

Chapter X

Implementation Plan

Implementation and Action Items

This chapter provides recommendations and suggested action items for beginning the process of implementing key strategies, goals, and objectives discussed throughout this Comprehensive Plan, particularly those identified in chapters V through IX under each of the five focus topics. The recommendations that follow are not inclusive of all the recommendations suggested in earlier chapters. Rather the following actions relate to administrative actions in adopting and maintaining the Plan followed by several key actions considered high priority items that can be implemented over the next two to three year period following the Plan's adoption. Some actions may be subject to further review and compliance under the State Environmental Quality Review Act (SEQRA) prior to any action by the County or municipalities to undertake, fund or approve certain actions and/or projects.

Following each recommendation, potentially responsible entities are identified. These entities may include a range of government and non-governmental entities and elected and non-elected public officials at various levels of government particularly at County and local municipal levels. Responsible parties may include County departments, public agencies, and other stakeholders and/or potential project partners including citizen groups and not-for-profit organizations that are not specifically identified.

Recommendation under each focus topic are followed by possible funding opportunities and sources, primarily associated with New York State and Federal agencies. This information is provided as a starting point for further research on possible funding for projects. These agencies may not be the only source of funds and agencies under one topic may also provide funding opportunities under other project topics. Website information is also provided that includes the identification of some typical funding programs in each agency.

Funding information is always subject to change and providing all sources of project funds is not possible. The information provided is based on recent information

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available from agencies and from information associated with the American Recovery and Reinvestment Act of 2009. Projects identified for possible funding under this Act or through other funding mechanisms are identified in chapters V through IX. Information on the New York State Recovery website is also found at www.economicrecovery.ny.gov and information on the Federal program is available at www.recovery.gov.

Coordination and Collaboration

Several key factors are necessary for the successful implementation of the recommendations and projects identified in this Comprehensive Plan. These factors include the following.

1. Effective and ongoing dialogue to build consensus among all communities within the County for achieving the overall vision, goals and objectives of this Plan. Equally important is the need to link and integrate the visions, goals and objectives of each community into this Plan and with decision-making processes at County and local levels.
2. Over the course of time updates to this Plan may require adjusting that vision, goals and objectives as expectations and situations change and as new opportunities arise within the County. There needs to be a system in place at the County level for consistent review and update to keep this Plan current as a relevant source of information and as a reference tool for making decisions. Projects and funding needs and opportunities change often and this information needs to be kept current to be most useful in pursuing projects.
3. The Comprehensive Plan should be reviewed periodically and adjusted as needed. Ongoing review and updates of sections should occur at no greater than two year intervals with major updates and possible revisions occurring at no greater than five year intervals.
4. Maintaining, enhancing or creating some semblance of the Community Stakeholder Committee that assisted in the preparation of this Comprehensive Plan is a means to ensure that the Plan remains current. This Committee may be made up of community representatives as part of a more permanent structure, perhaps assisted by County staff to complete periodic reviews and updates within established timeframes. This Committee can also assist in further development of the Plan as an evolving document, assist in assigning priorities to recommended actions, and complete an annual summary report of the Plan's progress on implementation.
5. Building partnerships is essential by involving Federal, State, regional, County and local municipal officials, institutions, businesses, residents, property owners, private sector organizations and service providers in an on-going planning dialogue that consistently refers back to the goals and objectives of this Comprehensive Plan. Effective and productive partnerships between the County and other entities have been very successful in recent years and these efforts need to continue, be encouraged through various means, and enhanced through new and innovative partnering focused on resolving issues identified in this Plan.

6. Developing sustainable funding mechanisms to facilitate private and public investment in implementing this Plan is also critical, especially in times of economic downturn and as financial resources become increasingly stressed. Being prepared to secure funding for projects and actions recommended in this Plan needs to be a high priority. Innovative solutions to partnering and funding projects also needs to be a high priority item for implementing this Plan.

The County and partner communities within Niagara County can achieve far greater things through a more regional or subregional approach to resolving issues and capitalizing on opportunities than by dealing with issues and opportunities in isolation. Consolidating services and sharing resources can free up capital that can be used for other things. The County and its existing and prospective partners must consider the following as opportunities for implementing this Plan.

- The allocation of limited financial resources requires greater efforts at prioritization of capital improvement programs and projects consistent with the goals, objectives and recommendations of this Plan
- Establishment of more private investment incentives such as low interest loans or revolving loan funds through local lending institutions
- Increased utilization of available Federal, State and regional grant programs as well as private sector funding opportunities through foundations and other groups and organizations to their fullest potential and “piggybacking” complementary grant funds to undertake and fund intermunicipal projects
- Consideration of tax increment financing opportunities, business improvement districts, special assessment districts and others as allowed under NYS Municipal Law as potential sources of revenue for projects
- Working towards greater efficiency and fiscal effectiveness through efforts focused on the sharing of resources and/or possible consolidation of services

The following recommendations are an important part of beginning the implementation process for this Comprehensive Plan. The specific actions complement the strategies and recommendations provided throughout this Plan. As with other sections of the Plan these action items require monitoring for benchmarking progress, shifting priorities as necessary, and updating information as conditions warrant. Modification of this information is an important part of an evolving planning and implementation process.

Action Items

Administrative Actions Required for the Comprehensive Plan

1. Recommendation - Finalize Niagara Communities Comprehensive Plan 2030
Primary Actions – Initiate municipal and public review and comment, conduct SEQRA public hearing, prepare revision/finalization of plan.
Potentially Involved Entities - County Legislature and County Economic Development
2. Recommendation - Adopt Niagara Communities Comprehensive Plan 2030
Primary Actions – Adoption by County Legislature and municipalities
Potentially Involved Entities - County Legislature and municipalities
3. Recommendation – Consider maintaining Comprehensive Plan Stakeholder Committee
Primary Actions - Committee provides oversight of implementation of Comprehensive Plan recommendations, future review and revisions.
Potentially Involved Entities - County Legislature and municipalities
4. Recommendation - Commence periodic review of Niagara Communities Comprehensive Plan
Primary Actions - Schedule 2 year timeframe for interim review and update of sections of the Comprehensive Plan, followed by complete review and update at no more than 5 year intervals.
Potentially Involved Entities - County Legislature and municipalities



Land Use, Transportation and Environment

5. Recommendation – Update the Niagara County Agricultural Farmland Protection Plan
Primary Actions - Complete update of 1999 Farmland Protection Plan by 2011
Potentially Involved Entities - Farmland Protection Board, Cornell Cooperative Extension
6. Recommendation – Consider investigating the need to update/standardize County Planning Board project review/applicant criteria and SEQRA Type I procedures
Primary Actions - Coordinate with stakeholders to determine Section 239 project review procedures and establish SEQRA Type I list of projects
Potentially Involved Entities - County Planning Board, municipalities
7. Recommendation - Collaborate on future NYS highway corridor planning initiatives
Primary Actions - Identify funding and project priorities to undertake countywide NYS highway corridor land use and access management planning for NYS Routes 31, 62, 78, and 104 to assess future transportation needs, potential right-of-way acquisitions, bikeway feasibility, etc.
Potentially Involved Entities - NYSDOT, GBNRTC, County and municipalities



8. Recommendation - Collaborate with NYSDOT, GBNRTC and municipalities to identify potential designated bikeways along State, County and local roads.

Primary Actions - Secure funding and conduct preliminary feasibility studies, including cost estimates and addition of potential bikeway routes into Long Range Transportation Plan

Potentially Involved Entities - NYSDOT, GBNRTC, County and municipalities

9. Recommendation – Consider preparing an up-to-date countywide watershed management plan

Primary Actions - Identify funding and conduct a countywide watershed management plan to address stormwater management/drainage issues, erosion control, point source pollution control mechanisms, potential restoration projects and green infrastructure practices

Potentially Involved Entities - County Soil and Water Conservation, Cornell Cooperative Extension and stakeholders

10. Recommendation – Consider developing and conducting a community-based or subregional “Sustainability” survey of Niagara County communities

Primary Actions - Develop and implement a countywide survey to assess local needs including affordable housing, resource protection, land use, transportation alternatives, community services, needs of seniors and other quality of life issues due to changing demographics.

Potentially Involved Entities - County Economic Development and municipalities

11. Recommendation – Consider preparation of a countywide Parks, Trails and Recreation Master Plan and provide continuing support at local/subregional levels for the Niagara Escarpment Legacy Project and other similar initiatives to protect unique and significant open space resources by encouraging land trusts, transfer/purchase of development rights, etc.

Primary Actions - Funding identification and planning assistance

Potentially Involved Entities - County Economic Development, municipalities and stakeholders

Possible Funding Opportunities - Land Use, Transportation and Environment

NYS Canal Corporation
www.nys.canals.gov/

NYS Council on the Arts
www.nysca.org/public/guidelines/architecture/index.htm

NYS Department of Agriculture & Markets
www.agmkt.state.ny.us/
Agriculture & Farmland Protection Implementation Project Program
Agricultural Non-point Source Abatement Control Program (ANSCAP)



NYS Department of Transportation (NYSDOT)
www.nysdot.gov/portal/page/portal/programs/smart-planning/funding
Industrial Access Program (IAP)
DOT Capital Program
Job Access and Reverse Commute Grants
Ferry Boat Program
Transportation Enhancements (SAFETEA-LU)
www.nysdot.gov/programs/tep

Natural Resource Conservation Service
www.nrcs.usda.gov/
Watershed Rehabilitation

U.S. Army Corps of Engineers
www.usace.army.mil/Pages/Default.aspx
Feasibility Studies
Construction Projects

U.S. Department of Agriculture
www.rurdev.usda.gov/rhs/cf/cp.htm
Rural Communities Facilities - Direct Loans

U.S. Department of Transportation
www.dot.gov
Discretionary Grants for a National Surface Transportation System

U.S. DOT Federal Aviation Administration
www.faa.gov
Grants-in-Aid for Airports

U.S. DOT Federal Highway Administration
www.fhwa.dot.gov
Highway Infrastructure Investment

U.S. DOT Federal Railroad Administration
www.fra.dot.gov
Capital Grants to the National Railroad Passenger Corporation
High Speed Rail Corridors

U.S. DOT Federal Transit Administration
www.fta.dot.gov
Fixed Guideway Modernization
Transit Capital Assistance
New Starts/Small Starts

Economic Development

12. Recommendation – Consider creation and maintenance of an up-to-date countywide GIS database of properties suitable for development and redevelopment.
- Primary Actions - Create GIS database and mapping with website links that provides information on vacant, underutilized and the infill/redevelopment potential of properties, including brownfield sites.
- Potentially Involved Entities - County Economic Development, Real Property Tax Services, municipalities and stakeholders
13. Recommendation - Continue to educate the public and encourage participation by property owners, municipalities and the development community in the Niagara County Brownfields Program and the State’s Brownfield Opportunity Area program.
- Primary Actions - Seek additional funding and aggressively market the program within and beyond the boundaries of Niagara County and collaborate with communities on identification of potential BOA projects that include sites that cross multiple jurisdictions and municipalities.
- Potentially Involved Entities - County Economic Development, municipalities and stakeholders.
14. Recommendation – Consider increased coordination on business recruitment efforts with NCCC
- Primary Actions - Establish new programming and mechanisms for coordinating educational training and business recruitment activities between County economic development and NCCC on training programs and business/talent recruitment/marketing campaigns
- Potentially Involved Entities - County Economic Development and NCCC

Possible Funding Opportunities - Economic Development

- NYS Department of Environmental Conservation (NYSDEC)
www.dec.ny.gov/index.html
Brownfields Cleanup Program (BCP)
Environmental Restoration Projects
Inactive Hazardous Waste Disposal Site Remedial Program
Environmental Protection Fund
- NYS Department of Housing & Community Renewal (DHCR)
www.dhcr.state.ny.us/
Housing Trust Fund
Housing Development Funds
- NYS Department of State
www.nyswaterfronts.org/grantopps_stategrants.asp
Local Waterfront Revitalization Program (LWRP)
Division of Coastal Resources

NYS Energy Research and Development Authority (NYSERDA)
www.nyserda.org

Department of Energy
www.eere.energy.gov/
Energy Efficiency and Renewable Energy
Defense Environmental Cleanup Projects
Electric Power Transmission Projects

U.S. EPA Brownfields Program
www.epa.gov
Leaking Underground Storage Tank Trust Fund
Brownfields State and Tribal Assistance Grants

U.S. EPA Brownfields Program
www.epa.gov/brownfields/

U.S. Treasury IRS
www.irs.gov/
Recovery Zone Bonds
Industrial Development Bonds

FEMA Grants and Assistance Programs
www.fema.gov/government/grant/bzpp/index.shtm
Buffer Zone Protection Program (BZPP)

National Telecommunications and Information Administration
www.commerce.gov/
Broadband Technology Opportunities Program

U.S.D.A. Department of Agriculture
www.rurdev.usda.gov/rbs/busp/rbeg.htm
Rural Business Enterprise Grants
Rural Community Business and Industry Guaranteed Loans
Rural Development Water and Environment Program
Rural Utilities Service

U.S. Economic Development Administration
www.eda.gov/
Economic Development Assistance Program

County Services, Facilities and Infrastructure

15.Recommendation – Consider preparation of an up-to-date County Official Map consistent with Sections 239-e and 239-f of NYS Municipal Law

Primary Actions - Determine feasibility, funding requirements and immediate need to prepare an up-to-date Official Map that provides mapped information on County infrastructure, properties, existing and future rights-of-way, etc. for future funding and infrastructure needs assessments.

Potentially Involved Entities - County DPW, Real Property Tax Services

16.Recommendation – Consider expanding and updating a GIS database of County infrastructure

Primary Actions - Expand GIS database inventory and mapping of County roads, bridges, drainage culverts, parks, buildings and grounds to track and monitor conditions, use, maintenance intervals and structural deficiencies.

Potentially Involved Entities - County DPW, Real Property Tax Services

17.Recommendation – Consider determining the feasibility of increased shared highway services

Primary Actions - Conduct a feasibility and needs assessment for increasing opportunities for shared highway services among County and local municipalities

Potentially Involved Entities - County DPW and municipalities

18.Recommendation – Consider determining the feasibility of countywide assessment and tax collection services

Primary Actions - Conduct a feasibility study to determine potential efficiencies and cost savings from combined tax services.

Potentially Involved Entities - County Real Property Tax Services and municipalities

19.Recommendation – Consider developing a County Trails program

Primary Actions - Seek funding to conduct subregion trail studies, for example, extending the Erie-Lackawanna Railway trail through Pendleton to the City of Lockport to link with the Erie Canal and identify other multi-use opportunities for trails such as an equestrian trails network in rural areas.

Potentially Involved Entities - County DPW Parks Division and municipalities

Possible Funding Opportunities - Community Services and Facilities

NYS Office of Parks, Recreation & Historic Preservation

www.nysparks.state.ny.us/grants/

Environmental Protection Fund

Clean Water/Clean Air Bond Act

Municipal Parks Grants

Heritage Area Grants

Historic Preservation



Recreational Trails Program
Land & Water Conservation Fund
NYS Barn Restoration & Preservation Program
Snowmobile Trail Development

NYS Office of Real Property Services
www.orps.state.ny.us/
Real Property System
Assessment Administrator Training
Consolidation Incentive Aid
Maintenance and Reassessment Aid

National Endowment for the Arts
www.nea.org
Cultural Funding

U.S. Department of Energy
<http://apps1.eere.energy.gov/wip/>
Weatherization Assistance Program

U.S. Department of Health and Human Services
www.hrsa.gov/
Community Health Centers and Infrastructure

U.S. Department of Housing and Urban Development
www.hud.gov
Native American Housing Block Grants

U.S. Department of Housing and Urban Development
www.hud.gov/offices/hsg/omhar/
Assisted Housing Stability, Energy and Green Retrofit Investments

U.S.D.A. Rural Development
www.rurdev.usda.gov/ny/Mainprograms.htm
Water and Wastewater Loans and Grants
Technical Assistance & Training Grants
Solid Waste Management Grants

Education

- 20.Recommendation – Consider establishing a joint committee to conduct a feasibility study for expanding shared resource and administrative services among school districts and BOCES facilities.
Primary Actions - Seek funding and conduct studies to determine potential feasibility of expanded use of shared resources and functions.
Potentially Involved Entities - County facilitation, participating school districts and BOCES
- 21.Recommendation – Consider holding a countywide summit on education
Primary Actions - Prepare and conduct a survey of local educators and service providers, including school districts, NCCC, Niagara University, BOCES, student representatives, etc. to determine interest in a summit(s) to identify countywide educational issues and needs.
Potentially Involved Entities - County facilitation, educators and other stakeholders
- 22.Recommendation – Consider creation of new incentives to increase volunteer service
Primary Actions - Coordinate identification of possible incentives to encourage volunteerism, such as tuition assistance/tuition reduction for volunteering in emergency services.
Potentially Involved Entities - County facilitation, NCCC, BOCES, emergency providers and vocational/trades

Possible Funding Opportunities - Education

NYS Education Department
www.usny.nysed.gov/grants/

National Institute of Standards and Technologies
www.nist.gov
National Scientific and Technical Research
Construction of Research Facilities

National Oceanic and Atmospheric Administration
www.noaa.gov
Operations, Research and Facilities

National Science Foundation
www.nsf.gov
Research Equipment and Facilities Construction



Public Health and Safety

23. Recommendation – Consider the expanded use of GIS databases and mapping including utilization of GIS information in this Plan in interdepartmental communication and coordination
Primary Actions - Increase utilization of GIS data sharing and analyses among County departments and municipalities including the Sheriff's Office, County Fire Coordinator and Emergency Response Services.
Potentially Involved Entities - County Manager, County Departments, municipalities
24. Recommendation – Consider determining the feasibility of department resource sharing
Primary Actions - Seek funding to conduct feasibility studies focused on cost reduction from improved information and resource sharing, training and equipment sharing and possible consolidation of services and or locations.
Potentially Involved Entities - County Manager, County Departments
25. Recommendation – Consider determining the feasibility of fire department/district and emergency services resource sharing and possible consolidation
Primary Actions - Seek funding to conduct feasibility studies focused on cost reduction from improved sharing of resources, training and equipment and possible consolidation of services and or locations.
Potentially Involved Entities – County, participating districts, municipalities and providers



Possible Funding Opportunities - Public Health and Safety

NYS Environmental Facilities Corporation (EFC)

www.efc.org/home/index.asp

Clean Water State Revolving Fund (CWSRF)

Drinking Water State Revolving Fund (DWSRF)

FEMA Grants and Assistance Programs

www.fema.gov/government/grant/hsgp/index.shtm

Homeland Security Grant Program

Firefighters Assistance Grants

National Institute of Standards and Technology

www.nist.gov

Health Care Information Enterprise Integration Research Centers

U.S. EPA

www.epa.gov/owm/cwfinance/cwsrf/

Clean Water State Revolving Fund (CWSRF)

www.epa.gov/safewater/dwsrf/index.html

Drinking Water State Revolving Fund (DWSRF)