

Section 5
Implementation Strategy



TOWN AND VILLAGE OF WILSON COMPREHENSIVE PLAN



SECTION 5.0 – IMPLEMENTATION STRATEGY

The Town and Village of Wilson understand that local planning is an on-going process. The preparation of the Town of Wilson Comprehensive Plan is only a first step. This plan outlines the preferred vision for the Town and Village and establishes recommendations for how to achieve that vision. Putting the recommendations into action requires continued work that must occur after the adoption of the Plan. This is important to enable the Town and Village to move forward with implementing the vision through the recommendations. It is recommended that the Town and Village adopt this Plan. By adopting the Comprehensive Plan, the Town Board and Village Trustees have demonstrated their commitment for managing the future of the Wilson community and ensuring stronger compliance with, and use of, the Plan by other municipal agencies.

An effective Comprehensive Plan establishes a process that ensures that the document remains relevant and is continually updated. The Plan, itself, is a roadmap to an actual end product, which is an improved and prosperous community. The Comprehensive Plan cannot be considered a success unless its provisions and recommendations are implemented. Therefore, this section of the Plan outlines an implementation strategy for accomplishing the recommendations contained herein, thereby moving the Town and Village toward achieving their goals.

The recommendations and priorities set forth in Section 4.0 and outlined in this strategy were developed throughout the planning process based on comments and concerns of the Advisory Committee and other Town and Village officials involved in the process, by assessing public input (as received from surveys, comments forms and meeting summaries), and by applying general planning principles. This implementation strategy reflects current circumstances and current priorities. However, as local conditions change or as certain elements of this strategy are accomplished, the Town and Village should revisit the priorities to reassess their continued applicability and/or the timing for completing certain actions.

This implementation strategy summarizes and organizes the various recommendations contained within this Plan into a Table to guide the Town and Village in achieving the goals. This Table organizes the recommendations (action items) around the themes identified in





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the Goals and Objectives (Section 2.0 - Goals and Visioning), based on priority, type of action and responsibility. The action items are also categorized by timeframe to help the Town and Village generally manage the order in which recommendations could be implemented. Actions are categorized as Immediate Actions, Near-Term Actions, Mid-Term Actions, Long-Term Actions, and On-Going Actions. Immediate Actions are those recommendations that would be carried out within the first year of the adoption of the Comprehensive Plan. These actions are considered the most important and could impact the success of other recommendations. Near-Term Actions would be carried out within 1 to 3 years from the adoption of the Plan and are typically recommendations that address some of the more important issues. Mid-Term Actions would be carried out within 3 to 5 years from the adoption of the Plan. Long-Term Actions are typically those that would take longer to implement due to their cost, extent of planning involved, or because they are not as critical as other recommendations. These actions would be implemented beyond 5 years from the adoption of the Plan. On-Going Actions are recommendations that don't necessarily have a timeframe or target completion date and would be undertaken on an on-going basis.

In addition, each item contained on the Implementation Table also has an assigned a recommended priority ranking of high, medium or low. High priority items are considered to have the greatest important or urgency and are vital for achieving the goals of the Town and Village. While it may take longer to accomplish some of these items, it is recommended that initial steps be commenced in the near term, after adoption of the Plan, to begin to put it into action. Items with moderate to low priority rankings are typically those that the Town and Village can plan for as future actions.

Basically, the following Implementation Table and the actions it contains comprise a "Tool Box" of recommendations to be utilized by the Town and Village to achieve the vision and respond to changes in the community. Although they have been scheduled for action and ranked in terms of priority, this has been done so as a guide; it is up to the Town and Village to decide which implementation measures should be undertaken at any given time. If circumstances are such that it makes sense, it could be determined that certain longer-term or low priority items could be accomplished in advance of a near-term or higher priority item that is more complex or costly. For example, should funding become available for a particular action, the Town and/or Village may choose to reassign it as a higher priority, which should be undertaken in the immediate future in order to take advantage of the funding opportunity. Therefore, reasoning may exist for the Town and/or Village to pursue





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a lower priority action that can be readily completed, while working to institute larger high priority actions over a longer term. Hence, the timeframes and priority rankings of implementation actions should be viewed with flexibility. The idea is that the Town and Village should be continually striving to implement the Plan, monitoring progress and priority and re-prioritizing actions, as necessary, as it moves forward with this process.

To help with the process of monitoring and prioritizing implementation actions on an ongoing basis, it is recommended that the Town and Village maintain the existing Comprehensive Plan Advisory Committee (or establish a new committee) to help keep the Plan active. This committee would monitor progress, encourage continued momentum and recommend adjustments to the implementation strategy and priority of actions, over time, as circumstances dictate.

The Implementation Table identifies the type of action that should be undertaken by the Town in order to implement that recommendation. Types of actions include *Legislative* actions that require passage of a Local Law or other action by the Town Board or Village Trustees; *regulatory* actions that may require amendments or revisions to the Town or Village Codes or the creation of new land use regulations; *administrative* actions that are typically clerical work to be completed by the Town or Village Clerk; *procedural* actions that often involve a resolution for creating an advisory board or appointing committee members; *planning* actions that require planning-related work by the Town and/or Village or other boards and agencies; *education* actions that require the education of the Town and/or Village by other agencies or education by the Town and/or Village of individuals on a certain topic; or *research* actions that require the Town and/or Village or another agency to look into a topic further.

The Implementation Table also identifies which responsible party or parties should take the lead or assist in implementing a particular recommendation. The Town Board and Village Board of Trustees and their respective Planning Boards would be involved in the majority of recommended actions. Additional comments are added, when applicable, in the Comments column and can include more specific ideas or information on funding and grant opportunities for the respective recommendation.

Finally, the Implementation Table provides a column that can be used to track implementation efforts and success for each action item. This column should be used by the





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Comprehensive Plan Committee to document the accomplishments (noting which of the recommendations have been achieved) or the progress being made as part of the annual review of the Comprehensive Plan. When a specific recommendation is implemented, the column marked "Implemented" should be checked and dated and any comments provided. For actions that are on-going, the column can be marked with individual accomplishments that are geared towards achieving that recommendation.





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Figure 6: Implementation of Comprehensive Plan Recommendations

IMMEDIATE ACTIONS (WITHIN 1 YEAR)

<i>Administrative</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Adopt the Comprehensive Plan.	High	Legislative	Town Board Village Board	Requires that land use and capital improvement actions comply with the Plan.	
Authorize and maintain a Comprehensive Plan Committee.	High	Procedural	Town Board Village Board	To monitor the progress of implementation actions and success of Plan, and recommend reprioritization of implementation items, as required.	
Distribute Copies of the Plan to Boards, Departments, County, etc.	High	Administrative	Town and Village Clerks	To ensure familiarity with and use of the Plan by Town and other municipal agencies.	
Establish an Implementation budget.	High	Administrative	Town Board Village Board <i>(This should be done annually)</i>	Allows for continued implementation of recommended actions, based on budget.	



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NEAR TO MID-TERM ACTIONS (1-5 YEARS)

<i>Community Character</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Adopt design standards and guidelines for the Village downtown.	High	Regulatory Planning	Village Board Village Planning Board	To maintain and enhance the character and aesthetic quality of the downtown and promote historic preservation.	
Implement rural development guidelines and conservation subdivision standards.	High	Regulatory	Town Board Village Board Planning Boards	To maintain and protect rural character, open space and agricultural land.	
Establish an Architectural Review Committee.	Medium	Planning Procedural	Town Board Village Board	To promote and maintain historic character and quality development.	



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NEAR TO MID-TERM ACTIONS (1-5 YEARS)

<i>Downtown Revitalization and Economic Development</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Develop updated Central Commercial District zoning regulations for the downtown.	High	Regulatory Planning	Village Board Village Planning Board	Necessary to allow for mixed use, promote adaptive re-use and permit single-family residences.	
Expand the boundaries of the Central Commercial zoning district.	High	Regulatory Planning	Town Board Village Board Village Planning Board	To provide opportunities for increased commercial activity in the downtown.	
Create improved connections between the Village center, the waterfront and Tuscarora State Park.	High	Planning	Town Board Village Board Planning Boards	To improve connectivity and circulation around the community and improve quality of life and tourism and recreational opportunities.	
Create an organizational entity - " <i>Downtown Committee</i> " - to manage activity and be a champion for the Village center.	High	Planning Procedural	Village Board Planning Board	Necessary to capture and realize the full potential of the downtown and promote economic development.	



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Prepare a "Business Plan" for the Village center.	High	Planning	Village Board Planning Board <i>Downtown Committee</i>	To establish and reinforce the vision for the downtown to revitalize the area.	
Promote the development of "gateway" features at prominent entry locations into the Town and Village.	High	Planning	Town Board Village Board Planning Boards Highway Superintendent NYSDOT Niagara County	Improve community's image and identity and promote increased economic activity.	
Update buildings to meet current Building Code requirements.	High	Planning	Village Board Building Department	Necessary for Code compliance and to promote re-use and redevelopment of existing structures in the downtown.	
Amend the local law that authorizes commercial, business or industrial Real Property Tax exemption, pursuant to NYS Real Property Tax Law, Section 485(b) to allow for the establishment of targeted programs.	High	Regulatory	Village Board Tax Assessor	Provides real property tax exemptions to commercial, business and industrial property owners who make improvements to buildings in targeted areas.	



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Wilson Station					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Rezone Wilson Station to encourage commercial and tourism oriented uses.	High	Regulatory	Town Board Village Board Town/Village Planning Board	To promote and accomplish new development and redevelopment in accordance with the vision for this area.	
Treat the Wilson Station area as a gateway to the Village and develop effective wayfinding.	Medium	Planning	Town Board Village Board	To improve visual and physical character of the area to welcome visitors to the area and direct attract visitors to the downtown and beyond.	
Amend the Town Zoning Law to establish minimum green / natural open space standards (percentage) for all non-residential and non-agricultural development.	Medium	Regulatory	Town Board Planning Board Code Enforcement Officer	Will help to preserve open space, improve aesthetics through landscaping, help to provide connected greenspace corridors and provide buffering for adjacent sensitive uses.	



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<i>Waterfront Resources and Revitalization</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Develop a multi-use trail between Tuscarora State Park and Wilson Harbor (O'Connell Island).	High	Planning	Town Board Village Board Planning Boards	To improve the use and enjoyment of both areas and re-establish a feasible route for public use and recreation.	
<i>Cultural, Historic and Recreation Resources and Tourism</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Investigate the feasibility for local management of Wilson-Tuscarora State Park.	Medium	Planning Research	Town Board Village Board	Could ensure continued operation and allow for improved operations and maintenance of the park.	
Establish a "Friends of Wilson-Tuscarora State Park" group.	High	Procedural	Town Board Village Board	To help support the care and use of the park.	
Develop a multi-use pathway for the "Inner Harbor Area" (around O'Connell, Clarks and Treasure Islands).	High	Planning	Town Board Village Board Village Planning Board	Improve local connectivity, enable connection with other area pathways, and enhance recreational opportunities.	



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Develop a wayfinding system to provide direction for visitors and others to local amenities, resources, parks, etc., around the community.	High	Planning Research	Town Board Village Board	To provide clear guidance, through signage and directional information, to local destinations and resources.	
<i>Agriculture</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Adopt a local Right-to-Farm law.	High	Legislative	Town Board Planning Board Local representatives from the agricultural community	Aimed at minimizing conflicts between agricultural operations and non-agricultural uses.	
Create an Agricultural Advisory Committee.	High	Legislative Procedural	Town Board Planning Board Local representatives from the agricultural community Village Representative	Provides input from the agricultural community and helps to mediate potential issues and conflicts. Can be done with or without a Right to Farm Law.	
Implement lateral restrictions within in the important agricultural areas.	Medium	Regulatory	Town Board Niagara County Water District	For protecting viable farmland from development pressure and to focus development to preferred areas.	



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<i>Additional Community-Wide Recommendations</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Rescind the Town SEQR regulations and defer to the State regulations.	High	Regulatory	Town Board	State regulations are sufficient and up to date.	
Revise the Town Subdivision Regulations to require testing of soils in areas without public water service and/or public sanitary sewer service to ensure soil percolation and identify problematic soils.	Medium	Regulatory	Town Board Planning Board Niagara County	Reduces the likelihood that septic systems will fail and helps to protect groundwater resources.	
Review and re-evaluate the residential zoning districts in the Town Zoning Law.	Medium	Regulatory	Town Board Town Planning Board	To refine and simplify the zoning regulations.	
Adopt rural roadway design guidelines and standards (ensure subdivision regulations promote rural roadway character).	Medium	Regulatory	Town Board Highway Superintendent Town Engineer	Aimed at maintaining the rural character of local roads and making sure new roads in subdivisions are not too wide.	
Target important open space areas for protection/preservation.	Medium	Planning Research	Town Board Planning Board	Important for long range planning and achieving the Vision for the community.	



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LONG-TERM ACTIONS (5+ YEARS)

<i>Community Character</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Revise appropriate sections of the Town of Wilson Zoning Ordinance to promote sustainable (Green) development and growth standards.	Medium	Planning Regulatory	Town Board Planning Board Building Department	This is important to help achieve development that will withstand the test of time, ensure wise use of resources and efficient use of land and promote energy efficiency.	
Identify sources of funding and resources to enable extension of sanitary sewer to Roosevelt Beach.	Medium	Planning Research	Town Board Village Board Village Water and Sewer Department	To address long term issues with aging septic systems in a densely developed residential area.	
<i>Downtown Revitalization and Economic Development</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Construct sidewalks, as needed, along Route 425 between the Wilson Station area and the downtown.	Medium	Planning	Town Board Village Board Highway Superintendent NYSDOT	Improve pedestrian circulation and safety and connectivity with Village downtown.	



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<i>Downtown Revitalization and Economic Development</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Relocate the fire station from the Village center to a suitable location outside of the downtown.	Medium	Planning	Village Board Wilson Volunteer Fire Company #1 Town/Village Planning Board	This action free up prime real estate in the central business district for commercial development.	
Improve the physical configuration of the downtown with streetscaping and signage to enhance visitors through the area.	Medium	Planning	Village Board	To improve the character and quality of the downtown and enhance quality of life and tourism.	
<i>Wilson Station</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Pursue NYSERDA funding and incentives to retrofit municipal vehicles and facilities for alternative energy.	Medium	Research Planning	Town Board Village Board	Promotes cost savings and energy efficiency.	



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<i>Waterfront Resources and Revitalization</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Evaluate the potential for additional commercial development / redevelopment around Wilson Harbor.	Medium	Planning Research Regulatory	Village Board Planning Board	Potential for use/re-use of lands around the waterfront for marine and commercial uses to enhance economic activity in this area.	
Investigate the long-term feasibility of relocating the wastewater treatment plan to an inland location.	Medium	Planning Research	Village Board Wilson Sewer and Water Department	Would open up a prominent parcel on the waterfront for higher and better public use.	
<i>Cultural, Historic and Recreational Resources and Tourism</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Reuse the former landfill for passive recreation.	Medium	Planning	Town Board Town Planning Board	Increase recreation opportunities and put property back into use.	Reuse the former landfill for passive recreation.



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Establish a multi-use trail along State Route 18 through the Town and Village, connecting with adjoining Towns of Newfane and Porter.	High	Planning	Town Board Village Board Niagara County New York State	Capitalize on Great Lakes Seaway Trail designation, potential to be part of Niagara River Greenway system; to enhance recreation opportunities and tourism.	
Develop a Master Plan for Calvin E. Krueger Park.	High	Planning	Village Board Village Planning Board	To make better use of this facility to provide greater recreation opportunities to the community.	
Establish a multi-use trail connection along the paper street (right-of-way) between Prospect Street and State Route 18.	Medium	Planning	Town Board Village Board Wilson Central School District	To provide direct access to the resources at Krueger Park from the school facilities and nearby residential areas.	
<i>Agricultural</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Develop local farmland protection measures such as Conservation Easements, Purchase of Agricultural Conservation Easements, and/or Lease of Development Rights.	Medium	Regulatory Research	Town Board Planning Board	These mechanisms are aimed at preserving rural/agricultural resources.	



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ON-GOING ACTIONS

<i>Community Character</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Locate community and governmental resources in Village of Wilson (as the community center).	High	Planning Regulatory	Town Board Village Board Planning Boards	Promotes efficient provision of public services and maintains the strength of the community.	
Locate senior and multi-family housing (denser residential development in general) within and around the Village.	High	Planning	Town Board Planning Board Village Board	Promote connectivity and walkability.	
Encourage in-fill development in the Village and Wilson Station areas.	Medium	Planning	Town Board Village Board Planning Boards	Promotes economic development, efficient use of available land and maintains community character.	
Require new development and redevelopment to utilize "dark sky" compliant lighting.	High	Planning	Village and Town Planning Board	Protects the character and quality of the night sky, which can be impacted by the glare and intensity of outdoor lighting.	



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Ensure sufficient screening and buffering of commercial uses from adjacent non-commercial uses.	Medium	Planning Regulatory	Planning Boards	Quality of life issues.	
Encourage LEED certified building construction and green agricultural practices.	Medium	Planning Regulatory	Town Board Planning Board Village Board	Protect and preserve resources and promote energy efficiency.	
<i>Downtown Revitalization and Economic Development</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Coordinate with the Niagara County IDA to identify and pursue development opportunities throughout the Village and Town.	High	Planning Research Education	Town Board Planning Board Niagara County IDA	Focus efforts on Village central business district, Wilson Station and the waterfront.	
Promote small-scale retail and commercial development in the central business district and Wilson Station.	High	Planning		Revitalize these areas as community service and economic centers.	
Improve the physical connection and wayfinding system between the Village center and Wilson Harbor.	High	Planning	Village Board Planning Board	Essential to improve the vitality of these two areas and strengthen tourism.	
Investigate business support services such as low interest business improvement loans.	High	Planning Research	Town Board Village Board	Supports economic development and the vitality of local businesses.	



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Investigate the feasibility of redeveloping vacant apartments into art lofts and studios.	Medium	Planning Research Regulatory	Town Board Village Board Planning Boards	Promotes downtown revitalization and mixed use.	
<i>Cultural, Historic and Recreational Resources and Tourism</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Protect historic structures in the community.	High	Education Planning	Town Board Village Board Planning Boards	Encourage continued viability of historic structures through adaptive reuse and continued investment.	
Develop a marketing strategy for promoting historic and cultural resources in the community.	Medium	Education Planning	Town Board Village Board	A mechanism for promoting and strengthening tourism and local pride.	
Improve the use and availability of resources at Wilson-Tuscarora State Park.	High	Planning	Town and Village Boards Planning Board	This is advisable as a means to increase visitation to the area and is generally supported by the public.	



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Develop a year-round tourism program that includes events for all four seasons.	High	Planning Research Education	Town Board Village Board	Improve tourism; strengthen community involvement and identity.	
Evaluate the potential to reuse the abandoned railroad line for recreational use.	Medium	Planning Research	Town Board Village Board	Improved recreational opportunities and potential connectivity.	
<i>Agriculture</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Work with the Cornell Cooperative Extension and the State to provide agri-entrepreneurship programs.	High	Education Research	Town Board Cooperative Extension NYS Department of Agriculture and Markets	Agri-entrepreneurship programs provide farmers with education on business plans, management, financing, marketing, and operations.	
Continue to work with Niagara County to re-evaluate the Town's Agricultural Districts to ensure that viable farmland is included and/or remains in the districts.	High	Regulatory Research	Town Board Planning Board	Coordinate with County and NYS Department of Agriculture and Markets.	



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Implement and coordinate with the recommendations of the Niagara County Farmland Protection Plan.	Medium	Planning Procedural	Town Board	Coordinate with County and NYS Department of Agriculture and Markets.	
Encourage the use of sustainable/conservation farming techniques.	Medium	Education Research	Town Board Planning Board Town Departments	Such practices help sustain the quality of prime farm soils and promote good land use practices.	
Support local agricultural activity by promoting the sale of locally grown products at local farmers markets, festivals, restaurants, wholesalers, and schools/ colleges.	High	Education Planning	Town Board Village Board Niagara County School District Local businesses	Provides support to local farmers and other agricultural entities; also helps to market the area.	
Promote organic farming practices.	Medium	Education Research	Town Board Planning Board Niagara County	Promotes sustainable land use practices.	
<i>Waterfront Resources and Revitalization</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Work with the NYSDEC on coastal erosion and harbor shoaling issues.	High	Regulatory Planning Education	Town Board Village Board Planning Boards Building Department	These issues are important to the vitality of the harbor and waterfront community.	



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Maintain navigational access in Wilson Harbor.	High	Regulatory Planning	Town Board Village Board	Necessary to maintain the economic viability of the harbor.	
<i>Other Recommendations</i>					
Action	Priority	Type of Action	Responsible Parties	Comments	Implemented
Promote programs to education the public on the importance of maintaining private septic systems.	High	Planning Research Education	Town Board Village Board	Helps to protect ground and surface water quality and benefits local residents.	
Promote programs to identify and mitigate failing septic systems and explore potential grant opportunities to assist local residents in remedying failing systems.	High	Regulatory Research Education	Town Board Building Department Niagara County	Important for the protection of groundwater quality and the protection of public health.	
Identify opportunities for shared municipal services and facilities.	High	Planning Research Regulatory	Town Board Village Board Planning Boards	Work with the Wilson Central School District, Niagara County and surrounding communities.	



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Pursue grants opportunities through NYSERDA to retrofit municipal vehicles and facilities.	High	Planning Research	Town Board Village Board	Would result in cost savings and energy efficiency.	
Support and enhance continued senior services offered by the Town and Village to retain and nurture the senior citizen population base.	High	Planning Education	Town Board Village Board Planning Boards New York State Office for the Aging	Help to address the growing needs of the elderly to make their life easier in the community.	
Work with the Cooperative Extension and Niagara County Soil and Water District to educate and promote minimizing non-point source pollution.	Medium	Education Regulatory	Town Board Planning Board Niagara County	Essential for the protection of surface and groundwater quality.	
Coordinate municipal planning efforts with neighboring municipalities.	Medium	Planning	Town Board Village Board Planning Boards	Ensures the planning efforts near municipal boundaries are compliant and seamless.	
Encourage local fire companies to continue and expand their efforts to coordinate and share services and equipment.	Medium	Planning Research Regulatory	Fire Companies Town Board	Results in efficiency of service and cost savings.	