

City of Oneida, New York



Comprehensive Plan

Adopted - September 2005

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Introduction

What is a Comprehensive Plan? Under New York State law, municipalities are granted the authority and responsibility to prepare and adopt comprehensive plans. As defined in the state legislation, a comprehensive plan is a document that presents goals, objectives, guidelines and policies for the immediate and long-range protection, enhancement growth and community development. Also known as a master plan or land use plan, a comprehensive plan provides guidance to municipal leaders and helps to ensure that the needs of the community will be met.

It is important to understand that the action items described in the plan are not requirements. Rather, they are recommendations designed to provide focus and direction as Oneida moves ahead to reach its preferred future. It will be up to the local community to decide on an ongoing basis which initiatives they wish to implement and how they wish to proceed. City government will serve to support, facilitate and remove barriers during the implementation process. Continued active citizen participation will be key to the ultimate success of this plan. Although any future land use regulation must be in accordance with the principles of the Comprehensive Plan, there is no legally binding requirement that the City implement each of the action items proposed in the plan. The Common Council should carefully examine proposed land use strategies to minimize the cost to residents and protect private property rights.

Planning Process

The City of Oneida has been developing this Comprehensive Plan over the past year with the assistance of River Street Planning & Development, who were engaged by the City to facilitate the planning process. The focus of the comprehensive planning effort is asset based, building on community strengths and existing programs and efforts to:

- Encourage growth and development while protecting important historic, environmental and community assets
- Establish new zoning tools to generate new economic growth
- Stabilize the city's neighborhoods and commercial districts
- Not provide a "silver bullet" approach, but a broad set of policies and projects that will establish a framework and vision for growth of the city over the next 10 - 15 years
- Establish a walkable Downtown for shoppers and tourists with increased retail stores and entertainment venues
- Recognize that tax base is critical – need economic development strategy that keeps existing businesses and attracts new businesses that create jobs for Oneida residents
- Provide enhancements to Zoning Ordinance that facilitates appropriate development while protecting residential neighborhoods
- Ensure neighborhood protection and enhancement – Oneida is a great place to raise a family
- Provide significant opportunities to protect and enhance historic and recreation assets in the City

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The work of River Street and City staff has been guided by a project Steering Committee. The role of the Steering Committee has been to guide and lead the planning process; collect and share relevant information; review documents; supervise the consultant team; educate residents about the process and the plan roles and responsibilities, charge and scope; and perform community outreach and publicity.

In addition to its work with the Steering Committee, the City held focus groups with service agencies, residents and other important stakeholders to gain insights on important issues facing the City. Steering Committee and focus group input was supplemented by community meetings, including a visioning workshop, an action planning session, and zoning workshop. Additionally, the consultants contacted key stakeholders for additional information on economic development, housing, real estate tax base, natural resources, historic resources, recreation, transportation and infrastructure, and community service issues.

Community Profile

The City of Oneida Comprehensive Plan is made up of two main sections: the Community Profile, which is a summary of existing conditions, and the Action Plan which identifies specific short- and long-range projects and planning efforts. In addition, we have provided a zoning update to assist the City in implementing the Comprehensive Plan. Based on research and interviews conducted by the project consultant and the public input process described above, the Community Profile describes the City, its residents and its resources; identifies needs; and discusses key issues, opportunities, and challenges impacting future growth in Oneida. It provides a profile of the City of Oneida with respect to population, land uses, historic and natural resources, economic development, housing, community services, real estate tax base, transportation and infrastructure, and recreation, and is designed to serve as a basis for developing community goals, objectives, strategies and policies. The following briefly summarizes findings from the Community Profile:

- **Demographic Characteristics:** Oneida's population increased slightly by 1.3% between 1990 and 2000, accounting for 42.7% of Madison County's total population gain (the County gain was minimal at less than 1.0% of its overall population). City residents are slightly older than statewide averages with a median age of 37 years (versus 36 years for New York State). Adjusted for inflation, median incomes increased during the past decade. The median household income rose 5.6%, while the median family income increased 13.4%. However, Oneida still contains a significant proportion of low and moderate income households estimated to be 53.2% of total City population.
- **The Local Economy:** In 2004, Oneida's workforce was directly affected by the downsizing of the most historically important business in the City - Oneida Ltd. In the past two years, Oneida Ltd. has lost nearly two-thirds of its workforce and is cutting 500 jobs in early 2005. Offsetting some of the loss felt by Oneida Ltd., are the recent investments made by other local industries including HP Hood. During the planning process, constraints on business development and retention that were identified by local economic development officials include the lack of a vibrant downtown and cultural activities, Route 5 traffic issues, and negative attitudes about the future of the City.

Further, changes identified by focus group participants that are needed in the City included the need for additional stores and services Downtown, more retail stores (particularly clothing, general store, and furniture stores), more hospitality businesses (hotels and restaurants) that can cater to tourists, incentives to restore historically significant buildings, and to have a business incubator that could provide shared services for business start-ups.

- **Housing Characteristics:** Oneida has a relatively tight housing market, with vacancy rates close to the norm of 1.0% and 5.0% (3.0% for sale vacancy rate and 5.7% rental vacancy rate). According to local housing service providers the greatest housing need is for housing rehabilitation services. Changes identified to be made in Oneida during the Focus Group Meetings included cracking down on absentee/slum landlords, making zoning changes that allow for different types of housing, adding a nursing home, developing bed and breakfasts from older homes, providing a safer living environment for the mentally ill, and creating tenant programs to reward good behavior.
- **Land Use Real Estate and Tax Base Analysis:** The City of Oneida has a total assessment base of \$508.8 million. Approximately 52% of this assessment is generated from residential properties and 21.1% from commercial properties. The City's total taxable base is \$374.4 million. For taxable property, approximately 67.8% of this taxable assessment comes from residential properties and 24.2% is generated from commercial properties. In effect, 96% of residential property value and 84% of commercial property value in Oneida is taxable. A significant imbalance exists in terms of the percentage of land that is used for residential (30.0%) in comparison to the percentage of tax revenues generated (67.8%). A more pronounced imbalance exists for commercial use, where commercial property constitutes only 4.0% of Oneida's land area while it generates 24.2% of the City's property tax revenue.
- **Natural Resources:** The City's 100 year floodplain includes areas along the Oneida and Cowaselon Creeks. Natural recreation areas include Mount Hope Reservoir, DuRoss Conservancy and the Old Erie Canal State Park. These areas offer trails for hiking, biking and snowmobiling. Identified issues include controlling flood issues along the creek in the eastern part of the City and to further develop natural recreation areas in the City.
- **Historic Resources:** Oneida is home to one historic district, four historic buildings and one historic site that are listed on the National and State Registers of Historic Places. During the Visioning Workshop, residents identified Historic structures (residential and commercial), a variety of cultural activities, and the Historical Society, with its Oneida roots, as things they loved about the City.
- **Recreational Resources:** The City's parks, recreational facilities and community programs provide a variety of activities for residents. Priority improvement needs identified by the Recreation Department include the development of additional parking for the Armory, re-do the outfield areas of the ball fields, improve drainage at all the fields, and re-do the backstops at the ball fields. The development of a skate park and

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boundless park (accessible to all children no matter what their physical abilities) were also identified as needed recreational facilities in the City. Participants at the Focus Group Meetings identified the need for more green space, improved green space, better advertising of programs, better coordination among events and activities, and more non-sports related programs for teens as changes that should be made in Oneida.

- **Transportation and Infrastructure:** The Water Department is projecting that by 2020, the City will have inadequate water supplies due to their distribution system. The Sewer Department is looking to increase the rated capacity of the City's Waste Water Treatment Plant from 2.5MGD to 3.75MGD. Issues identified during the Focus Group Meetings included downtown parking problems, visibility problems at certain intersections, and the future availability of city water in certain areas of the City.
- **Agriculture:** Agriculture is still an important industry in Madison County. The HP Hood Plant is a major manufacturing/processing facility in Oneida for agricultural products. Residential and commercial growth of the City has discouraged farming in Oneida.
- **Local Government Administration and Community Services:** The City of Oneida has a mayor/council form of government where officers serve two-year terms and is comprised of 14 departments and 10 City Boards and Commissions. Municipal trash pick up, teen loitering problem downtown, and working with the Oneida Indian Nation were identified as issues needing to be addressed by Focus Group Participants.

Vision and Goals

A City vision and set of planning goals form the foundation of the Comprehensive Plan. The visioning process began with a community-wide visioning workshop held on June 24, 2004. At this meeting, River Street Planning presented an overview of the comprehensive planning effort and explained the visioning process. Participants were asked to finish the following three statements:

- "What I love about the City of Oneida..."
- "Things I would change about Oneida..."
- "When these things are preserved or changed, Oneida will..."

Participants identified many things that they love about the City of Oneida. The main theme that emerged was that Oneida is a safe and friendly City that offered a variety of activities for its residents. Residents also identified that they love the schools, location, civic and community organizations, historic structures, and the people that live and work there.

In discussing community challenges, residents identified general improvements to roads, Downtown, and run down neighborhoods. Participants felt a need for more economic development in the City, including better awareness and coordination with Madison County. Residents would also like more services, retail stores, tourist attractions, day care, and senior housing. Additionally, the traffic problem on Route 5 was a concern.

Finally, residents described their preferred future for the City. One resident stated it best, “Oneida will continue to grow while maintaining its great sense of community, quality schools, community services, and residential neighborhoods.”

Using feedback from the visioning workshop, along with issues identified at the focus group meetings, the Consultant developed a draft vision statement and set of goals for the Comprehensive Plan Steering Committee to consider. The goals address transportation, infrastructure, City’s Central Business District, housing, land management, economic development, and recreation. The vision statement and goals are listed briefly below. The Citywide Action Plan is organized by the goals, and provides specific action items for the City to consider in order to support each goal.

The purpose of a vision statement is to provide direction regarding the community’s growth and development, serving as a foundation underlying the development of goals and strategies for implementation. Reflecting the common values of local residents, it expresses the “ideal future” that the community hopes to attain. Residents and leaders of the City of Oneida have established the following vision statement for Oneida:

The City of Oneida embraces its small town atmosphere providing a safe community with beautiful parks, good schools, and great people. Oneida will continue to provide opportunities for economic development and business growth while maintaining its great sense of community, quality schools, community services, and residential neighborhoods and quality of life that has made Oneida special.

To fulfill this vision and maintain the City of Oneida as a good place to live, work and visit today and in the future, the following goals have been established:

Goal 1: Provide a transportation system that alleviates congestion while providing adequate provisions for pedestrians.

Goal 2: Upgrade and maintain the City’s infrastructure.

Goal 3: Reestablish the downtown as the City’s central business district.

Goal 4: Provide a variety of high quality housing opportunities.

Goal 5: Improve land management by updating the City’s Zoning Ordinance.

Goal 6: Develop a focused city-wide economic development plan.

Goal 7: Utilize potential and existing recreational and educational facilities to support opportunities for youth and area residents.

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These goals guided the comprehensive planning process and allowed for the development of the initiatives and projects outlined in the Action Plan which follows.

Action Plan

The action plan component of the Comprehensive Plan is intended to provide City leaders and other stakeholders, both current and future, with guidance regarding the kind of place residents would like Oneida to be in the future, a set of goals for achieving that future vision, and a set of implementation strategies that will facilitate the accomplishment of each goal. The stakeholders and partners to be involved and, where appropriate, a list of funding sources are provided for each action plan element.

The action plan focuses and consolidates the inventory of initiatives that the City of Oneida will pursue. This element will build on the vision and goals that were developed by the Steering Committee and residents of Oneida. The Action Plan will guide decision-making by concisely focusing resources on shared goals, objectives, and implementation strategies. Further, the plan will clarify roles, responsibilities and commitments of key stakeholders and developers.

An action planning matrix was prepared which describes the specific actions and tasks the City will take to advance each of the key initiatives and projects, defining project tasks, schedule, City and stakeholder roles and responsibilities and funding needs. The matrix is organized into sections based on the goals set during the visioning and goal setting process.

Plan Implementation

Plan implementation should begin when the Common Council formally adopts this document. The adoption of the Comprehensive Plan means that City leaders and the citizens of Oneida accept this plan as the guide to future decision making and development in Oneida. Municipal leaders and other stakeholders should use the plan to assist in making decisions and setting priorities, including those established by the annual budget.

As required under state law, any new land use regulations or amendments in the City must be in accordance with the Comprehensive Plan. Therefore, an important role of the City Planning Commission and Zoning Board of Appeals will be to review this document to make sure that the goals and ideas of the plan are integrated into land use and development decisions. State law also stipulates that all plans for capital projects of another governmental agency on land included in the plan take the plan into consideration. This provision is designed to prevent government actions from disregarding the recommendations of a comprehensive plan.

The involvement of local residents will be vital in helping the City to successfully achieve the goals outlined in the Comprehensive Plan. Although some actions will be appropriate for implementation by the Common Council and/or municipal department staff, others will call for participation by civic organizations, public/private partnerships, citizen committees, and other entities. It is expected that the Comprehensive Plan Steering Committee will play a major role in developing partnerships with other members of the community, local businesses and organizations, state agencies, and others who can assist with implementation efforts.

Periodic Review

The Common Council should arrange for periodic review of the Comprehensive Plan *at least* every five years. The review will assess the need for amending or updating the plan to address emerging issues as appropriate.

To keep plan implementation on schedule, the existing Planning Commission will be charged with annual review and evaluation of plan implementation for a period of not less than five years. The committee will prepare an annual status report on the accomplishments of the last 12 months to inform residents about what is being implemented. The status report will be presented at a public meeting, perhaps incorporated with the Mayor's annual State of the City address.

Action Plan Matrix

The actions proposed in this Comprehensive Plan are described in the following Action Plan Matrix. The matrix is organized by goal area. For each proposed activity the matrix identifies detailed implementation steps, time frame for completion, potential partners and stakeholders, a budget estimate for the City to undertake the action with City staff or consultant resources, and potential funding sources.

It should be noted that the expense of implementation will not be taken on by the City all at once. Moreover, the budget estimates reflect a choice the City can make by doing the activity in house or what it may cost to hire outside help in 2005 dollars. Also state funding opportunities may be more readily available to the city with an adopted comprehensive plan.

Action Planning Matrix

CITY OF ONEIDA COMPREHENSIVE PLAN ACTION PLANNING MATRIX					
Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Goal 1: Provide a transportation system that alleviates congestion while providing adequate provisions for pedestrians					
Develop a plan to address the traffic congestion at the Five Corners.	<ul style="list-style-type: none"> ▪ Meet with potential stakeholders to determine the alternatives to alleviate traffic congestion at the Five Corners. ▪ Investigate alternatives and identify preferred course of action and develop a schedule for completion. ▪ Secure funding ▪ Implement plan. 	Short-to-Medium Term	NYS DOT, Central NY Regional Planning & Development Board, City Engineer, Department of Public Works, Planning Board, Madison County Highway Department	\$50,000	NYS Department of Transportation, Municipal Budget
Implement key recommendations of the Route 5 Corridor Study.	<ul style="list-style-type: none"> ▪ Review recommendations of the Route 5 Corridor Study. ▪ Determine cost estimates for each recommendation and barriers to implementation. ▪ Prioritize recommendations. ▪ Secure funding. ▪ Implement recommendations. 	Short-Term	NYS DOT, Central NY Regional Planning & Development Board, City Engineer, Department of Public Works, Planning Board, Madison County Highway Department	\$1.5M	NYS Department of Transportation, Municipal Budget

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Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Create attractive gateways at the major entrances to the city.	<ul style="list-style-type: none"> ▪ Partner with appropriate agencies to initiate a series of improvements including building rehabilitation, façade improvement, and/or painting, streetscape improvements, enhancement of entrances, exits and parking areas around businesses, well-designed and placed signage and overall beautification. 	Medium Term	NYSDOT, Department of Public Works, Chamber of Commerce, Common Council, Local business owners, residents/volunteer committee	\$300,000	NYS Department of Transportation, Municipal Budget
Consolidate signage.	<ul style="list-style-type: none"> ▪ Identify ideal signage for [major gateways to the City or Route 5] ▪ Meet with local businesses to encourage consolidating signage. ▪ Identify tax incentives to help encourage new signage for businesses. 	Short-to-medium term	Department of Planning, Planning Commission, Zoning Board of Appeals, Local Businesses	\$50,000	Local Businesses, municipal budget

Action Planning Matrix

Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Goal 2: Upgrade and maintain the City's infrastructure					
Develop a comprehensive infrastructure maintenance strategy.	<ul style="list-style-type: none"> ▪ Meet with appropriate stakeholders to determine long-term plan for maintaining City's infrastructure systems. ▪ Identify short-term and long-term maintenance needs, potential funding sources, and implementation strategies to ensure that all systems receive adequate regular maintenance and receive upgrades as needed to meet ongoing City needs. 	Short-to-Medium Term	Common Council, Department of Public Works, Madison County	\$50,000	NYS GOSC's Small Cities Program, NYS Environmental Protection Fund, Municipal Budget
Develop and implement a long range plan to upgrade and expand the City's water distribution.	<ul style="list-style-type: none"> ▪ Meet with appropriate stakeholders to determine the existing condition of the City's water distribution. ▪ Based on the existing conditions, determine short-term and long-term needs. ▪ Prepare cost estimates and research funding sources. 	Short-Term	Department of Public Works, Water Department, Common Council	\$100,000 annually over 15 years	NYS Environmental Facilities Corporation's Revolving Loan Fund, Municipal Bonding

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Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Develop and implement a long range plan to upgrade and expand the City's collections system.	<ul style="list-style-type: none"> ▪ Meet with appropriate stakeholders to determine the existing condition of the City's collections system. ▪ Based on the existing conditions, determine short-term and long-term needs. ▪ Prepare cost estimates and research funding sources. 	Short-Term	Department of Public Works, Waste Water Treatment Plant, Common Council	\$100,000 annually over 15 years	NYS Environmental Facilities Corporation's Revolving Loan Fund, Municipal Bonding

Action Planning Matrix

Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Goal 3: Reestablish the downtown as the City's central business district.					
Provide support for the retention and expansion of existing businesses in the Downtown.	<p>To encourage business retention and expansion, the City will pursue support of assistance to existing businesses in the City. Elements of the strategy may include:</p> <ul style="list-style-type: none"> ▪ establishing a revolving loan fund to provide financing for business expansion; ▪ facilitating access to sources of capital and technical support available; ▪ working with the Oneida Nation and other large employers to identify purchasing and service needs that could be met by local businesses; working with the Chamber of Commerce and others to take advantage of existing small business assistance programs such as the Madison County Microenterprise Loan Program; and ▪ Providing ongoing outreach to companies in the City to solicit information on their needs. 	Short-Term	City of Oneida, Madison County, U.S. Small Business Administration, Chamber of Commerce, NYS Empire State Development	\$400,000 start-up and \$400,000 to replenish loan fund a couple of years after start-up. \$10,000 for grant writing.	NYS GOSC's Small Cities Program, NYS Empire State Development, Local Financial Institutions

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Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
<p>Redevelop key vacant and underutilized sites located Downtown.</p>	<ul style="list-style-type: none"> ▪ Identify all vacant and underutilized sites in Downtown Oneida. ▪ An analysis of each building should be completed by the City Engineer/Architect. ▪ Determine potential end-users for each site. ▪ For each building and end-use scenario, evaluate the potential for growth, factors necessary for success, opportunities/constraints, and marketing strategies. ▪ Prioritize list of buildings. ▪ Identify funding sources. ▪ Secure funding. 	<p>Short-Term</p>	<p>City of Oneida, Madison County</p>	<p>\$10,000 for planning activities. \$10,000 for grant writing. \$800,000 for implementation funding</p>	<p>NYS Empire State Development, NYS GOSC's Small Cities Program</p>
<p>Develop an office space development program to support commercial development Downtown.</p>	<ul style="list-style-type: none"> ▪ Inventory existing office space in Downtown Oneida (location, condition, square footage, rent, amenities, and occupancy/availability). ▪ Maintain database of office space and determine potential end-users. 	<p>Short-to-Medium Term</p>	<p>Chamber of Commerce, City of Oneida, Madison County, Local Realtors</p>	<p>\$20,000 for planning study</p>	<p>NYS Empire State Development, NYS GOSC's Small Cities Program, Municipal Budget</p>

Action Planning Matrix

Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Expand façade and streetscape program.	<ul style="list-style-type: none"> ▪ Identify areas in the City eligible for a façade and streetscape program. ▪ Rank areas in terms of priority if more than one area. ▪ Expand the façade program so that it pools voluntary tax or private donations from individuals and businesses in a low-interest lending program (to be used for small scale improvements). ▪ Apply for additional state funding to support façade and streetscape program. ▪ Upon program funding, implement project. ▪ Research and consider development of tax incentives for improvements made outside target area. 	Short-to-Medium Term	Department of Planning, Property Owners	\$500,000 (start up funding);	NYS OPRHP’s Environmental Protection Fund, NYS GOSC’s Small Cities Program, NYS DHCR’s Main Street Program, City Budget, National Trust for Historic Preservation, Preservation League of New York’s Preserve New York Program, Oneida Nation, Municipal Budget, Local Businesses

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Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
<p>Work with business owners, existing business promotion organizations, and interested others to establish “Main Street” improvement programs in Downtown.</p>	<p>Initial steps to start a Main Street program for the City include:</p> <ul style="list-style-type: none"> ▪ Establishing a task force of individuals with an interest in the community, such as business owners and merchants, elected officials, architects, chamber of commerce representatives, bankers, the local industrial development authority, the local development corporation, etc. Informational materials and technical assistance can be obtained from the National Trust for Historic Preservation’s Main Street program. ▪ The Main Street program would provide technical assistance and other support for existing and start-up businesses. These services would complement by financial assistance offered through the existing County microenterprise loan fund, while providing formal organization and collaborative efforts designed to improve “main streets” and small businesses throughout the City. 	<p>Medium-Term</p>	<p>Madison County, local banks, local business owners and merchants, Chamber of Commerce, local architects, National Trust for Historic Preservation Main Street program, Preservation League of New York State, New York State Council on the Arts</p>	<p><i>Initial organization costs:</i> \$5,000; <i>longer-term operational costs:</i> \$100,000 - \$500,000 depending on staffing, incentive programs, etc.</p>	<p>NYS GOSC’s Small Cities Program, Empire State Development, Municipal Budget, Chamber of Commerce</p>

Action Planning Matrix

Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Preserve and enhance the City's historic and cultural resources, recognizing them as critical assets to attract new residents and development to the city.	<ul style="list-style-type: none"> ▪ Research and prepare education training materials. ▪ Implement outreach and training regarding the economic benefits of preserving the City's historic and cultural resources and the range of tools available and commonly used. ▪ Review existing regulations and modify as needed. 	Medium-Term	Planning Commission, Department of Planning, Zoning Board, Chamber of Commerce, Common Council	\$5,000 - \$10,000 depending on scope	Municipal Budget, National Trust for Historic Preservation, NYS OPRHP's Environmental Protection Fund, Preservation League of NYS, NYS Council on the Arts, Local Businesses, Property Owners, Historical Society

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Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Goal 4: Provide a variety of high quality housing opportunities					
Enhance code enforcement efforts and make consistent.	<ul style="list-style-type: none"> ▪ Hold focus group meetings with residents to determine issues/problems with code enforcement and ways to make the enforcement of codes more consistent. ▪ Meet with stakeholders to review the results from the focus group meeting and to develop a plan of action. ▪ Prioritize recommendations ▪ Implement preferred recommendation 	Short Term	Code Enforcement Office, Planning Commission, Department of Planning	\$25,000 annually	Municipal Budget, GOSC Small Cities-Community Development Block Grants, user fees
Determine the need for additional housing for various incomes and populations.	<ul style="list-style-type: none"> ▪ Hire an independent firm to conduct a housing market analysis. ▪ The Market Analysis should examine housing needs for elderly and non-elderly households, subsidized and market-rate housing, special needs housing including assisted living. ▪ Based on the results of the Market Analysis, if there is a housing that is needed in the City pursue development of this housing type by contacting appropriate stakeholders. 	Medium-Term	Department of Planning, Housing Service Providers	\$5,000-\$7,500	Municipal Budget

Action Planning Matrix

Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Implement target area housing rehabilitation programs	<ul style="list-style-type: none"> ▪ Conduct a survey of all housing units in the City. Based on results, prioritize areas where the housing need appears to be greatest. ▪ Conduct a more formal housing condition and income survey of the priority areas. ▪ Prioritize those areas with greatest needs in terms of housing conditions and income. ▪ Submit applications to funding agencies for financial assistance. 	Short Term	Department of Planning, Property Owners,	\$1.6M multi-year project	GOSC Small Cities-Community Development Block Grants, NYS DHCR Programs, NYS Affordable Housing Corporation
Implement homeownership assistance program	<ul style="list-style-type: none"> ▪ Submit applications to funding agencies for financial assistance. ▪ Upon funding award, market the program to potential applicants. 	Short Term	Department of Planning, Madison County Community Action Agency	\$400,000	GOSC Small Cities-Community Development Block Grants, NYS DHCR Home Program, Federal Home Loan Banks' Affordable Housing Program, the Affordable Housing Partnerships' Affordable Home Ownership Development Program and the Community Investment Program

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Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Conduct feasibility study for assisted living facility	<ul style="list-style-type: none"> ▪ Conduct a market analysis to determine the feasibility of developing an assisted living facility in Oneida. 	Medium to Long Term	Department of Planning	\$15,000	Municipal Budget
Goal 5: Improve land management by updating the City’s Zoning Ordinance.					
Amend the zoning ordinance to reflect and encourage future land uses as proposed in the Comprehensive Plan.	<ul style="list-style-type: none"> ▪ Work with Planning and Zoning officials and other planning professionals to determine zoning changes that reflect the zoning related goals and actions in the Comprehensive Plan. ▪ Draft amendments. ▪ Present amendments to Common Council and Planning Commission. ▪ Hold public hearing. ▪ Perform SEQR (State Environmental Quality Review). ▪ Adopt amendments. 	Short-Term	Planning Commission, Zoning Board of Appeals, Department of Planning, Common Council	Municipal Staff Time	Municipal Budget
Clarify the non-residential use districts by creating additional districts and clearly delineating permitted and nonconforming uses within each district.	<ul style="list-style-type: none"> ▪ Hold a meeting with stakeholders to determine new districts. ▪ Draft amendments. ▪ Present amendments to Common Council and Planning Commission. ▪ Notify affected property owners and invite to public hearing. ▪ Hold public hearing. ▪ Perform SEQR (State Environmental Quality Review). ▪ Adopt amendments. 	Short-Term	Planning Commission, Zoning Board of Appeals, Department of Planning, Common Council, Property Owners	Municipal Staff Time	Municipal Budget

Action Planning Matrix

Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Improve the City's gateways by establishing land development controls that promote attractive buildings and streetscapes.	<ul style="list-style-type: none"> ▪ To work with stakeholders to establish an overlay district using the Downtown Design Guidelines as a model. ▪ Draft appropriate zoning language. ▪ Present amendments to Common Council and Planning Commission. ▪ Hold public hearing. ▪ Perform SEQR (State Environmental Quality Review). ▪ Adopt amendments. 	Short-Term	Planning Commission, Zoning Board of Appeals, Department of Planning, Common Council	Municipal Staff Time	Municipal Budget
Protect residential neighborhoods against incompatible uses and inappropriate infill development.	<ul style="list-style-type: none"> ▪ Work with the stakeholders to isolate residential areas in the City where there are land use conflicts and to determine if the permitted uses are properly zoned and if the districts require updating. ▪ Draft appropriate zoning language. ▪ Present amendments to Common Council and Planning Commission. ▪ Hold public hearing. ▪ Perform SEQR (State Environmental Quality Review). ▪ Adopt amendments. 	Short-Term	Planning Commission, Zoning Board of Appeals, Department of Planning, Common Council	Municipal Staff Time	Municipal Budget

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Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Create an overlay district to improve commercial area aesthetics	<ul style="list-style-type: none"> ▪ Work with Planning and Zoning officials and other planning professionals to create an overlay district. ▪ Draft appropriate zoning language. ▪ Present amendments to Common Council and Planning Commission. ▪ Hold public hearing. ▪ Perform SEQR (State Environmental Quality Review). ▪ Adopt overlay district. 	Short-Term	Planning Commission, Zoning Board of Appeals, Department of Planning, Common Council	Municipal Staff Time, Consultant	Municipal Budget
Develop and implement historic preservation and neighborhood conservation laws to maintain and enhance the character and integrity of Oneida’s older/historic building stock and neighborhoods.	<ul style="list-style-type: none"> ▪ Meet with stakeholders to discuss adoption of a local historic preservation law or guidelines to protect older and historic residential and commercial buildings. ▪ Draft appropriate zoning language. ▪ Present amendments to Common Council and Planning Commission. ▪ Hold public hearing. ▪ Perform SEQR (State Environmental Quality Review). ▪ Adopt amendments. 	Short-Term	Planning Commission, Zoning Board of Appeals, Department of Planning, Common Council	Municipal Staff Time	Municipal Budget

Action Planning Matrix

Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Goal 6: Develop a focused city-wide economic development plan.					
Develop a business incubator program to grow small businesses.	<ul style="list-style-type: none"> ▪ Conduct a feasibility study to identify potential incubator clients, the optimal size, location, type, and scope of the proposed program. ▪ Develop a financial plan for the incubator including identification of funding sources for the project. ▪ Perform outreach to existing businesses and civic leaders. ▪ Create a Board of Directors for the Incubator. 	Short-Term	Chamber of Commerce, Madison County, City of Oneida, National Business Incubation Association	\$30,000 for feasibility study. \$400,000 for project start-up.	Potential funding resources for economic development: NYS GOSC's Small Cities Program, Empire State Development, US Small Business Administration, USDA Rural Development
Develop an organized marketing effort to promote Oneida for business development in the City's industrial park and on other key redevelopment sites.	<ul style="list-style-type: none"> ▪ Meet with stakeholders to determine preferred marketing strategy. ▪ Produce preferred marketing materials and distribute to target audience. ▪ Consider hiring a broker to assist with marketing the sites. 	Short-Term	City of Oneida, Madison County IDA, NYS Empire State Development, Chamber of Commerce, Local Realtors, Local Banks	\$30,000	Potential funding sources include Local banks, Chamber of Commerce, NYS Empire State Development, and Municipal Budget

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Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Support building rehabilitation and historic preservation efforts by adopting tax incentives that allow for the phasing in of tax increases resulting from improved property values.	<ul style="list-style-type: none"> ▪ Research tax incentives that could be adopted by the City of Oneida. ▪ Meet with stakeholders to determine which tax incentives would best work in Oneida. ▪ Hold public hearing on proposed tax incentive. ▪ Adopt tax incentive. 	Short-Term	City Assessor, Department of Planning, Local Realtors, Contractors, Banks, Housing Development Not-for-Profits	\$5,000-\$7,500	Municipal Budget
Develop an organized marketing effort with local and regional organizations to promote tourism in Oneida.	<ul style="list-style-type: none"> ▪ Inventory local activities and attractions to be promoted through the marketing campaign. ▪ Identify additional tourism partners and stakeholders. ▪ Meet with stakeholders to identify current deficiencies within the community for serving visitors and opportunities and constraints to enhancing Oneida's tourism industry. ▪ Develop a plan to attract new businesses needed to meet tourism infrastructure needs. 	Medium-Term	City of Oneida, Chamber of Commerce, Oneida Indian Nation, Madison County Tourism Inc.	\$35,000	Municipal Budget, NYS OPRHP, I Love New York Tourism Office, Madison County Tourism Inc., US Department of the Interior

Action Planning Matrix

Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Form a standing task force comprised of City officials, local businesses and the Oneida Nation to plan, develop and implement mutually beneficial economic development projects and programs for the Oneida Community.	<ul style="list-style-type: none"> ▪ Identify and invite local and regional officials, businesses, and the Oneida Nation to comprise a task force for economic development. ▪ Meet with the task force to develop an economic development plan for the Oneida area. ▪ Prioritize recommendations. ▪ Implement preferred alternatives. 	Short-Term	Potentially could include the following: Department of Planning, Madison County IDA, Oneida Indian Nation, HP Hood Company, Oneida Healthcare, Central NY Regional Planning Board, Oneida Area Industries	\$10,000	Municipal Budget
Develop an event coordinator position (part-time).	<ul style="list-style-type: none"> ▪ Advertise position, interview and hire employee as Event Coordinator Position. ▪ Meet with Madison County Tourism to determine if shared staffing arrangement could be made between the City and County. 	Short-Term	Madison County Tourism, City of Oneida	\$5,000	Municipal Budget
Set up exhibits at Thruway Exit.	<ul style="list-style-type: none"> ▪ Apply to Madison County Tourism for matching funds to develop promotional materials. ▪ Meet with the Thruway Authority to determine if the City could set up exhibits at the Thruway Exit 	Short-to-Medium Term	Madison County Tourism, Thruway Authority, City of Oneida	\$5,000	Madison County Tourism

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Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Goal 7: Utilize potential and existing recreational and educational facilities to support opportunities for youth and area residents.					
Increase coordination and promotion of existing programs and events held in the City.	<ul style="list-style-type: none"> ▪ Meet with all service providers in the City who sponsor programs and events. ▪ Determine if there is duplication of efforts and where coordination could be increased. ▪ Develop a promotional campaign to increase awareness of existing programs and events in the City. 	Short-Term	Department of Recreation, Oneida Service Providers,	\$5,000 promotional materials	Municipal Budget, Foundations,

Action Planning Matrix

Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Implement projects proposed in the City of Oneida's Parks & Recreation Department's Five-Year Master Plan.	The following projects have been identified in the Five-Year Master Plan: <ul style="list-style-type: none"> ▪ New indoor recreation facility for Recreation Department (NYS Armory) ▪ Alternative Teen, pre-school and senior programs that are not always sports oriented ▪ Social programs for young children and parents ▪ Improvements to current outdoor facilities to include electricity, handicap accessibility and parking ▪ Improvements to and building of a new sports facilities for city programs and work with private not-for-profit organizations to help meet their needs ▪ Educational programs available to families in the area of personal safety and Red Cross & Heart Association classes to keep individuals of all ages, including senior adults, healthy so they can continue to lead independent, healthy, productive lives ▪ Local park programs that provide family outings and gatherings ▪ Create a skate park for skate boarding and ice skating 	Medium-to-Long Term	Department of Recreation	\$250,000	NYS OPRHP's Environmental Protection Fund, Municipal Budget

City of Oneida Comprehensive Plan

Activity	Implementation Steps	Time Frame	Stakeholders/ Partners	Budget Estimate	Funding Sources
Formally designate railroad right-of-ways as greenways and initiate implementation of trail system.	<ul style="list-style-type: none"> ▪ Contact Rails-to-Trails Conservancy to obtain information on developing the old railroad bed into a greenway 	Medium-Term	Department of Recreation, Department of Planning, Rails-to-Trails Conservancy	\$250,000	NYS OPRHP's Environmental Protection Fund, National Recreational Trails Program, The Conservation Fund's American Greenway Grant, Municipal Budget, Transportation Enhancements Program (TEA-21)
Develop temporary indoor recreation facilities	<ul style="list-style-type: none"> ▪ Identify parcels of land to site temporary indoor recreation facility. ▪ Determine cost to purchase temporary indoor recreation facility (balloon facility). 	Medium-term	Department of Recreation, Department of Planning, Planning Commission, Zoning Board of Appeals,	Municipal Staff time to identify parcels. Costs for facility to be determined through research.	NYS OPRHP's Environmental Protection Fund, Municipal Budget

Community Profile

Demographics

Issues, Opportunities, and Challenges

- The City of Oneida’s population has grown slightly at 1.3% since 1990.
- Minorities comprise 4.7% of the City’s overall population.
- Oneida’s population is growing older. The median age of City residents is 36.9 years old, compared to 35.9 years for New York State residents.
- Approximately 80.4% of residents over the age of 25 have a high school diploma and 18.2% of City residents have a bachelor's degree or higher.
- After adjusting for inflation, median incomes in the City have increased during the past decade. The median household income rose 5.6%, while the median family income increased 13.4%.
- Oneida contains a significant proportion of low and moderate income households (53.2%).



Population

The City of Oneida is located in central New York 30 miles east of Syracuse and 20 miles southwest of the Utica/Rome area. According to the 2000 Census, the City has a population of 10,987. The City’s population grew slightly between 1990 and 2000 at 1.3%. Madison County had a 1990 population of 69,120. In 2000, the Census reported the County’s population at 69,441, an increase of less than 1.0%. The City of Oneida accounts for 15.8% of the County’s overall population base.

<i>Municipality</i>	<i>1990</i>	<i>2000</i>	<i># Change</i>	<i>% Change</i>
City of Oneida	10,850	10,987	137	1.3%
Madison County	69,120	69,441	321	0.5%

Source: US Census Bureau (1990 and 2000).

Households

Reflecting the general trend toward smaller families and the increasing prevalence of single parent (or even single person) households, the average household size in Oneida has been decreasing steadily, to 2.40 persons per households in 2000 from 2.49 in 1990. In 2000, the Census Bureau reports that there were 4,430 households in Oneida, an increase of 4.5% since 1990. In comparison, households increased 7.2% in Madison County overall.

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TABLE 2: HOUSEHOLDS TRENDS

<i>Municipality</i>	<i>1990</i>	<i>2000</i>	<i># Change</i>	<i>% Change</i>
City of Oneida	4,238	4,430	192	4.5%
Madison County	23,675	25,368	1,693	7.2%

Source: US Census Bureau (1990 and 2000).

Race

One of the most notable changes in the 2000 Census was on the question of race. Each respondent was asked if they were Spanish, Hispanic, or Latino. The Census also asked individuals to report the race or races they considered themselves to be. The Census reports that the 2000 data on race are not directly comparable with data from the 1990 Census or earlier censuses and that caution must be used when interpreting changes in the racial composition of the US population over time.

TABLE 3: RACE & HISPANIC ORIGIN

	<i>1990 Number</i>	<i>1990 Percent</i>	<i>2000 Number</i>	<i>2000 Percent</i>	<i>% Change 1990-2000</i>
White	10,586	97.6%	10,467	95.3%	-1.1%
Black	47	0.4%	108	1.0%	129.8%
American Indian	114	1.1%	121	1.1%	6.1%
Asian or Pacific Islander	44	0.4%	31	0.3%	-29.5%
Other Race	0	0.0	0	0.0%	0.0%
Two or More Races	n/a	n/a	104	0.9%	n/a
Hispanic Origin	59	0.5%	156	1.4%	164.4%
<i>City of Oneida</i>	<i>10,850</i>	<i>100.0%</i>	<i>10,987</i>	<i>100.0%</i>	<i>1.3%</i>

Source: US Census Bureau (1990 and 2000).

According to the 2000 Census, there are 520 minorities in the City of Oneida comprising 4.7% of the population. With the exception of Asian or Pacific Islander, all ethnic groups experienced population increases. The largest minority group is the Hispanic Origin population, which comprise nearly one-third of all minorities and 1.4% of the citywide population. Less than 1.0% of Oneida residents reported that they were of two or more races.

Age

The median age of City residents is 36.9 years according to the 2000 census. This compares to 33.6 in 1990, showing an aging of Oneida's population of 3.3 years in ten years' time. In comparison, the median population age for New York State as a whole increased from 33.8 to 35.9 between 1990 and 2000. Thus, the City's population base appears to be aging much faster than the State as a whole.

TABLE 4: AGE CHARACTERISTICS

<i>City of Oneida</i>	<i>1990</i>	<i>%</i>	<i>2000</i>	<i>%</i>	<i># change</i>	<i>% change</i>
Pre-School (0-4)	824	7.6%	656	6.0%	-168	-20.4%
School (5-19)	2,250	20.7%	2,359	21.5%	109	4.8%
Adult (20-64)	6,021	55.5%	6,353	57.8%	332	5.5%
Senior (65+)	1,755	16.2%	1,619	14.7%	-136	-7.8%
Total	10,850	100.0%	10,987	100.0%	137	1.3%

Source: US Census Bureau (1990 and 2000).

Between 1990 and 2000, pre-school children and seniors experienced declines in population. Pre-school children under 5 experienced the greatest population loss at 20.4%, while the number of seniors declined 7.8%. Adults (20–64), whom account for 57.8% of the City’s overall population, had the greatest increase at 5.5%.

Educational Attainment

Data on educational attainment levels in Oneida reveal that 80.4% of residents over the age of 25 have a high school diploma. Madison County has a slightly higher percentage of high school graduates (83.3%). Additionally, 18.2% of City residents have a bachelor's degree or higher, while 21.6% of Madison County residents have a bachelor’s degree or higher. According to the New York State Department of Education, the Oneida City School District had a high school dropout rate of 6.1% during the 2002-03 academic year. In comparison, the New York State drop out rate for the 2002-03 academic year was 4.6%,

TABLE 5: EDUCATIONAL ATTAINMENT LEVELS, PERSONS 25+

	<i>No High School Diploma</i>		<i>High School Diploma or higher</i>		<i>Bachelor's Degree or higher</i>	
	<i>1990</i>	<i>2000</i>	<i>1990</i>	<i>2000</i>	<i>1990</i>	<i>2000</i>
City of Oneida	23.7%	19.6%	76.3%	80.4%	15.6%	18.2%
Madison County	20.8%	16.7%	79.2%	83.3%	18.2%	21.6%
New York State	25.2%	20.9%	74.8%	79.1%	23.1%	27.4%

Source: US Census Bureau (1990 and 2000).

Income Levels

According to the 2000 Census, the median household income for the City of Oneida was \$35,365 and per capita income was \$18,966. Madison County had a slightly higher median household income of \$40,184 and per capita income of \$19,105 in 2000. Further, 1,335 or 12.5% of City residents are living below poverty level, according to the 2000 Census. This figure is higher than Madison County (9.8%) and slightly lower than New York State as a whole (14.6%).

Income data collected from the census reflects the income levels of the previous complete year in which the census is taken in order to obtain an accurate survey of annual income. To gain a better understanding of changes in income between the censuses taken in 1990 and 2000, 1990 (based on 1989 income) Census income data was converted to 1999 dollars using the consumer

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price indices of 1989 and 1999 as calculated by the U.S. Bureau of Labor Statistics to calculate an inflation rate, which was 34.4% over the 10 year period. As Table 6 indicates, when year 1989 incomes in the City of Oneida were adjusted for inflation, median household income increased 5.6% from 1989 to 1999 and median family income increased 13.4%. Per capita income increased by 21.3%. In comparison, Madison County’s median household income increased by 1.2% and median family income increased by 5.9%. Per capita income increased by 15.3%.

TABLE 6: HOUSEHOLD INCOME AND POVERTY RATE COMPARISON

	City of Oneida (1989)	Adjusted* City of Oneida (1989)	City of Oneida (1999)	Madison County (1989)	Adjusted* Madison County (1989)	Madison County (1999)
Median Household Income	\$24,929	\$33,493	\$35,365	\$29,547	\$39,698	\$40,184
Median Family Income	\$29,688	\$39,887	\$45,242	\$33,644	\$45,202	\$47,889
Per Capita Income	\$11,637	\$15,635	\$18,966	\$12,334	\$16,571	\$19,105
Individuals Below Poverty Level	10.0%	n/a	12.5%	9.2%	n/a	9.8%
Families Below Poverty Level	7.7%	n/a	8.8%	6.5%	n/a	6.3%

Source: US Census Bureau (1990 and 2000).
 For purposes of comparison, 1989 dollars have been adjusted for inflation to 1999 dollars.

Oneida contains a significant proportion of low and moderate income households. Census figures indicate that approximately 53.2% of households in the City in 2000 were considered low and moderate income households (i.e., households with income less than 80 percent of the Syracuse MSA median) as defined by the U.S. Department of Housing and Urban Development (HUD). Further, 34.0% of households in the City are very low income, earning 50% or less of the Syracuse MSA median family income. In comparison, 46.4% of Madison County residents are low and moderate income households and 26.7% are very low income.

The Local Economy

Issues, Opportunities, and Challenges

- Nearly two-thirds of the working age population in Oneida, participated in the civilian labor force in 2000.
- Approximately 40.7% of Oneida residents who were employed in 2000 worked in the service sector including 719 (14.6%) in health care and social services and 486 (9.8%) in educational services. An additional 17.2% of employed residents worked in manufacturing industries and 14.9% of residents worked in the retail trade sector.
- There are business assistance and loan fund programs available to companies located in or locating to the City of Oneida.
- Oneida Limited recently announced its plans to close its Sherrill flatware factory, cutting 500 jobs in early 2005.
- The school system, hospital, recreation opportunities, land values, empire zone designation, proximity to transportation routes, available workforce and a strong sense of community were all identified as strengths of the Oneida business environment.
- Constraints on business development and retention include the lack of a vibrant downtown and cultural activities, Route 5 traffic issues, and negative attitudes about the future of the City.
- Changes identified by focus group participants that are needed in the City included the need for additional stores and services Downtown, more retail stores (particularly clothing, general store, and furniture stores), more hospitality businesses (hotels and restaurants) that can cater to tourists, incentives to restore historically significant buildings, and to have a business incubator that could provided shared services for businesses.



Labor Force Characteristics

The civilian labor force in Oneida consists of residents ages 16 and older who are employed or actively seeking employment, excluding those enrolled in the armed forces. According to the 2000 Census, 5,371 residents, or 62.7% of its working age population, participated in the civilian labor force in 2000. The labor force participation rate has increased slightly since 1990 when the City had a resident civilian labor force of 5,081 accounting for 60% of the population aged 16 and over.

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According to the 2000 Census figures, unemployment in the City of Oneida was 5.0%, slightly higher than the county unemployment rate of 4.6% and lower than the state unemployment rate of 7.1%. It should be noted that the Census unemployment rates are not derived from the same data that the New York State Department of Labor uses to determine unemployment rates. The most recent statistics from the Department of Labor indicate that Madison County had an unemployment rate of 5.7% for the month of June 2004. Unemployment data for the City of Oneida is unavailable because the Department of Labor only provides unemployment figures for municipalities with at least a 25,000 population.

TABLE 7: RESIDENT EMPLOYMENT BY INDUSTRY

Industry	2000	
	Number	Percent
Agriculture, Forestry and Mining	72	1.5%
Construction	275	5.6%
Manufacturing	849	17.2%
Wholesale Trade	98	2.0%
Retail Trade	738	14.9%
Transportation and Utilities	172	1.2%
Information	74	6.9%
FIRE	312	6.5%
Professional services	209	5.2%
Educational Services	486	9.8%
Health Care and Social Services	719	14.6%
Arts, entertainment and Recreation	220	4.5%
Accommodation and Food Services	191	3.9%
Other services (except public admin)	188	3.8%
Public Administration	338	6.8%
Total	4,941	100.0%

Source: 2000 Census

While the manufacturing industry continues to employ a significant number of Oneida residents (849), the number of jobs continues to decline. In 1990 1,126 residents or 23.2% of residents were employed in the industry which was a decrease from the 1,430 residents or 33.8% in 1980. This eroding job base reflects statewide and national trends in the manufacturing industry over the past 20 years.

Retail trade and the health care/social services industries each employ more than 14% of Oneida’s working population. The 2000 Census indicates that since 1990, industry sectors such as the FIRE industries (finance, insurance, real estate), service sector and public administration are increasingly employing Oneida residents.

Industry Mix

The analysis in Tables 8 and 9 reviews Oneida’s industry mix in 1998 and 2001 (the most recent data available) and compares Oneida’s industry trends to that of Madison County and New York State. The analysis provides some insights into whether the trends Oneida is experiencing are occurring elsewhere, or if they are unique to Oneida.

Table 8: Oneida Area Trend in Industry Mix (1998-2001)

	1998	2001	% Change
Forestry, fishing, hunting, ag support	-	-	0.0%
Mining	-	1	0.0%
Construction	26	23	-11.5%
Manufacturing	14	10	-28.6%
Wholesale Trade	6	4	-33.3%
Retail Trade	77	73	-5.2%
Transportation/utilities	4	3	-25.0%
FIRE	38	37	-2.6%
Services	165	205	24.2%
Unclassified	1	8	700.0%
Totals	331	364	10.0%

The most recent data available on industry mix in the City of Oneida is 2001 data from Zip Code and County Business Patterns¹. The US Census report provides zip code-level information including number of establishments and employees but not revenue or wages. In the analysis below, the “Oneida Area” is defined as the 13421 zip code. This zip code includes the City of Oneida, Village of Oneida Castle, Kenwood, Merrillville and Scribners Corner.

As the table above indicates, there were 364 business establishments in the Oneida Area in 2001, an increase of 10% since 1998. The mix of industries reveals that most businesses were in the services sector (56.3%) and retail trade sector (20.1%). Another 10% of businesses were in the finance, insurance and real estate sectors. In general, Oneida’s mix of industries reflects the industry mix county and state-wide. However, the retail trade and service sectors contribute more heavily to the industry mix in Oneida than they do in the Madison County and New York State. Conversely, manufacturing, wholesale trade and construction are more significant industries in Madison County as a whole and New York State than in the Oneida Area.

Between 1998 - 2001, the Oneida Area has seen a change in industry mix. The services sector experienced the greatest increase in businesses (40) between 1998 and 2001, while losing several businesses in the manufacturing (4) and retail trade (4) sectors. As Table 9 illustrates, most of the trends in Oneida do not reflect those of Madison County or New York State. Of particular note is the loss of 10 manufacturing, wholesale trade, transportation/utilities and construction businesses in four years. The county and state trends reflect an increase in construction

Table 9: Percent Change of Industry Mix (1998-2001)

	<i>Oneida</i>	<i>Madison</i>	<i>New York</i>
<i>Industry</i>	<i>Area</i>	<i>County</i>	<i>State</i>
Forestry, fishing, hunting, ag support	0.0%	0.0%	0.0%
Mining	0.0%	0.0%	0.0%
Construction	-11.5%	8.4%	5.5%
Manufacturing	-28.6%	1.6%	-9.6%
Wholesale Trade	-33.3%	-11.9%	-3.6%
Retail Trade	-5.2%	-0.8%	1.2%
Transportation/utilities	-25.0%	-13.3%	2.1%
FIRE	-2.6%	-6.9%	1.4%
Services	24.2%	2.5%	4.0%
Unclassified	700.0%	128.6%	36.1%
<i>Totals</i>	10.0%	1.6%	2.5%

industries and less drastic decreases in transportation/utilities and wholesale trade.

Manufacturing industries increased in the county over the four year period but decreased statewide. A positive trend exists in the growth of service sector businesses, particularly in the areas of professional, scientific and technical services and health

care services, where the growth is far exceeding the county and state trend.

Economic Trends in Oneida

In 2004, Oneida’s workforce is being directly affected by the downsizing of the most historically important business in the City - Oneida Ltd. Oneida Ltd. manufactures flatware, dinnerware, and

¹ Zip Code or County Business Patterns, a product of the U.S. Census Bureau, is an annual series that provides economic data by industry on a “place-of-work” basis. Although it covers most economic activity, it excludes data on self-employed individuals, employees of private households, railroad employees, agricultural production employees, and most government employees.

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glassware for both consumers and the food service and institutional markets. In 2002, the company employed 2,570 and had recently constructed a new warehouse in the City of Sherrill. In 2004 the company is refinancing its \$235 million debt, stopped paying health insurance premiums for retirees and contributing to pensions of current workers and closing 5 plants worldwide. Today they employ approximately 900. In the past two years, Oneida Ltd. has lost nearly two-thirds of its workforce. Unfortunately the company recently announced its plans to close its Sherrill flatware factory, cutting 500 jobs in early 2005. Oneida Ltd. will continue to market products using independent suppliers. Approximately 400 jobs will remain in the Oneida area mainly at its corporate headquarters and warehouse and distribution centers.

Offsetting some of the loss felt by Oneida Ltd., are the recent investments made by other local industries including HP Hood. The HP Hood Company operates seven plants in northeast including one in the City of Oneida. The Hood Oneida plant produces Hood brand and private label UHT (extended shelf-life) dairy and dairy-related products, as well as national license brand products with innovative packaging and material handling systems. The facility, built in 1965, produces a variety of dairy-based products in numerous forms of packaging containers for retail sale and portion-control creamers for the foodservice industry. Over the last year or so HP Hood has added 20 employees or so at their Oneida plant to reach their current total of about 200. This also included significant investment in equipment including new tanks and building build out. Additional significant investment is planned in the next two years in the City.

A number of other local businesses have recently made investments in their companies including the following:

- The Nye Group has recently acquired a GMC/Pontiac dealership. This adds to their current line of cars which includes Ford, Lincoln, Mercury, and Toyota. The new GMC/Pontiac dealership is required to have a separate facility and Toyota is now also demanding a separate facility. As a result there will be a significant investment required to construct a new show room and service bays to accommodate each of the new facilities. This project is expected to create approximately 40-50 new jobs. The Nye Group is located on NYS Route 5 between the 5 corners and the hospital.
- A retailer selling tractors and other agricultural machinery and equipment has recently moved from Sherrill to Oneida and is located across the street from Wal-Mart located at the Five Corners.
- Dowling Lumber & Hardware LLC, formerly Agway, was recently purchased using local City/County loan funds. The company has added a new garden center and expanded the hardware and paint offerings as well as pet feed.
- Hartman Enterprises has a staff of about 50 and has consistently hired about three employees per year for the past several years. Hartman, located on Elizabeth Street, is a machine shop which uses “CNC machines”. This owner is now seeking approval for an expansion of the facility to house new equipment.

- All Seasonings Ingredients, Inc. has broken ground in the business park in late 2004. This group is currently in Sylvan Beach with 6 employees, but will have 12 when they open at the business park in the late spring of this year.
- Office Environmental Consulting, Inc. has also opened a 10,000 sq. ft. facility on a 2 acre parcel in the business park. They provide commercial office furniture refurbishment.
- Northside Shopping Center, located about one mile north of City Hall, has had a significant store vacant (34,000 sq. ft.). A Sav-a-Lot franchisee with several other stores has now located in the Shopping Center.
- Melco Foundry – Oneida Foundries, a producer of grey iron castings and ductile iron castings, built Melco Foundry which is a non-ferrous foundry pouring aluminum, brass, and bronze. Their facilities include two buildings totaling approximately 35,000 square feet of manufacturing, warehouse and office space and are located on Fitch Street.
- Turning Stone Resort & Casino – Turning Stone is undergoing a two-year, \$308 million expansion project that include a 2,400-car parking garage; The Lodge at Turning Stone, a 98-suite hotel near the Shenendoah Clubhouse; a 19-story, 287-room hotel tower, which will include a restaurant on the top floor and a two-story winter garden atrium; an events center, capable of hosting concerts, boxing matches, trade shows and other events, with seating for up to 5,100 people; a luxury spa, which will be connected to the new suite hotel via a covered walkway; Two new championship-quality golf courses; Kaluhyat, adjacent to the existing Shenendoah Golf Club and designed by Robert Trent Jones Jr., opened in August 2003 to rave reviews; and Atunyote, a self-contained, semi-private course designed by Tom Fazio, located about two miles from Shenendoah.

There are five vacant parcels of interest in the City of Oneida. A Brief summary of each site is as follows:

- The Elizabeth Street School is a large vacant former school building that is frequently used as a political issue. It has been vacant for the past 12 – 15 years. This has now been sold to a developer for senior housing.
- The Stanton Paper Box Building has been vacant for three years and was not fully used even before that. This brick building is roughly 175,000 sq. ft. Rehabilitation costs are anticipated to be very high. The property is becoming a nuisance as it is attracting homeless people seeking shelter inside the building.
- The Curtin Property, formerly the Brewer Farm, is a 340 – 380 acre site with CSX rail access (the property runs from Elm Street to the CSX line). This property has no known environmental concerns as it was previously used as farm. There may be some small wetland issues and a small portion is in the 100 year flood plain, but besides that, it is highly



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developable. Access to the site would be from Route 5. The property owner also owns 55 acres on the other side of Elm Street that are also very developable, as the site fronts on Route 5.

- There are two Brownfield sites (see discussion below), both consisting of two parcels, located on Cedar Street. The first site is located at 129 Cedar Street (2.46 acres) and 153 Cedar Street (1.33 acres). The second site is located at 141 Cedar Street (0.22 acres) and 110 Stoddard Street (0.50 acres). The City would like to offer these 4 parcels as one site for development. A brief description of each parcel can be found in the Natural Resources section of this document.

Brownfield Redevelopment

There are two brownfield sites, both consisting of two parcels, located in Oneida. The first site is located at 129 Cedar Street (2.46 acres) and 153 Cedar Street (1.33 acres). The second site is located at 141 Cedar Street (0.22 acres) and 110 Stoddard Street (0.50 acres). The City would like to offer these 4 parcels as one site for development. A brief description of each parcel is as follows:

Status of environmental actions:

- 129 Cedar - Brownfields investigation completed and a Record of Decision was issued in October 2000. The New York State Department of Environmental Conservation (NYSDEC) issued a final project close out letter in early 2001. No clean-up required, but there are environmental controls on the development.
- 153 Cedar - Brownfields investigation completed and a Record of Decision was issued in March 2003. NYSDEC has not issued a final project close out letter only because by keeping the project open, City will be entitled to a more favorable cost share under the new 2003 Brownfields legislation. A final close out letter is expected by early 2005. Three interim remedial measures were undertaken including the clean-up of a subsurface petroleum spill which received full NYSDEC closure. Potential development must also comply with environmental controls.
- 141 Cedar - This parcel was originally included under the 129 Cedar Brownfields Site. However, shortly into the investigation, it was discovered that the site once housed a manufactured gas plant. As such, it was separated from the Brownfields program and NYSDEC entered into a voluntary clean-up agreement with Niagara Mohawk to investigate the site and to clean-up any contamination. The field work was completed in May 2004. The City is currently waiting for NYSDEC to "complete the paper work". Potential development on this site will also be restricted by environmental controls.
- 110 Stoddard Street - This parcel was acquired by the City in 2000 and was not subject to a Brownfields investigation or part of the Brownfields Program. However, as a practical matter, if this parcel is combined with the other three, it will be subject to the same environmental deed restrictions.

The City of Oneida and NYSDEC are currently working on the environmental restriction language that would be included in the deed to these parcels. Probable restrictions on this land would include the following:

- the property will only be used for industrial, commercial and business use and the commercial use of the property will exclude activities such as day care centers.
- any site soil that is excavated and intended to be removed from the property will be properly disposed of in accordance with NYSDEC regulations
- any soil areas on the property that are not covered by an impervious product such as concrete or asphalt must be covered with a minimum of one foot of clean soil and seeded.
- property owners shall annually certify to the NYSDEC that the remedy continues to be maintained in accordance with the ROD (Record of Decision).

Local Economic Development Organizations and Programs

The Madison County Industrial Development Agency provides financial assistance to local businesses looking to retool, expand, or modernize their operations; expand business operations outside the United States; make infrastructure improvements; relocate their business to Madison County; and businesses providing innovative, technology-based product or service.

The Madison County Planning Department offers two loan funds. The Community Development Loan Fund provides loans between \$25,000 and \$100,000 to any size commercial enterprise locating or expanding within Madison County. The project must result in the creation or retention of jobs (minimum of one job per \$15,000 is generally required). Proceeds from the loan may be used for fixed assets (real estate, equipment), inventory, receivables, and working capital. Loan applications are accepted on an ongoing basis. The Microenterprise Loan Fund is available to any commercial enterprise having five or fewer employees, one or more of whom own the business. Loans between \$10,000 and \$25,000 are generally considered. Proceeds from the loan may be used for fixed assets (real estate, equipment), inventory, receivables, and working capital. The interest rate on the loans is presently at a fixed rate of 5%. Loan applications are accepted on an ongoing basis.

Through the Central New York Regional Planning and Development Board, the COMCO Development Corporation offers the Central New York Enterprise Development Fund. This program provides assistance to manufacturing and service related businesses that can demonstrate they are bringing new revenue into the region (net wealth generators). Businesses must have less than 100 employees and have existing facilities or are locating facilities in Madison, Cayuga, Cortland, Onondaga or Oswego County. Loan proceeds may be used for real estate, machinery, equipment and working capital. The interest rate for all loans is 6% and loans cannot exceed \$100,000.

The City of Oneida Empire Zone was originally designated on September 29, 2003. Qualified businesses located in the zone are eligible to receive tax incentives including Sales Tax Exemptions, Credit for Real Property Taxes, Tax Reduction Credit, Wage Tax Credit, Investment Tax and Employment Incentive Credits, New Business Refund, Utility Rate Savings, Zone Capital Credit, Sales Tax Refund or Credit, and Real Property Tax Abatement.

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Oneida Area Industries is a for-profit corporation that originally started in the 60s and 70s to assist manufacturing companies locating in Oneida. More recently they have changed their by-laws to allow assistance to all private sector businesses with the exception of retail. OAI provides financial assistance on an interim basis. This is most effective when interest rates are high. The last OAI loan was completed about 5-6 years ago. In recent years they have curtailed activity primarily because of low interest rates and good lending opportunities locally. According to a Board Member, one of the advantages of this group is that they can move quickly on decisions.

The City Industrial Development Agency currently has an agreement with the Madison County IDA where the City IDA has given their allotment to the Madison County IDA. The City IDA continues to meet as a group so that if they decide to take back an active role at any point in the future, they will have the capacity to move forward.

Downtown Strategic Plan for the City of Oneida



The City of Oneida received a Community Development Strategic Plan Technical Assistance Grant in 2000 from the Governor's Office for Small Cities for the development of a Strategic Plan for the Downtown Business District. Key issues identified by the City and addressed in the Plan included: elimination of slums or blighting conditions in the downtown area; revitalization of vacant and/or substandard buildings; creation of jobs and businesses in the downtown area; replace/rehabilitate aging infrastructure; and redevelopment of an abandoned industrial site into commercial office/light industry.

The resulting Strategic Plan report offers a planning strategy, demographic and economic analysis, detailed existing land use, building and streetscape/parking survey, and an implementation framework intended to stimulate greater opportunity for local residents through desired housing and community development, and revitalized community and public facilities necessary for the sustenance of the local and regional economies. Further, the report produces a detailed implementation strategy for the downtown business district and guides future concentrated community development activity in that target area. Specific sections of the report include: Market Study; Real Estate Inventory and Analysis; Streetscape/Zoning Analysis; Housing Needs Analysis and Survey; Interviews, Meetings & Merchant Survey; Master Conceptual Design Study; Action/Implementation Plan; and Funding Catalogue.

Economic Development Needs

During the visioning workshop held in June 2004, participants were asked what they love and what they would change about the City of Oneida. Geographic location for commuting, the workforce, historic commercial structures, banking institutions/insurance and professional services were all identified as things residents love about the City of Oneida. Identified as things to change about the City of Oneida were the following: too few new job opportunities, decreasing population – especially of young people, a lack of can-do attitude about attracting new businesses, too much red tape for new and expanding businesses, not enough locations in

the City where general commercial uses are permitted and too much land restricted to agriculture and industrial uses. Suggestions for improving the City included: providing landscaping design assistance for businesses, devoting City personnel to marketing the City to prospective residents and businesses, improving shopping and tourist attractions (including better promotion), encouraging local support of business, enlarging/enhancing the Downtown Business District, encouraging downtown growth with additional services and retail, ensuring the appropriate development of Route 5/Five Corners, establishing better awareness/coordination with County regarding economic development, hotel/conference facility, and programs to support development downtown.



Local economic development officials were also contacted to obtain their impressions on the Oneida business environment. The City of Oneida has strong quality of life amenities which are attractive to prospective businesses, including a good public school system and health care/hospital facilities, year round recreation opportunities and a strong sense of community. Economic assets for the City include: excellent land values, particularly in comparison to other local communities; financial incentives associated with the Empire Zone; and Oneida's close proximity to major transportation routes (I-90 and I-81). Further, the City has an available workforce -- officials report that there are several applicants for each job position.

Several barriers to business retention, investment and recruitment were also noted, including: a negative attitude by residents and business owners about the future of the City, a lack of vibrant downtown and cultural activities, and traffic issues on Route 5, a major corridor in the City during peak hours.

During the preparation of the Community Profile, ten focus group meetings were held with City residents. Two questions were asked of the groups. The first question asked residents what they liked about Oneida and the next question asked for things that they would change about Oneida. With regard to the local economy, residents mentioned that they liked the Business Park (although it needs to be promoted more) and friendly restaurant owners (Murphy's, Napoleon's, Big Cheese).

Changes that residents identified as wanting to be changed are as follows:

- Encourage structure to generate more income
- Downtown – do have the volume (population) to draw larger retail stores (ex. Clothing)
- More hotels with lower rates with shuttle to casino or area attractions (ex. Hotel Oneida)
- Would like to see Clothing store dress/suit (i.e. Burlington) downtown
- General store for downtown walkers
- Furniture store: none in the city except Mazzullo's
- North side restaurant, would like one available

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- Bring in more businesses that would hire young people (maybe apprenticeships for skilled positions)
- More variety of stores and services downtown.
- Bring in more business and industry
- Incubator building for new businesses
- Shared office space for services
- Provide incentives for the restoration of historically significant buildings in downtown
- Provide incentives to attract businesses to locate downtown
- Bring in tourist-related businesses that will cater to travelers, such as restaurants
- Concentrate on really fixing up the downtown
- Examine parking issues in the downtown
- Provide the beautiful “trolley” buses (like they have in Utica) that could run between the downtown, Glenwood, and Wal-Mart section of the town – to help residents (the towers/friendly home/etc) in and around the entire city

Housing

Issues, Opportunities, and Challenges

- Owners comprise 59.0% of occupied housing units in the City and renters comprise 41.0%.
- Vacancy rates have risen slightly during the past decade. The homeowner vacancy rate is 3.0% and the rental vacancy rate is 5.7%.
- About one-half of the City’s housing units were built before 1940.
- There are approximately 352 subsidized housing units in Oneida.
- According to local housing service providers the greatest housing need is for housing rehabilitation services.
- Changes identified to be made in Oneida during the Focus Group Meetings included cracking down on absentee/slum landlords, making zoning changes that allow for different types of housing, adding a nursing home, developing bed and breakfasts from older homes, providing a safer living environment for the mentally ill, and creating tenant programs to reward good behavior.



General Housing Characteristics

According to the 2000 Census, the City of Oneida has 4,672 housing units. Of the total housing units counted in the census, 4,430 were occupied. Owners make up 59.0% of the occupied housing in the City and renters 41.0%. The 2000 Census also reports that the vacancy rate of for-sale housing in the City was about 3.0% and the vacancy rate for rental housing was 5.7%. Vacancy rates have risen considerably since 1990, when the vacancy rates were close to the norm of 1% for-sale vacancy and 5% rental vacancy.

TABLE 10 : GENERAL HOUSING CHARACTERISTICS					
	1990		2000		% change 1990-2000
	Number	Percent	Number	Percent	
Total Housing Units	4,463	100.0%	4,672	100.0%	4.7%
Total Occupied Units	4,254	95.3%	4,430	94.8%	4.1%
Total Owner Occupied Units (% of occupied)	2,503	56.1%	2,612	59.0%	4.4%
Total Renter Occupied Units (% of occupied)	1,751	39.2%	1,818	41.0%	3.8%
Vacant Units	209	4.7%	242	5.2%	15.8%
Vacant For-Sale	36	1.4%	81	3.0%	55.6%
Vacant For-Rent	59	3.3%	109	5.7%	84.7%

Source: US Census Bureau (1990 and 2000).

Based on the 2000 census, the predominant housing type in Oneida is the single family, detached structure, which makes up 54.4% of the market. Two, three- and four-family buildings comprise

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26.3% of the entire housing stock in the City. Apartment buildings of five or more units account for 458 units, 9.8% of the market. Further, single family attached structures comprise 1.6% of the housing stock and mobile homes account for 1.5%. The 2000 Census reports that only 307 housing units or 6.6% of the housing stock in Oneida was built during the 1990s. In contrast 51.1% of the units were built before 1940.

Characteristics of Rental Housing

Rental housing accounts for 41.0% of occupied housing in the City of Oneida according to 2000 Census figures. The average household size of renter occupied units is 2.05. Nearly one-third of the City's rental units are one- and two-bedroom and 16.9% are three-bedroom. One-half of rental units are in two, three and four family structures.

The median gross rent in Oneida was \$377 in 1990. Adjusting the 1990 median rent for inflation to 2000 dollars results in a median rent of \$497. The 2000 Census reports that the City has a median gross rent of \$484. Rental costs have actually decreased 2.6% in comparison to 1990 figures when adjusted for inflation.

One factor in assessing general housing needs within a community is the availability of housing choice. A healthy housing market should provide sufficient opportunities to its residents to secure good quality units that address their particular needs in terms of number of bedrooms, location, price and other considerations. The generally accepted standards for measuring availability in a healthy housing market are vacancy rates in the area of 5% for rental units and 1% for purchase housing. In 1990 the rental vacancy rate was below the norm at 3.3%. According to the 2000 Census, the City-wide vacancy rate for rental housing is slightly above the norm at 5.7%.

The needs of lower income households can best be understood by examining the numbers of cost burdened households in the City of Oneida by income range and tenure. Cost burden is defined as the extent to which gross housing costs exceeds 30% of gross income, based on data published by the Census Bureau.

According to 2000 Census information, 610 households in Oneida reported rental housing costs in excess of 30% of income. This represented 33.9% of all renter households. Not surprisingly, the extent of cost burden was significantly greater on lower income households. Households with annual incomes under \$20,000 accounted for 610, or 100.0%, of the households determined to be cost burdened.

Assisted Housing

A small portion of the rental housing within the City of Oneida is provided through subsidized funding sources such as the federal Department of Housing and Urban Development (HUD). There are approximately 352 subsidized housing units in Oneida. General characteristics of these units are presented in the table below.

Community Profile

The Oneida Housing Authority manages three public housing facilities and administers the Section 8 program in the City. Oneida Towers is a 100 unit housing facility that serves elderly and disabled persons. Approximately one-half of the residents are disabled. Oneida Towers II is a 100 unit that also serves elderly and disabled persons. Twelve residents are disabled. Oneida Townhouses is a 40 unit building that serves non-elderly families. There is currently a waiting list of 44 households for public housing.

As of November 17, 2004, the Housing Authority manages 106 section 8 units. Of the 106 Section 8 units, 90 are occupied by non-elderly households. There is currently a waiting list of 55 households (53 non-elderly and 2 elderly).

According to the Housing Authority future plans include installing new siding on the Oneida Townhouses. Additionally, the Housing Authority reports that there is a need for two bedroom units for elderly households.

Facility	Total						Subtotal		Subtotal
	Units	0BR	1BR	2BR	3BR	4+BR	Elderly/Disabled	Non-Elderly	
Oneida Towers	100	0	100	0	0	0	50	50	0
Oneida Towers II	100	0	99	1	0	0	88	12	0
Oneida Townhouses	40	0	6	22	10	2	0	0	40
Madison Community	6	0	6	0	0	0	0	0	6
Section 8	106	N/A	N/A	N/A	N/A	N/A	16	0	90
Totals	352	0*	211*	23*	10*	2*	154	62	136

Source: U.S. Department of Housing & Urban Development. *Totals do not include Section 8 units – Exact number of Section 8 units by bedroom size were unavailable.

Characteristics of Owner-Occupied Housing

There are 2,612 owner-occupied units in the City of Oneida, comprising 59.0% of occupied housing in the City in 2000. The average household size of owner-occupied units is 2.63. Nearly one-half of the City's owner-occupied units are three-bedroom and 24.6% are four-bedroom. The majority of owner-occupied units are in single-family detached structures. According to 2000 Census figures, the vacancy rate of for-sale housing is 3.0%.

The median value of owner-occupied homes in Oneida as reported in the 1990 Census was \$59,700. Adjusting the 1990 median value for inflation to 2000 dollars results in a median value of \$78,656 for owner-occupied units. According to the 2000 Census, median value of owner-occupied units is \$70,600. Owner housing in Oneida is losing market value. It should be noted that the value is that which is reported by people filling out the Census forms. Additional information on sale prices was obtained from the New York State Association of Realtors, which has data on the County level. According to the Association of Realtors, in 2001, the median sales price of homes in Madison County was \$85,000. In 2003, the median sales price was \$90,000 in Madison County. Figures for the City of Oneida were not available.

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The 2000 Census reports that 389 or 18.3% of homeowners are cost burdened. Households with annual incomes under \$20,000 accounted for 175 or 45.0%, of the households determined to be cost burdened.

Housing Assistance Programs

The City of Oneida's Department of Planning and Development provides Housing Rehabilitation Assistance. Their current housing rehabilitation program should be completed by September 2004. This program targeted substandard housing units on East Railroad Street, Furnace Avenue, and East Elm Street. The City submitted a Small Cities Grant application in 2004 for scattered site housing rehabilitation program and lead line replacement for senior citizens and is awaiting announcement of 2004 funding awards.

The Community Action Program for Madison County (CAP) offers programs in housing ownership, housing counseling, and homeless and housing emergency assistance. The Housing Ownership program provides assistance to eligible applicants primarily for downpayment, acquisition and closing costs. Eligibility for the program is based on the U.S. Department of Housing & Urban Development (HUD) income guidelines and total family income. Further, participants must either be first time homebuyers, have been off a deed or mortgage for three years, or are a displaced homemaker. The majority of people served through this program are from Oneida, Chittenango and Canastota.

The Housing Counseling Program is open to all homeowners or prospective homebuyers in Central New York, including the City of Oneida. Households assisted through CAP's Housing Ownership Program are required to take this course. This 12-hour course covers such things as terminology used in the buying process, budgeting and credit counseling issues, mortgage products, interest rates and underwriting criteria, forms used in the process (purchase offer, disclosure forms, closing forms, etc.) and home repairs.

CAP also has an office at the Working Solutions/Career Center in Oneida for Housing Advocates. Housing Advocates provide housing counseling, will make emergency arrangements for homeless families, may negotiate with landlords or utility companies and provide long term family support services to help stabilize a family's housing situations.

Recently CAP started a New Construction/Manufactured Home Program. Unfortunately they have not been able get this program off the ground because construction would require the completion of archeological studies and there is the probable likelihood of finding (Indian artifacts).

Stoneleigh Housing, Inc. is a non-profit community-based organization serving the housing needs of Madison County's low income residents. Stoneleigh Housing provides weatherization services, including replacement of furnaces and adding insulation to homes, rehabilitation programs, and counseling for first time homebuyers and foreclosures. According to Stoneleigh Housing, the biggest housing need in Madison County is for home repair assistance. They find that there is never enough funding to meet all the demands of this program.

Housing Needs

According to the City, rehabilitation assistance is the primary housing need in the City of Oneida. There are currently 40 households on a waiting list for housing rehabilitation assistance. Stoneleigh Housing reported the same concern regarding the need for housing rehabilitation programs. Madison County CAP believes that there is a need for more affordable housing particularly for grants for reduction of mortgage principal.

Input from City residents on housing related issues was received at the City of Oneida Comprehensive Plan Visioning Workshop. Historic residential structures and strong and stable property values were stated as reasons why residents love the City of Oneida during the Visioning Workshop. When asked for things that residents would change about the City, the following responses were given: change some agriculture and manufacturing-industrial zones to allow more residential uses, assisted living facilities, need housing opportunities downtown, additional senior housing, enforce code violations, assistance to improve run down neighborhoods and code enforcement of housing.

During the preparation of the Community Profile, ten focus group meetings were held with City residents. Residents made the following comments with regard to housing:

- Crack down on absentee/slum landlords
- Need tenant programs to award positive behavior
- Scatter low-income housing in other neighborhoods to create a safer environment
- Changes in zoning to allow for different types of housing
- Need safer living environment for mentally ill population
- Need more service Agencies like the Low income housing programs
- Stronger collaboration between home buying and neutral properties
- Housing discrimination issues
- I like the old homes in Oneida
- We also should find a developer for having a nursing home built. It's pretty sad that our parents/grandparents all have to be shipped off to other cities for housing/assisted living/nursing homes – because we don't have them here. The only thing in the area is the ECF – and there's usually a very long waiting list. Otherwise – you are off to Chittenango, Morrisville, Rome or Utica. There are several pieces of property that I am sure could be developed for such a project if we could get someone in that would finance it.
- Many such communities allow their older homes to become bed and breakfasts. With the Turning Stone Casino and Oneida Lake in our vicinity, this seems to make sense. It is obvious that when the large older buildings of our area are used for B&B's or professional buildings, they become extremely attractive and an asset to our city. I believe both should be encouraged.
- Improving our area would make great sense. Continuing to beautify our parks and streets, improving our residential and commercial areas, and keeping them in tip-top condition with attractive design and embellishment seem to be imperative.

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Land Use Real Estate and Tax Base Analysis

Issues, Opportunities, and Challenges

- In terms of acreage, Agricultural uses make up the highest concentration of land use in Oneida, 3,919 acres or 29.2% of the city total.
- The City of Oneida has a total assessment base of \$508.8 million. Approximately 52% of this assessment is generated from residential properties and 21.1% from commercial properties.
- The City's total taxable base is \$374.4 million. For taxable property, approximately 67.8% of this taxable assessment comes from residential properties and 24.2% is generated from commercial properties. In effect, 96% of residential property value and 84% of commercial property value in Oneida is taxable.
- A significant imbalance exists in terms of the percentage of land that is used for residential (30.0%) in comparison to the percentage of tax revenues generated (67.8%). A more pronounced imbalance exists for commercial use as shown, where commercial property constitutes only 4.0% of Oneida's land area while it generates 24.2% of the City's property tax revenue.
- Approximately 73.6% of the City's overall assessment base is taxable leaving 26.4% nontaxable.
- Most of the City's exempt valuation (63.6%) comes from Community Services. These include such uses as hospitals, churches, schools and government facilities.
- To provide an overall framework for assessing local economic conditions, ten comparable cities of similar size and demographics in New York State were selected for comparison with Oneida. With a land area of 22 square miles, Oneida's population density is less than one person per acre. This is significantly lower than the average for the ten comparable cities (5.3 persons per acre).
- With respect to taxable valuation of real property, the total assessed value of Oneida's tax base was 21% higher than the average assessed valuation of the ten comparison cities. In terms of full valuation, Oneida's tax base was also higher than the average of the comparison cities by 16%.
- However, on a per acre basis, assessed valuation in Oneida is significantly lower than most of the other comparison cities. To some extent, this is an unfair comparison in that Oneida has a significantly larger land area (22 square miles) and much of this land is in agricultural use. The average for the ten comparison cities is only 3.7 square miles.
- Overall, Oneida's budget has a significantly lesser reliance on real property tax revenues and a somewhat greater reliance on sales tax and other revenues relative to the ten comparison cities.
- Total expenditures per capita in Oneida (FY2001) were \$1,176.95. The average for the ten comparison cities was \$1,314.59. Oneida is spending over 10% less per capita than the comparison Cities.

The following section presents the analysis of the characteristic of Oneida's tax base by major uses as classified for assessment purposes. These include residential, vacant or undeveloped land, commercial, industrial, parks/recreation and institutional uses, based on the property type

Community Profile

classification codes established by the New York State Board of Equalization and Assessment and displayed in the assessor’s database.²

City of Oneida

Tax Base Analysis - 2004

	Parcels	%	Assessed	%	Acres	%	Taxable	%
100 - Agricultural Properties	95	2.08%	2,938,660	0.58%	3919	29.21%	2,595,148	0.69%
210 - One Family Year-Round Residence	2,543	55.71%	211,925,100	41.65%	1826	13.61%	202,120,054	53.99%
220 - Two Family Year-Round Residence	403	8.83%	28,809,000	5.66%	134	1.00%	27,868,220	7.44%
230 - Three Family Year-Round Residence	74	1.62%	5,876,900	1.15%	20	0.15%	5,864,900	1.57%
240 - Rural residence	80	1.75%	6,302,100	1.24%	1930	14.38%	6,087,514	1.63%
270 - Mobile Home	11	0.24%	411,500	0.08%	11	0.08%	374,600	0.10%
200 – Other	17	0.37%	11,485,900	2.26%	101	0.75%	11,479,649	3.07%
300 - Vacant Land	782	17.13%	6,162,760	1.21%	3308	24.66%	5,126,108	1.37%
400 - Commercial Properties	294	6.44%	85,172,955	16.74%	482	3.59%	79,434,102	21.22%
411 – Apartments	83	1.82%	22,284,600	4.38%	57	0.42%	11,157,000	2.98%
500 - Recreation and Entertainment Properties	37	0.81%	4,956,800	0.97%	278	2.07%	1,709,749	0.46%
600 - Community Service Properties	66	1.45%	96,603,800	18.99%	638	4.76%	7,352,138	1.96%
700 - Industrial Properties	22	0.48%	11,509,300	2.26%	415	3.09%	10,121,455	2.70%
800 - Public Service Properties	54	1.18%	14,263,127	2.80%	244	1.82%	3,026,707	0.81%
900 - Conservation, public parks, forested lands	4	0.09%	123,400	0.02%	54	0.40%	32,800	0.01%
	4,565	100.00%	508,825,902	100.00%	13417	100.00%	374,350,144	100.00%
Total Residential land uses	3,128	68.5%	264,810,500	52.0%	4,022	30.0%	253,794,937	67.8%
Total Commercial land uses	377	8.3%	107,457,555	21.1%	539	4.0%	90,591,102	24.2%

Source: Madison County Real Property Tax Services – Analysis by River Street Planning & Development, LLC

From the perspective of municipal administration, a community’s tax base drives its ability to invest in amenities and provide quality professional services that residents expect. From the citizen’s perspective, tax burden influences where people buy homes, whether they reinvest in property and where they develop businesses. The City’s ability to raise revenue to provide infrastructure and services to the community is affected by its tax base. The existing and future real estate of the City provides opportunities and constraints for maintaining and attracting homeowners, businesses and jobs.

In many communities the key to economic stability or growth is to optimize its tax base by making every acre of land as productive as it can be without compromising community vitality or natural resources. The analysis of Oneida’s tax base reviews assessment trends, land uses, supply and condition of inventory to provide a market view and economic framework for evaluating various development strategies for the future. Regional trends and comparable city

²**Residential** (200 series) - includes single family; two family; Three-family and mobile homes but not multi-family; mobile home parks or other residential/mixed use, which are classified in the commercial category. **Vacant land** (300) - includes property not in use or in temporary use or lacks permanent improvement; **Commercial** (400) - includes property used for sale of goods and services and residential uses noted above; **Recreation & Entertainment** (500) - includes property used by groups for recreation, amusement or entertainment; **Community services** (600) - Property used for the well being of the community; **Industrial** (700) - includes property used for the production of durable and non-durable goods; **Public services** (800) - Property used to provide services to the general public; **Conservation** (900) - Wild, Forested, Conservation lands and public parks.

City of Oneida Comprehensive Plan

comparisons were also analyzed. Today, there are many tools available to cities to enhance, diversify and optimize their tax base. This analysis provides the basis for identifying those actions.

Land Use Characteristics - The City of Oneida contains approximately 22 square miles of land area, according to US Census data, which is equivalent to 14,080± acres. For 2004, Madison County Real Property Tax Services maintains assessment data on 4,565 parcels in the City of Oneida that contain approximately 13,417 acres, indicating approximately 663± acres is dedicated to roads and right of ways, or about 4.7% of the City.

In terms of acreage, Agricultural uses make up the highest concentration of land use in Oneida, 3,919 acres or 29.2% of the city total. Vacant land accounts for 3,308 acres and 24.7% of the city acreage followed by rural residential uses (residences on 10+ acres of land) at 14.4% and 1,930 acres and single family homes at 13.6% or 1,826 acres. The total of all residential land uses (200 series) accounts for 30% of the city's acreage (4,022 acres. In contrast, commercial properties (including apartment buildings) make up 4% of the acreage and industrial land uses about 3% of the total.

Real Estate Tax Revenue Distribution

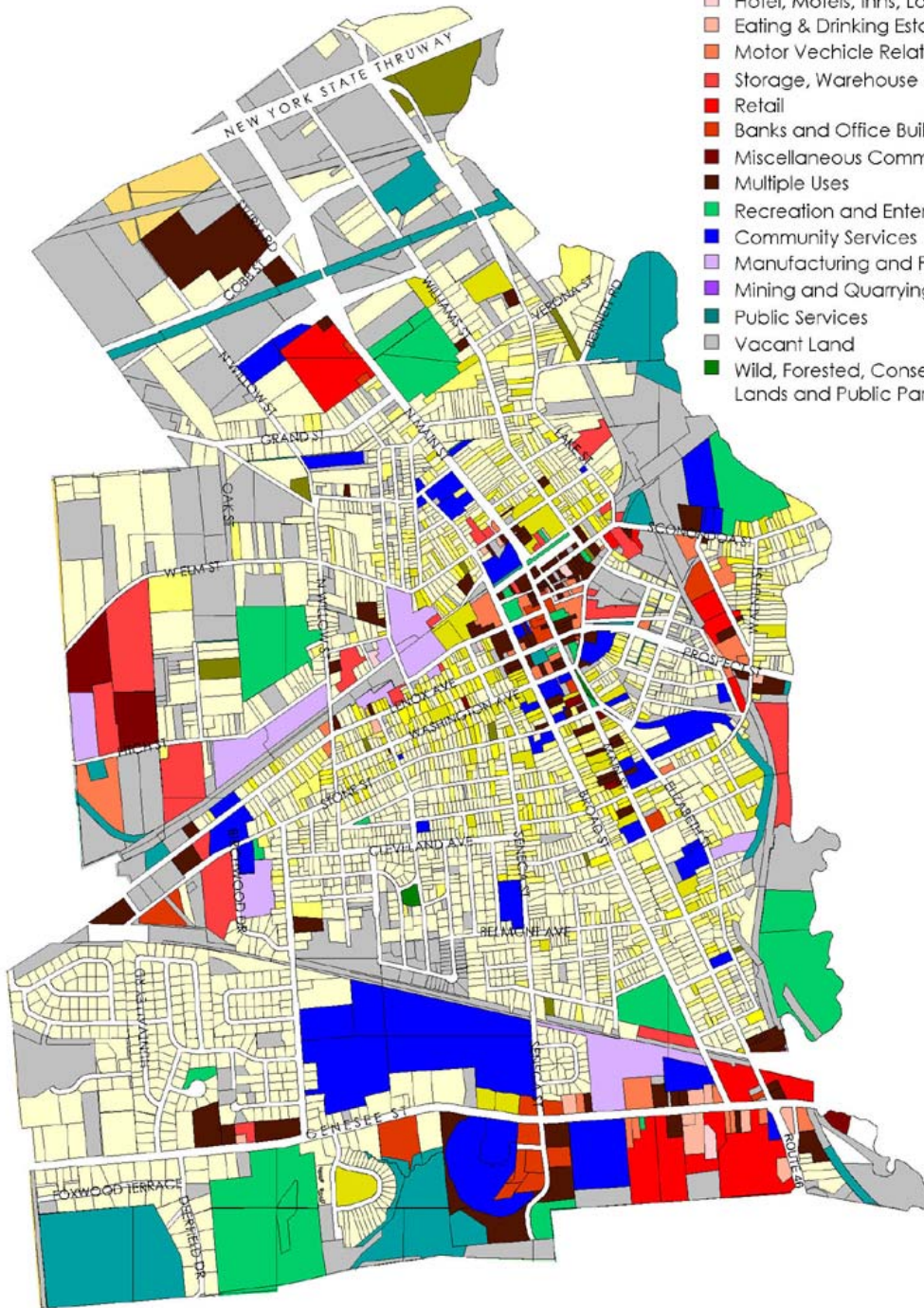
The City of Oneida has a total assessment base of \$508.8 million, as indicated in the assessor's database. Approximately 52% of this assessment is generated from residential properties and 21.1% from commercial properties. Community service uses comprise 19% of the assessed value in the City. In comparison, industrial properties only account for 2.26% of the assessment base while vacant lands contribute 1.1%.

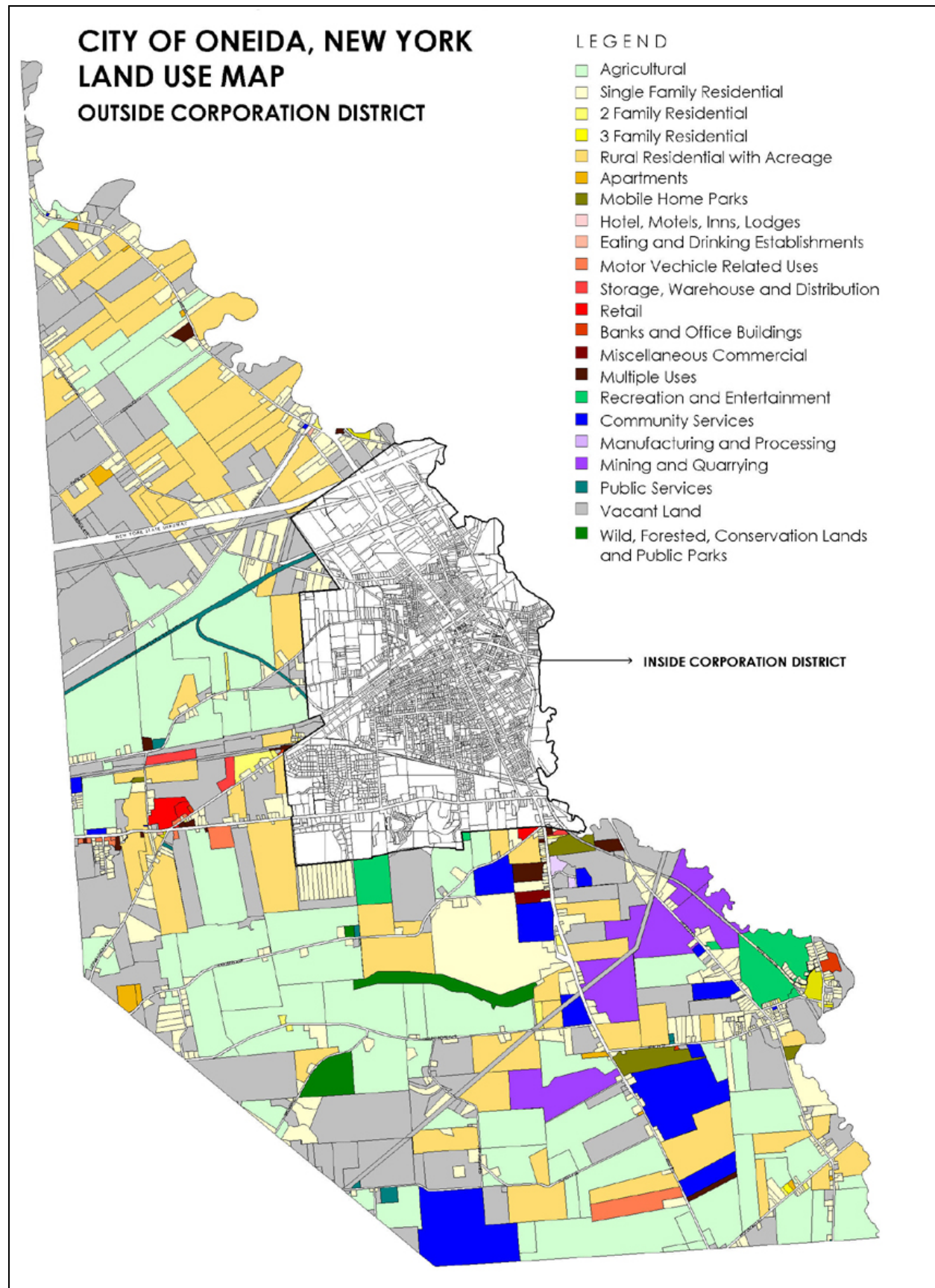
The City's total taxable base is \$374.4 million which reflects that over one quarter of the assessed valuation of property in Oneida is tax-exempt. For taxable property, approximately 67.8% of this taxable assessment comes from residential properties and 24.2% is generated from commercial properties. In effect, 96% of residential property value and 84% of commercial property value in Oneida is taxable. Community service uses which comprise 19% of the assessed value in the City, account for less than 2% of the city's taxable value. In comparison, industrial properties only account for 2.26% of the overall assessment base but 2.7% of the City's taxable value. The chart above compares the distribution of taxable property by use to the distribution of land area in the City of Oneida. A significant imbalance exists in terms of the percentage of land that is used for residential (30.0%) in comparison to the percentage of tax revenues generated (67.8%). A more pronounced imbalance exists for commercial use as shown, where commercial property constitutes only 4.0% of Oneida's land area while it generates 24.2% of the City's property tax revenue. Industrial use utilizes 3.1% of the land and contributes 2.7% of the tax revenues.

**CITY OF ONEIDA, NEW YORK
LAND USE MAP
INSIDE CORPORATION DISTRICT**

LEGEND

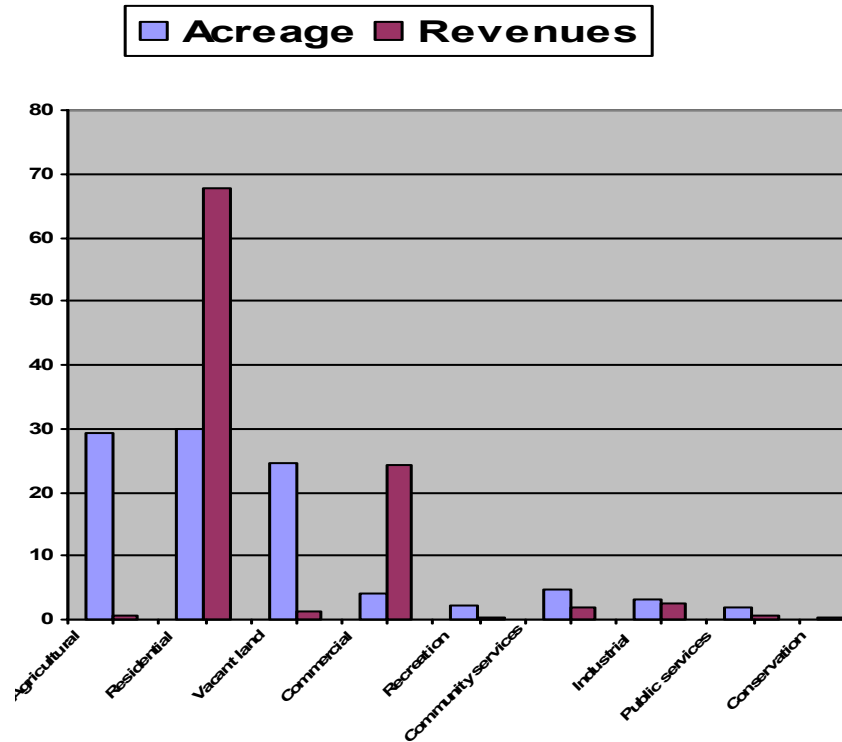
- Agricultural
- Single Family Residential
- 2 Family Residential
- 3 Family Residential
- Rural Residential with Acreage
- Apartments
- Mobile Homes/Parks
- Hotel, Motels, Inns, Lodges
- Eating & Drinking Establishments
- Motor Vehicle Related Uses
- Storage, Warehouse & Distribution
- Retail
- Banks and Office Buildings
- Miscellaneous Commercial
- Multiple Uses
- Recreation and Entertainment
- Community Services
- Manufacturing and Processing
- Mining and Quarrying
- Public Services
- Vacant Land
- Wild, Forested, Conservation Lands and Public Parks





The residential and commercial disparities are due in part to the high percentage of certain property categories that receive tax exemptions. Approximately 73.6% of the City's overall assessment base is taxable leaving 26.4% nontaxable.

The greatest differential is in Community Services where total property assessment is in excess of \$96 million but only \$7.4 million in taxable value. Consequently, Community Service uses while comprising 4.8% of the City land area



generate 1.96% of its property tax revenues. Lands in agricultural use comprise 29.2% of the City's land area but generate less than 1% of the taxable value. Vacant land contributes only 1.4% of the City's taxable value but accounts for 24.7% of the total land area of the City.

City-wide, there are 285 parcels comprised of 1,673 acres that are tax exempt. This land area is 12.5% of the total assessed land area in the City. The assessed value of these parcels is \$134.5 million which is 26.4% of the total assessed value of the City. Properties are usually tax exempt based on the property owner and the use to which the property is put. For instance, lands owned by the City of Oneida or other governments, health care, education and religious institutions are all tax exempt.

Analysis of Oneida and Comparable Cities

To provide an overall framework for assessing local economic conditions, ten comparable cities of similar size and demographics in New York State were selected for comparison with Oneida. Comparable cities were selected based on 2000 population figures. The chart below delineates the general characteristics for Oneida and the ten comparable communities selected for analysis. According to the 2000 census, Oneida ranked 49th among the 61 cities in New York State with a population of 10,987. The average population for the ten comparable cities was nearly identical to Oneida at 10,935.

City of Oneida Comprehensive Plan

NYS Comparable Cities				Land Area Sq. mi.	Population Density	
City	County	2000 Census Population Number	Rank		Persons per sq. mi.	Persons per acre
Oneonta	Otsego	13,292	44	4.4	3,021	4.7
Dunkirk	Chautauqua	13,131	45	4.5	2,918	4.6
Ogdensburg	St. Lawrence	12,364	46	5.1	2,424	3.8
Fulton	Oswego	11,855	47	3.8	3,120	4.9
Canandaigua	Ontario	11,264	48	4.6	2,449	3.8
Oneida	Madison	10,987	49	22.0	499	0.8
Corning	Steuben	10,842	50	3.1	3,497	5.5
Watervliet	Albany	10,207	51	1.3	7,852	12.3
Hornell	Steuben	9,019	52	2.7	3,340	5.2
Port Jervis	Orange	8,860	53	2.5	3,544	5.5
Johnstown	Fulton	8,511	54	4.7	1,811	2.8
Avg 10 Comparable Cities		10,935		3.7	3,397.6	5.3

Source: 2000 Census - analysis by River Street Planning & Development, LLC

With a land area of 22 square miles, Oneida’s population density is less than one person per acre. This is significantly lower than the average for the ten comparable cities (5.3 persons per acre). However, it should be noted that Oneida is a unique city in New York State in that it reflects both urban and rural qualities. The city is comprised of inside and outside taxing districts reflecting these urban and rural characteristics respectively. Oneida’s population tends to be concentrated within the geographically smaller inside district where population densities are generally more comparable with the other comparison cities.

Tax rates for the inside district is 18.52 and the equalization rate is 93%. The tax rate for the outside district is 16.67 and the equalization rate is 93%. Last year’s school tax rate was 18.19. Residents in the inside district pay hydrant and library taxes, while residents in the outside district pay fire, hydrant and library taxes, in addition to school and property taxes.

In terms of tax base analysis, a number of contrasts were noted between Oneida and the other comparison cities. Based on information provided in the Comptroller’s Special Report on Municipal Affairs for Local Fiscal Year Ended 2001 (the latest report available), the following charts provide a fiscal comparison among the eleven small cities.

With respect to taxable valuation of real property, the total assessed value of Oneida’s tax base was 21% higher than the average assessed valuation of the ten comparison cities. In terms of full valuation, Oneida’s tax base was also higher than the average of the comparison cities by 16%. Full valuation takes into account the effect of different equalization rates among the cities and provides a fair way to compare the tax base of various communities in New York State.

Community Profile

However, on a per acre basis, assessed valuation in Oneida is significantly lower than most of the other comparison cities. Full Assessed Value per acre in Oneida was \$24,134 in 2001 as compared to the average for the ten comparison cities of \$140,813 per acre. To some extent, this is an unfair comparison in that Oneida has a significantly larger land area (22 square miles), a significant portion of which is comprised of lower value vacant and agricultural lands. The average for the ten comparison cities is only 3.7 square miles.

NYS Comparable Cities							
City	County	<u>Taxable Valuation of Real Property</u>			Full value per acre	Tax Levy	Tax Rate
		Assessed	Full	EQ rate			
Oneonta	Otsego	\$272,064,844	\$272,064,844	1.00	\$96,614	\$3,416,337	\$12.56
Dunkirk	Chautauqua	\$455,232,087	\$506,038,336	0.90	\$175,708	\$7,230,804	\$14.29
Ogdensburg	St. Lawrence	\$188,603,315	\$176,297,733	1.07	\$54,013	\$3,199,739	\$18.15
Fulton	Oswego	\$282,376,308	\$282,376,308	1.00	\$116,109	\$3,745,863	\$13.27
Canandaigua	Ontario	\$436,287,392	\$436,287,392	1.00	\$148,195	\$2,885,640	\$6.61
Oneida	Madison	\$339,811,361	\$339,811,361	1.00	\$24,134	\$2,434,963	\$7.17
Corning	Steuben	\$410,794,774	\$410,794,774	1.00	\$207,054	\$2,969,708	\$7.23
Watervliet	Albany	\$242,682,259	\$250,368,574	0.97	\$300,924	\$1,879,238	\$7.51
Hornell	Steuben	\$165,356,027	\$164,125,089	1.01	\$94,980	\$2,274,956	\$13.86
Port Jervis	Orange	\$154,027,969	\$231,030,402	0.67	\$144,394	\$2,000,955	\$8.66
Johnstown	Fulton	\$200,228,073	\$210,966,255	0.95	\$70,135	\$3,111,600	\$14.75
Avg 10 Comparable Cities		\$280,765,305	\$294,034,971	0.95	\$140,813	\$3,271,484	\$11.69

Source: *Comptroller's Special Report on Municipal Affairs for Local Fiscal Year Ended in 2001 and River Street Planning & Development, LLC*

Cities rely on a number of sources to generate revenues to support municipal operations. These include real estate taxes, non property taxes, State, Federal or other governmental aid, interest earnings and fees for services such as water and sewer. The two revenue sources directly related to land use characteristics and development are the real property tax and the sales tax.

Real property taxes are dependent on such factors as the value of assessed property, the percent of tax-exempt parcels and the tax rate. Sales tax revenues primarily depend upon the quantity and quality of retail development impacting the community. The table below analyzes the performance of real property and sales taxes in Oneida and the ten comparison cities.

Overall, Oneida's budget has a significantly lesser reliance on real property tax revenues and a somewhat greater reliance on sales tax and other revenues relative to the ten comparison cities. In FY2001, real property taxes in Oneida accounted for only 17.8% of total revenues. The comparison cities averaged 24.2% and all were greater than Oneida ranging from 19.0% to 39.5%. Sales taxes provided 21.5% of Oneida's total revenues compared to the other cities that averaged 18.1%. These percentages however ranged widely from a low of 10.3% to a high of 31.1%. Other revenues, which include Federal and State aid, interest on earnings, income and fees for services, etc., generated 60.7% of total revenues. For the comparison cities, this figure was 57.7% of total revenues.

City of Oneida Comprehensive Plan

In terms of overall revenues generated, Oneida was fairly comparable with the other ten cities with total revenues of \$13,087,490 in revenue from real estate taxes, sales tax and other sources. That was 4.5% less revenues than was generated on average by the comparison cities. In terms of per capita revenues, Oneida generated total revenues of \$1,191 per capita versus \$1,254 for the comparison cities.

City	Real Property Taxes		Sales Tax		Other Revenues		Total
Oneonta	\$3,758,343	25.3%	\$2,192,966	14.8%	\$8,875,164	59.9%	\$14,826,473
Dunkirk	\$7,216,598	39.5%	\$1,880,372	10.3%	\$9,164,279	50.2%	\$18,261,249
Ogdensburg	\$3,066,143	21.4%	\$1,959,854	13.7%	\$9,282,399	64.9%	\$14,308,396
Fulton	\$3,691,302	19.0%	\$4,465,982	23.0%	\$11,277,960	58.0%	\$19,435,244
Canandaigua	\$2,895,128	22.0%	\$2,946,749	22.4%	\$7,313,384	55.6%	\$13,155,261
Oneida	\$2,328,913	17.8%	\$2,810,500	21.5%	\$7,948,077	60.7%	\$13,087,490
Corning	\$3,167,348	22.9%	\$2,843,812	20.6%	\$7,798,289	56.5%	\$13,809,449
Watervliet	\$1,864,252	19.5%	\$2,980,789	31.1%	\$4,728,970	49.4%	\$9,574,011
Hornell	\$2,309,064	20.6%	\$2,024,854	18.1%	\$6,875,686	61.3%	\$11,209,604
Port Jervis	\$2,082,273	19.0%	\$1,735,463	15.8%	\$7,159,699	65.2%	\$10,977,435
Johnstown	\$3,088,954	26.8%	\$1,836,214	15.9%	\$6,589,847	57.2%	\$11,515,015
Avg 10 Comps	\$3,313,941	24.2%	\$2,486,706	18.1%	\$7,906,568	57.7%	\$13,707,214

Budget Expenditures Comparison

The NYS Comptroller’s Report also provides detailed information regarding budget expenditures in two different formats: by object and by function. Object describes what revenues are actual spent on such as salaries and payroll, health insurance, purchase of a piece of equipment, telephone bill, repair bill, debt service payment etc. Function describes the expenditures by the category of services provided for example general government, public safety, public works, utilities, economic development, etc. Total expenditures by object equals total expenditures by function plus debt service payments.

The distribution of expenditures by object for Oneida and the ten comparison cities is shown in the table below. For the comparison cities, Current operations (made up of Personal Services, Employee Benefits and Contractual Expenditures) on average accounted for 77.5% of annual expenditures in FY 2001. Equipment and Capital outlay made up another 12.8% of expenditures and the remaining 9.7% of budget expense was for principal and interest payments on debt service. For the City of Oneida, Current operations accounted for 71.3% of annual expenditures in FY 2001. Equipment and Capital outlay made up another 12.1% of expenditures and the remaining 16.6% of budget expense was for principal and interest payments on debt service. Although Oneida was only at 28.9% of its constitutional debt limit in FY2001, the comparison cities averaged 21.7% of debt limit.

Budget Expenditures by Object

City	Current Operations					Totals
	Personal Services	Employee Benefits	Contractual Expenditures	Equipment & Capital outlay	Debt Service	
Oneonta	\$5,344,415	\$1,630,533	\$4,093,793	2,745,523	1,000,930	\$14,815,194
Dunkirk	\$7,352,372	\$2,073,208	\$6,233,651	978,540	1,417,921	\$18,055,692
Ogdensburg	\$6,402,494	\$1,751,047	\$3,241,839	2,782,390	423,274	\$14,601,044
Fulton	\$7,914,442	\$2,564,642	\$6,441,842	1,406,346	2,318,107	\$20,645,379
Canandaigua	\$5,237,663	\$957,582	\$4,584,393	618,052	1,205,232	\$12,602,922
Oneida	\$4,810,573	\$1,560,011	\$2,851,817	1,562,637	2,146,130	\$12,931,168
Corning	\$5,074,989	\$1,657,431	\$4,045,879	3,087,820	2,328,344	\$16,194,463
Watervliet	\$4,580,794	\$1,240,020	\$2,542,702	1,269,842	1,239,204	\$10,872,562
Hornell	\$4,267,988	\$1,206,873	\$2,634,466	2,386,003	834,998	\$11,330,328
Port Jervis	\$3,855,995	\$1,332,826	\$4,268,237	1,878,546	1,517,234	\$12,852,838
Johnstown	\$3,696,519	\$1,273,372	\$3,937,630	1,243,071	1,622,773	\$11,773,365
Avg 10 Comps	\$5,372,767	\$1,568,753	\$4,202,443	1,839,613	1,390,802	14,374,379

On a per capita basis, the following statistics were noted. Per capita expenditures for Current Operations in Oneida were \$839.39 compared to the average of \$1,019.16 per capita for the ten comparison cities. Total expenditures per capita in Oneida (FY2001) were \$1,176.95. The average for the ten comparison cities was \$1,314.59. Oneida is spending over 10% less per capita than the comparison Cities.

Tax Base Expansion Goals and Strategies

The foregoing analysis of Oneida's tax base provides a good overview of the city's land use characteristics, their relative contributions in tax revenues. By their nature, some land uses have the potential to contribute significant revenues to the tax base while others are limited or non-existent. Residential and commercial uses tend to generate tax revenues proportionately greater than the land area that they occupy. Vacant or agricultural lands provide only limited revenues because land is valued at a much lower rate than improvements upon the land. Still other land use categories like Community services, Public services or Parks and Conservation lands often have full or partial tax-exemptions that severely limit the amount of actual revenues that they contribute to the tax base. In Oneida, 26.4% of the assessed value is not taxable. This is generally in line with other cities in the state. Most of the City's exempt valuation (63.6%) comes from Community Services. These include such uses as hospitals, churches, schools and government facilities. The total percentage of tax-exempt uses in the Community Services category is also fairly typical of other cities in New York State.

Through Oneida's comprehensive planning process and an understanding of its tax base, the City can set goals and develop strategies for expanding its economic base. The goal is to create a more balanced, efficient and productive use of land in the community.

In setting targets for future uses of land, we need to be mindful of two key factors: a 1% change in land use represents about 140 acres in Oneida and a 1% change in tax revenues amounts to \$24,350 based on the City's FY2001 tax base.

City of Oneida Comprehensive Plan

Focus Group Meetings

During the preparation of the Community Profile, ten focus group meetings were held with City residents. The following comment was made with regard to land use/tax base analysis:

- Vacant buildings need to be a high priority. It is important to get them occupied and have them well-maintained. The Junior High and other such building, when correctly used will be great pluses for our city. This would be where zoning would come into effect. The old Mazzullo building on Sayles Street is a great example of what can be done when vision, zoning and compromise come together.

Land Management

Issues, Opportunities, and Challenges

- The Updated Zoning Ordinance improves the permitting and variance process by clearly defining the intent of each district and their permitted uses.
- The Updated Zoning Ordinance establishes additional use districts to reflect the increasingly wide variety of existing and future open space, residential, institutional and commercial uses in Oneida.
- The Updated Zoning Ordinance rezones some areas of the City to reflect changes in existing development and to provide direction for future development.
- The Updated Zoning Ordinance creates transition areas from residential to commercial that encourage commercial uses that are compatible with and supported by residential neighborhoods.
- The Updated Zoning Ordinance encourages the reuse of the City's large, older homes adjacent to downtown as small professional offices and live/work spaces to stabilize the buildings and their neighborhoods.
- The Updated Zoning Ordinance establishes design guidelines for new non-residential development.

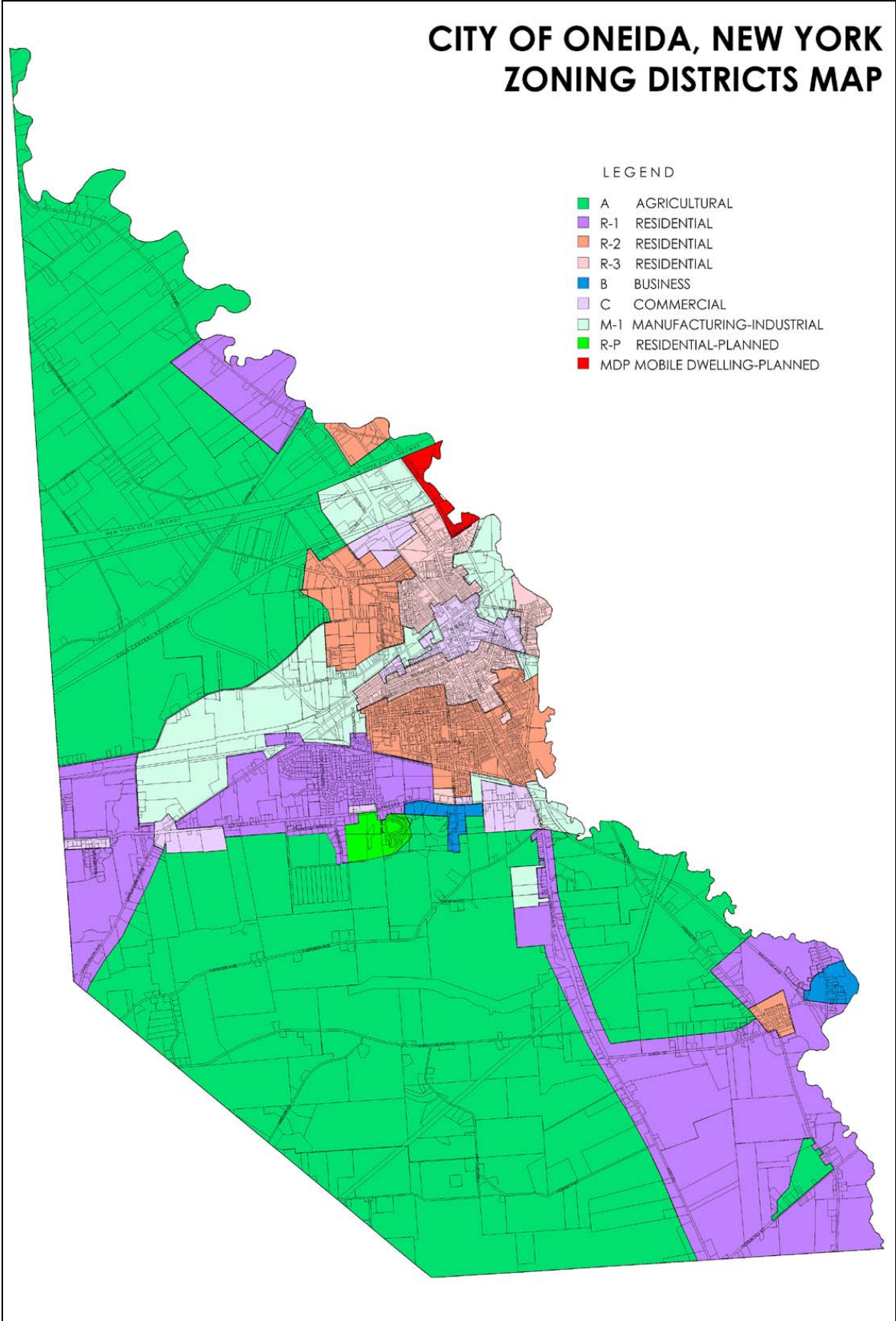
City of Oneida Zoning Ordinance

The City of Oneida Zoning Ordinance (Chapter 190 of the General Code of the City of Oneida) was adopted in 1979 with a series of amendments through 2004. As stated in Article I, Section 3, the purpose of the City's Zoning Ordinance is to:

“...promote the health, safety or the general welfare of the community, and thus to lessen congestion in the streets; to secure safety from fire, flood, panic and other dangers; to provide adequate light, air, and the accommodation of solar energy systems and equipment and access to sunlight necessary therefore; to prevent the overcrowding of land; to avoid undue concentration of population; to facilitate the adequate provision of transportation, water, sewerage, schools, parks and other public requirements; to promote aesthetic values; and to encourage the most appropriate use of land throughout the city as set forth in the city's Comprehensive Plan, as most recently amended.

....consider land use and development in accord with the provisions of the city's Comprehensive Plan as regards the proposed settlement and density patterns and anticipated and desirable rates of population increase; to consider proposals for land use and development relative to these policies as embodied in the Comprehensive Plan in order to preserve the character and quality of life enjoyed in the city at present; and further to consider the ability of the responsible units of government to provide such services as would be required by the pattern of land use and development and the appropriate manner of assuring equitable participation in these costs.”

Eight zoning districts encompass the City of Oneida, (see map on the following page), including:



A	Agriculture	B	Business
R-1	Residential-1	C	Commercial
R-2	Residential-2	M-1	Manufacturing-Industrial
R-3	Residential-3	R-P	Planned Residential

In every use district, schools (including nursery schools), religious institutions, public utilities and public uses are all permitted with a conditional use permit from the Planning Commission. All other permitted uses are summarized below by district.

- A** **Agriculture** - Uses **permitted by right** in this district are agricultural, single-family homes with minimum lot sizes of 40,000 square feet in area and two-family homes and rooming/tourist homes with minimum lots sizes of 50,000 square feet, with separation distances, size of structures, and setbacks calculated from the zoning schedule. **Conditional use permits** may be granted in Agriculture Zones for animal hospitals, kennels, golf courses/club, cemeteries, campgrounds, home businesses, nursing homes, riding stables, kennels and farm-related retail and commercial excavation; special conditions are outlined for the approval of permits for these purposes.
- R-1** **Residential-1** - Uses **permitted by right** in this district are single-family homes on lots between 13,500 and 40,000 square feet in area with separation distances, size of structures, and setbacks calculated from the zoning schedule and based partially on the availability of on- or off-site water supply and sewage disposal. **Conditional use permits** may be granted in R-1 Zones for farm mobile dwellings.
- R-2** **Residential 2** - Uses **permitted by right** in this district are single-family homes on lots between 6,000 and 40,000 square feet; two-family homes with minimum lots of 7,200 square feet; and duplexes with minimum lot sizes per dwelling unit ranging from 6,000-40,000 square feet in area with separation distances, size of structures, and setbacks calculated from the zoning schedule and based partially on the availability of on- or off-site water supply and sewage disposal. **Conditional use permits** may be granted for nursing homes with area, yard, and lot coverage requirements to be determined by the Planning Commission.
- R-3** **Residential-3** - Uses **permitted by right** in this district are single-family homes with minimum lot sizes of 5,000 square feet, two-family homes with minimum lot sizes of 6,000 square feet; three-family dwellings with minimum lot sizes of 7,000 square feet, and four-family dwelling with minimum lot sizes of 8,000 square feet in area. For permitted uses, front setbacks are 25 feet, rear setbacks are 40 feet, side setbacks are 5 feet for one side or 15 feet for both. **Conditional use permits** may be granted for multi-family dwellings, condominiums, townhouses, funeral homes, medical facilities and professional offices of residents with area, yard, and lot coverage requirements to be determined by the Planning Commission.
- B** **Business** – There are no uses **permitted by right** in this district. All uses are conditional and therefore **require a conditional use permit** from the Planning Commission, including: all of the uses permitted by right in the R-3 district and their lot standards as

City of Oneida Comprehensive Plan

well as business uses, offices, financial institutions, hotels/motels, medical facilities, multi-family dwellings, home businesses, semi-public facilities and institutions. Minimum lot sizes for all commercial uses except home businesses are 50,000 square feet with minimum setbacks of 50 feet in the front and back and 10 for each side or 25 feet combined. Multi-family dwellings have a minimum area of 6,000 square feet with the same setbacks requirements as commercial uses. Semi-public facilities and institutions have area, yard, and lot coverage requirements to be determined by the Planning Commission.

C Commercial - Uses **permitted by right** in this district are retail stores, offices, financial institutions, existing dwellings, funeral homes, printing/publishing plants, laundry/laundromats, personal services, warehouse/storages, home businesses and gasoline stations. **Conditional uses** include clubs, lodges, theatres, bowling alleys, multi-family dwellings, commercial parking, restaurants/bars motor vehicle sales/services, motor vehicle body shops, fast food restaurants, semi-public facilities, and institutions. Area, yard, and lot coverage requirements for permitted and conditional uses are determined by the Planning Commission based on health, safety, and general welfare standards. However, unless increased or decreased by the Planning Commission maximum lot coverage shall be 40%; maximum building height: 45 feet; minimum front yards: 10 feet; minimum side yards: 10 feet; and minimum rear yard: 25 feet.

M-1 Manufacturing-Industrial - There are no uses **permitted by right** in this district. All uses are conditional and therefore **require a conditional use permit** from the Planning Commission, including: uses permitted in the Commercial (C) district, light manufacturing, assembly uses, development or research centers, building materials sales, industrial uses, bottling plants, commercial kennels, fertilizer/feed mills, bulk fuel storage, concrete batch plants, and junkyards. Area, yard, and lot coverage requirements will be determined by the Planning Commission based on health, safety, and general welfare standards. However, unless increased or decreased by the Planning Commission, maximum lot coverage shall be 50%; minimum front yard: 50 feet; minimum side and rear yards: 25 feet.

R-P Planned-Residential - This district is a planned-development district which is designed to provide a means of developing those land areas within the City considered appropriate for new residential while encouraging the utilization of innovative planning and design concepts or techniques in these areas without departing from the spirit and intent of these regulations. In particular, this provision is designed to accommodate proposed planned unit development or clustering techniques not otherwise provided for in the established zoning districts. There are no uses **permitted by right** in this district. All uses are conditional and therefore **require a conditional use permit** from the Planning Commission, including: all uses permitted by right or conditionally in residential districts as listed above in R-1, R-2, and R-3 districts.

R-M Resource-Management Overlay – Provisions exist for the creation of a Resource-Management overlay zone, however, no such overlay currently exists within the City. The district has been established to depict land and water areas with particularly

significant limitations on development that necessitate a more careful evaluation of the likely impact of such development. The types of limitations encompassed within this overlay district include flood hazard areas, wetlands, steep slopes and adverse soil conditions and certified Agricultural Districts.

The City's zoning maps are separated by the Inside Corporation District and Outside Corporation District into two distinct maps. Most of the Outside District has been zoned either Agriculture (A) or Residential-1 (R-1). The majority of areas zoned R-1 are along the Route 5 Corridor, Upper Lenox Avenue, West Road (Route 46), the Kenwood Neighborhood and the southeast corner of the City. The remaining large swaths of the Outside District are zoned Agriculture except small areas of the Kenwood Neighborhood zoned R-2 and Business (B); the Five Corners -- zoned Commercial (C); the north side of Upper Lennox to the Five Corners and the Business Park on Route 46 -- both zoned Manufacturing-Industrial (M-1). The northern portion of the City, zoned Agriculture (A), is fairly unsuitable for development due to wetlands and therefore residential development is scattered with a few active farms. The southern portions of the Outside District zoned Agriculture and R-1 are far more suitable for development, however, open space currently predominates with a sprinkling of single family homes and farms.

The Inside District is a far more complex, dense development pattern as reflected on the Inside Corporation District Zoning Map. The downtown business district is zoned Commercial (C) with adjacent residential neighborhoods zoned R-3 for a mixture of residential uses on smaller lots. Residential neighborhoods west of North Main Street and south of downtown are zoned R-2 for single and two family neighborhoods. The Route 5 (Genesee Street) corridor is a wide mixture of uses or zoning districts including R-1, R-3, Commercial, Business, Planned Residential and Manufacturing-Industrial. There is little continuity along this stretch of Route 5 in terms of uses and zoning districts. Besides the locations along the Route 5 corridor, several other areas of the Inside District are zoned Manufacturing-Industrial including: an area just north of Lenox Avenue in the vicinity of Fitch and Stone Streets where several heavy industrial, light manufacturing and other commercial uses are located; east of Lake Street to the City line between Bennett Road and just south of Sconondoa Street; a small area on the south side of Prospect Street east to the city line; and in the area of Lake Street west to North Willow Street and south of the NYS Thruway.

One residential planned development district (R-P) exists south of Route 5 (Genesee Street) and west of the Hospital.

Supplementary Regulations are set forth in Article IV of Chapter 190 and address building height; area; accessory uses and buildings, signage, off-street parking and loading, existing lots; residential floor area requirements, site improvements and screening, lots in two districts; fences, walls and plantings; adjoining businesses to residential districts; adequacy of water supply and sewer disposal, nursery schools, solar collector systems and solar access, junk yards and adult entertainment.

Article V addresses special procedures and standards including the conditional use permit process and uses for which there are special considerations, and provisions for planned development districts, resource management overlay districts and cluster developments.

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Site Plan Review is addressed in Chapter 143 of the General Code and Land Subdivision Regulations are addressed in Chapter 155 of the General Code. Other land management regulations are addressed in the General Code including the regulation of noise, swimming pools, mobile homes and mobile home parks, junkyards, flood damage prevention and housing standards. Draft Design Guidelines for the City's downtown exist but have never been formally adopted.

Natural Resources

Issues, Opportunities, and Challenges

- The areas along Oneida and Cowaselon Creeks are located in the 100 year floodplain.
- Natural recreation areas include Mount Hope Reservoir, DuRoss Conservancy and the Old Erie Canal State Park. These areas offer trails for hiking, biking and snowmobiling.
- Identified issues include controlling flood issues along the creek in the eastern part of the City and to further develop natural recreation areas in the City.



Streams, Wetlands and Floodplains

Oneida Creek runs 16.7 miles in the City and is a tributary to Oneida Lake. The Creek flows easterly through the Towns of Smithfield and Stockbridge and then forms the eastern boundary for the City of Oneida and the Town of Lenox before running into Oneida Lake. The area immediately adjacent to the Creek is located in the 100 year floodplain.

Cowaselon Creek is also a tributary to Oneida Lake. It travels 3.3 miles in the City. The Creek is located on the western side of the City and the area immediately adjacent to the Creek is also located in the 100 year floodplain. The Creek originates in the very northern area of the Town of Smithfield then flows northerly through the Town of Lincoln, City of Oneida and the Town of Lenox before flowing into Oneida Lake.

Sunset Lake is a small lake located on Chapel Street in the hamlet of Kenwood encompassing approximately 30.20 acres. It is privately owned and currently posted.

The Erie Canal is an historic waterway across New York State that passes through the City of Oneida. It passes through the northern part of the City and crosses the NYS Thruway. Walking trails are located along the canal. Further, the Old Erie Canal State Park is a 36-mile stretch of the 363-mile Old Erie Canal, which has been designated a National Recreational Trail by the National Parks Service. It also passes through the northern part of Oneida. The park provides opportunities for hiking, picnicking, horseback riding, bicycling, cross country skiing, and snowmobiling.

Wetlands

There are seven wetland areas in the City of Oneida. The majority are located in the northern part of the City near the New York State Thruway. One wetland is located on the eastern side just south of the inside district near Oneida Creek. Further, there are many federal wetlands located throughout the City.

City of Oneida Comprehensive Plan

DuRoss Conservancy

The DuRoss Conservancy consists of approximately 18.49 acres of hiking, cross country, skiing, and mountain biking trails. It is located adjacent to Maxwell Field, along Oneida Creek. (See map of Natural Resources and Recreation in the recreational resources section.)

Mount Hope Reservoir

The City of Oneida possesses an unusual asset in the Mount Hope Reservoir Area, a 65-acre, municipally owned parcel of undeveloped and unused land. It is located on the south side of the City off Route 46. The site is the former Warner Water Works, the first municipally owned water works in New York State. The water works originated in 1883 and in 1905 a second dam was constructed. The original dam is a man made earthen dam; the second dam, a concrete structure, was created to allow piping of fresh spring water to the City. It was in operation until the early 1920s when it was disbanded. The second dam was demolished in 1998. Mount Hope Reservoir is now city-owned and open to the public. The site has walking trails and occasional fishing derbies.

Issues/Needs

With regard to natural resources, the City's Planning Department has identified two issues. There is a need for preservation and development of recreational uses in the City. Also, there is a need for control and containment (flooding issues) of creek along low, flat areas of the eastern part of the City.

During the preparation of the Community Profile, ten focus group meetings were held with City residents. One resident commented that they enjoy the woods area and to keep it forever wild.

Historic Resources

Issues, Opportunities, and Challenges

- Oneida is home to one historic district, four historic buildings and one historic site that are listed on the National and State Registers of Historic Places.
- During the Visioning Workshop, residents identified Historic structures (residential and commercial), variety of cultural activities, and the Historical Society, with its Oneida roots, as things they loved about the City.



The City of Oneida is an area of great cultural and historic significance. The Oneida Nation once occupied the area now known as the City of Oneida. During the 1830s, the Erie Canal and the first railroad were built in Oneida. By 1900, Oneida had established itself as a manufacturing center, whose products included doors, bottle caps, cigars, bed springs and dress stays. Further, Oneida Ltd., producer of fine silver and tableware, is well known around the world.

National Register of Historic Places Listing

The National Historic Preservation Act and New York State Historic Preservation Act establish criteria by which buildings, sites, and structures are determined historic. In order to be designated historic, and listed in the National and State Registers of Historic Places, buildings, structures, sites and neighborhoods are evaluated through a formal survey and nomination process, and, if determined significant based on the established criteria. Listed resources are afforded a basic level of protection from federal and state actions, but local regulation is needed to prevent demolition and other actions.

National and State Register-listed historic resources in the City of Oneida include one Historic District (Main-Broad-Grove Streets Historic District), four historic buildings (Cottage Lawn, Oneida Armory, Oneida Community Mansion House, and the US Post Office) and one historic site (Mount Hope Reservoir).

The **Main-Broad-Grove Streets Historic District** is a neighborhood of 197 residences in the City of Oneida. Roughly bounded by Main, Broad, East Grove, West Grove, Wilbur, Elizabeth, East Walnut, West Walnut, and Stone Streets, the district features homes built between 1830 and 1930 in a variety of architectural styles.

The **Cottage Lawn Museum** is an 1849 Gothic Revival cottage designed by Alexander Jackson Davis. It offers period furnishings, historical and genealogical library,



City of Oneida Comprehensive Plan

crafts, and agricultural tools. The museum is the home of the Madison County Historical Society, a nonprofit educational institution dedicated to collecting and preserving the history of Madison County. The Society also develops educational experiences that enhance the County's heritage.

The **Oneida Community Mansion House** is a massive brick building constructed in several stages from the 1850s to 1914 as a multipurpose principal building of the Oneida Community, a utopian, religious society founded in 1848 by John Humphrey Noyes. There are more than 300 rooms at the Mansion House; eight guest rooms are available for overnight stays.

The **Oneida Armory** is located at 217 Cedar Street. Previously home to the Army National Guard, the State of New York conveyed ownership of the Oneida Armory and its related lands to the City in 2002. This Tudor Revival building was designed by William Haugaard. The Armory is currently home to the City's recreational leagues and youth programs.

The **U.S. Post Office in Oneida** (133 Farrier Avenue) is part of a thematic listing in the National and State Registers, "United States Post Offices in New York State, 1858 – 1943. The Colonial Revival building was designed by James A. Wetmore.

The **Mount Hope Reservoir** is located between Mt. Hope and Fairview Avenues. It is a city park area offering fishing and hiking trails.

Additionally, the Kallet Civic Center is eligible to be listed on National and State Registers of Historic Places. The City is currently in the process of submitting a formal application for this designation.

Madison County Historical Society

The mission of the Madison County Historical Society is "to preserve, collect, promote, and exhibit the history of Madison County and its municipalities through the development of programs that enhance the county's heritage." According to the Historical Society the most recent historic preservation efforts that have taken place in Oneida include the designation of the Main-Broad-Grove Street Historic District and the implementation of the façade program in the Downtown. With the County's Bicentennial coming up, the Historical Society feels that it is important for the City to continue to preserve and re-use buildings in the City and to perhaps develop a Board or Commission specifically devoted to historic preservation issues.

Historic Preservation Needs

Historic structures (residential and commercial), variety of cultural activities, and the Historical Society, with its Oneida roots, were identified as things participants at the Visioning Workshop love about the City of Oneida. When asked for things to change about Oneida, one resident suggested establishing a Historic District Law.

During the preparation of the Community Profile, ten focus group meetings were held with City residents. One resident commented that they like the Historic Society.

Recreational Resources

Issues, Opportunities, and Challenges

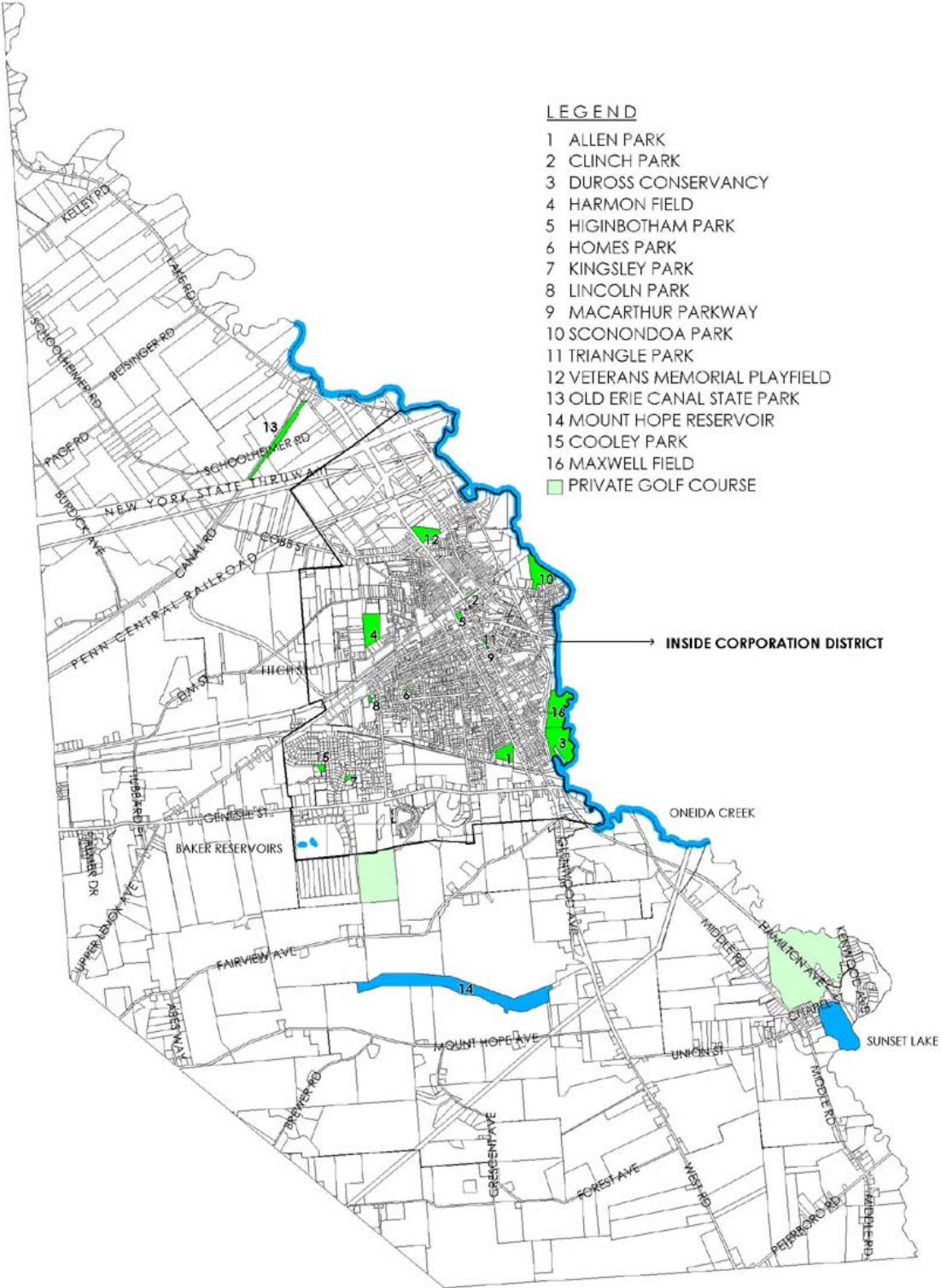
- The City has 12 parks comprising 140 acres. Further, the City offers a wide variety of recreational programming for its residents.
- The City completed a Five-year Master Plan for Oneida's parks and recreation programs and facilities development for 2002-2006. Further, the Department is beginning the master plan for the next five years.
- Priority improvement needs identified by the Recreation Department include the development of additional parking for the Armory, re-do the outfield areas of the ball fields, improve drainage at all the fields, and re-do the backstops at the ball fields.
- The development of a skate park and boundless park (accessible to all children no matter what their physical abilities) were also identified as needed recreational facilities in the City.
- Participants at the Focus Group Meetings identified the need for more green space, improved green space, better advertising of programs, better coordination among events and activities, and more non-sports related programs for teens as changes that should be made in Oneida.



Public Recreation Facilities

The City of Oneida offers a variety of parks and recreational facilities. There are 12 parks located around the City encompassing approximately 140 acres. Most recently the City has added the Oneida Armory as a recreational facility. The City's Recreation Department rented the gymnasium for winter adult leagues from 1979 to 2001. In November 2001, the facility was fully utilized by the City and in 2002 the Armory was conveyed to the City with the stipulation that it will be used for recreational purposes only. The Armory Recreational Facility is located on Cedar Street and encompasses 2.11 acres. It was listed on the National Register of Historic Places in 1994. The facility provides a variety of recreational leagues, programs, and classes for local residents. A Teen Center and Senior Center are also found at the Armory. The Teen Center is open 6 days a week, while the Senior Center is open from Monday through Friday. The table below summarizes the public recreation facilities located in the City of Oneida.

**CITY OF ONEIDA, NEW YORK
NATURAL RESOURCES AND RECREATION MAP**



<i>Name</i>	<i>Location</i>	<i>Acreage</i>	<i>Facilities</i>
Allen Park	Broad Street	11.40	Doubles tennis court, basketball court, play area, lighted pavilion and restrooms.
Clinch Park	Oneida Street	0.20	Green space and site of the City's annual Block Party.
Cooley Park	Ryan's Way	2.38	Walking trail and basketball court
Duross Conservancy	Off East Sands Street	16.20	16 acres of hiking, cross country, skiing and mountain biking trails. It is located within Maxwell Field
Harmon Field	Stanton Street	17.00	Tennis court, softball fields, soccer fields, play area, basketball court, lighted pavilion and restrooms.
Higinbotham Park	Broad Street	0.90	Basketball court, pavilion, and restroom. It is the site of the city's summer concerts.
Homes Park	Between Earl & Leonard St.	0.10	The park is considered green space with no facilities or equipment.
Kingsley Park	Off Stoneleigh Road	0.30	The park is designated as primarily green space.
Lincoln Park	Lincoln Avenue	0.50	The park is primarily wooded.
MacArthur Parkway	MacArthur Parkway	0.40	The park is designated green space.
Maxwell Field	E. Sands Street	10.0	Softball and baseball fields, little league field and open area for field hockey.
Mount Hope Reservoir	Mount Hope Avenue	64.0	Reservoir for fishing and trails for hiking, mountain biking, cross country skiing.
Sconodoa Park	Sconodoa Street	3.50	Basketball court, softball field, playground, pavilion and restrooms.
Triangle Park	Adjacent to MacArthur Parkway	0.10	Designated as a memorial site for war veterans.
Veterans Memorial Playfield	N. Main Street	13.80	Pool, lighted softball, baseball, football and soccer fields, lighted tennis courts, lighted basketball court, playground, field house (ice skating rink) and restrooms.

Source: City of Oneida Recreation Department

Public Recreation Programs

The City of Oneida's Recreation Department provides a variety of sports leagues and camps for local residents. With the exception of the Summer Parks Program and Pre-School Age Program, all activities have program fees. The chart below summarizes the programs currently offered by the Recreation Department.

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TABLE 13: MUNICIPAL RECREATION PROGRAMS/SPECIAL EVENTS

<i>Activity</i>	<i>Season</i>	<i>Location</i>	<i>Target Population</i>
T-Ball	Spring	City Ball Fields	Children 6-8
Golf Lessons Indoor Outdoor	Spring	Armory Kanon Valley	Adults
Co-Ed Volleyball	Spring	Armory	Adults
Summer Parks Program	Summer	Allen Park, Sconodoa Park, Harmon Field and Oneida Castle Park	Children 5-12
Sports Camps <i>Basketball, softball, soccer, volleyball, field hockey & lacrosse</i>	Summer	Various City Parks	Youth
Lessons <i>Tennis & Golf</i>	Summer	Various City Parks	Youth
Non-sports Camps <i>Technology, Art Drama & Music</i>	Summer	Armory	Youth
Swimming Lessons	Summer	Chapman Pool	Youth/Adult
Co-ed Volleyball	Winter	Armory	Adult
Youth Basketball	Winter	Armory	Youth 2 nd to 6 th grades
American Red Cross Babysitting Course	Winter	Armory	11 years old & up
MUNY Basketball	Winter	Armory	Adults
Pee Wee Wrestling	Winter	Armory	Youth
Day Leagues <i>(Volleyball, Darts, Shuffle Board, Badminton, Basketball)</i>	Winter	Armory	
Tubing Days	Winter	Four Seasons Golf & Ski Center	
Knitting Classes	Winter	Armory	Youth/Adults
Pre-School Age Program	Winter	Armory	5 year olds
Source: City of Oneida Recreation Department			

Privately-Owned Recreation Facilities

Pleasant Knolls Golf Course is a nine-hole, par 36 course located at the Turning Stone Casino. This golf course offers a small pro shop, riding carts, and sandwiches and refreshments. It is open daily during daylight hours. Sherrill-Kenwood Golf Club is a semi-private 18-hole golf course located in Sherrill.

The Tri-Valley YMCA offers youth programs, adult and senior programs and special events. Youth programs include latch key, vacation days, indoor soccer, summer day camp, sports camps, pre-school fitness, teen dances and youth karate. The YMCA also provides child care at four grade schools. Programs available for adult and senior citizens include daily exercise classes, karate, recreational and league volleyball, basketball leagues, weight training, senior fun



days, and walker's club. The YMCA provides outreach fitness with the local hospitals as well as special events for local residents. The YMCA has 3,400 members, approximately 600 of which use the facility daily. Although the YMCA recently expanded, the organization would like to add a teaching pool, a strength training center for children, and a sauna.

Awesome Fun and Skate is a skating rink located at East Railroad Street. The facility provides open skating Friday evenings and during the day on Saturday and hosts a Teen Dance Party every Saturday night. A concession stand, game room and seven party rooms are also located on site.

Recreation Needs

The City's Recreation Department completed a Five-year Master Plan 2002-2006 to provide the Department with a plan for future Parks and Recreation programs and facilities development. The following recreation needs were identified in the Master Plan:

- New indoor recreation facility for Recreation Department (NYS Armory)
- Alternative Teen, pre-school and senior programs that are not always sports oriented
- Social programs for young children and parents
- Improvements to current outdoor facilities to include electricity, handicap accessibility and parking
- Improvements to and building of a new sports facilities for city programs and work with private not-for-profit organizations to help meet their needs
- Educational programs available to families in the area of personal safety and Red Cross & Heart Association classes to keep individuals of all ages, including senior adults, healthy so they can continue to lead independent, healthy, productive lives
- Local park programs that provide family outings and gatherings
- Create a skate park for skate boarding and ice skating

According to the Recreation Director, the City needs to provide additional parking at the Armory, re-do the outfield areas of the ballfields, improve drainage at all the fields, and re-do the backstops at the ball fields. Further, the Director also thinks that the City needs a boundless playground at Allen Park and a Skate Park. A boundless park is a park where all children, no matter what their physical abilities, could play side-by-side.

During the Visioning Workshop, participants mentioned that they love Oneida's beautiful parks, easy access to recreation, youth activities (particularly that there is plenty available), the Kallet Civic Center, Armory Recreation Center, and community events. When asked for things to change about Oneida, one participant said better activities for teens and young adults. Another participant added social clubs for teens/adults. Further, one participant suggested park and trail development along the Route 5 Corridor.

During the preparation of the Community Profile, ten focus group meetings were held with City residents. Two questions were asked of the groups. The first question asked residents what they

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liked about Oneida and the next question asked for things that they would change about Oneida. Residents identified the following as recreational resources that they love about Oneida:

- Enjoys parks – particularly Allen Park – green space (more)
- Parks as a whole are very nice.
- Loved the concert at Allen Park, very good comments.
- Like the sports programs that the recreation department offers
- New play equipment
- Like I said I do like what Hurry is doing to his storefront, and I think one good thing about Oneida is, actually, that there are a lot of new playgrounds. I really love them because they are scaled better for a younger age and so much safer than the wooden ones I think, in that area; we are definitely headed in the right direction.
- Like our town events (Memorial Day Parade, Easter Egg Hunt, Christmas Tree Lighting)

The following were identified as things residents would change about Oneida:

- Encourage more green space
- Use Kallet for larger entertainment venues (ex. Shows, concerts)
- Would like to see the concerts in all parks not just one.
- Improve green space by planting and trimming what is there
- Complained about the kids that walk to and from the pool, not dressed appropriately
- No more Block Party, concentrate more on events like Craft Days, etc.
- More activities and programs for teens, including those teens that don't necessarily participate (fit) at the YMCA, school programs. Let the teens be part of the planning of these events.
- Rec Dept – better advertising of programs for seniors, teens, family events
- Statue at Triangle Park
- Coordinate events in City with other activities throughout the County
- More family activities/events, better coordination of these
- More supervised activities for youth- after school, alternative ed, etc.
- How about more “buzz” about our winter events (Tree Fest, Tree Lighting, Holiday Home) and tying it together with a city-wide caroling? Last year the Methodists started it at the Historic Society, waited at every church along Main to join us (no one did), went into the Kallet lobby to serenade them (we were invited in to see the exhibit) and ending up at the Armory for cookies and hot cocoa. It was a great way to see most of the churches, some homes, Cottage Lawn, the Kallet, and the Armory as well as wave at neighbors and proclaim our love for each other.
- Clean up the Block Party.
- The Kallet, Y, KEYS, and the OPL would love to join the Rec in hosting free activities for the children – Bouncy castle, story-telling,, arts & crafts tent, Children's Theatre, relay races, face-painting, Teddy Bear Parade, etc. Good wholesome fun the children will enjoy for free. The parents will enjoy too. Let the Children's Arts Council (that's the Rec, Y, OPL, Kallet & KEYS) help. No more carnival/midway stuff, no more junkie concessions. How about cheese and crackers sponsored by the Dairy Co-op? Veggie art booth sponsored by the Farmer's market and Quiet Valley Farms. Free popcorn from Wal-Mart? BBQ dinners on sale from the local churches/PTA/St. Pat's?

- We also need to have more family oriented establishments – Awesome Fun-n-skate is the only thing I can think of that’s around – and their location in that downtown area is NOT ideal to bring families to. Let’s think about things to do as a family – and see if we could try to “sell” certain properties to family oriented businesses. IE: maybe Billy Nye would sell a chunk of land near Wal-Mart to have a go kart/batting cage/mini golf business put in, or have the boundless playground (completely handicap accessible) built where the most residents would be able to use it – Allen park? Or maybe behind the property behind Dowling Lumber? There are many things we could do and lots of area that need to be cleaned up.
- Children’s museum, special needs resource center and library, as well as a family center established – including a special needs handicap friendly playground, trails – for hiking, nature, etc. and family oriented activities – including picnic areas, fishing ponds, mini golf etc. all with the hopes of being at the former moose lodge/golf course.

Transportation and Infrastructure

Issues, Opportunities, and Challenges

- The Water Department is projecting that by 2020, the City will have inadequate water supplies due to their distribution system.
- The City recently completed a NYS Route 5 Corridor Management Study.
- The Sewer Department is looking to increase the rated capacity of the City's Waste Water Treatment Plant from 2.5MGD to 3.75MGD.
- Issues identified during the Focus Group Meetings included downtown parking problems, visibility problems at certain intersections, and the future availability of city water in certain areas of the City.



Transportation

Streets

There are three key thoroughfares linking the City of Oneida to the larger region. One of those is Route 365A, also known as Lenox Avenue. Lenox Avenue, which runs east and west between Route 5, Downtown Oneida and the New York State Thruway (I-90), serves as a key gateway on the western side of the City. Route 5 also runs east and west, just south of Route 365A. The other key thoroughfare is Route 46, also known as Main Street, which is located south of Route 5. Route 46 is a north/south route linking traffic between Route 5, Downtown Oneida, and Route 365, a main arterial leading to the NYS Thruway.

Route 5 is the most traveled roadway in Oneida. In 1999, the New York State Department of Transportation reported that Route 5, between the City line and Route 365A (Five Corners) had an Annual Average of Daily Traffic (AADT) count of 15,462 and between the Inside/Outside District Boundary and Seneca Street had an AADT count of 11,736. Table 14 shows the most recent AADT counts for state routes in the City of Oneida.

A NYS Route 5 Corridor Management Study was recently completed for the City of Oneida. The purpose of the Study was to determine transportation improvements and land use strategies that will maximize development opportunities, improved traffic operations and address the overall quality of life along Route 5, particularly between Seneca Street and Route 46. General recommendations for the entire Route 5 Corridor Study area are as follows:

- Provide a transportation system with the access needed to accommodate existing and future development;
- Identify strategies to improve safety (e.g. reduce accidents/potential for accidents) and traffic flow (e.g. reduce delays);
- Improve access to area businesses;

- Improve the appearance of the development within the study areas in order to enhance these areas as gateways into the community;
- Increase and improve accommodations for pedestrians and bicyclists;
- Avoid connecting existing commercial development areas with linear or “strip” commercial development along major roads in the City;
- Consider a network of front and/or rear access roads;
- Evaluate a range of techniques that can reduce or minimize the transportation impacts identified in the planning process; and
- Promote development of interior or non-frontage properties.



Recommendations were also made for two sub areas of Route 5. Area I is located in the eastern portion of Route 5 between Seneca Street and Route 46. Area II is located in the western portion of the study area between the City’s western boundary line and Seneca Street. Suggested modifications and improvements to Sub Area I include:

- Convert current 3-lane corridor to a 4 lane roadway with a raised, landscaped median.
- Extend Seneca Road south of Route 5.
- Develop rear access road behind road-front commercial uses north the corridor (across from Ames Plaza entrance), which would provide cross access to commercial properties and a direct connection to Broad Street.
- Encourage out parcel development along Route 5 and 46 to maximize development space and increase use of shared access drives.
- Utilize a nodal approach to commercial development in this portion of the study area to avoid the proliferation of strip development and the traffic problems and safety concerns that often occur as a result.
- Improve performance of the intersection by lengthening the southbound left turning lane on Route 46.
- Consider mixed-use development practices, including the addition of multi-family residential development.
- Extend Broad Street south of Route 5 to provide a link to an alternative east-west travel route.
- Develop rear access road south of the corridor to connect Ames Plaza entrance and Broad Street Extension, possibly extending to Route 46.
- Formally establish the railroad right-of-way as a multi-use trail by providing basic pedestrian amenities and ensuring ADA accessibility requirements are met.

Suggested modifications and improvements identified for Sub Area II include:

- Change current roadway design to include two travel lanes with a landscaped median with 14-foot lanes and 8-foot shoulders.
- Anticipated land use in this area is expected to be residential in nature. Residential development in this area should include plans with interconnected street systems and access points from Route 5 and Upper Lenox.

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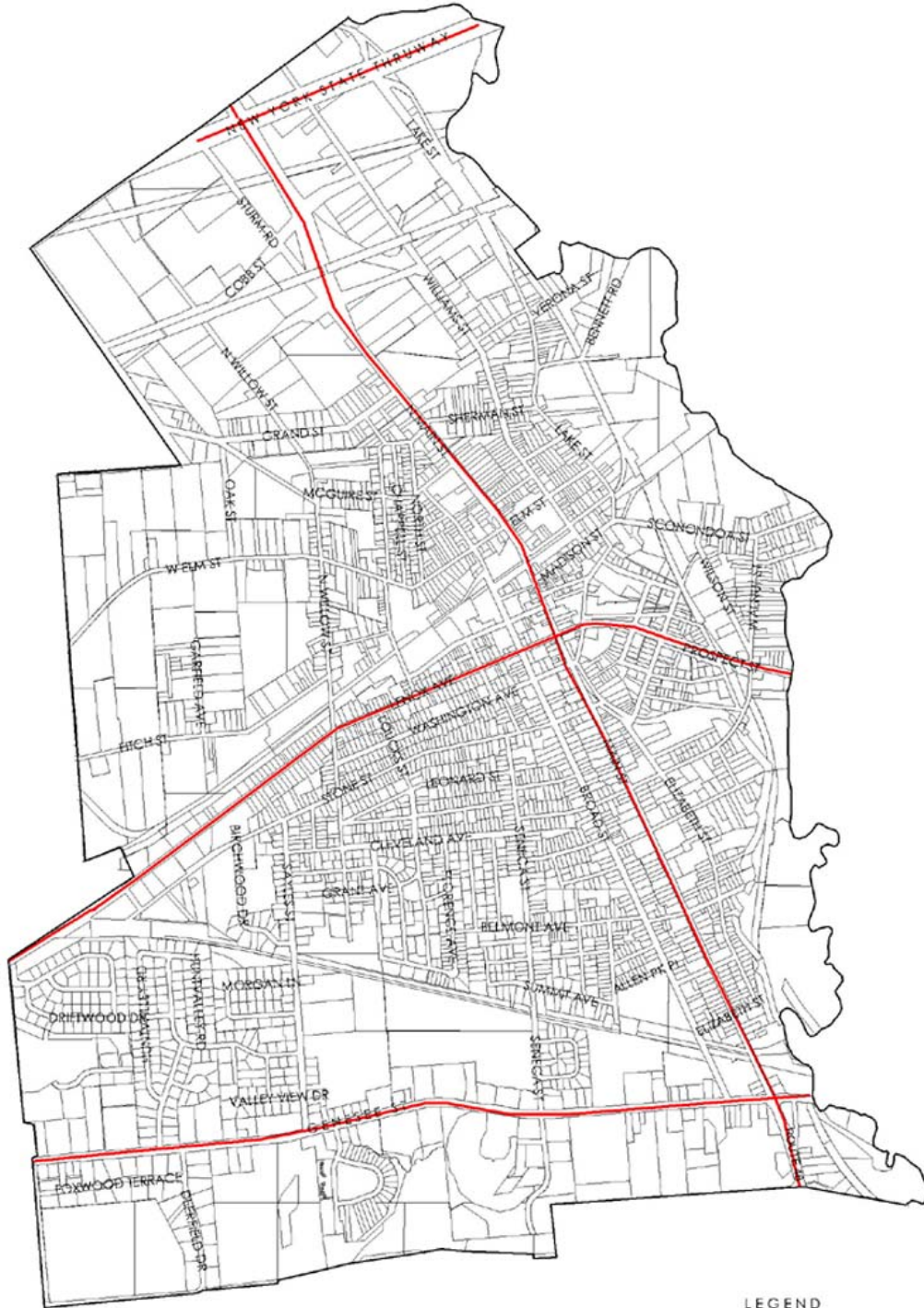
- This area has an abundance of open space and farm land that is expected to be maintained for the foreseeable future. For example, the parcel behind the Nye Dealership is owned by the Nye family. It is understood that this current use is not expected to change in the near future. The City should take active steps to support land owners that want to preserve their open space and active farmland.
- This area would be suitable for larger-scaled light industrial and/or commercial activity as the area is already home to a large commercial plaza. In addition, the recently reconstructed intersection can accommodate the type of traffic that might generate from light industrial/commercial uses. Although this area is well suited to industrial development, the City indicates demand for development in this area may be low in the immediate future since there are other industrial locations that still remain available elsewhere in the City.
- Limited bicycle facilities are located along this stretch of Upper Lenox. The bike lane begins just beyond the intersection with Route 5 and ends where the road transitions from two to four lanes. Currently bicycle accommodations lack meaningful linkages throughout the study area and should be expanded to encourage multi-modal access.
- There are no sidewalks in this portion of the study area. Wide shoulders provide room for pedestrian and bicycle access. The City may want to consider the development of an off-road trail or sidewalk system in this area, perhaps on one side of the road. This type of improvement would provide an important pedestrian connection between future residential development and the commercial node (Wal-Mart/Sears Plaza).
- Improve pedestrian access to the plaza by providing necessary accommodations (i.e. sidewalks, pedestrian scaled lighting).
- The current rail line just north of the study area could be converted to provide additional access, either in the form of an access road (for future industrial/commercial development) or as a multi-modal trail that bicyclists and pedestrians could utilize to access other points within and just beyond the City boundaries.

TABLE 14: STATE TOURING ROUTES IN THE CITY OF ONEIDA

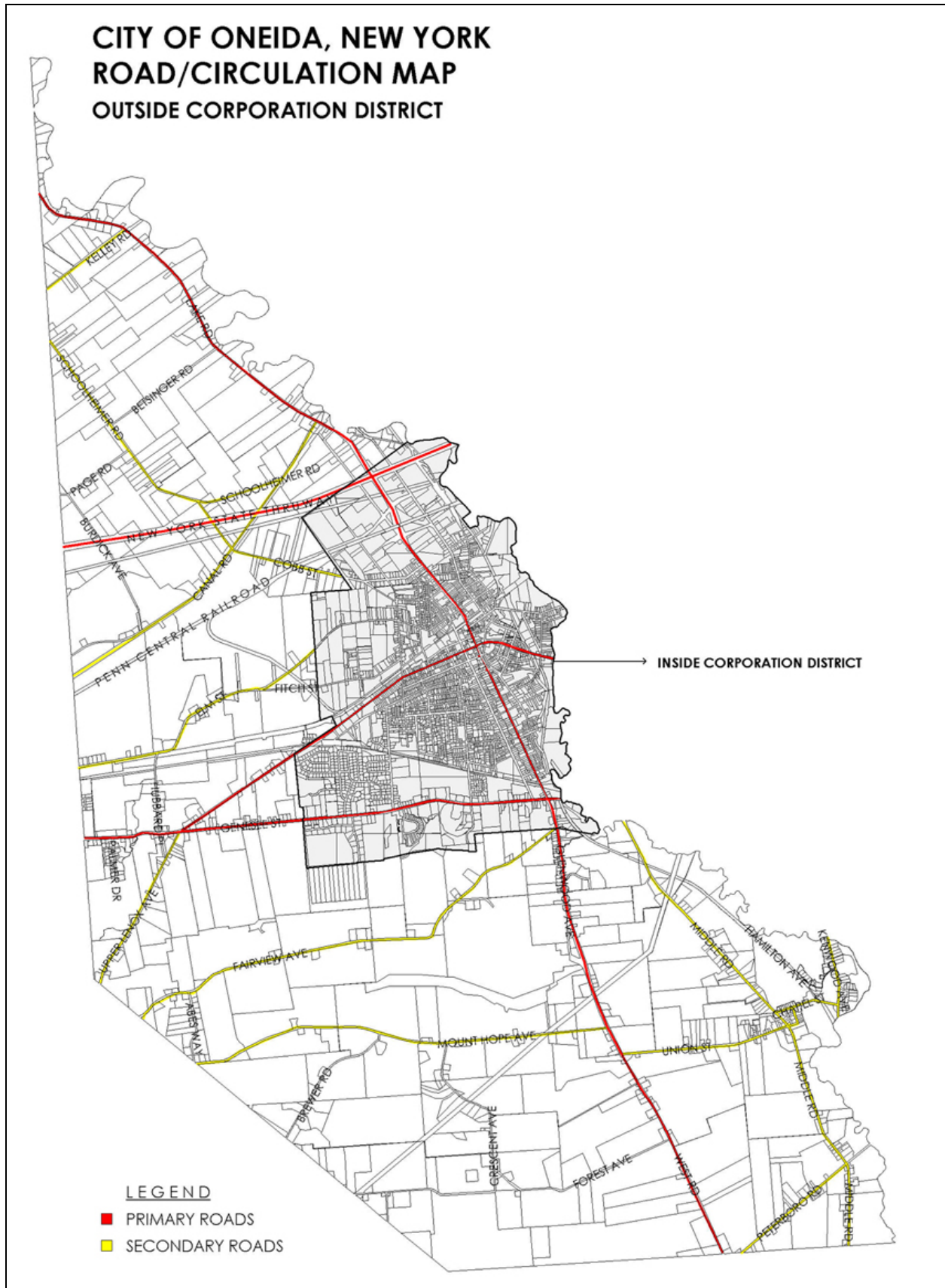
<i>Route</i>	<i>Section Length</i>	<i>Start Description</i>	<i>End Description</i>	<i>AADT (Year)</i>
5	0.64	City line	RT 365A Five Corners	15,462 (1999)
5	0.98	RT 365A Five Corners	City of Oneida Inside /Outside District Boundary	10,772 (2000)
5	1.00	City of Oneida Inside /Outside District Boundary	Seneca Street	11,736 (1999)
5	0.50	Seneca Street	Route 46 Junction	15,867 (1997)
5	0.08	Route 46 Junction	Oneida County Line	15,959 (2001)
46	1.52	City of Oneida (Low)	CR 44 Union Street	5,043 (2001)
46	1.79	CR 44 Union Street	RT 5	7,044 (2000)
46	1.12	RT 5	RT 365A	7,997 (2001)
46	1.68	RT 365A	RT 316	8,114 (2002)
46	0.03	RT 316	Oneida Co Line	5,520 (2002)
365A	1.14	RT5	Stone Street	8,308 (2000)
365A	1.22	Stone Street	RT 46 Oneida	8,307 (2002)
365A	0.53	RT 46 Oneida	Oneida Co LN	6,890 (2002)

Source: New York State Department of Transportation 2002 Traffic Volume Report.

**CITY OF ONEIDA, NEW YORK
ROAD/CIRCULATION MAP
INSIDE CORPORATION DISTRICT**



LEGEND
■ PRIMARY ROADS
■ SECONDARY ROADS



Transportation projects currently underway in the City of Oneida include the paving of Broad Street and one-half of Sayles Street.

Sidewalks

Most streets in the City of Oneida have sidewalks, though many are in poor condition and need replacement and some areas do not have any sidewalks. The City continued its Sidewalk Replacement Program during the summer 2004. The program involves the removal and disposal of any existing sidewalk and construction of a new sidewalk. Additionally, any disturbed lawn areas would be top soiled and seeded. Participants in the program are expected to pay 50% of the cost of the sidewalk replacement with the City providing the other 50%.

Parking

There are five City-owned parking lots in Oneida. All are located in the Downtown Area. The parking lot on Washington Avenue has 22 spaces (2 handicapped) and the lot off Phelps Street has 25 spaces. The Kallet parking lot is the largest with 131 spaces (6 handicapped). Additionally, the Chase Bank lot has 45 spaces (2 handicapped) and the lot on the corner of Phelps and Cedar has 20 spaces.

Bus Service

Madison Transit System (MTS) provides local residents with public transportation for various sites in and around the City of Oneida. Commuter service is provided through four routes (Southern, Northern, Eastern and Western). Three of these routes go through the City of Oneida. Further, there are five fixed route and dial-a-ride service for the City. There is also an Oneida Evening Express Route, Saturday Extended Service and Sunday Extended Service. Intercity fares are \$1.00, while rural fares (travel within Madison County) are \$2.00. Fares are half the price for seniors (60 years and older), Persons with disabilities, and youth between the ages of 6 and 16. Children who are five years and under do not have to pay the fare. Monthly pass for unlimited rides is \$30.00.

MTS operates a route deviation service by advance reservation. This service allows passengers with an origin or destination within $\frac{3}{4}$ mile of a fixed route to be pick up and dropped off at their destination.

Water and Sewer

Water

The City of Oneida operates its own water treatment and distribution system that serves all areas of the City as well as several surrounding municipalities. The system is divided into eleven water districts, ten of which are located outside the City. Among the municipalities served are the Villages of Wampsville, Oneida Castle and Vernon and the Town of Verona.

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The City draws its water from the Glenmore Reservoir, on Florence Creek. It is located along Glenmore Road in the Town of Annsville (Oneida County) approximately 20 miles north of the City. According to the City's 2003 Annual Water Quality Report, the Water Department serves over 20,000 people and provides an average daily water supply of 2.3 million gallons (2.3 MGD). The reservoir itself holds approximately 320 million gallons of water.

The City's water treatment facility, constructed in 1980, is also located in Annsville. City water is distributed through a network of 76 miles of water main throughout the City. There are two tanks that provide a combined capacity of 15 million gallons for storage. All water is treated at the filtration plant also located at the Annsville site.

The Water Department is projecting that by 2020 they will have inadequate water supplies. The major issue is the source water capacity. Approximately 52% of the City's water system has unlined cast iron mains. Further, the major transmission main will also need to be improved.

Sewer

The City of Oneida's sewer system consists of over 40 miles of gravity sewer and 4 miles of force main. The system is divided into two districts. The first serves the City itself. The second serves approximately eighty residents in Kenwood, and flows from this district are treated in the City of Sherrill. The Oneida Nation Territory is also partially served by the system. Pump stations bring the sewage to White Pines and on to the City's treatment facility. Approximately 85% of the inside tax district has public sewer, and there have been sewer extensions to the Wal-Mart Plaza and the Oneida Business Park, both located in the outside tax district.

According to the Sewer Department, 50% of the sewer collection system has been replaced or slip-lined within the last 30 years. The rest of the system needs to be replaced or serviced. The wastewater treatment plant is also approaching capacity. The City is currently negotiating with the New York State Department of Environmental Conservation (NYSDEC) to undertake an improvement project to increase the Waste Water Treatment Plant's rated capacity from 2.5 million gallons per day to 3.75 million gallons per day.

There are two parts to the waste water treatment plant, the primary treatment process and the secondary treatment process. The primary system is old. The City is anticipating design in 2005-2006 with construction in 2007 to replace the existing system. Development of a new primary system is a necessary investment for the City.

The secondary system consists of old blowers that pump air through the system and is very inefficient. The City submitted a Demonstration Report to the NYS DEC in July 2004. The City anticipates that the majority of this project will be complete by this time next year.

There are three driving forces behind these identified improvements, the age of the infrastructure, HP Hood, and the Oneida Nation. HP Hood uses about 60% of the system, and the Oneida Nation currently uses about 15% of the City's system. However, within the next ten years, it is anticipated that the percentage used by the Oneida Nation will double. The Nation

has a number of projects currently underway, including a hotel expansion that will require additional capacity. The Oneida Nation is providing financial assistance for this project.

The Sewer Department is also exploring grant opportunities to assist HP Hood. This company spends a significant amount of money on wastewater treatment. The City would like to use their biogas methane to generate electricity.

Utilities

Gas and electric service is provided by Niagara Mohawk. Verizon provides local phone service. Time Warner Cable provides internet access and cable service. Cellular service is available through Verizon Wireless and Nextel.

Infrastructure Needs

The City held a Comprehensive Plan Visioning Workshop in June 2004 to find out what residents love about the City of Oneida and what things residents would like to change about Oneida. Decent drinking water and elegant streetscapes were both identified as things residents love. Residents identified the following as things that they would change about Oneida: improve the gateways into the City including providing way finding signage to key points of interest within in the City; reduce speed limits on Upper Lenox Avenue, improve appearance of main roads into the City by eliminating billboards, garbage etc., and address terrible traffic problems on Route 5.

During the preparation of the Community Profile, five focus group meetings were held with City residents. With regard to transportation and infrastructure, the following were identified as things to change in Oneida:

- Parking downtown is a problem because people are used to parking right by businesses (ex. Ilion changed their Main Street – blocked off)
- Why do all the City trucks have to come down Sherman Street?
- Line on Sherman Street/Sherman/Lake Road – Both intersections are bad with people turning and get out on Main Street
- Schoolheimer Road residents want to make sure that city has water for them if they needed it.
- More support for public transport
- Special member item: ARC's public transport use of BOCES transportation center
- There are too many streets running between where that arcade is and the back of Thompson Appliances and Mind games. You know, Oneida Street and two one way streets on either side of it. There is not enough traffic to warrant three streets in that space and it is an eyesore. In this part of town there is so little grass and nice places to sit. There is little in this part of town that makes it look welcoming and clean. It seems that is a simple solution to that small area. We should use it as just a nice lawn and park benches. Not a playground. We have plenty of playgrounds. So getting rid of the eastern block of Oneida Street may seem like a huge proposal. The flanking streets are both one

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way and have parking for the respective businesses, so nothing new needs to be done with them. They have stop signs and will not need traffic lights.

- The cement around the doors on Main Street where the pump station is needs to be repaired.

Agriculture

Issues, Opportunities, and Challenges

- Agriculture is still an important industry in Madison County.
- The HP Hood Plant is a major manufacturing/processing facility in Oneida for agricultural products.
- Residential and commercial growth of the City has discouraged farming in Oneida.



Madison County

Farming has played a key role in the economy of Madison County for over a century. In 1900, 90% of the total land in the County was cultivated³. Today, almost half of the County's land area remains dedicated to farming (202,700 acres).⁴ Dairy farming predominates; in fact, Madison County ranks eighth in the state in dairy production. According to 1997 data compiled by the New York Agricultural Statistics Service, 77% of the County's gross agricultural marketings are directly attributed to dairy product sales for a total value of more than \$50 million. Most of the dairy farms in Madison County are mid-size farms of 80-90 head of cow per herd, and small farms of 40 head per herd are still common.

Other agricultural enterprises in Madison County include raising cattle and calves (\$5.8 million), hay and silage (\$2.3 million), corn for grain (\$2.1 million), greenhouse and nursery (\$2.1 million), and other products (\$2.8 million.) The total value of agricultural marketings in Madison County during 1997 was \$65.7 million.

According to the 2002 U.S. Census of Agriculture, Madison County has 734 farms comprising a combined 168,264 acres. The average size of a farm is 229 acres. In 1997 the County had 807 farms comprising 192,869 acres. Since 1997 there has been decline in the number of farms at 9.0% (73 total farms). Agriculture product sales in Madison County in 2002 totaled \$61,604,000.

City of Oneida

According to the City's Tax Base Analysis, there are 95 parcels defined as agricultural property comprising 3,919 acres in Oneida. These parcels are located in the outside district. There are portions of two state-certified agricultural districts that fall within the City boundaries. Madison County Agricultural District #2 comprises 555+ acres in Oneida and a portion of this district is located on the western border of the City around Upper Lenox Avenue and between Brewer Street and Forest Avenue, also along the western boundary. Madison County Agricultural

³ *Country Roads Revisited*, Madison County Historical Society, Oneida, NY, 1994.

⁴ NY Agricultural Statistics Service, *Madison County Farm Statistics* April 2000

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District #3 encompasses 576+ acres in Oneida and is located along much of the southern border of the City.

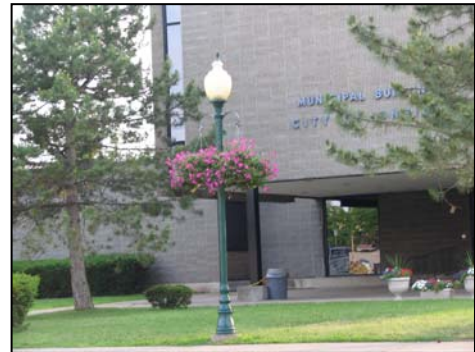
Cornell Cooperative Extension (CCE) reports that there is still a significant amount of agriculture in Madison County. However, residential growth and commercial growth in the City has discouraged expansion of farming practices in Oneida. According to CCE, farmers in the City are feeling the pressure from urban / suburban growth. Further, according to CCE, soil resources in Oneida are considered baseline marginal and tend to be heavier, clay-based soil. This type of soil is more difficult to work with than soil found in other areas of Madison County. One trend that CCE has noticed is the growing number of part-time farm enterprises in Madison County.

The Hood Plant is the most significant agriculture-related business in Oneida. The Hood plant produces dairy and dairy-related products, as well as national license brand products with innovative packaging and material handling systems. The company is always expanding their plant and continues to be a major agriculture presence in Oneida.

Local Government Administration and Community Services

Issues, Opportunities, and Challenges

- The City of Oneida has a mayor/council form of government where officers serve two-year terms.
- The City is comprised of 14 departments and 10 City Boards and Commissions.
- The City of Oneida is served by four school districts, Oneida City School, Stockbridge Valley Central School, Canastota Central School and Vernon-Verona-Sherrill Central School Districts.
- Municipal trash pick up, teen loitering problem downtown, and working with the Oneida Indian Nation were identified as issues needing to be addressed by Focus Group Participants.



Government Structure

The City of Oneida was incorporated in March 1901. Prior to this it was the Town of Oneida, which had incorporated in 1896 and before that it was the Village of Oneida. The City has a mayor/council form of government.

The City elects the following positions as prescribed by its charter: a Mayor, a city councilor for each of the six wards in the City, City Chamberlain, City Judge, City Justice, and four supervisors. The City Judge and City Justice serve six-year terms. The Supervisors serve the same term of offices as the Supervisors of the towns of Madison County. All other elected city officers serve two-year terms.

The Mayor also appoints a number of city officials including the City Engineer, City Comptroller, Deputy City Comptroller, City Clerk, Deputy City Clerk, Deputy City Chamberlain, City Attorney, City Assessor, and the Commissioner of Public Safety. Other appointments may be made as provided by the City's charter or otherwise by law.

City Departments include Public Works, Police Fire, Finance, Planning, Code Enforcement, Assessment, Recreation, Chamberlain, City Clerk, Civil Service, City Attorney, and City Court. A brief summary of the responsibilities of each Department includes the following:

- The Department of Public Works is responsible for the maintenance, improvement and care of streets, highways, traffic lights/signs, storm sewers, central garage, sanitary sewers and sewage treatment, public buildings, engineering services, and mosquito control. They are also responsible for the planting, removal, and care of trees and shrubs in the City. The department is also responsible for sewer lateral repairs (in street right-of-way), Christmas tree pick up, spring cleanup, and leaves pick up.

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- The Department of Public Work's Water Division is responsible for reading meters, billing, repairing water mains, installing new meters and connections, operating and maintaining the water treatment plant, conducting safety tests on water, and responding to emergencies.
- The Department of Public Work's Sewer Division is responsible for maintaining and operating the City's wastewater treatment system.
- The Police Department is a full-service department that is responsible for the protection of life and property in Oneida. Police officers are assisted by an Animal Control Officer and clerical staff.
- The Fire Department is responsible for fighting fires as well as arson investigations, fire inspections, fire prevention programs, and housing inspections for multiple residences.
- The Finance Department (Comptroller's Office) is in charge of maintaining and supervising the City's general accounting system, examining and auditing the accounts of all City officers, and all persons indebted to the City. The Comptroller also serves as the purchasing agent for the City, assists in the preparation of the annual budget and prepares payroll.
- The Department of Planning & Development is responsible for development and administration of the Comprehensive Plan, zoning regulations, site plan ordinance, subdivision regulations and providing planning guidance and recommendations to the Planning Commission and Zoning Board. Additionally, the Department is also responsible for development and implementation of community development grant projects and economic development.
- The Code Enforcement Office reviews applications for building permits, inspects sites, and administers and enforces all provisions of the laws and ordinances.
- The Assessors Office maintains property records and places an assessed value for the real property on the Assessment Roll.
- The Recreation Department provides quality leisure activities, services and facilities to residents of all ages.
- The Chamberlains Office is responsible for collecting public funds.
- The City Clerks Office handles all City records, official minutes and documents of the Common Council, issues all city licenses and permits, and is responsible for the elections held in Oneida.
- The Civil Service Department serves as the human resources department for the City of Oneida.

- The City Attorney is the official legal advisor for all City Offices, Departments, Agencies, Boards, Bureaus and Commissions.

The City also has ten City Boards and Commissions. The Assessment Board of Review is recommended by the Mayor and appointed by the Council. This Board consists of five members and is in charge of receiving complaints of property tax assessments.

The Civil Service Commission is a three-member board, all of whom are appointed by the Mayor. This Commission administers the provisions of Civil Service Law and the City's merit system.

The Housing Authority is a five-member board, all of whom are appointed by the Mayor which provides financial oversight to the Oneida Housing Authority.

The Industrial Development Board is appointed by the Common Council. The purpose of this Board is to actively promote, encourage and develop economically sound commerce and industry within the City for the purpose of preventing loss of businesses and jobs, while advancing opportunities for general prosperity and economic welfare of the people of the City of Oneida.

The City of Oneida Zoning Board of Appeals (ZBA) is a seven-member board, all of whom are appointed by the Mayor. Responsibilities of the ZBA include administration of the City's Zoning Ordinance and the review of all applications for use and area variances and zoning interpretations.

The Planning Commission is also a seven-member board, all of whom are appointed by the Mayor. Responsibilities of the Planning Commission include reviewing site plan applications, conditional use permits, subdivision applications, and reviews all applications to the ZBA and issues positive or negative referrals to the ZBA.

The Sign Review Board is a seven-member board, all of whom are appointed by the Mayor. The Sign Review Board reviews applications for sign permits for signs in compliance with the City's design guidelines for signs. Upon review, the Board will approve, approve with modifications or disapprove the application.

The Traffic Safety Board is appointed by the Commissioner of Public Safety. This twelve-member board consists of City Officials and community representatives. The role of this board is to review traffic control and safety issues and to make recommendations.

The Water Board is a five member board appointed by the Mayor. Responsibilities of this Board include providing recommendations and proposals concerning the water supply and distribution system of the City as well as the orderly and efficient operation and maintenance of the water system.

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The Recreation and Youth Services Commission is comprised of seven adult members and six youth members, all of whom are appointed by the Mayor. The Commission advises the Department on recreational interests and oversight for future programs and facilities planning.

The City also is divided into two taxing districts, an Inner or Corporation Tax District and an Outside District.

Public Safety

Police Department

The City of Oneida Police Department consists of 23 officers, a Community Service Officer and three civilian employees and serves the City of Oneida. In addition there are nine part-time crossing guards. Police officers respond to approximately 9,000 to 10,000 calls annually, make approximately 600 arrests, and issue approximately 1,500 traffic summons and 1,400 parking summons each year. The police department sponsors a variety of programs to help prevent crime including a school program, neighborhood watch, explorer type program, bike safety, and youth court. The following is a brief summary of the programs:

- As requested, the Department assists the local schools with presentation in computer safety and legal issues, drug awareness, career opportunities, driver safety, DWI awareness, bike safety, etc.
- Through the Neighborhood Watch Program, the Police Department assists and instructs local residents on how to establish a Neighborhood Watch Group. The group learns what to look for, how to observe suspicious behavior and what to do if something suspicious happens. The police also provide neighbors with information on crime prevention.
- The Exploration Type Program provides local students who are interested in law enforcement the opportunity to observe the job first hand. The program runs once a month with participants meeting on various topics such as accident investigation, reports, firearms, traffic stops, and defensive tactics, among others. Students also get the chance to ride along with the officers on duty.
- The Youth Court serves juveniles between the ages of 7 and 15 who have committed a misdemeanor or Penal Law infractions, and/or violated the City Ordinances. Cases involving restitution, felonies and some misdemeanors are sent to the Madison County Probation Department. Youth Court staff positions are held by students at the Oneida High School. If the defendant is found guilty, the Judge will impose a sentence of community services, which is normally completed at the juvenile's school.

According to the 1999 Crime and Justice Annual Report, there were 425 Part I Offenses in the City of Oneida. These crimes include murder, negligent manslaughter, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft. The Crime rate per 1,000 was 39.1, an increase from 38.7 in the previous year from a total of 423 Part I offenses reported or known to police. The City has a low violent crime rate, but a high property crime rate. In all of Madison

County, Part I crimes and crime rate per 100,000 people decreased overall, though violent crimes increased.

Table 15: Part I Offenses Reported/Known to Police, City of Oneida

Year	Murder	Negligent Manslaughter	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Motor Vehicle Theft	Total	Crime Rate Per 1,000
1999	0	0	4	5	6	57	348	5	425	39.1
1998	0	0	2	3	6	84	321	7	423	38.7
% Change	0.0%	0.0%	100.0%	66.7%	0.0%	-32.1%	8.4%	28.6%	0.5%	1.0%

Source: 1999 Crime and Justice Annual Report, NYS DCJS

Fire Department

The Oneida Fire Department’s primary service area is the City of Oneida, although it does respond to surrounding communities through the mutual aid response system. The Department currently employs 23 full-time fire fighters that are all certified in basic life support care. Services provided include first response rescue service for medical emergencies, fires, and non-fire situations (for example, downed wires). Last year the Fire Department responded to over 1500 calls.

Educational Services

Public Schools

The City of Oneida is served by four school districts, Oneida City School, Stockbridge Valley Central School, Canastota Central School and Vernon-Verona-Sherrill Central School Districts. The Oneida City School District includes five elementary schools (four located in the City of Oneida), one middle school (located in Wampsville) and one high school. The Oneida City School District had a total kindergarten through 12th grade enrollment of 2,589 for 2002-2003 according to the New York State School District Report Card. The District employs 206 teachers, 22 other professional staff and 43 paraprofessionals. Approximately 8.7% of the student body is eligible for the Free Lunch Program due to family income status. The district’s dropout rate was 6.2% during the 2002-2003 school year. In comparison the statewide public school dropout rate was 4.6% during the 2002-2003 school year.

The Stockbridge Valley Central School is a Pre-kindergarten through 12 building. Total enrollment for 2002-2003 school year was 567. Stockbridge Valley Central School employs 44 teachers and five other professional staff. Approximately 12.7% of the student body is eligible to receive free lunch due to family income status. The dropout rate for this district was 2.2%.

There are four schools located in the Canastota Central School District. These schools include Peterboro Street Elementary School (Kindergarten and 1st grade), South Side Elementary School (2nd and 3rd grade), Roberts Street Middle School (4th through 6th grade), and Canastota High

City of Oneida Comprehensive Plan

School (7th through 12th grade). The Canastota Central School District has a total enrollment of 1,570 students. There are 119 teachers, 15 other professionals, and 21 paraprofessionals employed by the School District. About 8.5% of students are eligible to receive free lunch. There is a drop out rate of 4.7%.

The Vernon-Verona-Sherrill School District is comprised of five schools that include three elementary schools (located in Vernon, Verona, and Sherrill), and middle school and high school located in Verona. A total of 2,377 students are enrolled. Approximately 9.9% of students are eligible to receive free lunch. There are 176 teachers, 20 other professionals and 28 paraprofessionals. The dropout rate is 2.4%.

Private Schools

Holy Cross Academy is a private, catholic school serving students in grades 7 through 12. They also offer a pre-school program for children aged 3 – 5 years old. St. Patrick's is an elementary school teaching students from kindergarten to 6th grade.

Oneida Healthcare Center

Oneida Healthcare Center (OHC) includes 2 primary care centers, a 101-bed acute care hospital, a 162-bed skilled nursing/rehab facility, and a large outpatient physical/occupational therapy facility. OHC employs 850 people and has 73 physicians on-staff. The mission of the Oneida Healthcare Center is to plan, provide and coordinate the highest quality progressive and comprehensive health care services for the greater Oneida area and surrounding communities.



Issues/Needs

During the preparation of the Community Profile, ten focus group meetings were held with City residents. Two questions were asked of the groups. The first question asked residents what they liked about Oneida and the next question asked for things that they would change about Oneida. Residents identified the following as things that they love about Oneida:

- Like the small town
- Good education system
- Crime rate low, safe community
- Like the curfew
- Good hospital; good physician services
- Police and Fire Departments
- Service Agencies - Location and accessibility to clients
- Service Agencies - Networking with other agencies
- Service Agencies Accessibility of grants and loans
- Service Agencies Quality of life, activities for low-income families

- Armory, Kallet, Labor Center
- City DPW
- the Kallet
- Beautiful old churches
- Things identified to be changed in Oneida include the following:
- Would like trash pick up due to problems with private contractors
- Would like to see the sign in front of City Hall advertise more things
- More cooperation needed with Oneida Indian Nation
- Encourage service groups (Rotary, Oneida's Club etc.) to work with more teens than just the top students and exchange students
- Downtown apartment dwellers need a place to go, things to do (community gardens, etc)
- Rec Dept or Police – hold training sessions on personal safety, how to recognize scams, anger management, etc.
- Need around-the-clock daycare for shift work
- Knowledge of emergency preparedness plans
- Work with Oneida Indian Nation
- Need for legal aid/pro-bono services
- I also think something that wouldn't be very expensive at all, would be to have more descriptions of the restaurants in Oneida on the website. It seems like anybody, even I, could do that.
- Teen problem, hanging out downtown by Red Apple.
- Change element of young people “hanging out” downtown

Appendix A: Summary of Community Feedback

Visioning Workshop

A collective vision of the City's future and set of planning goals form the foundation of the Comprehensive Plan. The visioning process began with a community-wide visioning workshop held on June 24, 2004 at the Common Council Chambers on the second floor of City Hall. At this meeting River Street Planning presented an overview of the comprehensive planning effort and explained the visioning process. Participants were asked to finish three statements.

“What I love about the City of Oneida...”

“Things I would change about Oneida...”

“When these things are preserved or changed, Oneida will...”

Participants identified many things that they love about the City of Oneida. The main theme that emerged was that Oneida is a safe and friendly City that offered a variety of activities for its residents. Residents also identified that they love their schools, the City's location in Central New York, Oneida's civic and community organizations, historic structures, and the people that live and work in the city.

In discussing community challenges, residents identified general improvements to roads, revitalization of the Downtown and run down neighborhoods, and better enforcement of building and housing codes as key issues. Participants felt a need for more economic development in the City, including better awareness and coordination with Madison County. Residents would also like more services, retail stores, tourist attractions, day care, and senior housing. Additionally, the traffic problems on Route 5 was a concern.

Finally, residents described their preferred future for the City. One resident stated it best, “Oneida will continue to grow while maintaining its great sense of community, quality schools, community services, and residential neighborhoods.”

Comments received from participants at the Visioning Workshop are presented in the following chart.

City of Oneida Comprehensive Plan

What I love about the City of Oneida....	Things I would change about Oneida....	When these things are preserved or changed, Oneida will....
<ul style="list-style-type: none"> ▪Pedestrian friendly town – very clean ▪Beautiful parks ▪People ▪Geographic location for commuting ▪Safe ▪Very good police and fire protection ▪Religious community ▪Business support for community activities ▪Change of seasons ▪Urban/rural combination ▪Schools ▪Hospital ▪Friendly and safe ▪Civic organizations ▪Decent drinking water ▪*Historic structures (residential & commercial) ▪Easy access to recreation 	<ul style="list-style-type: none"> ▪Assurance of appropriate development of Route 5/Five Corners ▪One District! ▪Gateway – how to get to Oneida (destination) ▪Reduce speed limit on Upper Lenox Avenue ▪Improve trash pick-up ▪Better activities for teens/young adults ▪Job creation – keep people here – improve work force ▪Improve appearance of main roads into town (billboards, dumping, etc) ▪More of a can-do attitude to attract businesses (easier legal process). Also applies to residential particularly in outside district ▪Change some agriculture and MI zones to allow more commercial/residential ▪Terrible traffic problem on Route 5 ▪Additional day care and senior housing ▪Collect property taxes from Oneida Nation ▪Free/low cost health clinic ▪Assisted living facility ▪Need housing opportunities downtown ▪More art (public art – maybe grant program) ▪Landscaping design help for businesses ▪Curfew ▪Need personnel devoted to growth in the City ▪Improved shopping / tourist attractions (relate to City, better promotion) ▪Enlarge/enhance Downtown Business District ▪Encourage local support of businesses ▪Enforce code violations ▪Promote community agencies ▪Encourage downtown growth ▪Historic District Law ▪Additional services and retail ▪Better awareness/coordination with 	<ul style="list-style-type: none"> ▪Oneida needs to grow in population and ideas, be aggressive in improving the community ▪Better lifestyle at cheaper price ▪Need to revisit district boundaries ▪Oneida will continue to grow while maintaining its great sense of community, quality schools, community services, residential neighborhoods. ▪A museum would bring people to Oneida, maybe out of the casino (for awhile) to visit our town. Would provide tourism \$. Also an educational resource for our schools, tie-in with local universities, jobs, etc. ▪By implementing “full use roads – encourage people to get out of cars and walk, meet neighbors, make things safer for kids. ▪Beautify Oneida – small touches go a long way in making people feel proud of Oneida. Also visitors know they are “someplace special” when they see things like this. ▪Enforce housing codes. Aggressively look for violators, “slum lords”, etc.

<ul style="list-style-type: none"> ▪Daily newspaper ▪Hidden secret (Mayberry) ▪Variety of cultural activities ▪Ten minute city ▪Youth activities (lots available) ▪Professional services ▪Library ▪Radio station ▪Caliber of people ▪Elegant streetscape ▪Historical Society (Oneida roots) ▪Kallet Civic Center ▪Armory Recreation Center ▪Volunteerism ▪Restaurant variety ▪Community Events ▪Access television ▪Banking institutions/insurance ▪Strong and stable property values ▪Workforce ▪Safe 	<p>County regarding Economic Development</p> <p>Social clubs for teens/adults</p> <p>Improve aesthetic appearance of Downtown (make safer at night)</p> <p>Junior High School site</p> <ul style="list-style-type: none"> ▪Encourage teens to volunteer for community service (mandatory 60 hours community service to graduate) ▪Hotel/conference facility ▪Assistance to improve run down neighborhoods ▪Program to support office space development Downtown ▪Code enforcement (housing) ▪Park and trail development – Route 5 corridor ▪Lighting design to improve night sky viewing ▪We need a museum – maybe a North American history museum? Collaboration between nation and community? Could we tie library to it? Maybe “anchor” downtown with it? ▪We need “full use” roads – sidewalks and parks in new developments, access for walkers and bikes on Route 5 and Seneca Street intersection. ▪We need sculptures, a fountain, picket fences, flowers, awning, etc. and grants/loans to businesses to help them beautify. Also perhaps education on maintaining landscaping, choosing trees, etc. ▪I think we are attracting too many low wage workers to downtown (people working at Wal-Mart, etc.) who end up in apartments downtown that are run-down, lack access to yards, green space. I think it’s really unfair to this group because the apartments are not really appropriate for families and the community comes to label “these people” as trouble makers and a detriment to downtown. It becomes a self fulfilling prophesy. ▪Cleaner windows on building in downtown ▪Replace dead trees in downtown Oneida area and add more. ▪remove present street lights on Main Street and add decorative lights starting at Washington Ave and head south – bury 	<ul style="list-style-type: none"> ▪Encourage builders to look at properties and fix up (ex. MEID) ▪Help low-income people to transition to homeownership. ▪Discourage DSS from relocating welfare recipients to Oneida solely for access to jobs (i.e. low wage jobs) and work with them to help people find safe and appropriate housing. ▪Imagining the city in 10, 20 years – we need to have “made peace” with the Oneida Nation and as a city work together. No more fighting. ▪Have a vibrant, revitalized downtown area that has a variety of retail and commercial establishments. ▪have residents that want to stay in the city, especially young adults. ▪Spend tax dollars wisely. Build toward growth. Don’t spend just to have agendas accomplished. ▪Downtown restored. ▪Neighborhoods restored. ▪New businesses. ▪have a thriving, safe downtown area. ▪have everything I need so I don’t have to leave the city (shopping, activities).
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City of Oneida Comprehensive Plan

<ul style="list-style-type: none"> ▪ Good schools, parks, neighborhoods, youth sports teams, hospital ▪ Nice historical buildings that many businesses and individuals are maintaining. ▪ Nice neighborhoods and parks. ▪ the small town aspects ▪ the rural atmosphere ▪ the people 	<p>wires.</p> <ul style="list-style-type: none"> ▪ Better landscaping at entrance to industrial park and put in an attractive sign. ▪ When people replace steps on their home they should enclose back part of steps – they look bad. ▪ promote Oneida as a 10-minute city. Most service can be accessed in 10 minutes or less. ▪ Bring in outlet stores such as those in Manchester VT. This would increase growth in downtown area as well as jobs, etc. ▪ Offer tax incentives to bring in businesses. ▪ Encourage neighborhood re-building through grants, tax incentives, etc. ▪ more retail options – gift shops, antiques, books, records, clothing, cafes, etc. ▪ more things to do – family oriented activities, cultural activities. ▪ better rental housing – clean, safe and affordable. ▪ 5 corners traffic congestion ▪ the inability to drive out onto route 5 from Hubbard Place. ▪ route 5 downtown congestion ▪ dependable mass transit ▪ institute a free health clinic/low cost ▪ I would like to see responsible commercial expansion. ▪ intelligent planning of road work – leveling of Route 5 ▪ need job opportunities ▪ need incentives to small businesses ▪ incorporate community service into graduation requirements. 	<ul style="list-style-type: none"> ▪ be a destination for people from other CNY towns and tourists. ▪ hopefully have controlled intelligent growth that incorporates the needs and desires of the community.
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Focus Group Meetings

During the summer of 2004, City staff conducted several focus group meetings with residents. Some of these meetings were neighborhood specific while others focused on issues important to various segments of the population. Format for these meetings were similar to the visioning workshop. Feedback received during these meetings is summarized below.

Ward 1 Neighborhood Focus Group

What I love about the City of Oneida:

- Like the small town
- Good education system
- Crime rate low, safe community
- Like the curfew
- Enjoys the woods area –forever wild
- Enjoys parks – particularly Allen Park – green space (more)
- Good hospital; good physician services

Things I would change about Oneida:

- Encourage more green space
- Encourage structure to generate more income
- Would like trash pick up due to problems with private contractors
- Downtown – do have the volume (population) to draw larger retail stores (ex. Clothing)
- Parking downtown is a problem because people are used to parking right by businesses (ex. Ilion changed their Main Street – blocked off)
- More hotels with lower rates with shuttle to casino or area attractions (ex. Hotel Oneida)
- Use Kallet for larger entertainment venues (ex. Shows, concerts)

Ward 6 Neighborhood Focus Group

- Parks as a whole are very nice.
- Loved the concert at Allen Park, very good comments.
- Teen problem, hanging out downtown by Red Apple.
- Like the sports programs that the recreation department offers
- Complained about the kids that walk to and from the pool, not dressed appropriately
- Gentleman would like to buy the end of Tanner Road.
- The cement around the doors on Main Street where the pump station is needs to be repaired.
- Would like to see the concerts in all parks not just one.
- Why do all the City trucks have to come down Sherman Street?
- Line on Sherman Street/Sherman/Lake Road – Both intersections are bad with people turning and get out on Main Street
- Would like to see Clothing store dress/suit (i.e. Burlington) downtown
- General store for downtown walkers

City of Oneida Comprehensive Plan

- Furniture store: none in the city except Mazzullo's
- Improve green space by planting and trimming what is there
- Schoolheimer Road residents want to make sure that city has water for them if they needed it.
- North side restaurant, would like one available
- Would like to see the sign in front of City Hall advertise more things

Women's Focus Group

- More cooperation needed with Oneida Indian Nation
- No more Block Party, concentrate more on event like Craft Days, etc.
- Bring in more businesses that would hire young people (maybe apprenticeships for skilled positions)
- More variety of stores and services downtown.
- Change element of young people "hanging out" downtown
- Crack down on absentee/slum landlords
- More activities and programs for teens, including those teens that don't necessarily participate (fit) at the YMCA, school programs. Let the teens be part of the planning of these events.
- Encourage service groups (Rotary, Oneida's Club etc.) to work with more teens than just the top students and exchange students
- Downtown apartment dwellers need a place to go, things to do (community gardens, etc)
- Tenant programs to award positive behavior
- Scatter low-income housing in other neighborhoods to create a safer environment
- Changes in zoning to allow for different types of housing
- Safer living environment for mentally ill population
- Rec Dept – better advertising of programs for seniors, teens, family events
- Rec Dept or Police – hold training sessions on personal safety, how to recognize scams, anger management, etc.
- Need around-the-clock daycare for shift work
- Statue at Triangle Park
- Coordinate events in City with other activities throughout the County
- More family activities/events, better coordination of these

Service Agency Focus Groups

Like About Oneida

- Police and Fire Departments
- Location and accessibility to clients
- Networking with other agencies
- New play equipment
- Accessibility of grants and loans
- Quality of life, activities for low-income families
- Armory, Kallet, Labor Center
- City DPW

- Business Park (need to promote more, though)
- Low income housing programs

Need to Change

- Knowledge of emergency preparedness plans
- More supervised activities for youth- after school, alternative ed, etc.
- More structured
- More support for public transport
- Stronger collaboration between home buying and neutral properties
- Work with Oneida Indian Nation
- Bring in more business and industry
- Special member item: ARC's public transport use of BOCES transportation center
- Incubator building for new businesses
- Housing discrimination issues
- Need for legal aid/pro-bono services
- Shared office space for services

Mother's Focus Group

Like about Oneida:

- A lot of new playgrounds
- Old homes
- Friendly restaurant owners
- The Kallet
- The Historic Society
- Our town events
- Beautiful old churches

Need to change:

- Redevelop 2 of the 3 streets near Oneida Street as a nice lawn and park benches.
- Develop incentives for the redevelopment of historically significant buildings.
- Add information on descriptions of restaurants on the Oneida website.
- More "buzz" about winter events
- Clean up the Block Party.
- Add more free activities for children
- More nice family sit down restaurants
- Concentrate on fixing up the downtown
- Parking issues downtown
- Loitering downtown
- Develop public transportation
- Develop a nursing home
- More family oriented establishments.

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Letter from Prudential

- Improving our area, as the bedroom community that we have always been, would make great sense. Continuing to beautify our parks and streets, improving our residential and commercial areas, and keeping them in tip-top condition with attractive design and embellishment seem to be imperative.
- Many such communities allow their older homes to become bed and breakfasts. With the Turning Stone Casino and Oneida Lake in our vicinity, this seems to make sense. It is obvious that when the large older buildings of our area are used for B&B's or professional buildings, they become extremely attractive and an asset to our city. I believe both should be encouraged.
- Vacant buildings need to be a high priority. It is important to get them occupied and have them well-maintained. The Junior High and other such building, when correctly used will be great pluses for our city. This would be where zoning would come into effect. The old Mazzullo building on Sayles Street is a great example of what can be done when

Action Planning Workshop

An Action Planning Workshop was held on October 7, 2004. During this workshop, the Consultant presented potential action items by goal areas. Participants were asked to rank the proposed action items as ‘high’, ‘medium’, or ‘low’, and to delete action items that were thought to be inappropriate or to add action items that were missing. The following chart shows the outcome of the prioritization exercise.

Project Prioritization Exercise

Goal 1: Provide a transportation system that alleviates congestion while providing adequate provisions for pedestrians	High	Medium	Low
<ul style="list-style-type: none"> ▪ Develop a plan to address the traffic congestion at the Five Corners. 	10	4	0
<ul style="list-style-type: none"> ▪ Implement key recommendations of the Route 5 Corridor Study. 	15	0	0
<ul style="list-style-type: none"> ▪ Create target area special assessment districts to fund sidewalk improvements, street trees, neighborhood park improvements and other actions identified by the emerging neighborhood associations./ Develop a comprehensive sidewalk construction, replacement, and maintenance program that will improve sidewalks throughout the City, creating a system to target improvements in each neighborhood. 	0	11	4
<ul style="list-style-type: none"> ▪ Improve pedestrian and bicycle amenities in residential neighborhoods, parks and in the commercial core. 	3	10	1
<ul style="list-style-type: none"> ▪ Create attractive gateways at the major entrances to the city 	8	6	1
<ul style="list-style-type: none"> ▪ Maintain character of county roadways in outer district. 			

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Goal 2: Upgrade and maintain the City's infrastructure	High	Medium	Low
<ul style="list-style-type: none"> ▪ Develop a comprehensive infrastructure maintenance strategy and capital investment program. 	15	0	0
<ul style="list-style-type: none"> ▪ Develop and implement a long range plan to upgrade the City's water distribution system and sewer system (collections system). 	15	0	0

Goal 3: Reestablish the downtown as the City’s central business district.	High	Medium	Low
▪ Provide support for the retention and expansion of existing businesses in the Downtown.	13	2	0
▪ Develop an office space development program to support commercial development Downtown.	7	8	0
▪ Expand façade and streetscape program.	2	13	0
▪ Work with business owners, existing business promotion organizations, and interested others to establish “Main Street” improvement programs in Downtown.	9	6	0
▪ Preserve and enhance the city’s historic and cultural resources, recognizing them as critical assets to attract new residents and development to the city.	6	8	1
▪ Enhance historic preservation education and technical assistance.	0	13	2
▪ Redevelop key vacant and underutilized sites located Downtown.	15	0	0
▪ Examine parking issues downtown including parking lots and changing one way streets.			
▪ Streamline government process (various boards).	8	5	1

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Goal 4: Provide a variety of high quality housing opportunities	High	Medium	Low
▪ Enhance code enforcement efforts and make consistent.	10	5	0
▪ Identify target areas for housing rehabilitation improvements and secure funding to implement rehabilitation projects.	7	8	0
▪ Implement a homeownership assistance program	5	5	5
▪ Conduct a feasibility study to determine the need for an assisted living facility	6	8	1
▪ Develop a comprehensive neighborhood improvement campaign.	4	9	2
▪ Determine the need for additional housing for various incomes and populations.	10	4	1
▪ Identify land for potential new housing development	8	7	0

Goal 5: Improve land management by updating the City's Zoning Ordinance.	High	Medium	Low
<ul style="list-style-type: none"> ▪ Amend the zoning ordinance to reflect and encourage future land uses as proposed in the Comprehensive Plan. (adopted by the city) 	15	0	0
<ul style="list-style-type: none"> ▪ Clarify the non-residential use districts by creating additional districts and clearly delineating permitted and nonconforming uses within each district. 	15	0	0
<ul style="list-style-type: none"> ▪ Improve the City's gateways by establishing land development controls that promote attractive buildings and streetscapes. 	10	5	0
<ul style="list-style-type: none"> ▪ Create an overlay district to improve the aesthetic appeal of the City's commercial corridors. 	3	12	0
<ul style="list-style-type: none"> ▪ Protect residential neighborhoods against incompatible uses and inappropriate infill development. 	15	0	0
<ul style="list-style-type: none"> ▪ Develop and implement historic preservation and neighborhood conservation laws to maintain and enhance the character and integrity of Oneida's older/historic building stock and neighborhoods. 	6	8	1

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Goal 6: Develop a focused city-wide economic development plan.	High	Medium	Low
<ul style="list-style-type: none"> ▪ Develop a business incubator program to grow small businesses. 	10	4	1
<ul style="list-style-type: none"> ▪ Develop an organized marketing effort to promote Oneida for business development in the City’s industrial park and on other key redevelopment sites. 	15	0	0
<ul style="list-style-type: none"> ▪ Support building rehabilitation and historic preservation efforts by adopting tax incentives that allow for the phasing in of tax increases resulting from improved property values. 	4	9	2
<ul style="list-style-type: none"> ▪ Develop an organized marketing effort with local and regional organizations to promote tourism in Oneida 	8	7	0
<ul style="list-style-type: none"> ▪ Form a standing task force comprised of City officials, local businesses, County and regional agencies and the Oneida Nation to plan, develop and implement mutually beneficial economic development projects and programs for the Oneida Community. 	9	3	2
<ul style="list-style-type: none"> ▪ Hire a full-time economic development professional. 			

Goal 7: Utilize potential and existing recreational and educational facilities to support opportunities for youth and area residents.	High	Medium	Low
<ul style="list-style-type: none"> ▪ Create more supervised activities for youth particularly teens and young adults. 	7	7	0
<ul style="list-style-type: none"> ▪ Increase coordination and promotion of existing programs and events held in the City. (all youth programs citywide) 	12	3	0
<ul style="list-style-type: none"> ▪ Implement projects proposed in the City of Oneida’s Parks & Recreation Department’s Five-Year Master Plan. <p>These projects include the following:</p> <ul style="list-style-type: none"> ▪ <i>New indoor recreation facility for Recreation Department (NYS Armory)</i> ▪ <i>Alternative Teen, pre-school and senior programs that are not always sports oriented</i> ▪ <i>Social programs for young children and parents</i> ▪ <i>Improvements to current outdoor facilities to include electricity, handicap accessibility and parking</i> ▪ <i>Improvements to and building of a new sports facilities for city programs and work with private not-for-profit organizations to help meet their needs</i> ▪ <i>Educational programs available to families in the area of personal safety and Red Cross & Heart Association classes to keep individuals of all ages, including senior adults, healthy so they can continue to lead independent, healthy, productive lives</i> ▪ <i>Local park programs that provide family outings and gatherings</i> ▪ <i>Create a skate park for skate boarding and ice skating</i> 	11	4	0

Zoning Workshop

A Zoning Workshop was held on October 26, 2004. During the meeting, River Street Planning presented an overview of zoning and zoning ordinances, defined zoning terminology, and described Oneida's current zoning situation. River Street then asked participants to comment on the City's current zoning. Comments received from participants are as follows:

- One resident commented that she lives in the outer district in an area zoned Agriculture and she felt that she should be permitted to put an accessory use in her front yard. In general, she feels that the outer district shouldn't be zoned like the inner district and that the outer district should be more permissive.
- On Upper Lenox Avenue: The commercial district should be extended further especially since the other side of the street is zoned Manufacturing Industrial. Traffic congestion and speed are issues as well around the Five Corners.
- On Genesee St. and Upper Lenox Avenue: A City zoning official remarked that the residential uses are not buffered from the abutting Manufacturing-Industrial/Commercial zones. A mixed use district, perhaps similar to a "Neighborhood Commercial District," as provided by River Street Planning as an example, would be a good transition zone for the area.
- In general, the Manufacturing/Industrial District is considered to be too "catch-all." Need better differentiation for industrial and commercial zones; segment allowable uses depending on geographic location, neighboring uses and other relevant factors.
- A resident residing on Route 46 near the Industrial Park commented that Gateway improvements are needed on Route 46 as it becomes more and more commercialized. He expressed frustration regarding a residential pocket abutting the Manufacturing/Industrial zones on Route 46 which he has, in the past, requested that the City rezone commercial or M/I so that they can sell their property for commercial use.
- "Professional Offices District": A property owner adjacent to the downtown in a R-3 zone (area of Main and Broad to Walnut) suggested that the adjacent area surrounding downtown zoned R-3 would be better served as a transition zone that allowed for professional offices and other similar uses to operate out of some of the large, older homes that are otherwise being carved up into apartments or are in disrepair because they are no longer used as residential housing. He likened these zones to "concentric circles" with more and more residential as you move outward. This would create more opportunity to rehab existing buildings into offices which would preserve the neighborhood more than the R-3 is able to.
- It was further suggested that the residential properties on the portion of Lenox Avenue in the same area as the above mentioned property, which are in disrepair might be better served if professional offices were permitted or even if downtown Commercial District was extended to this area. Portions of this area are in a historic area but the homes are in run down condition.

- The above thoughts were echoed for a once thriving commercial area in the vicinity of Stone, Lenox and Warner Streets. The question was asked as to how the City could encourage investment in this area. River Street responded that often the best incentives were through programs provided by the City such as tax abatement.
- It was suggested that bed and breakfasts would also be a good permitted use in the area suggested for professional offices.
- A resident asked that the zoning be changed where they own a Hair Salon that required a variance as it is currently in a residential district but it's adjacent to a commercial district (Rte 5 corridor).
- Concern expressed about a tavern operating in a residential area in the outer district (Rte 46).
- Zoning Code Enforcement was raised as an issue by a resident concerned that the development requirements for a nonconforming facility established by the City in the Site Plan Review process have not been enforced. Further, it was recommended that the City do a better job of notifying neighboring property owners about proposed projects such as this – especially when they are nonconforming.
- Residential sprawl: Concerned was raised on several issues related to new residential developments in the outer district including:
 - Not enough thought about conserving agricultural lands and open space
 - Not enough land dedicated to open space and other amenities within the new residential developments
 - A lack of sidewalks in new residential areas -- it doesn't look like older part of the City.
- A suggestion that the abandoned rail ROWs be zoned conservation greenways as they are used for recreational purposes such as walking, biking and snowmobiling.
- Pedestrian Issues: Many concerns were raised for the lack of sidewalks on major corridors such as Route 5 and inability to cross such roads due to traffic speed/congestion and lack of yielding to pedestrians. It was observed that you cannot walk to the YMCA (busy street, lack of sidewalks)!
- There is a need for an area zoned for rental units for seniors (and pathetic youth) that is near amenities.

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Zoning Meeting - November 8, 2004

A meeting was held on November 8, 2004 to discuss zoning concerns with City Staff. Attendees included the Director of Planning & Development, the Director of Parks & Recreation, the Chief of Police and the Fire Chief. Comments received are as follows:

Recreation-related Concerns

- There has been growth on the western side of the city
- West-side lacking recreational lands: ball fields, soccer fields, playgrounds, skate park – the closest playground is Allen Park. The Recreation Department has not yet looked at any potential sites for new park development.
- Cassie suggested an 11 acre city-owned site in the western part of the city. Access to site will be available in 2005 related to a commercial development project on an adjacent site.
- Would like to create a city-owned trail system from the abandoned railroad beds/ROWs. Current owners include city, county, NIMO, private ownership.
- Ideally the Recreation Department would like a multi-purpose area for daytime use with a nice playground.
- The Planning Commission has been getting cash in lieu of greenspace from developers – so that it can develop greenspace within the “vicinity” of those developments – it’s a mechanism for funding future park development.
- The 2 main goals for the Recreation Department from 2007 and 2011 is to turn over and reseed the outfields and developing new parks.

Chief of Police

- Expressed concern about residential conversions creating more crime problems due to the element renting and absentee landlords particularly along Main Street.
- Would like to see fewer carved up old one-family homes
- Supportive of the idea that the neighborhoods would be better served if the old homes were used as professional offices.
- Problem from neighborhood standpoint and the effect it has on adjacent property

Fire Chief

- Need to keep public services and infrastructure in mind when considering any new development in undeveloped areas.
- The fire department does not have a capital improvement program

Planning & Development Comments

R-3 Zone issues:

- Main Street and Lenox Avenue buildings in disrepair – absentee landlords
- Need a broader interpretation of professional offices in the R-3 zone by eliminating the requirement that the professional reside on site, allow for employees etc.
- Need a broader definition of “professional offices”.
- Need to include Bed and Breakfasts in several zones within the City.
- Setbacks are too big – either 10 feet or comply with NYS Building code minimum

R-2 Zone issues

- Setbacks too big – 10 feet may be more appropriate.

R-1 Zone issues:

- Too restrictive for a couple of areas where it is currently used – a “rural residential” – see below -- would be more appropriate.
- Keep R-1 in middle of the city where there are subdivisions

Agricultural District Issues:

- Very few working farms still exist. Most agricultural district lands are either vacant or residential
- Need to create a “rural residential” district that allows many of uses included in the agricultural district but with smaller minimum lot sizes – similar to that of R-1 District.

General comments:

- Water and sewer an issue
- Need more areas in outer district where townhouses would be permitted
- Lands in the north are flat and wet – not conducive to housing
- Lands in the south are on hills – better spot for housing
- For the commercial and industrial zones – the city has suggested setbacks – up to the commission to determine

Specific changes

- An M/I Zone in off Main Street and Cobb should be rezoned commercial and residential.
- The residential corridor along Route 46 south should be expanded to be more than a buffer strip.
- There is a land conflict issue around Maplewood and Nelson Avenues related to an agricultural nuisance and residential properties. Is there anything to recommend as a buffer.
- Northern R-1 - change to rural residential
- Curtain Property – currently agriculture – need to change to “light industrial”
- Local developer – expanding type of housing (townhouses) in agriculture district – so if change to rural residential - Oneida does not have a lot of housing options the way the code is currently written.

Appendix B: Financial Impact Analysis

Financial Impact Analysis

Implementation of the Action Plan projects delineated in the City of Oneida Comprehensive Plan would utilize approximately \$2.7 million in City funds, \$7.4 million in other public and philanthropic support (including the matching funds, federal, state, and county funds, public financing, and foundation support), and approximately \$0.4 million in private investment. The total capital cost of projects evaluated in the Comprehensive Plan is approximately \$10.5 million. The financing strategy leverages a City commitment of \$2.7 million with \$7.8 million in other funds, a 1:2.9 leverage ratio. In other words, every dollar the City spends on plan implementation is expected to result in \$2.90 of additional investment in the City of Oneida.

The attached proformas outline the projected costs, recommended funding options, time schedule and potential economic impacts of implementing the 35 specific actions (projects) recommended in the City's Comprehensive Plan. The Action Plans are classified according to seven goals delineated by the community through a series of public meetings. There is a series of four spreadsheets for each group of action plans listed by goal. Spreadsheet C-1 delineates the specific action plans, estimated cost, projected timeframe for implementation, and anticipated sources of funding (City, federal, state, and private). The Action Plans (C-1) are organized by the seven goals established for the Comprehensive Plan. A summary of the overall costs for all of the action plans is provided at the bottom of C-1.

Spreadsheet C-2 provides an analysis of the projected City funding suggested for each of the proposed action plans and a timeframe for when City funds would be needed. Spreadsheet C-3 provides a cursory analysis of the potential economic impacts of implementing the action plans. This is a fairly conservative analysis that primarily focuses on the potential increased property tax revenues likely to be derived from major new construction and redevelopment projects. However, the potential increase in sales tax revenue that might result from the commercial/retail activity planned has not been fully factored into this analysis. Also, the analysis does not evaluate the benefits of improved infrastructure, streetscapes, neighborhood parks, increased code enforcement, housing rehabilitation programs and similar initiatives that would clearly have the positive effect of stabilizing neighborhoods and enhancing property values. Finally, Spreadsheet C-4 provides a side by side comparison of City expenditures relative to new tax revenues resulting from implementation of each of the action plans.

The Action Plan schedule is divided into three distinct phases: short term for those projects that can be implemented in the first three years; medium term for projects to be implemented in years four through seven; and long term for projects expected to be implemented within the eight to 15 year time frame of the Comprehensive Plan. In terms of starting times, 26 projects are currently characterized as short term (year's one through three) and 9 are medium term (years four through seven). It should be noted that there is some overlap between the short, medium and long-term projects. Phasing categories indicate when a project begins, and some projects that begin in years one through three will still be active in the medium term and a number of projects that begin in years four through seven will not yet be complete when the long-term projects begin implementation in year eight. For example, there will be 18 projects on-going during Phase 2 and 3 projects during Phase 3 as currently projected.

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Phasing priorities were based on input from project proponents, the local community (including neighborhood groups) and the City of Oneida, as well as on the consulting team's professional judgment and past experience. Ultimately, development activity may vary from the proposed phases as some projects will mature more quickly and others may fade.

Short Term Actions

The short term actions generally include projects considered a priority by most of the community and generally where implementation of the project is highly feasible. Typically the majority of these identified short term projects have undergone some pre-planning and funding sources have already been identified. Total costs for short term projects are estimated at about \$3.6 million, of which \$611,000 is projected to come from City funds. As currently outlined, the City would need to budget approximately \$204,000 annually during the first three years to implement these short term actions.

Ultimately, full implementation of the Action Plan projects will translate into a significant increase in annual tax revenues resulting from an expansion of the City's tax base. However, most of this expansion will come in Phases 2 and 3 (see spreadsheet C-3 and discussion below). The total new revenue projected from the implementation of short term actions by the end of Year 3 is \$25,400 per annum.

Medium Term Actions

Medium term actions are proposed for years four through seven. Total costs for medium term projects are estimated at about \$4.8 million, of which \$857,000 is projected to come from City funds. As currently outlined, the City would need to budget approximately \$214,300 annually for the four years of Phase 2 to implement the medium term actions.

However, during this phase the City would begin to see an expansion of its tax base as some of the major development projects are implemented. **Without any increase in the City's tax rate**, annual tax revenues should increase on average by about \$70,017 **per year** during years four through seven due to tax base expansion. These additional revenues would offset approximately 1/3 of the projected City costs for medium term actions.

Long Term Actions

Long term actions are proposed for years eight through 15. Total costs for long term projects are estimated at about \$2.4 million, of which \$1.1 million is projected to come from City funds. As currently outlined, the City would need to budget an average of \$133,333 annually for the eight years of Phase 3 to implement the long term actions. During this phase the City would realize the full expansion of the City's tax base as projected with the completion of all action plan projects. **Without any increase in the City's tax rate**, annual tax revenues should increase by an average of \$72,690 **per year** during Years 8-15 based on tax base expansion. These additional revenues would offset approximately 55% of the projected City costs for long term actions.

Summary of Financial Impacts

It is our firm belief that many of the projects evaluated herein can be designed, constructed, and launched into operation within the 15-year window, effectively implementing the

Comprehensive Plan, thereby enhancing the City of Oneida with exciting, culturally rich, and economically sustainable development. The economic benefits resulting from plan implementation are diverse, and comprise a new and significant source of support for downtown businesses, job opportunities, neighborhood revitalization and municipal tax revenues. Plan implementation will also have broad economic impacts on the region as well.

The financial impact analysis of the City of Oneida Comprehensive Plan relied on two key measurements of economic impact - capital investment and property tax revenues. The analysis evaluates the cumulative impacts of these factors as the various development proposals are implemented over a 15-year build-out period that encompasses the short, medium and long term projects described above.

Total expenditures at the conclusion of plan implementation are projected to be approximately \$10.5 million in investment, producing over \$581,000 in tax revenues over the 15-year implementation period.

The fiscal impact estimates stated above are fairly conservative in that we have mostly relied on the impact of property tax revenues. In all likelihood, the figures significantly underestimate the true financial impacts of Comprehensive Plan implementation. The potential increase in sales tax revenue that might result from the planned commercial/retail activity has been estimated at a very nominal amount and could increase substantially depending upon the amount of retail development or expansion in Oneida. The impact analysis also does not evaluate the benefits of improved infrastructure, streetscapes, neighborhood parks, increased code enforcement, housing rehabilitation programs and similar initiatives that would clearly have the positive effect of stabilizing neighborhoods and enhancing property values. Nor does the analysis assess the positive benefits of the numerous jobs and increased consumer spending that would clearly result from the projects described in the Oneida Comprehensive Plan.

Capital investment in infrastructure projects (\$5.5 million) accounts for 51.9% of the total investment in Comprehensive Plan actions. Approximately 46.0% of this investment is projected to come from the City of Oneida, amounting to 93.3% of the total projected City investment in the Comprehensive Plan. Infrastructure projects encompass the action plans of Goals 1, 2 and 7 and include activities such as paving streets, upgrading parks and maintaining public water and sewer systems. These are traditional municipal responsibilities and many of these infrastructure projects were underway before the planning process began and would need to be made whether or not the City had a Comprehensive Plan in place.

While investments in public infrastructure do not directly translate into increased City revenues, their implementation is absolutely critical to the success of the Comprehensive Plan and the long term financial stability of the City. Not maintaining and enhancing the public infrastructure would create a significant disincentive to attracting the private capital and investment needed to fully implement the Comprehensive Plan projects.

Summarizing the fiscal benefits of Plan implementation to the City - for an investment of \$2.7 million, the City will stimulate \$7.8 million in additional investments resulting in projected

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property tax revenues of \$581,500 or about 1/5 of the City’s investment. In addition, revenues would continue at approximately \$72,000 annually thereafter.

The benefits to the City of Oneida Comprehensive Plan implementation are even more obvious when the significant infrastructure costs are removed, the rationale being that the City would need to make these investments anyway. Under this scenario, for an investment of \$182,500 in City funds (\$2.715 million in total investments less \$2.5325 million in infrastructure investments), the \$581,500 in increased property tax revenues over the 15 year implementation period would actually generate a “net profit” to the City of \$399,000.

Reading the Spreadsheets

The Action Plans are analyzed in a series of four spreadsheets. Spreadsheet C-1 delineates the specific action plans, estimated cost, projected timeframe for implementation, and anticipated sources of funding (City, federal, state and private). The Citywide Action Plans (C-1) are organized by the seven goals established for the Comprehensive Plan.

To understand the interrelationship of the four spreadsheets, consider as an example, the set of Action Plan projects recommended for Goal 3 – Re-establish the Downtown as the City’s central business district. The Comprehensive Plan proposes six action plans for this goal, all of the projects being short to medium term. Total project costs for this goal are estimated at \$2.4 million.

Goal 3 – Re-establish Downtown as City’s downtown central business district **C-1**
Annual \$ **Year 1-3** **Year 4-7** **Year 8-15**

	Annual \$	Year 1-3	Year 4-7	Year 8-15
Provide support for retention/expansion of existing businesses	\$405,000	\$405,000	\$405,000	
Redevelop key vacant/underutilized Downtown sites	\$410,000	\$410,000	\$410,000	
Develop Downtown office space development program	\$20,000		\$20,000	
Expand façade and streetscape program	\$500,000		\$500,000	
Establish Main Street improvement programs	\$255,000	\$5,000	\$250,000	
Preserve and enhance historic and cultural resources	\$10,000		\$10,000	
Goal 3 Totals		\$820,000	\$1,595,000	

Spreadsheet C-1 delineates the specific action items for each City goal, the estimated cost for each action, the phasing of expenditures for short, medium or long term for implementation, and anticipated sources of funding (City, federal, state or private). A segment of C-1 for Goal 3 of the City of Oneida’s Comprehensive Plan is depicted above. The column marked “Annual \$” generally refers to the total action plan costs. If there is an “A” marked in the column to the right, the cost figure is the annual cost of implementation for whatever period(s) are designated otherwise it is the total project cost.

Action 3.2 for this goal is the re-development of two key, vacant and under-utilized Downtown sites. Total project costs are estimated at \$820,000 and the project is considered short-medium

term. It is projected that one project would be completed during Years 1-3 and the second project during Years 4-7. A detailed description of this project and all of the other action plans is provided in the Action Plan Matrix of the City of Oneida Comprehensive Plan.

C-1 also provides a projected source of funding (not shown in spreadsheet segment above) for each of the action plans. For Action 3.2, most of the funding is expected to come from New York State or federal economic development funding sources. A relatively small amount of project funding (\$20,000) is expected to come from the City for grant writing and planning services.

Spreadsheet C-2 provides an analysis of the projected City funding suggested for each of the proposed Goal 3 action plans and a timeframe for when City funds would be needed.

Goal 3 – Re-establish Downtown as City’s downtown central business district **C-2**
Analysis of City Funding of Action Plans **Total \$ % City Yr 1-3 Yr 4-7 Yr 8-15**

	Total \$	% City	Yr 1-3	Yr 4-7	Yr 8-15
Provide support for retention/expansion of existing businesses	\$810,000	1.2%	\$5,000	\$5,000	
Redevelop key vacant/underutilized Downtown sites	\$820,000	1.4%	\$10,000	\$10,000	
Develop Downtown office space development program	\$20,000	50.0%		\$10,000	
Expand façade and streetscape program	\$500,000	0.0%			
Establish Main Street improvement programs	\$255,000	2.0%	\$98	\$4,902	
Preserve and enhance historic and cultural resources	\$10,000	50.0%		\$5,000	

As noted above, City funds in this project (Redevelop key vacant/underutilized Downtown sites) is relatively small -\$20,000 or about 2.4% of the project total of \$820,000, which does not include the projected private investment in the development project (see discussion of Sheet C-3 below). City funding of \$10,000 is projected for Years one through three and again for Years four through seven.

Spreadsheet C-3 provides a cursory analysis of the potential economic impacts of implementing the action plans. This a fairly conservative analysis that focuses primarily on the potential increased property tax revenues likely to be derived from major new construction and redevelopment projects. However, the potential increase in sales tax revenue that might result from the commercial/retail activity planned has not been factored into this analysis. The analysis also does not evaluate the benefits of improved infrastructure, streetscapes, neighborhood parks, increased code enforcement, housing rehabilitation programs and similar initiatives that would clearly have the positive effect of stabilizing neighborhoods and enhancing property values.

For each action that is expected to generate future property taxes, a future assessed value at project completion is estimated at 90% of the total project cost and then further adjusted by the City’s equalization rate of 93%. The 90% figure applied to project costs was selected to keep the economic impact projections fairly conservative. For example, the assessed value of Action 3.2 is projected to be \$1,372,680. We have derived this estimate as follows: we assumed that private investment in the redevelopment projects would at a minimum match other funding (\$820,000) yielding an overall project cost of \$1,640,000; which valued at 90% of cost would be

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\$1,476,000; which at an equalization rate of 93% would result in an assessed value of \$1,373,680.

Annual tax projections for each of the action plans were based on the projected assessed value and a constant City tax rate of \$19.96 per \$1,000 assessed value. When Action 3.2 is fully built, it is projected to generate annual tax revenues of \$27,399 (\$1,372,680 x \$19.96 / 1,000). For multi-year projects, annual taxes are projected on a prorated basis based on the percentage of project completion.

Goal 3 – Re-establish Downtown as City’s downtown central business district **C-3**

Annual Tax Projections for Period:

Analysis of Economic Impacts of Action Plans **Total Cost** **Assessment** **Year 1-3** **Year 4-7** **Year 8-15**

Provide support for retention/expansion of existing businesses	\$810,000	\$677,970	\$6,766	\$13,532	\$13,532
Redevelop key vacant/underutilized Downtown sites	\$820,000	\$1,372,680	\$13,699	\$27,399	\$27,399
Develop Downtown office space development program	\$20,000				
Expand façade and streetscape program	\$500,000	\$418,500		\$8,353	\$8,353
Establish Main Street improvement programs	\$255,000	\$213,435	\$84	\$4,260	\$4,260
Preserve and enhance historic and cultural resources	\$10,000				

Spreadsheet C-4 provides a side by side comparison of City costs to projected tax revenues resulting from implementation of each of the action plans. The analysis compares the cumulative impact of the various action plans at the end of Year 3, Year 7 and Year 15 of Plan implementation.

Goal 3 – Re-establish Downtown as City’s downtown central business district **C-4**

Cumulative Impact at Year 3

Comparison of City Costs to Tax Revenues **Total Cost** **City Cost** **Total Revenues** **Year 3 Impact**

Provide support for retention/expansion of existing businesses	\$810,000	\$5,000	\$25,473	\$20,473
Redevelop key vacant/underutilized Downtown sites	\$820,000	\$10,000	\$46,273	\$36,273
Develop Downtown office space development program	\$20,000			
Expand façade and streetscape program	\$500,000			
Establish Main Street improvement programs	\$255,000	\$98	\$454	\$355
Preserve and enhance historic and cultural resources	\$10,000			

The segment of C-4 above shows the cumulative impact of Goal 3 projects at Year 3. For Action 3.2 (Redevelop key vacant/underutilized downtown sites), the City cost (investment) in this project at the end of Year 3 is estimated at \$10,000 (see discussion regarding C-3 above).

Total revenue projected is \$46,273. This estimate is derived by multiplying the annual tax revenue calculated in C-3 (\$13,699) by three (the years in this period of the analysis) and doing likewise with the estimated sales tax revenues (\$1,725 x 3). The net impact of this project at the end of Year 3 is simply total revenues less the City cost, which in this case is \$36,273 (\$46,273 - \$10,000).

Many of the action plans will not directly generate property tax revenues. In these cases, the outlay of City funds will result in a “negative” economic impact. This is somewhat misleading however. As noted previously, public infrastructure and service projects do not automatically translate into physical revenues but are critical to maintaining property values and investor confidence in the City of Oneida.

Moving forward, the segment of C-4 below shows the cumulative impact of Goal 3 projects when fully implemented at Year 15. For our example Action 3.2 project, the City cost (investment) in this project at the end of Year 15 is estimated at \$20,000. Total cumulative revenue projected is \$477,000. The net resulting economic impact of this project at the end of Year 15 is \$226,790 (\$246,790 - \$20,000).

Goal 3 – Re-establish Downtown as City’s downtown central business district **C-4**
Cumulative Impact at Year 15

Comparison of City Costs to Tax Revenues	Total Cost	City Cost	Total Revenues	Year 3 Impact
Provide support for retention/expansion of existing businesses	\$810,000	\$10,000	\$135,858	\$125,858
Redevelop key vacant/underutilized Downtown sites	\$820,000	\$20,000	\$246,790	\$226,790
Develop Downtown office space development program	\$20,000	\$10,000		-\$10,000
Expand façade and streetscape program	\$500,000		\$94,426	\$94,426
Establish Main Street improvement programs	\$255,000	\$5,000	\$61,681	\$56,681
Preserve and enhance historic and cultural resources	\$10,000	\$5,000		-\$5,000