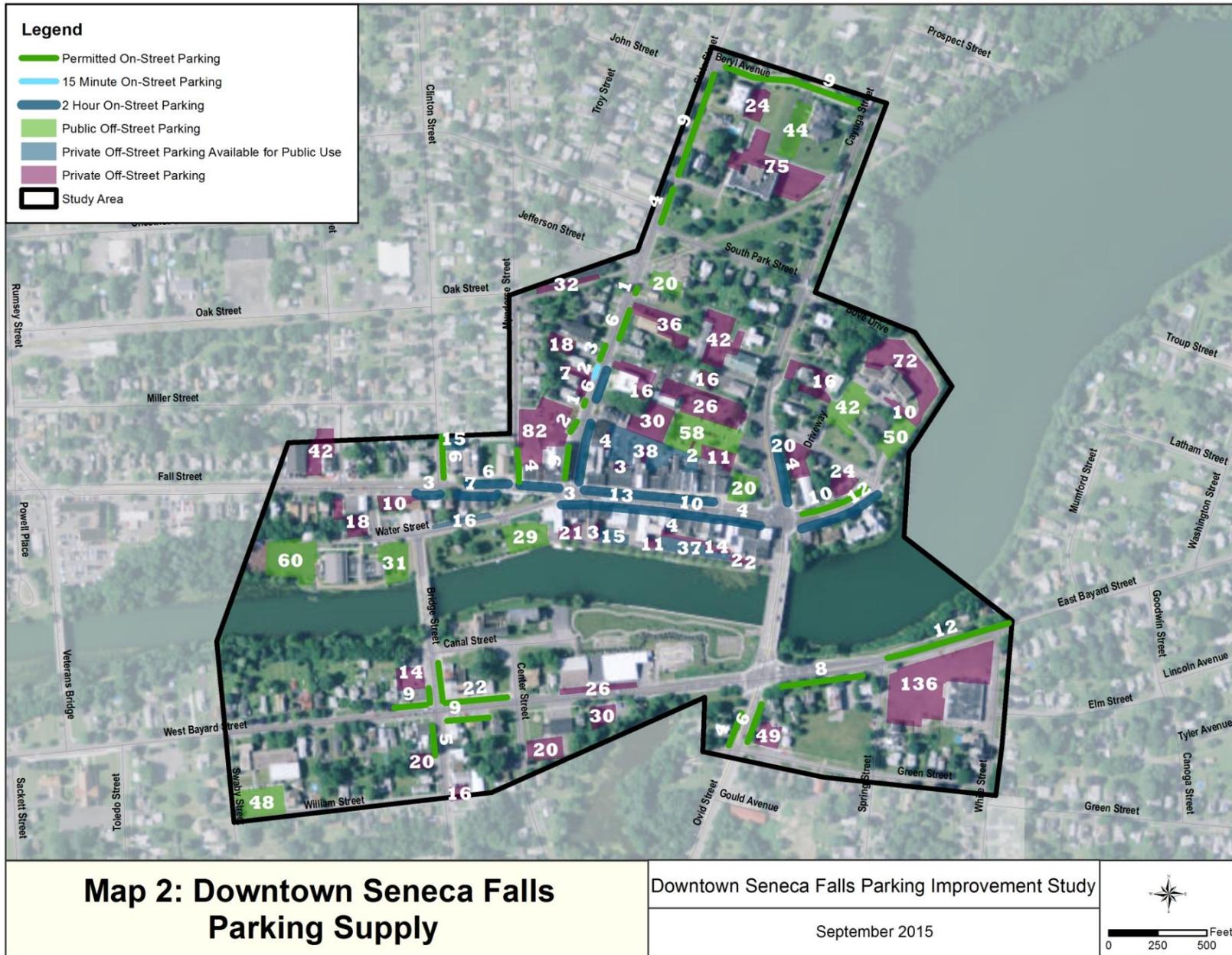
park and get to their destination, and offers a better assessment of existing parking conditions, as viewed through the eyes of the people looking to park. Using 1/8 mile as a benchmark for the maximum distance people are willing to walk from parking to their destination, and based upon the patterns, attitudes, and perceptions of those parking in Downtown Seneca Falls, the boundaries of each subarea were modified to reflect the “preferred” parking area for each subarea, indicating the areas that people were typically observed and prefer to park in. In some instances, this “preferred” parking area extends beyond the 1/8 mile buffer, indicating that it is more important for people to have a line of sight to their destination or park in an area they feel comfortable with over being close to a business.

Map 3 portrays the four parking subareas with the 1/8 mile buffer for each subarea along with the boundaries of each subarea built around the “preferred” parking area.

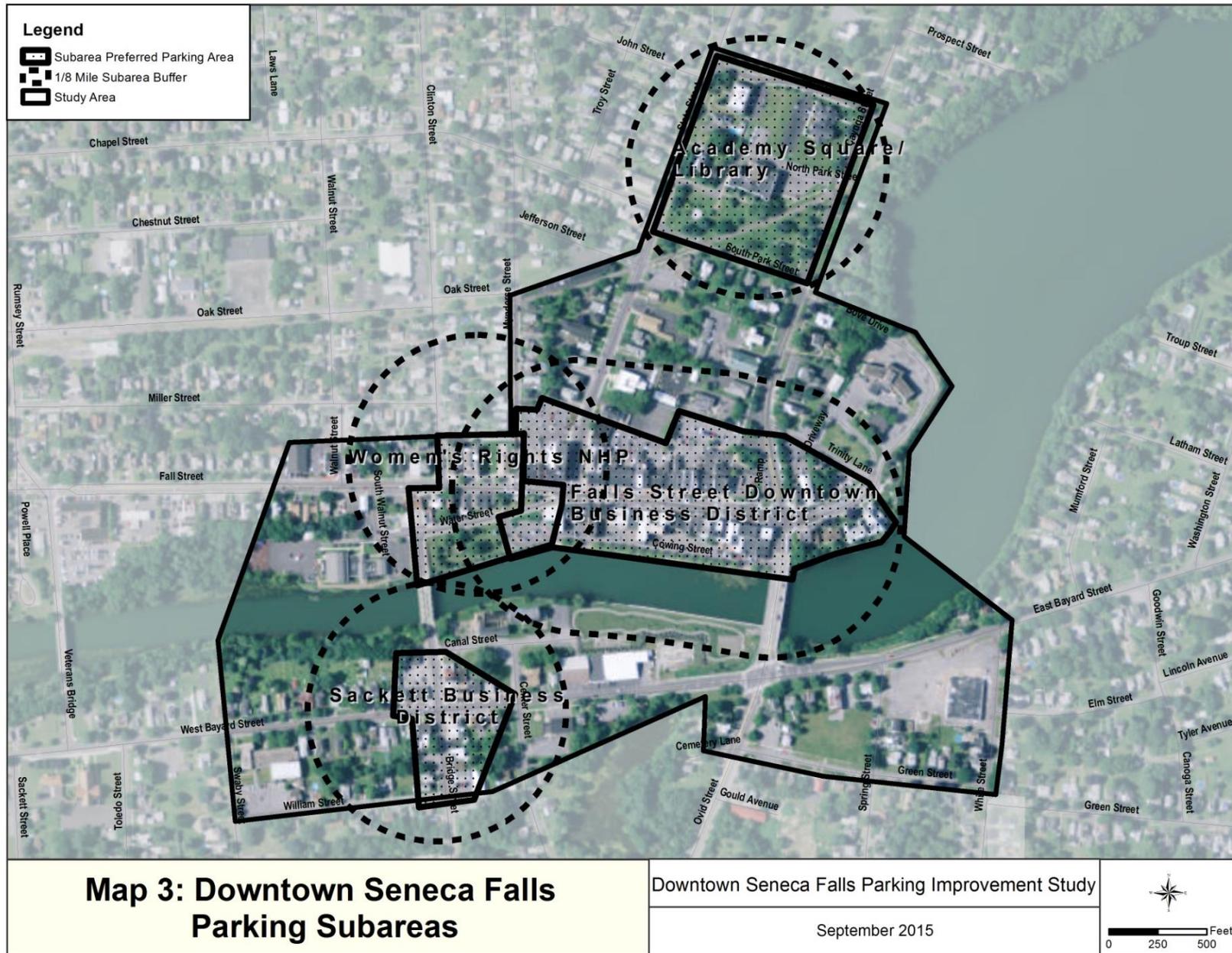
Table 1: Downtown Seneca Falls Study Area Parking Supply

Parking	Public Parking	Private Parking Available for Public Use	Total Parking Available for Public Use	Private Parking	Total Parking Supply
Off-Street Parking	402	121	523	1,016	1,539
On-Street Parking	266	0	266	0	266
2-Hour On-Street Parking	112	0	112	0	112
15-Minute On-Street Parking	2	0	2	0	2
No Limit On-Street Parking	152	0	152	0	152
Total Parking	668	121	789	1,016	1,805

INVENTORY OF EXISTING PARKING CONDITIONS



INVENTORY OF EXISTING PARKING CONDITIONS



INVENTORY OF EXISTING PARKING CONDITIONS

Each subarea was then evaluated to determine the parking supply, general demand, and general conditions/ characteristics in each subarea’s preferred parking area. The consulting team conducted multiple observations of subareas between mid-May and early August. Specifically, the consulting team was able to capture observations during the following time periods:

- ❖ Weekday morning-mid afternoon (10 a.m.-3 p.m.)
- ❖ Weekday afternoon-evening (3 p.m.-7 p.m.)
- ❖ Saturday morning-mid afternoon (10 a.m.-4 p.m.)

The following pages provide an evaluation of each subarea’s preferred parking area that includes a discussion of the general demand, supply, and characteristics/ conditions of parking in the subarea.

Academy Square Subarea

The Academy Square Subarea includes destinations such as the Seneca Falls Library, Academy Square office building, Academy Square apartments, and accompanying green space.

Off-street parking locations are provided by the Seneca Falls Library (44 parking spaces), Academy Square office building (75 parking spaces), and Academy Square apartments (24 parking spaces). Other than an event on a Saturday in May held at the office building (band competition), these parking areas were never observed to be at capacity. There is no on-street parking permitted along Cayuga Street. On-street parking along State Street and Beryl Avenue is not striped or signed, but is used for on-street parking.

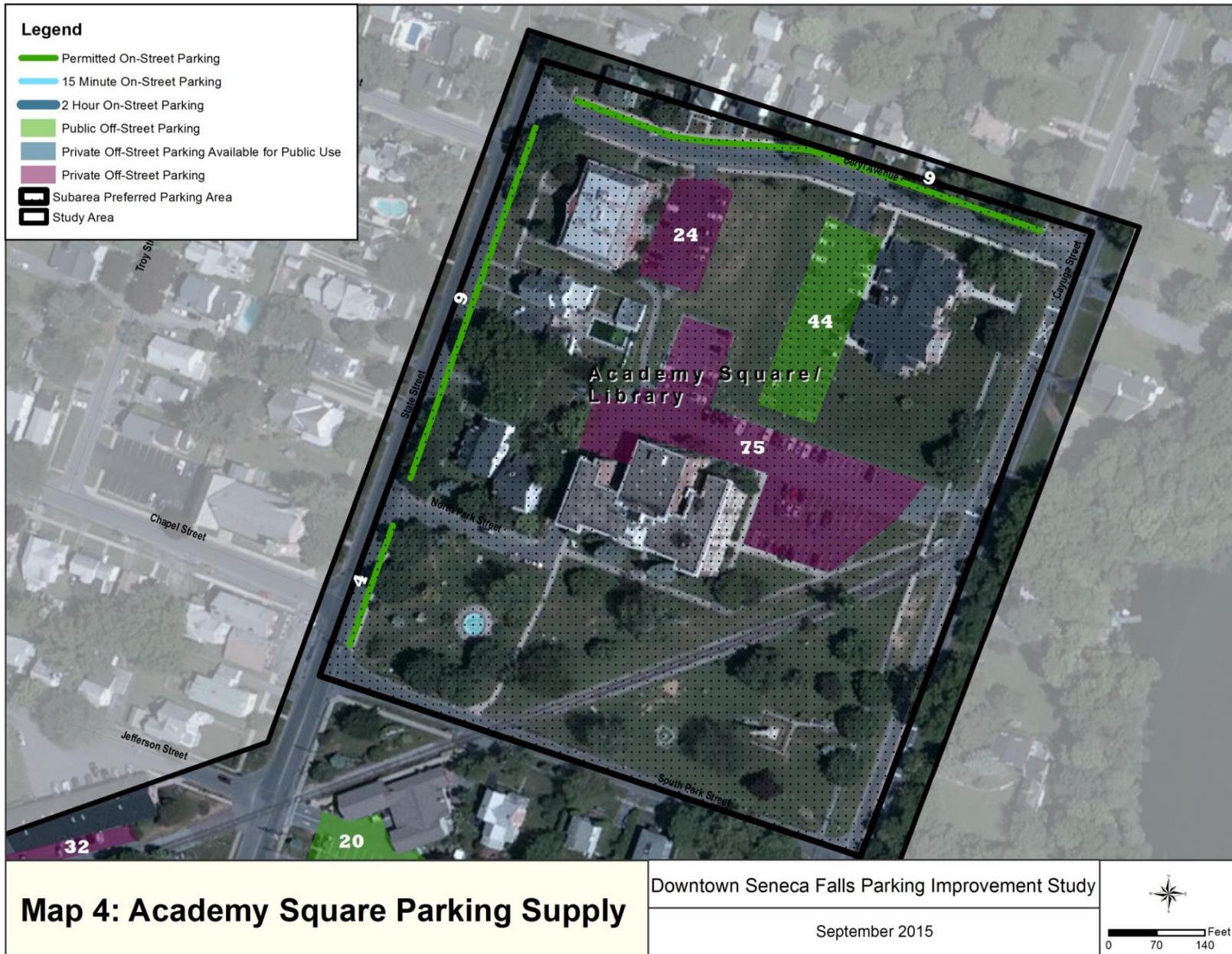


Table 2 identifies the parking supply of the Academy Square Subarea. Map 4 portrays the parking supply of the Academy Square Subarea (with the supply of parking indicated by the white number on each parking area).

Table 2: Academy Square Subarea Parking Supply

Parking	Public Parking	Private Parking Available for Public Use	Total Parking Available for Public Use	Private Parking	Total Parking Supply
Off-Street Parking	44	0	44	99	143
On-Street Parking	22	0	22	0	22
2-Hour On-Street Parking	0	0	0	0	0
15-Minute On-Street Parking	0	0	0	0	0
No Limit On-Street Parking	22	0	22	0	22
Total Parking	66	0	66	99	165

INVENTORY OF EXISTING PARKING CONDITIONS



INVENTORY OF EXISTING PARKING CONDITIONS

Fall Street Business District Subarea

The demand for parking in the Fall Street Business District Subarea comes from employees, tenants, and visitors of businesses and buildings that front Fall Street or are in the area. Overflow parking for visitors of the Women’s Rights National Historic Park also spills into this area, as visitors use on-street parking along Fall Street and State Street as well as off-street parking in the area.



Fall Street

There are 59 on-street parking spaces on Fall Street (between Mynderse Street and Cayuga Street); all of which are striped and signed for 2-hour parking limit. These spaces experience the highest demand, with overall occupancy of on-street parking spaces on Fall Street around 90% during the weekday midday (between 12:00 p.m.-2:00 p.m.) and early evening (5:00 p.m.-6:00 p.m.). The occupancy drops to closer to 75% during the afternoon (2:00 p.m.-5:00 p.m.) and on Saturdays. Additionally, there are approximately 22 on-street parking spaces on Fall Street east of Cayuga Street. The majority of these spaces are not striped; and parking along the south side

is signed for 2-hour limit (no signed limit for parking on the north side). This parking is occupied considerably less and is typically below 50% occupancy throughout the day. The demand for these spaces increases when Trinity Episcopal Church holds service or an event or when there is an event at the It’s a Wonderful Life Museum.

There are 24 angled on-street parking spaces located along State Street near the intersection of Fall Street; 15 of which are located on the east side and are signed for 2-hour parking and 9 of which are on the west side near The Gould and are not signed for time limitation. These parking spaces experience low usage throughout the day, hovering between 25%-50% occupancy, increasing to 50%-75% occupancy during the evening when more people are going to nearby restaurants.



Angled parking on State Street

Further north on State Street, there are 21 striped on-street parking spaces extending to the railroad crossing. There are 2 spaces located on the west side of State Street (across from

INVENTORY OF EXISTING PARKING CONDITIONS

the Post Office) that are signed for 15-minute parking and there are 6 spaces located on the east side of State Street (in front of the Post Office) that are signed for 2-hour parking. All other on-street parallel parking along this stretch of State Street is not time limited. Many of these parking spaces are used for businesses/ amenities on State Street including the Post Office, American Legion, and other businesses, or are used by residents living on the street. The occupancy of these parking spaces was rarely observed to be greater than 50%.



State Street on-street parking

There are approximately 4-5 on-street parking spaces located on the east side of Cayuga Street just north of the intersection with Fall Street. These spaces are not striped but are signed for 2-hour parking. These spaces were rarely observed to be occupied.

There are two main areas of off-street parking that serve Fall Street- an area that sits behind the businesses that front the north side of Fall Street and an area along the Canal that sits behind the businesses that front the south side of Fall Street.

In general, the organization and layout of these parking areas is poorly structured; making it difficult to understand what parking is available to the public and what is reserved. Further, the layout of these parking areas is such that they are not being maximized for the greatest number of parking spaces and are not orderly.



Municipal parking lot on Cayuga Street

There are three parking areas that are considered municipal parking lots that are owned or leased by the Town of Seneca Falls and available for public parking:

- ❖ Water Street – A 29 space parking lot along the Canal with access off of Water Street. The Water Street lot is used by employees of Summit Federal Credit Union, Canal boat visitors and operators, and occasionally by visitors to Fall Street businesses and the Women’s Rights National Historic Park. This parking lot is typically more than 75% occupied and is near 100% occupancy when the farmer’s market occurs. Occasionally, boat visitors and operators will use this lot for overnight parking.

INVENTORY OF EXISTING PARKING CONDITIONS

- ❖ Cayuga Street/ Fall Street Intersection – A 20 space parking lot on the northwest corner of the intersection of Cayuga Street and Fall Street. During the day, this lot is 75%-100% occupied, being used mainly by employees and patrons of Fall Street businesses. During late afternoons and evenings and on weekends, this lot is less occupied.
- ❖ Cayuga Street – A 58 space parking lot located adjacent to Generations Bank with access off of Cayuga Street and via an alley. This lot is signed for a 3-hour parking limit but this is not enforced by the Town. This lot is usually around 50% occupied throughout the day, peaking closer to 75% at certain periods throughout the day. This lot was recently restriped to include a single middle row of parking, resulting in a confusing setup.



Parking along the Canal

There is signage directing people to these off-street parking locations, although much of this signage is either poorly located (covered by trees or not in a visible location) or not large enough to catch the attention of travelers eyes. Further, once within a parking area, there is not sufficient signage guiding people throughout the parking areas.



Private parking behind Fall Street businesses

There are also multiple parking areas that are on private property but are used for public parking. For instance, there are approximately 109 parking spaces (outside of the Water Street municipal parking lot) along the Canal side of the businesses that front Fall Street. Of these 109 spaces, 57 are marked as private parking or reserved for tenant parking. The remaining 52 spaces are not marked and it is not clear whether they are available for public parking or private/ reserved. There are two public elevators that can take people from the Canal level to the Fall Street level, one is located in the Finger Lakes 1 tenant space, and the other is located in the Boater Amenities in the Seneca Falls Visitors Center. The only signage for these elevators exists on the entry door and cannot be seen unless someone specifically access the entry door.

INVENTORY OF EXISTING PARKING CONDITIONS

Likewise, there are approximately 50 parking areas behind the businesses that front the north side of Fall Street, of which only 12 are marked as private or reserved for tenants. The remaining 38 spaces are not marked and it is not clear whether they are available for public parking or private/ reserved. Additionally, with both of these parking areas, there is very little striping for parking, and where there is striping, it is faint. This results in an unordered pattern of parking.



Fall Street on-street parking

The above described on-street and off-street parking areas are all free of charge. There is lighting of all the above described off-street parking areas, however, many areas do not receive adequate lighting.

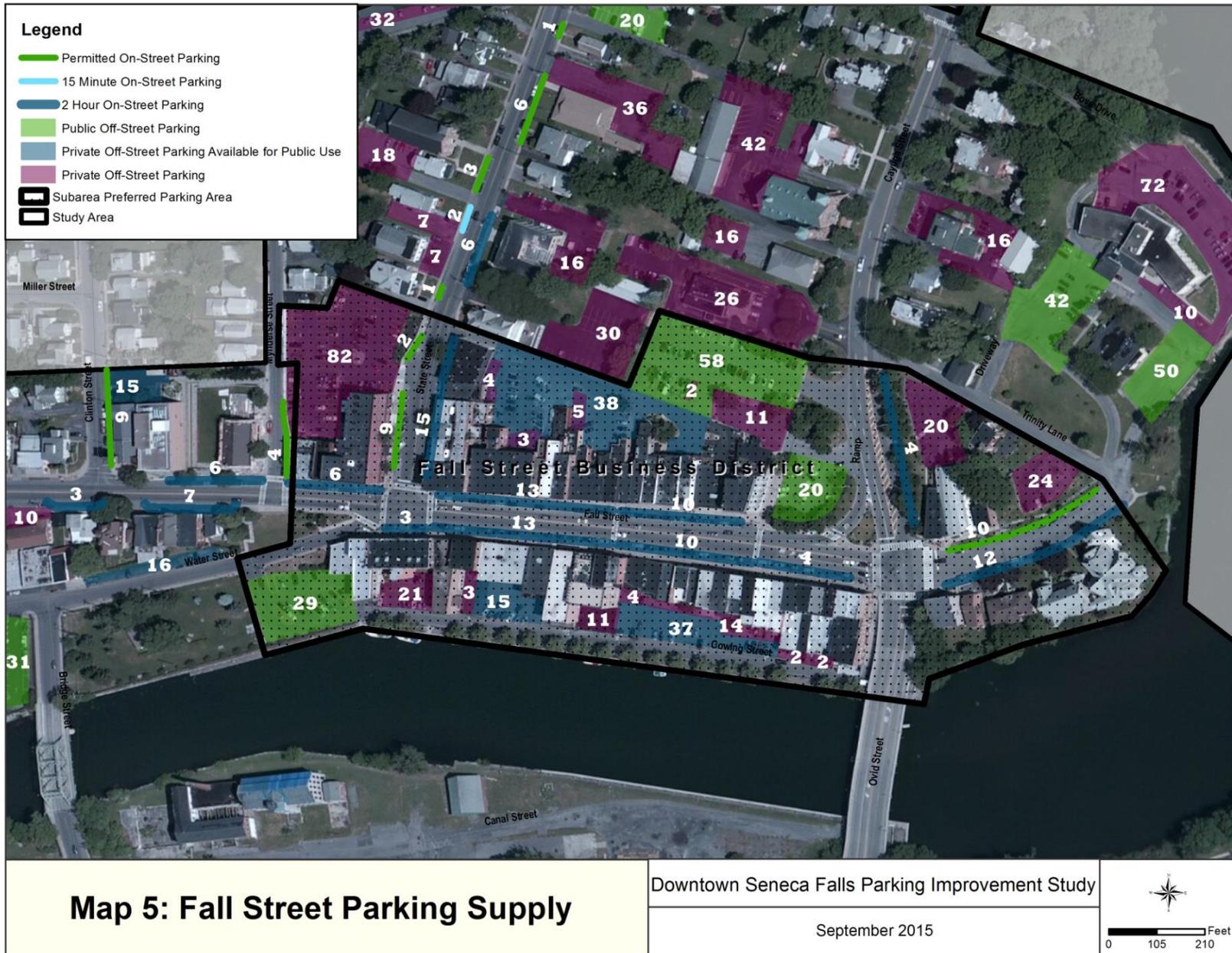
There are several larger parking areas that are for private use. The Gould has an 82 space parking lot behind its building, Generations Bank has 26 parking spaces at their location on Cayuga Street, Community Bank has an 11 space lot behind their location on Fall Street, the Sanderson-Moore Funeral Home has a 30 space lot at their location on State Street, Century 21 Real Estate has a 20 space lot at their location on Fall Street, and there is a 24 space lot owned by Trinity Episcopal Church across from their location on Fall Street. Many of these private parking lots do not reach capacity during the day. The Funeral Home and Trinity Episcopal Church parking lots, these are only used during events at each.

Table 3 identifies the parking supply of the Fall Street Business District Subarea. Map 5 portrays the parking supply of the Fall Street Business District Subarea (with the supply of parking indicated by the white number on each parking area).

Table 3: Fall Street Business District Subarea Parking Supply

Parking	Public Parking	Private Parking Available for Public Use	Total Parking Available for Public Use	Private Parking	Total Parking Supply
Off-Street Parking	107	90	197	208	405
On-Street Parking	111	0	111	0	111
2-Hour On-Street Parking	90	0	90	0	90
15-Minute On-Street Parking	0	0	0	0	0
No Limit On-Street Parking	21	0	21	0	21
Total Parking	218	90	308	208	516

INVENTORY OF EXISTING PARKING CONDITIONS



INVENTORY OF EXISTING PARKING CONDITIONS

Women's Rights National Historic Park Subarea

The Women's Rights National Historic Park (WRNHP) Subarea is centered on the Women's Rights National Historic Park site. While some visitors to the WRNHP do park on Fall Street east of State Street or in off-street parking areas outside of this subarea, many of these visitors are also patronizing businesses along Fall Street. It was typically observed that visitors going directly to the WRNHP park in one of the on-street parking areas along Fall Street west of State Street or along Clinton Street or Mynderse Street.



Women's Rights National Historic Park

There is a 15 space off-street parking area located behind the WRNHP. During the spring and summer of 2015, construction equipment was staged in a portion of this lot, resulting in only 6-7 parking spaces being available. These parking spaces were always 100% occupied throughout the day.

Along Fall Street near the WRNHP (between South Walnut Street and State Street), there are 22 striped on-street parking spaces, signed for 2 hour parking. These spaces were typically 50%-75% occupied during the day, with less occupancy in the

later afternoon/ early evening hours. Additionally, there are approximately 10 on-street parking spaces located on side streets (6 on Clinton Street and 4 on Mynderse Street). These spaces are not striped or signed, but the street has been widened in these areas allowing for the on-street parking. These parking spaces were sporadically used, as the lack of striping and signage likely results in confusion to visitors on whether parking is permitted.



On-street parking near Women's Rights National Historic Park

On occasion, visitors were observed parking in the Water Street lot (described within the Fall Street Business District Subarea) and walking up the hill to the WRNHP. There are 91 off-street parking spaces located at the Town Recreation Center, but observations did not indicate any visitors to WRNHP using this lot. Additionally, there is an informal parking area along Water Street that provides off-street parking for tenants of the upper buildings fronting Fall Street. There is no signage indicating whether this parking is public or private; however, observations did not indicate any visitors using this parking area.

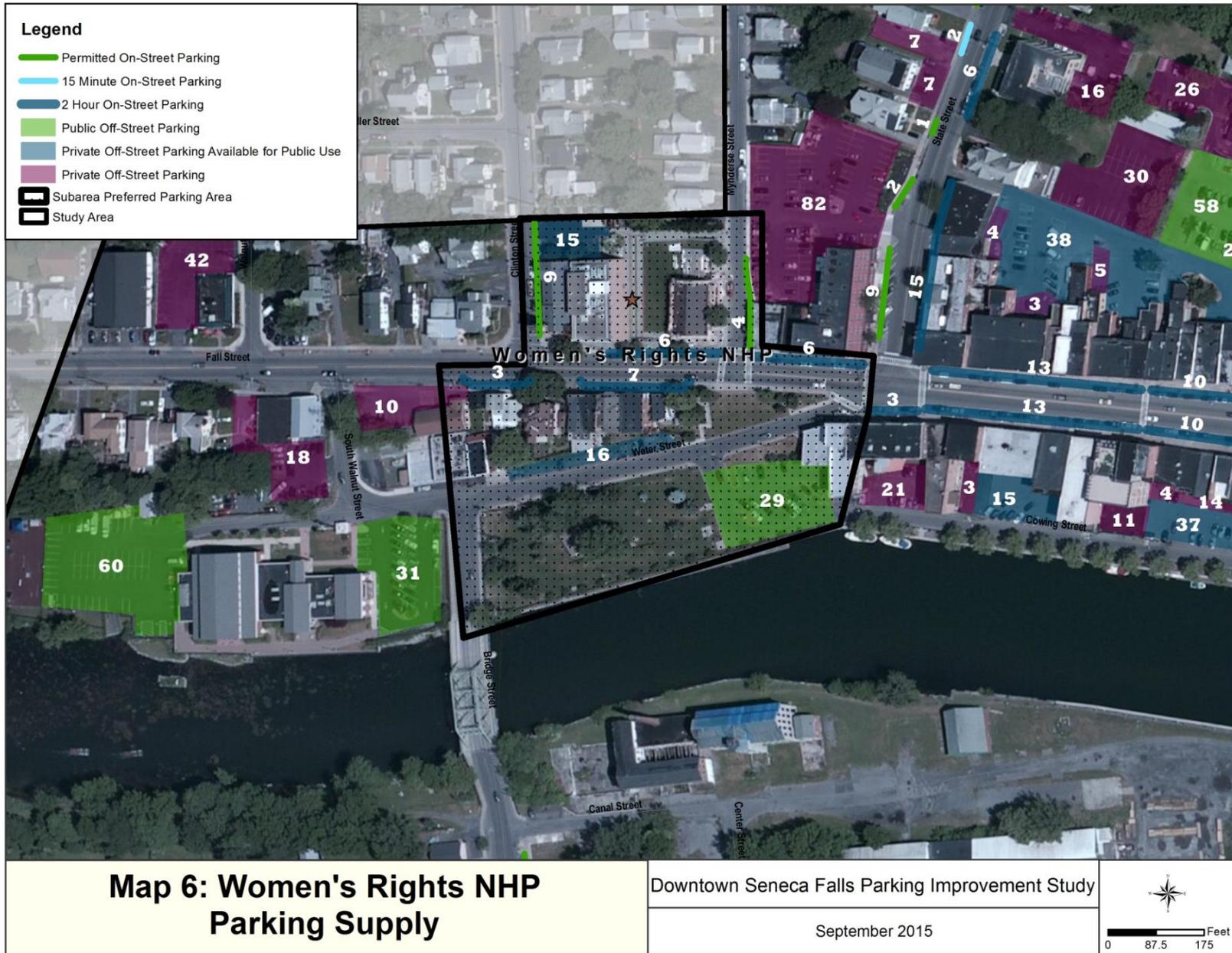
INVENTORY OF EXISTING PARKING CONDITIONS

Table 4 identifies the parking supply of the WRNHP Subarea with Map 6 portraying this parking (with the supply of parking indicated by the white number on each parking area).

Table 4: Women’s Rights National Historic Park Subarea Parking Supply

Parking	Public Parking	Private Parking Available for Public Use	Total Parking Available for Public Use	Private Parking	Total Parking Supply
Off-Street Parking	29	31	60	0	60
On-Street Parking	32	0	32	0	32
<i>2-Hour On-Street Parking</i>	22	0	22	0	22
<i>15-Minute On-Street Parking</i>	0	0	0	0	0
<i>No Limit On-Street Parking</i>	10	0	10	0	10
Total Parking	61	31	92	0	92

INVENTORY OF EXISTING PARKING CONDITIONS



INVENTORY OF EXISTING PARKING CONDITIONS

Sackett Business District Subarea

The Sackett Business District Subarea includes parking generators such as Dewey’s Third Ward Tavern and several businesses clustered around the intersection of West Bayard Street and Bridge Street. Most of these businesses do not contain off-street parking, relying on on-street parking for supply. D.A.’s Liquor Store has an off-street parking area on Bridge Street for approximately 14 cars, but it is signed for the specific use of store patrons only. Dewey’s Third Ward Tavern has an off-street parking area for approximately 16 cars.

There are 58 striped on-street parking spaces located in the Sackett Business District, 18 on Bridge Street and 40 on West Bayard Street. All but 5 spaces on Bridge Street south of West Bayard Street are angled parking; the 5 on Bridge Street are parallel parking. There are a number of vacancies in the Sackett Business District currently, so parking utilization was typically less than 50%. Observations indicate that many evenings, the parking demand for Dewey’s Third Ward Tavern exceeds the off-street parking supply. This leads patrons to

use the on-street parking spaces, with some patrons parking illegally on Bridge Street. Signage has been placed on both sides of Bridge Street in the vicinity of Dewey’s indicated that on-street parking is not permitted.



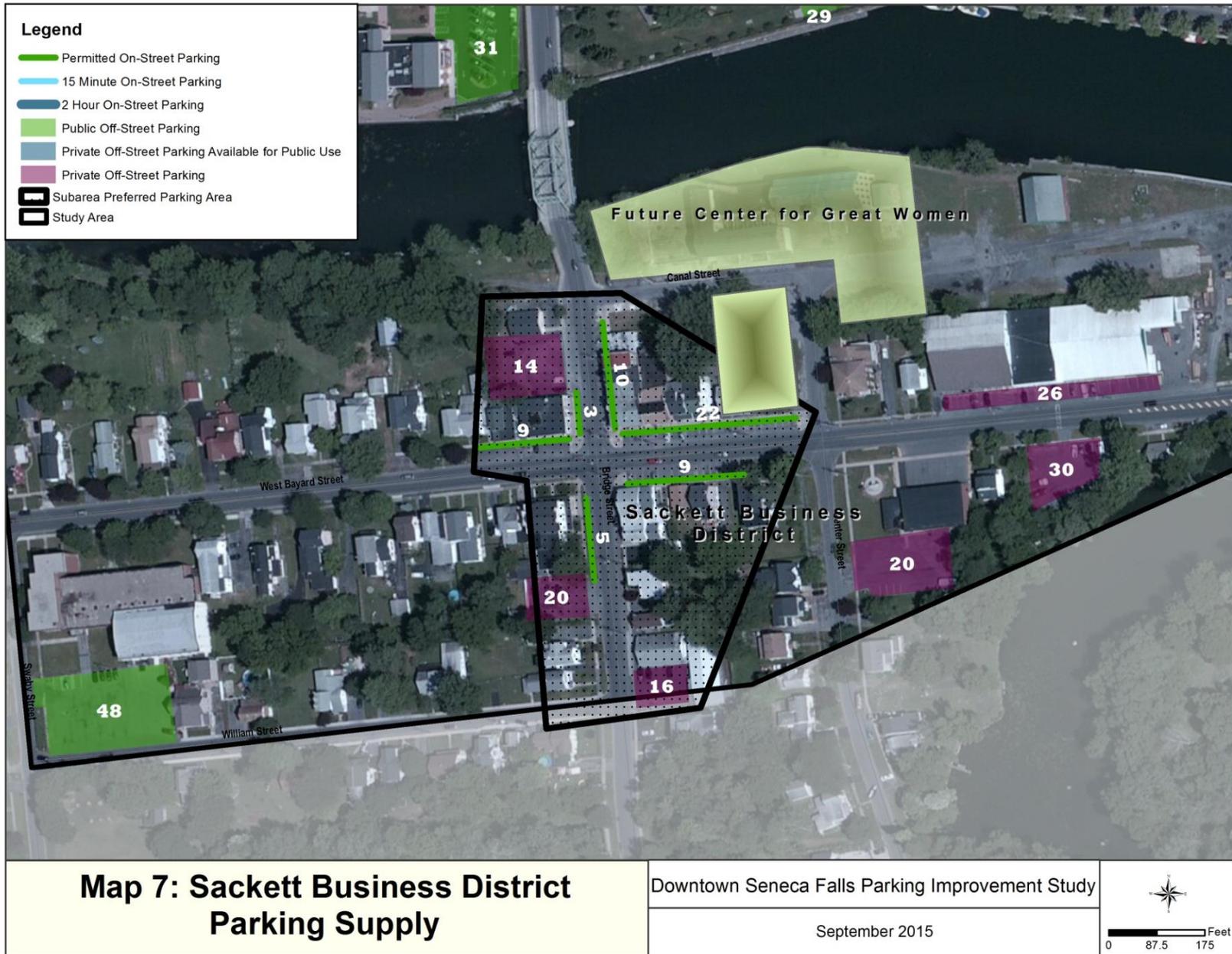
Parking in Sackett Business District

Table 5 identifies the parking supply of the Sackett Business District Subarea. Map 7 portrays the parking supply of the Sackett Business District Subarea (with the supply of parking indicated by the white number on each parking area).

Table 5: Sackett Business District Subarea Parking Supply

Parking	Public Parking	Private Parking Available for Public Use	Total Parking Available for Public Use	Private Parking	Total Parking Supply
Off-Street Parking	0	0	0	50	50
On-Street Parking	58	0	58	0	58
2-Hour On-Street Parking	0	0	0	0	0
15-Minute On-Street Parking	0	0	0	0	0
No Limit On-Street Parking	58	0	58	0	58
Total Parking	58	0	58	50	108

INVENTORY OF EXISTING PARKING CONDITIONS



CHAPTER 5: KEY OBSERVATIONS AND FINDINGS



KEY OBSERVATIONS AND FINDINGS

The following are key observations and findings derived from Steering Committee, Town Departmental, stakeholder, and public input throughout the course of this study, field reconnaissance undertaken by project consulting team members, and the inventory and assessment of existing conditions. These observations and findings helped gain an understanding of existing parking and walkability issues, concerns, and opportunities and shape the recommended parking and walkability strategies.

- ❖ The areas identified as having the greatest parking problems are:
 - Fall Street, especially on weekdays between 12:00 p.m. and 2:00 p.m., after 5:00 p.m. on Thursdays and Fridays, and during special events.
 - Near the Women's Rights National Historic Park during events or times of heavy visitation.
 - Sackett Business District on certain evenings.



Off-street parking lots are not well striped and are not optimized.

- ❖ There is uncertainty as to which off-street parking is public and which is private.
- ❖ Off-street parking areas should be better signed, striped, and identified. Visitors often do not know where to park and utilize on-street parking on Fall Street.



Signage for off-street parking areas is small and difficult to see.

- ❖ There is limited access between parking lots located to the rear of businesses that front Fall Street and Fall Street itself.
- ❖ There is a lack of bus/ charter parking locations.
- ❖ There is a need for better marked and better located handicapped parking spaces both on Fall Street and in off-street parking areas.
- ❖ There needs to be a better understanding as to who owns and is responsible for maintenance of off-street parking areas.
- ❖ Residents/ tenants of buildings along Fall Street use the municipal parking lots for long term and overnight parking.

KEY OBSERVATIONS AND FINDINGS

- ❖ There is a desire by several businesses to provide some 15-minute on-street parking spaces on Fall Street.



Fall Street two-hour on-street parking

- ❖ The public elevators that provide access between the Canal level and Fall Street need to be better advertised.
- ❖ Overall walkability should be improved, especially Fall Street pedestrian crossings.



There are several pedestrian crossings that exist on Fall Street

- ❖ There is a desire for improved and more prompt clearing of snow from public parking areas and walkways.
- ❖ The on-street angled parking along State Street is underutilized.



Angled on-street parking in Sackett Business District

- ❖ The Town needs a more efficient and effective way to enforce on-street parking regulations.
- ❖ There is more violation of the Fall Street two-hour on-street parking limit during non-enforcement periods.
- ❖ A vehicle that is caught violating the Fall Street two-hour on-street parking limit is first issued a warning with information on where to park long-term. Subsequent violations by the same vehicle result in a citation.
- ❖ Future parking will need to address supply for upper floor reuse and continued growth of Fall Street and Sackett Business District.

CHAPTER 6: RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES



RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

The following strategies have been identified as those that are most feasible for the Town of Seneca Falls to implement and have the greatest potential to improve the parking and walkability throughout the Downtown Seneca Falls Study Area.

For ease in reading, strategies have been grouped into 5 categories:

1. Communication
2. Parking Improvements
3. Parking Policies
4. Visitor/ Pedestrian Experience & Walkability
5. Miscellaneous Strategies

As a general statement, the improvements discussed below are conceptual ideas to improve parking and walkability in Downtown Seneca Falls. Any improvements proposed for roads under NYSDOT jurisdiction will require review and concurrence by NYSDOT and often require a Highway Work Permit. Throughout the course of this study, NYSDOT has been collaborated with to ensure that recommended strategies comply with NYSDOT policies and would be acceptable. Info on Highway Work Permits can be found at:

<https://www.dot.ny.gov/portal/page/portal/divisions/operating/oom/transportation-systems/traffic-operations-section/highway-permits?nd=nysdot>

Similarly, any improvements proposed for roads under Seneca County jurisdiction will require review by Seneca County.

Additionally, since much of Downtown Seneca Falls lies within the Seneca Falls Village Historic District established in the mid 1980's, any improvements proposed within this District may require review and approval from the New York State Historic Preservation Office (SHPO).

Communication

Parking Wayfinding

Wayfinding directs patrons and visitors to a location, and can be used to better direct them to the location of parking in an area as well as direct them to destinations from a parking area.

There is already wayfinding signage throughout Seneca

Falls directing visitors to visitor destinations, community facilities, and parking, as indicated in the following photos, but much of this wayfinding, especially for parking, is not highly visible.

Further, signage at the intersection of Fall Street and State Street that is attached to the traffic signal mastling pole provides wayfinding for the police station and Women's Rights National Historic Park, but not for parking.



Existing parking signage on Fall Street

RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

Once on State Street, wayfinding for the alley that provides access to the “Cayuga Street Lot” is not highly visible and the alley entrance does not give the impression that it is a public access to a municipal public parking area. There is an opportunity here to place more highly visible, branded signage which would go a long way to changing the image of the entry from an alley to a more welcoming entrance to the parking lot. Once visitors turn into the alley/ parking lot entry, continued wayfinding and signage should guide visitors to public parking areas.

The Town has wayfinding signage directing people to the Water Street parking lot along with other destinations. Use of the standard parking symbol  should be done consistently as part of all parking wayfinding. Parking wayfinding signage should be made larger and placed in more visible locations. Specifically, there needs to be more highly visible wayfinding signage near the intersection of Fall Street and State Street and at the intersection of Fall Street and Cayuga Street/ Ovid Street that directs people to either the Cayuga Street Lot, Fall Street Lot, or Water Street Lot.



Parking signage along Water Street

Pedestrian Wayfinding

In addition to providing better wayfinding for parking lots, it is necessary to provide better pedestrian wayfinding so people know how to find their destination once they have parked. There are wayfinding signs around the Water Street Lot but better pedestrian wayfinding signage is needed around the Cayuga Street and Fall Street Lots.



Potential wayfinding signage with distance portrayed in walking minutes

A growing trend that many communities are undertaking to encourage walkability and ease the perception that parking availability is limited is to portray wayfinding along with the time in minutes that takes to walk to a destination. Pedestrian wayfinding can be hung on light posts, traffic signal masting poles, or dedicated poles. Low cost pedestrian wayfinding signage (\$20 each or \$60 for aluminum dibond signs) can be built and purchased online at www.walkyourcity.org. QR codes can be scanned to offer step by step directions to the public.

Parking Lot Branding

Throughout the course of this study, whenever referencing municipal parking lots with Town officials, business owners,

RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

tourist based operators, and the public, it was difficult to describe which parking area was being referenced. A very simple solution would be for the Town of Seneca Falls to name/brand the various municipal parking lots, such as:

- ❖ The parking lot off of Water Street along the Canal level could be branded “Water Street Lot”.
- ❖ The parking lot at the intersection of Cayuga Street and Fall Street could be branded “Fall Street Lot”.
- ❖ The parking lot between State Street and Cayuga Street that lies to the rear of the buildings that front the north side of Fall Street could be branded “Cayuga Street Lot”.

Map 8 identifies these municipal parking areas with branded names. This will help not only those familiar with the Town, but visitors unfamiliar with the Town, to identify and locate available public parking areas.

These branded parking lots should include signage at the entrances indicating their parking lot name and should be labeled on maps and brochures to help visitors identify with parking areas. Monument signage can be used at municipal parking lot entrances to enhance parking entrances, portray the name of the parking lot, provide a clear indication that the parking area is for public parking, and establish a perception that the parking lot is a desirable and promoted place to park.

The following is an example of high visibility signage that could be used at parking lot entrances indicating public parking locations with branded name of the parking lot.



Examples of proposed municipal parking branding and monument signage

It is recommended that “Welcome to Seneca Falls” visitor informational signage and brochures should include the locations of municipal parking lots. Businesses and attractions can more easily portray available parking to their customers/visitors when lots are branded. For instance, the Women’s Rights National Historic Park could simply tell visitors to park in the “Water Street Lot” or “Cayuga Street Lot”. For ease in describing parking recommendations throughout this document, we will apply the branded parking lot names when referencing municipal parking areas.

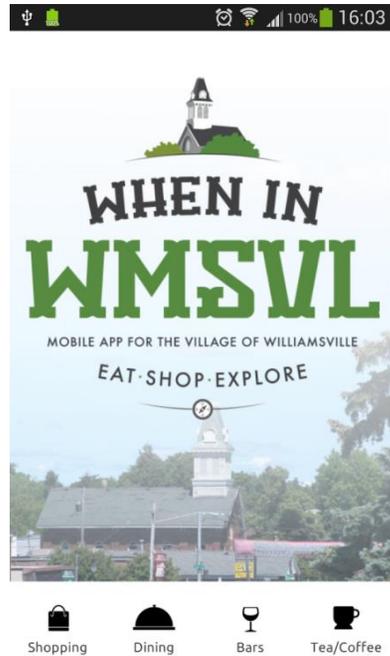
RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES



RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

Parking Application

With the prevalent ownership and use of smart phones and tablets, the Town should consider developing a mobile application (mobile app) that would allow people to view visitor and business information about the Town of Seneca Falls, including locations to park. A mobile app developed for the Village of Williamsville, NY allows people to access information on shopping, dining, bars, and other village amenities. Similar tools have been developed by villages across New York State to allow for quick access to information about the village. A similar app for Seneca Falls could not only promote businesses and visitor locations/ amenities but also identify parking locations.



A mobile app developed for the Village of Williamsville, NY

Parking Signage

All on-street and off-street parking areas should be clearly signed as to the regulations and time limitations of parking. If on-street parking is not permitted, then signage should be placed along a road indicating that parking is not permitted. If on-street parking is permitted but not time limited, signage can still be placed by simply providing the parking symbol and an

arrow indicating the area where on-street parking is available along with any parking restrictions. There are several streets where a visitor would be uncertain as to whether on-street parking is available or not.

Parking Space Branding

In addition to the public parking areas, there are several off-street parking areas that are available for the public to park in but are not well signed and contain a number of parking spaces that are reserved for adjacent tenants/ businesses. As part of the parking branding, we suggest branding actual parking spaces in off-street parking areas.



Existing parking signage on Fall Street

This can be done through different color striping or by painting a logo on respective spaces. This is already done by painting handicapped spaces with blue striping and placing a handicapped emblem on the space- similar striping and branding can be done for other spaces to differentiate between public parking, reserved parking, and private parking. This will be especially beneficial in the parking areas along the Canal and directly behind the businesses the front the north side of Fall Street, where parking areas are privately owned but offer public or tenant parking.

Parking Improvements

Municipal Parking Lot Reconfiguration

There are currently 60 parking spaces located in the “Cayuga Street Lot”, two of which are reserved adjacent to the Community Bank ATM kiosk; leaving 58 public parking spaces in this lot. The parking lot should be better optimized and restriped to provide additional parking supply. Proposed in Figure 1 on the next page is a conceptual layout that would provide 75 degree angled parking that allows for a double center row of parking (where currently there is a single row) and a one-way drive aisle around the parking lot for better circulation. The proposed layout would increase the parking supply of this lot to 79 spaces. This parking area rarely reaches capacity and the real issue with this parking area is wayfinding and branding and not supply, but this easy fix can add an additional 19 parking spaces. Parking spaces under this scenario are 9 feet wide by 18 feet long, allowing for a 15 foot 6 inch one-way drive aisle. A 90 degree parking layout was also looked at but would require reconstruction of the concrete island between this parking lot and Community Bank parking lot to allow for sufficient width on the exiting drive aisle

and would only result in 5 more parking spaces than the 75 degree option that can be done under the existing layout.

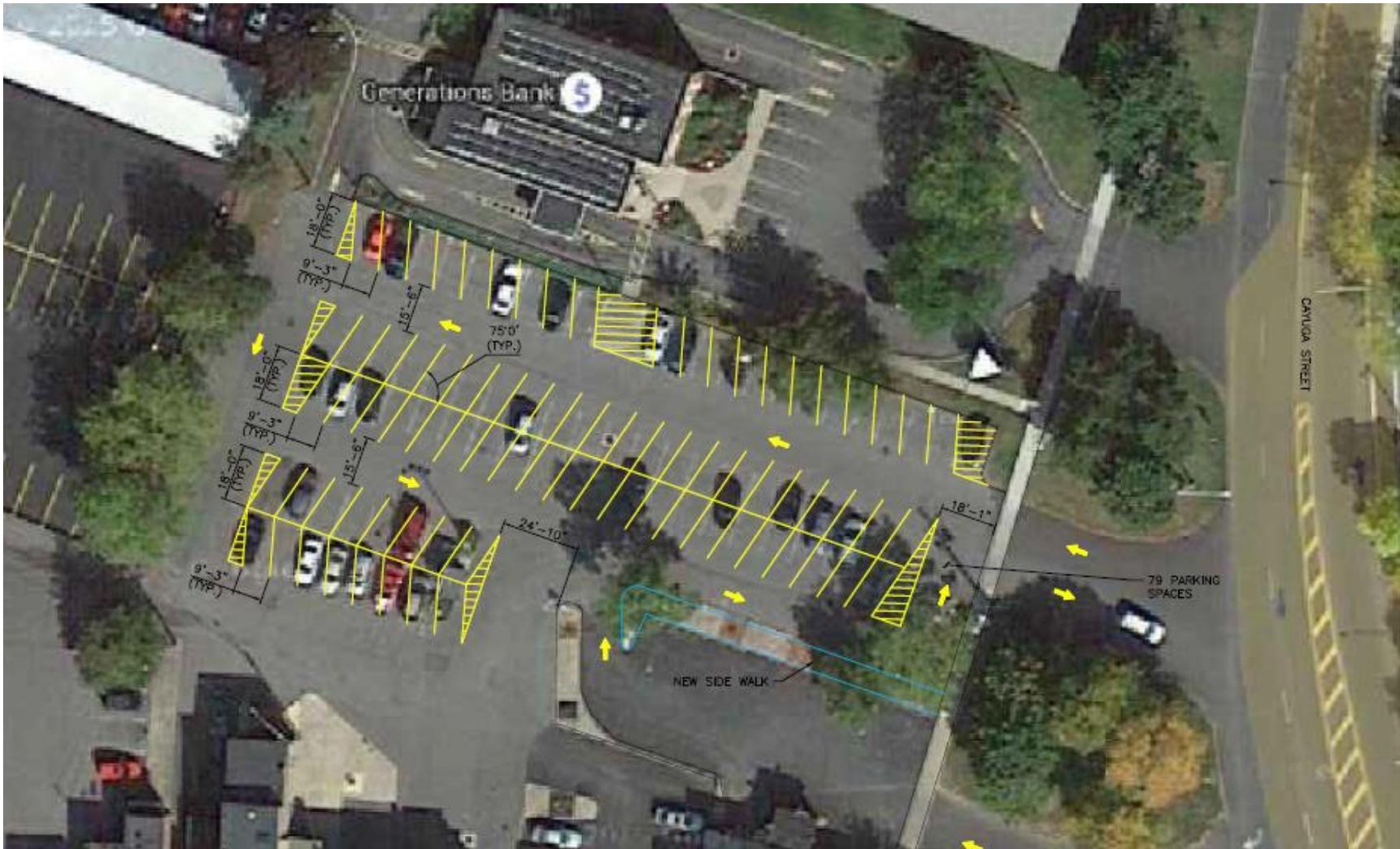
In the future, if an arrangement can be worked out with Community Bank, their parking lot could be incorporated as part of the municipal parking lot, allowing the median to be removed and potentially creating about 20 additional public parking spaces.



“Cayuga Street Lot” municipal parking lot can be reconfigured to create additional parking spaces

RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

Figure 2 - "Cayuga Street Lot" reconfiguration



RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

Fall Street On-Street Parking

Numerous comments were made during the course of this study that suggested that additional handicapped spaces should be provided on Fall Street and that they should be more clearly demarcated. Additionally, several Fall Street merchants have petitioned the Town and, as part of this study, have collectively requested that a number of on-street parking spaces along Fall Street be made 15-minute parking to cater to customers making quick “in-and-out” stops.

There are currently 6 handicapped on-street parking spaces on Fall Street between Cayuga Street and Mynderse Street. In Figure 3, the full color blue spaces are existing handicapped spaces that we recommend keeping and the blue hashed spaces are the ones we recommended creating; for a total of 8 handicapped on-street parking spaces on Fall Street. In addition, these spaces should at a minimum be striped with blue paint and signed, and preferably be fully painted with blue paint to clearly demarcate them as handicapped spaces.

There is also an opportunity to extend on-street parking on the south side of Fall Street right up to the intersection of Ovid Street and making a shared through/ right turn eastbound travel lane, as indicated on Figure 3. This reconfiguration will legally open up an additional 4-5 on-street parking spaces on Fall Street (where often times cars are parked illegally). In response to the business owners’ requests to offer 15-minute on-street parking spaces, it is recommended that 2 on-street parking spaces on the south side of Fall Street be striped and signed as “15-minute parking” between the hours of 8:00 a.m. and 5:00 p.m., Monday through Saturday (as indicated in Figure 3). Additionally, 15-minute parking can be established

on the north side of Fall Street between State Street and Mynderse Street in front of The Gould. These 15-minute parking spots could be demarcated not only by signage but by colored curbing and different color striping as well.



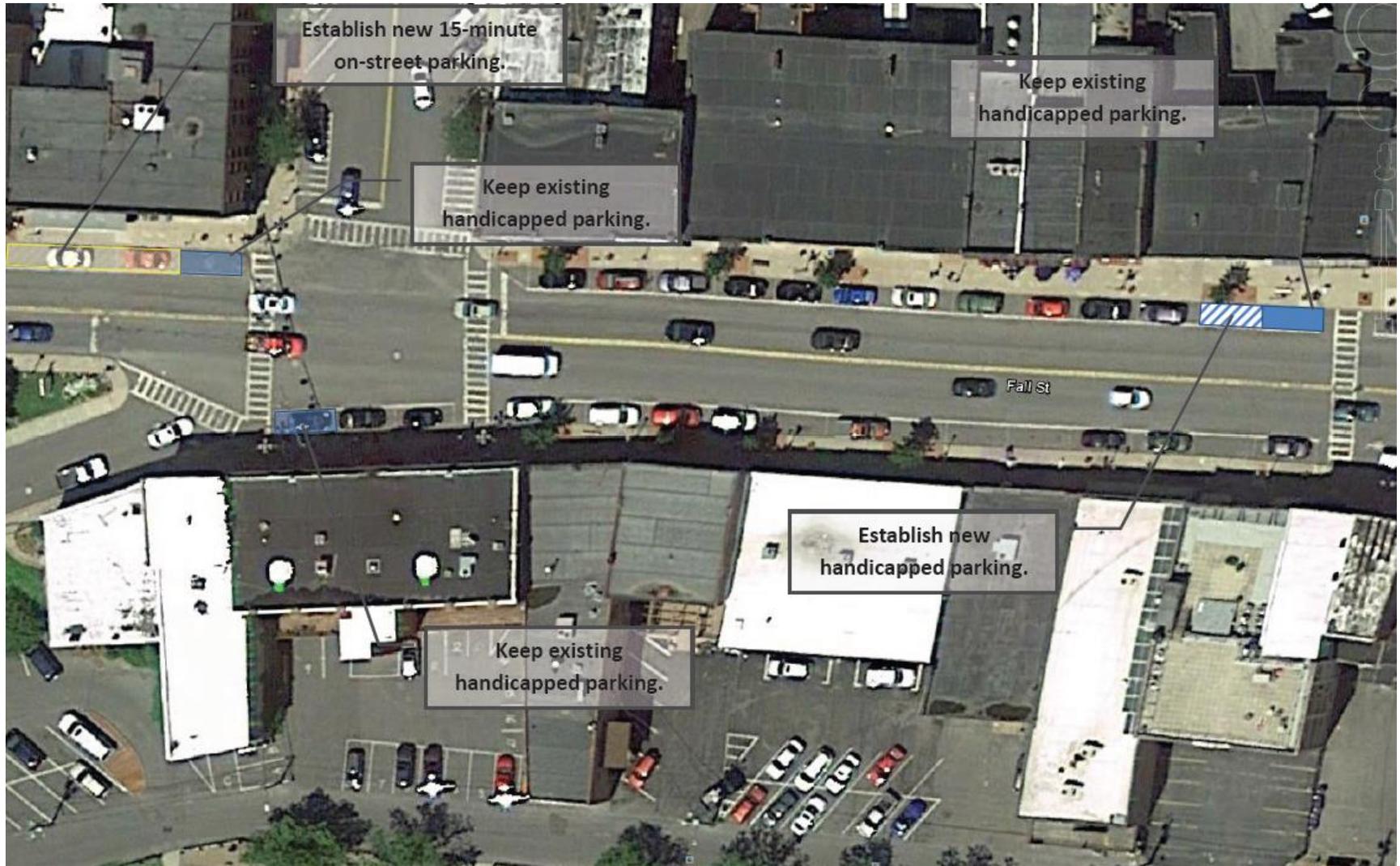
15-minute on-street parking on Fall Street should take on striping or paint color that differentiates it from other on-street parking

While handicapped spaces would be demarcated by blue paint, the 15-minute parking spots could be demarcated as “yellow zones” with yellow paint, perhaps even cross-hatching as is done in many cities. In Figure 3, areas shown in yellow are proposed locations for 15-minute on-street parking spaces.

Parking spaces signed as handicapped spaces should also include pavement markings and use blue striping to demarcate handicapped spaces and reduce the potential for misuse.

RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

Figure 3: Fall Street On-Street Parking



RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES



RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

Additional Fall Street Business District Parking Supply

As the buildings along and around Fall Street continue to be redeveloped and upper floors reused, the demand for off-street tenant parking will eventually place a strain on available parking supply.

To combat future parking issues, the Town of Seneca Falls should begin looking into shared parking agreements with neighboring property owners (i.e. Sanderson-Moore Funeral Home, Generations Bank, Trinity Church), whereby private property owners open up their parking areas for public parking during certain times when parking demand at their establishment is low but parking demand throughout the rest of the neighborhood is high. Such an agreement with the Sanderson-Moore Funeral Home could make available an additional 35 or so parking spaces for public use during times when the Funeral Home is not in use.



Municipal parking lot

The Gould parking lot has 82 parking spaces. The National Women's Rights Historic Park should discuss possible

agreements with The Gould to use available parking during times when parking demand at The Gould is lower; or at a minimum could discuss arrangements that would allow National Women's Rights Historic Park employees and volunteers to use available parking at The Gould to open up parking at the National Women's Rights Historic Park parking lot for visitors.

The Town could eventually look at purchasing the Sanderson-Moore Funeral Home and expand the municipal parking lot all the way to State Street. This could provide a municipal parking lot with upwards of 220 parking spaces and more importantly, enhance visibility of available off-street municipal parking from State Street.

Satellite Overflow Parking

During larger events or times of very high parking demand, parking in Downtown Seneca Falls becomes difficult and there is a need for additional parking supply. Rather than increase parking supply to handle a handful of dates, the Town, as part of a public/ private partnership, can work with RTS Seneca or another transportation provider to offer shuttle services to/from satellite parking areas during certain peak times. Satellite parking areas can be set up at the Town Recreation Center, Town property on Trinity Lane, or other parking areas that exist around the periphery of Downtown Seneca Falls.

Sackett Business District On-Street Parking

The on-street parking spaces located on West Bayard Street should be restriped as angled parking rather than 90 degree parking (like is done on Bridge Street). This will accomplish two things- 1. It will ease the ingress and egress into and out of parking spaces and 2. It will discourage people from making a

RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

left turn across traffic into on-street parking spaces and backing out across travel lanes, thus reducing the number of potential conflict points. On-street parking spaces should not be treated as curb cuts, allowing traffic to access from both sides of the street; they should be designed for ease of use by drivers traveling on that side of the street.



Parking in Sackett Business District

Parking Policies

Charter and Tour Bus Parking

One of the issues that was heard throughout the course of this study is that there are not parking locations for charter and tour buses bringing visitors to Seneca Falls. Rather than using valuable parking spaces, a satellite charter and tour bus parking lot should be set up where these buses can park. Two locations were identified where charter and tour buses would be directed to park after dropping visitors off:

- ❖ The town property on Trinity Lane is currently not being utilized. Buses could use this parking area until the site is redeveloped or sold.
- ❖ The Town Recreation Center on Water Street has available parking during the summer months (their peak period is during the winter). Buses could utilize the available parking areas at the Recreation Center during the summer months.
- ❖ In addition to bus parking, these properties could also be used to handle overflow parking for large events.

Parking Registration

The Town of Seneca Falls Police Department currently requests that tenants wishing to park their cars in municipally owned lots register their vehicle with the Town. The Town uses this registration database to notify vehicle owners to move their vehicles when the Town needs to plow municipal lots.

The Town should expand this parking registration program to establish locations within the municipal lots (preferably lower demand parking spaces) where tenants can park their vehicles.

Property owners and tenants would apply to the Town to receive reserved parking spaces under the parking registration system. The Town would issue tenant and/or reserved parking spaces in clusters and would strip/ brand these tenant and/or reserved parking spaces to make the distinction between which parking is public parking and which is reserved. This approach would be beneficial as upper floor units continue to be redeveloped and required off-street parking spaces cannot be met. The Town would issue parking permits to those tenants in replacement of private parking spaces. Under this agreement,

RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

the Town could make better use of and better organize the parking areas that exist behind the buildings that front Fall Street.

Under such a scenario, the northern-most row of the municipally owned lot off of Cayuga Street could be dedicated to tenant and employee parking. For example, the 20 or so parking spaces could be reserved for tenant parking from 5 p.m.-7 a.m. to allow residents with no other off-street parking a place to park overnight; from 7 a.m.-5 p.m., these spaces would become available for employee parking. This would minimize use of prime parking spaces by these long term parking users.

Parking Agreements

Throughout this study, it was mentioned that when the Village of Seneca Falls was in existence that it had several agreements in place with private property owners that established maintenance agreements for the parking areas. The Village would provide maintenance services for the parking areas in exchange for a fee and to allow for public parking. The Town has not been able to locate such agreements. It is suggested that the Town reestablish agreements with private property owners to work out maintenance arrangements for parking areas.

The Town can go a step further and establish a parking district or a business improvement district for the Fall Street Business District. Under this arrangement, all property owners within the district would be required to participate in an agreement with the Town whereas for a fee, the Town would assume all

maintenance responsibilities of parking areas within the district and all parking would be made available to the public.



Fall Street Business District

As an expansion of this Fall Street Business District, the Town could expand agreements to cover for maintenance activities along sidewalks, especially as it pertains to clearing snow and ice along sidewalks along Fall Street and leading to/from parking areas as well as making sure snow piles are cleared along the Fall Street.

Parking Enforcement

There is a need and desire by businesses on Fall Street to have year round enforcement of on-street parking on Fall Street. On-street parking spaces should experience frequent turnover in order to maximize the number of available parking throughout the day. These on-street parking spaces are meant for shorter trips and not long duration parking. This would require the Town of Seneca Falls to hire a year-round employee to enforce parking along Fall Street. Since the use of meters or kiosks is not being recommended as part of this study, this would require a parking enforcement officer to

RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

continue the practice of chalking tires in order to determine if they have extended the parking limit. The parking enforcement officer could monitor on-street parking during the peak weekday periods (10 a.m.-5 p.m.). We recommend that the Town Police Department continue the practice of issuing a warning for a first parking offense along with directions on where long-term parking can be sought; this would satisfy those in the Town concerned about discouraging visitors if they receive a parking citation. Additional violations beyond the initial warning would result in citations.

Municipal Parking Lots Time Limitations

While the municipal parking lot behind the buildings that front the north side of Fall Street is signed for a 3-hour limit, this limitation is not enforced. This signage should be removed and the lot open for long term parking.

On the other hand, the municipal lot at the corner of Cayuga Street and Fall Street gets much more frequent use and is much more visible to the Fall Street businesses. We feel this parking lot should have limitation on the amount of long term parking and thus should be signed for a 3 hour maximum parking. This, in conjunction with designated long term tenant and employee parking in the “Cayuga Street Lot” will help open these 20 parking spaces up for more short term parking availability rather than being used by employees or tenants.

Visitor/ Pedestrian Experience & Walkability

Walkability Improvements to Fall Street

Several comments made throughout the study focused on improving pedestrian crossings on Fall Street. There are

several elements that can be implemented to improve pedestrian crossings throughout Seneca Falls:

- ❖ ***High visibility crosswalk markings*** – This consists of using highly visible, reflective, and colorful epoxy to demarcate a pedestrian crossing. These should be used at all pedestrian crosswalks located along major roadways. The Town could brand crosswalks with purple and white markings (NYSDOT allows for the use of colors as long as one of the offset colors is white).
- ❖ ***Textured or raised crosswalks*** – not only provide a highly visible crossing but also create a traffic calming effect as the texture and/or elevation of the crosswalk influences driver behavior and causes them to slow their vehicle down. Because of the difficulties these textured and/or raised crosswalks may place on snowplowing, they are not favored by NYSDOT and would likely require that the Town take over snow plowing of Fall Street.



High visibility crosswalks

RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

- ❖ Curb bump outs/ extensions – provide a safe haven for pedestrians to look beyond cars parked on the street for oncoming traffic and subsequently narrows the distance required to cross the street. Curb bump outs/ extensions can either be temporary/ seasonal or permanent.



Curb bump outs/ extensions in Geneva, NY

Temporary or seasonal curb bump outs/ extensions are painted within the roadway and typically use bollards or landscape planters or pots to demarcate the curb bump out/ extension. These bollards and/or landscape planters can be removed in the winter to ease in snow plowing efforts. Permanent curb bump outs/ extensions are where the curb is actually extended to the outer most point of the on-street parking. Permanent curb bump outs/ extensions can incorporate landscaping or benches to make it feel like part of the extended sidewalk. The upside to using curb bump outs/ extensions is that it improves pedestrian safety, calms traffic speeds, and enhances overall walkability. The downside is that the

Town may become responsible for plowing the on-street parking lane.

- ❖ Rectangular Rapid Flash Beacons – are pedestrian activated signals that use irregular flash patterns with bright amber lights to alert drivers to yield to the pedestrian. These are similar to those used in the City of Canandaigua.
- ❖ Mid-block crossing refuge island – Can be incorporated as part of a curb bulb out/ extension or independently. A refuge island offers a safe haven at the half way point for pedestrians crossing a street and typically consists of a raised curb with an at-grade crosswalk through the center. Refuge islands also promote traffic calming at pedestrian crossings as they “neck down” the lane width.



Rectangular Rapid Flash Beacons



Median refuge islands

RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

Pedestrian crosswalks located at the intersection of Fall Street and State Street/ Water Street and Fall Street and Cayuga Street/ Ovid Street should consider treatments to improve walkability, especially with regards to the slip ramp from southbound Cayuga Street to westbound Fall Street- there is a stop sign but traffic typically treats this as a yield. All improvements should be ADA accessible to improve mobility for all abilities.

Sackett Business District

High visibility crosswalk markings should be placed at the intersection of West Bayard Street and Bridge Street to improve safety and enhance walkability. The Town should coordinate with utility companies to relocate utility poles located within on-street parking areas so as to not cause an obstruction to on-street parking.

The long term redevelopment of Sackett Business District in conjunction with the development of the Center for Great Women will increase the demand for parking in the area. In association with the construction of the Center for Great Women, an off-street parking lot is being located on the northwest corner of the intersection of West Bayard Street and Center Street. The Town should secure agreements that allow a certain number of these spaces to be available to the general public- even if they are not attending the Center for Great Women. This will help to alleviate potential future parking issues in Sackett Business District.



Sackett Business District parking

Lighting

Pedestrian scale lighting makes walking during evening hours more comforting and helps put people's safety concerns about parking behind buildings at ease. Pedestrian scale lighting placed along the sidewalk that extends along the west side of Cayuga Street between the Municipal Parking lot and Fall Street would both encourage use of the municipal parking lot at night and act as a wayfinding path. Similar pedestrian scale lighting could be incorporated along sidewalks leading between the parking areas along the Canal/ Water Street and Fall Street.

RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES



Example of pedestrian lighting along a walkway

Public Elevator

There are two public elevators that are available for people to use to gain access to the Fall Street level from the Canal level, and vice versa. There is very little advertisement of these elevators and their availability for public use other than small print on the door. There should be better wayfinding and signage directing people to the elevators along with instructions on their use/ availability. This would greatly enhance connectivity between the Canal level and Fall Street level.



One of the public elevator entrances on the Canal level

General Walkability Improvements

There are numerous treatments that can be made to buildings and to the public realm (including the street) that can enhance overall walkability of a community and better integrate the public areas and the buildings. Awnings, projecting signs, outdoor patios and seating, moveable storefront windows, landscape features, decorative storefront lighting, engaging storefront displays all help encourage more activity and improve walkability of an area. When the walkability is improved, the perception of a longer distance walk can be greatly diminished as the activity becomes more enjoyable.

RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

Bicycling Improvements

Input from the community throughout this study pointed towards an interest in offering more bicycling opportunities throughout Seneca Falls. Ways to encourage bicycling and promote bicycling safety is to implement additional bicycling amenities and facilities around town. Currently, travel lanes on Fall Street through Downtown Seneca Falls are approximately 19 feet wide. There are opportunities to reallocate some of this pavement for bike lanes while still allowing sufficient width for travel lanes. Further, this will promote traffic calming and enhance walkability of Fall Street. Figure 4 on the following page portrays a vision for enhanced walkability and biking treatments along Fall Street.

In addition to bicycle lanes and paths, bicycle repair stations can be placed at strategic locations to allow bicyclists to stop and make necessary repairs. These repair stations can be accompanied by a water filling station and even sponsored by businesses.



Example of a bicycle repair station

Peddle and Paddle Parking

Two of the fastest growing trends occurring in tourism based communities are peddle and paddle tours. People are looking for new and more active ways to tour a community and they are looking to bicycle and/or kayak/ canoe tours to do it. With bicycle tours, a large group of people engage in riding personal bicycles or a group of people ride a bicycle “tour bus”. Across the Finger Lakes Region, bicycling is becoming a popular form of travel among tourists, with bike routes and trails connecting bicyclists to various communities. In either case, the demand for parking individual bicycles or a bicycle “tour bus” will increase.



Peddle tours are becoming more popular for tourists and visitors

With the Cayuga-Seneca Canal, the opportunity exists for peddle tours taken by kayak or canoe. The Town should continue to cater to peddle tours by offering kayak/ canoe launch spots and docking. Opportunities for kayak and canoe rentals should be explored in connection with the Town Recreation Center’s location.

RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

Figure 4: Potential Fall Street Walkability and Bikeability Treatments



RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

Bike racks should be placed in high demand areas, and can even be branded specifically for Seneca Falls. Further, the Town may want to look into converting a number of on-street parking spaces on Fall Street and West Bayard Street for bicycle parking only. Moveable bollards, curbs, and/or railings would be placed around the on-street bicycle parking space for added visibility and safety. These elements could be removed in winter months to allow for snow removal. The ideal location for on-street bicycle parking on Fall Street would be to the left of a mid-block crossing to allow pedestrians a better line-of-site to on-coming traffic (since a parked vehicle would not block this line-of-site), eliminating the need to walk out into the street to peer past a parked vehicle for on-coming traffic before crossing.



On-street bicycle parking placed within an on-street parking space

The Women's Rights National Historic Park has indicated that a number of their visitors are looking for bicycling options to be able to visit all of the historic sites in the area without having to drive. Further, they have indicated a desire to assist in

incorporating bicycle amenities and facilities through education, encouragement, and possibly by sponsoring bike racks, bike repair stations, and/or a bike share program.

We suggest that the Town encourage such bicycle tours and bicycling use throughout Seneca Falls, working with the Women's Rights National Historic Park and other businesses/agencies to provide for improved bicycling amenities and facilities. The Town may want to explore opportunities for a bike share program with the Women's Rights National Historic Park. Enhanced bicycling and pedestrian facilities can help reduce the demand for automobile parking across the entire Town.

Miscellaneous Strategies

Building Access

Property owners and businesses along Fall Street should continue to improve the appearance of rear entries, making rear entries more welcoming to those using rear off-street parking areas. Where opportunities exist, property owners and/or businesses should look to allow access from rear entries to Fall Street, and vice versa, to enhance accessibility between rear parking areas and Fall Street.

Tactical Urbanism

One of the other major trends being experienced in communities around the country, as well as throughout the Finger Lakes region, is the idea of incorporate parklets into an on-street parking space. Parklets offer patio seating, yard games, or music venues and help to bring activity to the street. People are attracted to active, energetic streets as they

RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

promote a sense of place, vitality, comfort, and safety, drawing people to linger and join the activities. Tactical urbanism is a low cost, low effort way to help revitalize certain business districts.



A parklet in Geneva, NY located within an on-street parking spot

Strategies Looked at but Not Recommended for Implementation at this Time

Throughout the course of the study, there were several ideas of parking and walkability improvement strategies that were mentioned by the public or stakeholders that were considered, but are not being recommended for implementation at this time due to their cost and constraints. These strategies are as follows:

- ❖ Parking garage – Throughout the course of the study, it was mentioned on occasion that a parking structure should be constructed on land that sits behind the businesses

that front the north side of Fall Street in order to alleviate parking problems by providing additional parking supply. Using average cost factors taken from recently constructed parking structures across the county where union wages are prevalent, the cost of constructing a parking structure will be in the neighborhood of \$20,000 per space. If a parking structure of 500 parking spaces were built, that would equate to a price tag of around \$10 million. That does not include the annual operating and maintenance costs associated with a parking structure which would annually average about \$1.7 million. Funding for the construction of the parking structure would need to come from a combination of grants, bonds, and private investment and would likely require the Town to establish a parking enterprise fund to pay for the structure as establish a parking department, or contract with a business to provide such services, to operate and maintain the structure. Given the costs of construction, operations, and maintenance, generating sufficient income to offset these costs would likely require that the Town charge a fee for parking in the garage, a philosophy we do not feel visitors, residents, and businesses are ready to support.

- ❖ Angled Fall Street parking – There were numerous comments that suggested the consulting team look at the potential for angled parking on Fall Street. There was angled parking on Fall Street a number of decades ago that was later replaced with parallel parking. Due to the high traffic volumes on Fall Street, we do not feel reestablishing angled parking on Fall Street is a safe alternative due to the number of reversing movements (either through pull-in or back-in angled parking).

RECOMMENDED PARKING AND WALKABILITY IMPROVEMENT STRATEGIES

- ❖ *Parking kiosks* – It was also suggested that one of that ways to help with turnover of on-street parking on Fall Street and to assist the Town with enforcement of on-street parking would be to establish a metered or parking kiosk system. This would require that on-street parking be charged a fee, with the driver of a vehicle paying for a certain amount of time that they wanted to park their car. The extensive stakeholder and public outreach for this study indicated that currently there is not a desire to charge for parking and implement a metered parking system. The idea of establishing a fee for on-street parking and further developing a system of kiosks was not supported by the Steering Committee at this time.

CHAPTER 7 – IMPLEMENTATION PLAN



IMPLEMENTATION PLAN

To ease the user throughout the implementation of the various parking improvement and walkability strategies identified in this study, the implementation plan is provided in a tabular format that can be used as a stand-alone document once the report is approved, allowing the user to keep handy only the few most important pages rather than the entire document. The user can then reference the report during implementation. This table contains the recommended parking and walkability improvement strategies that have been identified as part of this study. The Town should use this table to select various measures that they would like to implement in order to improve parking and walkability throughout Seneca Falls. Strategies have been arranged by category and include a description of the strategy along with its recommended application, indication of the importance of implementing the strategy as identified by priority (high, moderate, low) in terms of impact that the strategy would have on improving parking and/or walkability, an order of magnitude cost to implement, an action plan for implementation, and a timeframe for implementation. The priority column is meant to offer the Town the importance of certain strategies, ensuring that the Town prioritizes the strategies that will result in the greatest benefit to parking and walkability. The general schedule of the implementation timeframe is short-term: 1-2 years, mid-term: 3-5 years, and long-term: more than 5 years. Cost estimates, when possible, are based upon using average unit costs taken from the New York State Department of Transportation Pay Item Catalog. Alternative pricing for purchasing online materials, when available, is also provided.

Category	Strategy	Description	Application	Priority	Order of Magnitude Cost	Action Plan for Implementation	Implementation Timeframe
Communication	Parking Wayfinding	Wayfinding directs patrons and visitors to a location, and can be used to better direct them to the location of parking in an area as well as direct them to destinations from a parking area. There is already wayfinding signage throughout Seneca Falls directing visitors to visitor destinations, community facilities, and parking, as indicated in the following photos, but much of this wayfinding, especially for parking, is not highly visible.	<ul style="list-style-type: none"> • Signage can be placed at I-190 interchanges and throughout downtown directing visitors to Canalside. • Wayfinding can be placed on existing pole locations around Canalside to inform visitors as to parking locations and how to access parking. • Typically coordinated with Branding to create customized wayfinding. 	• High	• \$30-\$60 each for new aluminum signs (online order) or \$100-\$150 contractor price.	<ul style="list-style-type: none"> • Collaborate with Seneca County to construct signage. • Have Town workers install signage at existing locations and at new locations that are highly visible. 	• Short-Term
	Pedestrian Wayfinding	<p>In addition to providing better wayfinding for parking lots, it is necessary to provide better pedestrian wayfinding so people know how to find their destination once they've parked. There are wayfinding signs around the Water Street Lot but better pedestrian wayfinding signage is needed around the Cayuga Street and Fall Street Lots.</p> <p>A growing trend that many communities are undertaking to encourage walkability and ease the perception that parking availability is limited is to portray wayfinding along with the time in minutes that takes to walk to a destination. Pedestrian wayfinding can be hung on light posts, traffic signal masting poles, or dedicated poles. QR codes can be scanned to offer step by step directions to the public.</p>	<ul style="list-style-type: none"> • Pedestrian wayfinding should be placed in municipal lots to direct people to Fall Street and the Women's Rights National Historic Park. • Pedestrian wayfinding should be placed on either side of the Canal to direct people to attractions on the other side of the Canal. 	• Medium	• \$20 each or \$60 for aluminum dibond signs can be built and purchased online at www.walkyourcity.org .	<ul style="list-style-type: none"> • Identify locations where pedestrian wayfinding would be appropriate and identify locations to pinpoint. • Order pedestrian wayfinding signage and place at identified locations. 	• Mid-Term
	Parking Lot Branding	Throughout the course of this study, whenever referencing municipal parking lots with Town officials, business owners, tourist based operators, and the public, it was difficult to describe which parking area was being referenced. A very simple solution would be for the Town of Seneca Falls to name/ brand the various municipal parking lots.	<ul style="list-style-type: none"> • The parking lot off of Water Street along the Canal level could be branded "Water Street Lot". • The parking lot at the intersection of Cayuga Street and Fall Street could be branded "Fall Street Lot". • The parking lot between State Street and Cayuga Street that lies to the rear of the buildings that front the north side of Fall Street could be branded "Cayuga Street Lot". 	• High	• Monument signs: \$5,000-\$10,000 depending on materials and lighting.	<ul style="list-style-type: none"> • Brand municipal parking lots on Seneca Falls visitor and business signs, brochures, and materials. • Work with Women's Rights National Historic Park, other visitor attractions, and businesses to begin using branding and direct visitors and patrons to use these parking areas. • Construct signage to depict the branding name of municipal parking lots at entrances. 	<ul style="list-style-type: none"> • Branding should be Short-Term. • Signage can be Mid-Term.

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Category	Strategy	Description	Application	Priority	Order of Magnitude Cost	Action Plan for Implementation	Implementation Timeframe
Communication	Parking Application	Develop a mobile application (mobile app) that would allow people to view visitor and business information about the Town of Seneca Falls, including locations to park.	Work with a media outlet or college/ university to develop an App with parking information.	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • \$4,000-\$8,000 	<ul style="list-style-type: none"> • Work with a media outlet or college/ university to develop an App with parking information. • Launch App through popular online App/ game stores and websites. 	<ul style="list-style-type: none"> • Short-Term
	Pedestrian Signage	All on-street and off-street parking areas in Seneca Falls should be clearly signed as to the regulations and time limitations of parking.	If on-street parking is not permitted, then signage should be placed along a road indicating that parking is not permitted. If on-street parking is permitted but not time limited, signage can still be placed by simply providing the parking symbol and an arrow indicating the area where on-street parking is available along with any parking restrictions.	<ul style="list-style-type: none"> • Low – in lower demand areas; • Medium – in higher demand areas. 	<ul style="list-style-type: none"> • \$30-\$60 each for new aluminum signs (online order) or \$100-\$150 contractor price. 	<ul style="list-style-type: none"> • Budget for sign purchases. • Work with Seneca County to get signs constructed. • Identify higher demand streets where signage should first be placed. 	<ul style="list-style-type: none"> • Short-Term for high demand streets; • Long-Term for low demand streets.
	Parking Space Branding	In addition to the public parking areas, there are several off-street parking areas that are available for the public to park in but are not well signed and contain a number of parking spaces that are reserved for adjacent tenants/ businesses.	As part of the parking branding, brand actual parking spaces in off-street parking areas. This can be done through different color striping or by painting a logo on respective spaces.	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • \$0.24 per linear foot of paint marking. 	<ul style="list-style-type: none"> • Develop a standard for parking space branding for private/ tenant and for public spaces. • Have private property owners comply with standard and paint/ brand parking spaces accordingly. • Town can negotiate with private property owners to undertake painting/ branding. 	<ul style="list-style-type: none"> • Mid-Term
Parking Improvements	Parking Lot Reconfiguration	The municipal parking lot off of Cayuga Street should restriped to provide additional parking supply.	A layout that provides 75 degree angled parking would allow for a double row of parking and increase the parking supply of this lot from 60 to 79 parking spaces.	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • \$0.38 per linear foot to remove paint; • \$0.24 per linear foot to install new paint. 	<ul style="list-style-type: none"> • Hire a contractor or use Town labor to restripe the municipal parking lot. 	<ul style="list-style-type: none"> • Short-term
	Fall Street On-Street Parking	Numerous comments were made during the course of this study that suggested that additional handicapped spaces should be provided on Fall Street and that they should be more clearly demarcated. Additionally, several Fall Street merchants have petitioned the Town and, as part of this study, have collectively requested that a number of on-street parking spaces along Fall Street be made 15-minute parking to cater to customers making quick “in-and-out” stops.	<ul style="list-style-type: none"> • According to the plan in Figure 3 of this study; • Reconfigure and add handicapped parking spaces; • Provide 15-minute parking spaces; • Extend on-street parking to intersection of Ovid Street (additional 4-5 parking spaces). 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • \$0.24 per linear foot to install new paint. • \$30-\$60 each for new aluminum signs (online order) or \$100-\$150 contractor price. 	<ul style="list-style-type: none"> • Using the plan in Figure 3 of this study and working with NYSDOT, identify the exact locations for on-street handicapped and 15-minute parking and how far to extend on-street parking towards Ovid Street. 	<ul style="list-style-type: none"> • Short-Term
	Additional Fall Street Business District Parking Supply	As the buildings along and around Fall Street continue to be redeveloped and upper floors reused, the demand for off-street tenant parking will eventually place a strain on available parking supply.	Look into shared parking agreements with neighboring property owners (i.e. Sanderson-Moore Funeral Home, Generations Bank, Trinity Church, The Gould), whereby private property owners open up their parking areas for public or employee parking during certain times when parking demand at their establishment is low but parking demand throughout the rest of the neighborhood is high.	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • Price for shared parking negotiated by Town. 	<ul style="list-style-type: none"> • Begin discussions with private property owners now to discuss future shared parking agreements. 	<ul style="list-style-type: none"> • Long-Term

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Category	Strategy	Description	Application	Priority	Order of Magnitude Cost	Action Plan for Implementation	Implementation Timeframe
Parking Improvements	Satellite Overflow Parking	Rather than increase parking supply in high demand areas to handle a handful of dates, the Town, as part of a public/ private partnership, can work with RTS Seneca or another transportation provider to offer shuttle services to/from satellite parking areas during certain peak times.	Satellite parking areas can be set up at the Town Recreation Center, Town property on Trinity Lane, or other parking areas that exist around the periphery of Downtown Seneca Falls.	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Price for transportation to be negotiated with RTS or other provider. 	<ul style="list-style-type: none"> Identify Town owned properties where satellite parking can occur. Negotiate with RTS Seneca or another transportation provider for shuttle services. 	<ul style="list-style-type: none"> Long-Term
	Sackett Business District On-Street Parking	Restructure the pull-in/ back out on-street parking on W. Bayard Street as angled parking rather than 90 degree parking (like is done on Bridge Street).	Angled parking on West Bayard Street will accomplish two things- 1. It will ease the ingress and egress into and out of parking spaces and 2. It will discourage people from making a left turn across traffic into on-street parking spaces and backing out across travel lanes, thus reducing the number of potential conflict points.	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> \$0.38 per linear foot to remove paint; \$0.24 per linear foot to install new paint. 	<ul style="list-style-type: none"> Hire a contractor or use Town labor to restripe the on-street parking. 	<ul style="list-style-type: none"> Mid-Term
Parking Policies	Charter and Tour Bus Parking	There aren't parking locations for charter and tour buses bringing visitors to Seneca Falls. Rather than using valuable parking spaces, a satellite charter and tour bus parking lot should be set up where these buses can park.	Two locations were identified where charter and tour buses would be directed to park after dropping visitors off: <ul style="list-style-type: none"> The Town property on Trinity Lane is currently not being utilized. Buses could use this parking area until the site is redeveloped or sold. The Town Recreation Center on Water Street has available parking during the summer months (their peak period is during the winter). Buses could utilize the available parking areas at the Recreation Center during the summer months. 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> \$30-\$60 each for new aluminum signs (online order) or \$100-\$150 contractor price. \$0.24 per linear foot to install new paint. 	<ul style="list-style-type: none"> Identify and brand charter and tourist bus parking locations. Establish a charter/ bus parking policy making it illegal for buses to park on Town streets; loading and unloading only. Issue notification to businesses and tourist establishments and to charter and bus operators of new policy and locations where buses can legally park/ stage. 	<ul style="list-style-type: none"> Short-Term
	Parking Registration	The Town of Seneca Falls Police Department currently requests that tenants wishing to park their cars in municipally owned lots register their vehicle with the Town. The Town uses this registration database to notify vehicle owners to move their vehicles when the Town needs to plow municipal lots.	The Town should expand this parking registration program to establish locations within the municipal lots (preferably lower demand parking spaces) where tenants can park their vehicles. Property owners and tenants would apply to the Town to receive reserved parking spaces under the parking registration system. The Town would issue tenant and/or reserved parking spaces in clusters and would strip/ brand these tenant and/or reserved parking spaces to make the distinction between which parking is public parking and which is reserved.	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Expansion of current parking registration policy. Town can charge a small fee is income is desired to offset administrative efforts. \$30-\$60 each for new aluminum signs (online order) or \$100-\$150 contractor price. 	<ul style="list-style-type: none"> Expand existing parking registration program. Identify and sign locations within municipal parking lots for parking registration holder parking. 	<ul style="list-style-type: none"> Mid-Term

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Category	Strategy	Description	Application	Priority	Order of Magnitude Cost	Action Plan for Implementation	Implementation Timeframe
Parking Policies	Parking Agreements	Throughout this study, it was mentioned that when the Village of Seneca Falls was in existence that they had several agreements in place with private property owners that established maintenance agreements for the parking areas.	<ul style="list-style-type: none"> • Reestablish agreements with private property owners to work out maintenance arrangements for parking areas. • An additional step is to establish a parking district or a business improvement district for the Fall Street Business District. Under this arrangement, all property owners within the district would be required to participate in an agreement with the Town whereas for a fee, the Town would assume all maintenance responsibilities of parking areas within the district and all parking would be made available to the public. • As an expansion of this Fall Street Business District, the Town could expand agreements to cover for maintenance activities along sidewalks, especially as it pertains to clearing snow and ice along sidewalks along Fall Street and leading to/from parking areas as well as making sure snow piles are cleared along the Fall Street. 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Price for maintenance agreements negotiated by Town. 	<ul style="list-style-type: none"> • Determine whether the Town is going to negotiate voluntary maintenance agreements with private property owners or if a district will be created, mandating that all property owners participate. • Negotiate maintenance agreements with private property owners. • Determine the extent to which maintenance activities will be administered by the Town. 	<ul style="list-style-type: none"> • Short-Term
	Parking Enforcement	There is a need and desire by businesses on Fall Street to have year round enforcement of on-street parking on Fall Street. On-street parking spaces should experience frequent turnover in order to maximize the number of available parking throughout the day.	<ul style="list-style-type: none"> • The Town would hire a year-round employee to enforce parking along Fall Street. • The parking enforcement officer would monitor on-street parking during the peak weekday periods (10 a.m.-5 p.m.). • It is recommended that the Town Police Department continue the practice of issuing a warning for a first parking offense along with directions on where long-term parking can be sought; this would satisfy those in the Town concerned about discouraging visitors if they receive a parking citation. Additional violations beyond the initial warning would result in citations. 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • TBD based upon payment terms for parking enforcement officer negotiated by Town. 	<ul style="list-style-type: none"> • Budget for a year-round parking enforcement officer to monitor parking on Fall Street during peak periods. 	<ul style="list-style-type: none"> • Short-Term

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Category	Strategy	Description	Application	Priority	Order of Magnitude Cost	Action Plan for Implementation	Implementation Timeframe
Parking Policies	Municipal Parking Lots Time Limitations	Signage in municipal lots indicates parking limitations in place for individual lots. Parking in municipal lots should direct longer term and employee parking to lower demand areas, keeping higher demand parking areas available to short term patrons.	<ul style="list-style-type: none"> While the municipal parking lot behind the buildings that front the north side of Fall Street is signed for a 3-hour limit, this limitation is not enforced. This signage should be removed and the lot open for long term parking. The municipal lot at the corner of Cayuga Street and Fall Street gets much more frequent use and is much more visible to the Fall Street businesses. We feel this parking lot should have limitation on the amount of long term parking and thus should be signed for 3 hour maximum parking. 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> \$30-\$60 each for new aluminum signs (online order) or \$100-\$150 contractor price. 	<ul style="list-style-type: none"> Remove obsolete parking limitation signs. Install new signs indicating locations for parking registration tag holders, employees, or longer term parking; as well as install signs for parking limitations in higher demand municipal parking areas. 	<ul style="list-style-type: none"> Mid-Term
Visitor/ Pedestrian Experience & Walkability	Walkability Improvements to Fall Street	Improve overall walkability of Fall Street, especially crossings.	<ul style="list-style-type: none"> High Visibility Crosswalk Marking – Use highly visible, reflective, and colorful epoxy to demarcate a pedestrian crossing. These should be used at all pedestrian crosswalks located along major roadways. The Town could brand crosswalks with purple and white markings (NYSDOT allows for the use of colors as long as one of the offset colors is white). Texture or Raised Crosswalks – Use texture and/or elevation of the crosswalk to draw notice to the crosswalk. Curb Bump Outs/ Extensions – Provide a safe haven for pedestrians to look beyond parked cars for oncoming traffic and shorten the crossing distance of a street. Mid-Block Crossing Refuge Island – Offers crossing pedestrians a refuge safe haven at a halfway point of a street. Refuge islands also promote traffic calming by narrowing the road. Rectangular Rapid Flash Beacons – Pedestrian activated signals that use irregular amber lights to alert drivers to yield to crossing pedestrians. 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> \$1.60-\$3.00 per linear foot of epoxy color striping; \$0.85-\$2.25 per linear foot of epoxy white striping (prices depend greatly on quantity ordered). \$8,500 for raised crosswalks. \$12,000 for permanent curb bump out. Refuge islands are \$15,000-\$30,000 per 100 feet. Rectangular rapid flash beacons are \$6,500 each. 	<ul style="list-style-type: none"> Work with NYSDOT to improve Fall Street crossings. 	<ul style="list-style-type: none"> High visibility crosswalk markings are Mid-Term; others are Long-Term.
	Sackett Business District	Improve overall walkability of the Sackett Business District.	<ul style="list-style-type: none"> High visibility crosswalk markings should be placed at the intersection of West Bayard Street and Bridge Street to improve safety and enhance walkability. The Town should coordinate with utility companies to relocate utility poles located within on-street parking areas so as to not cause an obstruction to on-street parking. 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> \$1.60-\$3.00 per linear foot of epoxy color striping; \$0.85-\$2.25 per linear foot of epoxy white striping (prices depend greatly on quantity ordered). 	<ul style="list-style-type: none"> Budget for walkability improvements and seek grant opportunities to improve walkability of Sackett Business District. 	<ul style="list-style-type: none"> Mid-Term

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Category	Strategy	Description	Application	Priority	Order of Magnitude Cost	Action Plan for Implementation	Implementation Timeframe
Visitor/ Pedestrian Experience & Walkability	Lighting	Pedestrian scale lighting makes walking during evening hours more comforting and helps put people's safety concerns about parking behind buildings at ease.	<ul style="list-style-type: none"> • Pedestrian scale lighting should be placed along the sidewalk that extends along the west side of Cayuga Street between the Municipal Parking lot and Fall Street. • Similar pedestrian scale lighting should be incorporated along sidewalks leading between the parking areas along the Canal/ Water Street and Fall Street. 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • \$5,000 each 	<ul style="list-style-type: none"> • Budget for lighting improvements; • If a parking district is created, lighting could be rolled into the overall district plan. 	<ul style="list-style-type: none"> • Long-Term
	Public Elevator	There are two public elevators that are available for people to use to gain access to the Fall Street level from the Canal level, and vice versa.	<ul style="list-style-type: none"> • There should be better wayfinding and signage directing people to the elevators along with instructions on their use/ availability. 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • \$30-\$60 each for new aluminum signs (online order) or \$100-\$150 contractor price. 	<ul style="list-style-type: none"> • Work with owners of buildings where elevators are located to improve accessibility and visibility. • Install additional signage at the Canal and Fall Street levels 	<ul style="list-style-type: none"> • Short-Term
	Bicycling Improvements	Several residents, visitors, and the Women's Rights National Historic Park have indicated a greater desire for improved bicycling opportunities around Seneca Falls.	<ul style="list-style-type: none"> • Reallocate pavement on Fall Street for bicycle facilities. • Look for opportunities to install bicycle lanes/ facilities around Seneca Falls. • Include bicycle comfort and repair stations at strategic locations. 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • \$1.60-\$3.00 per linear foot of epoxy color striping; \$0.85-\$2.25 per linear foot of epoxy white striping (prices depend greatly on quantity ordered). • \$1,000 each for bicycle repair station. 	<ul style="list-style-type: none"> • Work with NYSDOT to make improvements to Fall Street. • Work with Women's Rights National Historic Park and other interested businesses to sponsor bicycling facilities around Seneca Falls. 	<ul style="list-style-type: none"> • Long-Term
	Peddle and Paddle Parking	Two of the fastest growing trends occurring in tourism based communities are peddle and paddle tours. People are looking for new and more active ways to tour a community and they are looking to bicycle and/or kayak/ canoe tours to do it.	<ul style="list-style-type: none"> • Install bike racks/ parking. • Potentially convert an on-street parking space to on-street bicycle parking 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • \$300 each for bicycle racks. • \$500-\$1,000 for on-street bicycle parking area. 	<ul style="list-style-type: none"> • Work with NYSDOT to make improvements to Fall Street. • Work with Women's Rights National Historic Park and other interested businesses to sponsor bicycling facilities around Seneca Falls. • Work with heritage and tourism groups to implement peddle and paddle infrastructure. 	<ul style="list-style-type: none"> • Long-Term

IMPLEMENTATION PLAN

Category	Strategy	Description	Application	Priority	Order of Magnitude Cost	Action Plan for Implementation	Implementation Timeframe
Miscellaneous Strategies	Building Access	Improves accessibility and visual connection between parking and Fall Street	Property owners and businesses along Fall Street should continue to improve the appearance of rear entries, making rear entries more welcoming to those using rear off-street parking areas. Where opportunities exist, property owners and/or businesses should look to allow access from rear entries to Fall Street, and vice versa, to enhance accessibility between rear parking areas and Fall Street.	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • TBD based upon building structure. 	<ul style="list-style-type: none"> • Work with businesses and property owners and offer incentives to those who allow access between rear parking areas and the street. 	<ul style="list-style-type: none"> • Long-Term
	Tactical Urbanism	People are attracted to active, energetic streets as they promote a sense of place, vitality, comfort, and safety, drawing people to linger and join the activities. Tactical urbanism is a low cost, low effort way to help revitalize certain business districts.	<ul style="list-style-type: none"> • Experiment with parklets along certain streets that use one or several on-street parking spaces for patio seating, yard games, music venues, or other activities. 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • \$5,000-\$15,000 depending on extent of parklet. 	<ul style="list-style-type: none"> • Work with interested businesses or business groups to pilot a parklet along Fall Street and/or Sackett Business District. 	<ul style="list-style-type: none"> • Mid-term