



city resurgence, from downtown to the waterfront

2017 DOWNTOWN REVITALIZATION INITIATIVE



From Downtown to the Waterfront, Experience the Momentum!

Work, Live, & Play in North Tonawanda!





North Tonawanda momentum



city resurgence, from downtown to the waterfront



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CITY OF NORTH TONAWANDA

Office of the Mayor

ARTHUR G. PAPPAS

June 14, 2017

Western New York Regional Economic Development Council
Empire State Development
95 Perry Street – Suite 500
Buffalo, New York 14203

Honorable Council;

On behalf of the City of North Tonawanda, I am honored to present you with NT Momentum, our proposal for the Downtown Revitalization Initiative. The NT Momentum project is the culmination of over ten years of comprehensive planning focused on North Tonawanda's historic downtown.

Downtown North Tonawanda, located at the confluence of the Niagara River and the historic Erie Canal, was once a thriving canal commerce district. The bustling lumber yards and mills, along with the nearby mansions of the lumber industry barons, gave North Tonawanda its moniker of "The Lumber City". Unfortunately, North Tonawanda's downtown has felt the same effects many upstate New York communities have over recent decades including disinvestment, property neglect and abandonment, and population decline. Strong architecture and infrastructure assets remained and in recent years North Tonawanda has begun to invest in and leverage those assets to spark resurgence in downtown.

New business growth and investment have begun to reshape downtown North Tonawanda. Attractions such as the Remington Lofts on the Canal, the Riviera Theatre, Webster's Bistro, and Gateway Harbor bring thousands of people to this community every year and new businesses are under construction in 2017. People are beginning to notice North Tonawanda as a successful new business market.

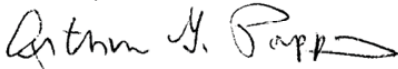
And with the assistance of New York State, Downtown North Tonawanda is positioning itself to thrive long-term. The NT Momentum project, a plan developed in partnership with the New York Department of State, will be implementing a new zoning code, streamlining the development process, and providing the roadmap for a new generation of development in North Tonawanda's downtown and waterfront.

Through assistance provided by numerous State agencies and support from the Western New York Regional Economic Development Council, North Tonawanda has begun to cultivate a successful downtown. But that process is far from complete. There are still many areas that need development, many opportunities for new business, and many challenges to overcome to build a renewed downtown.

The Downtown Revitalization Initiative is the opportunity to implement the NT Momentum project and invest in a great downtown. If awarded, this initiative for North Tonawanda would mean development along the Niagara River and Erie Canal waterfronts anchored by a historic downtown filled with culture, arts, recreation, tourism, and a great atmosphere in which to live and work. I strongly believe in this community and the potential it has to blossom into one of the great small downtowns in New York.

Thank you for all of the support North Tonawanda has received from this Council and for the opportunity to be considered for the Downtown Revitalization Initiative.

Sincerely,

A handwritten signature in black ink, appearing to read "Arthur G. Pappas", with a stylized flourish at the end.

Arthur G. Pappas
Mayor



Niagara County Department of Economic Development

6311 Inducon Corporate Drive

Sanborn, NY 14132-9099

716-278-8750

Fax 716-278-8757

www.NiagaraCountyBusiness.com

Samuel M. Ferraro

Commissioner

June 1, 2017

Western New York Regional Economic Development Council
Empire State Development
95 Perry Street – Suite 500
Buffalo, NY 14203

Honorable Council,

The Niagara County Department of Economic Development is proud to support the NT Momentum project, the City of North Tonawanda's proposal for the Downtown Revitalization Initiative Round Two and the WNY Smart Growth Community Fund.

The City of North Tonawanda has planned for and began to implement a redevelopment strategy aimed at making Downtown North Tonawanda a unique, attractive, and vibrant place to live, work, and play. Niagara County has been proud to welcome new businesses and developments along historic Webster Street and the Erie Canal.

The NT Momentum project is a clear strategy to capitalize on this success to bring new investment into the downtown area. The developments envisioned by the NT Momentum project will bring new life to the Niagara River waterfront, Tonawanda Island, former industrial brownfield properties, and the oldest historic neighborhoods in North Tonawanda. This additional investment will help strengthen the community through a variety of new housing developments, office and professional development, unique retail and entertainment amenities, overnight lodging, and investments in critical public infrastructure and green spaces.

The Niagara County Department of Economic Development looks forward to a continued collaboration with the City of North Tonawanda and all of its partners in downtown development. Thank you for considering the NT Momentum project for the Downtown Revitalization Initiative.

Kindest regards,

A handwritten signature in blue ink, appearing to read "S. M. Ferraro", written over a circular blue ink stamp.

Samuel M. Ferraro, Commissioner

LUMBER CITY

DEVELOPMENT CORPORATION

Your Partner in Success

June 14, 2017

Western New York Regional Economic Development Council
Empire State Development
95 Perry Street – Suite 500
Buffalo, NY 14203

Honorable Council;

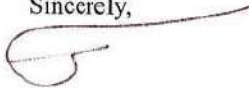
On behalf of Lumber City Development Corporation I am honored to support the City of North Tonawanda's NT Momentum project submission to the 2017 Downtown Revitalization Initiative.

Lumber City Development Corporation has served as North Tonawanda's economic development agency since 2004. In that time Lumber City has worked closely with the City of North Tonawanda, the Chamber of Commerce of the Tonawandas, the NT Downtown Merchants Association, and many other local and regional partners in an effort to redevelop and revitalize Downtown North Tonawanda. The NT Momentum project is the culmination of that collaborative effort and Lumber City Development is excited to work with the City of North Tonawanda to implement this vision.

The NT Momentum project will leverage North Tonawanda's strengths such as picturesque waterfront property, first-class cultural amenities, popular dining and entertainment venues, and historic architecture to attract new residents, companies, and developments to the area. The projects outlined by the NT Momentum vision will significantly transform Downtown North Tonawanda and positively impact the lives of residents throughout the Niagara Frontier.

Lumber City Development Corporation fully supports the NT Momentum project and is committed to working with the City of North Tonawanda and the Western New York Regional Economic Development Council to implement an NT Momentum Downtown Revitalization Initiative. Thank you for your time and consideration.

Sincerely,



Douglas Taylor
Chairman

Experience the Momentum of North Tonawanda

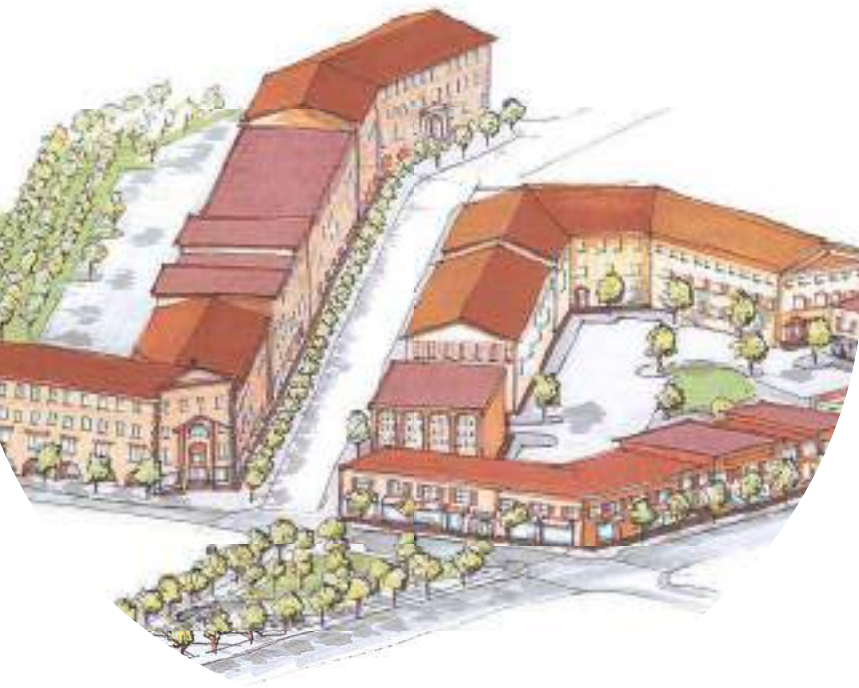




[http://www.lumbercitydc.com/
downtown-revitalization-initiative](http://www.lumbercitydc.com/downtown-revitalization-initiative)

3D MODEL **9**

Follow link for 3D Flyover!



From Downtown to the Waterfront, experience the Momentum!



The NT Momentum Project is the culmination of a consensus driven, community planning process with the goal of making Downtown North Tonawanda a premier downtown destination. North Tonawanda has the vision, the plan, the local assets, the community support, and the capacity to maximize the Downtown Revitalization Initiative.

Downtown North Tonawanda is a vibrant community full of unique historic and waterfront amenities, successful developments, and opportunities for new investment. The community is supported by dedicated local stakeholders, a strong business community, and a planning and development team committed to the community's vision for a dense, walkable, livable downtown. Through a collaborative, long term planning effort, the community has developed the NT Momentum project: a progressive vision for revitalization ready for implementation, making Downtown North Tonawanda a prime candidate for the Downtown Revitalization Initiative.

Downtown North Tonawanda is a historic, waterfront, destination community primed for redevelopment and investment. North Tonawanda's downtown development vision, the NT Momentum project, has broad community support, abundant cultural assets, and is led by a team with the experience and capacity to implement successful projects. With a master plan in place and priorities for redevelopment identified, Downtown North Tonawanda is uniquely positioned to quickly and efficiently capitalize on the Downtown Revitalization Initiative opportunity.

Basic Information

Regional Economic Development Council:

Western New York

Municipality Name: City of North Tonawanda

Downtown Name: Downtown North Tonawanda

County: Niagara

Point of Contact:

Michael Zimmerman

Director of Community Development

Tel: 716-695- 8580 x.5515

Email: mzimmerman@lumbercitydc.com



Work, Live, & Play in North Tonawanda!

North Tonawanda's downtown district is centered on Webster Street and overlooks the confluence of the Erie Canal and the Niagara River. This historic district features turn of the century architecture, a traditional mixed-use urban form, and a walkable streetscape. Downtown North Tonawanda is anchored by the historic Riviera Theatre, a beautifully restored performing arts center in the midst of a major expansion project set to bring even more events and patrons to the area. Downtown has also seen numerous successful developments in recent years including the Remington Lofts on the Canal and Webster's Bistro & Bar, as well as significant public enhancements to Gateway Harbor Park and along Webster and Manhattan Streets. These success stories have attracted new investment to the area and a number of new projects are currently in development including new restaurants, housing projects, and business expansion projects.

Accelerated implementation of the NT Momentum project will complement the initiatives and vision of the Western New York Regional Economic Development Council. North Tonawanda has focused its economic development efforts on fostering new entrepreneurs and supporting the growth of the local workforce by collaborating with partner agencies to create a supportive, successful business

environment in North Tonawanda. The NT Momentum plan also envisions a dense, vibrant downtown built in accordance with Smart Growth principles. To facilitate this vision the City is focused on streamlining the development process, updating to a new form-based zoning code, and aligning economic development incentive programs with Downtown's critical priority projects.

The Downtown Community



*Limitless
potential in every
direction*

Downtown North Tonawanda is a vibrant, year-round community boasting historic architecture, abundant waterfront access, and the quality of life amenities to enhance downtown livability.

These characteristics will attract diverse populations to live an active life downtown, support redevelopment, and make growth sustainable in the long term. Past public and private investment have begun to transform Downtown, and North Tonawanda is ready to leverage these investments into new growth. An overall vision for revitalization has been built through numerous planning initiatives, allowing the city to become a prime candidate to implement the Downtown Revitalization Initiative.

North Tonawanda has capitalized on past public and private investment, which has become a catalyst for future growth. An overall vision for revitalization has been built through numerous planning initiatives, allowing the city to become a prime candidate for a fast tracked Downtown Revitalization Initiative implementation process.

The City of North Tonawanda, known as the Lumber City, is a traditional small city located on the eastern banks of the Niagara River at the present day western terminus of the Erie Canal. North Tonawanda is geographically located 10 miles north from the City of Buffalo, and 14 miles south from the Canadian border. Nestled between two bodies of water,

Downtown North Tonawanda and Supporting Neighborhood



the City of North Tonawanda is approximately 15 square miles and is rich in natural, cultural, and historic resources. Within the city, there is an array of different land uses including residential, retail, entertainment, waterfront, manufacturing, commercial, and a historic downtown.

Downtown North Tonawanda is defined by properties bounded by the Niagara River and Tonawanda Island on the west, Robinson Street on the north, Vandervoort Street to the east, and the Erie Canal on the south. In total, this area includes approximately 243 acres and a wide variety of land uses and types.

North Tonawanda's historic core is defined by Webster Street and Main Street, and is considered the heart of activity for the city. The historic core features the quintessential "Main Street" urban form of buildings close to the street line, active store fronts, on-street parking, sidewalks, street lights and crosswalks. The area is comfortably walkable and directly adjacent to the Gateway Harbor of the Tonawandas. Throughout the past decade, this area has undergone a renaissance and today is home to numerous gift shops, eateries, and art galleries, all of which are anchored by the Historic Riviera Theatre.

The area north of Goundry Street is a transitional space that contains significant commercial activity with a development pattern that spans many time periods. Areas of pre-WWII development are interspersed with more post-war suburban style development. This area also includes some former industrial properties which are no longer compatible with the Downtown sense of place.

The Oliver Street corridor began as a thriving neighborhood commercial district but has suffered from disinvestment and neglect as the regional and national economy shifted in the late 20th century. The area adjacent to the Historic Downtown core includes Sweeney, Robinson and Vandervoort Streets. This primarily residential neighborhood provides downtown residential density, which is critical to its success. Many residents in these neighborhoods work and shop downtown, as well as take advantage of the vast recreational amenities and events at the waterfront. These neighborhoods provide flexible housing options from luxury living at the Remington Lofts for young professionals and empty nesters, to affordable multi-unit rentals and single family homes for growing families. Having this supportive neighborhood helps to stabilize and support all of the investments made in Downtown North Tonawanda.

A unique feature to Downtown North Tonawanda is Tonawanda Island, a 90-acre island in the Niagara River immediately adjacent to the historic Webster Street corridor. Historically, Tonawanda Island was the hub of the local lumber industry as it provided easy access to the waterfront. Today, Tonawanda Island is underutilized and contains some industrial and marine dependent uses, while much of the island consists of vacant brownfield sites.

According to the 2010 United States Census, the City of North Tonawanda has a total population of 31,568 and a population density of 2,865 people per square mile. Similar to many small rust belt cities in our region, there has been a slight decrease in population since 2000. Despite a 5.1% population loss within a 10 year period, the City of North Tonawanda and its trade area provide the population density needed to support a year-round vibrant downtown.

NORTH TONAWANDA DEMOGRAPHIC INDICATORS	2010	2014
Population	31,568	31,245
Owner Occupied Housing Units	9,365	9,316
Renter Occupied Housing Units	4,639	4,623
Median Age	42.4	42.6
Median Household Income	\$45,278	\$47,604
Unemployment	4.0%	5.1%

United States Census Bureau (2010) and American Community Survey (2014)

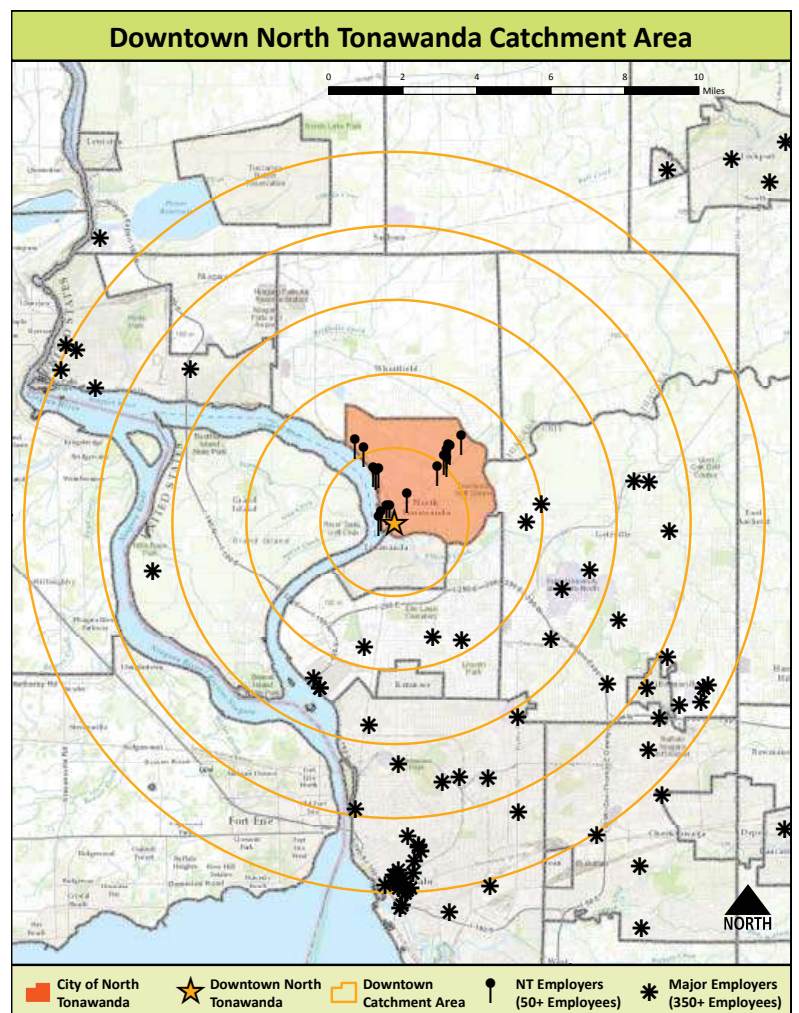
In order to accurately analyze demographic and market trends on a regional scale, the North Tonawanda catchment area was created and is comprised of a 10 mile radius from North Tonawanda to include the City and Town of Tonawanda, Town of Wheatfield, Grand Island, Town of Sanborn, the City of Buffalo and City of Niagara Falls. These areas have been deemed the potential market catchment area, as many individuals from all over the region are traveling to and from North Tonawanda for employment opportunities, waterfront amenities, and entertainment.

In addition to the City of North Tonawanda population, the population beyond city lines can easily access Downtown North Tonawanda via major routes such as Niagara Falls Boulevard, River Road, Colvin Boulevard/Twin City Highway, and the Interstate 290 as well as NFTA public transit.

The average travel time to work for those living within this catchment area is 20 minutes and 80% of these individuals are working outside of where they live, many of whom are working at one of the 1,760 companies in North Tonawanda, 16 of which have greater than 50 employees.

In addition to the City of North Tonawanda population, the population beyond city lines can easily access Downtown North Tonawanda via automobile and public transit along major routes such as Niagara Falls Boulevard, River Road, Colvin Boulevard/Twin City Highway, and the Interstate 290.

From a geographical perspective, in the northern suburbs of Erie County and southern Niagara County, North Tonawanda serves as the nearest traditional downtown for many residents. Downtown North Tonawanda is also one of only a few traditional downtowns in Western New York to be located directly on the water.



The median household income within the North Tonawanda catchment area is growing more quickly as compared to Upstate New York and the rest of the United States. As median household incomes grow, the spending power and disposable income of these individuals increases. With a stable base of arts, cultural, and entertainment options, Downtown North Tonawanda is poised to capture and thrive off of this local income growth.

MEDIAN HOUSEHOLD INCOME	City of North Tonawanda	New York State	United States
2000	\$39,154	\$43,393	\$41,994
2010	\$47,604	\$58,687	\$53,482

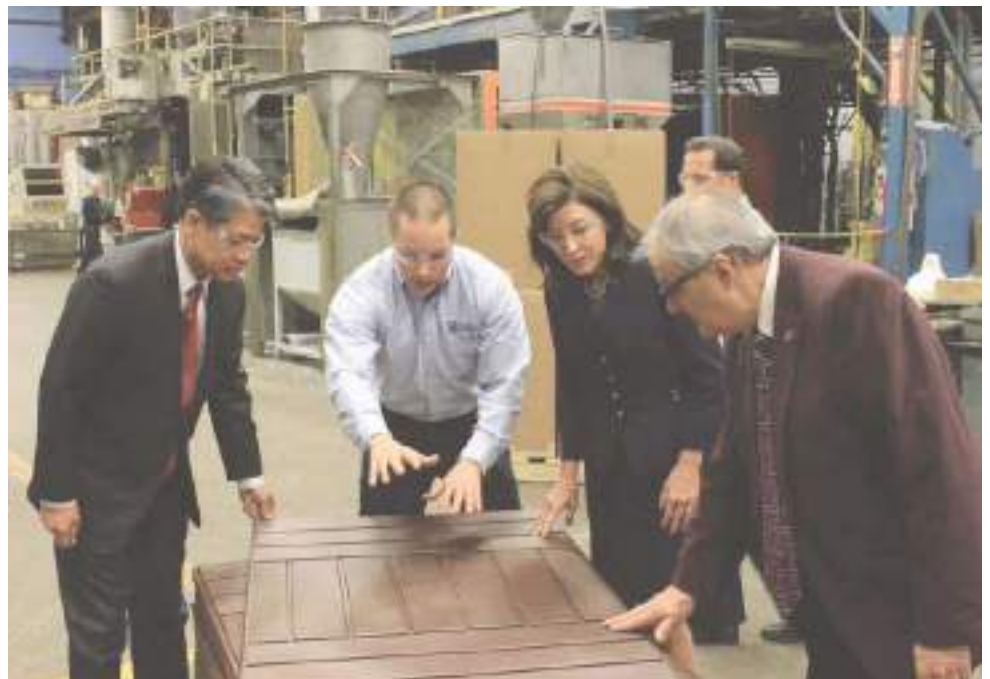
Source: United State Census Bureau, 2010



Many global and publicly traded companies call North Tonawanda home, including WestRock, Armstrong Pumps, Taylor Devices, Ascension Industries, Aquasol, Solvaria Specialties, McKesson Corporation, Confer Plastics, and Audubon Machinery.



These companies are truly committed to North Tonawanda and have been integral in driving the local workforce by providing job opportunities and on-site training. Beyond the borders of North Tonawanda, some of Western New York's largest employers are located within the adjoining catchment area including GM Powertrain, Praxair, Geico, University at Buffalo, Calspan, Vantage International Point, and many others.



Past Investments



Projects Completed Since 2010	Total Project Cost	Private Dollars	State and/or Public Dollars
Remington Lofts on the Canal	\$30,000,000	\$18,850,000	\$11,150,000
Remington Tavern	\$1,000,000	\$650,000	\$350,000
Webster's Bistro & Bar	\$550,000	\$415,000	\$135,000
Canal Club 62	\$500,000	\$365,000	\$135,000
64 Webster Redevelopment	\$660,000	\$350,000	\$310,000
Canalside Creamery	\$50,000	\$31,500	\$18,500
Webster's Kitchen	\$142,000	\$0,000	\$35,000
Dockside Bar & Grill Renovation	\$600,000	\$600,000	\$0
88 Webster Redevelopment	\$150,000	\$100,000	\$50,000
New York Main Street - Oliver Street Redevelopment Projects	\$335,000	\$190,000	\$145,000
Riviera Theatre Site Remediation	\$440,000	\$0	\$440,000

Public Infrastructure Improvements	Total Project Cost
Webster St. Green Infrastructure	\$575,000
Manhattan St. Green Infrastructure	\$265,000
Downtown Wayfinding Signage	\$15,000
Sweeney St. Improvements	\$750,000
Oliver St. Neighborhood Housing Rehab	\$400,000
Erie Canal Bike Path Extension	\$299,000
Erie Canal Public Kayak Launches	\$142,000

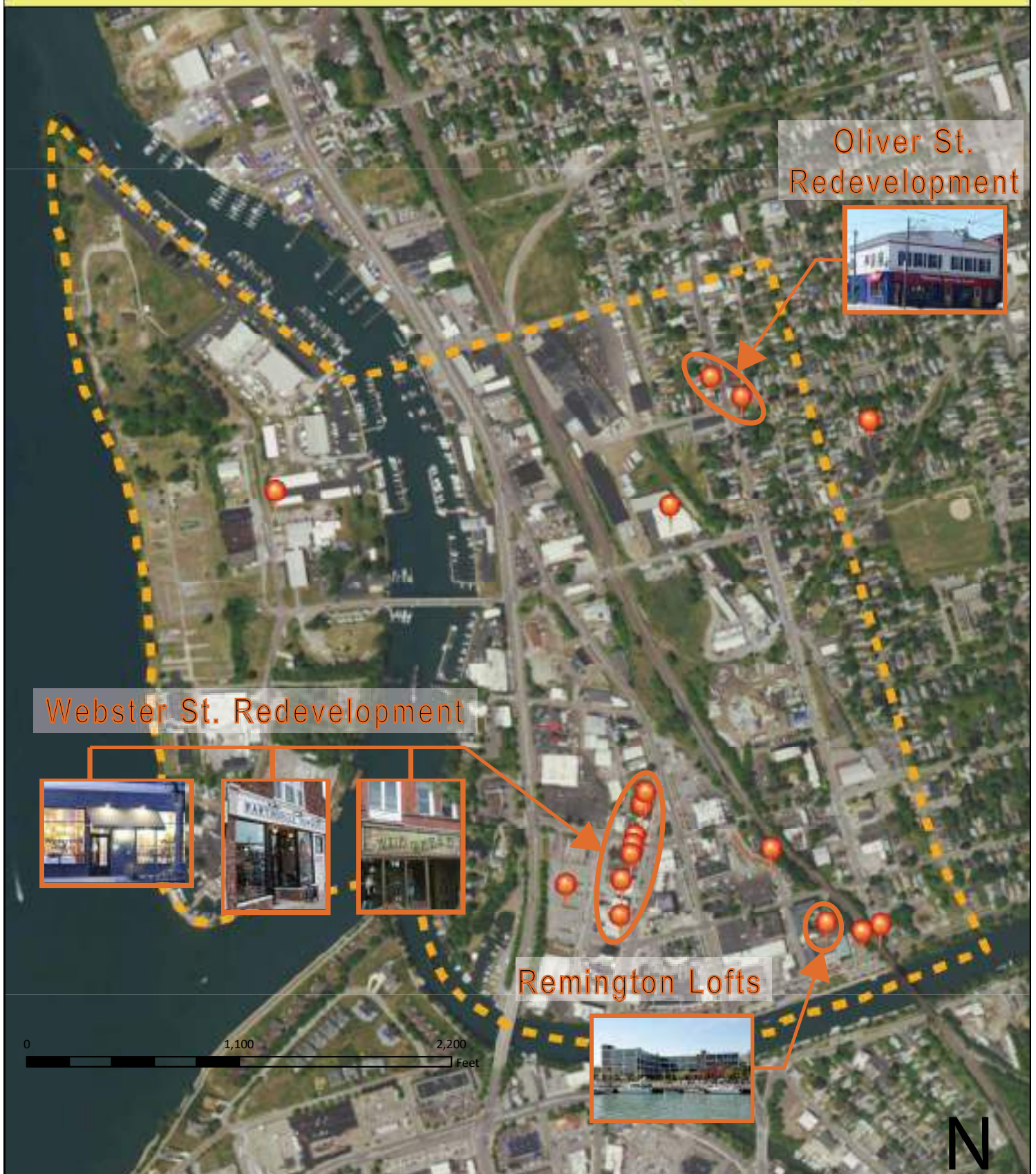
Strengthening the local economy and building a sense of place in Downtown North Tonawanda that is attractive to new residents of all ages, income, and backgrounds.

Downtown North Tonawanda has been the beneficiary of a number of public investments in recent years in infrastructure, real estate development, and business assistance which have leveraged millions of dollars of private development.

Coordinated by Lumber City Development Corporation (LCDC), the City's economic development agency, these investments have had a significant transformative impact on the area by bringing new vibrancy and economic activity to Downtown and their success has led to new investments as evidenced by the projects currently under development.

The NT Momentum project seeks to accelerate the development of Downtown by leveraging these past investments, focusing on the unique existing assets, and highlighting and incentivizing the redevelopment of key opportunities in Downtown. The end result will be economic development projects that feed one another, strengthening the local economy and building a sense of place in Downtown North Tonawanda that is attractive to new residents of all ages, income levels, and backgrounds.

Downtown North Tonawanda Completed Projects



Downtown North Tonawanda



Completed Downtown Projects

INVESTMENTS

17



Oliver Street Redevelopment

Oliver Street Redevelopment has become a key priority for the City of North Tonawanda and LCDC. Through the leveraging of public funds, LCDC has been able to renovate 9 commercial facades on Oliver Street through the New York Main Street Program in 2015. Furthermore, the CDBG Microenterprise Assistance program has assisted many Oliver Street business owners including Not 2 Shabby, Underground Wraps, and Superior Tool, all of which have added jobs to our local economy. LCDC is in the process of administering a CDBG Planning grant, which will analyze the current market conditions and provide recommendations for redevelopment of this key downtown business corridor. Private development has begun to emerge on Oliver Street, specifically through the Commercial Property Reinvestment Program.

This program gave an opportunity to a private developer to invest \$90,000 of private funds into a vacant blighted property, which otherwise would have fell back into the cycle of foreclosure and disinvestment. This mixed use development will include 2 second floor apartment units, and first floor commercial to include a viable business to serve the surrounding residential community.

In addition, a committed group of small business owners have formed the Oliver Street Merchants Association. Created in 2016, this group has been instrumental in street beautification and community engagement activities in the form of clean up events, "cash mobs", planter painting, and the installation of 26 "Welcome to Oliver Street" banners sponsored by local businesses.



Remington Lofts on the Canal and Remington Tavern and Seafood Exchange

Opened in 2011, the Remington Lofts converted a 175,000 square foot former factory building in 81 high-end lofts and three commercial spaces. Over \$1 million in public investment and access to both historic and brownfield tax credit programs leveraged over \$20 million worth of private investment into a critical historic property on the Erie Canal. The Remington Lofts has established a new, viable market for living in Downtown North Tonawanda and has attracted the interest of new businesses and developers to the area. As the anchor commercial tenant at the Remington Lofts, the Remington Tavern was opened in 2012 and immediately became one of Western New York's hottest restaurants. This 9,000 square foot facility is an adaptive reuse of the oldest portion of the Remington complex, the historic "Power house" building. Development of this restaurant was over \$1 million and was supported by \$250,000 worth of State assistance. Today, the Remington Tavern employs over 40 people and has helped put Downtown North Tonawanda on the map as a go-to place for dining and entertainment in the region.

"I had never been to North Tonawanda in my life. But when I got to the building and got on the roof, you could see the plume from Niagara Falls. You could see the Erie Canal, and all the people surrounding it. I knew there would be problems. I didn't know what they would be, but I knew in the end it would be great, and it's better than I thought it would be."

– Anthony Kissling, The Kissling Interests, discussing the Remington Lofts on the Canal



Webster Street Development

Leveraging funds provided by previous State programs including the New York Main Street program and the CDBG Microenterprise Assistance program, LCDC has been able to assist façade redevelopment at ten commercial properties and have also assisted in the start-up or expansion of eleven small businesses on Webster Street. These State assistance programs allowed LCDC to support a group of entrepreneurs including Webster's Kitchen, Pulp 716, Martinsville Soapworks, and Partners in Art, who have developed a strong and committed business community on Webster Street. Through their efforts, the positive atmosphere and activity on Webster Street has attracted new small businesses to the community.

"We opened Webster's Bistro & Bar in 2013 and have built a successful restaurant on historic Webster Street. We have over 20 employees and we often partner with other local small businesses to support events and outings that bring more patrons to our community. With the success of our business in downtown North Tonawanda, we have begun to invest in new business opportunities on Webster Street."

- Barbara Hughes, Webster's Bistro & Bar



Teddy Bear Building Redevelopment and Canal Club 62

A 10,000 square foot former Masonic lodge in the heart of Webster Street sat vacant and dilapidated for close to ten years. In dire need of significant renovation, assistance provided by multiple agencies was able to attract a developer and restaurateur to take on this challenging project. \$445,000 worth of grants and low-interest loans leveraged a total redevelopment of close to \$1.5 million. Today this historic property is home to a beautiful restaurant and unique office space.

Our Vision

NT Momentum envisions a vibrant community where people will live, shop, work, and be entertained in a historic waterfront downtown. This vision can be achieved through the implementation of transformative public investments, private developments, and community-based projects.



Transformative Development Projects				
Project	Total Project Cost	Type	Measurable Results	Estimated Completion
Enterprise Lumber & Silo - <i>Office space/design innovation hub</i>	\$2.3 Million	Private	Historic adaptive reuse, 17,000 sq. ft. of office space	2018
Northern Main Street Redevelopment - <i>Mixed use development at 4 acre brownfield site</i>	\$10.2 Million	Private	New mixed-use retail, office, and residential development	2019
110 Sweeney Street - <i>Mixed use development on the Erie Canal</i>	\$2 Million	Private	80-room urban hotel	2019
Hotel- <i>Downtown hotel development</i>	\$8 Million	Private	Office and residential mixed-use, 30 new residential units	2019
Former Fire Training Facility Redevelopment - <i>Mixed use development on Tonawanda Island</i>	\$18 Million	Private	Office and residential mixed-use, 30 new residential units	2019
Gateway Harbor Improvements - <i>New park amenities and utility upgrades</i>	\$1.2 Million	Public	New public restrooms, upgraded electrical utilities to docks, new park picnic areas and lighting	2018
Main Street Green Infrastructure- <i>Green infrastructure practices on Main Street</i>	\$500,000	Public	Green stormwater management along Main Street	2018
Riviera Theatre Expansion- <i>23,000 sq. ft expansion</i>	\$8 Million	Community	15,000 new annual visitors, 250 annual events, \$4 million annual economic impact	2018
YWCA of the Niagara Frontier- <i>Housing & social enterprise</i>	\$4 Million	Community	12 residential units	2018

Additional Development Projects				
Downtown Infill at 122 Webster- <i>Opportunities for mixed use infill development</i>	\$2.5 Million	Private	New mixed-use with 3 retail units and 6 residential units	2020
Thompson Street Manufacturing Expansion - <i>Expansion of advanced manufacturing plant</i>	\$4 Million	Private	30,000 sq. ft. advanced manufacturing facility expansion	2020
Tonawanda Island Redevelopment- <i>Remediation and mixed use development on 22 acres of Tonawanda Island</i>	\$100 Million	Private	Waterfront townhomes, multi-family apartments, and commercial/retail development. 320 total units	2020
Oliver Street Redevelopment- <i>Redevelopment of underutilized/vacant properties</i>	\$750,00	Private	Property rehabilitation between Tremont and Schenck Streets including: 53 Oliver, 200 Oliver, 230 Oliver, 236 Oliver, and 301 Oliver	2018
54 Webster Stabilization- <i>Stabilization and redevelopment of 30,000 sq. ft. downtown building</i>	\$500,000	Private	30,000 sq. ft. downtown building secured and prepared for redevelopment	2018
Downtown Brewery- <i>Craft brewery/restaurant</i>	\$750,000	Public	15 new jobs	2018
Hubman Vault Stabilization- <i>Stablize dilapidated historic building</i>	\$500,000	Public	Secure a 10,000 sq. ft. historic building	2018
Lumber City Village- <i>Waterfront artisan market</i>	\$150,000	Community	Seasonal arts & crafts market along the Erie Canal	2018
Lofts at 15 Webster Street- <i>Downtown loft living in a historic building on Webster Street</i>	\$1.5 Million	Community	6 new residential units	2018
Downtown Streetscape Enhancements - <i>Beautification and pedestrian improvements on Main and Oliver Streets</i>	\$650,000	Public	Streetscape and pedestrian improvements	2018
Oliver Street Redevelopment- <i>Commerical façade program</i>	\$200,000	Public	Renovate 6 commerical building facades	2018
Microenterprise Program- <i>Provide microenterprise grants to small businesses</i>	\$200,000	Public	Aid up to 10 downtown small business start-ups	2018
Downtown Pocket Parks- <i>Develop and enhance 3 downtown pocket parks</i>	\$350,000	Public	New landscaping, signage, and park amenities	2018
Downtown Gateway Enhancements- <i>Enhance entrypoints to downtown</i>	\$75,000	Public	New signage and aesthetic improvements at 3 downtown entry points	2018
River Road Access- <i>Pedestrian access on River Road</i>	\$75,000	Public	Pedestrian improvements at 3 crossings	2018
Public WiFi at Gateway Harbor- <i>Install wifi for public use</i>	\$4,000	Public	Free public wi-fi access along the Erie Canal	2018
Tonawanda Island Infrastructure Improvements- <i>Infrastructure improvements for future development</i>	\$1.5 Million	Public	New roads, curbing, sidewalks on Tonawanda Island	2018
Herschell Carrousel Museum Expansion - <i>Improvements to existing building and expanded Kiddie Land</i>	\$500,000	Community	New Music Room exhibit and expansion of outdoor 'Kiddie Land' park	2018
Railroad Museum of the Niagara Frontier- <i>Intrepretive rail park</i>	\$250,000	Community	Restoration of existing historic rail cars and buildings	2020

Downtown North Tonawanda Proposed Projects



Downtown North Tonawanda



Proposed Downtown Projects



Vision & Justification

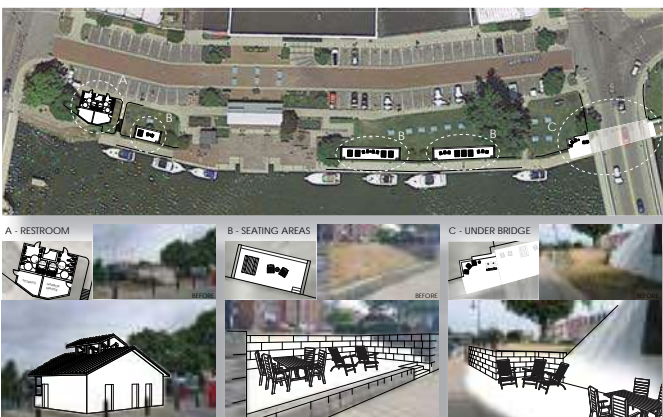
Downtown North Tonawanda consists of a variety of land uses, building styles, opportunities, and challenges all centered on the dual waterfronts of the Erie Canal and the Niagara River. Historic Webster and Sweeney Streets feature early 20th century architecture, Erie Canal heritage, and a distinct sense of place. Main Street offers in-fill development and brownfield redevelopment opportunities.

River Road and Tonawanda Island feature over 100 acres of prime waterfront and some of the most unique development opportunities in Western New York. And Oliver Street is a mixed-use urban corridor with opportunities for affordable housing, adaptive reuse projects, and quality of life improvements.

Combining all of the above, Downtown North Tonawanda has the opportunity to become one of the region's most unique and successful downtowns. Upon implementation of the NT Momentum development vision North Tonawanda will be home to waterfront recreation, diverse and affordable housing opportunities, premier entertainment and dining, cultural and arts attractions, and quality employment opportunities.

The NT Momentum planning process has helped establish pro-formas, feasibility studies, and concept plans for many Downtown projects. A short list of ready projects which would have a transformative impact on Downtown has been developed, with many of the additional developments in some stage of project development. North Tonawanda's team of stakeholders have worked together to advance downtown redevelopment for over a decade and is committed to implementing the NT Momentum vision.

The investment of the Downtown Revitalization Initiative will launch the transformative projects within NT Momentum and put Downtown North Tonawanda on a firm path toward long term, sustainable growth and prosperity.



WNY Regional
Priority Project
Awarded
\$1.2 million
through
2015 CFA



Historic Riviera Theatre Expansion

The Historic Riviera Theatre is the cultural, artistic, and economic anchor of Webster Street and Downtown North Tonawanda. This performing arts center built in 1926 was saved from demolition in the 1980s, and recently celebrated its 90th anniversary. The Riviera Theatre hosts 175 events annually, from well-known artists such as Kenny G. and The Smashing Pumpkins, to local youth theater groups. Patrons fall in love with this historic gem attracting over 100,000 visitors to the area each year, directly benefiting the numerous restaurants and retailers throughout North Tonawanda.

The Riviera Theatre, however, lacks modern amenities for both patrons and performers, limiting the facility's ability to grow and continue to host national acts. Hence the Riviera Theatre, in partnership with Lumber City Development Corporation, began the "Set the Stage" capital campaign for the Riviera Theatre Expansion project. This project, estimated at \$8 million, will allow the theater to construct a 23,000 square foot addition adjacent to the historic theater. This expansion will include a flexible black-box theater for more intimate events, full ADA accessibility, modern patron restrooms, much needed equipment storage space, and modern dressing rooms and amenities for performers.

A study completed in 2015 determined that the Riviera Theatre currently has a \$3 million annual impact on the local economy. Following the expansion, this total impact will exceed \$4 million annually, including over \$600,000 of new sales generated in North Tonawanda every year. With the expanded ability to host over 250 events and over 150,000 visitors per year, the Riviera's expansion will generate the growth of 14 new jobs in the area annually. The expansion of the Riviera Theatre is critical to the sustainability of the organization, as well as the long-term economic health of Downtown North Tonawanda. The Western New York Regional Economic Development Council has recognized the importance of this project and named it a 2015 Regional Priority Project, awarding \$1.2 million through the Consolidated Funding Application process.

Foit-Albert Architects completed design drawings in early 2017 for a modern state-of-the-art facility expansion which will fit seamlessly into Downtown North Tonawanda's historic aesthetic. The new design is scheduled to be unveiled in mid-2017 to energize the Set the Stage capital fundraising campaign. The City of North Tonawanda, Lumber City Development, the Riviera Theatre, and local community partners and stakeholders are committed to bringing the Riviera Theatre Expansion Project vision to reality.



North Tonawanda
Northern Gateway Redevelopment Area

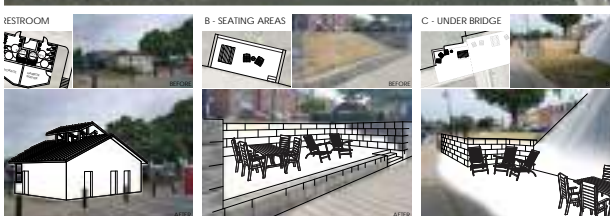


Northern Gateway Mixed-Use Development

Situated in an approximate triangle between River Road, Main Street, and Island Street, this collection of parcels is over four acres in size and strategically located at a gateway entrance point to Downtown North Tonawanda.

This formerly industrial site is currently underutilized as a materials and equipment storage yard. Given the site size, location in Downtown, and opportunity as a brownfield redevelopment, this site has been identified as a critical redevelopment opportunity to add commercial and residential density to the Downtown.

This location is envisioned to be transformed into a mixed use node with office and/or retail on the ground floor with upper story residential units. An appropriate size and massing will fit within the character of the existing Downtown. Redevelopment of this site is critical to the NT Momentum vision as the property sits at the gateway point between Tonawanda Island and the historic downtown core. The project will also be a positive compliment to the adjacent Enterprise Lumber & Silo project and the proposed green infrastructure streetscape enhancements on Main Street.



Gateway Harbor Improvements

Located at the Western Terminus of the Erie Canal, Gateway Harbor has become the centerpiece of Downtown North Tonawanda and a tourist destination for people throughout Western New York. Offering scenic views, direct physical access, recreational amenities and a rich cultural history, Gateway Harbor has become a waterfront destination for kayakers, boaters, pedestrians and bicyclists via the nearby Erie Canal Bike Path. In addition to the vast recreational amenities provided by Gateway Harbor, the area is also known for its various events such as a summer concert series, Canal Fest, Food Truck events, Pizza Fest, and craft markets showcasing local artisans.

As Gateway Harbor continues to increase in popularity, the City of North Tonawanda needs to make critical facility improvements to this area in order to handle the increase in visitors and to ensure a high quality public experience. Leveraging previous public investments, the proposed improvements include: installing ADA accessible restroom facilities for visitors, new park picnic areas, improved lighting, and upgraded electrical service to docks for boaters.

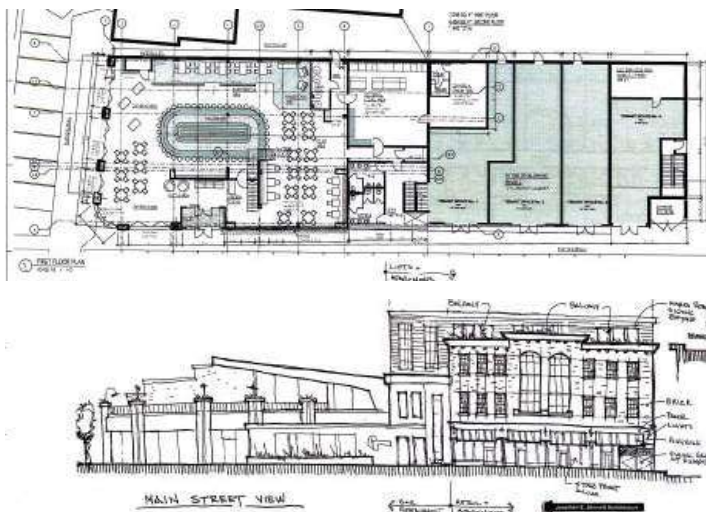
The enhancements made at Gateway Harbor will continue to allow North Tonawanda to become a regional destination. Additionally, this project will foster continued investment in the adjacent downtown area by bringing more boaters on to Webster Street, as well as an increased range of programming opportunities.



Downtown Hotel Accommodations

With the growth of tourist activity in Downtown, the impending expansion of the Riviera Theatre, and the growth of many local companies, it became evident that there are no overnight accommodations near Downtown North Tonawanda. A market feasibility study for hotel operations was completed in 2015 with positive results; the market conditions and growing local economy could support new hotel development.

The market feasibility study explored potential sites for the hotel location and determined that numerous sites in Downtown could accommodate a hotel, with 89 River Road being a prime location. This 1.5 acre former automotive parts store is located adjacent to a large municipal parking lot and has frontage on the highly trafficked River Road. Within a short walk of any downtown hotel site there are various types of retail, dining, entertainment, and waterfront recreation options. Additionally, tourists can visit dozens of nearby attractions such as the Hershell Carousel Museum, Carnegie Arts Center, Project 308 Art Gallery, and Platter's Chocolate Factory. Destination Niagara USA has been working to promote North Tonawanda's amenities and "capture" Niagara Falls tourists to explore what else Niagara County has to offer. Providing overnight lodging will enable tourists to visit North Tonawanda and spend their dollars locally, which aligns with the tourism goals set forth by the Western New York Regional Economic Development Council. Further, overnight accommodations will help create a 24/7 downtown and add to the overall density and vibrancy of the North Tonawanda.



110 Sweeney Street

This small 15,000 square foot site is located at a key Downtown corner with frontage on Sweeney Street, Main Street, and overlooking Gateway Harbor and the Erie Canal. The draw of the Erie Canal and recent growth of Downtown make this long vacant site prime for infill redevelopment. A current developer's proposal includes a 2-story Canal-front restaurant and a three story mixed use building with 12 market rate apartments, which would add residential and business density to Downtown and bring more activity to our waterfront.



YWCA of the Niagara Frontier

The YWCA of the Niagara Frontier is well respected as an organization that strives to empower women, strengthen families, and promote social justice in our communities. The YWCA located on Tremont Street in Downtown North Tonawanda has always hosted a number of annual events as well as on-going programming that supports the organization's mission. Today, the YWCA has committed to a redevelopment project at their Downtown North Tonawanda location. The current building is in need of repairs which has limited the programming goals of the organization. This multi-million dollar project will convert the existing structure into a mixed-use facility featuring 12 studio apartments, programming space, and a social enterprise retail bakery and café space.



This project aligns with the priorities of the NT Momentum campaign in multiple ways. The addition of new housing units in the area, which will be affordable permanent housing for women, adds critical density as well as adding to the diversity of housing options available in Downtown North Tonawanda. The project also features a unique social enterprise component in the retail space which will foster the job skills of disadvantaged members of the community. The YWCA, through its robust workforce training capabilities, plans to staff this café and bakery with women in their programs who will be receiving assistance with job training, skills development, and future job placement. This model has been very successful at other YWCA projects in both Niagara Falls and Lockport and has proven to have very positive impacts on the local community.



"The YWCA of the Tonawandas and now the YWCA of the Niagara Frontier has a rich history of providing services and programs to the women and families of the Tonawanda's. For over 100 years, the YWCA has been supported by the community with financial investment, leadership and volunteers. It is a special community that the YWCA is very proud to be part of. The YWCA's commitment to the community is exemplified by its current plans to upgrade its downtown footprint to be an integral part of the downtown revitalization."

– Kathy Granchelli, YWCA of the Niagara Frontier



Enterprise Lumber & Silo

Situated just north of Webster Street in a formerly industrial corridor, this 17,000 square foot building was built as a lumber storage facility during the height of North Tonawanda's lumber industry era. Currently vacant, this dilapidated structure was close to demolition before a partnership of two local architects, Joy Kuebler (JKLA Landscape Architects) and Kelly Culp-Burton (KCB Architects) purchased the building in 2016 with a visionary plan for redevelopment.

Once completed this project will restore a historic brick structure to its full potential and be converted into first-class leasable office space. Enterprise Lumber & Silo will feature unique green infrastructure improvements including permeable pavement, a green roof, and rain gardens for storm water management. Solar panels will also be installed to reduce energy use. In addition, bicycle racks and bicycles will be made available to support multi-modal transportation.

Enterprise Lumber & Silo envisions this development as a business incubator style "design innovation hub", which will house an array of design focused firms such as architects, planners, interior designers and more. The collaborations between all firms will lead to the knowledge sharing of innovations and ideas. Meeting space and leasable co-work space will be made available to smaller firms or individual entrepreneurs. Enterprise Lumber & Silo has already connected with the North Tonawanda High School's Architecture and Engineering Academy to use this local project for studios, course work, and internships to help foster the development of local young professionals.

Northern Main Street is currently an underutilized area of our Downtown, and the completion of Enterprise Lumber & Silo will be the catalyst of Main Street's redevelopment. Completion of this development will allow for other opportunities to arise such as streetscape enhancements and mixed use infill opportunities at surrounding sites. This project will contribute to the economic vitality of North Tonawanda by adding day-time jobs to the downtown area which supports the NT Momentum vision for downtown as a dense, year-round, "live, work, and play" community.



Former Fire Training Facility Development on Tonawanda Island

78 Bridge Street is a uniquely positioned 3 acre site on Tonawanda Island at the foot of the Taylor Drive Bridge with 300 feet of Niagara River frontage. The property is owned by the City of North Tonawanda and was formerly a fire training site. Redevelopment of this property is critical to unlocking the rare potential of Tonawanda Island.

The Fire Training Site Development envisions a mixed-use new development with 30 new residential units and commercial office space. The site's unique water access and location would allow residents or employees at this site to experience a picturesque public waterfront, connect to the regional Niagara River bike path, and enjoy a short walk to Downtown North Tonawanda for dining, shopping, and entertainment.

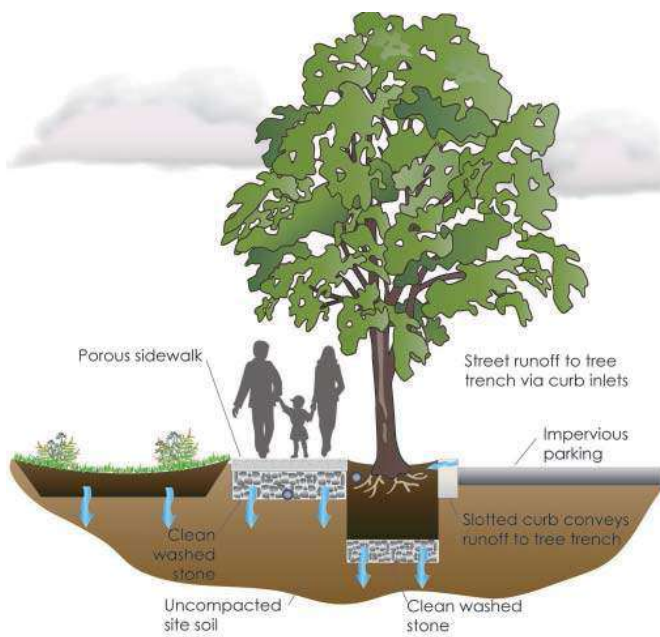
This \$18 million private development would be a catalyst for future developments on Tonawanda Island. With over 30 developable acres and thousands of feet of Niagara River frontage, Tonawanda Island is one of Western New York's most interest and unique development opportunities. With site control and preliminary feasibility for the Fire Training Site Development already established, this project is in prime position to kick-off a boom of new development along North Tonawanda's beautiful waterfront.



River's Edge Apartments

Just north of Downtown North Tonawanda on River Road is a 6-acre waterfront site with beautiful vistas of the Niagara River. Purchased by a local developer in 2012, this property successfully completed the State DEC's brownfield clean-up program in 2015 and a site plan has been approved for the construction of 102 market rate apartment units as well as retail and office space. Ground breaking for the first phase, to include 36 apartment units, is expected in 2016.

This highly anticipated project will add market rate housing adjacent to the Downtown core and bring new life to the Niagara River waterfront. In addition, the site plan includes public waterfront access and opportunities to improve the shoreline, bringing an important public benefit to this private development.



Main Street Green Infrastructure

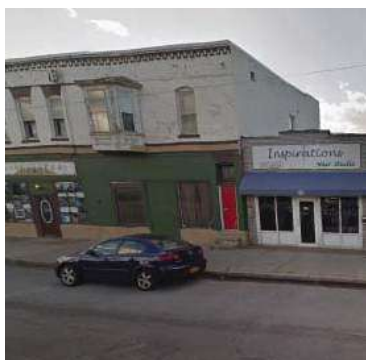
Downtown North Tonawanda is already a uniquely “green” downtown with rain gardens and bio-retention units handling all storm water management on Webster Street and the large Manhattan Street public parking lot. As private development begins to spread north on Main Street there is a critical need for streetscape improvements to leverage private investment and to further enhance the walkability and pedestrian friendliness of the area, and North Tonawanda intends to pursue additional green infrastructure practices.

Northern Main Street, between Island and Thompson Streets, is lacking in both pedestrian amenities and necessary municipal infrastructure. A green infrastructure project for this section of Main Street envisions the innovative use of permeable pavement, bio-retention units, rain gardens, and solar powered lighting to proactively prepare the area for intensive development. Private developers bringing projects into North Tonawanda will be able to be a part of a progressive and attractive downtown.



Oliver Street Redevelopment

The existing Oliver Street corridor is prime for redevelopment, and provides many opportunities for enhanced commercial/retail uses and mixed use housing specifically at 53 Oliver Street and a row of historic buildings between East Oliver and Thompson Streets. Redevelopment of these structures provides a strong anchor to the north east corner of the historic downtown, while strengthening the urban form of this highly trafficked corridor. To complement development in this neighborhood, the street’s width provides ample opportunities for streetscape enhancements. Proposed streetscape enhancements include creation a dedicated bicycle lane, curb bump outs, and additional street trees to enhance the aesthetic quality of this neighborhood.



Job Growth

The success and viability of a community is closely tied to population indicators and the various types of employment opportunities available in an area. North Tonawanda's employment base is diverse and includes well-paying jobs in a variety of industry sectors.

North Tonawanda Top Employment Sectors by Industry	2007 Jobs	2012 Jobs
Manufacturing	1,468	1440
Professional and Management	533	590
Wholesale Trade	1071	640
Retail Trade	741	804
Education, Health Care and Social Assistance	700	755
Administrative Support Services	239	432
Arts, Entertainment and Recreation	93	155
Food Service	624	642

According to the 2012 United States Economic Census, **Manufacturing** still remains a productive industry in North Tonawanda, and employs over 1,400 people. Specialized and custom product manufacturing is strong in North Tonawanda and accounts for 18.2% of employment. By comparison, manufacturing accounts for 7.5% of employment in New York State, and 11.3% nationally. County-wide, manufacturing is still the largest economic driver, bringing 953 million dollars annually into our region.

Education, Health, and Social Services account for 25.5% of jobs in North Tonawanda, according to US Census Bureau estimates. This is a 3.6% increase from 2000, and is well above the nation's current 21.3% level of employment for the industry type. DeGraff Memorial Hospital is one of the largest and most stable employers in North Tonawanda with over 500 employees.



The **Retail Trade Industry** remains a strong component of the city's employment base at 11.3%, which is roughly equivalent to the nation's retail trade employment level of 11.5% for the 2006-2008 period. Growth in Downtown North Tonawanda, anchored on a burgeoning arts and culture economy, will drive future retail growth in the area.

Positive Signs

Employment Growth Summary	2009 Jobs	2012 jobs	Change	% Change	Annual Earnings per Worker
Niagara County Total	80,798	80,599	(199)	(0%)	\$41,459
Upstate Total	3,323,326	3,444,094	120,768	4%	\$45,291
New York State Total	10,197,823	10,785,479	587,656	6%	\$66,721
National Total	164,738, 962	179,686,037	14,947,075	9%	\$50,847

Source: United States Census Bureau (2010) and American Community Survey (2015)

A positive sign for the city is the growth of professional and management industries, which now account for 9% of employment, and nearly equal to the national industry level of 10.3%. Professional and management industries typically offer a higher pay and greater benefits, offering a potential increase in disposable income for households and an improved quality of life.

Downtown North Tonawanda aims to attract these types of industries who are typically comprised of young professionals who want to live, work, and play in downtown as well as spend their dollars locally. Existing market rate housing opportunities at the Remington Lofts and the pending River's Edge Apartments will attract these professionals who will live an active life downtown and support sustainable growth long term.

Employment in the tourism industry (arts, culture and recreation) has grown significantly since 2012. The opening of new downtown stores, restaurants, and businesses has brought over 100 new jobs to Downtown North Tonawanda. Completion of the Riviera Theatre expansion project, a 2015 priority project for the Western New York Regional Economic Development Council, is projected to create 14 new jobs in Downtown North Tonawanda. There have been ongoing efforts in North Tonawanda to develop a hotel in the downtown core, at 89 River Road which would create jobs and compliment the growing tourism industry. According to a professional study, the economic impact of an 80 room hotel would create 21 direct and indirect jobs, as well as invest over \$1.3 million dollars into the local economy.



"Ivy Lea Construction is excited to build a new company headquarters in North Tonawanda in 2016. The city has been very welcoming and supportive of our company and we are looking forward to becoming members of this community. The growth we see in North Tonawanda is very exciting and Ivy Lea Construction is proud to be a part of it. We look forward to a long run of the being the leading home improvement company in all of western NY based in the City of North Tonawanda!"
 - Mike Washington, Ivy Lea Construction

In the greater North Tonawanda catchment area there will be an increase in the number of new jobs available in the next five years. According to a 2009 market analysis performed by Camoin Associates, it is projected there will be a 2% increase in job opportunities across various industry sectors. The future economy of North Tonawanda will not likely be driven by one single industry, but will grow and prosper through the provision, but will grow and prosper through the provision of a safe, convenient, affordable, and high quality atmosphere that attracts a diverse range of businesses and residents.



"Audubon Machinery relocated to North Tonawanda for a number of reasons. In 2005 we were given an opportunity to develop a remediated brownfield site in the city and ending up building the first LEED Certified Factory in New York State on the site. The Lumber City Development Corp. provided some low cost financing that enabled us to build a larger facility than we originally planned, and was again helpful in 2008 when we sought to acquire and relocate an additional business into our facility. As a result of their assistance we were able to grow the business successfully and created dozens of new jobs in the area."

- Joe McMahon, Audubon Machinery



Job Diversity

Job diversity is abundant in North Tonawanda, as there are many opportunities available for those with different skill levels and salary levels. The Tonawandas have a history of a strong workforce and North Tonawanda strives to become a beacon in workforce development. Many companies provide valuable on the job training, but also partner with local agencies such as Niagara BOCES, Niagara Worksource One, Niagara Community College and the Small Business Development Center to provide job training and a strong labor pool for local companies.

North Tonawanda Demographic Indicators	Number of Employees
DeGraff Memorial Hospital	500
North Tonawanda School District	470
Tops Friendly Markets	312
Armstrong Pumps	175
First Student	150
Confer Plastics	150

United States Census Bureau (2010) and American Community Survey (2014)

Taylor Devices, Inc. Manufacturing Facility Project at Buffalo Bolt Business Park

- First 3 buildings opening 2012-2013
- Facilities investment of \$2.5 million



"Taylor Devices was founded in 1953 at a residence in North Tonawanda with 2 employees. By 2010, the company's employment was 81 workers; predominately engineers and skilled machinists, producing custom fluid power components for the aerospace, defense, and construction markets. Our latest expansion in 2011 added a 9 acre remediated brownfield purchased from the City, where the company has invested \$3.5 million in buildings and machinery."

The company's two facilities in North Tonawanda today employ 117 skilled workers, with sales in excess of \$30 million. We've stayed in North Tonawanda because of the available work force, and the fact that the city is experiencing a renaissance in retail, service, and manufacturing sectors, making it more attractive and less costly than out-of-state sites which we have considered."

- Doug Taylor, Taylor Devices



North Tonawanda is still home to a strong manufacturing economy which provides stable, high quality employment opportunities.

Many of these companies, located in the immediate vicinity to Downtown, are either working on or considering facility expansions.

These projects include:

- a major facility expansion at Armstrong Pumps which would support over 200 jobs;
- a 40,000 square foot new facility for Taylor Devices;
- a 25,000 square foot facility expansion at Aquasol Corporation which will support 30 new jobs;
- a new headquarters currently under construction for Ivy Lea Construction which will support over 40 jobs;
- a 2015 facility expansion by WestRock which created 10 new jobs;
- the recent relocation to North Tonawanda of Isolations Systems, bringing with it 5 jobs.

These companies, large and small, are bringing new jobs to North Tonawanda and it is imperative that North Tonawanda's downtown be prepared to provide the best opportunities for these employees to live, work, and play all in their own community.

With so many opportunities for job growth in close proximity to Downtown North Tonawanda it is critical to the success of the Buffalo-Niagara region as a whole that these employees have access to the type of traditional downtown that is so attractive to the next generation of the American workforce. Downtown North Tonawanda's accessible location, cultural amenities, waterfront features, and quality of life make it an ideal area for public investment that will support significant private development.





Attractiveness of Downtown NT

Over the past decade, Downtown North Tonawanda has found its true identity and developed a charming sense of place. When walking or biking through the historic district of Webster Street, pedestrians are surrounded by brick, mixed-use architecture which is now occupied by a variety of retail shops, restaurants, and residential developments.

Downtown North Tonawanda is anchored by the Historic Riviera Theatre, home of the Mighty Wurlitzer Organ. This historic building, built in 1926, was once slated for demolition but has now become the “face” of Webster Street, bringing in over 100,000 visitors annually to its 175 events. The Riviera Theatre has become a regional destination and holds events ranging from children’s dance recitals to national touring artists such as The Smashing Pumpkins and Kenny G.

Although Downtown North Tonawanda sees its greatest influx of visitors during the summer months, there is certainly no lack of events year round. In addition to Canal Fest, Taste of the Tonawandas, weekly concerts and car shows, the Downtown Merchants Association has been instrumental in organizing well attended events such as WinterWalk, Food Truck Thursdays, Small Business Saturday and many more.



We Welcome You!

Work, Live, & Play in North Tonawanda!



North Tonawanda has found its niche in arts and culture amenities, which has become a point of pride in the community. In addition to the Riviera Theatre, the newly renovated Carnegie Art Center, Hershell Carrousel Factory Museum, North Tonawanda History Museum, Ghostlight Theater, and Project 308 Art Gallery have begun to draw the creative professionals that downtowns thrive on. On any night of the week, a Downtown visitor can partake in many classes and workshops including stained glass creations at Gleam and Glimmer Stained Glass Studio, jewelry making at Michelle's Motiff, soap making at Martinsville Soapworks, and painting classes at Partners in Art. Furthermore, Webster's Kitchen, expected to open in June 2017, will host cooking classes and wine tasting events.

To draw even more downtown growth, the city has focused its efforts on improving the overall quality of life for existing and future residents by providing a variety of amenities unique to North Tonawanda. There are numerous recreational activities including boating, bicycle paths, kayak launches, and physical waterfront access. Downtown North Tonawanda is conveniently located adjacent to the nearly completed City of Tonawanda Multimodal Transportation Hub, which includes bicycle storage, repair, and a proposed bicycle ferry to Grand Island, which will keep downtown North Tonawanda connected to a regional transportation network. Bicycle racks on Webster Street have been installed to further promote downtown's bike-ability.

The North Tonawanda Farmer's Market, located in the residential neighborhood that supports downtown is one of the largest year round farmer's markets in Western New York. Bustling with local vendors, residents of North Tonawanda are able to easily obtain healthy and affordable food. Located directly outside of the downtown boundary, residents can easily access DeGraff Memorial Hospital, which is a 66 bed Kaleida Health facility focusing on sub acute care and rehabilitation. Downtown North Tonawanda is easily accessible via multiple forms of transportation and is conveniently located along NFTA bus routes. Niagara Rural Transportation also provides transportation services from North Tonawanda to northern portions of Niagara County including Niagara Community College in Sanborn, Town of Lewiston, and City of Lockport.

Downtown North Tonawanda provides a variety of flexible housing options for residents varying in affordability and type. Located directly in the historic downtown, there are approximately 120 residential units ranging from luxury waterfront lofts and second floor apartment units. For those looking to purchase single family homes, the local housing market is healthy, yet still remains affordable compared to other cities in our region. Although Downtown North Tonawanda has all the ingredients for a unique sense of place and livability, residential density is critical to the creation of 24/7 vibrancy



and the success North Tonawanda hopes to achieve. All of the city's comprehensive planning documents recommend adding more residential density downtown to support all of the community assets North Tonawanda has, while making it an attractive place to live for all levels of affordability.

To boost the residential density downtown, the YWCA has been actively working on redeveloping their Tremont Street property to include 12 affordable housing units for single women. Nearby, construction at the River's Edge Apartments is set to begin in July 2017, which will have 102 market rate apartments. Directly located on the waterfront, the 110 Sweeney Street development will include 12 market rate apartments. There are many other opportunities for downtown mixed use development specifically on Tonawanda Island, 15 Webster Street, and along the Oliver Street corridor.





Committed to a Green NT!

With the completion of two Green Infrastructure Grant Program projects in 2009 and 2013 Downtown North Tonawanda has become a uniquely green downtown.

The large 1.5 acre Manhattan Street public parking lot provides critical parking capacity to downtown, especially during the busy concert and festival season. In 2009 this parking lot was completely redone and includes seven large rain gardens which use natural processes to filter polluted stormwater before it enters the Niagara River watershed.



In 2013 North Tonawanda extended these green practices to Webster Street with the installation of 24 bio-retention units with appropriate street trees. Today, all of the stormwater that falls in the Webster and Manhattan Street core of Downtown is treated by green infrastructure. These projects have beautified Downtown, reduced the pollutants entering the Niagara River, and reduced the strain on municipal infrastructure.



As private development begins to spread north on Main Street there is a critical need for streetscape improvements to leverage private investment and to further enhance the walkability and pedestrian friendliness of the area, as well as to provide municipal infrastructure capable of accommodating this development.

Northern Main Street, between Island and Thompson Streets, is lacking in both pedestrian amenities and necessary municipal infrastructure. A green infrastructure project for this section of Main Street envisions the innovative use of permeable pavement, bio-retention units, rain gardens, and solar powered lighting to proactively prepare the area for intensive development. Private developers bringing projects into North Tonawanda will be able to be a part of a progressive and attractive downtown.





Local Support & Strategic Alignment



North Tonawanda has created and embraced key policies to support downtown revitalization and growth, including the use of Smart Growth principles and modern form-based zoning.



Through continued collaboration between local leaders, community stake holders, and agency partners, the City of North Tonawanda is poised for success and has the capacity to execute projects that align with the downtown vision and strategic goals of the Western New York Regional Economic Development Council.



The City of North Tonawanda has committed to planning for and implementing the redevelopment of Downtown North Tonawanda. Planning began in 2006 with the Downtown Redevelopment Plan, which gave the City a basic analysis of existing conditions and laid a roadmap for redevelopment. This was followed by a city-wide Comprehensive Plan in 2009 and an updated Local Waterfront Revitalization Program in 2011. Most importantly, the City partnered with the New York Department of State on the Brownfield Opportunity Area (BOA) program.

COMMITMENT TO PLANNING

The BOA Nomination Step was completed in 2012 and the Implementation Step began in 2014. In 2016, the City of North Tonawanda was awarded a Community Development Block Grant Planning grant from the New York State Office of Community Renewal to develop an Oliver Street Community Needs Assessment. This assessment will provide a framework for the future development of Oliver Street, while meeting the needs of the surrounding community. Each of these plans has emphasized the importance of undertaking projects that improve the quality of life for North Tonawanda residents. Policies focusing on improvements to parks, waterfront amenities, school and

youth programs, and housing equity can be found throughout these planning documents.

The most significant plan for redevelopment that the City has undertaken is through the New York State Brownfield Opportunity Area program. This State-sponsored program allows communities to develop a comprehensive redevelopment strategy for an area that has been negatively impacted by the presence of brownfield sites. North Tonawanda's downtown and waterfront areas were selected as a BOA through the nomination process completed in 2012. Beginning in 2014 the City initiated the Implementation Phase of the BOA, which allows communities to further refine their strategic plan

and begin to implement a number of the critical policies to catalyze the redevelopment plan.

North Tonawanda was one of the first communities in the State to receive Certified Designation for the BOA in 2015. This Designation from New York Department of State certifies that the BOA redevelopment plan meets the State standards for the program and officially designates projects within the BOA plan as priorities for State funding. The Designation also qualifies projects applying for State Brownfield Cleanup Tax Credits to receive a bonus 5% development tax credit, further incentivizing development projects that are consistent with the community's redevelopment vision.



North Tonawanda was one of the first communities in the State to receive Certified Designation for the BOA in 2015. This Designation from New York Department of State certifies that the BOA redevelopment plan meets the State standards for the program and officially designates projects within the BOA plan as priorities for State funding. The Designation also qualifies projects applying for State Brownfield Cleanup Tax Credits to receive a bonus 5% development tax credit, further incentivizing development projects that are consistent with the community's redevelopment vision.

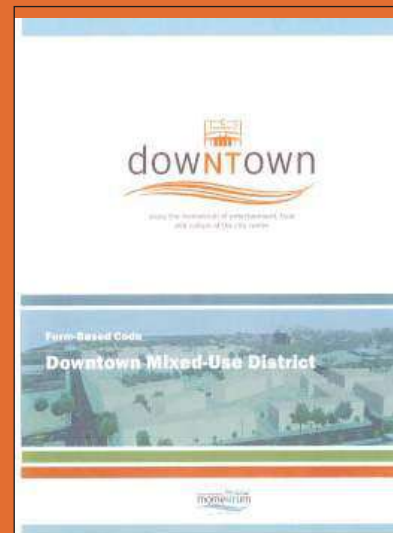
Downtown Mixed-Use District Subareas Map



Downtown North Tonawanda is also a local historic preservation district governed by the North Tonawanda Historic Preservation Commission.

The Commission follows guidelines set forth by NYSHPO in determining if property developments in the area are consistent with the historic integrity. Marrying this Commission's expertise with compatible zoning codes will ease the burden on developers and provide anyone interested in investing in Downtown North Tonawanda with a clear, concise road map to successfully complete their project.

The City expects to be able to support and foster the Downtown Revitalization Initiative through the implementation of a modern, updated form-based zoning code in 2017. The Downtown Mixed-Use District and Waterfront District, currently being drafted as a part of the NT Momentum BOA process, will align the City's zoning code with the community's long-term vision for a vibrant downtown that offers a mix of housing choices, retail and services all while maintaining the local historic character. The intent of this new district is to reinforce the walkability and livability of downtown while ensuring new developments are sensitive to the historic character, while increasing public waterfront access.



The City has also laid out a number of policy areas that direct City activities in the North Tonawanda Comprehensive Plan (2009).

Downtown North Tonawanda is the focus of a number of these policies including concentrating economic development efforts in downtown, improving the availability and diversity of housing options in the City,

fostering the City's identity as a waterfront destination community, enhancing North Tonawanda's small city atmosphere and character, and maintaining a walkable and accessible community. The inclusion of these policies in the Comprehensive Plan has ensured that all departments and activities of City government are consistent and compatible with the community's desire to encourage appropriate development in the Downtown corridor.

Collaboration at it's best!

The City's redevelopment planning process has been directed by Lumber City Development Corporation (LCDC), the City's economic development agency. LCDC and the City have strived to make community planning an inclusive process and at each step have convened citizen steering committees to direct the planning process. These committees have included local business leaders, non-profit organizations,

community groups, and concerned citizens. Countless workshops and design charrettes have been held with these committees to direct all local planning activities, ensuring that the plan produced for the redevelopment of North Tonawanda is driven by a community consensus and has strong local support.



Witter's Sports Bar

2015



Platter's Chocolate Factory

2016



Webster's Kitchen

2017





Local Support & Capacity to Execute

Project Implementation Plan

To implement the Downtown Revitalization Initiative the City will enlist a team of local professionals and citizens with diverse skill sets and a vested interest in the growth of Downtown North Tonawanda. The team will be led by Lumber City Development Corporation. LCDC's mission is to stimulate economic and community development in North Tonawanda by creating new employment opportunities, strengthening existing businesses, fostering entrepreneurship, revitalizing the downtown core, and planning for future growth in NT. LCDC's overlapping role in community and economic development makes it an ideal organization to lead and implement this initiative.

Michael Zimmerman is LCDC's Executive Director while simultaneously serving as Director of Community Development for the City. In this dual role, Mr. Zimmerman oversees all planning, grant administration, economic development, and community development activities throughout the City. Mr. Zimmerman has his Master's in Urban Planning and six years of experience with LCDC. During those six years, Mr. Zimmerman has managed a robust revolving loan fund, housing rehabilitation programs, millions of dollars' worth of grant-funded initiatives,

as well as the City's redevelopment planning process through the Brownfield Opportunity Area. LCDC is also staffed by Laura Bernsohn, Planning and Development Specialist. Ms. Bernsohn also has a Master's in Urban Planning and five years of experience managing community and economic development programs in Western New York communities.

The City of North Tonawanda will also bring the direction of numerous City departments to this project including the City Engineer, Building Inspection, Public Works, and Parks & Recreation departments. The directors of these departments each have over 20 years of experience in their respective fields and will provide valuable input on the redevelopment initiative, project feasibility, and the impact of the project on the City as a whole.

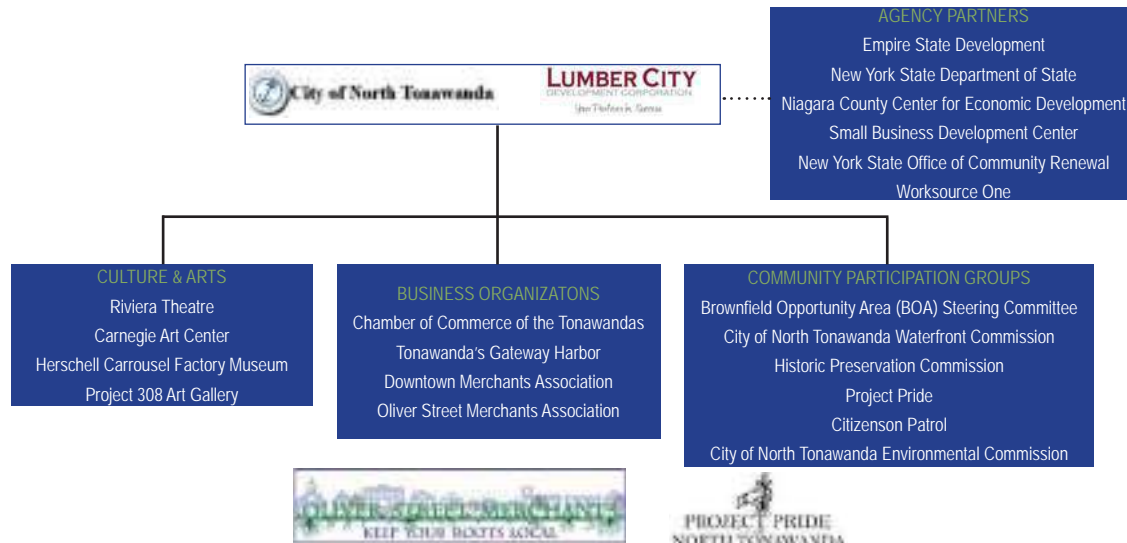


A STRONG TEAM = RESULTS

To help facilitate implementation of this initiative, LCDC has recruited a strong collaboration of business organizations, arts and cultural groups, and citizen community groups. These groups represent a diverse spectrum of community interests and bring a wide variety of skills to assist in project implementation.

Specifically:

The Boards and officers of the Carnegie Art Center, Herschell Carrousel Museum, and Riviera Theatre have combined decades of experience in tourism and hospitality. Their work and perspective supports the artistic economy in North Tonawanda and bring hundreds of thousands of visitors to the area each year. Recent collaboration between these organizations has helped brand the Downtown North Tonawanda area as a cultural center and each organization has seen record levels of attendance.



The Downtown Merchants Association and Tonawanda's Gateway Harbor organizations are primarily responsible for organizing dozens of annual events in the downtown area and driving the year-round tourism sector. These groups, along with the Chamber of Commerce of the Tonawandas, also provide critical business support to new and growing Downtown businesses and act as advocates to the City on behalf of the Downtown community to ensure responsible growth and development of the area.

COMMUNITY COMMITMENT

Local community groups, including the Historic Preservation Commission and the Brownfield Opportunity Area Steering Committee, are important volunteer organizations that drive the local planning process. These dedicated citizens assist the City by providing review, oversight, and input into development plans and projects to ensure that the public interest is at the heart of North Tonawanda's future. Citizen interest in being a part of North Tonawanda's redevelopment is on the upswing as evidenced by the recent reorganization of Project Pride, a volunteer community beautification group, and the Oliver Street Merchants Association, a new merchants group working to improve business conditions in the Oliver Street corridor.

LCDC and the City also work on a daily basis with a number of State, County, and local agencies. These partners will play a vital role in ensuring that the Downtown Revitalization Initiative in North Tonawanda is consistent with and beneficial to the on-going developments in Niagara County and throughout the region.

North Tonawanda's redevelopment plans have embraced the principles of public participation, collaboration, and Smart Growth. With a strong team of local leaders, community stake holders, and agency partners, North Tonawanda has the capacity to execute the Downtown Revitalization Initiative and enhance the strategic goals of the Western New York Regional Economic Development Council.





Strategic Alignment

The NT Momentum project accelerates the core strategies and goals set forth by the Western New York Regional Economic Development Council. By preparing our workforce, fostering a culture of entrepreneurship, and implementing smart growth, North Tonawanda will be able to attract the key industry sectors which will have impacts thorough out the region. Implementation of the NT Momentum project will ensure equity, diversity, and opportunity for all members of our community to accompanied by sustainable growth.



Alignment With Regional Strategies

The NT Momentum project aligns closely with the priorities of the Western New York Regional Economic Development Council, specifically the three core strategies of fostering a culture of entrepreneurship, preparing our workforce, and implementing smart growth.

Core Strategies: Foster a Culture of Entrepreneurship

Lumber City Development has made supporting new businesses and entrepreneurs a critical part of the organization's mission. Through a micro-enterprise assistance program LCDC has assisted 26 small entrepreneurs, 13 of which were first-time business owners. All businesses in this program graduated from a required small business training course hosted by Niagara Small Business Development Center. This program has helped build LCDC's capacity and commitment to fostering small business growth and our desire to make an environment in North Tonawanda where small business owners are supported and have the opportunity to thrive.

The redevelopment of Downtown North Tonawanda will provide ample opportunities to support new businesses and entrepreneurs in a wide variety of fields. Projects currently under construction, coupled with future development projects, will create new opportunities in the retail, restaurant, arts and culture, tourism, hospitality, and professional office sectors. LCDC looks forward to implementing new business support programs to foster and encourage the growth of these small businesses and ensure that the new developments in Downtown North Tonawanda are successful.



Core Strategies: Implement Smart Growth

Downtown North Tonawanda is a historic small urban center and acts as the hub of the “Twin Cities”, serving as a downtown destination for thousands of residents of the Tonawandas and beyond. Investments in Downtown North Tonawanda utilize existing infrastructure, reuse brownfield and formerly vacant sites, and add density to a traditional urban core. In recent years North Tonawanda has made incremental improvements in downtown to improve the transportation options in the areas, including: extending new bike paths in the area, implementing wayfinding signage, and reorganizing some parking alignments to better allow the area to be accessed by visitors using all forms of transportation.

Downtown North Tonawanda has many of the ingredients necessary to build a unique sense of place for residents and visitors. Few other communities are lucky enough to be home to historic architecture, an arts and cultural anchor like the Riviera Theatre, both canal and river waterfronts, an island, a strong festival and event calendar, a summertime population of boaters and tourists, and a robust core of local businesses. Couple these assets with existing development opportunities and a strong infrastructure of vested local stakeholders, and North Tonawanda is uniquely positioned to capitalize on the Downtown Revitalization Initiative and implement Smart Growth principles.



North Tonawanda is uniquely positioned to capitalize on the Downtown Revitalization Initiative and implement smart growth principles

Core Strategies: Prepare Our Workforce

North Tonawanda is home to a diverse range of jobs in many sectors including retail and tourism, professional office, the service industry, healthcare, and basic and advanced manufacturing. Developing the variety of skills necessary for these industries to thrive is vital to the success of North Tonawanda's economic development efforts. North Tonawanda is proud to partner with Niagara Worksource One, Niagara County's center for workforce development and training, to provide workforce development assistance to many of North Tonawanda's growing companies.

Workforce development is also critical to one of the central projects in development in Downtown North Tonawanda. The redevelopment and repurposing of the YWCA's site in Downtown North Tonawanda is centered on the YWCA's mission to provide job skills training and employment placement to their clientele. The social enterprise commercial component of this project will provide critical entrepreneurial and job skills to an underserved, at risk population and help to strengthen Downtown North Tonawanda's social fabric.





Leading the Way for Redevelopment

Beyond the core strategies, implementation of the NT Momentum project will also bolster a number of benchmarks for successful regional development set by the Western New York REDC. The NT Momentum project is a redevelopment plan that is ready for implementation as evidenced by the existing master plan, pending implementation of new zoning code and development procedures, and quality of projects that are already in development. The plan is centered on the concept of building on and leveraging the strengths of the great assets already in place, such as waterfront access and an arts and cultural district, and the early returns on these assets have been tremendous. Investments in the public waterfront space such as the facilities at Gateway Harbor attracted the Remington Lofts project, and support of a cultural anchor like the Riviera Theatre has directly led to growth and success of many downtown businesses.

North Tonawanda sees the best opportunity for continued business growth focused on three of the key industry sectors: advanced manufacturing, tourism and arts, and professional services. North Tonawanda's downtown economy today is clearly driven by the tourism and arts industries.

Anchored by the Riviera Theatre, the district also is home to multiple art galleries and artisan retailers. Regional tourists, brought to the area to see the waterfront amenities and cultural historic sites such as the Herschell Carrousel Factory Museum and the Carnegie Art Center, drive the daily retail activity in downtown. Continued investment in this sector, most notably the expansion of the Riviera Theatre, will develop the critical sense of place of Downtown North Tonawanda as a historic small downtown rooted in rich cultural attractions. The NT Momentum project also forecasts growth in this sector, necessitating the development of hotel accommodations and further developing the hospitality industry in Downtown. As noted elsewhere in this nomination, advanced manufacturing has a key place in North Tonawanda's economy. Manufacturers producing high quality, specialized, and custom products are located throughout the community and many are located within the Downtown boundary. Many of these companies are growing and adding jobs here in North Tonawanda, strengthening the local employment base and bringing more jobs into the vicinity of the Downtown amenities. Professional services are a key employment sector for North Tonawanda's larger trade catchment area, generally northern Erie and southern Niagara counties. This sector is also an area which Downtown North Tonawanda expects to see grow as the NT Momentum project is advanced. Some of the recent and current development projects in Downtown are adding office space to the market, and the NT Momentum project anticipates the development of more office and professional space on the strategic development sites.



PUBLIC ENGAGEMENT AT EVERY STEP OF THE PLANNING PROCESS!

Downtown North Tonawanda's location and ability to have an impact across numerous municipalities and two counties uniquely positions the NT Momentum project to have a significant impact within the region. Downtown North Tonawanda is equidistant from Buffalo and Niagara Falls and attracts patrons from all across northern Erie and Niagara Counties. The Western New York region as a whole prides itself on the region's extensive waterfront and the opportunities to capitalize on that globally recognizable asset. Downtown North Tonawanda is fortunate to have two historic waterfronts and a tremendous opportunity to combine downtown and waterfront development in a progressive, forward-thinking way that few other communities can.

North Tonawanda has endeavored to engage the public at every step of the planning process. Interestingly, the public recommendations led to a plan rooted in the principles of smart growth. Public forums for the NT Momentum master plan overwhelmingly rejected any type of auto-centric, suburban style of land use and development in and around Downtown North Tonawanda. This led to the idea of a form-based zoning code update, focused on the form and performance of a building relative to the public realm, which has been received favorably as the draft code is moving to a final version in 2017.



When the form-based code is adopted, new developments in Downtown North Tonawanda will be required to be compatible with the existing urban form, provide physical waterfront access, and have a positive impact on the historic character of the area.

The acceleration of the NT Momentum project through the Downtown Revitalization Initiative will maximize the impact of the State investment in the area. The private development market has shown interest in the opportunities available in Downtown North Tonawanda and is poised to implement new and exciting economic development projects with the assistance of intelligent, strategic, targeted public investments.

Opportunity Agenda & Context-Sensitive Planning

Similar to other planning processes in North Tonawanda, community involvement will be a key component to the Downtown Revitalization Initiative to prevent any unintended consequences of revitalization. The City of North Tonawanda will make every effort to include under-represented groups such as minorities, senior citizens, low income individuals, families living in poverty, and individuals with disabilities in the planning process. In order to coordinate this, Lumber City Development Corporation will collaborate with key local non-profit service organizations such as the John

R. Oishei Mobile Safety Net Team, Twin City Community Outreach, City of North Tonawanda Senior Center, the YWCA, the Dale Association, and Lumber City Church. In alignment with the Western New York Opportunity Agenda, education, transportation, and affordable housing will be key discussion themes to ensure context-sensitive planning, equity, diversity and opportunity for the entire community.

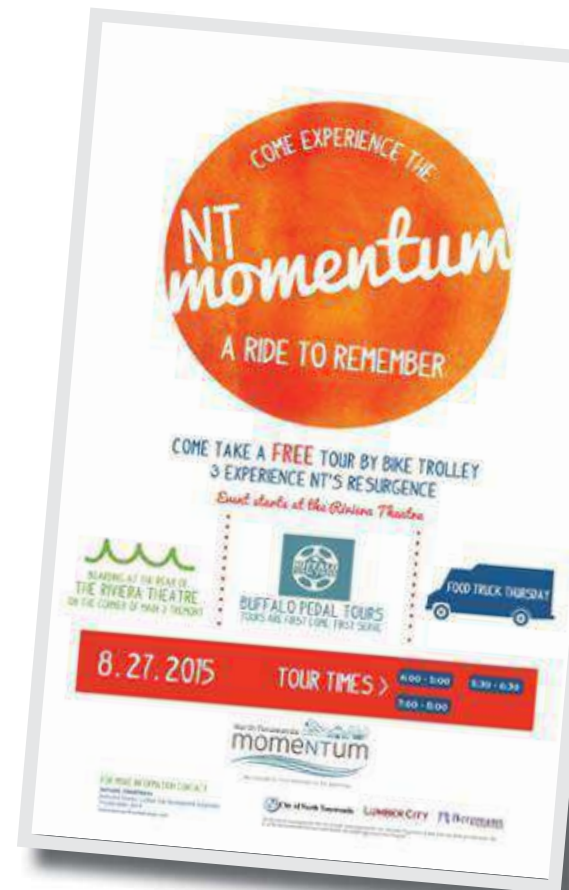


Key to Success

Poised to have success in a number of the key focus areas of the Western New York Strategy for Prosperity, the NT Momentum project accelerates the core strategies and goals set forth by the Western New York Regional Economic Development Council. Implementation of the NT Momentum project through the Downtown Revitalization Initiative will succeed through progressive, responsible, community-driven development.

North Tonawanda has had many successes with community driven planning processes including the launch of the “Re-Imagine Oliver Street” initiative in 2015. Oliver Street is a depressed, lower income area of our city and revitalization has become a priority for Lumber City Development Corporation and City officials. In order to truly investigate the strengths, weaknesses, and opportunities of the corridor, a series of public forums were held. With over 75 residents in attendance, these forums were targeted towards underrepresented groups by holding the meeting at a community anchor on Oliver Street, as well as targeted advertising at the local library, Carousel Apartments, and free community newspapers. The community meetings were just the starting point for Oliver Street revitalization. Since the meetings, Oliver Street businesses have created an Oliver Street Merchants Association which has been successful in street beautification projects, clean up events and other various events to boost community pride.

Another example of successful community planning in North Tonawanda was through a unique public forum held for the Brownfield Opportunity Area program. Following numerous traditional public meetings, the NT Momentum team collaborated on holding a unique ‘hands-on’ public event to better help the public explore the NT Momentum master plan. In order to share the plan and vision with the public, bicycle trolley tours were held which visited key redevelopment sites within the area. These tours were very impactful and helped the public understand the plans in a physical manner. Residents and stakeholders experienced their community from a new perspective which will allow the City to further refine the redevelopment plan.





Project Readiness

Downtown North Tonawanda is prepared for near-term implementation of the NT Momentum plan. The City of North Tonawanda has identified a broad range of transformative projects that can be completed with an infusion of Downtown Revitalization Initiative funds within 1 to 2 years of award. These projects advance the vision of downtown development while leveraging private investment.

In addition to over a decade of planning, Downtown North Tonawanda has the necessary tools and incentives in place to attract future development including:

- Form-based zoning code for Downtown District and incentive-based zoning for Waterfront District
- Generic Environmental Impact Statement (GEIS) for Downtown and Waterfront
- 5% bonus to State brownfield tax credit program
- Various programs and incentives available from Lumber City Development and Niagara County including PILOT program, low cost hydro-power, low-interest financing, brownfields clean up program, revolving loan funds, and microenterprise loan program
- State and Federal Historic tax credits
- State low-income housing tax credits
- Completed economic pro-formas, feasibility studies and marketing analyses for key development sites
- 3-D Model of NT Momentum redevelopment plan
- Completed River Road traffic study and North Tonawanda local housing study
- NT Momentum branding
- Site control of key development opportunities



"The Chamber of Commerce of the Tonawandas has always supported new business growth in North Tonawanda and has worked closely with the City of North Tonawanda and Lumber City Development on many downtown initiatives. We are excited by the vision of the NT Momentum project and look forward to being a part of North Tonawanda's downtown revitalization."

*-Angela R. Johnson
Executive Director
Chamber of Commerce of the Tonawandas*

"The transformation of Webster Street over the last ten years has happened in large part to a great collaboration between the City, Lumber City Development, and the Downtown Merchants Association. The Downtown Merchants have worked closely with the City on developing the NT Momentum plan, the new downtown zoning code, and many other projects and events. We are excited to have this opportunity to implement the NT Momentum plan!"

*- Jay Soemann
President
North Tonawanda Downtown Merchants Association*

"Oliver Street business owners are committed to rebuilding Oliver Street and support the City of North Tonawanda's efforts to implement projects through the DRI. We are looking forward to the future of this key business corridor"

*- Amy Sileo
President*

Oliver Street Merchants Association

Transformative Development Projects			
Project	Total Project Cost	Estimated Completion	Project Readiness
Enterprise Lumber & Silo - Office space/ design innovation hub	\$2.3 Million	2018	Site control, pro-forma, business plan, architectural design complete, \$300,000 Restore NY funding
Northern Main Street Redevelopment - Mixed use development at 4 acre brownfield site	\$10.2 Million	2019	Concept plan
110 Sweeney Street - Mixed use development on the Erie Canal	\$2 Million	2018	Site control, architectural design complete, \$200,000 Restore NY funding
Hotel- Downtown hotel development	\$8 Million	2019	Feasibility Study
Former Fire Training Facility Redevelopment -Mixed use development on Tonawanda Island	\$18 Million	2019	Site control, pro-forma
Gateway Harbor Improvements - New park amenities and utility upgrades	\$1.2 Million	2018	Site control, Concept plan
Main Street Green Infrastructure- Green infrastructure practices on Main Street	\$1 Million	2018	Feasibility Study
Riviera Theatre Expansion- 23,000 sq. ft expansion	\$8 Million	2018	Economic impact study, site control, \$2 million funding committed, architectural design complete
YWCA of the Niagara Frontier- Housing & social enterprise	\$4 Million	2018	Site control architectural design complete

Planning Process

Upon award of Downtown Revitalization Initiative funds, the City of North Tonawanda will be positioned to immediately begin implementation. A Local Planning Committee has been identified to participate in the Downtown Revitalization Initiative planning process.

The Local Planning Committee will be made up of local and regional leaders, stakeholders, and community representatives. This committee will establish a community based vision for downtown and develop a Strategic Investment Plan which will ensure that priorities and interests of the community are reflected in the planning process and resulting recommendations.

North Tonawanda's Downtown Revitalization Initiative Local Planning Committee will potentially include representation from the following groups:

- City of North Tonawanda Mayor's office and Common Council
- Lumber City Development Corporation
- Niagara County Legislature
- Niagara County Department of Economic Development
- North Tonawanda Historic Preservation Commission
- North Tonawanda Waterfront Commission
- North Tonawanda Building Inspector's Office
- Downtown Merchants Association
- Oliver Street Merchants Association
- Chamber of Commerce of the Tonawandas
- Destination Niagara USA
- The East Hill Foundation
- The Tonawanda Council on the Arts
- Twin Cities Community Outreach
- Lumber City Church
- Citizens on Patrol
- Project Pride

*Up to 5 private business and property owners





EXCERPT FROM DOWNTOWN MIXED-USE ZONING CODE
BOA EXECUTIVE SUMMARY

57
73



enjoy the momentum of entertainment, food
and culture at the city center

Form-Based Code

Downtown Mixed-Use District



Acknowledgments

This project was made possible with the participation and contribution of ideas and information from numerous individuals.

Steering Committee Members

Rich Andres, Niagara County Legislator, District 8

Chris Bauer, Department of State

Amy DaGaetano, Department of State

Amy Fisk, Niagara County Economic Development

Joe Fonzi, Historic Preservation Commission

Paul Hempel, North Tonawanda Waterfront Commission

Barb Hughes, Webster's Bistro

Angela Johnson-Renda, Chamber of Commerce

Larry Kuebler, North Tonawanda Waterfront Commission

Dale Marshall, City Engineer

Zack McCabe, NT Engineering

Kevin O'Connor, North Tonawanda Waterfront Commission

Chuck Proefrock

Greg Sutton, Department of Environmental Conservation

Zoning Subcommittee Members

Laura Bernsohn, Lumber City Development Corporation

Cosimo R. Capozzi, Building Inspector

Joe Fonzi, Historic Preservation Commission

Kevin O'Connor, North Tonawanda Waterfront Commission

Mike Zimmerman, Lumber City Development Corporation



This document was prepared for the City of North Tonawanda and New York State Department of State with funds provided by the Brownfield Opportunity Area Program.

This document draws from a variety of sources and best practices, including the Form-Based Codes Institute, the Chicago Metropolitan Agency for Planning *Step-by-Step Guide for Communities* and a multitude of existing form-based codes in communities across the US.

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Building on Momentum

This code represents the culmination of many years of planning, community engagement, and visioning. Through the years, the community has expressed a clear desire for NT's downtown to be a vibrant, attractive, and welcoming place that is home to a diversity of activities, including dining, entertainment, employment, cultural activities, housing, and recreational opportunities.



Many of the community's goals for downtown are manifested in previously completed plans, including the *City of North Tonawanda 2009 Comprehensive Plan*, *Local Waterfront Revitalization Plan*, and *Brownfield Opportunity Area Nomination Study*.

The following key goals emerged from these plans as they relate to the City's downtown core:

- Encourage public interaction
- Preserve the historic character
- Encourage attractive and welcoming mixed-use development
- Develop a sense of place
- Maintain and enhance the walkable environment
- Support small businesses

This code was developed as a means of implementing the community's goals.

Why a Form-Based Code?

Form-based codes foster predictable built results and a high quality public realm by using physical form (rather than separation of uses) as the organizing principle for regulating development.

Form-based codes are an alternative to conventional zoning and are adopted as city regulations, not guidelines. A form-based code uses the desired physical form instead of land use as the organizing principle for the overall code.

The terms used to define zones and the building and site standards tie back to the intended physical form, which may include a mix of uses and building types that create a vibrant walkable downtown core.



Example of a pedestrian friendly downtown streetscape

NT's Downtown Design Traditions

Design traditions are a useful way to understand the basic character and framework of downtown North Tonawanda. The downtown core provides examples of quintessential "Main Street" features, including buildings close to the street, active storefronts, on-street parking, sidewalks, street lights, and crosswalks. Other areas in the Downtown Mixed-Use District contain more contemporary suburban-style development and manufacturing uses.

The variety in type and scale of North Tonawanda's development pattern can be traced back to its origins as a regional hub for lumber, manufacturing, and shipping. Early industry took advantage of the City's proximity to the Erie Canal and the Niagara River. As industry modernized and shifted away from lumber products, development patterns transitioned towards larger sites constructed near major highways and rail corridors.

These features serve as inspiration for new, compatible infill and are considered in the overall objectives for redevelopment downtown.

Design objectives include:

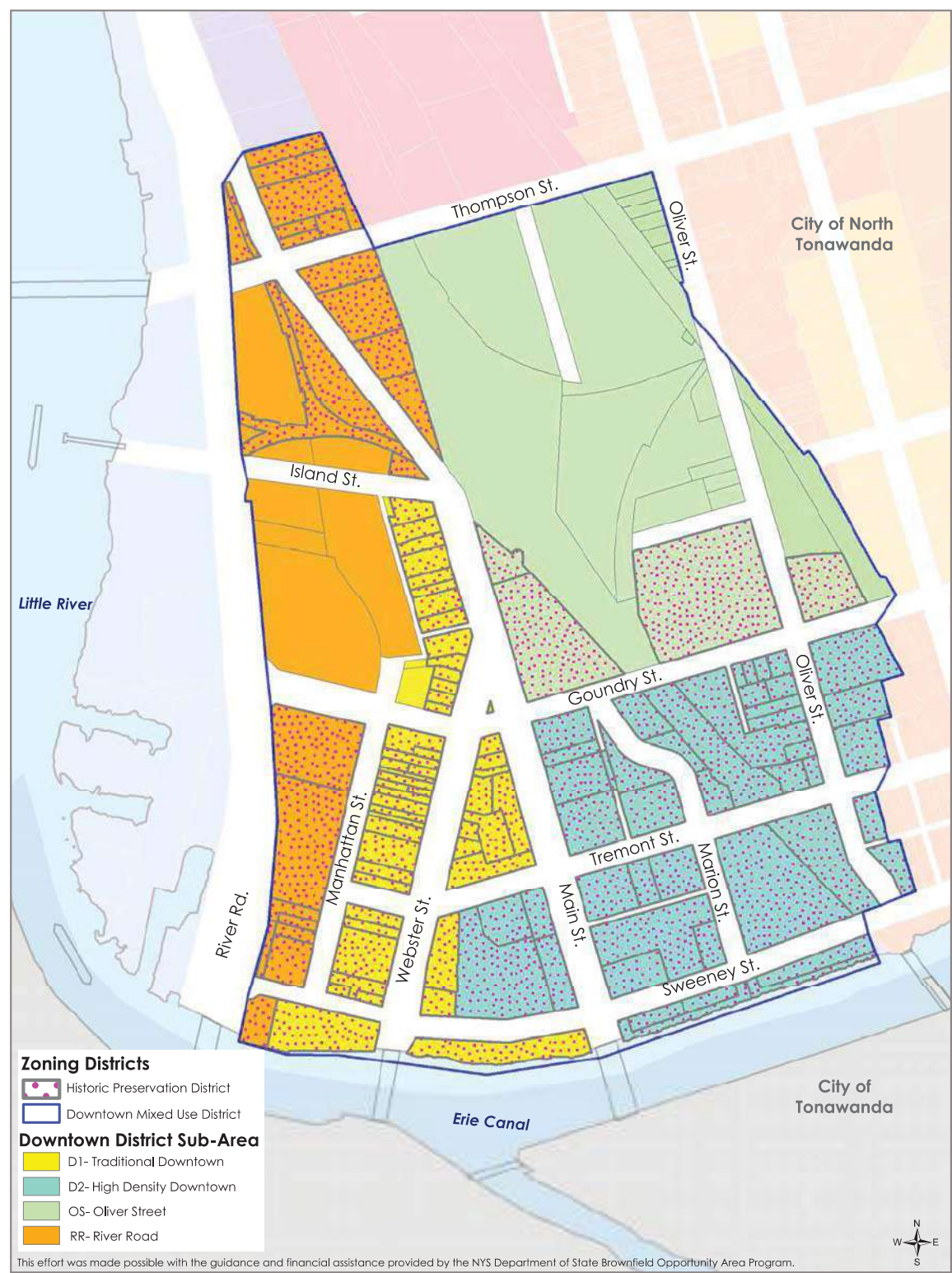
- Facades built to the sidewalk
- Active ground floors and utilized upper levels
- Windows allowing interior visibility
- Pedestrian-oriented features, such as sidewalks, crosswalks, and mid-block connections
- Street trees, planter boxes, and benches
- Attractive signage



Historical photo of Webster Street

Downtown Mixed-Use District

Subareas Map



§103-17 DD, Downtown Mixed-Use District

A. INTRODUCTION

This Section provides regulatory standards governing land use and building form within the Downtown Mixed-Use District. The form-based code is a reflection of the community's vision for downtown North Tonawanda and implements the intent of the Comprehensive Plan, Local Waterfront Revitalization Plan, and NT Momentum Revitalization Strategy Master Plan. The form-based code is intended for adoption as part of the North Tonawanda Zoning Ordinance. Upon adoption, it will supersede and replace existing Zoning provisions regarding zoning districts, allowable land uses, permit requirements, and site development standards. The Downtown Mixed-Use District encompasses all of downtown North Tonawanda and includes the entirety of the downtown Historic Overlay District.

1. Purpose and Intent

The purpose of the Downtown Mixed-Use District is to create a vibrant downtown with a variety of building types that offer retail, service, employment, hospitality, entertainment, and civic functions, as well as a variety of housing choices. This district aims to reinforce the historic character and walkability of downtown.

2. Applicability

Compliance is intended to occur over time as redevelopment and new development occur. This Section recognizes lawful nonconforming status of uses and structures and normal maintenance if encouraged. This Section also recognizes that some sites may be difficult to develop in compliance with the provisions herein and provides for variance procedures within certain parameters.

The provisions in this Section shall apply to all development or redevelopment of property within the Downtown Mixed-Use District as outlined in the Applicability Matrix.

A. Exemptions

Regular maintenance and repair of materials, parking resurfacing and similar maintenance is exempt from compliance with this Section.

A building expansion that is solely designed and constructed to provide accessibility for the disabled, provide for screened service areas or relocate or screen visible exterior mechanical equipment so long as such equipment is no longer visible, is also exempt from compliance with this section.

Action	Applicable Subsection										
	C	D.1	D.2	D.3	D.4	D.5	D.6 & D.7	D.8	D.9	D.10 & D.11	H
	Uses	Area	Structure	Height	Volume	Structure/Volume	Facing	Development & Screening	Lighting	Signs	Use Plan Review
New Development	X	X	X	X	X	X	X	X	X	X	X
Expansion of building up to 50% of gross building square footage*				X	X	X			X	X	X
Expansion of building over 50% of gross building square footage	X	X	X	X	X	X	X	X	X	X	X
Exterior remodel (change or addition of facade materials) of existing non-residential or multi-family building between 20% and 50% of the facade**					X	X			X	X	X
Exterior remodel (change or addition of facade materials) of existing non-residential or multi-family building of more than 50% of the facade**	X				X	X	X	X	X	X	X
Expansion or replacement of existing surface parking lot of more than 10 new spaces							X				X
Installation of parking lot lighting									X		
Installation of a new sign										X	X
Modifications to an existing sign										X	X

* For building expansions, regulations are applicable to newly expanded portion of the building only and do not require retrofitting existing elements to comply with this Section.

3. Conflicting Provisions

In the event that this Section conflicts with any other City Code provision (except for the Historic Overlay District), the provision of this Section shall supersede. In the event that any provision of this Section conflicts with the provisions of the Historic Overlay District, the Historic Overlay District shall supersede.

B. SUBAREAS ESTABLISHED

Downtown North Tonawanda is hereby divided into Subareas shown on the map entitled "Downtown Mixed-Use District Subareas Map" which is hereby made part of this ordinance.

C. USE REGULATIONS

With the exception of the prohibited uses listed in this Subsection, all uses listed as permitted uses within the City of North Tonawanda Code Chapter 103 are permitted within the Downtown Mixed-Use District, subject to the regulations of this Section.

The following uses are prohibited in the Downtown Mixed-Use District:

- Adult uses
- Automotive graveyard
- Campground
- Cemetery
- Contractor's yard
- Commercial surface parking lots as the primary use on any property (unless publicly owned)
- Drive-through establishments
- Dwelling, single-family
- Golf courses
- Industry, heavy
- Junkyard
- Motor vehicle sales, repair, or service station (allowed in OS and RR Subareas)
- Off-premise, free standing signs
- Scrap metal processing
- Self-storage

D. REGULATIONS APPLICABLE TO ALL

The following standards apply to all sites and buildings in all Subareas unless expressly stated otherwise.

1. Site Requirements



A. Lot Width

Lot width is the distance between the two side lot lines measured at the primary street property line along a straight line (or along the chord of the property line on a curvilinear lot).

B. Lot Depth

Lot Depth is the distance between the front and rear property lines measured along a line midway between the side property lines.



C. Outdoor Amenity Space

Where required, as noted within each Subarea, outdoor amenity space must be provided on the site and must be available as unenclosed, improved active or passive space for use by the occupants of the development. It may be provided in one contiguous open area or multiple areas on the site.

i. Size and Type

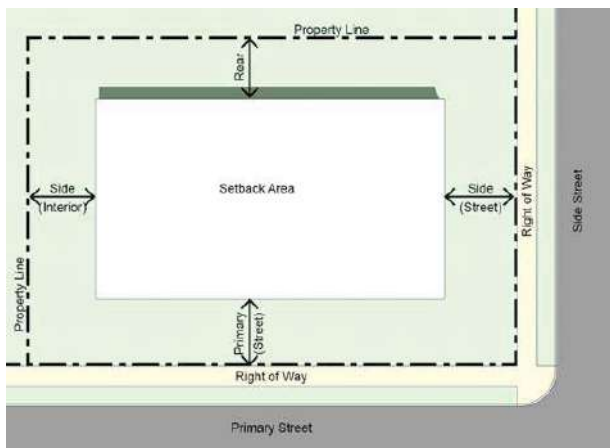
Each must be at least 100 square feet in size and may include:

- Playgrounds or athletic court
- Splash pad
- Trail, path (minimum 5 feet wide)
- Garden, sitting area
- Rooftop deck
- Pavilion, gazebo
- Outdoor dining

ii. Other Requirements

- Outdoor amenity space can include bike racks, kiosks, benches, sculptures, and fountains.
- Outdoor amenity space cannot be used for parking except for emergency access
- Amenity space must be designed to be permanent.

2. Building Placement



A. Building Setbacks

Building setbacks apply to all structures. There are four types of setbacks:

- Primary Street
- Side Street
- Side Interior
- Rear

i. Measurement of setbacks

Primary and side street setbacks are measured from the property line. Side, rear, and interior setbacks are measured from the property line (or edge of right-of-way where there is an alley).

ii. Primary and side street designation

Where only one street abuts a lot, that street is considered the primary street. A lot with multiple frontages must have at least one primary street, as designated by the Planning Director, based on the following criteria:

- The street(s) with the highest classification
- The established orientation of the block
- The street(s) abutting the longest face of the block
- The streets(s) parallel to an alley within a block
- The street that the lot takes its address from



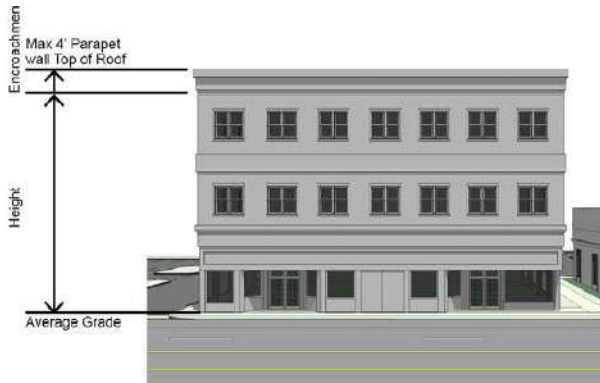
B. Build-to Zone

One of the most important defining elements of the downtown public realm is the street wall. The street wall is made up of building facades that are placed within the build-to zone to create a continuous building fabric. The build-to-zone is the area between the minimum and maximum front setbacks. Portions of a building must be placed within this zone along a prescribed percentage of the lot width.

To determine compliance with the build-to zone requirements, the total width of the building portion located within the build-to zone is divided by the width of the lot.

Build-to zone standards are prescribed in sub-section E *Regulations Pertaining to Subareas*.

3. Building Height



A. Measurement

Building height is regulated in feet and is measured from the average grade of the frontage facing a Primary Street to the mean height level between the eaves and ridge of a gable, hip, mansard, or gambrel roof or to the highest point of roof surface of a flat roof, not including allowed encroachments.

B. Height Encroachments

All buildings must be constructed within the maximum building height, with the exception of height encroachments allowed within each Subarea. Allowed encroachments are specified in sub-section *E Regulations Pertaining to Subareas*.

4. Facade Requirements



A. Transparency

Transparency is the minimum percent of street-facing facade that must be comprised of transparent windows. The ground story is measured between 2 and 12 feet above the sidewalk. This requirement applies to Primary and Side streets only. Opaque elements of a window (such as panes, frosted or tinted areas, and opaque portions of window signs) cannot be used to meet the transparency requirement.

B. Building Materials

Permitted building materials are prescribed within each Subarea, as specified in sub-section *E Regulations Pertaining to Subareas*.

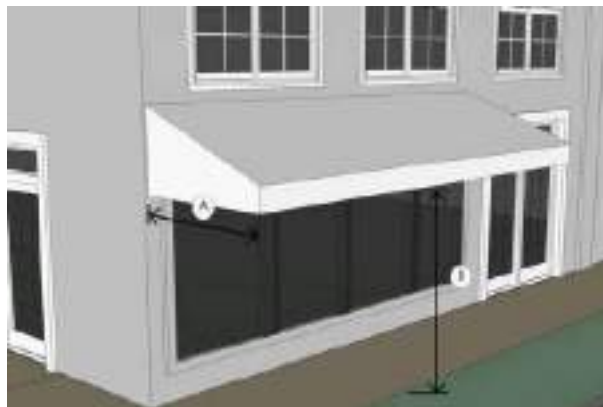
C. Pedestrian Access

All buildings must provide a street-facing entrance operable to residents or customers at all times. There must be a connection between all main building entrances and the closest sidewalk (or street if there is no sidewalk).

5. Setback Encroachments

All buildings and structures must be located behind the required setback except for the encroachments allowed below.

A. Awnings



Description

An ornamental roof-like protective cover over a door, entrance, window or outdoor service area that projects from the face of a structure and is constructed of durable materials.

Standards

(A)	Depth (max)	5'
(B)	Clear height above sidewalk (min)	7'

General Provisions

Awnings shall be continuous above openings below. Breaks in awnings shall coincide with breaks in facade openings below.

Canvas and fabric awnings must be made of durable fabric and must be in a fixed position.

High-gloss or plasticized fabrics are prohibited.

Bright colors that are incompatible with building materials are prohibited.

Internally illuminated or backlit awnings are prohibited.

Awnings must be self-supporting. No support poles may encroach onto the right-of-way.

Indemnity

All applicants must provide an indemnity agreement, in a form acceptable to the City, holding harmless and indemnifying the City, its officers and employees, from and against any and all claims and liability resulting from encroachment into the public right of way. Applicants must also provide proof of insurance acceptable to the City and naming the City as an additional insured on a primary, non-contributory basis.

B. Sidewalk Dining



Description

Sidewalk dining is a designated area of a public sidewalk where patrons may sit at tables while consuming food and beverages purchased from the associated eating establishment.

Standards

Ⓐ Seats (max)	4 per 10 linear feet of restaurant frontage
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General Provisions

The sidewalk dining area must be located adjacent to the property of a lawfully operating eating establishment and shall be under the control of the restaurant.

At least 5 feet of unobstructed corridor space must be maintained past the sidewalk dining area for sidewalk pedestrian traffic in order to ensure a clear pedestrian passageway along the sidewalk.

At least 44 inches of unobstructed space must be maintained between any restaurant doorway and the sidewalk.

Food preparation is not allowed in the sidewalk dining area.

Loudspeakers are prohibited in the outdoor dining area. Amplified sounds from inside the restaurant must not be audible in any dining area on the public right-of-way.

Railings, fences, and planters

Freestanding planters, fences, or railings may be installed for purposes of compliance with the NYS Liquor Authority and must be:

- Self-supporting
- No taller than 30 inches
- Easy to remove from the sidewalk

If the applicant holds a State Liquor Authority license to serve alcohol in the restaurant premises, the applicant must provide waiter service.

Indemnity

All applicants must provide an indemnity agreement, in a form acceptable to the City, holding harmless and indemnifying the City, its officers and employees from and against any and all claims and liability resulting from encroachment into the public right of way. Applicants must also provide proof of insurance acceptable to the City and naming the City as an additional insured on a primary, non-contributory basis.

CITY OF NORTH TONAWANDA BROWNFIELD OPPORTUNITY AREA

Executive Summary

Nomination Study

December 2012

Prepared By:

Bergmann Associates

Camoin Associates

Trowbridge & Wolf, LLP

*This report was created for the City of North Tonawanda and the New York State Department of State
with state funds provided by the New York Brownfield Opportunity Areas Program.*

Executive Summary

PROJECT DESCRIPTION

General Overview

The North Tonawanda Brownfield Opportunity Area (BOA) is an approximately 546 acre area located along the Niagara River and Erie Canal in the City of North Tonawanda, encompassing all of Tonawanda Island, the Little River and the majority of the City's historic downtown core. The City and BOA are also located at the western gateway to the Erie Canal, and are within short distances to Buffalo, Niagara Falls, and Ontario, Canada. The study area includes a variety of waterfront, industrial, commercial, and retail land uses. In addition, the BOA is home to some of the City's primary cultural and natural resources, most notably 15,000 feet of waterfront along the Niagara River and 3,500 feet of the New York State Erie Canal.

This document is a summary of the full Nomination Study, which includes the detailed analysis and Master Plan for the North Tonawanda BOA. The Nomination Study is a framework to guide public and private investment within the Study Area, including the rehabilitation of vacant, underutilized and/or contaminated sites, the enhancement of parkland, and the efficient utilization and reinvestment in the City's wealth of infrastructure. The Nomination Study is the culmination of an extensive and detailed analysis of the BOA, and includes the following components:

- an overview of the project and boundary;
- the Community Participation Plan;
- an analysis of the BOA;
- a summary analysis of findings which influenced the Master Plan, including 10 guiding principles for investment;

- the BOA Master Plan and Recommendations;
- Funding; and
- Next Steps.

The Project Overview and Community Participation Plan describe the Study Area and the context in which the recommendations are being made. The analysis provides an overview of the opportunities and challenges facing revitalization efforts, including an assessment of current and future market conditions. The findings from the analysis and the vision established through the public input process are coalesced into a series of guiding principles. These principles and their associated recommendations provided the framework for the BOA Master Plan, which outlines a series of capital, non-capital and regulatory actions to guide revitalization efforts. Potential funding mechanisms are discussed, as well as a listing of near-term actions and next steps to begin implementing the BOA Plan.

The Nomination Study provides the foundation and basis for the North Tonawanda BOA to be considered an approved Brownfield Opportunity Area. This designation provides expanded eligibility for environmental and economic development funding through New York State agencies, including favorable tax and investment incentives for private development.

The Nomination Study was developed in parallel with the City's Local Waterfront Revitalization Plan to leverage public involvement and project administration opportunities. In addition, this permitted the broader development of connections throughout the City and along its waterfront, further enhancing access to funding opportunities for implementation activities.

Redevelopment Potential

The two primary drivers of redevelopment potential within the BOA are the availability of land and the City's abundant waterfront. Vacant and underutilized property within the Study Area accounts for 35 percent of the total acreage. Within the Study Area, four locations hold significant promise for large scale redevelopment activities, and these areas align with areas of contiguous underutilized and vacant parcels. These sites include the former International Paper site on Tonawanda Island, the former Tonawanda Iron site along River Road, the Buffalo Bolt Business Park on Oliver Street, and properties near the intersection of Main Street and River Road.

In total, these four areas account for approximately 100 acres, or a little less than 24 percent of the Study Area, yet represent two-thirds of total vacant and underutilized property within the BOA. The redevelopment of these sites will likely have catalytic impacts to the surrounding neighborhoods, spurring reinvestment in existing property and the redevelopment of the remaining vacant and underutilized sites as infill projects.

The second driver of redevelopment potential within the BOA is the City's vast waterfront resources. North Tonawanda's nearly four miles of shoreline include the deep-waters of Tonawanda Harbor and the protected inlet of the Little River. These areas represent significant opportunities for water-dependent redevelopment and maritime investment.

BOA Boundary

As depicted on Map 3, the North Tonawanda BOA is bounded on the south by the Erie Canal, on the west by the Niagara River, on the north by the City boundary, and on the east by River Road, Oliver Street, Iron Street, and North Marion Street. The primary organizing features of the study area include the Niagara River, the Erie Canal and River Road.

These elements define the project's study districts and establish a framework of interconnected commercial zones and recreational opportunities.

COMMUNITY VISION AND PRINCIPLES

A Vision for the BOA in 2020 and Beyond

The community identified a vision for the BOA that expresses how they would like to see the study area enhanced and improved in the future. The vision statement captures and embraces the elements of the BOA that the City holds dear, while recognizing that changes are necessary to realize the future potential of this area.

In 2020 and beyond, the North Tonawanda BOA will be described as: *“a vibrant mixed use district centered on the confluence of two waterfronts – the Erie Canal and the Niagara River. Residents can choose to live, work, or relax while taking advantage of abundant commercial opportunities, employment options, restaurants, and recreation assets, all of which capitalize on the natural beauty of the surrounding landscape. Visitors come not only to enjoy the waterways, but to experience the multitude of landside cultural and recreational amenities offered at this “Gateway to the Erie Canal.”*

BOA Principles and Strategic Objectives

A series of ten guiding principles that build upon the vision statement were prepared to help direct decisions and future investments. Each of the principles is supported by strategic objectives drawn from input generated by the public, steering committee, project stakeholders, and City staff. Each objective was addressed through the BOA planning and design process, with recommendations developed as identified in Section 4 of the Nomination Study.

SUMMARY OF BOA PRINCIPLES

1: Make the Waterfront a Destination

North Tonawanda's waterfronts and adjacent upland areas must provide well-defined locations for people to visit and experience.

2: Offer a Dynamic Urban Experience

Development trends have shifted, and more families and businesses desire to be close to goods, services and a dynamic setting that offers a range of activities within a walkable setting.

3: Promote Diversity in Land Use

The BOA study area includes a range of land uses, including industrial, commercial and residential. This diversity is required to create a 24-hour city that supports the local tax base, provides jobs, responds to visitors needs, fosters small business and provides options for residential living.

4: Identify New Uses for Infrastructure

The City's industrial heritage has left it with infrastructure investments in utilities and transportation corridors that are oversized and underutilized. North Tonawanda should identify opportunities to utilize the excess capacity to leverage redevelopment.

5: Celebrate Our History and Culture

North Tonawanda's history and culture must remain an important part of the community identity and be incorporated into future marketing and branding strategies to attract residents, visitors, and investors.

6: Design for People, Not Just Cars

The River Road corridor and surrounding lands have been largely designed to cater to the automobile and railroad, with few areas safe or attractive to

pedestrians outside of the downtown core. The City recognizes the value of supporting pedestrian circulation within the public realm and considering pedestrian access as of equal importance to the movement of cars and trucks.

7: Advance Environmental Clean-Up

The perceptions associated with brownfields are directly tied to the notion that many of the sites may be contaminated and as a result, underutilized. Remediation and enhancement of key brownfield sites in the BOA study area will improve overall community health, increase property values, foster economic development opportunities, and instill a sense of pride.

8: Work Collectively and Cooperatively

Coordination amongst public and private entities is integral to the successful implementation of BOA recommendations. The City should spearhead the creation of broad partnerships and collaborative agreements among a wide range of parties, including state agencies, regional organizations, local property owners, local business owners, prospective investors and residents.

9: Identify Projects That Build Momentum

The revitalization and redevelopment of the BOA will be a long process requiring close coordination of public and private stakeholders. Small projects should be completed quickly to show progress and maintain momentum.

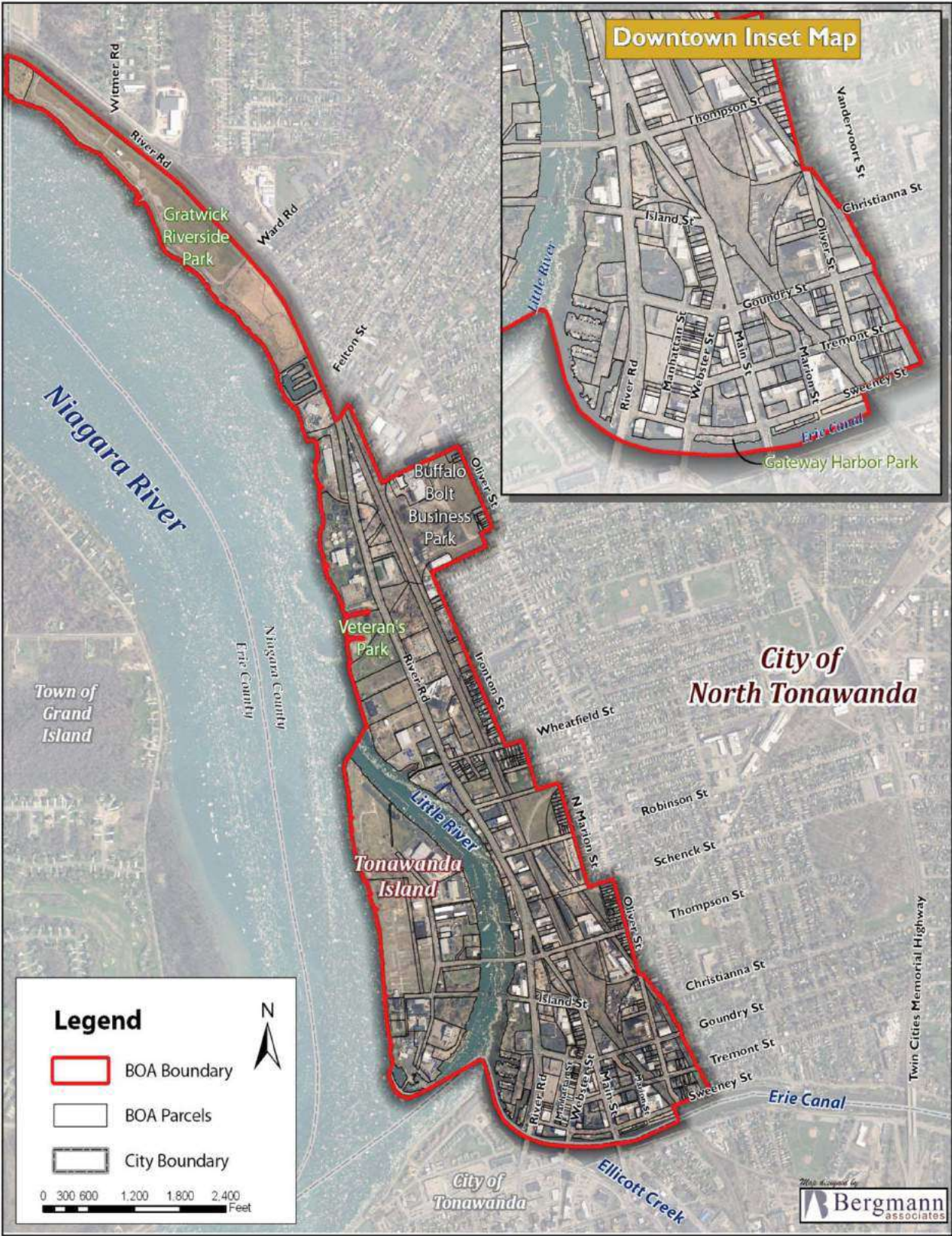
10: Define and Market a Unique Identity

The branding and marketing strategy for the BOA must overcome negative perceptions associated with study area and portray the opportunities and potentials of the City, the BOA, and specific sites in a desirable perspective.

North Tonawanda Brownfield Opportunity Area Nomination Study

This effort was made possible with the guidance and financial assistance provided by the
NYS Department of State Brownfield Opportunity Area Program.

MAP 3 BOA Boundary



COMMUNITY INVOLVEMENT

At the onset of the planning process, a Community Involvement Plan was created that outlined the methods and techniques used to engage the community throughout the course of the BOA Nomination Study's development. The Community Involvement Plan included the following methods for engaging the community, as seen in Appendix A of the Nomination Study:

- Bi-monthly steering committee meetings
- Project website
- Public meetings (2)
- Public workshop (1)
- Stakeholder meetings (4)

Project Oversight

The City of North Tonawanda was represented throughout the BOA process by the Lumber City Development Corporation (LCDC), a not-for-profit corporation charged with facilitating and implementing economic development activities within North Tonawanda, including the administration of state and federal grant appropriations. In addition, a Steering Committee was assembled of residents, business owners and key City and LCDC staff members. The Committee was charged with providing direction and guidance for both the BOA and LWRP projects which ran in tandem throughout the course of the Nomination Study development.

Consultation Methods and Techniques

PUBLIC MEETINGS AND WORKSHOPS

A number of public meetings were held over the course of the planning process to share information with the general public and solicit comments and

feedback. Meeting summaries can be found in Appendix A of the Nomination Study.

The first Public Meeting held on September 17, 2009 introduced the project to the public and gathered feedback from the community regarding their vision for the future of the BOA study area. A series of issues and opportunities were identified by attendees and considered in the planning process..

At the second Public Meeting, held on May 20, 2010, the community provided feedback on a draft listing of sites identified as strategic or catalytic for revitalization.

The third public workshop held on October 21, 2010 focused on the development of detailed design ideas and concepts for sites throughout the BOA. Three separate focus group discussions concentrated on physical improvements and development opportunities within the BOA and LWRP study areas. The information provided at this meeting was reviewed afterwards with consultant staff and included into draft master plan recommendations.

STAKEHOLDER MEETINGS

A series of Stakeholder Meetings were also held on January 20, 2010 to further assist the City, Steering Committee and consultants in the analysis and preparation of the BOA Plan. Each meeting was facilitated by consultant staff. Summaries of each meeting are in Appendix A of the Nomination Study.

INVENTORY AND ANALYSIS

The inventory and analysis component of the Nomination Study process gathers a breadth of relevant information on topics of importance to revitalization and redevelopment, including environmental contamination, land use, infrastructure, property ownership and natural resources, among others. The findings from the inventory are analyzed as contributing factors or challenges to future redevelopment within the Study Area.

Sites of Environmental Concern

Many of the 61 sites within the BOA that have been identified as sites of environmental concern warrant further investigation to determine whether or not contamination exists onsite. Knowledge of the type of contamination present will inform property owners regarding the financial costs and timeframes associated with remediation, as will assist in the identification of targeted incentive programs, tax credits, or funding that might exist to assist with the process.

The current challenge the City faces involves overcoming the stigma associated with the industrial history and former contamination of brownfield sites in order to pursue redevelopment opportunities. Site specific strategies will need to be formed because of the presence of environmental easements, institutional controls, and deed restrictions that were placed necessarily on some of the contaminated properties. These strategies should be developed for previously remediated site, as well as other catalytic sites identified within the BOA Plan.

SUMMARY

A preliminary Environmental Site Assessment (ESA) was conducted for each of the 61 known or potential brownfield sites to gain a better understanding of existing conditions. Information was obtained from five main databases maintained by the NYS DEC, the US EPA and the City of North Tonawanda. Sites listed in any of the five databases often warrant further attention because of historic contamination, or because the previous uses have an increased potential for environmental contamination. The list of 61 sites was compiled during desktop research, and visual site assessments of each site were conducted between December 9 and December 14, 2009. The findings are included in Map 7.

SITES OF LOW ENVIRONMENTAL CONCERN

Four parcels comprising 10.9 acres were classified as low priority in the BOA, the result of spill events associated with the properties identified during the environmental database review. However, the probability for impairment of most spill sites is low. Prior to redevelopment, a Phase I ESA should be completed to gather additional information.

SITES OF MODERATE ENVIRONMENTAL CONCERN

Forty-six parcels on 75.6 acres within the BOA have been classified as being of moderate concern, with some of these sites identified on multiple databases. These parcels were categorized as ‘moderate’ based upon their listing in an environmental database and visual evidence of potential environmental impacts observed during field visits.

SITES OF HIGH ENVIRONMENTAL CONCERN

There are 11 sites within the BOA classified as a high environmental concern. Six of these sites are active spill sites or previously known brownfields based on previous investigations, and the remaining five sites

require a Phase II ESA to identify whether or not contaminants are present.

POTENTIAL PHASE II ESA SITES

Sites which are recommended as possible candidates for a Phase II ESA are noted below. Funding to complete the Phase II ESA is available through the NYS BOA program for the City and property owners willing to participate in the assessment process.

Table 1: Sites That May Require a Phase II ESA

<i>Address</i>	<i>Ownership</i>
63 Oliver Street	Private
161 Tremont Street	Private
210 Sweeney Street	C/o N. Tonawanda
900 River Road	Private
871 River Road	Private
830 River Road	C/o N. Tonawanda
765 River Road	Private
555 River Road	Private
512 River Road	Private
87 Robinson Street	Private
51 Robinson Street	Private
90 Taylor Drive	Private

Vacant and Underutilized Sites

Through the use of assessment data and field verifications, 74 vacant sites were identified within the BOA boundary, eight of which are potential brownfields. Of the 27 sites identified as underutilized within the BOA, four are also suspected brownfields. Underutilized sites are identified as part of the planning process when considering opportunities for new project development. Underutilized sites may have existing uses, but those uses may not be considered the highest and best use for a given parcel when considering its strategic location or potential to serve as a catalytic site for redevelopment.

The 101 vacant and underutilized sites cover 149 acres, or 35 percent of the Study Area. Primary concentrations of vacant and underutilized sites are found on Tonawanda Island, at the site of the former Tonawanda Iron Works on River Road, at the Buffalo Bolt Business Park, and along North Main Street. Each of these sites is indicated on Map 8.

Land Ownership

Approximately 10 percent of the real property parcels within the BOA are under public ownership. A total of seven public entities own 42 parcels within the BOA, as shown in Table 3 in the Nomination Study. The City of North Tonawanda is the largest public land holder and controls several vacant and/or underutilized properties, including the Buffalo Bolt Business Park, lands adjacent to 815 River Road, the former fire training facility on Tonawanda Island, and the marina facility adjacent to Gratwick Riverside Park. Public ownership of these parcels can potentially expedite redevelopment and reinvestment, while providing an enhanced level of public control over final development scenarios.

ES-4.6 Public Infrastructure

Nearly the entire BOA is serviced with public sewer and water service, with the exception of the northern part of the BOA along River Road at Gratwick Riverside Park. Large utility mains are located on the east side of the railroad along Riverview Avenue and service adjacent residential areas. However, service has not been extended west of River Road.

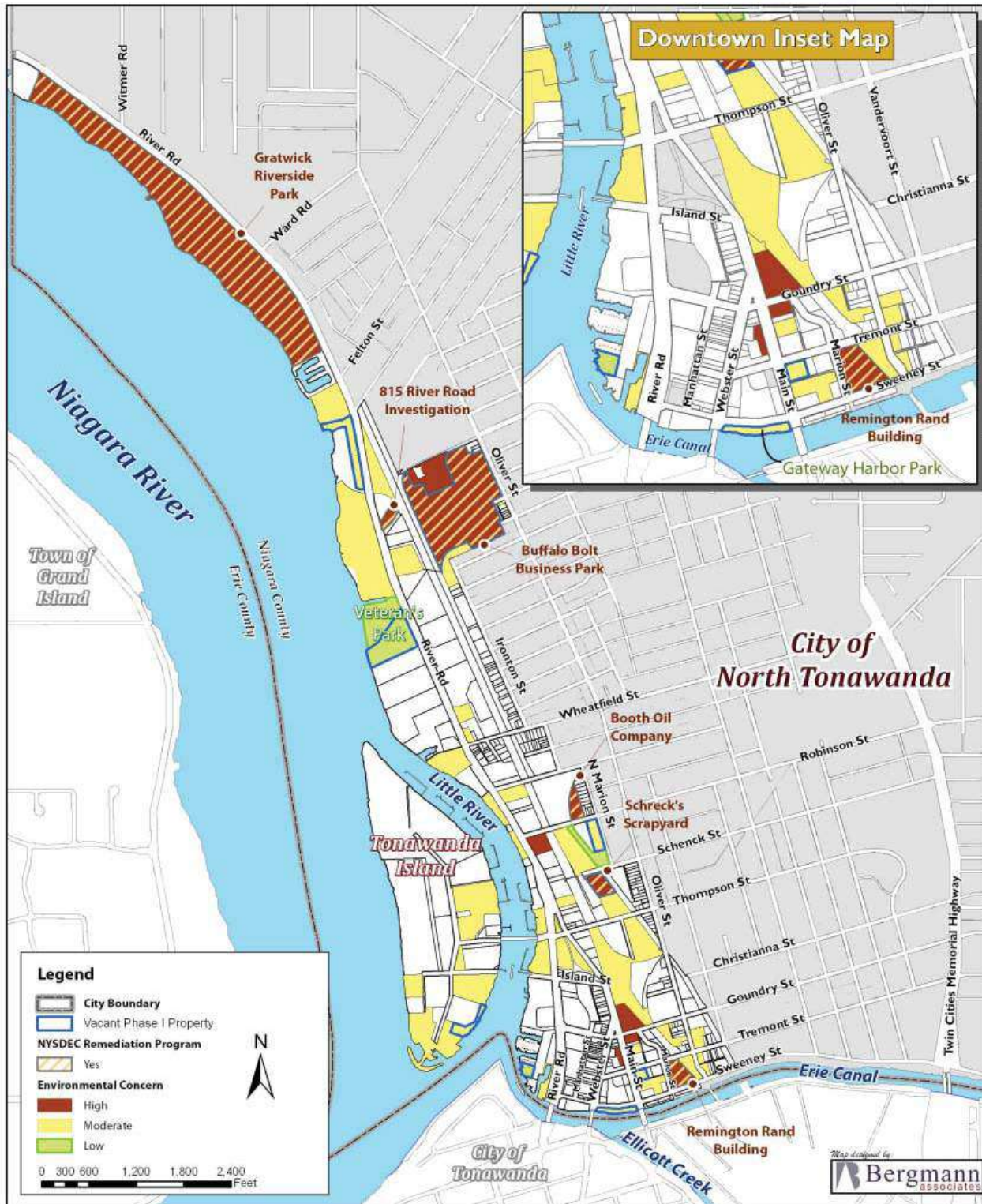
The water treatment facility located on Tonawanda Island can process 12 million gallons per day (MGD), yet the average draw in 2008 was 3.6 MGD and the maximum draw was 5.3 MGD. The City's existing waste water treatment plant located on River Road has a purported capacity of 14 MGD.

Based on this data, existing infrastructure has significant remaining capacity for potable water treatment and supply for future high demand users within the BOA. In addition, the capacity to treat waste water should pose no limitation on future development within the BOA.

North Tonawanda Brownfield Opportunity Area Nomination Study

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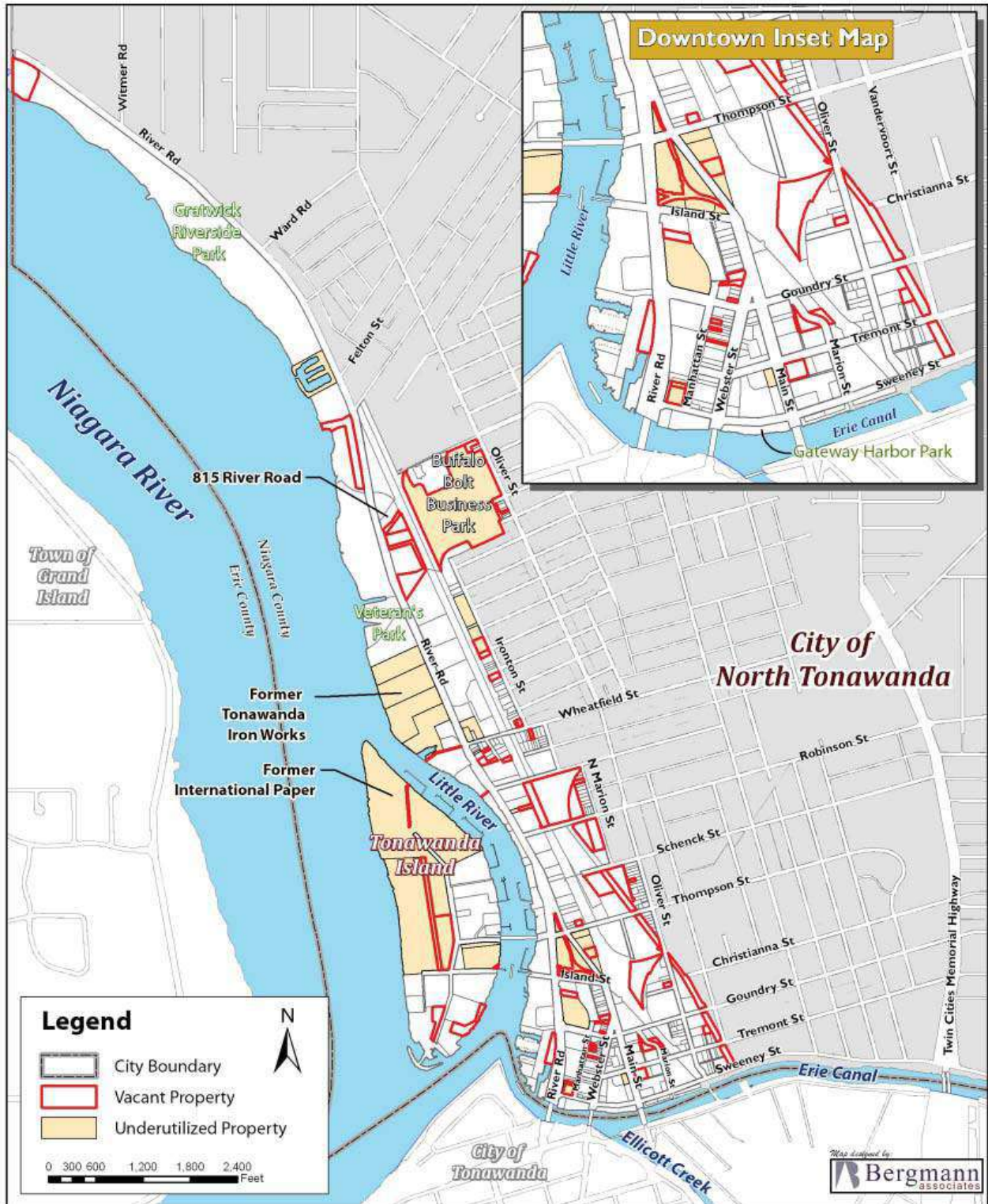
MAP 7 Sites of Environmental Concern



North Tonawanda Brownfield Opportunity Area Nomination Study

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MAP 8 Vacant & Underutilized Sites



Recreational, Cultural and Historic Resources

The City's cultural and industrial heritage forms a complementary foundation for tourism development, and plays an important role in solidifying the identity of the North Tonawanda community. Where possible, the four National Historic Register sites and cultural resources such as the Carnegie Art Center and North Tonawanda History Museum should be leveraged through marketing and promotions.

Rather than focus on creating more recreational and cultural facilities, the City should concentrate efforts on the enhancement and improvement of existing facilities to better meet the needs of users and create a unique experience for visitors. As redevelopment opportunities take shape, the City should seek to maintain public access to existing waterfront and open space resources, while improving accessibility to the waterfront. The redevelopment of Tonawanda Island will be a significant opportunity for the expansion of public waterfront access along the shoreline of the Niagara River.

Transportation System

Within the BOA, the combined River Road/CSX railroad physically dominates its surroundings and is the primary obstacle waterfront access for pedestrians and cyclists. Crossing the combined River Road/CSX corridor can be hazardous due to inferior or absent crosswalks, missing sidewalks, and the lack of pedestrian signalized intersections. Only six railroad crossings exist in a roughly three-mile span north of Goundry Street. For example, there are no crossings between Wheatfield and Felton Streets, a distance of nearly one mile. The infrequent crossings result in circuitous routes and longer travel times for pedestrians and cyclists to access the trail and waterfront parks, making them isolated and not well integrated into the city.

Potential enhancements to the River Road corridor include landscaping, aesthetic and pedestrian-scaled lighting, and street trees. Improvements should seek to narrow the perceived width of the corridor and promote traffic calming. Enhancements should also be made to the corridor's wayfinding system to improve motorist recognition of destination elements within the BOA and adjacent areas.

Natural Resources

The City is an extremely well-connected gateway port at the confluence of the NYS Barge Canal and Great Lakes maritime systems, which provides significant economic opportunities for maritime-related development. In addition, classification as a navigable waterway may provide potential funding for needed Little River and Niagara River channel improvements. However, waterside projects within navigable waterways require review and approval by the Army Corps of Engineers and the Coast Guard, which may extend development timelines.

Water quality monitoring and reporting for both the Niagara River and Tonawanda Creek indicate these water bodies are impaired for fish consumption based upon habitat modifications and polluted sediments. However, a myriad of other recreational and economic opportunities remain viable options, including power boating, swimming, canoeing, kayaking and sport fishing.

According to mapping developed by the Federal Emergency Management Agency (FEMA), the 100 year floodplain includes the Weatherbest Slip area, Tonawanda Island, and the narrow portions of land between Sweeney Street and the Erie Canal. Development within these designated areas will need to be in accordance with the City's Flood Hazard Area ordinance, which requires additional permitting and approval processes, and enhanced construction methods to ensure the health, safety and welfare of individuals and property within these zones.

TRENDS AND OPPORTUNITIES IMPACTING REVITALIZATION

Summary of Local and Regional Demographic and Market Trends

While the North Tonawanda BOA has several strengths upon which to build a strong and prosperous future, it must also manage and address planning obstacles resulting from past events. The City is fortunate to have significant opportunities to capitalize upon that place North Tonawanda in a position to be a regional destination for visitation, investment, living, and working. The following is a brief overview of demographic and market trends within the BOA, City and region.

POPULATION & INCOME TRENDS

- The City is experiencing an increase in its senior population, creating opportunities for age-in-place housing, amenities and programming that caters to this age group.
- The number of school-aged youth in the City has been gradually declining.
- Median household incomes are anticipated to grow at rates slower than the State and nation, struggling to keep up with inflation.
- Trade Area residents are consuming luxury items and services at near national levels, while also spending more on necessities such as energy and dependent care services.
- Discretionary spending on items such as clothing, entertainment and food is below the national average.

EMPLOYMENT TRENDS

- Job growth is expected within the service sector, primarily in administrative, office support, finance, management and insurance.
- Historic mainstays of employment such as manufacturing, information and utilities will continue to decline, continuing the trends of the last two decades.

HOUSING TRENDS

- Housing continues to be affordable even though median values have increased 74 percent since 2000, and are projected to increase 20 percent from 2009 to 2014.
- Home ownership rates are high, vacancy rates are low, and a significant number of homeowners do not carry a mortgage.
- Less than 17 percent of households spend 35 percent or more of household income on housing costs, compared to 20 percent for the Buffalo-Niagara region and 28 percent nationally.

DEVELOPMENT TRENDS

- Office space continues to expand in Buffalo's northern suburbs, and absorption is steady.
- Industrial vacancy rates remain higher than those found in Cleveland or Toronto.
- The market for small, flexible light industrial and office space continues to grow.

TOURISM TRENDS

- The City attracts an estimated 4,000 to 8,000 visitors during summer and fall events.
- An estimated eight million people visit Niagara Falls annually.
- City does not currently offer year-round tourism opportunities or amenities, such as a hotel.

Future Economic and Market Trends

The future economy of North Tonawanda will not likely be driven by a single industry, but will grow and prosper through the provision of a safe, convenient, affordable and high quality atmosphere for a diverse range of residents and businesses. Regional and national factors such as energy prices, the national economy, and large generational shifts must also be considered in the development of an economic strategy for the next 10 to 15 years.

DIVERSE HOUSING OPTIONS

The shift of the baby-boomer generation into retirement has increased the demand for luxury condominiums and high-end townhomes, as many of these empty-nest families seek a home with reduced maintenance needs. In many instances, this type of housing is located adjacent to or in association with homeowners associations which may provide social and recreational services, and also include medical and transportation alternatives. Within the BOA, Tonawanda Island is an appropriate and desirable location for this type of housing within a larger mixed use development.

FLEXIBLE OFFICE & INDUSTRIAL SPACE

In the business sector, demand is increasing for smaller, more flexible spaces that can meet the changing demands of growing companies. Rather than incur the expense of relocation and outfitting new space as the business expands or contracts, opportunities exist to provide incubator and flexible industrial/office space that can support businesses through start-up and the initial growth period.

FAMILY-ORIENTED TOURISM

North Tonawanda has struggled to consistently attract year-round visitation, in part due to a lack of programming and attractions during the months of November thru May. Although there are several historic and culturally oriented destinations within downtown, improved coordination is necessary to increase public visitation and awareness. National and regional trends indicate the desire for families with young and school-aged children to have easy, year-round access to family-oriented destinations.

Based upon an analysis of the BOA's retail and tourism markets, there is an underserved demand for full service restaurants and a lack of overnight accommodations within the City. The Erie Canal, Downtown, and the Niagara River are all resources potentially attractive to restaurateurs, and the development of these businesses within the BOA will contribute to a high quality experience for both residents and visitors.

Public Investment Opportunities

There are three critical areas in which North Tonawanda can make investments to improve the likelihood of successful implementation efforts moving forward: infrastructure; local capacity; and regulatory change. These areas represent the factors impacting investment and development decisions over which North Tonawanda can have significant control. Other factors, such as regional/national politics and economic conditions also impact the ability of the City to implement the BOA recommendations, yet these factors cannot be controlled at the local level.

INFRASTRUCTURE

Infrastructure is the framework upon which all future investments are made. Direct investments in upgrading or improving roadways can improve a community's chances for luring large, traffic intense developments such as industrial or mixed use commercial projects. The ability of the public sector to shoulder the burden of these investments limits private developer risk, and also indicates that the community is a willing participant and supporter.

The following represent priority public infrastructure in which the City should concentrate reinvestment.

- Durkee Bridge and Tonawanda Island roadways
- River Road safety and aesthetics
- Waterfront comfort and convenience services
- Little River & Tonawanda Harbor channels
- CSX Railroad corridor underutilized land
- Utility service deficiencies

LOCAL AND REGIONAL CAPACITY

The City should consider expanding the staffing capacity of the Lumber City Development Corporation (LCDC) to facilitate implementation efforts. The coordination with entities such as the Niagara County Industrial Development Agency, Empire State Development Corporation, and the Office of Community Renewal should continue to be spearheaded within the LCDC organization. Additional efforts should include coordination with the Western New York Regional Economic Development Council and regional promotions agencies for the cities of Niagara Falls and Buffalo to leverage North Tonawanda's geographic location in the region.

REGULATORY CHANGE

The City of North Tonawanda must update and revamp its zoning code to be a flexible and agile document that can meet the needs of the City and private development in a continuously changing environment. Additional regulations pertaining to mixed use districts, planned development districts and incentive zoning should be developed to improve the ability of private investors to craft well-conceived projects, many of which will be complex infill or redevelopment projects.

The creation of a Design Overlay District in the historic Downtown would result in guidelines for site design, streetscape design, and architectural design to help streamline the approval process and shorten the timeline from application to approval.

BOA MASTER PLAN

The BOA Master Plan represents the culmination of the Nomination Study process and includes recommendations made after numerous meetings with the City, project stakeholders, public agencies, business and property owners, and residents of North Tonawanda. The Master Plan is divided into three sections: Recommended Capital Projects; Land Use and Zoning Recommendations; and Development and Revitalization Principles.

Capital Project Summary

The Master Plan for the North Tonawanda BOA includes a series of 31 recommended capital projects to be accomplished over the next 20 years. Recommended projects range from the creation of pocket parks and streetscape enhancements to large, complex development projects involving the construction of mixed-use buildings and structured parking. The following is a brief overview of the BOA Master Plan recommendations grouped into three categories: private development; public realm improvements; and infrastructure investments.

Redevelopment sites were identified and categorized into short-term (0-7 years), mid-term (7-15 years), and long-term development sites (15+ years) based on a series of planning level criteria, community input, and their potential to serve as a catalyst for additional redevelopment. Map 15 depicts the full-build out of the Master Plan's three phases.

PRIVATE DEVELOPMENT

Private development will be responsible for the majority of capital improvements and investments within the Study Area. The greatest density of private development occurs on Tonawanda Island and within the downtown core. Development recommendations in these locations seek to increase the downtown and waterfront population by significantly increasing housing stock availability

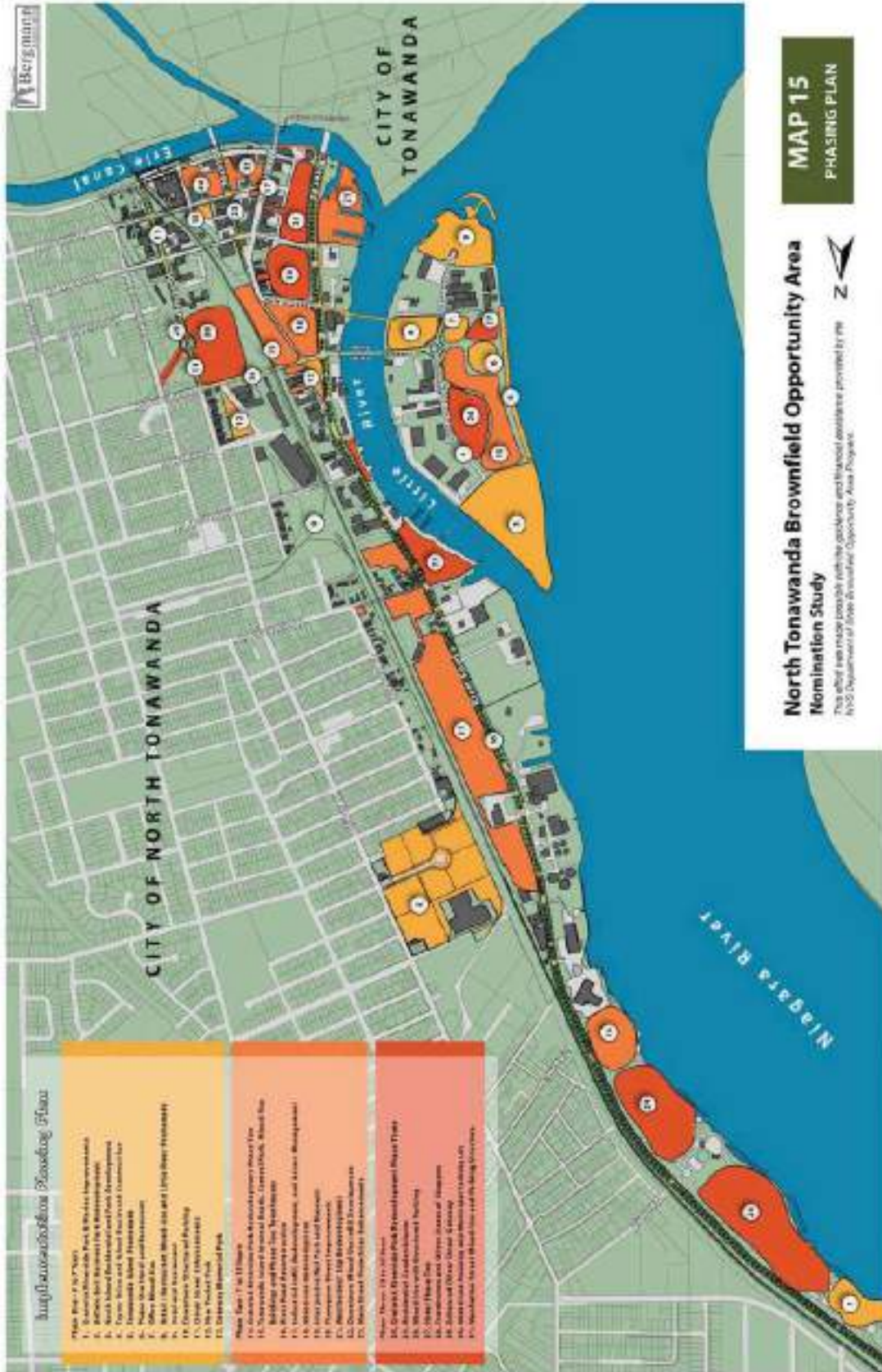
across a broad range of potential residents. Large mixed-use developments are proposed that will be driven by the private sector, yet will capitalize upon initial public investments in infrastructure such as the waterfront promenade and Tonawanda Island Boulevard.

PUBLIC REALM IMPROVEMENTS

Public realm improvements are responsible for providing an improved quality of life for residents and visitors. Recommended projects include the construction of a promenade and multiple waterfront plazas to provide continuous public access along the Niagara River and Little River shorelines on Tonawanda Island and the west side of River Road. The redevelopment of portions of the Weatherbest Slip properties greatly improves public access to the waterfront at the confluence of the Erie Canal and Niagara Rivers. The continued redevelopment of Gratwick Riverside Park will provide a City-wide and regional destination for water-dependent and water-enhance recreation.

INFRASTRUCTURE INVESTMENTS

The redevelopment of the North Tonawanda BOA will require a range of infrastructure improvements, including upgrades and enhancements to existing roadway infrastructure in critical areas such as Tonawanda Island, River Road, and Oliver Street. The timing of these improvements should also coincide with proposed gateway enhancements to provide a kick-start to revitalization efforts on adjoining properties and build community momentum. New infrastructure investments should be focused on the Buffalo Bolt Business Park, Gratwick Riverside Park, and Tonawanda Island.



Strategic Sites and Development Phasing

The recommendations made within the Master Plan will necessitate significant levels of public and private investment and require a phased approach to leverage previous investments and gather momentum for the on-going revitalization of North Tonawanda.

A 20-year implementation horizon is envisioned and presented on the overall phasing diagram on Map 15. This is a long-term master plan that balances a unique vision for North Tonawanda with market and economic realities. Not all projects may transpire exactly as proposed, but the master plan provides a framework for thoughtful and careful planning. Flexibility in the phasing and implementation of the master plan should be anticipated and expected.

Map 15 identifies the Overall BOA Master Plan, which is subdivided into three phases:

- Phase I projects represent critical and catalytic investments that lay the groundwork for future projects, and should establish a benchmark for quality to be achieved or eclipsed by subsequent efforts.
- Phase II projects are anticipated to build upon the momentum gathered in Phase I. These projects are expected to occur in years seven through 15, and should promote early signature projects enhancing the identity of the BOA Study Area.
- Phase III projects represent the culmination of 15 years of implementation through public and private investment. These projects are intended to maximize available density and development potential, while capitalizing upon North Tonawanda's renewed identity as a premiere waterfront community in Western New York.



Figure ES-1: The overall BOA Master Plan depicts the development vision and investment intensity for the next 20 years within the Study Area.

PHASE I: 0-7 YEARS

These sites have been identified as critical initiatives that upon completion have the potential to initiate extensive investment and activity in surrounding neighborhoods. Many of these sites occupy a prominent or important location along the waterfront, have high quality views, or are adjacent to a primary community gateway.

The redevelopment potential of these sites should promote a positive development environment and signal that North Tonawanda is a viable location for investment and visitation. Many of the sites identified in this group are available either under public-ownership or private-ownership currently for sale or lease. The ability to acquire and redevelop sites in a shortened timeframe is important to achieving a successful return on investment and quick implementation. Several sites have been previously identified as community priorities through past planning processes. The near-term redevelopment of these properties will leverage previous investments while seeking to implement established community objectives.

Map 15 depicts Phase I recommendations, including the following projects:

1. Gratwick Riverside Park Redevelopment Phase 1
2. Buffalo Bolt Business Park Redevelopment
3. North Island Residential & Park Development
4. Taylor Drive & Island Boulevard Reconstruction
5. Tonawanda Island Promenade
6. Hotel Phase 1 & Restaurant
7. Office Mixed-Use
8. Retail/Restaurant & Little River Promenade
9. Boatel, Restaurant & Public Access
10. Downtown Structured Parking
11. Oliver Street Enhancements
12. New Pocket Park
13. Gateway Park



Figure ES-2: An enlarged public promenade is flanked by multi-story mixed use development that takes advantage of high-quality river views.

PHASE II: 7-15 YEARS

After approximately seven years, initial investments in the BOA should be well underway, and the City will be poised to leverage this infrastructure and activity moving forward to Phase II.

Redevelopment sites categorized as mid-term priorities represent the second phase of investment and represent projects that would likely not achieve their fullest potential without the aid of previous investments to set the stage for revitalization. Upon review of all strategic sites within the BOA, these properties addressed several selection criteria. However, in most instances, the property's ownership, availability for development, or location precluded them from categorization as a shorter-term site. The importance of these sites, however, should not be understated. The redevelopment of these properties is necessary to continue revitalization efforts and support the success of existing investments.

The following Phase II recommendations are depicted on Map 15:

14. Gratwick Riverside Park Redevelopment Phase 2
15. Tonawanda Island roads, central park, mixed use development and phase 2 townhouses
16. River Road reconstruction
17. Industrial infill, redevelopment, access management
18. Mixed use redevelopment
19. Interpretive rail park and museum
20. Thompson Street improvements
21. Weatherbest Slip redevelopment
22. Downtown mixed use infill development
23. Main Street pedestrian enhancements

Rail cars of all shapes and sizes could be repurposed to include performance space, retail or vending operations, educational, interpretive, recreation or landscaping environments.

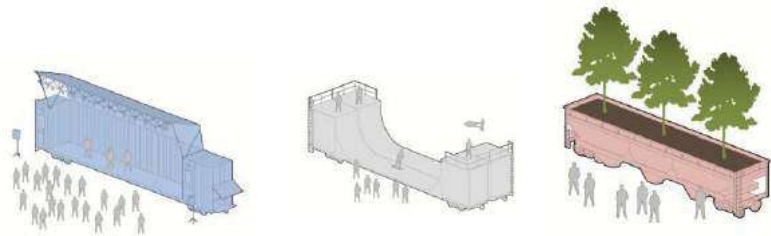


Figure ES-3: The Rail Park concept would be unique to North Tonawanda and would further the City's identity as a historic, yet innovative community.

PHASE III: 15+ YEARS

Phase III development projects are likely not feasible without the previous investments and momentum generated by Phases I and II. A total of eight projects are included in the final phase of the BOA Master Plan. Many of the sites identified as long-term redevelopment sites occupy important locations within the BOA. However, ownership issues, market demand, and the surrounding development pattern likely preclude the near-term redevelopment of these properties to their highest and best use. A significant proportion of the long-term sites are infill projects within the downtown core. It is anticipated that the significant investments required for these properties will follow the property enhancement investments recommended for adjacent areas.

The following Phase III recommendations are depicted on Map 15:

- 24. Gratwick Riverside Park Redevelopment Phase 3
- 25. Residential condominiums
- 26. Mixed use with structured parking
- 27. Hotel phase 2
- 28. Townhomes and Oliver Street of Shoppes
- 29. Enhanced Oliver Street gateway
- 30. Mixed use housing and municipal parking lot
- 31. Manhattan Street mixed use and parking structure



Figure ES-4: The Oliver Street mixed-use development and gateway would provide a focal point and destination within the corridor.

Land Use and Zoning Recommendations

The City's location at the confluence of the Erie Canal and Niagara River is a key driver of economic development. This unique strength should be reflected in the future land use pattern and supported by the regulatory environment. An analysis of existing conditions and market realities indicates the BOA has the potential to support a wide range of uses. The following is a summary of future land uses as envisioned throughout the Study Area, a further description of land use recommendations by Character Area can be found in Section 4.4 of the Nomination Study.

DOWNTOWN CENTRAL BUSINESS DISTRICT

The Downtown Central Business District is envisioned to be the vibrant hub of activity within North Tonawanda. The promotion and encouragement of new residential units within the downtown core will build upon the momentum created by the Remington Lofts project and provide much needed 24-hour activity and foot traffic. A mix of owner-occupied and rental units will provide a range of alternatives to meet the varied demands of the changing housing market within the region.

TONAWANDA ISLAND AND LITTLE RIVER

Tonawanda Island and the Little River waterfront represent the City's maritime core and should continue to leverage their unique assets. Although a significant amount of industrial land use is present within this Character Area, an expansion of these uses is not recommended. Future development should include water-dependent and water-enhanced uses such as commercial, retail, accommodations, office, restaurant, residential and open space.

RIVER ROAD CORRIDOR

River Road plays a dual role in North Tonawanda as both a major gateway corridor that links the city to its waterfront, as well as a primary corridor for commercial/industrial access that connects to Niagara

Falls. The redevelopment of this corridor should improve the quality of development, while also improving connectivity between the neighborhoods and waterfront. In addition, enhancements to the streetscape should seek to support pedestrian crossings and walkability, while retaining River Road's status as a significant commercial corridor.

BUFFALO BOLT BUSINESS PARK

The Buffalo Bolt Business Park is envisioned to focus on light industrial, manufacturing, professional office and retail land uses. The Business Park is intended to serve as an employment center with a small element of neighborhood service. Pedestrian-friendly transitions between the Business Park and adjacent residential areas will be incorporated as future development occurs. The surrounding properties along Oliver Street are appropriate for neighborhood-scale commercial and retail establishments that can service employees within the Business Park and surrounding neighborhoods.

GRATWICK WATERFRONT

The Gratwick Waterfront includes the existing Gratwick Riverside Park and the adjacent inactive marina facility. Future land uses within this area should continue to foster the development of Gratwick Riverside Park as a regional open space, recreation destination, and gateway within the Niagara River Greenway. The 2010 Marina Feasibility Study recommends that the adjacent marina be redeveloped with water-enhanced commercial uses such as a restaurant and/or banquet facility. This type of use would be complementary and beneficial to the adjacent open space and recreational uses at Gratwick Riverside Park.

Short-Term Recommendations

The future of the study area is guided by a series of 10 principles that inform and direct decision-making and future investments. Each principle is supported by recommendations drawn from public input, the steering committee, project stakeholders, and City staff. Recommendations developed to support these principles include policy and non-capital initiatives, as well as capital projects and regulatory changes. Non-capital projects are intended to support economic development and the required investments that are pre-cursors to the recommended capital projects. The following section provides a brief summary of the priority, short-term recommendations for the BOA study area.

SHORT-TERM CAPITAL PROJECT RECOMMENDATIONS

- ☐ Provide continuous public access along the western Niagara River shoreline on Tonawanda Island via the construction of a waterfront promenade.
- ☐ Incorporate interpretive signage and historical information into a comprehensive wayfinding program.

SHORT-TERM REGULATORY MODIFICATIONS

- ☐ Change zoning classifications and districts along the waterfront to permit a variety of water dependent and water enhanced uses.
- ☐ Create design guidelines for new waterfront development to improve public access and the quality of the public realm.
- ☐ Update the City's zoning code to promote mixed use development in the downtown, including a greater diversity of residential development. Consider incorporating design standards to create a consistent aesthetic.

- ☐ Implement façade design guidelines to ensure new investment enhances existing building character and retains historic integrity.
- ☐ Update the City's Waterfront Zoning District and Downtown Districts to promote the land uses and design aesthetics identified in the BOA Plan.

SHORT-TERM POLICY / PLANNING RECOMMENDATIONS

- ☐ Study alternatives for land assembly to facilitate redevelopment projects on Tonawanda Island.
- ☐ Conduct an analysis and assessment of housing needs to be developed over next 10-15 years.
- ☐ Prepare a corridor study for River Road to address negative impacts associated with current design and configuration.
- ☐ Identify sites eligible for site assessment funding through the BOA program and submit requests for funding.
- ☐ Assemble a BOA Working Group composed of local leaders, property owners, business leaders and City staff to spearhead implementation efforts.
- ☐ Complete a Generic Environmental Impact Statement for the full build-out of the BOA Master Plan to streamline the approvals process for potential investors and property owners.
- ☐ Complete financial feasibility assessments for catalytic projects on strategic sites within the BOA, to include pro formas and developer request for proposals.
- ☐ Identify one to three short-term projects to be completed and announce kick-off as part of Mayor's State of the City address to showcase forward progress for the City.

NEXT STEPS

Upon acceptance of the North Tonawanda BOA Draft Nomination Study by the Department of State, the City will begin the third step of the BOA program to undertake implementation activities. The efforts outlined within this Implementation Strategy include those actions to be conducted in the final phase of the BOA process.

In 2012, the City was awarded Step 3 Implementation funding to initiate the implementation process. Scheduled to begin in early 2013, North Tonawanda will undertake 11 tasks approved for funding, including:

- 1) Archeological Resource Analysis
- 2) Phase 2 Environmental Site Assessments
- 3) Zoning Code Updates
- 4) Generic Environmental Impact Statement
- 5) River Road Transportation Plan
- 6) Pedestrian Bridge Feasibility Analysis
- 7) Housing Needs and Market Analysis
- 8) Virtual BOA Marketing Program
- 9) Land Assemblage Recommendations
- 10) Market Pro Formas
- 11) Developer Request for Proposals
- 12) Project Financing and Packaging
- 13) Final BOA Plan

Each of these tasks will perform necessary pre-development activities to attract involvement from the private sector. These tasks set the stage by removing common hurdles and disincentives to development of former industrial areas.

Step 3 components begin with a focus on uncovering environmentally or culturally significant issues through the completion of an Archeological Resource Analysis and Environmental Site Assessments for targeted redevelopment properties. Efforts to streamline and minimize the regulatory and approval process include updates to the municipal zoning

code, and the completion of a Generic Environmental Impact Statement for the entire BOA Study Area at full build-out. Additional studies for infrastructure improvements include investigations into River Road improvements, and the feasibility of a new pedestrian bridge to connect the mainland and island. Marketing, financing and project packaging tasks will assist in identifying the most viable and ready Phase I projects to kick-off the involvement of the private sector. Finally, the completed BOA Plan will be assembled which includes all the information from Steps 2 and 3 in a cohesive package for approval by NYS DOS, culminating over four years of planning to prepare the Study Area for revitalization.

As part of a series of next steps, the City should begin to organize select staff and stakeholders to undertake critical decision making regarding implementation projects. For example, a standing committee should be established that will take the lead on the revision of the City's zoning code.

The City must continuously analyze the recommendations made within the BOA Master Plan and revise priorities for individual sites as conditions change. This will require regular staff involvement and oversight of the Plan's implementation. As part of this process, the City should highlight a handful of projects at the outset of each year to undertake and effectuate in a calculated manner.

Additionally, the City should utilize the Nomination Study in marketing and public relations efforts with residents, area investors, and other City, federal, and state agencies. Such an effort will help carry momentum forward into implementation projects, and may also provide additional opportunities for financial, technical, and public support.

Finally, after a period of approximately five years, the City should revisit the BOA Master Plan and assess its recommendations for continued relevance. The most effective planning documents are those that evolve to meet the needs of the present while retaining a core vision and achievement objectives.

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