

DOWNTOWN REVITALIZATION INITIATIVE, STRATEGIC INVESTMENT PLAN FOR THE CITY OF NORTH TONAWANDA

Western New York REDC: July 2022



City of North Tonawanda Downtown Revitalization Initiative

Local Planning Committee Members

CO-CHAIRS

AUSTIN TYLEC, MAYOR OF CITY OF NORTH TONAWANDA

PAUL BROWN, WNY REGIONAL ECONOMIC DEVELOPMENT COUNCIL

MEMBERS

AMY BERENT, PULP 716 COFFEE & COMICS

DEANNA BRENNEN, NIAGARA SMALL BUSINESS DEVELOPMENT CENTER

SUZANNE DADDIS, ROTARY CLUB

BARBARA HUGHES, WEBSTER'S BISTRO & BAR

AMY USIAK, LUMBER CITY DEVELOPMENT CORPORATION

GABRIELLE RICHARDS, THE VEGAN GROCERY STORE

BRIAN WUDYKA, NORTH TONAWANDA CLIMATE CHANGE TASK FORCE

DONNA BURGIO, NORTH TONAWANDA PROJECT PRIDE

KELLEY CULP-BURTON, KCB ARCHITECTURE

VALERIE CRONIN, CHAMBER OF COMMERCE OF THE TONAWANDAS

TOM LANG, RIVIERA THEATRE

GREGORY STEVENS, NIAGARA RIVER GREENWAY COMMISSION

AMY FISK, NIAGARA COUNTY BROWNFIELD DEVELOPMENT CORP

RICHARD ANDRES, NIAGARA COUNTY LEGISLATURE



This document was developed by the North Tonawanda Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State, NYS Homes and Community Renewal, Empire State Development, and New York State Energy and Research Development Authority. The document was prepared by the following Consulting Teams: C&S Engineers, Inc., Molly Vendura Landscape Architect, Trophy Point, Joy Kuebler Landscape Architect, The Harrison Studio, and Prospect Hill Consulting.



Table of Contents

FOREWORD	F-1
EXECUTIVE SUMMARY	ES-1
SECTION I - DOWNTOWN PROFILE & ASSESSMENT	I-1
DRI Study Area.....	I-2
Regional Context.....	I-3
Regional Economic Development Council Plan Alignment.....	I-4
Past, Recent & Ongoing Planning.....	I-4
Demographic Characteristics.....	I-8
Physical Characteristics.....	I-12
Transportation.....	I-14
Anchors within the DRI area.....	I-16
Historic and Cultural Resources.....	I-18
Recreational Resources.....	I-21
Healthy & Affordable Food Access.....	I-24
Environmental Constraints.....	I-25
Market Analysis.....	I-28
SECTION II - DOWNTOWN VISION, GOALS AND STRATEGIES	II-1
DRI Vision for Downtown North Tonawanda.....	II-2
DRI Goals and Strategies.....	II-2
SECTION III - DOWNTOWN MANAGEMENT & IMPLEMENTATION STRATEGY	III-1
Downtown Management and Implementation Strategy.....	III-2
SECTION IV - PUBLIC INVOLVEMENT	IV-1
Introduction.....	IV-2
Local Planning Committee.....	IV-2
Public Workshops.....	IV-4
Website.....	IV-5
Online Survey.....	IV-5
Office Hours.....	IV-8
Community “Chalkboards”.....	IV-8
Interactive Site Tours.....	IV-9
Downtown Entertainment Venue “Crawl”.....	IV-10
Senior Center Engagement.....	IV-10
Youth Engagement.....	IV-10
SECTION V - RECOMMENDED PROJECTS	V-1
Overview.....	V-2
Project Location Map.....	V-3
Priority Projects Summary Table.....	V-4
Project Profiles.....	V-9

Figures

List of Tables

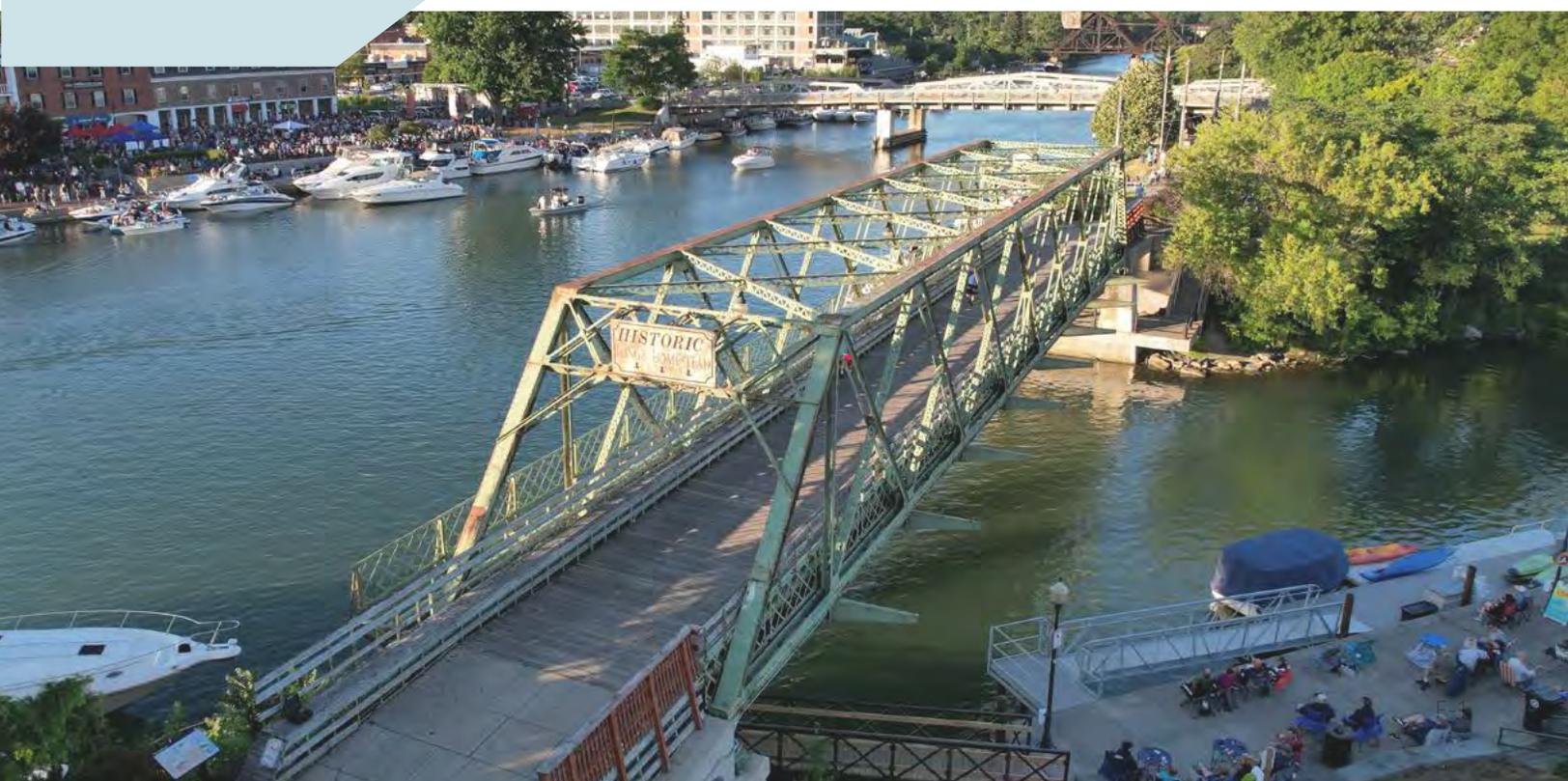
Table 1: Project Name/Description.....	ES-14
Table 2: Annual Flood Hazard.....	I-26
Table 3: Employment by Industry Sector.....	I-29
Table 4: Household and Family Size.....	I-31
Table 5: Household Type.....	I-31
Table 6: Consumer Demand with Trade Area.....	I-34
Table 7: Recommended Projects.....	III-5
Table 8: Priority Projects Table.....	V-4

List of Figures

Figure 1: DRI Round Five Map.....	F-4
Figure 2: Downtown Revitalization Initiative Area.....	ES-2
Figure 3: Downtown Revitalization Initiative Area.....	I-2
Figure 4: DRI Study Area.....	I-3
Figure 5: Regional Map.....	I-3
Figure 6: Median Age and Employment.....	I-8
Figure 7: Educational Attainment.....	I-9
Figure 8: Total Daytime Population.....	I-10
Figure 9: Median Household Income, Housing Vacancy Rate.....	I-11
Figure 10: Existing Land Use.....	I-12
Figure 11: Zoning Map.....	I-13
Figure 12: Vacant Land Map.....	I-14
Figure 13: Transportation.....	I-15
Figure 14: Historic Buildings and Districts.....	I-18
Figure 15: Remediation Sites.....	I-25
Figure 16: Shoreline Type.....	I-27
Figure 17: Wetlands.....	I-27
Figure 18: Trade Area Housing Occupancy Trends.....	I-30
Figure 19: MSA Housing Occupancy Trends.....	I-31
Figure 20: Household Income: Trade Area.....	I-32
Figure 21: Leakage/Surplus Factor by Industry Sector.....	I-33
Figure 22: Survey Responses.....	IV-5&7
Figure 23: Projects Proposed for DRI Funding.....	V-3



FOREWORD



City of North Tonawanda Downtown Revitalization Initiative

DRI 5 Foreword



Downtown Revitalization Initiative

Downtowns define our cities and regions with their energy and diversity, as well as their artistic, cultural, and historical assets. Vibrant downtowns serve as anchors and catalysts for local and regional growth, and they epitomize what we refer to as a ‘sense of place.’ These enduring qualities attract businesses, jobs, residents, and visitors and provide the critical infrastructure and diverse tax base necessary to foster broader and more inclusive growth.

Despite their tremendous value to our society and economy, downtowns suffered decades of disinvestment, economic decline, and community despair with the advent of sprawl and de-industrialization. But people and businesses are once again recognizing the tremendous value downtowns offer to residents, communities, and regions. With that renewed appreciation, many downtowns are beginning to revamp and reinvent themselves. With Governor Kathy Hochul’s leadership, there is a new era of rebirth, revitalization and redevelopment occurring throughout New York State. Communities are creatively leveraging their proud heritage, not as a whimsical look backward to a bygone era, but as a catalyst for a brighter future. And yet, obstacles remain, as does the need to accelerate and ensure equitable revitalization and build communities that are more climate resilient. This is where the DRI comes into play.

Recognizing both the potential and the challenges of our urban centers, the State launched a major new initiative in 2016: the Downtown Revitalization Initiative (DRI). The DRI effectively accelerated and expanded the revitalization of downtowns and neighborhood centers to serve as centers of activity and catalysts for investment in all ten regions of the state. The DRI represents an unprecedented and innovative “plan- then- act” strategy that couples strategic planning with immediate project implementation.

In the first five rounds of the DRI, the State committed \$600 million to invest in downtowns that are ripe for revitalization and have the potential to become magnets for redevelopment, business development, job creation,

greater economic and housing diversity, and opportunity. Each year, the Regional Economic Development Councils (REDC) select ten downtowns to receive \$10 million each. For DRI 5, each region received \$20 million, with the REDCs selecting either two \$10 million awardees or one \$20 million awardee to refine a vision and strategy for revitalization and to implement projects that show the greatest potential to improve the economic and social vitality of their downtown areas. The projects realized through DRI grant funds in turn catalyze multifold additional investments and projects, creating the momentum and progress necessary to sustain a long-term successful revitalization effort. The excitement and community pride generated by the DRI are clear and palpable.

The nineteen communities selected in DRI 5 will continue to address the impacts of COVID-19, building on recent recovery and adding resiliency to absorb future shocks. They demonstrated a clear readiness to undertake DRI as a whole community, pursue a vision and recommend project selections to make DRI investments in their communities impactful and sustainable.

The DRI also presents an opportunity to address another looming, omnipresent and global crisis: climate change. Downtowns are inherently climate friendly. Their compact, mixed use, and pedestrian/bike/transit friendly design reduces car use and dependence, thus reducing automobile greenhouse gas emissions. Due to high demand from the concentration of population and industry, downtowns provide fertile ground for the proliferation of renewable energy resources, energy efficiency and mass electrification of both buildings and vehicles; all to “decarbonize” our communities and the State. These climate benefits are helping achieve the nation leading climate goals contained in the landmark Climate Leadership and Community Protection Act of 2019 (CLCPA).

In furtherance of these goals, certain DRI projects will now be required to achieve a higher level of energy efficiency and renewable energy use. DOS has forged

City of North Tonawanda Downtown Revitalization Initiative

mutually supportive partnerships with both the New York State Energy Research and Development Authority (NYSERDA) and the New York Power Authority (NYPA) to support carbon-neutral projects and the siting of electric vehicle charging stations in downtowns, respectively. To advance the over-arching emphasis in the CLCPA on equity and climate justice, certain DRI projects will need to address housing affordability.

Downtowns are complex, multi-dimensional systems that require a highly collaborative, partnership-based form of governance. Recognizing this challenge, the DRI process integrates a combination of community-based strategic planning, inter-agency project support, inter-governmental collaboration and public/private leveraging of outside investments.

The DRI strategic planning process is led by Secretary of State Robert J. Rodriguez and facilitated by staff from the Department of State's Office of Planning, Development and Community Infrastructure, NYS Homes and Community Renewal and Empire State Development. This highly collaborative, multi-agency effort mobilizes the full complement of resources available from state agencies, tapping into their expertise, technical assistance, and project management skills as necessary. Through each DRI planning effort, a Strategic Investment Plan is developed, which sets forth a clear vision for the downtown, as well as goals and strategies to accomplish the vision and catalytic projects.

A Local Planning Committee identifies the slate of viable, transformative, and catalytic projects that show the greatest potential to contribute to overall revitalization. The most catalytic projects that are collectively transformative receive DRI funding, while the State works with the community to attract and leverage funds from other sources, both public and private, for the remaining projects.

The DRI is much more than a one-off grant. First, the projects are not selected in a vacuum; rather, they are synergistic and catalytic, working in concert with one another and contributing exponentially, not just additively, to the upward cycle of vibrancy and revitalization that the DRI sets in motion. Second, the positive momentum created by the DRI continues well after the Plan is

done and projects are awarded. The DRI process is designed to generate exponential effects that assist the community with leveraging additional public and private investments that, in turn, create a self-perpetuating cycle of revitalization. That's what sets the DRI apart from all other urban revitalization initiatives.

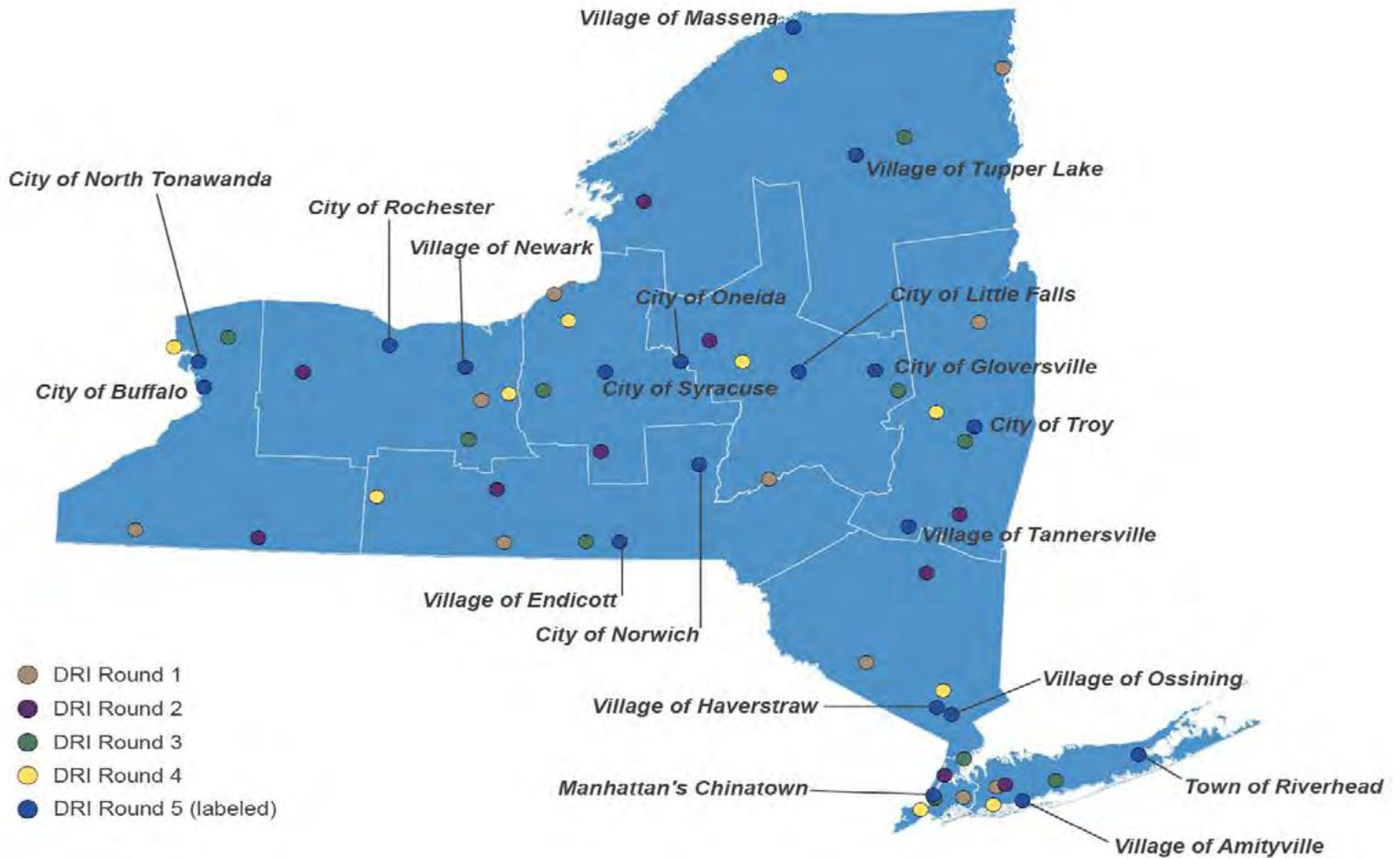
Downtowns are a place to connect, eat, shop, drink, learn, absorb, innovate, observe, and interact—a cultivator of human ingenuity and entrepreneurial spirit. They offer public gathering spaces that allow people of all ages, incomes, backgrounds, and abilities to interact safely and comfortably while appreciating the diversity of city life.

There is no cookie-cutter formula for our urban centers. Each one is unique—a different vibe, heritage, culture; a whole different story to tell if we listen carefully enough. Through its focus on placemaking, the DRI treats and respects each downtown as its own special place.

The DRI represents the crown jewel of smart growth programs in NYS. Its emphasis on the "Four E's" of Smart Growth—Economy, Equity, Environment and Energy—ensures that multiple policy goals and priorities are achieved under one integrative umbrella. The DRI is accomplishing its overarching goal of supporting local and regional economic development and quality of life. The program has proven to be remarkably adaptable, pivoting to both new and ongoing challenges, such as the COVID-19 pandemic, climate change, housing affordability, and socio-economic equity. In this respect, the DRI is even more relevant and imperative now than it was when it began six years ago. And its past, present and future provide a bright beacon light for the State's communities and regions moving forward.

City of North Tonawanda Downtown Revitalization Initiative

Figure 1



DRI communities selected in Round Five include: Troy, Tannersville (Capital Region); Gloversville, Little Falls (Mohawk Valley Region); Syracuse, Oneida (Central New York Region); Chinatown (New York City Region); Amityville, Riverhead (Long Island Region); North Tonawanda, Buffalo (Western New York Region); Haverstraw, Ossining (Mid-Hudson Region); Endicott, Norwich (Southern Tier Region); Rochester, Newark (Finger Lakes Region); and Tupper Lake, Massena (North Country Region).



EXECUTIVE SUMMARY



Executive Summary

Executive Summary

Introduction

The City of North Tonawanda has been building momentum at such a rate that the word has become their marketing slogan – NT MomeNTum. As one of Western New York’s two Round Five Downtown Revitalization Initiative (DRI) winners, the City of North Tonawanda, the community, and Local Planning Committee (LPC) prepared this Strategic Investment Plan by establishing an inventory, honing in on a vision, goals and strategies, engaging the public, and leveraging existing efforts within their downtown.

The city of North Tonawanda sits at the confluence of the Niagara River and the Erie Canal. Just 10 miles north of the City of Buffalo and 15 miles from the Canadian border, North Tonawanda is regionally positioned for success. The City hosts 828 businesses who employ a workforce of 11,000 people. Not only is North Tonawanda an economic hub for employment, the City provides exceptional opportunities for recreation along its waterfront and regional trail networks and during its numerous festivals.

In response to the DRI’s Open Call for Projects, the City’s continuing momentum was demonstrated via the submission of more than 30 projects. The Local Planning Committee evaluated these projects based on readiness, feasibility, alignment with DRI program and local goals, community support and State evaluation criteria.

The LPC recommended 23 projects to receive DRI funds across three categories:

- ◆ **Public Improvement:** Seven projects are recommended for the Public Improvement category including improving the walkability of Oliver Street; increasing the amenities at the Gateway Harbor Recreation Hub; enhancing the Carnegie Art Center; and constructing a dog park.
- ◆ **Non-Profit:** Five projects are recommended for the Non-Profit category including the expansion of the Riviera Theater into an adjacent vacant restaurant; creating a youth engagement area in the North Tonawanda History Museum; enhancing the exterior of the Railroad Museum of the Niagara Frontier; and restoring a portion of the Allan Herschell Company Complex.
- ◆ **Private Development:** Eleven projects are recommended for the Private Development category including transforming a brownfield into a sustainable office building; developing a mixed-use commercial/residential complex on vacant land; and developing a commercial prep kitchen, ice cream shop, and retail space in a soon-to-be vacant building.



Figure #2: Downtown Revitalization Initiative Area

Executive Summary

Together, these projects have a combined value of over \$27.24 million, with a total request for DRI funds of approximately \$13.24 million, resulting in an overall leverage ratio of 2.1 to 1. The projects are estimated to be completed by the end of 2026.

In addition to the projects recommended for funding, ten additional projects were identified as community priorities to be considered for future funding opportunities.

Challenges and Opportunities

Downtown North Tonawanda is poised for growth, with myriad opportunities for investment and development. But challenges remain to be addressed and several opportunities remain to be leveraged.

Challenges

- ◆ Lack of infrastructure and focused planning for Tonawanda Island
- ◆ Vacant storefronts and underutilized properties
- ◆ Limited housing options

Opportunities

- ◆ Leveraging existing historic and cultural institutions
- ◆ Space available for waterfront development
- ◆ Enhancements of public spaces and amenities along and near the Erie Canal and Niagara River
- ◆ Improvements contributing to walkability and sense of place
- ◆ Reuse of landmarks and notable buildings

The analysis of challenges and opportunities helped identify DRI projects that will leverage opportunities to overcome challenges, and improve economic and social conditions within the DRI area and throughout the community.

DRI Vision, Goals, and Strategies

A new Vision for downtown North Tonawanda was developed by the Local Planning Committee to guide the Strategic Investment Plan priorities and evaluate the slate of DRI projects. The Vision captures the community's desire to advance downtown's renaissance with new and enhanced community spaces, arts, culture, housing, and recreation. The Vision was buttressed by four Goals, each with supporting Strategies, designed with the intent of furthering North Tonawanda's positive momentum.



Executive Summary

VISION

Downtown North Tonawanda is an energetic, diverse, high quality, and unique city experience for residents and visitors. Downtown is a vibrant and welcoming mixed-use district centered on the confluence of two historic waterways, the Erie Canal, and the Niagara River. Downtown North Tonawanda is the hub for residential, commercial, employment, leisure and recreation wants and needs for the city and the region. Residents and visitors alike delight in our waterways, the beauty of our natural landscapes and the multitude of landside cultural and recreational amenities offered at this "Gateway to the Erie Canal."

In downtown North Tonawanda, on Tonawanda Island and throughout our urban waterways, we will energize, diversify, add value, and become incomparable.

Goals and Strategies

Goals help to achieve the vision for downtown North Tonawanda, while strategies represent broad-based actions that can be undertaken to achieve each goal.

Goal #1 - Energize

Support the density necessary to create excitement throughout the day and into the night with a robust mix of shopping, dining, hospitality, entertainment, and service destinations.

Strategies

- ◆ Retain existing and recruit new investment to downtown
- ◆ Help entrepreneurs develop prosperous and sustainable downtown enterprises
- ◆ Enhance downtown as a regional dining and entertainment destination
- ◆ Enhance downtown as a regional destination for arts and culture
- ◆ Add shade structures and trees and add street furniture to encourage lingering

Goal #2 - Diversify

Enhance downtown as NT's residential, hospitality, economic, and employment center, and a place that visitors will want to visit again and again and share with others by attracting an array of living, working and recreating opportunities to downtown.

Strategies

- ◆ Identify and fill niches in downtown residential, office and entertainment
- ◆ Attract regional institutions to develop downtown North Tonawanda branch and satellite offices
- ◆ Develop diverse housing for buyers and renters of all incomes and needs
- ◆ Improve connections between the waterfronts, downtown destinations, and the rest of North Tonawanda
- ◆ Ensure downtown is accessible to people of all abilities

Goal #3 - Add Value

Focus on the highest quality, efficient and climate resilient development befitting the downtown's abundant historic, cultural, recreational, and natural resources and its delightful public realm.

Strategies

- ◆ Increase project feasibility and sustainability with grants and low-interest loans for energy efficient and climate resilient retrofits
- ◆ Increase project feasibility with gap financing, construction loans, and preservation tax credits
- ◆ Projects should include green infrastructure components

Executive Summary

- ◆ Maintain and enhance a high-quality public realm
- ◆ Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, industrial, and brownfield sites

Goal #4 - Become Incomparable

Leverage downtown's unique location, culture and history at the confluence of two historic waterways to develop exceptional urban waterfront experiences.

Strategies

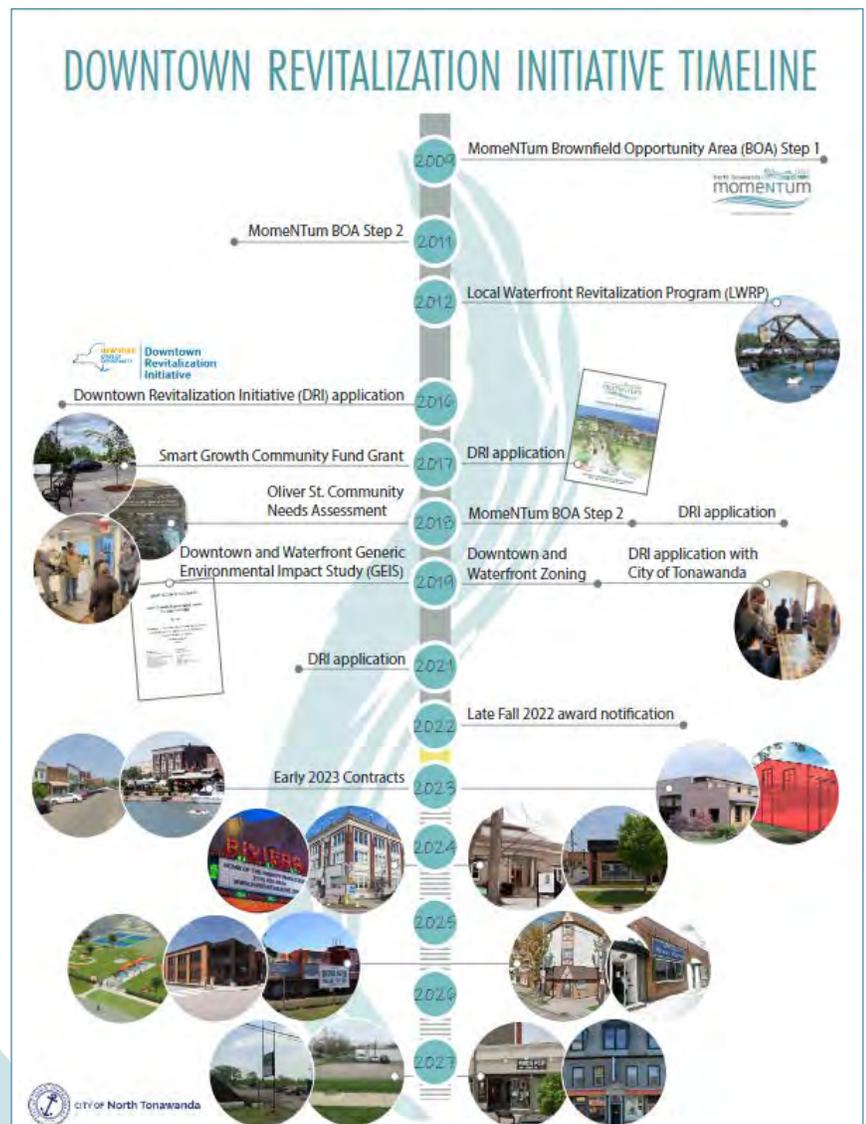
- ◆ Develop entertainment and programming for all ages on the Erie Canal and Little River
- ◆ Showcase Niagara County's agricultural bounty
- ◆ Develop Tonawanda Island consistent with North Tonawanda's heritage and culture
- ◆ Activate the public realm throughout the year
- ◆ Prioritize safety, accessibility and convenience on downtown's streets, parking areas, trails, sidewalks, and waterways.

Community Engagement

Commitment to, and from, the community is vital to achieving the objectives of the Downtown Revitalization Initiative and for the success of the projects that are ultimately selected. It was imperative to ensure that the local community had a voice in the Downtown Revitalization Initiative, so the resulting Strategic Investment Plan is truly a community project, and the downtown transformation extends to the revitalization of the entire community and the region.

Community participation was accomplished primarily through public and stakeholder meetings, workshops, and events. The consultant team used a variety of techniques to gather input to ensure a diversity of voices would be heard. The vehicles for public participation are briefly summarized below.

North Tonawanda's Downtown Revitalization Initiative builds upon more than a decade of planning and economic development.



Executive Summary

Public Workshops

Three public workshops were held during the DRI process: a kickoff meeting to gather initial input, a workshop to invite participants' feedback on proposed projects, and a final workshop to celebrate the accomplishments of the planning process and unveil the final slate of proposed projects going to New York State for final selection.

Local Planning Committee

A 17-member Local Planning Committee (LPC) was established to guide the development of the Strategic Investment Plan. The LPC was comprised of local stakeholders including elected and appointed officials, local business owners, residents, and others. The LPC was supported by agency representatives and a consultant team hired by the state. The LPC guided the DRI process, vetted the project proposals, and selected the final slate of projects. Evaluation criteria included presentations from project sponsors, State evaluation criteria, information received during the call for proposals and input from the public.

Electronic Management

DRI Materials, meeting notices, meeting recordings and other material were posted on the DRI page on the North Tonawanda MomeNTum website. Project leaders and LPC members used social media to inform the public about upcoming meetings and input opportunities. A brief DRI survey was distributed through Survey Monkey. An email roster was developed through which meeting notices and other important information was distributed.

Office Hours

With staff support, the consulting team held "office hours" while the call for projects was open. Office hours rotated between venues along the downtown's two main commercial corridors. The office hours gave project sponsors the opportunity to receive guidance as they assembled their project application packages. The office hours were widely regarded as integral to the number of complete project proposals received.

Interactive Site Tours

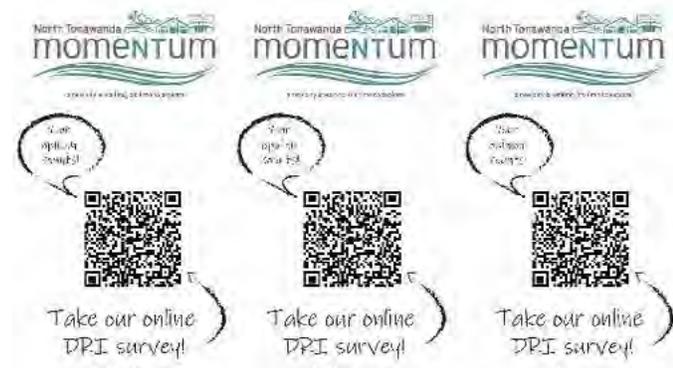
Two interactive site tours were hosted by the consulting team: a Webster Street/waterfront/Tonawanda Island tour was originally to have been a walking tour, but due to unseasonably cold weather, it became a carpool tour. An Oliver Street walking tour was held as scheduled despite continued unseasonably cold weather. Local merchants invited the group into their shops to get out of the cold and participate in the conversation.



Executive Summary

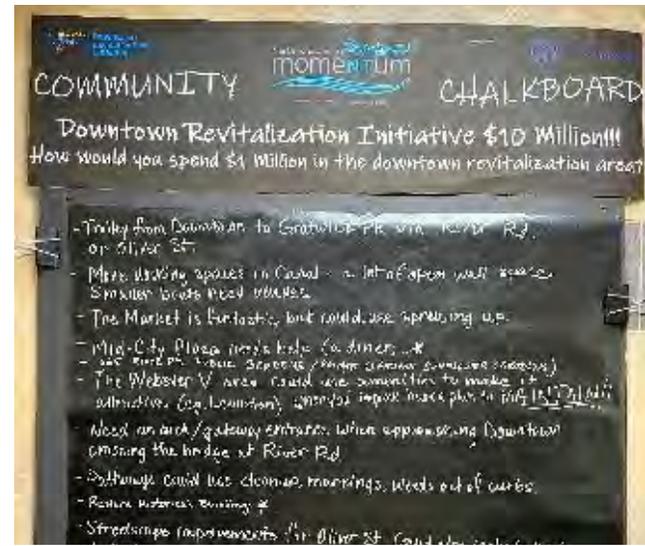
Venue Crawl

Consultant team members fanned out throughout the Webster Street/waterfront entertainment venues, restaurants, and cafes on a Thursday evening – typically NT’s “evening out” – to engage patrons and gather survey responses. The project team helped patrons fill out paper surveys or directed them to a QR code they could use to access the survey online. Patrons were engaged in conversation about the DRI and downtown revitalization in general. Participants received “I ♥ downtown revitalization” stickers.



Community Chalkboards

The consultant team developed Community Chalkboards using black butcher paper and metallic Sharpies to gather answers to the question “How would you spend \$1 million the in the DRI?” Chalkboards were placed in two grocery stores, several entertainment and retail venues, and in City Hall. The completed chalkboards debuted at workshop #1.



Youths and Seniors

The consultant team met with senior citizens at the Senior Citizens Center to gather input on how downtown can better serve them. Later on, the team gathered input on the proposed projects from government and social studies students at North Tonawanda high school.



Slate of Projects

The Local Planning Committee carefully considered the proposed projects and evaluated each based on readiness, feasibility, alignment with the DRI program and State evaluation criteria, local goals, and community support. The following slate of projects were proposed for DRI funding:

Projects



Title: Construct a Public Benefit Area at 78 Bridge Street

Cost: \$750,000

DRI Funding: \$750,000

Development of public access to the waterfront on Tonawanda Island including survey, design and construction of waterfront hardscape, greenspace, handrails, and benches for sitting to enjoy scenic views.



Title: Modernize the Carnegie Art Center Building

Cost: \$728,500

DRI Funding: \$650,000

Critical improvements to the Carnegie Arts Center's National Register-listed 1903 Carnegie Library to enhance and expand programming and generate revenue including enhancements for the building, an ADA elevator, air conditioning, and roof repairs.



Title: Implement Smart Growth 2.0

Cost: \$1,000,000

DRI Funding: \$1,000,000

Implementation of Smart Growth 2.0 will include landscaping improvements, new seating and a clock tower at Charles R. Fleischmann Park. It will also include streetscape enhancements along Webster and Main Streets, new electric car charging stations, and enhancements to the Manhattan Street including green infrastructure improvements.



Title: Establish the Commercial Property Improvement Grant Fund

Cost: \$600,000

DRI Funding: \$600,000

A New York Main Street-style program to address small scale projects and underutilized buildings. Priorities include code compliance, improved facades, new signage, roof repairs, promoting walkability, and providing space for new commercial tenants.

Projects



Title: Reinforce Gateway Harbor as a Recreation Hub

Cost: \$500,000

DRI Funding: \$500,000

Installation of public Wi-Fi, solar charging stations, technology enhancements to the Visitors Center (TV screens, iPads, wayfinding kiosk, pay kiosk), installation of new kayak storage and an ADA-compliant kayak ramp, new seating, and wayfinding signage.



Title: Improve the Walkability and Streetscape of Oliver Street

Cost: \$1,500,000

DRI Funding: \$1,500,000

The installation of improvements which will enhance the walkability of Oliver Street including: sidewalk improvements, crosswalk enhancements, bumpouts, the installation of green infrastructure, planters, garbage receptacles, seating, and pedestrian-scale lighting.



Title: Rehabilitate 230 Oliver Street into a Mixed-use Building

Cost: \$1,011,000

DRI Funding: \$250,000

Conversion of a currently vacant building into a mixed-use, six-unit property, with first floor commercial uses including a coffee shop and laundromat. Four market-rate one bedroom residential units will be installed on the second and third floors.



Title: Restore the Allan Herschell Company Complex Music Room

Cost: \$853,100

DRI Funding: \$210,000

Restoration of a portion of the Allan Herschell Company Complex, using historical photographs and a saved door and wall parts as guides.

Projects



Title: Update and Expand the Riviera Theater

Cost: \$2,550,000

DRI Funding: \$1,200,000

Modernization and expansion of the National Register-listed Riviera Theatre, a downtown anchor since 1926. This 6,000+ square-foot expansion will include ADA-compliant restrooms, a new concession area, box office, and an artists' merchandise area.



Title: Build Carruthers Dog Park

Cost: \$530,000

DRI Funding: \$530,000

Design and construction of a dog park at Carruthers Park including areas for seating, parking, shade furniture, landscaping, fencing, and small walking loops. A pickleball court will be installed to reactivate nearby underutilized tennis courts.



Title: Enhance the North Tonawanda History Museum

Cost: \$292,034

DRI Funding: \$285,000

Creation of additional storage space for the Museum, an expanded youth engagement area, in addition to technology improvements to allow for self-guided tours, interactive displays, and more customizable programming.



Title: Improve the Railroad Museum of the Niagara Frontier

Cost: \$470,000

DRI Funding: \$470,000

Improvements include new lighting, new fencing, upgrades to the parking lot and walkways to significantly enhance the visual appeal of the museum's buildings and grounds.

Projects



Title: Develop a Mixed-Use Building on Vacant Land at 122 Webster Street

Cost: \$3,400,000

DRI Funding: \$1,360,000

Development of a two-story multi-use residential/commercial complex, with five to six apartments and eight to ten first floor commercial storefronts.



Title: Upgrade the Apartment Building at 235/239 Oliver Street

Cost: \$250,000

DRI Funding: \$100,000

Upgrades to eight low-income apartment units including the installation of a new roof on 239 Oliver Street, new windows in both 235/239 Oliver, new facades for both properties, and the installation of new concrete driveways for both properties.



Title: Rebuilding 211 Main Street as a Professional Services Incubator

Cost: \$4,114,257

DRI Funding: \$549,000

Remediation of a brownfield site and the construction of an office building that will be an incubator for entrepreneurial architecture, landscape architecture, engineering and construction-related businesses seeking a collaborative work environment.



Title: Construct a New Apartment Complex at 10 Goundry Street

Cost: \$1,859,000

DRI Funding: \$525,000

Demolition of the existing structure and replacement with a two-story eight- to ten-unit residential apartment complex. Apartments will consist of one- and two-bedroom apartments, with single car garage parking.

Projects



Title: Renovate the Third Floor of 62 Webster Street Into The Clubhouse

Cost: \$459,320

DRI Funding: \$183,728

Demolition, construction and renovation of the existing facility to create an indoor golfing simulator and install additional kitchen equipment.



Title: Convert 27 Main Street Into a Multi-tenant Restaurant and Retail Space

Cost: \$3,276,568

DRI Funding: \$1,000,000

Conversion of an underutilized furniture store to a commercial prep kitchen; 1,500 SF to a seasonal ice cream shop/restaurant; and front space to seven retail spaces for rent.



Title: Provide Public Access to the Waterfront by Building the River Road River Walk

Cost: \$415,497

DRI Funding: \$156,000

Construction of a 300-foot walkway along the Niagara River at 624 River Road for public access to the Niagara River and to connect to the existing the bike trail along River Road.



Title: Rehabilitate Commercial Building at 15 Webster Street

Cost: \$820,000

DRI Funding: \$328,000

Efficiency update and property rehab for non-profit and other businesses including the installation of an elevator, façade improvements, roof repairs, window repairs, exterior lighting, and historically appropriate signage.

Projects



Title: Restore the Facade at 4 Webster Street
Cost: \$489,200
DRI Funding: \$357,100

Repair and restoration of the building façade, which would include further structural analysis and research prior to rehabilitation.



Title: Build a Garden Center at 665 River Road
Cost: \$1,216,886
DRI Funding: \$487,000

Construction of a new pole barn, office space, garden center, and a new fence to improve the visual appeal of the property and create new jobs.



Title: Reconfigure 300 Oliver Street (Witters) to Provide Outdoor Restaurant and Banquet Space
Cost: \$666,800
DRI Funding: \$250,000

Reconfiguration of the existing building, with the addition of a two-story patio and a new banquet room on the second floor.

Management and Implementation

Public Projects

The City of North Tonawanda will be responsible for the implementation of local projects. Led by Mayor Austin Tylec, North Tonawanda's Community Development Department, City Engineering Office, Department of Public Works, and the Department of Parks and Recreation, the City will build on their planning efforts during the DRI process and continue to work together to implement the identified DRI projects in Downtown North Tonawanda.

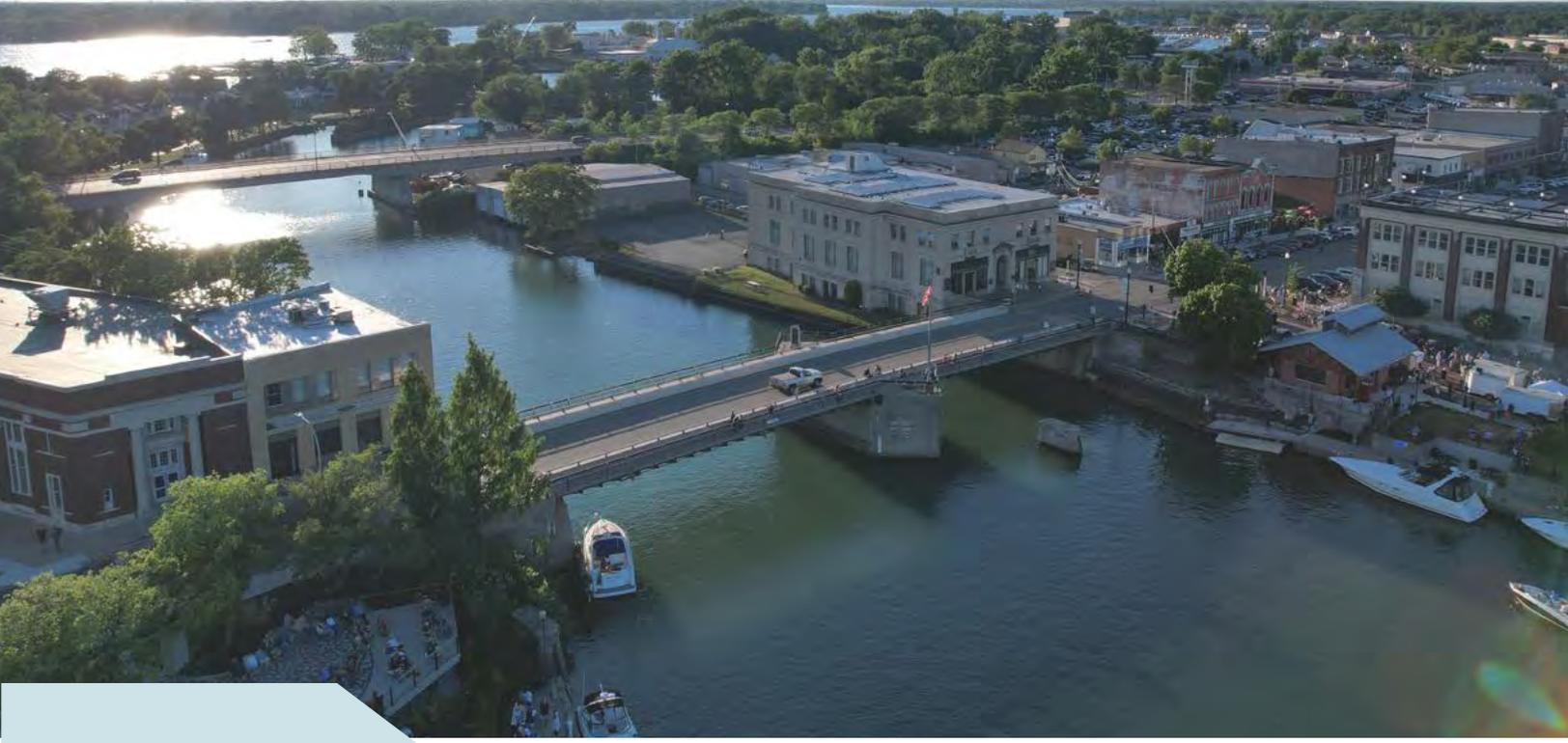
Non-Profit and Private Projects

The projects sponsored by non-profit and private entities will be implemented by the sponsor. Many of these project sponsors have a documented record of success with past projects and understand the effort necessary to implement the proposed projects. The City of North Tonawanda will assist the sponsors as needed to help the projects reach completion.

Project Name / Description

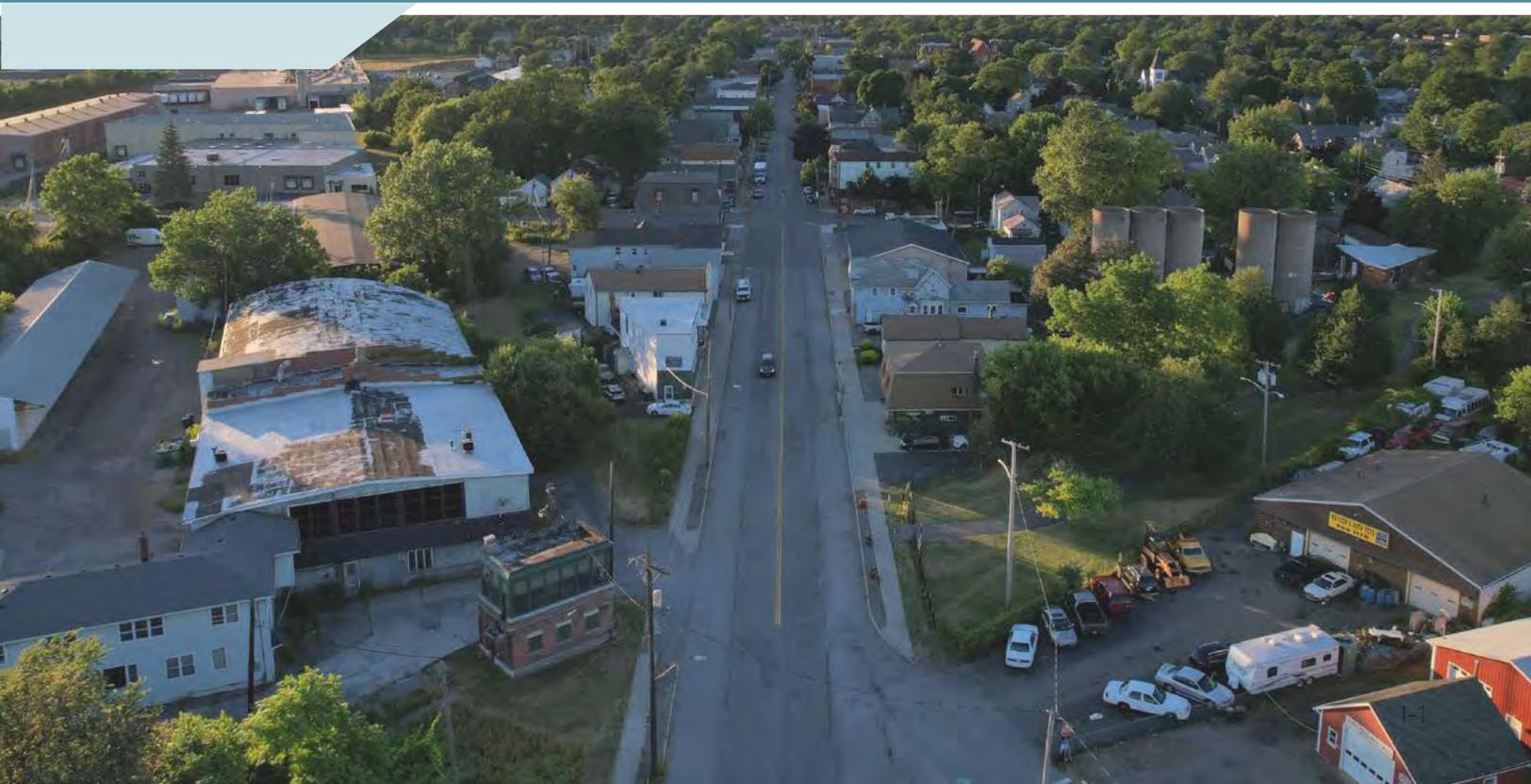
Project Name	Responsible Party	Category	Start Date	End Date
Construct a Public Benefit Area at 78 Bridge Street	City of North Tonawanda	Public	Summer 2023	Summer 2025
Modernize the Carnegie Art Center Building	City of North Tonawanda and Carnegie Arts Center	Public	Summer 2023	Fall 2024
Implement Smart Growth 2.0	City of North Tonawanda and Downtown Merchants Association	Public	Summer 2023	Fall 2025
Establish the Commercial Property Improvement Grant Program	City of North Tonawanda, Downtown Merchants Association, Oliver Street Merchants Association, and Chamber of Commerce	Public	Summer 2023	Fall 2025
Reinforce Gateway Harbor as a Recreation Hub	City of North Tonawanda	Public	Summer 2023	Fall 2024
Improve the Walkability and Streetscape of Oliver Street	City of North Tonawanda and Oliver Street Merchants Association	Public	Summer 2023	Summer 2025
Rehabilitate 230 Oliver Street Into a Mixed-use Building	Vanderbilt Development Team and Lumber City Development	Private	Summer 2023	Fall 2024
Restore the Allan Herschell Company Complex Music Room	Herschel Carousel Museum	Non-Profit	Summer 2023	Summer 2025
Update and Expand the Riviera Theatre	Riviera Theater	Non-Profit	Summer 2023	Fall 2024
Build Carruthers Dog Park	City of North Tonawanda	Public	Summer 2023	Fall 2024
Enhance the North Tonawanda History Museum	NT History Museum	Non-Profit	Summer 2023	Fall 2024
Improve the Railroad Museum of the Niagara Frontier	Railroad Museum of the Niagara Frontier	Non-Profit	Summer 2023	Fall 2024
Develop a Mixed-Use Building on Vacant Land at 122 Webster Street	Kevin and Lisa Hughes and Lumber City Development	Private	Summer 2023	Fall 2024
Upgrade the Apartment Building at 235/239 Oliver Street	Michael Attea, Power Play Partners LLC., and Lumber City Development	Private	Summer 2023	Fall 2024
Rebuild 211 Main Street as a Professional Services Incubator	KCB Architecture and Lumber City Development	Private	Summer 2023	Fall 2024
Construct a New Apartment Complex at 10 Goundry Street	Barbara Hughes and Lumber City Development	Private	Summer 2023	Fall 2024
Renovate the Third Floor of 62 Webster Street Into The Clubhouse	Matt and Catherine Schwandt and Lumber City Development	Private	Summer 2023	Fall 2024
Convert 27 Main Street into a Multi-tenant Restaurant and Retail Space	Sunshine 5449 Holdings LLC., and Lumber City Development	Private	Summer 2023	Fall 2024
Provide Public Access to the Waterfront by Building the River Road River Walk	VisoneCo Site Development, LLC., and City of North Tonawanda	Private	Summer 2023	Summer 2024
Rehabilitate Commercial Building at 15 Webster Street	M Property Holdings and Lumber City Development	Private	Summer 2023	Fall 2024
Restore the Facade at 4 Webster Street	Suzuki Strings and Lumber City Development	Private	Summer 2023	Summer 2025
Build a Garden Center at 665 River Road	John Krantz and Lumber City Development	Private	Summer 2023	Summer 2025
Reconfigure 300 Oliver Street (Witters) to Provide Outdoor Restaurant and Banquet Space	Josh Ramos and Lumber City Development	Private	Summer 2023	Fall 2024

Table #1



SECTION I

Downtown Profile and Assessment



Section I: Downtown Profile and Assessment

DRI Study Area

The City of North Tonawanda – ‘NT’ to its citizens and stakeholders – was announced as one of the two Western New York (WNY) winners of Round 5 of the New York State Downtown Revitalization Initiative (DRI). The DRI was created to transform the economies of New York State’s downtowns. The DRI is a community-driven process, with the overall goal of boosting downtown revitalization and creating and retaining businesses, jobs, and economic and housing diversity. As a DRI community, the City of North Tonawanda is positioned to advance specific goals that will be beneficial to the local and regional economy.

North Tonawanda DRI Boundary

The North Tonawanda DRI Area encompasses 592 acres. The Area includes the city’s traditional commercial corridors on Webster and Oliver Streets, and the Gateway Harbor of the Tonawandas where the Niagara River and Erie Canal meet. The DRI Area also encompasses Tonawanda Island, an 80-acre place with rich history and vast potential for redevelopment.

This waterfront area has experienced an immense amount of growth within the last decade and has developed as a walkable mixed-use district with housing, restaurants, shops, and galleries.

The DRI area is bounded to the north by Raymond Klimek Veterans Park, to the west by the Niagara River, to the south by the Erie Canal, and to the east by Vandervoort Street, Payne Avenue, and Oliver Street.



Figure #3: Downtown Revitalization Initiative Area

Section I: Downtown Profile and Assessment

Regional Context

The city of North Tonawanda is 15 square miles in size and located in the southwest corner of Niagara County, directly north of the Erie County line. The city is 10 miles north from the city of Buffalo and is just under 15 miles south of the Canadian border. North Tonawanda is located directly north of the city and town of Tonawanda (located in Erie County), separated by the western terminus of the Erie Canal. The city is also bound by the Town of Amherst, Town of Grand Island and Town of Wheatland. The city of North Tonawanda is located on the east shore of the Niagara River, southeast of Niagara Falls.

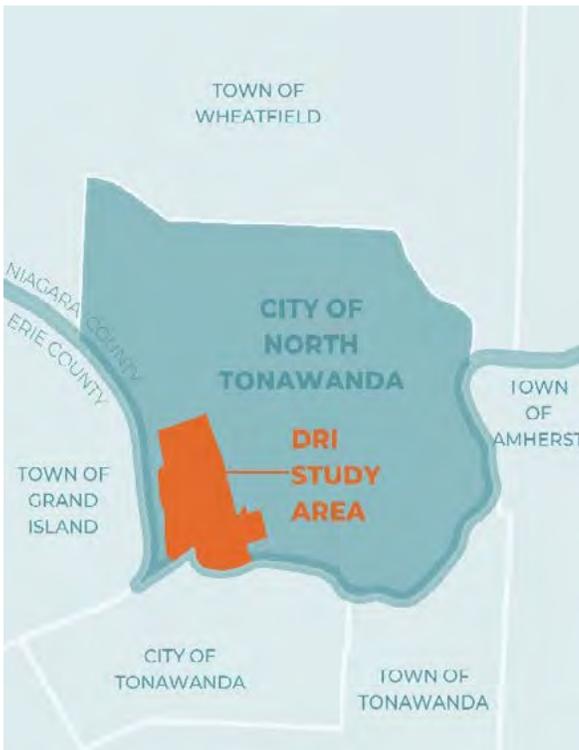


Figure #4: DRI Study Area



Figure #5: Regional Map

Section I: Downtown Profile and Assessment

Regional Economic Development Council Plan Alignment

By selecting the City of North Tonawanda as a DRI awardee, the Western New York Regional Economic Development Council (WNY REDC) recognized the previous efforts of the City as well as the vast potential of its Downtown. In its 2011 WNY Regional Economic Development Strategic Plan, the WNY REDC put forward strategic goals for regional investment. Local priorities within North Tonawanda's Downtown align with the following 2021 WNY REDC goals:

Implement Smart Growth – Invest in infrastructure based on smart growth principles, invest in downtowns, villages, neighborhoods and brownfields as well as protect water resources, waterfront, and habitats.

The City of North Tonawanda has made numerous efforts to implement smart growth principals in their Downtown. The City recently completed Smart Growth Phase I, a \$2.5 million award funded by New York State in 2017 for major improvements to downtown spaces to make them more accessible, attractive, and walkable. Projects included placemaking enhancements, Gateway Harbor Park improvements, Main Street streetscape enhancements, and investment in the YWCA of the Niagara Frontier. The City of North Tonawanda also recently completed a NYS Brownfield Opportunity Area Nomination Study which identified brownfield reuse throughout the community and assisted with updating the city's zoning code, providing incentives for development along the waterfront and within the Downtown.

Tradable Sectors: Tourism – Facilitate growth of quality tourism products.

The City of North Tonawanda has made a number of significant investments that assist with stimulating tourism and maintaining existing tourism attractions including:

- ◆ Investments into Gateway Harbor Park long the waterfront
- ◆ Empire State Trail bicycle path connection
- ◆ Facilitation of a microenterprise business assistance program
- ◆ Installation of the Erie Canal Kayak Launches
- ◆ A New York Main Street Technical Assistance Grant for the Riviera Theatre
- ◆ Community Development Block Grant assistance for the Carnegie Art Center for accessibility improvements
- ◆ Design and Construction of the River Road Bicycle Path

The numerous projects within the public and private sector show the City has a continued strong focus on maintaining and working with existing business owners to assist with tourism efforts as well as making public improvements to help move visitors throughout the downtown and along the waterfront.

Foster a Culture of Entrepreneurship – Through its economic development arm, Lumber City Development Corp., the City of North Tonawanda provides incentives and support to new and expanding businesses. These include low-interest financing for eligible businesses for fixed assets, inventory, and working capital. Technical assistance and business location assistance are also offered. In partnership with Niagara County, other incentives available to eligible businesses locating in North Tonawanda include property tax abatements, payment-in-lieu-of-taxes programs (PILOT), micro-enterprise lending for small or start-up businesses, brownfield clean-up revolving loan funding, and Empower Niagara energy incentives.

Past, Recent & Ongoing Planning

While public and private investment has slowly built momentum within recent years, the City of North Tonawanda has been hard at work planning and preparing for a significant opportunity to grow the community. The planning that has taken place identified a wealth of development potential in the City and the plans were developed with the support and involvement of a broad coalition of local stakeholders, residents, and community groups. The result is a community well-prepared and ready to implement its goals.

In the past ten years, the City of North Tonawanda has completed four significant plans and programs, each of which informs the DRI process. These state-funded plans are a significant expression of New York State's commitment to a sustainable future in North Tonawanda.

Section I: Downtown Profile and Assessment

City of North Tonawanda Brownfield Opportunity Area (NT MomeNTum Plan)

The NT MomeNTum Plan was created using an NYSDOS BOA Step 3 Grant to provide new opportunities for the community to live, work and play in a city that is rich with character and culture. The NT MomeNTum Plan expresses a vision that will create a resurgence that extends downtown and on the waterfront. The implementation of the City's redevelopment plans will ensure that North Tonawanda becomes a center for commerce and a destination that residents and visitors can enjoy.

The NT MomeNTum Plan was developed as a comprehensive revitalization plan and implementation strategy that reflects North Tonawanda's unique history, assets, and location along the Niagara River and the Erie Canal. The heart of the Step 3 Implementation Strategy is the graphic BOA Plan, which identifies 34 projects, divided into three phases over a period of 25 years. Several of the ideas presented in the graphic plan have already moved toward implementation, others such as 211 Main Street and residential developments, and public realm improvements are in progress. With a distinct overlap of the BOA and DRI boundaries, many of the ideas and plans generated during the BOA program are reflected in DRI planning and align with the DRI Vision, Goals and Strategies. The MomeNTum Plan is the overall guiding document for downtown revitalization in North Tonawanda. Its vision was the basis for the development of the DRI vision and the four DRI guiding principles: energize, diversify, add value, and become incomparable.

The BOA Plan identified ten principles and supporting strategic objectives to help guide decisions and future investments within its study area. These principles and objectives are:

- ◆ Make The Waterfront A Destination – It is recommended that the City continue move forward with efforts to promote economic development along the Erie Canal, River Road and Tonawanda Island.
- ◆ Offer A Dynamic Urban Experience – The City must set forth a design philosophy that instills a sense of pride in the community and translates to high quality streetscapes, public spaces, and new development projects.
- ◆ Promote Diversity in Land Use – The real benefit of having a variety of land uses is associated with creating a 24-hour city that supports the local tax base, provides jobs to residents, welcomes and responds to visitor needs, fosters small business development and provides options for residential living.
- ◆ Identify New Uses for Infrastructure – The existing infrastructure within the BOA study area should be viewed as an opportunity, not a hindrance for redevelopment.
- ◆ Celebrate Our History and Culture – North Tonawanda needs to celebrate its history and the cultural resources it offers to ensure that those assets that are “uniquely” ours are shared with others.
- ◆ Design For People, Not Just Cars – A provision associated with creating successful urban and waterfront environments is the creation of high-quality access and experiences within the public realm.
- ◆ Advance Environmental Clean-Up – The overarching purpose of the study is to further the clean-up of contaminated, blighted, and underutilized sites in the BOA study area to better position them for future redevelopment and enhancement.
- ◆ Work Collectively and Cooperatively – The City will spearhead the creation of broad partnerships and collaborative agreements to bring a wide range of parties together, including state agencies, regional organizations, local property owners, local business owners, prospective investors and residents.
- ◆ Identify Projects That Build Momentum – Small projects can and should be completed quickly to show progress towards the next set of goals and maintain momentum in the quest to redevelop the BOA and City of North Tonawanda.
- ◆ Define And Market a Unique Identity – The identity and brand developed for the BOA and the City must address strongly-held community values, while also projecting a vision of the future. Once a brand is identified, marketing the BOA must be multi-faceted, targeting potential new businesses and developments through available monetary incentives.

Section I: Downtown Profile and Assessment

City of North Tonawanda Local Waterfront Revitalization Program

In 2013, the City of North Tonawanda completed an update of its Local Waterfront Revitalization Program (LWRP). The LWRP intended to capitalize on the city's waterfront assets, while also preserving and protecting waterfront resources for future generations. The LWRP includes ten overarching goals that provide a framework for recommended projects, future land uses, and policies. They are:

- ◆ Identify strategies for addressing land use conflicts between water-dependent, water-enhanced, and waterside uses.
- ◆ Improve public access to all waterfronts, including the Erie Canal, Niagara River, and Little River.
- ◆ Continue to work with the Town and City of Tonawanda, as well as the Erie Canal Corporation, to promote the canal as a resource and destination.
- ◆ Mitigate impacts of railroads, highways and abandoned infrastructure as it relates to waterfront access and waterway usage.
- ◆ Promote an appropriate balance of private versus public waterfront infrastructure (e.g. docks, launches, boathouses, etc.).
- ◆ Enhance and expand the use of public parklands along the shoreline.
- ◆ Identify and understand the opportunities and limitations associated with the use of Tonawanda Harbor and Gateway Harbor of the Tonawandas.
- ◆ Ensure the sound management and protection of the shoreline, including land and waterside habitats, and the waterbodies themselves.
- ◆ Identify projects for the LWRP area that will stimulate economic development and tourism for the City, while also providing expanded opportunities for local citizens.
- ◆ Ensure new development opportunities do not adversely impact existing natural resources.

As with the BOA, the LWRP and DRI boundaries correspond in many places so the ideas and plans generated during the LWRP can readily be implemented throughout the DRI area. Similarly, they dovetail with the MomeNTum Plan and NYS Regional Economic Development Plan. These goals support the DRI goals and strategies and guide redevelopment of the DRI area as a vibrant and connected historic waterfront downtown.

Oliver Street Community Needs Assessment

Over the past four decades, Oliver Street has declined from a thriving business and economic hub into an underutilized and blighted corridor. To reverse this trend, the City of North Tonawanda completed a Community Needs Assessment (CNA), with the ultimate goal of revitalizing Oliver Street and facilitating its transformation into a vibrant commercial corridor. CNA implementation through the efforts of the Oliver Street Merchants Association, the Lumber City Development Corporation, North Tonawanda Project Pride, and recent investment projects will build off this momentum. Following analysis of the corridor and solicitation of public feedback, the needs assessment identified Oliver Street's needs and limitations and recommended implementation strategies. These strategies have the potential to cultivate and sustain revitalization along the Oliver Street corridor and throughout the surrounding neighborhoods.

The CNA concluded that both commercial and residential uses would be well suited for the revitalization of the area. Additionally, the CNA identified four broad categories of recommendations to advance the redevelopment concepts.

Section I: Downtown Profile and Assessment

The four categories are:

- ◆ Community Character – Enhance the character and public realm along the Oliver Street corridor.
- ◆ Commercial Development – Encourage and incentivize new development, while retaining existing retail and services.
- ◆ Residential Growth – Provide housing options that retain existing and attract new residents to the neighborhood.
- ◆ Quality of Life – Ensure essential goods, services, and programs are readily available to all residents.

These categories serve as umbrellas for specific goals and implementation strategies—serving as inspiration guiding public realm and private development along the Oliver Street mixed-use corridor. As Oliver Street evolves, the plan’s guiding principles will help protect Oliver Street’s unique character and its importance as an element of the DRI.

City of North Tonawanda Downtown Parking Analysis

The Downtown Parking Analysis was performed to understand the current parking situation in downtown North Tonawanda and provide information that may be used to better plan for future development in the area. The study included the classification and evaluation of all parking areas in the downtown area.

The findings from this study show that the current parking capacity is adequate for the downtown area, and there are opportunities for the City to make parking downtown more efficient. The study identifies parking corridors in the downtown area that are consistently significantly busier than other parking areas and recommends promoting development in areas where there is more available parking to put less of a strain on the more busy parking areas. Other recommendations include signage improvements; providing additional parking lots; forming partnerships or agreements with some of the establishments that are not open during the busier parking times and have parking capacity; and making the area more pedestrian friendly.

Downtown walkability, wayfinding and public realm improvements were identified for action through the NYS-funded Smart Growth Community Fund project in the Webster Street/Main Street/waterfront area. Public realm improvements included walkability features including crosswalks, sidewalk ramps, bumpouts, wayfinding elements, landscaping and an improved walkway between Webster Street and the Manhattan Street Parking Lot. Although the parking study addressed the Webster Street and its surrounding area parking situation, its recommendations are easily transferred to Oliver Street, which lacks off-street public parking capacity and will experience more parking pressure as the area develops.

Planning & Development Organizations

Lumber City Development Corporation (LCDC)

Lumber City Development Corp. is an economic development corporation focused on revitalizing the North Tonawanda community through various programs, projects, and activities. The LCDC works to strengthen and expand existing businesses, encourage entrepreneurship, and bring new business into North Tonawanda to advance development, create jobs, and increase the property tax base, while at the same time preserving city neighborhoods.

The LCDC’s mission is to undertake planning and implementation of programs, projects, and activities designed to create or stimulate economic and community development in the City of North Tonawanda and to reduce the burden of government by:

- ◆ Creating employment opportunities for City of North Tonawanda residents, particularly those employment positions that pay a living wage, offer health insurance, retirement, and other employee benefits, and provide skills training
- ◆ Increasing the property tax base

Section I: Downtown Profile and Assessment

- ◆ Increasing sales tax revenue
- ◆ Encouraging and fostering entrepreneurship
- ◆ Strengthening and expanding existing businesses
- ◆ Bringing new businesses into the city
- ◆ Revitalizing downtown and other commercial shopping areas
- ◆ Stimulating tourism growth
- ◆ Encouraging the environmental remediation and reuse of contaminated property
- ◆ Promoting the development of land use policies designed to encourage development and preserve city neighborhoods
- ◆ Encouraging and supporting the development and maintenance of municipal infrastructure, recreational facilities, and other public facilities and services that support businesses and residential neighborhoods
- ◆ Undertaking any other activities that affect the general purposes of the Corporation

Demographic Characteristics

Socio-economic characteristics within the DRI area and North Tonawanda community as a whole can also be compared with county, regional, and/or state characteristics to better understand local conditions. All data utilized below was sourced from ESRI Business Analyst.

Population and Trends

According to 2020 Census Data, the North Tonawanda DRI area has 2,192 residents, representing 7% of City of North Tonawanda's total population of 30,218.

North Tonawanda's population has been steadily decreasing since 2010 (-4.5% in 2020). This is higher compared to Niagara County's total population decline of -2.2% since 2010.

Age

The median age in the DRI area (40.7) is lower than the median age in the city as whole (44.6) as well as Niagara County (44.2). The median age has increased in all three areas compared to 2010 median ages.

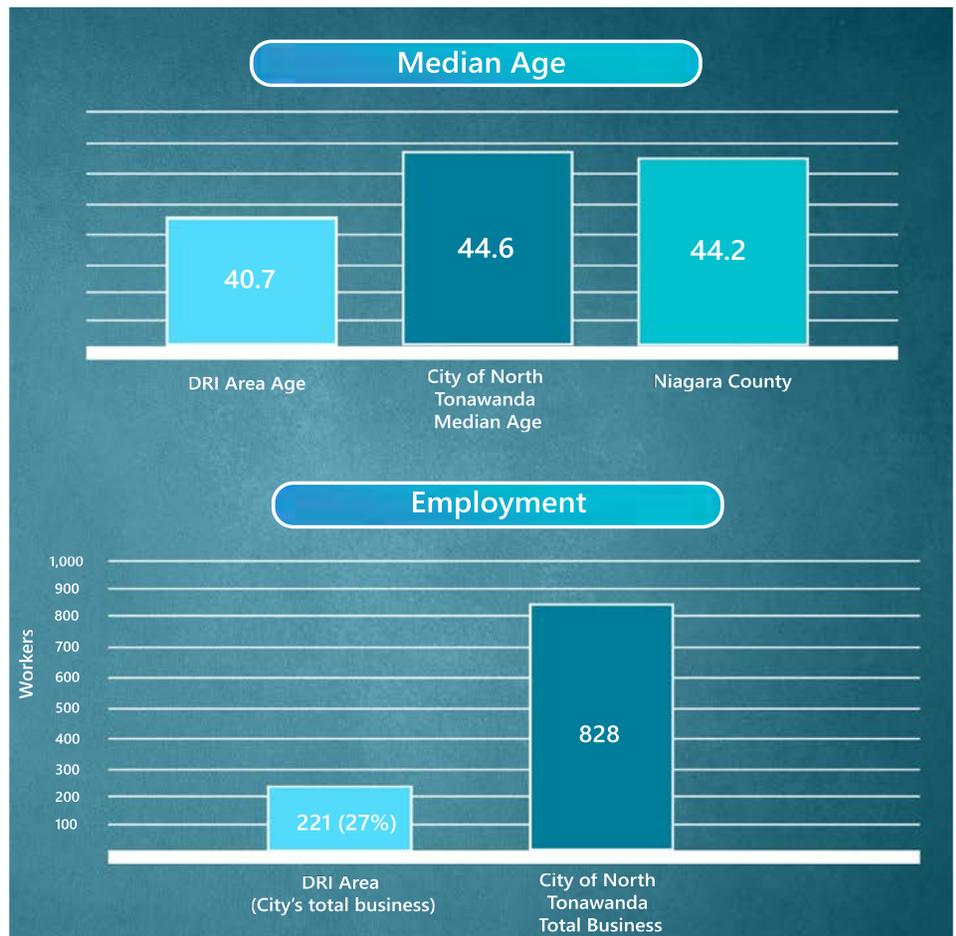


Figure #6: Median Age and Employment

Section I: Downtown Profile and Assessment

Education

The overwhelming majority of residents of the DRI area, North Tonawanda and Niagara County, as a whole, over age 25 completed their secondary education—receiving either a high school diploma, GED, or other alternative certificate. Among DRI area residents, 93% completed their secondary education, while 40% did not pursue additional education. In North Tonawanda, just under 93% completed their secondary education, with 34% not pursuing additional education. In Niagara County as a whole, 92% completed secondary education with 33% holding just the high school diploma or other credential. Almost a quarter of DRI area residents (23.3%) completed some college but did not receive a degree. That is higher than North Tonawanda residents (19.6%) and Niagara County residents (19.3%). DRI area residents lag somewhat in educational attainment in terms of completing post-secondary degrees as compared with North Tonawanda and Niagara County residents. Among DRI area residents 29% completed an associate's degree or higher, 16% completed a bachelor's degree and almost 10% went on to receive as graduate or professional degree. Among North Tonawanda residents, 40% completed an associate's degree or higher, 13% completed a bachelor's degree and almost 6% went on to receive as graduate or professional degree. Among Niagara County residents, just under 40% completed an associate's degree or higher, 15% completed a bachelor's degree, and 11% went on to receive as graduate or professional degree.

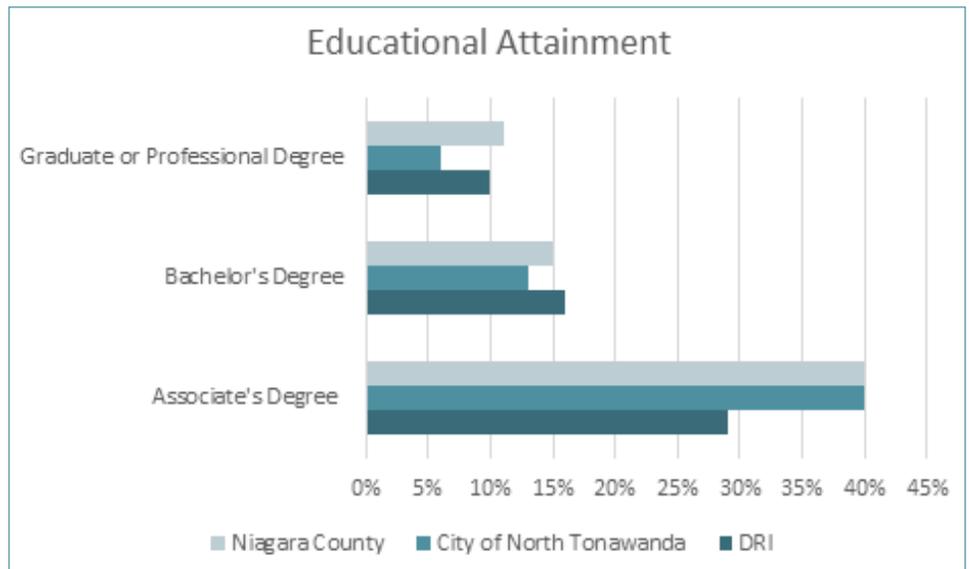


Figure #7: Educational Attainment

Race and Hispanic or Latino Origin

The DRI area, City of North Tonawanda and Niagara County all have majority white populations. In the DRI area, 93% of the population report they are White alone, 1.3% are Black alone, 0.8% are American Indian alone, 0.9% are Asian alone, 1.0% are some other race alone, and 3.0% are two or more races. There are no Pacific Islanders in the DRI area. In North Tonawanda, a similar pattern emerges with 93.0% reporting they are White alone, 1.0% are Black alone, 0.4% are American Indian alone, 1.0% are Asian alone, 0.1% are Pacific Islander alone, 0.5% some other race alone, and 2.0% are two or more races. Niagara County is more diverse than the DRI area and North Tonawanda, with 86.3% reporting they are White alone, 7.5% Black alone, 1.1% American Indian Alone, 1.2% Asian alone, 0.8% some other race alone and 3.1% two or more races. There are no Pacific Islanders in Niagara County.

The US Census defines Hispanic or Latino origin as persons who are Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race. In the DRI area, North Tonawanda, and Niagara County more than 96% of the populations are not of Hispanic or Latino origin with. In the DRI area 3.9% report they are of Hispanic of Latino origin, the highest proportion of Hispanic or Latino origin as compared with North Tonawanda (3.7%) and Niagara County (3.0%).

ESRI computes what it calls a "Diversity Index." The Diversity Index represents the likelihood that two persons chosen at random will belong to different races or ethnic groups. Predictably, these are quite low for the comparison areas. In the DRI area, it is 20.0, meaning there is a 20% chance that any two randomly chosen people will belong to different races

Section I: Downtown Profile and Assessment

or ethnic groups. North Tonawanda's Diversity Index is 14.9, and in Niagara County it is 30.3.

Employment

The total daytime population of the DRI area is 2,532. 1,252 of the daytime population (49%) are residents and 1,280 (51%) are commuters into the area to work at any one of the DRI's 221 businesses. The DRI area businesses account for 27% of total businesses in the City of North Tonawanda. According to the New York State Department of Labor local area unemployment statistics, the unemployment rate from June of 2022 for the City of North Tonawanda was 3.6%. Prior to the COVID-19 Pandemic, in March 2020, the unemployment rate was 5.5%. In Niagara County, the unemployment rate was 6.5% in March 2020 and 3.7% in June 2022. Among the DRI residents in the workforce, 53% are employed in white-collar occupations such as management, professional occupations, sales and administrative support. In the city of North Tonawanda, 63% of the workforce is engaged in white collar occupations and, in Niagara County, 61% of the workforce is in white collar positions. Service occupations employ 16% of the DRI workforce, 14% of the North Tonawanda workforce, and 16% of the Niagara County workforce. Blue collar occupations such as construction, installation and repair, production and transportation/material moving employ 32% of the DRI area workforce and 23% of the workforce in both North Tonawanda and Niagara County.

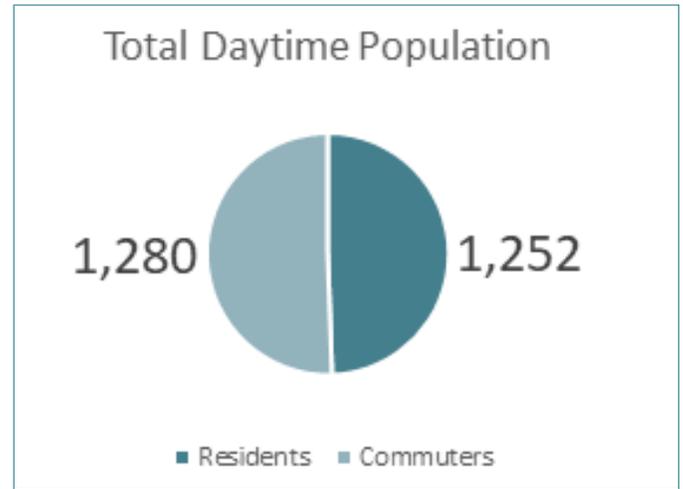


Figure #8: Total Daytime Population

Commuting / Journey to Work, and Car Ownership

Lack of a vehicle presents a serious problem in an area with limited public transportation (refer to Public Transportation section on the following pages). In the DRI area, 2% of owner occupied households and 36% of renting households have no vehicle, while 44% of owning households and 40% of renting households have a single vehicle. Households with two vehicles are 38% (owner occupied) and 23% (renter occupied) respectively. Households without vehicles in the DRI area (256) have limited transportation options. The least expensive rideshare in North Tonawanda is Lyft. Lyft service fees begin at \$5.74, according to [Uphail.com](https://www.uptail.com) a ridesharing aggregator. This is more than twice the NFTA bus fare (\$2). There are no taxi service companies located in North Tonawanda, although there is one (WEGO Transportation) just outside of North Tonawanda on Fritz Road in Wheatfield.

In the City of North Tonawanda and Niagara County, as a whole, there is a similar disparity in vehicle availability for owning as opposed to renting households. In North Tonawanda, 3% of owning households and 26% of renting households do not have a vehicle. These proportions are identical in Niagara County. Most (87%) DRI area commuters arrive to their workplace by car, 81% drive alone, and 6% carpool. Public transportation is used by 2% of commuters, 6% walk to work, and 5% work at home. These proportions are very similar in North Tonawanda and Niagara County, although in Niagara County, 83% drive alone and 7% carpool, 1% use public transportation.

DRI area workers, overall, have shorter commutes than their peers in North Tonawanda and Niagara County. More than half (52%) of DRI area workers have a commute of less than 20 minutes and another 30% commute 20-29 minutes. Among the 19% who commute more than half an hour, just 2% commute an hour or more. In North Tonawanda, 45% of its workers commute less than 20 minutes and 32% commute 20-29 minutes. In Niagara County, 45% of its workforce commute less than 20 minutes and 23% commute 20-29 minutes.

Section I: Downtown Profile and Assessment

Income

The median household income within the DRI area is \$33,004. This is more than \$24,000 lower than that of North Tonawanda, which is \$57,227. The Niagara County median household income is only slightly lower than that of the City (\$56,081). All three areas have a median household income that is lower than the New York State median household income of \$71,117.

Household Size

The average household size within the DRI area is 1.8 people. This is lower than the average household size of North Tonawanda (2.2). Both are lower than Niagara County (2.3) and New York State (2.6).

Home Ownership and Renting

There are significantly more renter-occupied housing units in the DRI area (52%) than elsewhere in the City of North Tonawanda and Niagara County. In the City of North Tonawanda and Niagara County, the proportion of renter-occupied housing units about half that of the DRI area, 26% and 29% respectively.

Home ownership rates in Niagara County and the City of North Tonawanda are both 64%. The DRI area has a much lower home ownership rate of 33%.

Housing Vacancy

The DRI area has the highest percentage (15% or 215) of vacant housing units. The number of vacant houses in the City of North Tonawanda is half that at 7.5%. Niagara County's vacant housing stock is in the middle of the two at 10%.

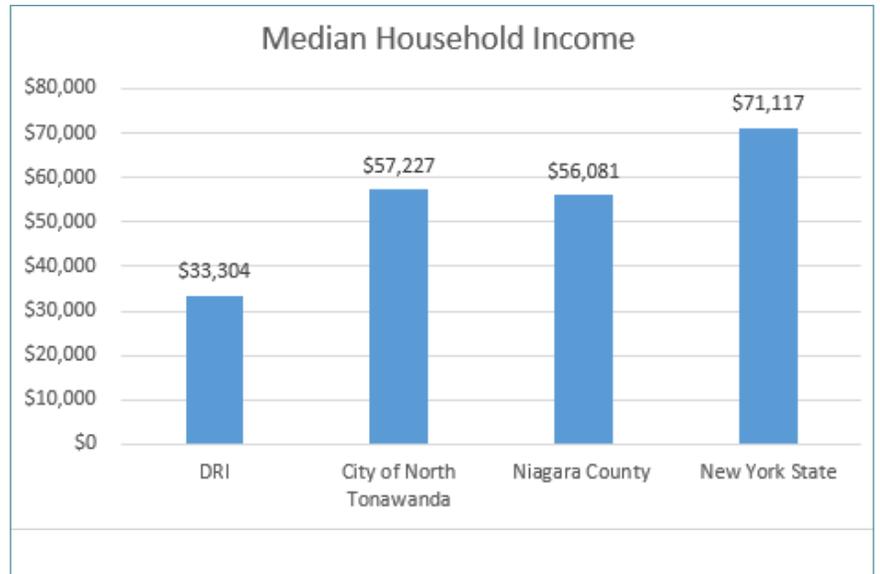
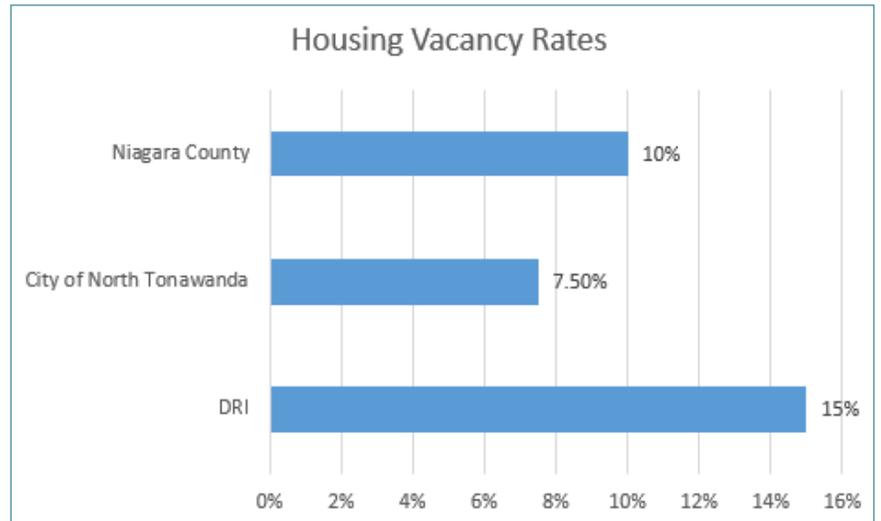


Figure #9: Median Household Income and Housing Vacancy Rates



Section I: Downtown Profile and Assessment

Physical Characteristics

Land Use

Land use within the DRI area is primarily commercial (23.1% of parcels). The commercial uses within the DRI area include restaurants, cafes, retail and services. These commercial uses contribute to the city's walkability and sense of place within its traditional downtown core. Commercial uses are highly concentrated along North Tonawanda's waterfront including Sweeney, Webster, Manhattan, and Oliver streets as well as along River Road.

The second highest land use within the DRI area is recreation and entertainment (16.8%) which is concentrated on Tonawanda Island and along River Road. These include properties such as the City's Marinas, the Riviera Theatre, Park Athletic Club, and the Rainbow Rink Skating & Entertainment Center.

Other notable land uses within DRI area include vacant land (13.5%), industrial (11.2%), and single-family residential (10.3%).

With a significant amount of vacant land in the DRI area (53.55 acres), the City of North Tonawanda is able to provide additional opportunities for new development that could assist with the revitalization of the downtown.

Zoning

The City of North Tonawanda's Zoning Code was recently updated to align with the Comprehensive Plan and Brownfield Opportunity Area Nomination Study and includes 11 zoning districts. Eight of those districts are within the DRI area with the largest area being the Waterfront District (34.1% of land). The Waterfront District includes Tonawanda Island and land that falls between the Niagara River and River Road but does not include the land along the Erie Canal. Other major districts include Industrial (21.9%) and General Residence, which consists of one- or two-family homes (13.1%).

Listed below are the zoning goals for the districts within the DRI area.

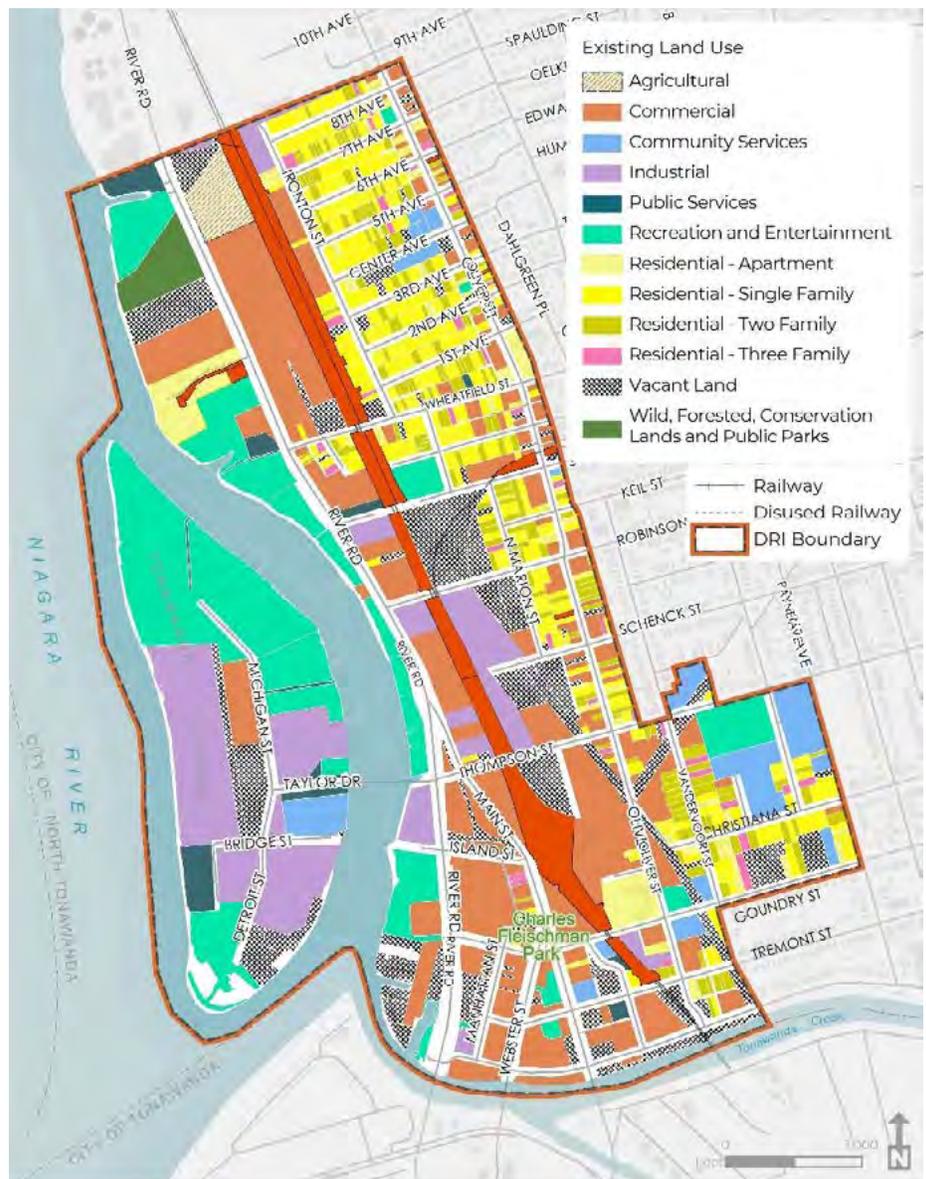


Figure #10: Existing Land Use

Section I: Downtown Profile and Assessment

Neighborhood Business (C-1)

Neighborhood Business District regulations allows for any permitted use in the Residence - Restricted Business (R-C) District, retail stores and personal service establishments within General Commercial (C-2) provided that there is no manufacturing, open-front store, or outdoor display of food or merchandise.

General Commercial (C-2)

The General Commercial District allows for any permitted use in the C-1 District and new car sales, wholesale sales and distribution, amusement enterprises (theaters, billiards, bowling alleys, skating rinks), public garages, auto repair, boat sales, custom shops, and laundries.

Light Manufacturing (M-1)

The Light Manufacturing District is similar to those in the General Commercial District but restricts residential use and allows for intense commercial and industrial activity. Allowable uses include laboratories, various manufacturing, machine shops, truck terminals, and freight yards.

General Industrial (M-2)

The General Industrial District regulations allows all uses permitted in the M-1 District but also includes auto wrecking and junkyards, manufacturing of heavy machinery and plastics, concrete mixing plants, dumps, and the storage of petroleum and petroleum products.

General Residence (R-2)

The General Residence District regulations allows for single-family and multi-family developments, including apartment complexes. Development opportunities are limited to uses including private clubs, nursery schools and hospitals. Special permit uses include townhouse clusters and developments.

Residence – Restricted Business (R-C)

The Residence – Restricted Business District regulations allows for all uses permitted in the R-2 District, courtrooms, governmental agencies, banks, offices, dental clinics, medical buildings, clubs not for profit, dance and art studios.

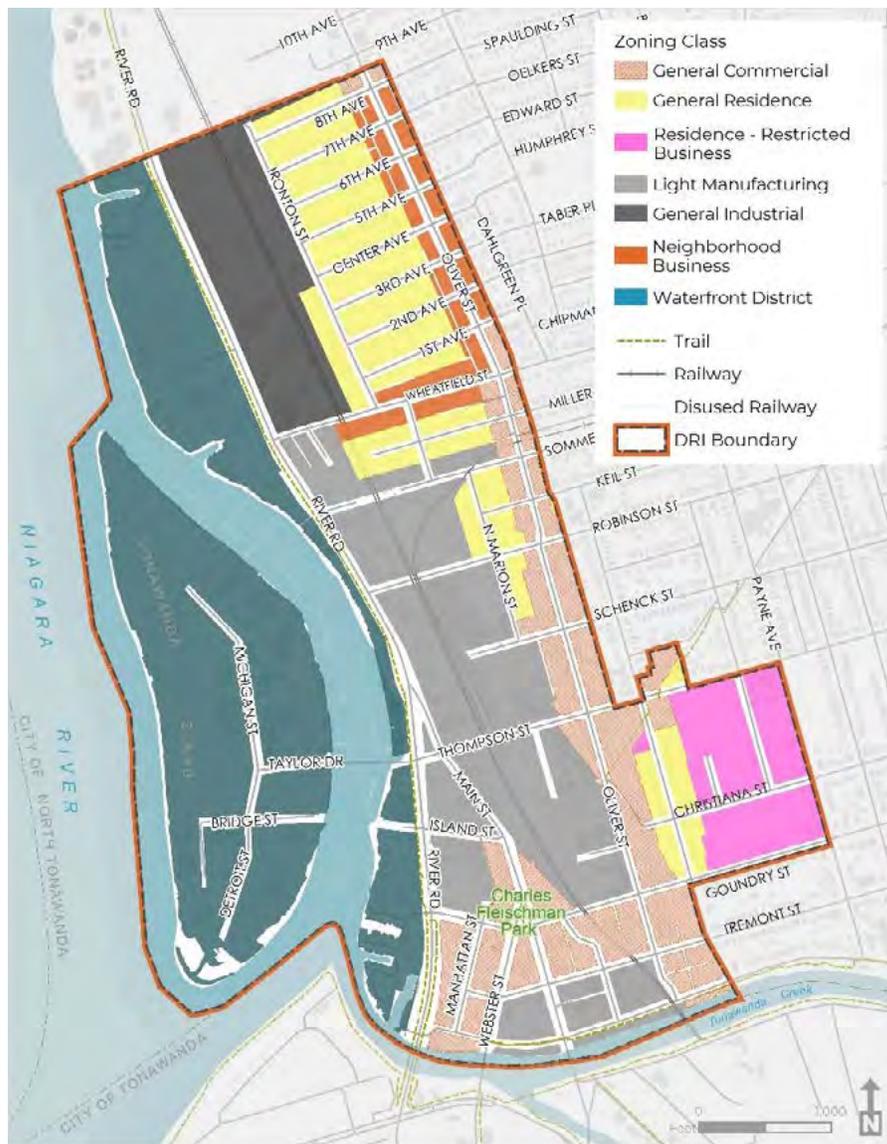


Figure #11: Zoning Map

Section I: Downtown Profile and Assessment

Waterfront District (WD)

To capitalize on the City's waterfront by encouraging a mix of residential, commercial, and public uses that promote access to both the Niagara and Little Rivers. Permitted uses include, but are not limited to: apartment buildings, bars, clubs, distilleries, hotels, marinas, restaurants, art studios, and wineries. .

Downtown Mixed-Use District

The purpose of the Mixed-Use District is to create a vibrant downtown with a variety of building types that offer retail, service, employment, hospitality, entertainment, civic functions, and a variety of housing choices. It also has the goal of reinforcing historic character and increasing the City's walkability. The district includes four Sub-Areas: Traditional Downtown, High Density Downtown, Oliver Street, and River Road.

Vacant and Underutilized Land

The City has seen a substantial amount of recent new development and redevelopment throughout the downtown. Despite this, there are several remaining vacant and underutilized properties. These properties account for 13.5 % of the total DRI area. The data in this section were gathered from past BOA planning and current land use data.

The vacant and underutilized properties, collected from BOA planning and land use data, are scattered throughout the DRI area. There are a number on Tonawanda Island, the waterfront, River Road, and near the rail line. There are also vacant and underutilized sites within residential neighborhoods and commercial pockets of the city. Specific underutilized sites noted in the BOA Nomination and by the City include:

- ◆ 139 Main Street - vacant Gulf Gas station
- ◆ Weatherbest slips / boat houses
- ◆ 114 Manhattan Street - storage facility
- ◆ 10 Goundry Street
- ◆ 85 Main Street - Twin City Transmission
- ◆ 51 Webster Street

Transportation

There are a number of transportation systems within the City of North Tonawanda and the DRI Area that support the movement of people and goods. Efforts to expand multi-modal connections have been ongoing at both the local and regional scale.

The following section provides a brief overview of the street network and transit system within and surrounding the DRI Area.

13.5% of land within the DRI Area is vacant or underutilized

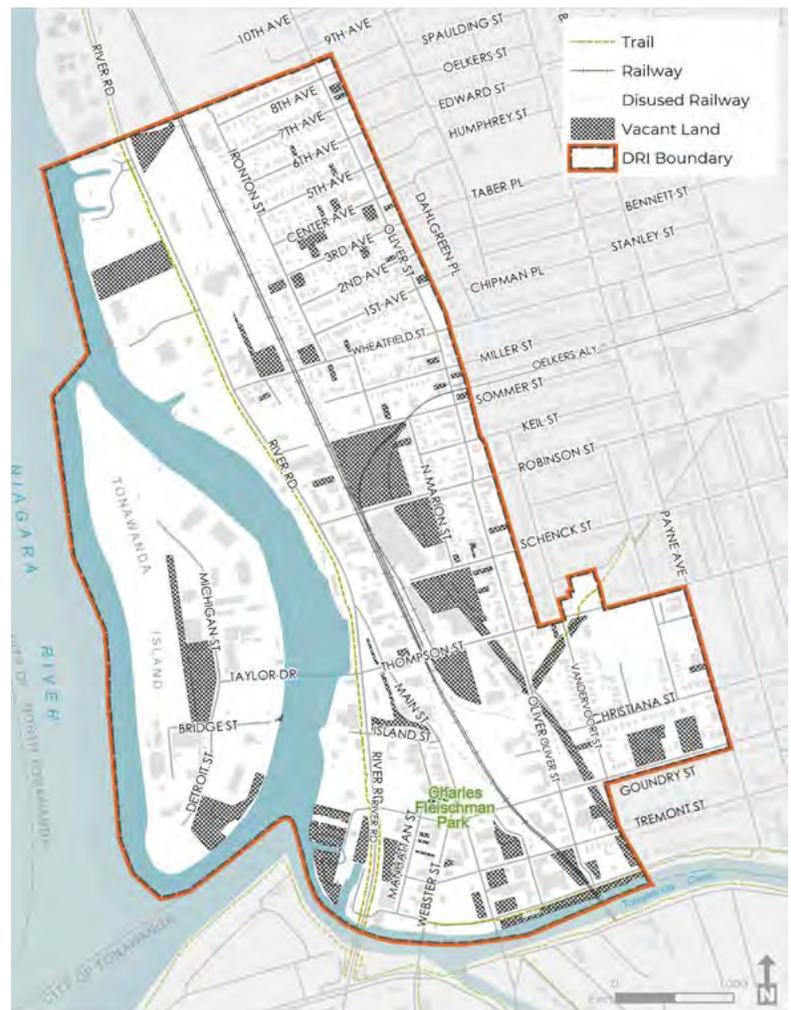


Figure #12: Vacant Land Map

Section I: Downtown Profile and Assessment

Street Network

The DRI area contains both Principal and Minor Arterials. Principal Arterials are major highways of regional and statewide significance intended to serve large amounts of traffic traveling relatively long distances at higher speeds. Minor Arterials provide service for trips of moderate length, serve geographic areas that are smaller than their higher Arterial counterparts and offer connectivity to the higher Arterial system. Principal Arterial roadways include Main and Webster Street as well as River Road. Minor Arterial roadways include Oliver, Wheatfield and Robinson Street.

River Road carries the most vehicles per day with an Average Annual Daily Traffic (AADT) of 17,141. The second highest AADT within the DRI area is on Wheatfield Street (6,033). All other roadways carry below 5,000 vehicles a day. AADTs can get up to over 100,000 vehicles per day on certain roadways.

The City of North Tonawanda is also well connected by sidewalks. Sidewalks are located throughout the downtown, connecting residential areas, nearby parks, and the waterfront. There are some portions of the DRI area that are without sidewalks, specifically Tonawanda Island. There are also areas within the DRI area that could benefit from enhanced streetscaping and sidewalk improvements to boost aesthetics, quality of life, and safety within the downtown, including Oliver Street, Manhattan Street, Webster Street, Main and Sweeney Street.

Public Transportation

The Niagara Frontier Transportation Authority (NFTA) serves North Tonawanda within the DRI area. There is one bus route (Route 25) that makes multiple daily stops within the DRI area along River Road and Oliver and Webster streets.

Bus Route 25 originates in downtown Buffalo at North Division and Washington streets; it takes about 45 minutes to get to the Tonawanda Transit hub just across the Canal from North Tonawanda at the intersection of Main and Niagara streets. The route terminates at Mid-City Plaza 12 to 15 minutes later. Route 25 does not serve North Tonawanda on weekends. The fare is \$2, \$1 for low income individuals, and a day pass is \$5.

Niagara County Rural Transportation Route 1 circulates once each weekday to and from Niagara County Community College, with stops at DeGraff Memorial Hospital, Tremont, and Oliver Streets before heading north out of downtown. The fare is \$2. It is worth noting that the route does not connect to the NFTA service.

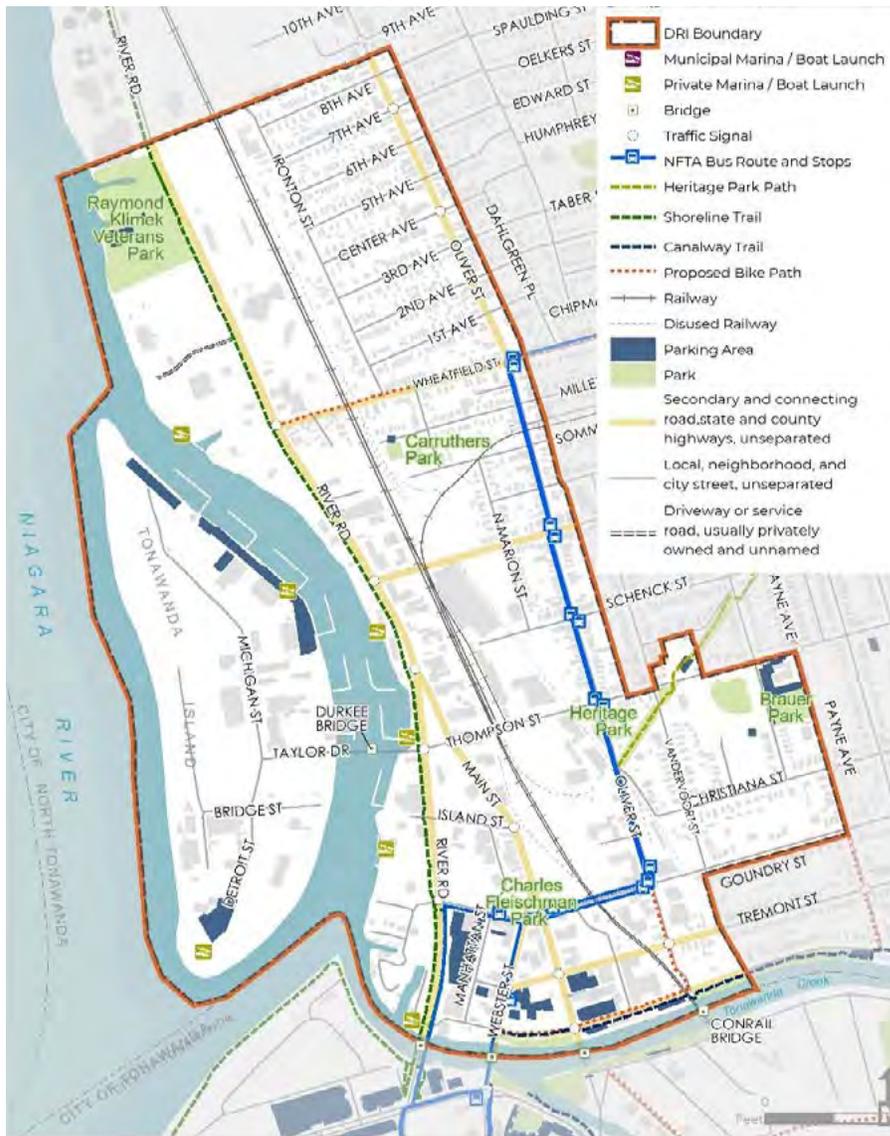


Figure #13: Transportation

Section I: Downtown Profile and Assessment

Trails and Bike Paths

Gratwick Riverside Bike Trail

The Gratwick Riverside Bike Trail stretches for 2.6 miles spanning from Gratwick Park north of the DRI area, along the Niagara River, and leading into North Tonawanda's downtown. The trail is part of part of the Niagara River Greenway Trail, which connects Lake Erie to Lake Ontario and includes many spurs and loops. The trail links the nature preserve, Gratwick Marina, and Raymond Klimek Veteran's Park.

Raymond Klimek Veteran's Park Loop

Located at the northern boundary of the DRI area, the park contains a 0.25-mile loop, with stops including the Seabee's Monument, Marines Monument, bandshell, playground, and exercise stations.

Sweeney Street Bike Trail (Erie Canalway Bike Path Extension)

The Bike Trail leads cyclists along the Erie Canal and into downtown North Tonawanda then terminates at Gateway Park along the water. The trail runs east along Sweeney Street to Mayor's Park. There are plans to connect the Sweeney Street Bike Trail to the Empire Trail and Niagara River Greenway Trail.

anchors within the DRI Area

The North Tonawanda DRI area is anchored by four distinct areas:

- ◆ Barge Canal Historic District
- ◆ Webster Street Commercial Corridor
- ◆ Sweeney Estate Historic District
- ◆ Oliver Street Commercial Corridor

Barge Canal Historic District

The Barge Canal Historic District was once North Tonawanda's gritty, industrial district. Today it is a bustling mixed-use waterfront entertainment district. Historic buildings from North Tonawanda's early days as an Erie Canal town still stand including the Buffalo and Niagara Falls Railway's North Tonawanda Terminal and the North Tonawanda Terminal Freight House and the Herschell-Spillman Motor Company complex, all located on Sweeney Street. North Tonawanda's famed carousels were first manufactured at the Herschell-Spillman complex, which was originally a powerhouse for the railway.

Gateway Park – Gateway Park anchors the downtown waterfront. This unique two-city park—the City of Tonawanda's waterfront park is just across the canal—hosts a popular weekly concert series and Canalfest, a weeklong summer festival celebrating the Erie Canal. Other entertainment events taking place in the warm weather include Woodstock Remembered, Haunted Harbor, Old Fashioned Street Dance, Food Truck Rodeos, and more. Gateway Park also offers daily and overnight transient docking. The park is a true hub as the Empire Trail, Erie Canalway Trail/Sweeney Street Bike Trail, Shoreline Trail/Gratwick Riverside Bike Trail, and the Great Lakes Seaway Trail National Scenic Byway all converge here.

Remington Lofts and Remington Tavern – The Herschell-Spillman complex was sold in 1925 to Remington Rand, an office equipment manufacturer which closed in the 1970s. In 2012, the complex was redeveloped into the Remington Lofts, with 79 upscale residential units and the Remington Tavern restaurant.

NT ANCHORS

- ◆ Barge Canal Historic District
- ◆ Webster Street Commercial Corridor
- ◆ Sweeney Estate Historic District
- ◆ Oliver Street Commercial Corridor

Section I: Downtown Profile and Assessment

Webster Street Commercial Corridor

Within easy walking distance of the waterfront and Gateway Park, Webster Street offers a largely intact collection of 19th and early 20th century commercial buildings. The Downtown Smart Growth Community Fund project restored Webster Street's pedestrian environment, with a more sustainable and attractive streetscape, gateway features and a strategic crosswalk linking the historic Riviera Theater to public parking through a walkway to Manhattan Street designed with historic interpretation of tow-path lighting. Cafés, pubs and restaurants line the corridor, interspersed with unique shopping destinations.

Riviera Theatre and Performing Arts Center – The “Riv,” a regional entertainment destination, anchors the Webster Street commercial corridor. The 1,100-seat Italian Renaissance theater is home to the Mighty Wurlitzer organ. The venue hosts live music, movies, theatre, dance, and more. The theater opened on December 30, 1926, as the Twin Cities Rivera (as it was then spelled). Neglect began to take its toll on the theater by the 1960s and 70s. It closed in the early 1980s. In 1989, it was sold to the Niagara Frontier Theatre Organ Society and the loving, painstaking restoration of this downtown gem – which is ongoing – began.

Sweeney Estate Historic District

The district was designated a National Register Historic District in 2020. The designation recognizes North Tonawanda's residential development directed by the prominent Sweeney Family on its estate. The estate includes many of the mansions and stately homes owned by the City's lumber barons. The portion of the district within the DRI Area, which is roughly bounded by Vandervoort, Payne, Goundry, and Thompson Streets, contains more modest homes in the Bungalow, Craftsman, Colonial Revival, American Foursquare, and Tudor Revival styles.

Carnegie Art Center – Anchoring the Sweeney Estate Historic District, the national register-listed Carnegie Library, now the Carnegie Art Center, was given to the City of North Tonawanda by Andrew Carnegie and served as the community's public library for more than 70 years. In 1975, it became the Carnegie Art Center. The Center provides artistic programming including art exhibitions, classes for all ages, concerts, and other arts programming.

Oliver Street Commercial Corridor

Oliver Street shed its reputation as a corridor comprised largely of bars and taverns and is evolving into a destination for unique shops and galleries, restaurants and residences. Grassroots efforts by the Oliver Street Merchants Association and North Tonawanda Project Pride, along with grant funding for façade restoration, a property reinvestment program and the Lumber City Development Corporation's Re-Imagine Oliver Street initiative supported the transformation of the corridor.

Project 308 Gallery – Project 308 Gallery's programming is designed to generate enthusiasm for the arts in the community through collaborations with artists and students. Multi-media shows and public events are held in the gallery space at 308 Oliver Street in the Oliver Street commercial corridor.

NT History Museum – The story of North Tonawanda from the last ice age to the mid-20th century is interpreted by the NT History Museum, 712 Oliver Street. The museum maintains an archive and research center, gift shop, and a community room available for public use. Fundraisers for the museum include an indoor flea market and used-book sale.

Railroad Museum of the Niagara Frontier – Built in 1922, the Railroad Museum of the Niagara Frontier (111 Oliver Street) is dedicated to the preservation and education of railroad history in Western New York, Ontario, and neighboring regions. The museum opened in 2003 and features historic displays and artifacts from highlighting railroad history including several rail cars. It is owned and operated by the Niagara Frontier Chapter of the National Railway Historical Society. The museum also owns the EL-2 Switch Tower across the street from the museum grounds at 152 Oliver Street.

Section I: Downtown Profile and Assessment

Historic and Cultural Resources

North Tonawanda is an historic canal town and home of 19th century lumber barons. Significant historic buildings have been preserved, rehabilitated, and put to new uses throughout North Tonawanda. Many of them related to the community's establishment around its historic waterways. Celebrating its historic legacy as a waterfront community is central to North Tonawanda's 21st century identity.

The entire North Tonawanda DRI Area, including Tonawanda Island, is included in an area designated as an archaeologically sensitive area by the New York State Office of Historic Preservation (SHPO). This is likely because of pre-contact Native American activity in the area as well as the three waterways - Ellicott Creek, Erie Canal (now the NYS Barge Canal), and Niagara River. The Native Americans and the Europeans both settled beside the waterways and used them as transportation corridors. The waterways were later used by Europeans for industrial development. The portion of the DRI Area from Vandervoort Street west to the Seymour Street Bridge is within the New York State Barge Canal Historic District.

Barge Canal Historic District

The Barge Canal Historic District, a National Register of Historic Places-listed resource, also includes the Railroad Bascule Bridge that crosses the canal reaching North Tonawanda near the southern terminal of Oliver Street. The Main Street, Webster Street, and Seymour Street bridges are all also individually listed on the National Register. Canal District industrial buildings listed on the national register are the North Tonawanda Terminal and North Tonawanda Terminal Freight House for the Buffalo and Niagara Falls Railway and the Herschell-Spillman Motor Company Complex, all located on Sweeney Street. The Herschell Spillman complex was built in 1895 and was originally used as a powerhouse for the Buffalo and Niagara Electric Railway Company. It was purchased by the Herschell Spillman Company in 1899 for use as a factory. It was later owned the Remington Rand, an office equipment manufacturer. It has been adaptively reused as the Remington Lofts and Remington Tavern.

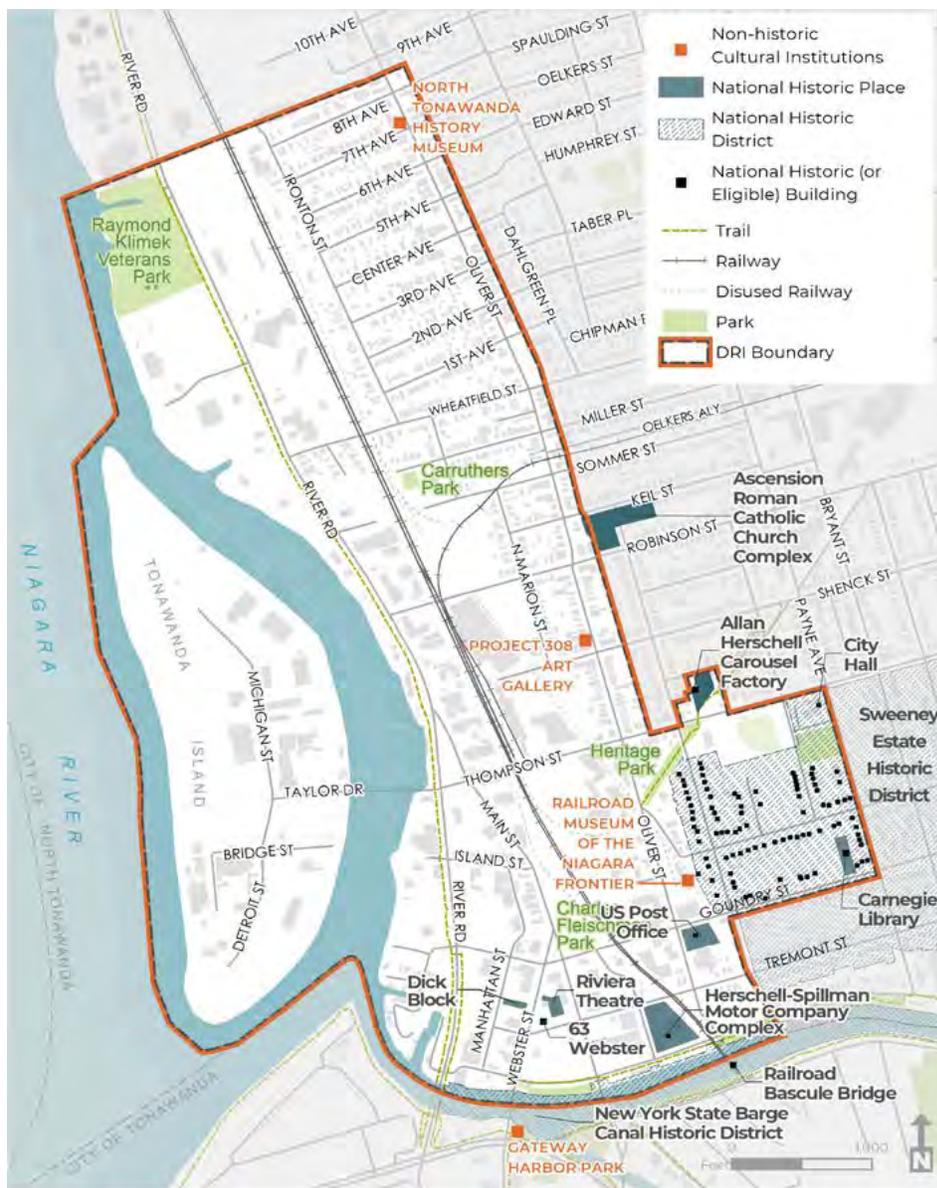


Figure #14: Historic Buildings and Districts

Section I: Downtown Profile and Assessment

Gateway Park

Gateway Park anchors the downtown waterfront. This unique two-city park – the City of Tonawanda’s waterfront park is just across the canal—hosts a popular weekly concert series and Canalfest, a weeklong summer festival celebrating the Erie Canal. Other entertainment events taking place in warm weather include Woodstock Remembered, Haunted Harbor, Old Fashioned Street Dance, Food Truck Rodeos and more. Gateway Park also offers daily and overnight transient docking. The park is a true hub as the Empire Trail, Erie Canalway Trail/Sweeney Street Bike Trail, Shoreline Trail/Gratwick Riverside Bike Trail, and Great Lakes Seaway Trail National Scenic Byway all converge there.



Webster Street Commercial Corridor

Two buildings in the Webster Street commercial corridor are listed on the national register. The lovingly restored 1926 Italian Renaissance Riviera Theatre with its magnificent 3,000-pipe Wurlitzer organ, located at 67 Webster Street is now a performing arts venue, and an important local cultural institution. The Dick Block at 62 Webster Street, current home of the Canal Club is also a listed building. The Henschell-Yellen block, 63 Webster Street, current home of Dwyer’s Irish Pub, is eligible for listing on the register.



Sweeney Estate Historic District

About a quarter of the sprawling Sweeney Estate National Register Historic District lies within the DRI boundary. The district, newly designated in 2020, includes the previously listed Carnegie Library, now the Carnegie Art Center at 260 Goundry Street. The building was given to the City of North Tonawanda by Andrew Carnegie and served as the community’s public library for more than 70 years. In 1975, it became the Carnegie Art Center. The Center provides artistic programming including art exhibitions, classes for children and adults, concerts, and other arts programming.

Among the Sweeney Estate Historic District’s 478 contributing buildings within the 157-acre district, more than 80 are located in the DRI area. The district, which is roughly bounded within the DRI area by Vandervoort, Payne, Goundry, and Thompson Streets, includes the residential neighborhood established by the Sweeney family on its family-owned estate during the late 19th and early 20th centuries. Architectural styles included are Bungalow, Craftsman, Colonial Revival, American Foursquare, and Tudor Revival.



Section I: Downtown Profile and Assessment

Another important historic public building, North Tonawanda City Hall, located at 216 Payne Street inside the Sweeney Estate district was individually listed in 2001. The 1930 building is located on the site of the famous gravel dispute that triggered the withdrawal of what became North Tonawanda from the Village of Tonawanda in the 1850s.

Adjacent to the Sweeney Estate district, North Tonawanda's 1914 Colonial Revival U.S. Post Office located at 141 Goundry Street is also individually listed on the register.

Ascension Roman Catholic Church Building District

The DRI boundary also includes the National Register-listed former Ascension Roman Catholic Church convent building at 61 Keil Street, which is now a private residence. The former convent building is part of a building district that also includes the former church, rectory and school building, which are all outside the DRI boundary.



Downtown Historic Overlay District

The locally designated North Tonawanda Downtown Historic District is generally bounded by River Road to the west, Oliver Street to the east, the Canal to the south, and Thompson Street to the north. Parcels facing the commercial streets are generally included in the district. The district is entirely within the Downtown Mixed-Use Zoning District which applies a form-based approach to preserving the character of the downtown. Applications for permits and for certificates of appropriateness are required within the downtown historic overlay. These are considered by the City's Historic Preservation Commission, adding an additional layer of protection for historic buildings – ensuring that infill development within the downtown core is in keeping with the historic character of the district.

In addition to the Carnegie Art Center (above), other important North Tonawanda cultural destinations within the DRI area include:

Herschell Carousel Factory Museum

The Herschell Carousel Factory Museum (180 Thompson Street), is operated by the Carousel Society of the Niagara Frontier. The 1910 factory complex and the adjacent office building are listed on the National Register of Historic Places. The museum is located inside the historic Herschell Carousel Factory Building and celebrates the unique history of carousels and carousel manufacturing in the Niagara region. The museum's collections include a carousel, a band organ – also known as fairgrounds organ – collection, more than 1,600 hand-punched original master music rolls for band organs, and a children's gallery with a Kiddie Carousel. The complex also includes an education center. Its archive houses an extensive collection of resources related to the history of the Allan Herschell companies and Wurlitzer music rolls.



Section I: Downtown Profile and Assessment

Railroad Museum of the Niagara Frontier

The Railroad Museum of the Niagara Frontier was built in 1922 and is located at 111 Oliver Street in the former Erie Railroad Freight Depot. The non-profit museum is dedicated to the preservation and education of railroad history in Western New York, Ontario, and neighboring regions. It is owned and operated by the Niagara Frontier Chapter of the National Railway Historical Society. The museum, which opened in 2003, features historic displays and artifacts from highlighting railroad history including several rail cars. The museum also owns the EL-2 Switch Tower across the street from the museum grounds at 152 Oliver Street.



NT History Museum

The story of North Tonawanda from the last ice age to the mid-20th century is interpreted by the NT History Museum, 712 Oliver Street. The museum maintains an archive and research center, gift shop and a community room available for public use. Fundraisers for the museum include an indoor flea market and used book sale.



Project 308 Gallery

Project 308 Gallery, 308 Oliver Street, programming is designed to generate enthusiasm for the arts in the community through collaborations with artists and students. Multi-media shows and public events are held in the gallery space at 308 Oliver Street in the Oliver Street commercial corridor.



Recreational Resources

North Tonawanda's Downtown Revitalization Initiative area is blessed with abundant outdoor recreation opportunities, from Gateway Park to Raymond Klimek Veterans Park (formerly Fishermans Park) to its trail network. The City is strategically located at the confluence of a diverse set of trails including the Great Lakes Seaway Trail National Scenic Byway, Erie Canalway Trail, and Empire Trail offering trail users access to more than 500 miles of trails throughout Western New York and New York State.

Section I: Downtown Profile and Assessment

Gateway Park

North Tonawanda's premier canal harbor park, Gateway Park is linked to Tonawanda's Gateway Harbor just across the Barge Canal. The Gateway Harbor slogan is "Come experience the Gateway of the Tonawandas." Cooperative promotions in North Tonawanda include Woodstock Remembered, Haunted Harbor, Old Fashioned Street Dance, and Food Truck Rodeos, to name a few. Gateway Park offers daily and overnight transient docking for boats of all sizes for a fee. Gateway Park also hosts a popular weekly concert series and Canalfest, a weeklong summertime celebration of the Erie Canal.

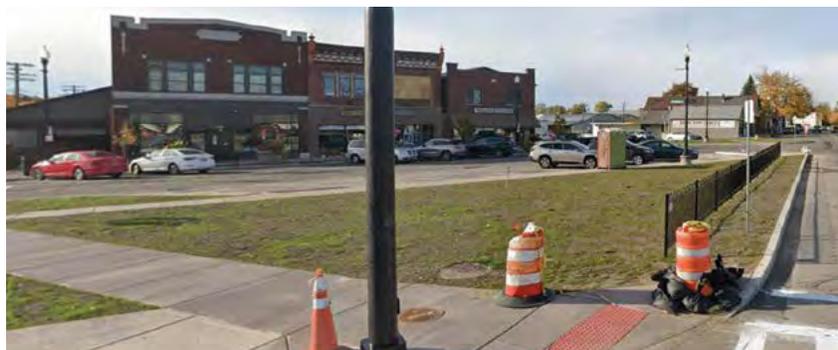
Downtown's restaurants, shopping and entertainment venues are within easy walking distance of Gateway Park. For Canadian boaters who would like to land – and who brought their travel documents – a US Customs video phone is available. Free parking and restrooms are available.



The Empire Trail, Erie Canalway Trail/Sweeney Street Bike Trail, Shoreline Trail/Gratwick Riverside Bike Trail, and Great Lakes Seaway Trail National Scenic Byway all converge here.

Charles Fleischman Park

Located in the Webster Street commercial corridor, Charles Fleischman Park is a small passive, triangle-shaped space formed by the intersection of Main, Webster, and Goundry Streets. It was expanded and improved in 2021 as part of the Smart Growth Community Fund Placemaking Project.



Raymond Klimek Veterans Park

Raymond Klimek Veterans Park is located at the northern extent of the DRI area. Activities here include fishing and band concerts in the band shell. Two shelters are available for rent with prior reservation. Monuments to the Seebes and Marines, fishing pier, a playground and exercise stations and a 0.25-mile trail round out the offerings on this Niagara River destination. Permanent lavatories are available.

Raymond Klimek Veterans Park is accessible by the Shoreline Trail/Gratwick Riverside Bike Trail with linkages to the commercial district and Gateway Harbor to the south and Gratwick Park to the north. Free parking is also provided.



Section I: Downtown Profile and Assessment

Heritage Park

Located between Oliver Street and Lincoln Avenue, Heritage Park is a small passive park with a 0.28-mile trail. The trail links Herschell Carousel Museum and Felton Field. Heritage Park is two blocks from the North Tonawanda Farmer's Market, at the corner of Payne Avenue and Robinson Street. The year-round market has been in operation since 1908.

Felton Field

Felton Field is located on Thompson Street between Vandervoort Street and Lincoln Avenue. The 4.2-acre park includes a ball diamond designed for men's and women's slow-pitch softball and co-ed kickball league use.

John Brauer Park

John Brauer Park is a 1.5-acre park adjacent to City Hall on Payne Avenue. It includes the city's World War II and 9/11 memorials.

Carruthers Park

Carruthers Park is located in the northern portion of the DRI area, at Miller and Carruthers streets. It has a parking area, two tennis courts, and play structures including swing sets and slides, and a small shelter.

Marinas

In addition to the Gateway Park marina, several private marinas operate within the DRI area. These are

- ◆ East Pier Marina, 512 River Road – slips, storage and service
- ◆ Winfield Marina, 200 River Road – slips, facilities for boaters
- ◆ Bow & Stern Marine 400 River Road – sales and service
- ◆ Wardell Boat Yard, 1 Sweeney Street – docks, fuel, restrooms
- ◆ Smith Boys 280 Michigan St., Tonawanda Island – sales, service, rentals, ship store, storage
- ◆ Placid Harbour Marina, 1 Detroit Street, Tonawanda Island docking and fuel, associated with The Shores Waterfront Restaurant

There are two private boating clubs in the DRI area, Tonawanda Island Launch Club on Tonawanda Island, and Niagara River Yacht Club at 346 River Road. Boating and entertainment facilities are available at both clubs for members and their guests as well for visiting members of reciprocal clubs. Carefree Boat Club of Buffalo, co-located with East Pier Marina at 512 River Road, offers boat rentals for members with reciprocal locations across the country.



Section I: Downtown Profile and Assessment

Healthy & Affordable Food Access

Multiple resources for healthy and affordable food are available in the DRI Area and within a short distance from its boundaries. The community benefits from fresh, locally grown food that is available at the farmers' market year-round, and a locally owned and operated supermarket, as well as free food resources distributed throughout the area.

Grocery Stores

The Market in the Square is a local grocer with two locations, including one in the Budwey's Plaza on Division Street, one mile from the heart of the DRI area. The supermarket provides the community with access to produce, a butcher, bakery and deli, and strives to partner with local farmers and regional food brands.

The supermarket chain Tops has a location in the Mid-city Plaza on Meadow Drive in North Tonawanda, which is served by NFTA Bus Route 25 and is approximately 1.5 miles from the heart of the DRI area. Tops partners with over 500 local farmers to sell fruits, vegetables, and dairy products.

Another Tops location, as well as a Wegmans and a Walmart Supercenter are located approximately 3 miles from the DRI area, on Niagara Falls Boulevard. Wegmans sources fresh produce, cheese, meat, and seafood from over 400 farms as well as its own organic farm and orchard in Canandaigua, NY. Walmart carries a variety of products for all dietary needs, as well as natural and organic foods. These locations are less accessible to the more than 33% of renting households within the DRI area that do not have a vehicle.

Specialty Food Stores

The Vegan Grocery Store on Oliver Street carries a variety of meat- and dairy-free products, and organic, gluten- and nut-free products and features frozen, packaged and prepared foods. The Honey Tree Health Shoppe is also located on Oliver Street in the DRI area and offers health foods and supplements.

Farmers' Markets

An excellent source for healthy, local and organic food is available at the North Tonawanda City Market adjacent to the DRI area at Payne Avenue and Robinson Street. The Market was established in 1908 and has over 80 vendors, with products including fruits and vegetables, meat, eggs, cheese, flowers, baked goods, Amish goods, coffee and tea. The City Market is open year-round on Tuesday, Thursday, and Saturday from 7am-1pm. The Market accepts SNAP and WIC benefits, participates in the Farmers Market Nutrition Program (FMNP), and the Double Up Food Bucks Program.



Section I: Downtown Profile and Assessment

Food Pantries

The North Tonawanda Inter-Church Food Pantry 100 Ridge Road, and the Niagara Community Action Program, 265 Falconer Street, are food pantries and food distribution centers affiliated with FeedMore WNY, both a short distance from the DRI area. Additionally, the Salvation Army operates a food distribution center on Broad Street in downtown Tonawanda.

The Little Free Pantry

Through the Little Free Pantry: North Tonawanda neighbors give and receive food through a grassroots effort to increase food access. As of June 2021, there were 15 mini pantries distributed throughout the city, of which three are located within the DRI boundaries.

Little Free Pantry locations within the DRI area:

- ◆ Lumber City Church (383 Vandervoort Street)
- ◆ North Tonawanda Senior Center (110 Goundry Street)
- ◆ Our Lady of Czestowchwa Parish Community (57 Center Avenue)



Environmental Constraints

Brownfields

Brownfield sites are former industrial or commercial properties that are difficult to redevelop due to the presence, or suspected presence, of contamination. These properties often negatively impact their surroundings and contribute to a decrease in both property values and investment within a given area.

Because strategic, community-driven plans are essential to assist with the reuse of potentially contaminated sites, the City of North Tonawanda completed a significant planning effort under New York State's Brownfield Opportunity Area (BOA) Program to develop a strategy for the successful redevelopment of its brownfield sites. Brownfield sites represent incredible opportunities to transform a drain on the community into something that helps to catalyze revitalization.

Brownfield sites that present redevelopment opportunities in the DRI Areas were also identified in the BOA document. The BOA document ranked brownfield sites in terms of redevelopment potential (low, medium, and high). The high priority sites that are within the DRI area include:

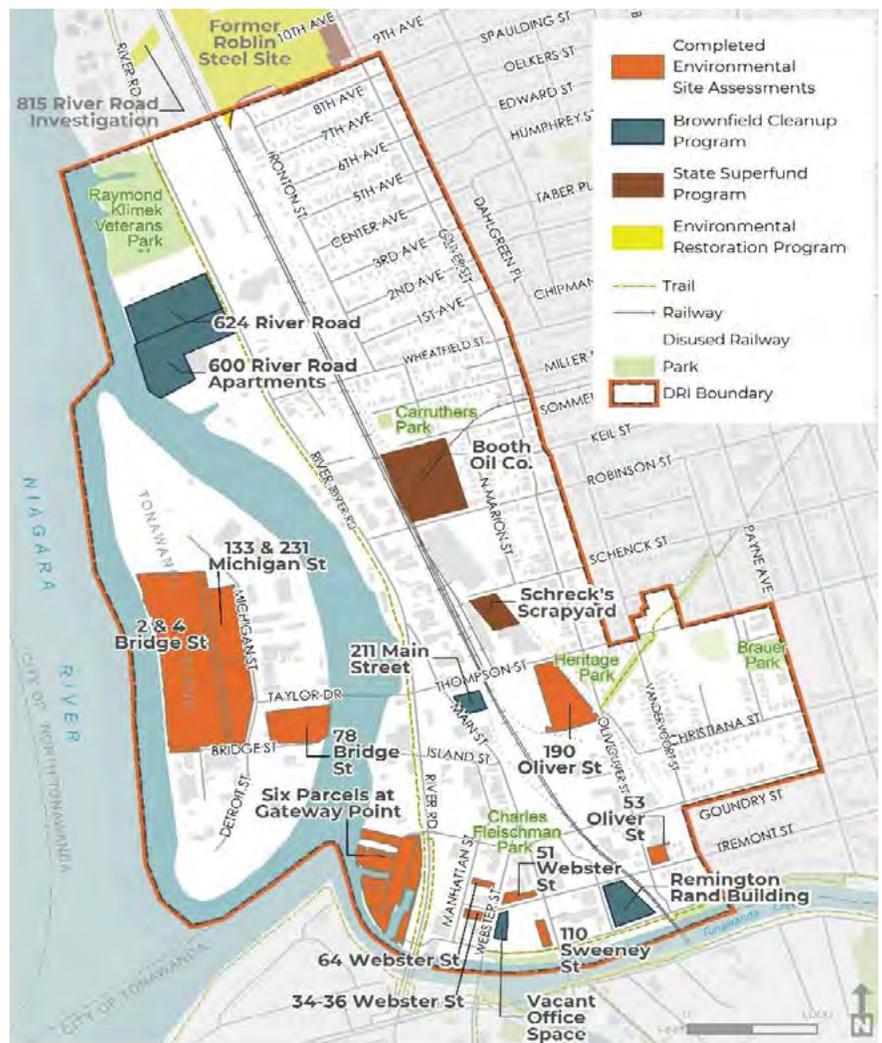


Figure #15: Remediation Sites

Section I: Downtown Profile and Assessment

BOA Brownfield Sites within the DRI:

- ◆ 150 Michigan Street – Proposed Reuse: Retail/Restaurant Mixed Use and Little River Promenade
- ◆ 27/39 Main Street – Proposed Reuse: Downtown Hotel
- ◆ 211 Main Street – Proposed Reuse: Offices
- ◆ 600 River Road – Proposed Reuse: Multi-family Residential
- ◆ 235 River Road – Proposed Reuse: Mixed Use Redevelopment
- ◆ 2 Bridge Street – Proposed Reuse: Hotel and Restaurant
- ◆ 2-17 Detroit Street – Proposed Reuse: Residential or Hospitality

Additionally, Figure #13 shows the locations of brownfield sites that have undergone some level of environmental site assessment and/or remediation.

Flood Hazard Areas

Because the DRI area is directly adjacent to the Niagara River and Erie Canal waterfronts, many areas of the DRI are within FEMA identified floodplains. The southern DRI boundary along Sweeney Street falls into a Regulatory Floodway.

Land directly adjacent to the Niagara River, including the mainland and Tonawanda Island are within a 1% Annual Chance Flood Hazard.

There are also areas, mainly on Tonawanda Island as well as along Manhattan, Sweeney and Goundry streets that fall into 0.2% Annual Chance Flood Hazard.

A 1% flood hazard, often referred to as a 100-year flood hazard, means that the risk of flooding in this area is 1%. A 0.2% flood is a 500-year event. A little over a third of the 592-acre DRI area falls within a 1% flood risk zone. A small area of the DRI area falls within the 0.2% flood hazard area and a similarly small area is regulated floodway, the water channel and land reserved to manage flooding.

Development of flood hazard areas is possible, but a permit from the Federal Emergency Management Agency (FEMA) is required to ensure the proposed development meets the requirement of the National Flood Insurance Program (NFIP) and local floodplain management ordinance. Homes and businesses with mortgages in high-risk flood areas are required to have flood insurance available through the NFIP. Homes and businesses in high-risk flood areas that are not mortgaged are not required but are strongly encouraged to carry insurance. The City of North Tonawanda Zoning code incorporates FEMA flood mapping and flood area identification.

ANNUAL FLOOD HAZARD	
Description	Acres
0.2% Annual Chance Flood Hazard	13.28
1% Annual Flood Chance Hazard	219.17
Regulatory Floodway	14.88
Total	338.97

*1% Annual Chance Flood Hazards includes the portion of the Niagara River within the DRI

Table #2

Section I: Downtown Profile and Assessment

Wetlands

There are two wetland areas within the DRI area. The first is a Freshwater Emergent Wetland within Raymond Klimek Veterans Park. The second is a Riverine Wetland which is completely comprised of the Niagara River. The two wetlands amount to 99.31 acres, almost 20% of the DRI Area.

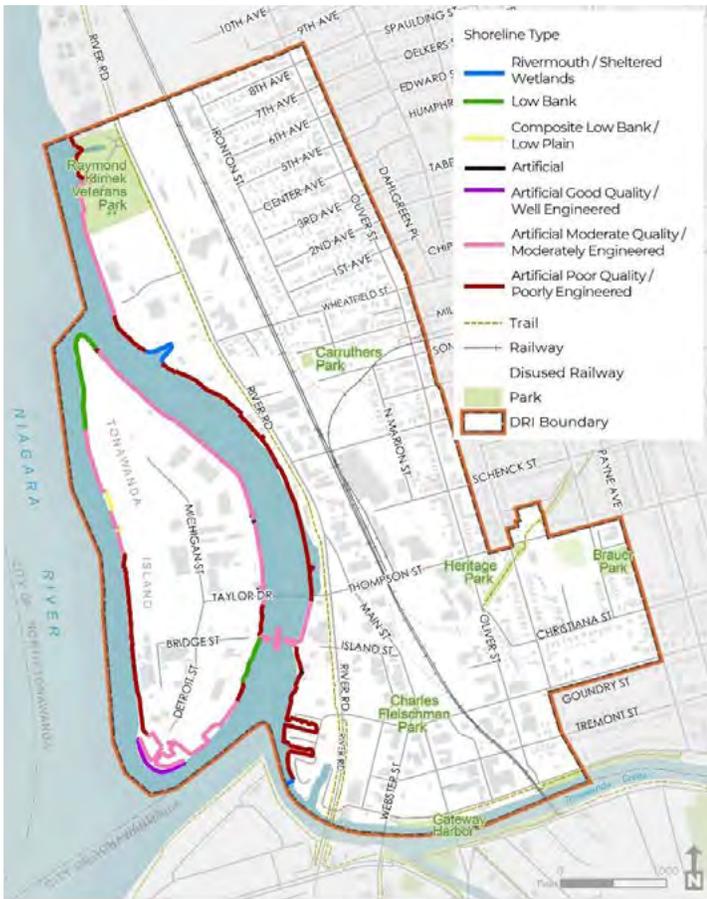


Figure #16: Shoreline Type



Figure #17: Wetlands

Section I: Downtown Profile and Assessment

Market Analysis

In addition to a physical analysis of the DRI area, economic and market conditions were analyzed to examine local and regional trends. A comprehensive market and economic trends analysis was prepared in connection with the planning for the North Tonawanda Brownfield Opportunity Area (BOA).

This study included a "Trade Area" that surrounds the BOA and the DRI area, comprised of zip codes 14120, 14228 and 14150. The market study focuses on the general economic outlook of the Trade Area, demographics, and the residential, retail market, office, industrial real estate, and tourism analyses for the Trade Area, which includes the northwestern part of the Town of Amherst and the City and Town of Tonawanda (in northern Erie County) and the City of North Tonawanda and the Town of Wheatfield (in southern Niagara County).



This market analysis examines existing conditions and identifies market opportunities that will build the downtown's economic vitality, create jobs, and support a diverse downtown environment for residents and visitors.

General Economic Outlook

The City of North Tonawanda is located 10 miles from both the City of Buffalo and the City of Niagara Falls and serves as the downtown center of a Trade Area comprised of zip codes 14120 (North Tonawanda and the Town of Wheatfield), 14228 (the northwestern section of the Town of Amherst) and 14150 (the City and Town of Tonawanda). Straddling northern Erie County and Southern Niagara County, the Trade Area includes a range of land uses, from agricultural and suburban subdivisions, industrial properties and busy commercial/retail corridors, to more densely developed urban centers and residential areas.

Within the past decade, the economic base of Niagara County has been heavily weighted toward government, health care retail trade and manufacturing. This is confirmed by the list of the top 40 largest employers in Niagara County as of May 2019. At that time, Niagara County's biggest employer and top public sector employer was the Niagara Falls Air Reserve Station with more than 3,000 jobs. The largest private sector employer was the Seneca Niagara Resort & Casino with more than 2,500 jobs, followed by the Fashion Outlets of Niagara Falls USA with just over 2,000 jobs, GM Components Holdings with approximately 1,400 jobs, and the Niagara Falls Memorial Medical Center with just over 1,000 jobs. Other large public sector employers include: Niagara County; Niagara County Community College; and the Niagara Falls, North Tonawanda, and Lockport City School Districts.

The highest percentage of employment within the Trade Area is found in the services sector, which includes such fields as health care, education, food service and accommodation, professional services, and arts, entertainment and recreation, generally followed by retail and manufacturing. Professional services, in particular, is a key employment sector within Northern Erie and Southern Niagara Counties. As indicated in the table on the following page, manufacturing remains particularly strong in the City, where it has the second highest percentage of employment. In the Town of Tonawanda, manufacturing is the fourth largest employment sector. Major industrial and manufacturing employers within the Trade Area include GM Powertrain, Praxair, Inc., Sumitomo Rubber (formerly Dunlop Tire), Armstrong Pumps, Taylor Devices, and McKesson Corporation. DeGraff Memorial Hospital and Kenmore Mercy Hospital are significant employers in the important healthcare sector.

Section I: Downtown Profile and Assessment

Based on New York Department of Labor statistics, the overall unemployment rates for Niagara County exceeded the Statewide rates in 2018, 2019, and early 2020, with Niagara County's unemployment rates reflecting some seasonal declines owing to increases in agricultural employment. The COVID-19 pandemic had an immediate impact on employment within the County, with the unemployment rate rising to 23.6% in April 2020. The economic effects of the global health crisis have been significant across the region. Figures from the U.S. Bureau of Labor Statistics indicate the region suffered the third-worst employment decline of any major metro area in the U.S., losing 23.3% of its private-sector jobs between April 2019 and April 2020. Unemployment rates for the County normalized in 2021, going from a high of 8.4% in February 2021 to rates that are consistent with pre-pandemic levels in the Spring and Fall.

Based on CBRE's March 2022 Buffalo MarketView Report, the Buffalo-Niagara region's industrial real estate market and demand for apartments remains strong, while the office and retail real estate markets continue to struggle with the effects of the pandemic. Industrial space, which includes warehouses, logistics and distribution centers, saw a drop in the vacancy rate from 2.5% in March 2021 to 1.5% in March 2022, even with the addition of over 600,000 square feet of new space. The average purchase price for an apartment rose 11.3% between 2021 and 2022, rising from \$64,928 to \$72,302. The office vacancy rate dropped from 13.5% in 2021 to 12.8% in 2022. Additional office space continues to come online, with an additional 886,236 square feet expected to be constructed in 2022. While activity in the medical office and innovation sectors has increased, the degree to which additional space can be absorbed and vacancy rates reduced depends on how quickly companies shift away from remote work and bring their employees back into the office. The retail vacancy rate has also dropped, going from 14.3% in 2021 to 12.9% in 2022. The market has seen the addition of some national tenants and the proposed redevelopment of such large retail spaces as the Boulevard Mall, the Eastern Hills Mall, and the Main Place Mall will reduce the amount of available retail space. With the lingering effects of the pandemic and changes in consumer buying habits, the future of the retail real estate market remains unclear.

Key Takeaways: While manufacturing continues to play an important role in the economy of the Trade Area and the City of North Tonawanda, employment is more heavily concentrated in the services sector, which includes such fields as health care, education, food service and accommodation, professional services, and arts, entertainment and recreation, and retail. Regionally, the industrial real estate market remains strong, while the office and retail markets continue to struggle with the impacts of the pandemic.

As employers transition some of their workforce back from remote situations, and as retailers try to draw customers back post-pandemic, vibrant areas that feature a variety of amenities, such as the downtown North Tonawanda and its waterfront, could have a competitive advantage over large offices and big box retailers.

North Tonawanda Employment by Industry Sector (based on NAICS codes)		
Industry Sector	Employees	
	Number	Percent
Health Care & Social Assistance	1,457	15.5%
Manufacturing	1,369	14.6%
Retail Trade	1,288	13.7%
Educational Services	782	8.3%
Food Services & Drinking Places	672	7.2%
Public Administration	657	7.0%
Other Services (except Public Administration)	394	4.2%
Food & Beverage Stores	392	4.2%
Wholesale Trade	391	4.2%
General Merchandise Stores	390	4.2%
Construction	364	3.9%
Transportation & Warehousing	325	3.5%
Information	309	3.3%
Arts, Entertainment & Recreation	306	3.3%
Professional, Scientific & Tech Services	299	3.2%
Finance & Insurance	291	3.1%

Table #3 :Employment by Industry Sector
Source: ESRI

NAICS: North American Industry Classification System

Section I: Downtown Profile and Assessment

Demographics

In 2019, the Trade Area had a population of approximately 146,195, which was expected to remain fairly stable over the next five years. The median age of residents was 44.9 years of age, which was projected to increase slightly to 45.4 years of age by 2024. While the population as a whole was projected to age in that five-year period, in the more urban communities of the Cities of Tonawanda and North Tonawanda, the single largest percentage of the population was projected to be in the 35-44 age group at around 14.5% of residents. The average median household income of the communities within the Trade Area in 2019 was \$59,672 and is projected to grow by 9% to \$65,421 by 2024 (Source: ESRI).

Residential Analysis

Over the past decade, the number of housing units in the Trade Area has increased by 6%. During that period homeownership levels within the Trade Area have decreased slightly, with owner-occupied housing units going from 68% of housing units in 2010 to 67% of housing units in 2020. Renter occupied units have experienced a corresponding increase from 32% of housing units to 33% of housing units. In that period, vacant housing units increased from 5% to 6.2%. It is projected that the percentage of housing units in the Trade Area that are vacant will rise over the next several years. Homeownership and rental levels in the City of North Tonawanda are generally consistent with those of the Trade Area as a whole, although the City has shown only 2% growth in the number of housing units from 2010 to 2022 and a jump in the vacancy rate in that same period from 5% to 8%.

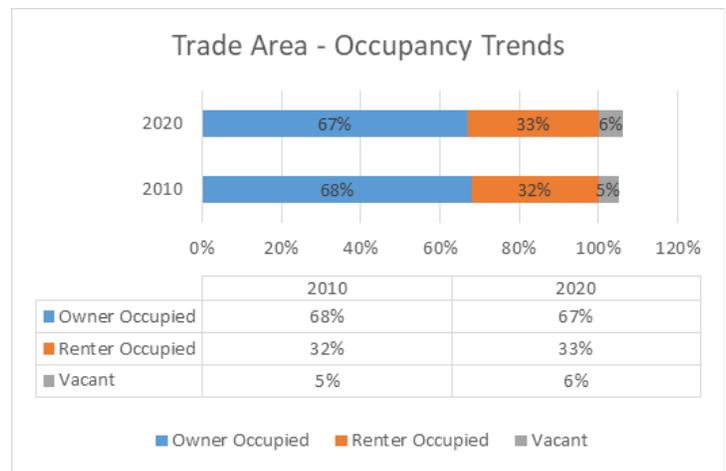


Figure #18: Trade Area Housing Occupancy Trends
Source: City of North Tonawanda BOA Step 3 Implementation Strategy

Most of the residential units are single family detached structures, with the next most common type of housing being a two-family house. Compared to upstate New York generally, the Trade Area has a higher proportion of single family detached houses (53% in the Trade Area and 42% in New York State) and a slightly lower proportion of two-family houses (9% in the Trade Area and 11% in New York State).

The value of owner-occupied homes has increased dramatically over the past two decades, rising from \$86,000 in 2000 to almost \$150,000 in 2009 to an average of almost \$192,000 in 2019. (Note: these numbers have not been adjusted for inflation). It is projected that the average value of an owner-occupied home in the Trade Area will rise to over \$229,000 in the next few years. Values tend to skew higher in the more suburban Towns of Amherst and Wheatfield and lower in the Town and City of Tonawanda and the City of North Tonawanda.

While housing in the Trade Area is primarily owner-occupied, the demand for rental units is growing, with the Trade Area adding rental units at a faster rate than the Buffalo-Niagara Falls Metropolitan Statistical Area (MSA) while experiencing a lower vacancy rate.

Section I: Downtown Profile and Assessment

The data shown below indicate that the Trade Area has a stronger housing market, compared to the MSA overall, as indicated by occupancy. While homeownership levels have remained fairly constant in the MSA, the demand for rental units in the MSA declined from 30% to 28% in the ten-year period from 2010 to 2020 and the vacancy rate has jumped from 5% to 8% in that same period.

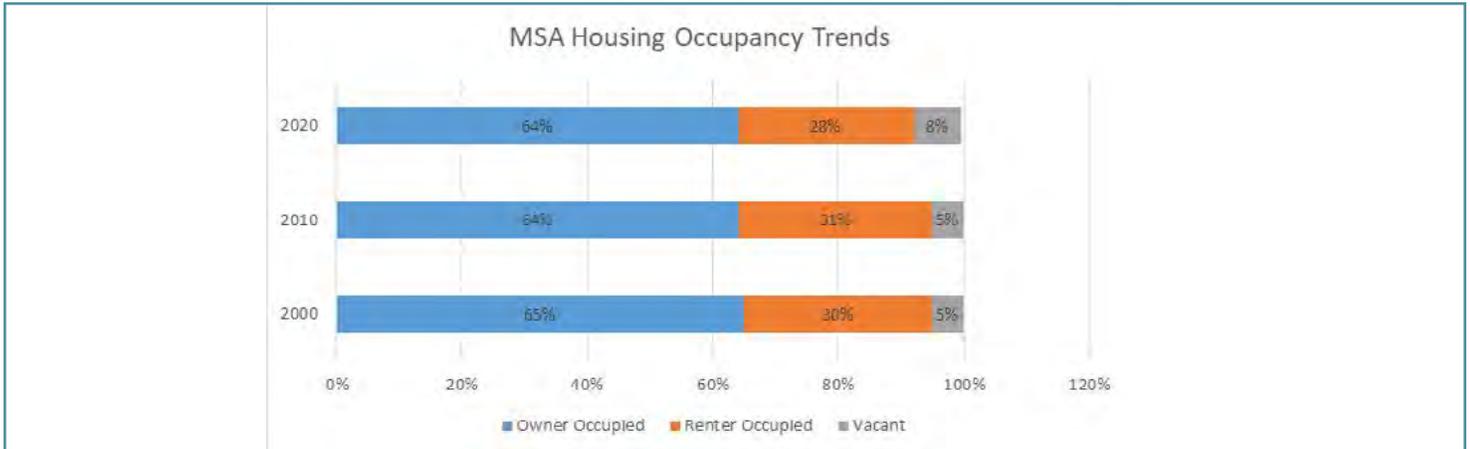


Figure #19: MSA Housing Occupancy Trends
Source: ESRI

As indicated by the tables below, the size and nature of households within the City of North Tonawanda is changing, with a decline in household and family size, a decrease in the number of households consisting of married couples with children, and an increase in the number of people living alone or in other non-family households.

Household and Family Size: North Tonawanda				
	2000	2010	2020	% Change
Average household size	2.43	2.24	2.18	-11%
Average family size	3.03	2.89	2.85	-6%

Table #4: Household and Family Size
Source: US Census

Household Type: City of North Tonawanda												
	Family Households								Non-Family Households			
	Total Households		Married with Children		Married w/o Children		Other Family		Persons Living Alone		Other (Roommates)	
	2010	2020	2010	2020	2010	2020	2010	2020	2010	2020	2010	2020
# of Households	14,004	13,870	2,190	1,677	3,950	4,272	2,217	2,050	4,776	4,740	871	1,131
% of Total	100%	99.80%	16%	12%	28%	31%	16%	14.80%	34%	34%	6%	8%

Table #5: Household Type
Source: US Census

Section I: Downtown Profile and Assessment

In addition, as indicated in the table below, the number of higher income households (greater than \$75,000) within the Trade Area is increasing.

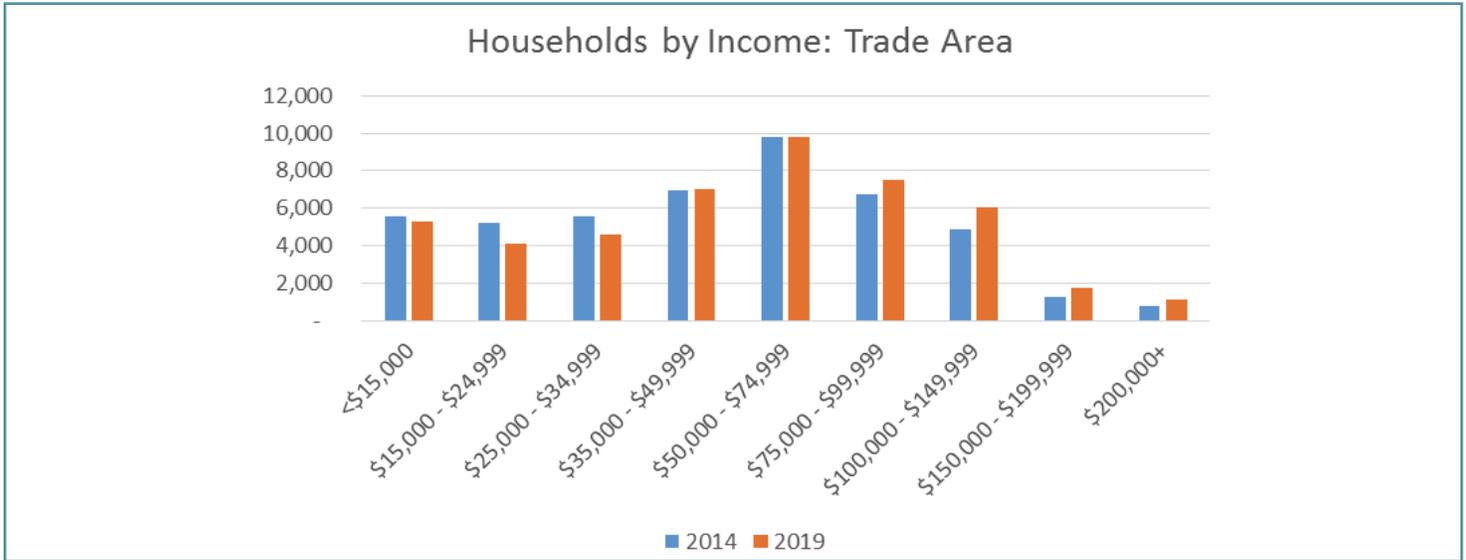


Figure #20: Household Income: Trade Area (not adjusted for inflation)
 Source: City of North Tonawanda BOA Step 3 Implementation Strategy

These household and income trends suggest a declining demand for larger household units and detached units and a growing demand for rental units and condominiums, particularly in the higher end market. The decline in number of families and the trend toward smaller household units suggest more of the household demand is trending toward younger individuals, and often younger professionals, who are more likely to gravitate toward rental units and condominiums and are more likely to have the income to commit to higher end housing. It is expected that this growth in the higher end rental market will be fueled by demand from young professionals seeking downtown living within walking distance of amenities such as shopping, restaurants, bars, and entertainment options, and empty-nesters wanting to take advantage of waterfront amenities and other benefits afforded by the Trade Area. In addition, it is expected that future housing demand in the City of North Tonawanda will be partially driven by the need to replace older, obsolete housing stock with smaller housing units to address this trend toward smaller households.

Key Takeaway: The housing market in the City of North Tonawanda has experienced slower growth than the Trade Area as a whole and higher vacancy rates, but demographic changes may fuel growth in the demand for smaller, higher-end units and residential opportunities within walking distance of recreational, cultural and retail opportunities.

Retail Market Analysis

Consistent with national trends, the largest components of consumer spending in the Trade Area are housing and health care, followed by food (for at home consumption and away from home) and entertainment and recreation (Source: ESRI). While expenditures within the more urban or inner ring suburban communities tend to lag behind the national average, expenditures in the suburban and rural areas exceed the national rate.

A 2018 Community Needs Assessment prepared for Oliver Street, which is included in the DRI area, showed that retail leakage existed in almost every industry group, indicating that Oliver Street residents were spending more for goods than local businesses sell. The largest retail gaps existed in motor vehicle parts and automobile dealers, food and beverage stores, and grocery stores.

Section I: Downtown Profile and Assessment

RETAIL GAP

Retail leakage exists in almost every industry group, indicating that Oliver Street residents are spending more for goods than local businesses sell. The largest retail gaps exist in motor vehicle parts and automobile dealers, food and beverage stores, and grocery stores.



Oliver Street residents spend \$1 inside the study area for every \$2 they spend outside the study area, suggesting that corridor businesses are not meeting present demand. This condition provides an opportunity for new businesses to enter the study area and capitalize on excess demand.

Source: Oliver Street Community Needs Assessment

This is consistent with the findings in the study of the Trade Area conducted in connection with the planning for the BOA, which showed that consumer spending was “leaking” out of the Trade Area to other regions.

The tables on the following pages reflect data analyzed for the BOA Implementation Strategy and indicate that consumer demand within the Trade Area exceeded retail sales within the Trade Area, creating “leakage”.

Section I: Downtown Profile and Assessment

Industry Group	Retail Potential (Demand)	Retail Sales (Supply)	Retail Gap	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$214,603,656	\$91,388,350	\$123,215,306	66
Automobile Dealers (NAICS 4411)	\$183,263,942	\$74,846,849	\$108,417,093	22
Other Motor Vehicle Dealers (NAICS 4412)	\$17,439,892	\$7,594,712	\$9,845,180	14
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$13,899,822	\$8,946,789	\$4,953,033	30
Furniture & Home Furnishings Stores (NAICS 442)	\$30,827,255	\$15,230,831	\$15,596,424	30
Furniture Stores (NAICS 4421)	\$16,990,852	\$8,484,371	\$8,506,481	10
Home Furnishings Stores (NAICS 4422)	\$13,836,403	\$6,746,460	\$7,089,943	20
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$33,134,347	\$34,746,482	-\$1,612,135	52
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$38,301,717	\$51,473,869	-\$13,172,152	57
Building Material and Supplies Dealers (NAICS 4441)	\$34,147,786	\$49,127,501	-\$14,979,715	46
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$4,153,931	\$2,346,368	\$1,807,563	11
Food & Beverage Stores (NAICS 445)	\$187,878,923	\$227,390,243	-\$39,511,320	51
Grocery Stores (NAICS 4451)	\$167,959,830	\$215,770,976	-\$47,811,146	29
Specialty Food Stores (NAICS 4452)	\$7,378,956	\$6,350,310	\$1,028,646	13
Beer, Wine, and Liquor Stores (NAICS 4453)	\$12,540,137	\$5,268,957	\$7,271,180	9
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$42,367,025	\$25,930,711	\$16,436,314	49
Gasoline Stations (NAICS 447/NAICS 4471)	\$137,581,013	\$79,550,921	\$58,030,092	25
Clothing and Clothing Accessories Stores (NAICS 448)	\$49,128,523	\$15,145,506	\$33,983,017	40
Clothing Stores (NAICS 4481)	\$38,903,540	\$11,082,039	\$27,821,501	23
Shoe Stores (NAICS 4482)	\$4,936,726	\$1,034,416	\$3,902,310	6
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$5,288,257	\$3,029,051	\$2,259,206	11
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$12,821,651	\$8,161,955	\$4,659,696	45
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$7,322,627	\$6,419,025	\$903,602	38
Book, Periodical, and Music Stores (NAICS 4512)	\$5,499,024	\$1,742,930	\$3,756,094	7
General Merchandise Stores (NAICS 452)	\$100,638,988	\$47,877,376	\$52,761,612	18

Table #6 Consumer Demand with Trade Area
Source: City of North Tonawanda BOA Step 3 Implementation Strategy

Section I: Downtown Profile and Assessment

Industry Group	Retail Potential (Demand)	Retail Sales (Supply)	Retail Gap	Number of Businesses
Department Stores Excluding Leased Depts. (NAICS 4521)	\$35,168,648	\$22,594,734	\$12,573,914	6
Other General Merchandise Stores (NAICS 4529)	\$65,470,340	\$25,282,642	\$40,187,698	12
Miscellaneous Store Retailers (NAICS 453)	\$21,606,651	\$19,593,356	\$2,013,295	75
Florists (NAICS 4531)	\$2,404,976	\$5,790,300	-\$3,385,324	12
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$3,625,590	\$5,974,327	-\$2,348,737	25
Used Merchandise Stores (NAICS 4533)	\$677,044	\$269,241	\$407,803	8
Other Miscellaneous Store Retailers (NAICS 4539)	\$14,899,041	\$7,559,488	\$7,339,553	30
Food Services & Drinking Places (NAICS 722)	\$163,711,325	\$111,711,435	\$51,999,890	225
Full-Service Restaurants (NAICS 7221)	\$103,079,603	\$44,073,877	\$59,005,726	132
Limited-Service Eating Places (NAICS 7222)	\$41,923,142	\$53,410,886	-\$11,487,744	54
Special Food Services (NAICS 7223)	\$9,186,676	\$10,932,342	-\$1,745,666	12
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$9,521,904	\$3,294,330	\$6,227,574	27

Source: City of North Tonawanda BOA Step 3 Implementation Strategy

The chart below illustrates the leakage/surplus factor for a sampling of the industry groups. A higher (positive) leakage factor indicates higher expenditure being made outside of the Trade Area.

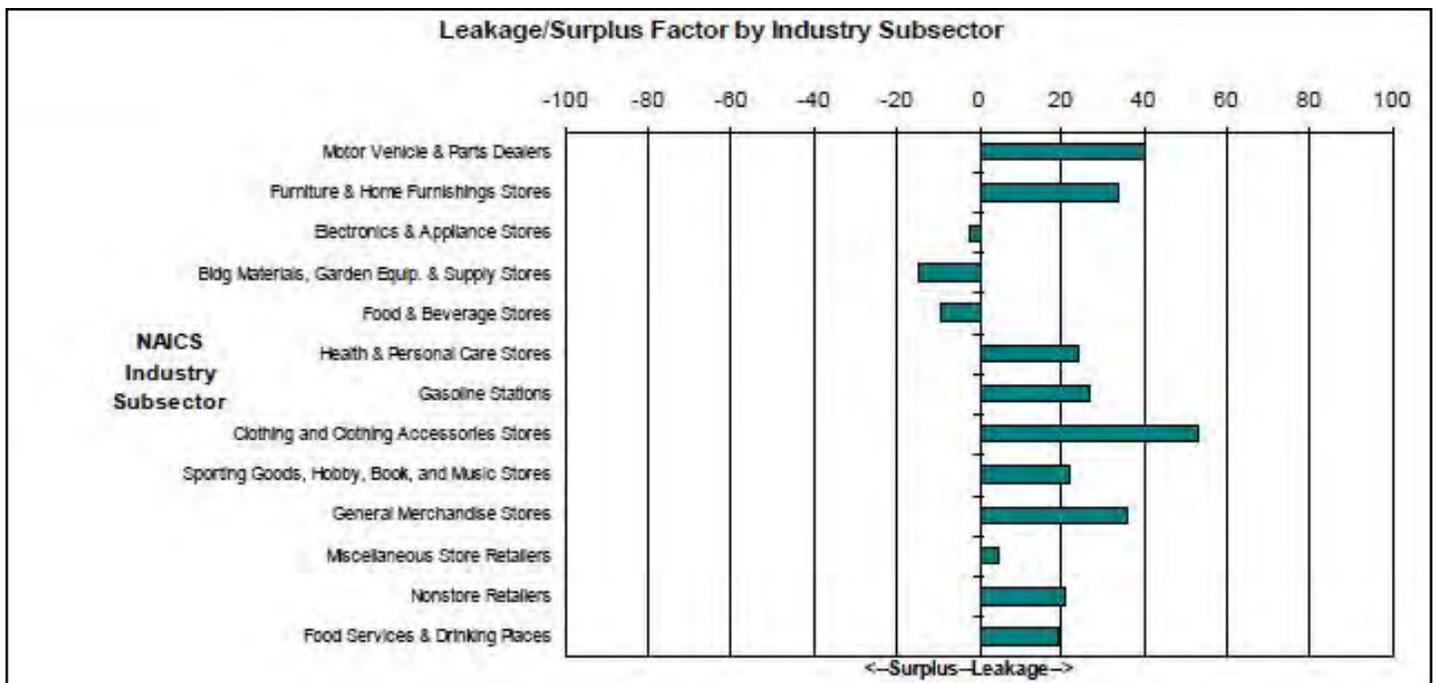


Figure #21: Leakage/Surplus Factor by Industry Sector

Source: ESRI

Source: City of North Tonawanda BOA Step 3 Implementation Strategy

Section I: Downtown Profile and Assessment

Money spent by consumers outside of the Trade Area represents lost business revenue and lost sales tax revenue for the municipalities. Sectors with the largest retail gap within the Trade Area were motor vehicle and parts dealers, clothing and clothing accessories stores, general merchandise stores and furniture and home furnishing stores. Based on the amount of “leakage”, sectors that were identified as having the potential to support additional stores within the Trade Area included sporting goods stores, health and personal care stores, and food services and drinking places.

Key Takeaway: The leakage of revenues from the City of North Tonawanda and the Trade Area as a whole indicates that there is consumer demand within the City and the Trade Area to support the addition of businesses in the retail and food and beverage sectors.

Office and Industrial Real Estate Analysis

The market analysis prepared for the BOA Nomination Study reflected slow or negative growth in sectors using industrial sites and predicted a decline in the manufacturing sector in the Trade Area. Growth in transportation and warehousing was expected. Significant available inventory in the transportation and warehousing sectors was noted along with a strong absorption rate (rate at which available properties are sold over a set time period). An analysis by CBRE in 2022 indicated that the demand for warehouse, light manufacturing, and industrial space remained strong, with the vacancy rate falling from 2.5% in 2021 to 1.5% in 2022. The strength in this market could be due in part to the continued rise in e-commerce and third-party logistics operations.

The market analysis prepared for the BOA predicted slow growth in the sectors utilizing office space alongside increasing vacancy rates for offices. This trend has likely been exacerbated by the COVID-19 pandemic which resulted in office closures and an increase in the number of employees working remotely. CBRE noted an increase in the vacancy rate for office space in 2021 to 13.5%, with the real estate market for office space being impacted by a failure to absorb new office space while existing space became vacant, in sharp contrast to recent pre-Covid years where the vacancy rate hovered around 10%. CBRE’s 2022 report showed a drop in the vacancy rate to 12.8%, with the absorption of 323,139 square feet of office space within the past year. Activity in the medical office and innovation sectors has increased.

Key Takeaways: Based on regional trends, demand for warehousing and logistical space remains strong, which will benefit areas such as North Tonawanda and Niagara County which have easy access to major transportation arteries. The fact that employment within the City is heavily concentrated in the service and public administration sectors may provide a cushion for the local market for office space.

Tourism Analysis

The hospitality and tourism industry has always been a significant part of the Niagara County economy. According to data provided in Destination Niagara USA’s annual reports nearly 8 million tourists visit Niagara Falls each year and visitor spending exceeded \$752 million in Niagara County in 2018, representing a 6.3% increase over the previous year. In addition, tourism and hospitality are a significant source of employment, with 16,373 people working in tourism-related industries in Niagara County prior to the pandemic, which was an estimated 22.8% of the County’s workforce. Significant investments have been made in the hospitality and tourism industry over the past 20 years, not only within



Section I: Downtown Profile and Assessment

Niagara Falls itself but also in regional attractions such as Fort Niagara, the Erie Canal and Flight of Five Locks, the Niagara Wine Trail, and others that help extend visitor stays, which is critical to Niagara County's tourism economy.

The tourism industry in Niagara County was hit particularly hard by the pandemic, with hotel operators reporting single-digit occupancy as visitors canceled or deferred travel plans, and restaurants and attractions also suffered due to government restrictions and a lack of tourists. Based on data provided by Destination Niagara USA, the hospitality industry within the County has rebounded. In June 2022, there was a 12% increase in occupancy, an 8.8% increase in the average daily rate for hotel stays, a 21.9% increase in the revenue per available room, and a 12% increase in market demand compared to June 2021 levels. This increase in demand and revenue, despite the relatively consistent supply of hotel rooms, indicates that the market may be ready to support additional hotel development.

Niagara County updated its Comprehensive Economic Development Strategy (CEDS) in June 2020 in the midst of the pandemic. One of the goals identified in the CEDS is the promotion of the natural and cultural assets of the region. One action specifically identified in the CEDS to achieve this objective is the expansion of the Riviera Theatre in North Tonawanda as part of a cultural tourism development. As described in the following sections, one of the proposed DRI projects relates to this action.

The market analysis prepared for the BOA Nomination noted the efforts by the City of North Tonawanda to revitalize the Gateway Harbor district (Webster Street/historic downtown) to appeal to and accommodate tourists. Prior to the pandemic, festivals, concerts and other events held during the summer months helped increase the number of regional visitors to the City. As conditions normalize, these activities can resume. Tourism in upstate New York tends to be seasonal, and efforts to the expand tourism in the winter months should include marketing such North Tonawanda attractions as the Riviera Theatre, the Herschell Carrousel Factory Museum, the Carnegie Art Center, and the Ghostlight Theater.

Tourism-related employment within the Trade Area tends to be concentrated in the food services and drinking places sectors (NAICS 722). Hotel options tend to be concentrated in the City of Buffalo/Town of Amherst to the south of the Trade Area and Niagara Falls to the north. The market analysis prepared for the BOA Nomination noted that the lack of a hotel within the City of North Tonawanda's downtown has been a disadvantage as the City tries to capture over-night spending by visitors to the Buffalo-Niagara region. The addition of hotel space to the City would position North Tonawanda to capture a share of overnight spending in the region by leveraging its central location to a wide range of attractions.

Key Takeaways: North Tonawanda's central location and tourism assets create opportunities to build on its past investments to enhance the City's position as a tourism destination, including the possible addition of a hotel within the City.





SECTION II

Downtown Vision, Goals and Strategies



Section II: Downtown Vision, Goals and Strategies

DRI VISION FOR DOWNTOWN NORTH TONAWANDA

The vision crafted for the MomeNTum Plan – North Tonawanda’s guiding document for downtown revitalization – was included in the DRI Application and was adapted for the DRI through an intense iterative process. The vision statement is an expression of how the community sees itself in the future and what it aspires to become. The goals are designed to help achieve the vision for downtown North Tonawanda, while the strategies represent broad-based actions that can be undertaken to achieve each goal. The draft vision was presented to the LPC at its kickoff meeting where members participated in a visioning exercise and shared ideas for the Plan’s potential goals and strategies. The vision, goals and strategies were reviewed during subsequent LPC meetings, with multiple opportunities for public input throughout the planning process. They were displayed on a poster at Workshop #1, with pens and sticky notes for participants to share feedback and revisions. The vision, goals, and strategies were distributed as a handout at Workshop #2. Finally, the vision, goals, and strategies were reviewed a final time with the public during Workshop #3.

VISION

Downtown North Tonawanda is an energetic, diverse, high quality, and unique city experience for residents and visitors. Downtown is a vibrant and welcoming mixed-use district centered on the confluence of two historic waterways, the Erie Canal, and the Niagara River. Downtown North Tonawanda is the hub for residential, commercial, employment, leisure and recreation wants and needs for the city and the region. Residents and visitors alike delight in our waterways, the beauty of our natural landscapes and the multitude of landside cultural and recreational amenities offered at this “Gateway to the Erie Canal.”

In downtown North Tonawanda, on Tonawanda Island and throughout our urban waterways, we will energize, diversify, add value, and become incomparable.

DRI GOALS AND STRATEGIES

GOAL #1

Energize – Support the density necessary to create excitement throughout the day and into the night with a robust mix of shopping, dining, hospitality, entertainment, and service destinations.

Strategies:

- ◆ Retain existing and recruit new investment to downtown
- ◆ Help entrepreneurs develop prosperous and sustainable downtown enterprises
- ◆ Enhance downtown as a regional dining and entertainment destination
- ◆ Enhance downtown as a regional destination for arts and culture
- ◆ Add shade structures and trees and add street furniture to encourage lingering

GOAL #2

Diversify – Enhance downtown as NT’s residential, hospitality, economic, and employment center, and a place that visitors will want to visit again and again and share with others by attracting an array of living, working and recreating opportunities to downtown.

Strategies:

- ◆ Identify and fill niches in downtown residential, office and entertainment
- ◆ Attract regional institutions to develop downtown North Tonawanda branch and satellite offices
- ◆ Develop diverse housing for buyers and renters of all incomes and needs

Section II: Downtown Vision, Goals and Strategies

- ◆ Improve connections between the waterfronts, downtown destinations, and the rest of North Tonawanda
- ◆ Ensure downtown is accessible to people of all abilities

GOAL #3

Add value – Focus on the highest quality, efficient and climate resilient development befitting the downtown’s abundant historic, cultural, recreational, and natural resources and its delightful public realm.

Strategies:

- ◆ Increase project feasibility and sustainability with grants and low-interest loans for energy efficient and climate resilient retrofits
- ◆ Increase project feasibility with gap financing, construction loans, and preservation tax credits
- ◆ Projects should include green infrastructure components
- ◆ Maintain and enhance a high-quality public realm
- ◆ Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfield sites

GOAL #4

Become incomparable – Leverage downtown’s unique location, culture and history at the confluence of two historic waterways to develop exceptional urban waterfront experiences.

Strategies:

- ◆ Develop entertainment and programming for all ages on the Erie Canal and Little River
- ◆ Showcase Niagara County’s agricultural bounty
- ◆ Develop Tonawanda Island consistent with North Tonawanda’s heritage and culture
- ◆ Activate the public realm throughout the year
- ◆ Prioritize safety, accessibility and convenience on downtown’s streets, parking areas, trails, sidewalks, and waterways





SECTION III

Downtown Management and Implementation Strategy



Section III: Downtown Management and Implementation Strategy



Downtown Management and Implementation Strategy

This section describes how funded projects will be managed and implemented post-award. The City of North Tonawanda has sufficient capacity to manage funded projects and can leverage partnerships with community organizations to ensure the success of its downtown revitalization efforts. The City will build on their planning efforts during the DRI process to implement the identified DRI projects in Downtown North Tonawanda.

Since 2016, North Tonawanda Community Development has managed \$10,535,359 in grant-funded projects related to transportation, infrastructure, housing, community development, parks and recreation, environmental protection, and economic development. City staff are currently implementing several projects in partnership with state agencies like the NYS Office of Parks, Recreation and Historic Preservation and the NYS Department of Transportation.

The Community Development Department is led by its Director, Laura Wilson. Ms. Wilson provides strategic direction for the department, supervises staff, and oversees the management of all economic and community development activities. She is also the Executive Director for the Lumber City Development Corporation and manages various economic development grant and loan funds. She is the primary liaison

between the city government and businesses, community non-profits, housing agencies, real estate firms, lending institutions, and private contractors for activities related to economic and community development.

In addition to the staff of the Community Development Department and Lumber City Development Corporation, key supporting staff for the implementation of these projects will include City Engineer Chelsea Spahr, PE, Superintendent of Public Works Mark Zellner, and Director of Parks and Recreation Alex Domardzski.

The City of North Tonawanda's community and economic development efforts are supported by the staff and volunteer boards of directors at numerous non-profit agencies throughout the city. Many of these agencies will assist in the promotion, management, oversight, and implementation of various projects recommended for DRI funding. Chief among these is Lumber City Development Corporation (LCDC). Since 2004, LCDC has assisted the City in managing and directing over 130 economic development projects resulting in \$44 million of private investment. The City will also be assisted by organizations including: the YWCA of the Niagara Frontier, the Chamber of Commerce of the Tonawandas, the East Hill Foundation, as well as arts, cultural, and community non-profits dedicated to the North Tonawanda community. These include: the Historic Riviera Theatre, the Herschell Carousel Factory Museum, the Tonawandas Council on the Arts, North Tonawanda Project Pride, the Downtown Merchants Association, and the Oliver Street Merchants Association.

Section III: Downtown Management and Implementation Strategy

The Community Development Department will act as the lead to oversee implementation of the DRI Plan, under the direction of the Mayor and Common Council. The management and implementation of DRI projects will vary depending on the type of project and project sponsor, but will generally fall into one of the three following categories:

Public Projects

Public projects are those that will be initiated and managed directly by City staff, with the City of North Tonawanda acting as project sponsor. The public projects recommended for DRI funding will leverage and enhance other public and private investments in the community. In addition to sponsoring these projects, the City will be responsible for implementing, approving, managing, and overseeing each project from initial design through final construction completion.

For projects requiring professional design and engineering services, the City Engineering Department will coordinate with the Community Development Department to draft and issue the appropriate Requests for Proposals. The Engineering Department and the Community Development Department will then convene a small review committee, typically consisting of representation from the Mayor's office, Common Council, and any other involved City department. The committee will use a standardized scoring template to review and score each proposal for completeness, qualification, scope of work, and cost effectiveness. The committee will then provide a recommendation for acceptance by the City Common Council.

Following coordination and review by the City Engineer, any project site plans or construction documents will be reviewed by the City Building Inspector and Code Enforcement Officer. As determined by the Building Inspector, any projects requiring site plan approval will be submitted to the North Tonawanda Planning Board for site plan review. The Planning Board will then determine if any additional approvals are required, such as a GML Section 239-m review, from Niagara County Planning Board or any variances from the North Tonawanda Zoning Board of Appeals. The City Engineering Department will be responsible for soliciting, accepting, and reviewing any construction bids as well as overseeing the selected contractors.

The City Engineering, Community Development, and Building Inspection departments have coordinated in this manner on a variety of public improvement and infrastructure projects. Other City departments, including Public Works and Parks and Recreation, will be consulted as needed.

The City will partner with Lumber City Development Corporation (LCDC) to implement the proposed Commercial Property Improvement Grant Program. LCDC has extensive experience managing programmatic economic development grant funds and assisting small commercial development projects throughout the city, including three New York Main Street façade grant programs and six Microenterprise Assistance grant programs. LCDC anticipates implementing the grant fund to support exterior building and site renovation projects of commercial or mixed-use properties. Reimbursement grants of up to \$50,000 will be available and will require each project sponsor to provide a 20% cash match. LCDC will develop and distribute program applications, review, score, and rank applications and approve each project for funding.

Non-Profit Projects

Four of the recommended projects are sponsored by non-profit corporations including The Riviera Theatre, the Allan Herschel Carousel Museum, the North Tonawanda History Museum, and Railroad Museum of the Niagara Frontier. Each of these organizations is led by a Board of Directors consisting of civic and community leaders from throughout the region with a wide array of experience. These organizations also rely heavily on non-traditional funding sources, including grants, philanthropic donations, and community fundraising, and as such, are accustomed to managing projects in cost-effective and efficient ways.

Section III: Downtown Management and Implementation Strategy

The City of North Tonawanda has positive working relationships with each of these non-profits including co-sponsoring and managing community events and activities that benefit the community. The City is fully committed to assisting these partner organizations in any way practical to help them successfully implement their DRI projects.

Private Projects

Eleven of the recommended DRI projects are sponsored by private individuals and businesses. Along with other factors, the LPC selected these projects based on each project sponsor's direct experience in completing similar projects and their capacity to undertake the proposed DRI project.

The private DRI projects proposed each consist of either new building construction or the rehabilitation and reuse of an existing structure. Each project sponsor has demonstrated successful experience, and many have completed projects in North Tonawanda, giving the LPC a high degree of confidence that the proposed projects are feasible and likely to be completed. Many of the private project sponsors have partnered with LCDC in the past and already have experience in navigating the local process for building and site plan approvals.

State Agency Partners

New York State, through numerous agencies, will have a significant role in assisting with implementation of the North Tonawanda DRI. Department of State is responsible for monitoring and reporting on all DRI projects as well as administering municipal grants, Empire State Development will administer business and economic development grants, and NYS Homes and Community Renewal will administer housing grants and funding for the DRI Fund. Additional project review, approval, technical assistance, or funding may also be provided by agencies including New York State Parks, Recreation, and Historic Preservation, New York State Energy Research and Development Authority, and the Environmental Facilities Corporation, as applicable.

The following table summarizes the projects recommended by the Local Planning Committee for DRI funding and the agencies responsible for project implementation:



Recommended Projects

Project Name	Project Sponsor/Property Owner	Project Type
Construct a Public Benefit Area at 78 Bridge Street	City of North Tonawanda	Public Improvements
Modernize the Carnegie Art Center Building	City of North Tonawanda and Carnegie Art Center	Public Improvements
Implement Smart Growth 2.0	City of Tonawanda and Downtown Merchants Association	Public Improvements
Establish the Commercial Property Improvement Grant Program	City of North Tonawanda, Downtown Merchants Association, Oliver Street Merchants Association, and Chamber of Commerce	Downtown fund
Reinforce Gateway Harbor as a Recreation Hub	City of North Tonawanda	Public Improvements
Improve the Walkability and Streetscape of Oliver Street	City of North Tonawanda and Oliver Street Merchants Association	Public Improvements
Rehabilitate 230 Oliver Street Into a Mixed-use Building	Vanderbuilt Development Team and Lumber City Development	Downtown Buildings - new construction or rehab
Restore the Allan Herschell Company Complex Music Room	Herschel Carousel Museum	Downtown Buildings - new construction or rehab
Update and Expand the Riviera Theatre	Riviera Theatre	Downtown Buildings - new construction or rehab
Build Carruthers Dog Park	City of North Tonawanda	Public Improvements
Enhance the North Tonawanda History Museum	NT History Museum	Downtown Buildings - new construction or rehab
Improve the Railroad Museum of the Niagara Frontier	Railroad Museum of Niagara Frontier	Downtown Buildings - new construction or rehab
Develop a Mixed-Use Building on Vacant Land at 122 Webster Street	Kevin and Lisa Hughes and Lumber City Development	Downtown Buildings - new construction or rehab
Upgrade the Apartment Building at 235/239 Oliver Street	Michael Attea, Power Play Partners, LLC., and Lumber City Development	Downtown Buildings - new construction or rehab
Rebuild 211 Main Street as a Professional Services Incubator	KCB Architecture and Lumber City Development	Downtown Buildings - new construction or rehab
Construct a New Apartment Complex at 10 Goundry Street	Barbara Hughes and Lumber City Development	Downtown Buildings - new construction or rehab
Renovate the Third Floor of 62 Webster Street Into The Clubhouse	Matt and Catherine Schwandt and Lumber City Development	Downtown Buildings - new construction or rehab
Convert 27 Main Street into a Multi-tenant Restaurant and Retail Space	Sunshine 5449 Holdings, LLC., and City of North Tonawanda	Downtown Buildings - new construction or rehab
Provide Public Access to the Waterfront by Building the River Road River Walk	VisoneCo Site Development, LLC., and City of North Tonawanda	Public Improvements
Rehabilitate Commercial Building at 15 Webster Street	M Property Holdings and Lumber City Development	Downtown Buildings - new construction or rehab
Restore the Facade at 4 Webster Street	Suzuki Strings and Lumber City Development	Downtown Buildings - new construction or rehab
Build a Garden Center at 665 River Road	John Krantz and Lumber City Development	Downtown Buildings - new construction or rehab
Reconfigure 300 Oliver Street (Witters) to Provide Outdoor Restaurant and Banquet Space	Josh Ramos and Lumber City Development	Downtown Buildings - new construction or rehab

Table #7



SECTION IV

Public Involvement



Section IV: Public Involvement

Introduction

As a Round 5 Downtown Revitalization Community, North Tonawanda leveraged past public and private developments and prepared a slate of projects for state approval that will transform downtown North Tonawanda into a new, healthy, vibrant, growing downtown.

Community buy-in is vital to achieve the objectives of the DRI Plan and for the ultimate success of the projects designated for funding. Community participation is essential to ensure that stakeholders are given a voice in the Downtown Revitalization Initiative, so that the DRI plan equitably benefits the entire community and the region.

During the DRI planning process, community participation was vital in identifying challenges and opportunities for revitalization and in developing the DRI goals, strategies, community vision, and projects. The community's input was gathered through a wide range of techniques including traditional workshops, interactive sites tours, community chalkboards, DRI office hours for potential project sponsors, and outreach to students and senior citizens.

Because there was so much at stake, the Downtown Revitalization Initiative process demanded transparency, equality, and inclusivity through community engagement. Engagement events were promoted well in advance through a variety of platforms – online through the NT MomeNTtum website, social media, and the City's various webpages, as well as through the local newspaper, the Niagara Gazette. Events were designed to allow stakeholders to participate at a level that was comfortable for them.

Local Planning Committee

A Local Planning Committee (LPC) was organized to provide strategic guidance and to thoroughly consider each of the project proposals that developed through the process. LPC members represented a diversity of North Tonawanda business and property owners, the public sector, non-profits, organizations, and residents. They were supported by a consultant team hired by New York State and representatives of the City of North Tonawanda, New York State, Niagara County, and local agencies.

The LPC met in venues accessible to the public. Each meeting was also convened over a virtual platform so that

stakeholders unwilling or unable to gather in person could participate.

The LPC developed a slate of proposed projects in the public, private and non-profit sectors that were competitive, well-considered and ready to go upon award by New York State. Together, the selected projects ensured that overall, the triple bottom line of economic, social, and environmental benefits is met.

LPC Meetings

Meeting #1, Feb. 22, 2022, NT PUBLIC LIBRARY

The kick-off meeting was designed to provide the LPC members with a comprehensive overview of the Downtown Revitalization Initiative Plan and process. Introductions were made. Information regarding ethics and responsibilities for disclosure and recusal were discussed.

During a discussion about the boundary, the LPC voted to amend the boundary. The amendment removed a city park and extended the boundary to include more of Oliver Street, one of downtown's major commercial corridors within the boundary, creating a DRI project area more focused on the DRI's downtown commercial corridors.

Meeting #2, Mar. 22, 2022, RIVIERA THEATRE

During its second meeting, the LPC reviewed the draft Downtown Profile & Assessment, the Public Engagement Plan and Call for Projects. A revised draft vision and goals for the DRI were presented. It was noted that the vision and goals would be reviewed by the public at the upcoming Public Workshop. The consultant team reviewed the public-sector projects that are expected to be proposed.

Much of the focus of the meeting was on the Call for Projects. A form for project proposals was reviewed. The form was developed by the consultant team and posted online for use by project sponsors. The open call began with a virtual information session March 31, 2022 and was supported by weekly consultant team office hours through the 30-day submission window.

Section IV: Public Involvement

MEETING #3, APRIL 26, 2022, RIVIERA THEATRE

During its third meeting, the LPC received a detailed overview of the public engagement process, including the March 29 Public Workshop #1, office hours and Community Chalkboards. The draft Vision, Goals and Strategies were presented for comment at the public meeting. Having received no additional comments, the Vision, Goals and Strategies were endorsed by the LPC.

The consultant team reported that proposals were received for 31 total projects, seven in the public sector, six proposals from non-profits, and 18 private-sector projects. The aggregate DRI Investment ranged between \$15-\$20 million pending the finalization of certain projects' financials.

MEETING #4, May 24, 2022, LUMBER CITY CHURCH

Each private-sector project sponsor was invited to make a brief presentation to the LPC during its May 24 meeting. Presentations were limited to three minutes followed by a Q&A session of five minutes. There were 24 sponsor presentations, each providing a brief project overview, project features, costs and financing.

MEETING # 5 VIRTUAL MEETING, JUNE 2, 2022

The LPC met on Zoom meetings on June 2, following the May 24 meeting to discuss all of the projects that have been proposed for funding. The purpose of the meeting was to identify projects for which additional information was needed and to have discussions to set the stage for voting on individual projects at the next LPC meeting.

MEETING #6 VIRTUAL MEETING, JUNE 23, 2022

A second virtual meeting was held June 23, 2022. During the meeting, the consultant team updated the LPC on final project costs for the public sector projects and presented visualizations of said projects.

MEETING #7, JUNE 29, 2022, LUMBER CITY CHURCH

During the June 29 meeting, the LPC members identified priority projects to advance to New York State for consideration for DRI funding.

Projects recommended for DRI funding:

- ◆ Improve the Railroad Museum of the Niagara Frontier
- ◆ Enhance the North Tonawanda History Museum
- ◆ Update and Expand the Riviera Theatre
- ◆ Modernize the Carnegie Art Center Building
- ◆ Implement Smart Growth 2.0
- ◆ Build Carruthers Dog Park
- ◆ Reinforce Gateway Harbor as a Recreation Hub
- ◆ Construct a Public Benefit Area at 78 Bridge Street
- ◆ Improve the Walkability & Streetscape of Oliver Street
- ◆ Restore the Allen Herschell Company Complex Music Room
- ◆ Rebuild 211 Main Street as a Professional Services Incubator
- ◆ Establish the Commercial Property Improvement Grant Program
- ◆ Develop a Mixed-use Building on Vacant Land at 122 Webster Street
- ◆ Upgrade the Apartment Building at 235/239 Oliver Street
- ◆ Construct a New Apartment Complex at 10 Goundry Street
- ◆ Renovate the Third Floor of 62 Webster Street into The Clubhouse
- ◆ Convert 27 Main Street Into a Multi-tenant Restaurant & Retail Space
- ◆ Rehabilitate 230 Oliver Street into a Mixed-use Building
- ◆ Build a Garden Center at 665 River Road
- ◆ Restore the Facade at 4 Webster Street
- ◆ Provide Public Access to the Waterfront By Building the River Road River Walk
- ◆ Rehabilitate Commercial Building at 15 Webster Street
- ◆ Reconfigure 300 Oliver Street (Witters) to Provide Outdoor Restaurant and Banquet Space

Projects that were not recommended for DRI funding were:

- ◆ 624 River Road Apartments and Coffee Shop
- ◆ Carousel Park Apartment Upgrades
- ◆ Tonawanda Island Redevelopment (2-4 Bridge St.)
- ◆ Twin Cities Elks Lodge
- ◆ Prosper Brewing Upgrades
- ◆ 729 River Road Sensory Garden Trail
- ◆ 134 Main St. Renovations
- ◆ 82 Webster/83 Main St. Upgrades and Mural
- ◆ Timber Shore Development
- ◆ Island Street Park and Overlook

The final slate included 23 projects totaling \$13.24 million including seven public-sector projects, five non-profit projects, and 11 private-sector projects.

Section IV: Public Involvement

Following the meeting, a ballot was prepared to tabulate LPC votes. The voting period opened July 15, 2022 and closed on July 20, 2022.

Public Workshops

The public workshops were held in appropriate venues within the DRI boundary. Each workshop was also convened over a virtual platform so that stakeholders unwilling or unable to gather in person could participate.

PUBLIC WORKSHOP #1, MARCH 29, 2022, CARNEGIE ART CENTER

There were 43 attendees at the first workshop. During this meeting, the public was introduced to the DRI. The vision for downtown, and draft goals and strategies were reviewed and as were the projects included in the NT DRI application package. There were four interactive stations available to help participants express their vision for the future of downtown North Tonawanda and to share ideas on what they would like to see developed as part of the DRI.

Vision/Goals/Strategies

A poster with the DRI Plan's vision, goals, and strategies was available so participants could review them in detail. Participants were invited to leave sticky notes with comments, and to suggest changes or additions. Several participants reviewed the poster, and no revisions or additions were offered.

Mapping exercise

The DRI was broken into four quadrants and poster-sized maps were printed. Participants were invited to add sticky notes and write on the maps with suggestions for potentially transformational projects within each of the four quadrants. This activity resonated with the participants, many of whom made notes and offered suggestions on the maps.

Card Game

Using Insight Cards that include a word or an image, participants could choose a word or an image that answered the question, "How do you see the Downtown Revitalization Initiative (DRI) as being transformational to you and/or your community?" There were no participants in this exercise, although the cards elicited some interest.

Collaging Activity

Magazines, including planning, landscape architecture, architecture, regional publications, were available for participants to turn into collages expressing their most perfect future for any or all of the following:

- ◆ The downtown, including Webster Street and Main Street, from Sweeney Street to Island Street
- ◆ Oliver Street
- ◆ Tonawanda Island

None of the participants participated in the collaging activity.

Community Chalkboard

A "Community Chalkboard" was made with black butcher paper and metallic Sharpies where participants were asked to share how they would spend \$1 million of the \$10 million grant. The chalkboard debuted at Public Workshop #1 and subsequently were moved around the city (see below). The Community Chalkboards were very popular, with a full two "boards" of black butcher paper filled with suggestions.

Conversation Corner

A quiet area was designated for consultant team members and agencies representatives to review and discuss the call for projects application package with potential project sponsors. A state agency representative and consultant team member engaged in conversation with a half-dozen potential project sponsors.

PUBLIC WORKSHOP #2, MAY 10, 2022. LUMBER CITY CHURCH

Workshop #2 began with a brief presentation about the DRI process and timeline. The 33 projects that were proposed were each briefly reviewed. All the projects were visualized on posters displayed on the walls of the meeting space. Participants were invited to review the projects and to affix sticky thumbs-up to projects they favor and thumbs-down to the projects they favor less. Each of the 24 attendees participated in the exercise. The few participants on Zoom did not linger after the presentation to participate in the exercise.

Section IV: Public Involvement

PUBLIC WORKSHOP #3, JULY 20, 2022, LUMBER CITY CHURCH

Workshop #3 was designed to be a celebratory occasion as the final slate of projects was announced to the public. Participants were again invited to review the refined project profiles on posters throughout the room and to provide comments on the final slate of projects to be included in the Strategic Investment Plan.

An audience of 19 in-person and seven on Zoom learned about the final slate of 23 projects recommended for funding included seven public sector projects with a total of \$5,530,000, five non-profit proposals totaling \$2,522,100, and 11 private-sector projects totaling \$5,189,000. The team explained the next steps associated with the State's review of the project slate.

OTHER ENGAGEMENT TECHNIQUES

To make the DRI process as accessible as possible, additional techniques were included in the engagement strategy, including electronic as well as in-person methods. All of these activities were conducted in 2022.

Website

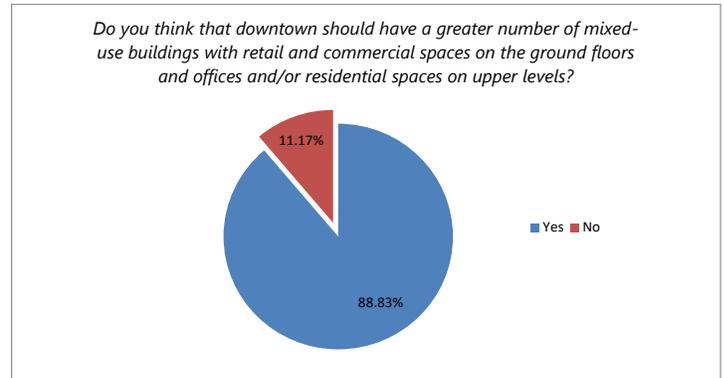
Meeting announcements, presentations and important documents were posted on a special area of the North Tonawanda MomeNTum website: <https://www.ntmomentum.com/dri-resources/>. Also posted there were recordings of many of the LPC meetings. Over the course of the project from February 2022 through July 2022, the website had 1,459 visits. Most of these (1,090) were page visits, including 382 to the project home page, called DRI Resources, and 326 to DRI News. The Open Call for Project Guidance Documents and fillable Project Profile Form were the most downloaded documents, with 55 and 57 downloads, respectively.

Online Survey

To reach a large group of stakeholders, an online survey targeted to North Tonawanda was launched on the Survey Monkey website. The survey invited participants to reflect on their community across a number of key areas to articulate a vision for a strong, revitalized downtown North Tonawanda. The survey was opened on April 27, 2022 and closed June 7, 2022. There were 180 responses.

The survey asked if Downtown should have a greater number of mixed-use buildings, with retail and commercial spaces on the ground floors and offices and/or residential spaces on upper levels. The overwhelming majority agreed there should be more mixed-use buildings.

Figure #22: Survey Responses



Respondents stated that mixed-use buildings could lead to a more active street life and a higher assortment of amenities like restaurants or entertainment venues. Reasons respondents did not want to see more mixed-use buildings included that there is not enough parking and that there is no room for more buildings downtown.

Section IV: Public Involvement

Survey: What specific kinds of development would you like to see? (Sample)

- ◆ Always need growth
- ◆ Apartments above the businesses will encourage local residents to use the nearby businesses, as well as making downtown less of a ghost town
- ◆ A cafe would be awesome. Somewhere nice and small for a quick bite
- ◆ More space for small businesses and easy transportation to work if they live on top.
- ◆ It would be nice to have unique shops (local crafters?) offering variety. I often think our area isn't that much different than Niagara on the Lake.
- ◆ Mix of shops, restaurants, and entertainment venues
- ◆ More diverse retail
- ◆ We need more retail stores downtown. Having apartments above allows the building to be more profitable
- ◆ New places to shop and eat
- ◆ Mixed use development will help bring the necessary residential density to activate our downtown into vibrant 24/7 place.
- ◆ People living downtown bring people 24 hours
- ◆ A diversity of stores
- ◆ Not enough parking. I would like to see something other than restaurants.
- ◆ The city needs growth and redevelopment.
- ◆ Mixed use creates viable, walking communities.

Survey responses were fairly evenly split on this question of whether respondents would live in a downtown apartment or condominium. Those who would live downtown wanted to be close to the action or enjoy the convenience and walkability of downtown. Many respondents who would not live in a downtown apartment or condo said they already have or prefer a single-family home. Some others had concerns about parking or safety.

Survey: Why or why not live in a downtown apartment or condo? (Sample)

- ◆ I like big back yards
- ◆ I already have a house nearby
- ◆ Thinking long term, it would not be a good place to start a family, as there would be no back yard and less space.
- ◆ Ease of access to events
- ◆ Already live in close proximity to downtown NT.
- ◆ I'm a retired professional working part time in the

cultural arts. I sold my 5 bedroom home 4 years ago to shift to low maintenance rental options.

- ◆ Too pricey
- ◆ I love the water. I already live at 600 River
- ◆ Maybe in the future when my 2 daughters move out. I enjoy the hustle/bustle and will want to downsize from our larger house at some point.
- ◆ If I was 60 years younger - yes!
- ◆ Access to food, retail, entertainment
- ◆ I like the suburbs. Our son lives downtown, he is 37 and loves it
- ◆ Love the idea. Walkability
- ◆ Can't afford it. I'm a suburbanite, lawn, neighborhood
- ◆ I would love to live closer to the action, theater, restaurants, if the spaces were what I wanted.
- ◆ The downtown area is currently growing with exciting activities and venues
- ◆ North Tonawanda is not that kind of city
- ◆ It's my goal to live in a large loft in a commercial building (as opposed to trendy Remington Lofts) where I'm able to play music and host gatherings
- ◆ I own my own home, and I love my neighborhood.
- ◆ I'd love to have a second home in the area because we commute to the area for work and family.
- ◆ I think the younger and seniors are looking for living places to live near the water and amenities

An open-ended question asked survey respondents what new food, dining or shopping options would bring them downtown more often. Coffee shops and drinking establishments led the list. Respondents wanted to "shop local" with small businesses.

Survey Frequency Mentions: What new food, dining or shopping options would bring you downtown more often?

- ◆ Coffee (27)
- ◆ Beer, brew, distill, drink, wine (24)
- ◆ Local (19)
- ◆ Small (14)
- ◆ Mexican (11)
- ◆ Ice Cream (11)
- ◆ Cafe (10)
- ◆ Breakfast (9)
- ◆ Grocery (8)
- ◆ Boutique (8)
- ◆ Craft (7)
- ◆ Specialty (7)
- ◆ Ethnic (6)

Section IV: Public Involvement

- ◆ Italian (6)
- ◆ Outdoor (6)
- ◆ Specialty (5)

Respondents also named many specific places including Starbucks, Rachel's, Brew Works, Brewed and Bottled, Buffalo Artisan Food Traders, Little Black Heart Coffee, Black Sheep Market, and Melting Memories After Dark.

In a ranking question, respondents said the greatest benefit of the DRI should be more food, dining and shopping options, closely followed downtown daytime and nighttime entertainment and recreational activity.

A follow up question sought to input on other benefits that should result from the DRI. More respondents named the waterfront and canal should benefit most from the DRI. Many named specific locations and institutions including the Carnegie Art Center, Riviera Theatre and River Road.

Survey Frequency Mentions: What else do you think would be a benefit of the DRI?

- ◆ Waterfront/canal (22)
- ◆ Walk (9)
- ◆ Bicycle, bike (8)
- ◆ Parking (7)
- ◆ Tour, tourism (7)
- ◆ Improvement(s) (7)

- ◆ Development (6)
- ◆ Infrastructure (5)
- ◆ Path, trail (5)
- ◆ Safe, safety (4)

Another open-ended question asked respondents what the lasting impact of the DRI should be, what people will be saying about it in 10 years.

Survey: What do you think will be the lasting impact of the DRI on North Tonawanda? What will people be saying about it in 10 years? (Sample)

- ◆ I can't believe this is North Tonawanda!
- ◆ A vibrant place to live and recreate
- ◆ How much fun they had
- ◆ At first people will notice the obvious changes. Years down the road, the casual visitor to downtown will be nicely surprised by the significant changes.
- ◆ Hopefully that we didn't waste it
- ◆ In 10 years, people will be saying that the city has made tremendous progress in revitalizing businesses, neighbors and offering a clean, safe city. Many job opportunities, recreational options for all ages. The city has taken advantage of its waterways, incorporated history and its architecture.
- ◆ I hope it'll invigorate the downtown area and spur additional growth for years to come

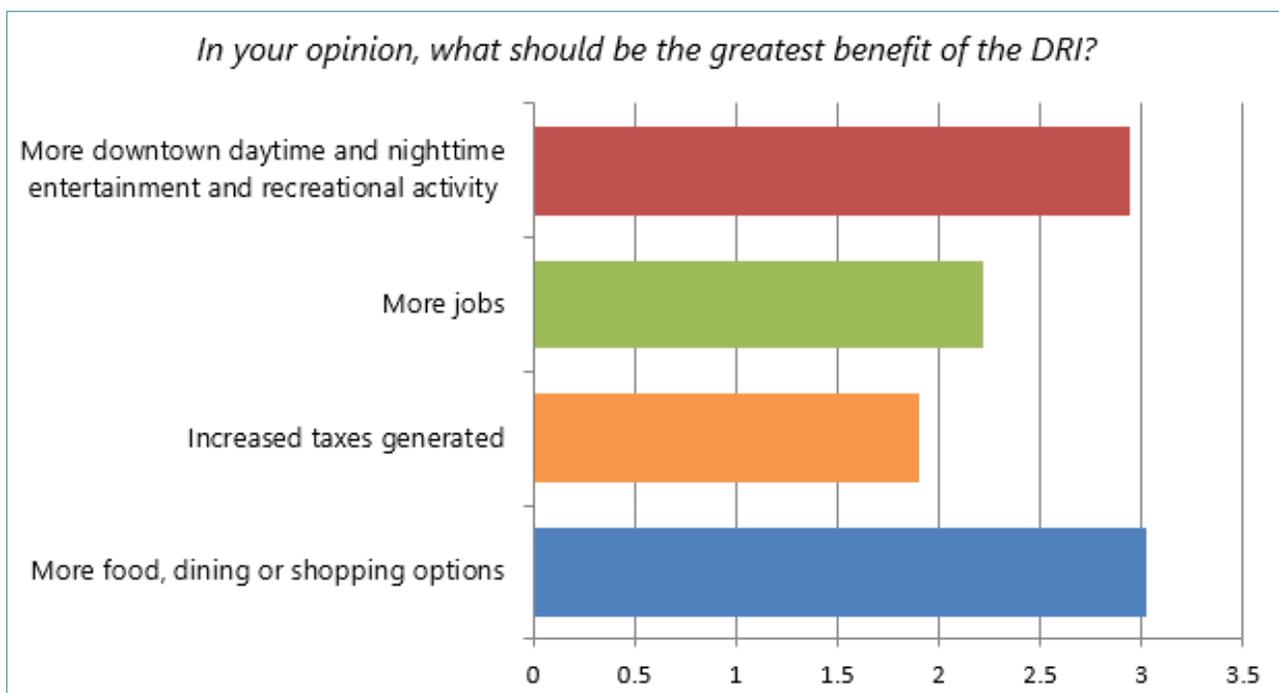


Figure #22: Survey Responses

Section IV: Public Involvement

The words hope and hopefully appeared 30 times in these responses.

When asked where or on what they would spend \$1 million in the downtown revitalization area – an echo of the Community Chalkboard question respondents named the water and the waterfront 25 times, more than any other response.

Survey Frequency Mentions On what or where would you spend \$1 million in the downtown revitalization area?

- ◆ Oliver (17)
- ◆ Parking (16)
- ◆ Webster (15)
- ◆ Path, Trail (11)
- ◆ Main (10)
- ◆ Sidewalks (7)
- ◆ Hotel (5)
- ◆ Manhattan (4)
- ◆ Infrastructure (3)

A final question asked respondents to name another city's downtown with which they would like North Tonawanda's to be favorably compared?

Survey Frequency Mentions: With what other city's downtown would you like North Tonawanda's to be favorably compared?

- ◆ East Aurora (29)
- ◆ Lewiston (25)
- ◆ Williamsville (14)
- ◆ Buffalo (14)
- ◆ Niagara on the Lake (12)
- ◆ Ellicottville (9)
- ◆ Hamburg (5)

One respondent said "Let NT be unique NOT a COPY of someone else!!!"

Office Hours

The consulting team held weekly office hours during the period that the Call for Project proposals was open: the events were held on alternate weeks at Pulp 716 Coffee and Comics, 31 Webster St. and Project 308 Gallery, 308 Oliver St. Members of the public were invited to come discuss any aspect of the DRI during these office hours, but the main focus was on assisting potential project sponsors with their applications.

Community "Chalkboards"

Using black butcher paper and metallic Sharpies, a number of Community Chalkboards were placed around the community asking people to describe what they would spend \$1 million on in the DRI area.

The chalkboards debuted at the first public workshop. One chalkboard was placed in City Hall where it remained until May 10, and another spent the duration in the Market in the Square (Budwey's). Others spent a few days up to a week in Pulp 716 Coffee and Comics, The Vegan Grocery Store and Sticky Face BBQ. Entries from the first public workshop are above. The other responses were:

Market in the Square

- ◆ Revitalize and further develop local waterfront
- ◆ Give waterfront access to fisherman
- ◆ Fix sidewalks (Division St)
- ◆ Re-open Taco Bell on Meadow
- ◆ Family style breakfast restaurant
- ◆ De-gentrification efforts
- ◆ Increase police fund to patrol E. Robinson speedway
- ◆ Repave Webster St.
- ◆ Get rid of Bitcoin operation noise and pollution
- ◆ Bring all the bars on Oliver
- ◆ Fix sidewalks on Oliver Street and fix lack of water pressure
- ◆ Breakfast restaurant next to Webster's
- ◆ Fix water pressure on Oliver St.
- ◆ Trim trees and remove bad trees
- ◆ Fix sidewalks on Oliver St.
- ◆ Fill the potholes
- ◆ Foot Truck Thursday in N.T.!
- ◆ Coffee shop downtown
- ◆ Clean up the blight on Wheatfield (Payne to Oliver)
- ◆ Vendors along waterfront
- ◆ Change light timing when crossing from Wheatfield St. to Erie Ave. so signal doesn't skip and change
- ◆ More outdoor seating along waterfront
- ◆ More seating/benches for concerts
- ◆ Better use of waterfront property on Tonawanda Island
- ◆ More lights on Oliver
- ◆ Give it back to the people!
- ◆ Bring back Labatt concert series
- ◆ RV park on River Road
- ◆ Put a chic fill a on Webster St.
- ◆ Put a Starbucks on Meadow Drive

Section IV: Public Involvement

City Hall

- ◆ Dog park (2 mentions)
- ◆ Infrastructure improvements
- ◆ Restoration at the Carnegie Art Center
- ◆ Air conditioning and refinish floors at the Carnegie Art Center
- ◆ Get a Rachel's
- ◆ Wifi for the city
- ◆ Secure City Hall
- ◆ City Hall- roof, windows, brick painting, curbing, pave parking lot, heat/ac
- ◆ Activity park for youth/teens. Give them something to do in the summer
- ◆ Fix aging water system and hydrants
- ◆ Motorcycle parking
- ◆ Motorcycle rally
- ◆ Kiddy park
- ◆ No bus cameras
- ◆ Purchase boat house area and make waterfront park

Pulp 716

- ◆ Rent-a-bikes around
- ◆ More water canal activities
- ◆ Renovate buildings, parks, etc.
- ◆ A quick service restaurant with healthy options
- ◆ Arcade
- ◆ Webster Street ghost tours
- ◆ Have more free activities to do
- ◆ Paddleboard rentals
- ◆ Have more fun activities for not just kids but adults
- ◆ Kid friendly activities like bowling, putt putt, etc.
- ◆ Fix up the parks and schools
- ◆ Bring back Louie's
- ◆ Pinball arcade
- ◆ A boba shop
- ◆ An outdoor gym with yoga
- ◆ Historical markers on buildings that say what happened there

The Vegan Grocery Store

- ◆ Bike racks
- ◆ Parks (playgrounds)
- ◆ More trees!
- ◆ Pollination station
- ◆ Community garden
- ◆ Drinking fountains and dog fountain
- ◆ Oliver Street Improvements!
- ◆ Recycling bins

- ◆ Garbage cans
- ◆ Dog stations
- ◆ Splash pad
- ◆ Socialism (more worker cooperatives, housing and food for impoverished)
- ◆ Benches
- ◆ Renewable energy
- ◆ Parking
- ◆ Large park with trees
- ◆ Safe needle exchange
- ◆ Community center – free and affordable, all age activities
- ◆ Affordable housing initiative for current residents

Sticky Face

- ◆ Street cleaned monthly
- ◆ Plant flowering pink trees or fruit trees
- ◆ Change sidewalk to include a bike path near street- with a uniform curb
- ◆ Eliminate grass and replant trees- cut down big ones

Interactive Site Tours

There were two interactive tours scheduled: one of the Webster Street corridor and one of the Oliver street corridor. Cold weather in mid-April hampered the April 19, 2022 Webster Street tour. A group from the consulting team and a representative of the LPC carpooled to a selection of areas to discuss the opportunities and challenges presented by each. Since the group was driving, a wider area was included in the tour.

The destinations included the proposed Island Street overlook, River Road, destinations on Tonawanda Island, and Sweeney Street.

Cold weather also greeted the Oliver Street corridor tour, held April 27, 2022. A larger group of about 15 people walked along Oliver Street from Schenck Street to Miller Street and back. The discussions centered around ways to improve the Oliver Street public realm, including sidewalks, possible bicycle lanes, street furniture and other accessories. While the group expressed support for these improvements, they had concerns about maintenance of trees and greenspaces that may be added to the streetscape.

Downtown Entertainment Venue "Crawl"

During the "crawl" on April 28, 2022, three teams of consultant team members visited selected waterfront and

Section IV: Public Involvement

Webster Street venues to talk with their patrons. Permission was gained in advance from each venue. The purpose of the event was to educate the patrons about the DRI, answer any questions they might have and to publicize the DRI community survey. There were 19 hand-written survey responses collected during the tour. Table tents with QR code linking to the survey were distributed at each venue and were left there over the weekend. While it is impossible to know how many people subsequently used the QR code they saw at one of the venues, three surveys were logged on the Survey Monkey site on April 29, 2022 during the tour and another nine were logged over the April 30-May 1, 2022 weekend. Venues visited were:

- ◆ Remington Tavern and Seafood Exchange
- ◆ Canal Club 62
- ◆ Dockside Bar & Grill
- ◆ Dwyer's Irish Pub
- ◆ Frankie Primo's
- ◆ Just Say Cheesecake
- ◆ Prosper Brewing
- ◆ Pulp 716 Coffee and Comics
- ◆ Spring Asian Cuisine
- ◆ Webster's Bistro & Bar

Senior Center Engagement

A group from the consulting team visited the Senior Citizen's Center in the Carousel Apartment complex on May 3, 2022 to gather input. There were 14 seniors in attendance. In a wide-ranging discussion the group discussed a number of issues pertinent to them. The attendees also filled out paper surveys.

Transportation was the top issue among the group. The seniors saw a need for more accessibility including parking and improved parking lots and curbs. A van specifically for seniors to get around the city was one idea discussed. While ride sharing is available, they said not everyone is comfortable getting into a private car with someone they don't know.

Downtown family-style restaurants are missed, with one saying that not everyone wants to go to a bar after a show at the Riviera. A 24-hour diner and a breakfast place were mentioned, with the Your Host restaurants named. The group agreed that community and cultural celebrations such as festivals, fairs and lawn fetes would bring people to downtown. Washrooms accessible to the public at Gateway Park and other destinations was discussed as well. The group

wants to see bike and scooter rentals, floating tiki huts such as those at Canalside in Buffalo would be "pretty neat", as would riverboat tours. They also wanted to see recreational activities appealing to seniors including pickleball and bocce.

Youth Engagement

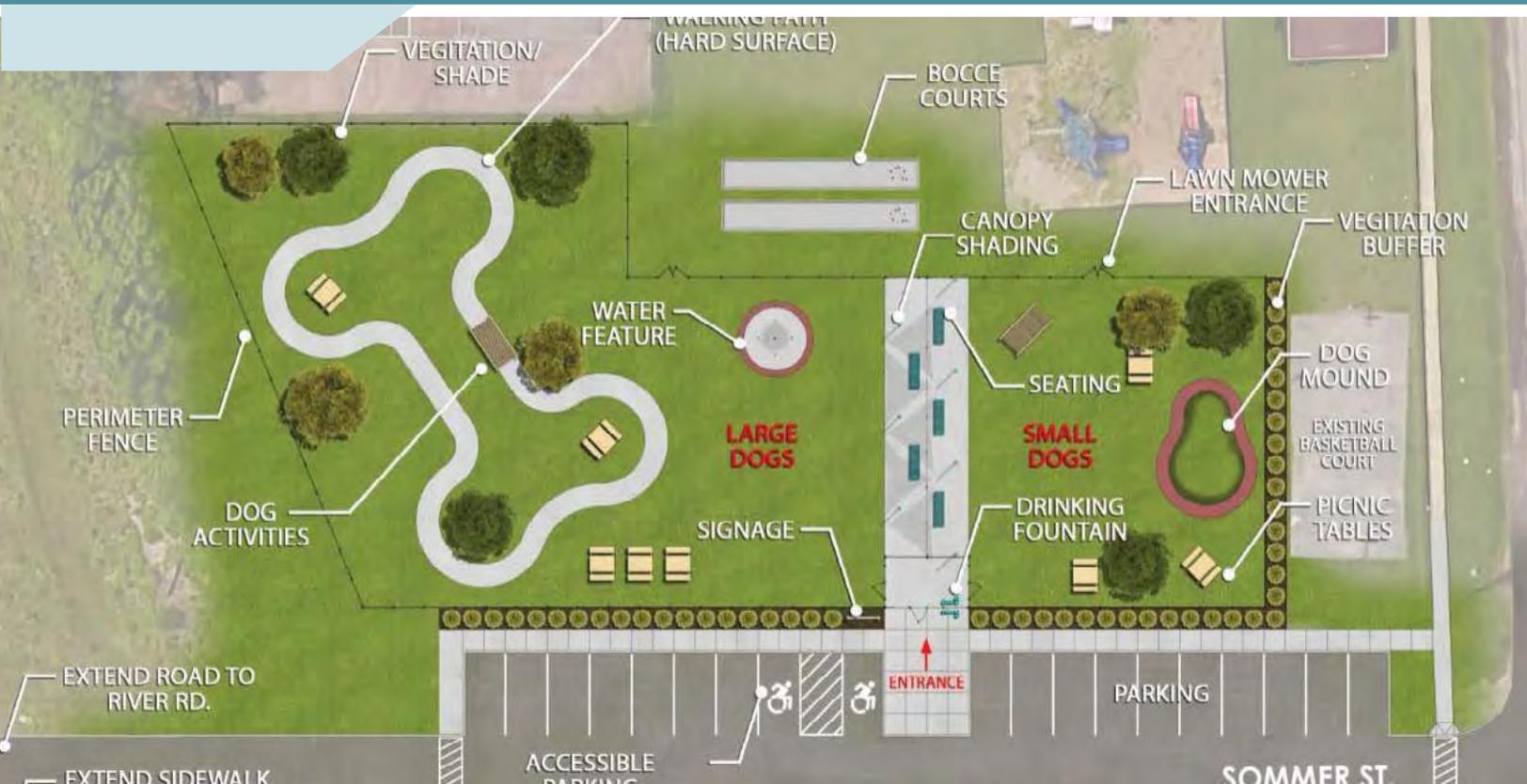
On May 23, 2022 more than 50 North Tonawanda High School students participated in a project prioritization workshop much like the one that the public participated in during Public Workshop #2. The students strongly supported the Carruthers Dog Park. The students also strongly supported the proposed projects at the Rivera Theater and Railroad Museum.

Groups of students were randomly assigned projects asked to discuss why the projects either would or would not be good for downtown North Tonawanda. The students voiced concerns about the expense that could be associated with some projects, as well as the inconvenience and timeline of some projects. They favored projects that would animate the street, provide venues for groups and jobs for teens. One group agreed with the seniors that there should be fewer bars and more shops and destinations for kids, teens and adults.



SECTION V

Recommended Projects



Overview

Overview

During the North Tonawanda DRI process, a total of 33 projects were submitted for consideration by the LPC and community. The total DRI funding amount requested by these project sponsors was more than \$24M, and because the total award is only \$10M, the LPC took on the task of narrowing down the list of proposed projects. In order to sort the projects into two categories: priority projects and pipeline projects, and to select the final slate of projects, the LPC employed the following criteria:

Project Evaluation Criteria Table	
Impact	Cost
<ul style="list-style-type: none"> ◆ Catalytic ◆ Transformative ◆ Attracts Other Investment ◆ Aligns with DRI Goals and Existing Plans ◆ Community Benefits ◆ Visual Impacts ◆ Employment and Job Growth ◆ Co-Benefits ◆ Aligns with REDC Strategies ◆ Decarbonization and Affordability 	<ul style="list-style-type: none"> ◆ Estimated Project Cost ◆ Cost Effective ◆ Ability to Leverage Public and/or Private Funds ◆ Ability to Leverage other Funding Sources ◆ Cost Justification
Feasibility	Public Support
<ul style="list-style-type: none"> ◆ Project Readiness ◆ Site Control ◆ Regulatory Challenges ◆ Readiness and Timeline ◆ Market Demand ◆ Sponsor's Track Record of Success ◆ Project Partnerships 	<ul style="list-style-type: none"> ◆ Local Planning Committee Meetings ◆ Community Chalkboards ◆ Survey ◆ Written Comments ◆ Public Meetings

Priority Projects are those recommended for DRI funding because they met all of the DRI criteria. Each is anticipated to have a catalytic impact on the downtown and is ready for implementation. Recommended projects include the creation and/or enhancement of public spaces; sustainable improvements to streets and parking lots; rehabilitation of vacant and underutilized buildings encompassing a mix of commercial and residential space; and improvements that bolster downtown tourism opportunities.

Pipeline Projects are important to downtown revitalization; however, they are either better suited for other funding opportunities or in need of further project development. The City of North Tonawanda has committed to provide sponsors of pipeline projects with assistance to help these projects move forward outside of the DRI.

Project Location Map

Projects Proposed for DRI Funding



KEY:

- | | | | | |
|---|--|--|---|--|
| <ul style="list-style-type: none"> 1 Improve the Railroad Museum of the Niagara Frontier 2 Enhance the North Tonawanda History Museum 3 Update and Expand the Riviera Theatre 4 Modernize the Carnegie Art Center Building 5 Implement Smart Growth 2.0 | <ul style="list-style-type: none"> 6 Build Carruthers Dog Park 7 Reinforce Gateway Harbor as a Recreation Hub 8 Construct a Public Benefit Area at 78 Bridge Street 9 Improve the Walkability & Streetscape of Oliver Street 10 Restore the Allan Herschell Company Complex Music Room | <ul style="list-style-type: none"> 11 Rebuild 211 Main St. as a Professional Services Incubator 13 Develop a Mixed-Use Building on Vacant Land at 122 Webster Street 14 Upgrade the Apartment Building at 235/239 Oliver Street 15 Construct a New Apartment Complex at 10 Gundry Street | <ul style="list-style-type: none"> 16 Renovate the Third Floor of 62 Webster Street into The Clubhouse 17 Convert 27 Main Street Into a Multi-tenant Restaurant & Retail Space 18 Rehabilitate 230 Oliver Street into a Mixed-use Building 19 Build a Garden Center at 665 River Road 20 Restore the Façade at 4 Webster Street | <ul style="list-style-type: none"> 21 Provide Public Access to the Waterfront by Building the River Road River Walk 22 Rehabilitate Commercial Building at 15 Webster Street 23 Reconfigure 300 Oliver St. (Witters) to Provide Outdoor Restaurant and Banquet Space <p>Project not mapped:</p> <ul style="list-style-type: none"> 12 Establish the Commercial Property Improvement Grant Program |
|---|--|--|---|--|

Figure #23: Projects Proposed for DRI Funding

Priority Projects Summary Table

#	Project Name	Project Description	Project Sponsor	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
1	Improve the Railroad Museum of the Niagara Frontier	Improvements including new lighting, new fencing, new ADA accessibility and upgrades to the parking lot and walkways to significantly enhance the visual appeal of the museum's buildings and grounds.	Railroad Museum of the Niagara Frontier	\$470,000	\$470,000	<ul style="list-style-type: none"> ▪ DRI Funding ▪ Bridge Loan 	Summer 2023	Fall 2024	Unknown
2	Enhance the North Tonawanda History Museum	Creation of additional storage space for the Museum to allow for an expanded youth engagement area, as well as technology improvements to allow for self-guided tours, interactive displays, and more customizable programming.	NT History Museum	\$292,034	\$285,000	<ul style="list-style-type: none"> ▪ DRI Funding ▪ Private 	Summer 2023	Fall 2024	Unknown
3	Update and Expand the Riviera Theatre	Modernization and expansion of the National Register-listed Riviera Theatre, a downtown anchor since 1926. This 6,000+ square-foot expansion will include ADA restrooms, new concession area and box office and artists' merchandise area.	Riviera Theater (Non-Profit)	\$2,550,000	\$1,200,000	<ul style="list-style-type: none"> ▪ DRI Funding ▪ M&T Bank ▪ Cash Equity ▪ Wendt Foundation ▪ Niagara River Greenway ▪ NYSHCR ▪ Cullen Foundation ▪ Ralph C. Wilson, Jr. Foundation 	Summer 2023	Fall 2024	2 full time positions 8-10 part time positions
4	Modernize the Carnegie Art Center Building	Various critical improvements at the Carnegie Arts Center's National Register-listed 1903 Carnegie Library building to enhance and expand programming and generate revenues. Improvements include enhancements for the building including an ADA elevator, air conditioning, and roof repairs.	City of North Tonawanda and Carnegie Art Center	\$728,500	\$650,000	<ul style="list-style-type: none"> ▪ DRI Funding 	Summer 2023	Summer 2024	N/A

Table #8

Priority Projects Summary Table

#	Project Name	Project Description	Project Sponsor	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
5	Implement Smart Growth 2.0	Improvement of landscaping at Charles R. Fleischmann Park and installation of seating, a clock tower and irrigation system; Webster and Main Street streetscape enhancements and updates; electric car charging stations and enhancements to Manhattan Street parking lot; and streetscape and green infrastructure improvements.	City of North Tonawanda	\$1,000,000	\$1,000,000	▪ DRI Funding	Fall 2023	Summer 2025	N/A
6	Build Carruthers Dog Park	Design and construction of a dog park at Caruthers Park including areas for seating, parking, shade furniture, landscaping, fencing, and small walking loops, as well as a pickle ball court to revitalize underutilized tennis courts.	City of North Tonawanda	\$530,000	\$530,000	▪ DRI Funding	Summer 2023	Fall 2024	Unknown
7	Reinforce Gateway Harbor as a Recreation Hub	Installation of public Wi-Fi, solar phone charging stations, technology enhancements to the Visitors Center (TV screens, iPads, wayfinding kiosk, pay kiosk), new kayak storage and ADA kayak ramp, new seating, and wayfinding signage in and surrounding Gateway Harbor.	City of North Tonawanda	\$500,000	\$500,000	▪ DRI Funding	Summer 2023	Fall 2024	N/A
8	Construct a Public Benefit Area at 78 Bridge Street	Development of public access to the waterfront on Tonawanda Island including survey, design and construction of waterfront hardscape, greenspace, handrails, and benches for sitting to enjoy scenic views.	City of North Tonawanda	\$750,000	\$750,000	▪ DRI Funding	Summer 2023	Fall 2024	N/A

Table #8

Priority Projects Summary Table

#	Project Name	Project Description	Project Sponsor	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
9	Improve the Walkability and Streetscape of Oliver Street	Sidewalk improvements, crosswalk enhancements, bump outs, installation of green space, new planters, garbage receptacles, seating, and improved pedestrian-scale lighting to improve the walkability and appearance of Oliver Street.	City of North Tonawanda	\$1,500,000	\$1,500,000	<ul style="list-style-type: none"> ▪ DRI Funding 	Summer 2023	Summer 2025	N/A
10	Restore the Allan Herschell Company Complex Music Room	Restoration of a portion of the Allan Herschell Company Complex, which collapsed in 1995. Restoration will include a new music room connected to the rest of the complex.	Carousel Museum (Non-Profit)	\$853,100	\$210,000	<ul style="list-style-type: none"> ▪ DRI Funding ▪ Niagara River Greenway ▪ SHPO ▪ DASNY ▪ Irr Supply ▪ NYPA ▪ CSNF 	Summer 2023	Summer 2025	Unknown
11	Rebuild 211 Main Street as a Professional Services Incubator	Remediation of a brownfield site and the construction of an office building that will be an incubator for entrepreneurial architecture, landscape architecture, engineering and construction-related businesses seeking a collaborative work environment.	KCB Architecture	\$4,114,257	\$549,000	<ul style="list-style-type: none"> ▪ DRI Funding ▪ Private ▪ National Grid ▪ Empire State Development ▪ NYSERDA ▪ Brownfield Cleanup Program ▪ Loans 	Summer 2023	Fall 2024	52 full time positions
12	Establish the Commercial Property Improvement Grant Program	A New York Main Street style program to address small scale projects and underutilized buildings within the DRI area. Program priorities would be to bring properties up to code, improve facades, new signage, promote walkability and provide space for new commercial tenants.	City of North Tonawanda	\$600,000	\$600,000	<ul style="list-style-type: none"> ▪ DRI Funding 	Summer 2023	Summer 2025	N/A

Table #8

Priority Projects Summary Table

#	Project Name	Project Description	Project Sponsor	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
13	Develop a Mixed-Use Building on Vacant Land at 122 Webster Street	Development of a two-story mixed use residential/commercial complex, with five to six apartments and eight to ten first floor commercial storefronts.	Kevin and Lisa Hughes	\$3,400,000	\$1,360,000	<ul style="list-style-type: none"> ▪ DRI Funding ▪ Private 	Summer 2023	Fall 2024	25–35 new positions
14	Upgrade the Apartment Building at 235/239 Oliver Street	Upgrades to eight low-income apartment units including the installation of a new roof on 239 Oliver Street, new windows installed in both 235 and 239 Oliver Street, new façades for both properties, and installation of new concrete driveways for both properties.	Michael Attea, Power Play Partners LLC	\$250,000	\$100,000	<ul style="list-style-type: none"> ▪ DRI Funding ▪ Private 	Summer 2023	Fall 2024	Unknown
15	Construct a New Apartment Complex at 10 Goundry Street	Demolition of the existing structure and replacement with a two-story, eight- to ten-unit residential apartment complex. Apartments will consist of one-, and two-bedroom apartments with single car garage parking.	Barbara Hughes	\$1,859,000	\$525,000	<ul style="list-style-type: none"> ▪ DRI Funding ▪ Private 	Summer 2023	Fall 2024	Unknown
16	Renovate the Third Floor of 62 Webster Street Into The Clubhouse	Demolition, construction, and renovation of the existing facility to create an indoor golfing simulator and installation of additional kitchen equipment.	Matt and Catherine Schwandt	\$459,320	\$183,728	<ul style="list-style-type: none"> ▪ DRI Funding ▪ Private 	Summer 2023	Summer 2024	6 full time positions 2 part time positions
17	Convert 27 Main Street Into a Multi-tenant Restaurant and Retail Space	Conversion of a furniture store with 3,500 SF dedicated to a commercial prep kitchen; 1,500 SF to a seasonal ice cream shop/restaurant; and front space to seven retail spaces for rent.	Jay and Kimmi Shepard, Sunshine 5449 Holdings LLC	\$3,276,568	\$1,000,000	<ul style="list-style-type: none"> ▪ DRI Funding ▪ Private ▪ NYS OCR Economic Development 	Summer 2023	Fall 2024	80 new positions

Table #8

Priority Projects Summary Table

#	Project Name	Project Description	Project Sponsor	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
18	Rehabilitate 230 Oliver Street Into a Mixed-use Building	Conversion into a mixed-use, six-unit property with first floor commercial including a coffee shop and laundromat and four market-rate one bedroom residential units on the second and third floors.	Vanderbuilt Development Team	\$1,011,000	\$250,000	<ul style="list-style-type: none"> ▪ DRI Funding ▪ Private 	Summer 2023	Summer 2024	7–10 new positions
19	Build a Garden Center at 665 River Road	Construction of a new pole barn, office space, garden center, and new fence to improve the visual appeal of the property and to create new jobs.	John Krantz	\$1,216,886	\$487,000	<ul style="list-style-type: none"> ▪ DRI Funding ▪ Private 	Summer 2023	Summer 2025	5–10 new positions
20	Restore the Façade at 4 Webster Street	Repair and restoration of the building façade for Buffalo Suzuki Strings.	Suzuki Strings (non-profit)	\$498,200	\$357,100	<ul style="list-style-type: none"> ▪ DRI Funding ▪ County Façade Grant ▪ Endowment Fund ▪ Foundation Support 	Summer 2023	Summer 2025	Unknown
21	Provide Public Access to the Waterfront by Building the River Road River Walk	Construction of a 300-foot walkway along the Niagara River at 624 River Road for public access to the waterfront and connection to the existing bike trail along River Road.	VisoneCo Site Development, LLC	\$415,497	\$156,000	<ul style="list-style-type: none"> ▪ DRI Funding ▪ Brownfield Cleanup Program 	Summer 2023	Summer 2024	Unknown
22	Rehabilitate Commercial Building at 15 Webster Street	Efficiency update and property rehab for non-profit and other businesses including installation of an elevator, façade improvements, roof repairs, window repairs, exterior lighting and historically appropriate signage.	M Property Holdings, Michelle Moore	\$820,000	\$328,000	<ul style="list-style-type: none"> ▪ DRI Funding ▪ Private 	Summer 2023	Fall 2024	Unknown
23	Reconfigure 300 Oliver Street (Witters) to Provide Outdoor Restaurant and Banquet Space	Reconfiguration of the existing building with the addition of a two-story patio and new banquet room on the second floor.	Josh Ramos	\$666,800	\$250,000	<ul style="list-style-type: none"> ▪ DRI Funding ▪ County Façade Grant ▪ Private 	Summer 2023	Fall 2024	6 new positions

*Project numbers are not in specific order and do not imply priority.

Table #8

**PRIORITY
PROJECTS
RECOMMENDED FOR
DRI FUNDING**

TABLE OF CONTENTS

1.	Improve the Railroad Museum of the Niagara Frontier.....	3
2.	Enhance the North Tonawanda History Museum.....	9
3.	Update and Expand the Riviera Theatre.....	16
4.	Modernize the Carnegie Art Center Building.....	22
5.	Implement Smart Growth 2.0.....	28
6.	Build Carruthers Dog Park.....	33
7.	Reinforce Gateway Harbor as a Recreation Hub.....	38
8.	Construct a Public Benefit Area at 78 Bridge Street.....	44
9.	Improve the Walkability and Streetscape of Oliver Street.....	51
10.	Restore the Allan Herschell Company Complex Music Room.....	59
11.	Rebuild 211 Main Street as a Professional Service Incubator.....	66
12.	Establish the Commercial Property Improvement Grant Program.....	73
13.	Develop a Mixed-Use Building on Vacant Land at 122 Webster Street.....	77
14.	Upgrade the Apartment Building at 235/239 Oliver Street.....	83
15.	Construct a New Apartment Complex at 10 Goundry Street.....	88
16.	Renovate the Third Floor of 62 Webster Street into the Clubhouse.....	94
17.	Convert 27 Main Street into a Multi-Tenant Restaurant and Retain Space.....	99
18.	Rehabilitate 230 Oliver Street into a Mixed-Use Building.....	106
19.	Build a Garden Center at 665 River Road.....	111
20.	Restore the Facade at 4 Webster Street.....	115
21.	Provide Public Access to the Waterfront by Building the River Road River Walk.....	120
22.	Rehabilitate Commercial Building at 15 Webster Street.....	125
23.	Reconfigure 300 Oliver Street (Witters) to Provide Outdoor Restaurant and Banquet Space.....	130



PROJECT SPONSOR

NIAGARA FRONTIER CHAPTER (NRHS, INC.)

PROPERTY OWNER

NIAGARA FRONTIER CHAPTER (NRHS, INC.)

PROJECT TYPE

NON-PROFIT

LOCATION

111 & 152 OLIVER STREET

DRI FUNDING REQUESTED

\$470,000

TOTAL PROJECT COST

\$470,000

% REQUESTED OF OVERALL COSTS:

100%

SITE OWNERSHIP

Yes

PROJECT READINESS

Ready Within 12-24 Months. Relatively simple project that can be designed, bid, and constructed quickly.

PROPOSED START AND END DATES

Summer 2023—Fall 2024

JOBS CREATED

0

AFFORDABILITY (HOUSING ONLY)

N/A

IMPROVE THE RAILROAD MUSEUM OF THE NIAGARA FRONTIER

The Railroad Museum of the Niagara Frontier, located at 111 & 152 Oliver St., is wholly owned and operated by the Niagara Frontier Chapter (NRHS, Inc.) a non-profit educational organization. The museum is currently an under-appreciated asset on the Oliver Street corridor. With improvements including new fencing, lighting, and landscaping, the museum’s buildings and grounds could provide visible continuity and a significant link between busy Webster Street, the nearby Carousel Museum, and the increasing number of small businesses located further north along Oliver Street.

The Railroad Museum of the Niagara Frontier Improvement Project



The proposed project includes improvements and enhancements at 111 Oliver St. (the museum building and grounds) and at 152 Oliver St. (the historic 'EL-2' Switch Tower). The proposed project include numerous exterior improvements to ensure the continued integrity and viability of the historic Railroad Museum campus.

DRI funding will be used for:

- **Enhancing mobility-impaired access;**
- As illustrated in the proposed rendering below, **the mid-block crossing improvements tie the Railroad campus together** and would help pedestrians move safely between the two parcels/attractions.
- **Enhancing the museum's visual appeal** through new decorative fencing, lighting, landscaping, and interpretive signage.

- **Improving visitor access and safety** through the expansion and rehabilitation of the main parking area.
- **Rehabilitation of the museum's historic rail equipment display** including its Tonawanda Island Railroad locomotive.

The improvements to be made utilizing DRI funds will increase public visibility, use, and enjoyment of the Rail Museum. It will also increase pedestrian access and safety as well as enhancing the museum's visual appeal.

Alignment with DRI Goals and Strategies

The Railroad Museum is a leading North Tonawanda cultural institution, and the museum's improvement project will attract new and repeat visitors and aligns with DRI GOAL #1, Strategy #5: **Enhance downtown as a regional destination for arts and culture.**



Proposed Improvements:

1. Proposed mid-block crossing (DRI project #9) connects museum building and EL-2 Switch Tower with pedestrian safety and accessibility improvements
2. Decorative fencing, interpretive signage and lighting improvements
3. Rehabilitation of historic rail equipment
4. Improved entrance/arrival signage
5. Expansion and rehabilitation of parking area
6. Exterior rehabilitation and improvements
7. New entrance plaza with plantings, benches, bike racks and accessibility improvements
8. Additional shade trees

By attracting new and repeat visitors the Railroad Museum project supports development of the DRI area as a tourism destination. Aligning with DRI GOAL #2: **Diversify: Enhance downtown as NT's residential, hospitality, economic, and employment center, and a place that visitors will want to visit again and again and share with others by attracting an array of living, working and recreating opportunities to downtown.**

The Railroad Museum project will improve the public's experience on its property, enhancing the appeal of Oliver Street. It will also support the significant improvement projects proposed for Oliver Street, including the revitalization of several commercial and mixed-use buildings on the corridor, aligning with GOAL #3: Add Value, Strategy #4: **Maintain and enhance a high-quality public realm** and #5: **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfields sites.**

The museum is a unique regional destination. Its enhancement aligns with GOAL #4: Become Incomparable, Strategy #1: **Develop entertainment and programming for all ages on the Erie Canal and Little River.**

Alignment with REDC Strategies

The Railroad Museum project will improve the quality of the museum experience, positioning it as a regional destination and contributing to North Tonawanda's cluster of important cultural attractions, which aligns with the REDC Strategy: Build Tourism Industry Sector: Tourism | Goal: Facilitate Growth of Quality Tourism Product | Objective #1: **Improve visitor "gateway" experience/physical sense of entry to the Nation/State/Region.** It will contribute to regional revitalization by increasing visitor numbers and their length of stay. It also aligns with REDC Strategy:

Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and Main Streets** by contributing to Oliver Street's walkability and vibrancy by connecting with the other NT "culture cluster" DRI projects.

Public Support

The Railroad Museum project received widespread support from the public. Project had very strong support in DRI Workshop #2 and a single expression of support from the student outreach event at North Tonawanda High School. Several survey respondents indicated that if they could spend \$1 million in DRI money they would invest it in cultural institutions. Survey respondents ranked entertainment and recreation as a very close second to food, dining or shopping options.

The project is also strongly supported by the City of North Tonawanda, Niagara County and New York State.

Project Partners

The Railroad Museum of the Niagara Frontier intends to partner with Lumber City Development to facilitate the grant. The Museum will look to the East Hill Foundation, the National Railway Historical Society Foundation and Niagara County as additional partners based on previous projects. Additionally, Evans Bank has provided a line of credit that will finance the costs of the project.

Revitalization Benefits

The short-term benefits of the project include expanding the awareness of the Rail Museum and significantly improved aesthetics of the area post-construction. The project will also improve the linkage between the northern and southern portions of Oliver Street, promoting a more walkable community. Over

the medium-term, the benefits could include an increased visitor numbers to the Museum and the surrounding area – spurring economic growth. Long-term benefits could include the positive impact to surrounding community and increased economic opportunities in the city's downtown area.

Capacity

The project sponsor has operated the Museum since 1987 and, in doing so, established a strong and diverse set of professional skills that will aid in project implementation. The Museum has received and implemented prior improvement grants from East Hill Foundation, the National Railway Historical Society Foundation and from Niagara County. The Museum will primarily be responsible for implementing the project tapping into a successful track record of project management and community engagement. They will also engage volunteer partners from the local community to accomplish appropriate components of the project (i.e., landscaping).

Feasibility and Cost Justification

The project is feasible, and the cost estimates are justified. The property is owned by the Niagara Frontier Chapter of the National Railway Historical Society which also holds a right of way on the adjacent former railroad from the Niagara Frontier Transportation Authority. Improvements will take place only on the portion of property owned by the Chapter. Cost estimates were developed through quotes received from qualified contractors as well as generally accepted construction costs estimated based on unit costs. The all-volunteer organization includes members with a variety of relevant skills including project management, and experience in the construction and related trades. The Chapter has been continuously operating, maintaining, and improving the museum since it acquired the main museum property in 1987 and the EL-2

Switching Tower in 1992.

Regulatory Requirements

- SEQR: The project is likely an Unlisted Action requiring SEQR review. Lead and Involved agencies TBD.
- State Historic Preservation Office (SHPO) - The project requires SHPO review due to the building being directly adjacent to a Historic District.
- City of North Tonawanda Site plan approval: A short Environmental Assessment Form should be completed and submitted with Site Plan approval forms.
- City of North Tonawanda Building Permit: Building permits are required per the City of North Tonawanda's Site Development Code.

Decarbonization Strategies and Benefits

The structure is of a size (7,000 square feet) that falls under the minimum DRI renovation threshold of 10,000 square feet for the requirement for the inclusion of decarbonization strategies. Additionally, the project focuses solely on the exterior of the museum. The project does include new signage and the museum will work towards using signage lighting that incorporates the latest energy efficient technology.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
Parking Area Expansion and Rehabilitation	\$120,000	DRI	Pending
Building Exterior Renovation	\$116,000	DRI	Pending
Loading Dock Rehabilitation	\$22,000	DRI	Pending
New Fencing	\$75,000	DRI	Pending
EL-2 Switch Tower Rehabilitation	\$28,000	DRI	Pending
Landscaping	\$14,000	DRI	Pending
Interpretive Signage	\$15,000	DRI	Pending
Rehabilitation of Rail Equipment	\$30,000	DRI	Pending
Administration	\$50,000	DRI	Pending
Secured Capital Loan	\$470,000		
Total	\$470,000		

Timeframe for Implementation and Project Readiness

The project has completed gathering cost estimates from local contractors and completed financing requirements. The project will then have to go through design and subsequent approvals, followed by an estimated eight months of rehabilitations and renovation work.

Anticipated Timeframe for Implementation

Project Start Date	Summer 2023
Close on Financing	6-8 months*
Design	6 months*
Bidding and Contractor Selection	1 month
Rehabilitation and Renovation Work	8 months
Project End Date	Fall 2024 Total Months: 14

* Project tasks occur concurrently.

Images of Existing and Proposed Conditions





PROJECT SPONSOR

NORTH TONAWANDA HISTORY MUSEUM

PROPERTY OWNER

NORTH TONAWANDA HISTORY MUSEUM

PROJECT TYPE

NON-PROFIT

LOCATION

712 OLIVER STREET

DRI FUNDING REQUESTED

\$285,000

TOTAL PROJECT COST

\$292,034

% REQUESTED OF OVERALL COSTS:

100%

SITE OWNERSHIP

Yes

PROJECT READINESS

Ready Within 12-24 Months. Relatively simple project with only significant delay likely to be the organization fundraising to cover the expenditures before reimbursement.

PROPOSED START AND END DATES

Summer 2023—Fall 2024

JOBS CREATED

0

AFFORDABILITY (HOUSING ONLY)

N/A

ENHANCE THE NORTH TONAWANDA HISTORY MUSEUM

The Oliver Street corridor and its neighborhood are home to a number of cultural institutions and is becoming a growing hub of cultural, historic tourism, and artistic activity in the city. The Herschel Carousel Factory Museum, Carnegie Art Center, Railroad Museum of the Niagara Frontier, as well as a number of arts-related small businesses, all call the Oliver Street neighborhood home. Having recently moved to the Oliver Street corridor, the North Tonawanda History Museum has re-established itself as a visitor-friendly community institution. The Oliver Street location is much smaller than the Museum's previous location and requires the efficient use of space to allow for the proper display of North Tonawanda artifacts.

North Tonawanda History Museum



The proposed project will address the Museum's small size, nondescript façade, and poor signage. This upgrade project will include:

- The construction of a 1,994-square-foot building addition.
- Improvements of the façade including decorative tile restoration.
- Installation of touch screen technology.
- Placement of new programmable signs to announce the museum's programs and free educational events.
- Installation of sealed, energy-efficient front windows.

The addition will include space for storing museum support materials and donated items, and include a 360-square-foot Family Activity Center which will provide educational activities for children and A/V facilities to view/listen to the recorded histories.

DRI funding will be used for:

- Museum expansion following the construction of a storage area which will allow for a new youth engagement area
- Improved programming
- Technology improvements including new kiosks for self-guided tours, interactive displays and customizable programming for reach visitor
- New digital signage on the exterior of the building
- Various facade improvements including decorative tile restoration and energy efficient window installments

Alignment with DRI Goals and Strategies

The updates and expansion project will help establish the museum as a recognized cultural

destination with engaging and important programming, aligning with DRI GOAL #1: Energize: Strategy #5: **Enhance downtown as a regional destination for arts and culture.**

The History Museum project supports other improvement projects in the cultural and private spheres, supporting the development of shopping and dining destinations for visitors and attracting new and repeat visitors, aligning with DRI GOAL #2: Diversify: **Enhance downtown as NT's residential, hospitality, economic, and employment center, and a place that visitors will want to visit again and again and share with others by attracting an array of living, working and recreating opportunities to downtown.**

The History Museum recently relocated to Oliver Street, occupying a previously vacant building. The current project includes enhancement of the building exterior, aligning with DRI GOAL #3: Add Value, Strategy #5: Revitalize: **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfields sites.**

Alignment with REDC Strategies

New electronic and interactive elements in the museum's proposal increases the quality of the museum experience and provides unique experiences, aligning with the REDC Strategy: Build Tourism Industry Sectors | Goal: Facilitate Growth of Quality Tourism Product | Objective #1: **Improve visitor "gateway" experience/ physical sense of entry to the Nation/ State/Region.** The project will transform an underperforming attraction into a high quality destination and catalyst for education and preservation of North Tonawanda's unique history and heritage. It also aligns with REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and Main Streets** by contributing to Oliver Street's

walkability in a setting that people want to live in and visit and encouraging a sense of vibrancy by connecting with the other NT “culture cluster” DRI projects.

Public Support

The public supports the museum and the preservation of North Tonawanda’s history and heritage. Support for the project was articulated during Workshop #2, while students expressed lukewarm support during the student outreach event at North Tonawanda High School. Several survey respondents also mentioned the importance of preserving the community’s history and a number of others would spend \$1 million of DRI money on projects that would preserve and interpret North Tonawanda’s history.

Project Partners

The NT History Museum intends to partner with Lumber City Development to facilitate the grant. Additionally, Evans Bank is partnering on the project as it has provided a line of credit that will finance the costs of the project.

Revitalization Benefits

The North Tonawanda History Museum is the cultural anchor in the northern portion of the targeted revitalization area. Implementation of this project will positively impact the city in a variety of ways, including:

- Visually by replacing an area used as a neighborhood dumping ground with a well-maintained, landscaped building, and a softer, pleasant face on Oliver Street with new windows and sidewalk sign.
- Economically by eliminating the city’s cost of maintaining the alleyway and by drawing visitors to the targeted area to experience the upgraded facility. Even with the limited interpretive storyboards, the museum has drawn visitors from the Mid-Atlantic, Southern, and Mid-western states. The museum has had architects and historians from across the U.S. and Canada and from Europe visit for research purposes. Those visitors often ask about other places to visit, dine, and shop, several of which are within walking distance of the museum. The percent of out-of-town visitors runs



about 30% of total visitors. This was true even during COVID-19 restrictions, which reduced overall visitor numbers by over 50%. In 2021, the total visitors were 552 with 155 coming from areas greater than 30 minutes' drive-time.

- Socially by providing a raised awareness of the local history which, in turn, helps communities to build a collective memory and a cultural identity. This fosters conversations of background similarities and shared experiences.
- The project will be transformative to the downtown area by drawing more families with children to the area to make use of the learning activities available in the new family activities center.

In summary, the short-term benefits include raising the profile of the museum among the public, increase attendance to the free educational presentations offered, and provide an in-depth look at the background of today's culture and society. Over the medium-term, the benefits could include an increased visitor numbers to the Museum and, by extension, the Oliver Street Corridor and the City of North Tonawanda. This increase in visitors is expected to spur economic growth in the surrounding area. In the long-term, the dynamics of the changes to the museum will encourage more visitors to the museum and to the downtown district.



Feasibility and Cost Justification

The line items in the North Tonawanda History Museum project budget were developed using quotes provided by qualified contractors in April, 2022 with an inflation factor of 6.8% added in to ensure the funding request is adequate to cover the costs as they rise between the funding award and project implementation. The contractors providing quotes are well-known reputable trades and service providers and include RAC Engineering, Stately Builders, Montgomery Heating and Cooling, NAS Signs, Beyond Measure Renovations, I&E Kiosk, and Wonder Windows.

The museum has been notified of preliminary approval of a Non-Revolving Commercial Line of Credit in the amount of up to \$286,000 from Evans Bank to be used to finance the construction and renovation of the History Museum per the project description.

The Museum has a strong track record of using grant funds and fundraising as needed to implement sustainable projects.

Capacity

The Executive Director of the Museum is Howard Roeske, a retired Certified Project Manager with over 25 years' experience in all areas of project management. Including short-term projects with budgets of \$60,000 to 3-year multiple-location projects with budgets over \$10,000,000.

The Executive Director of the museum will oversee the implementation of this project while delegating management of each main sub-portion to professionals in those fields. He led the museum out of a period of despondency, negotiated the purchase of a new building, developed and oversaw a new, understandable presentation of the exhibit gallery, began a continuing community education program with outside speakers,

and secured a small, steady revenue stream to help sustain museum operations.

Regulatory Requirements

- SEQR: The project is likely an Unlisted Action requiring SEQR review. Lead and Involved agencies TBD.
- State Historic Preservation Office (SHPO) - The project requires SHPO review due to the building being listed on the National Register of Historic Places.
- City of North Tonawanda Site plan approval: A short Environmental Assessment Form should be completed and submitted with Site Plan approval forms.

- City of North Tonawanda Building Permit: Building permits are required per the City of North Tonawanda's Site Development Code.
- NYS Uniform Fire Prevention and Building Code

Decarbonization Strategies and Benefits

The structure is of a size (7,250 square feet) that falls under the minimum DRI renovation threshold of 10,000 square feet for the requirement for the inclusion of decarbonization strategies. When possible, the museum will install energy efficient signage and technology during this project.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
Addition Engineering & Design	\$7,295	DRI	Pending
Addition Site Preparation	\$3,728	DRI	Pending
Addition Slab Construction & Finishing	\$31,950	DRI	Pending
Additional Project Management	\$36,306	DRI	Pending
Addition Construction	\$94,785	DRI	Pending
HVAC for Addition	\$39,192	DRI	Pending
Family Activity Room	\$4,793	DRI	Pending
Exhibit Touch Screen Kiosks	\$19,329	DRI	Pending
Programmable Exterior Signs	\$36,924	DRI	Pending
Energy Efficient Windows	\$11,120	DRI	Pending
Alley Acquisition	\$11	Donations	Secured
Expand Security Monitoring	\$3,621	Donations	Secured
Furnish Family Activity Room	\$2,556	Donations	Secured
Landscaping	\$426	Donations	Secured
Total Project Cost	\$292,034		
Privately Raised Funds	\$6,614		
Total DRI Request	\$285,000		

Timeframe for Implementation and Project Readiness

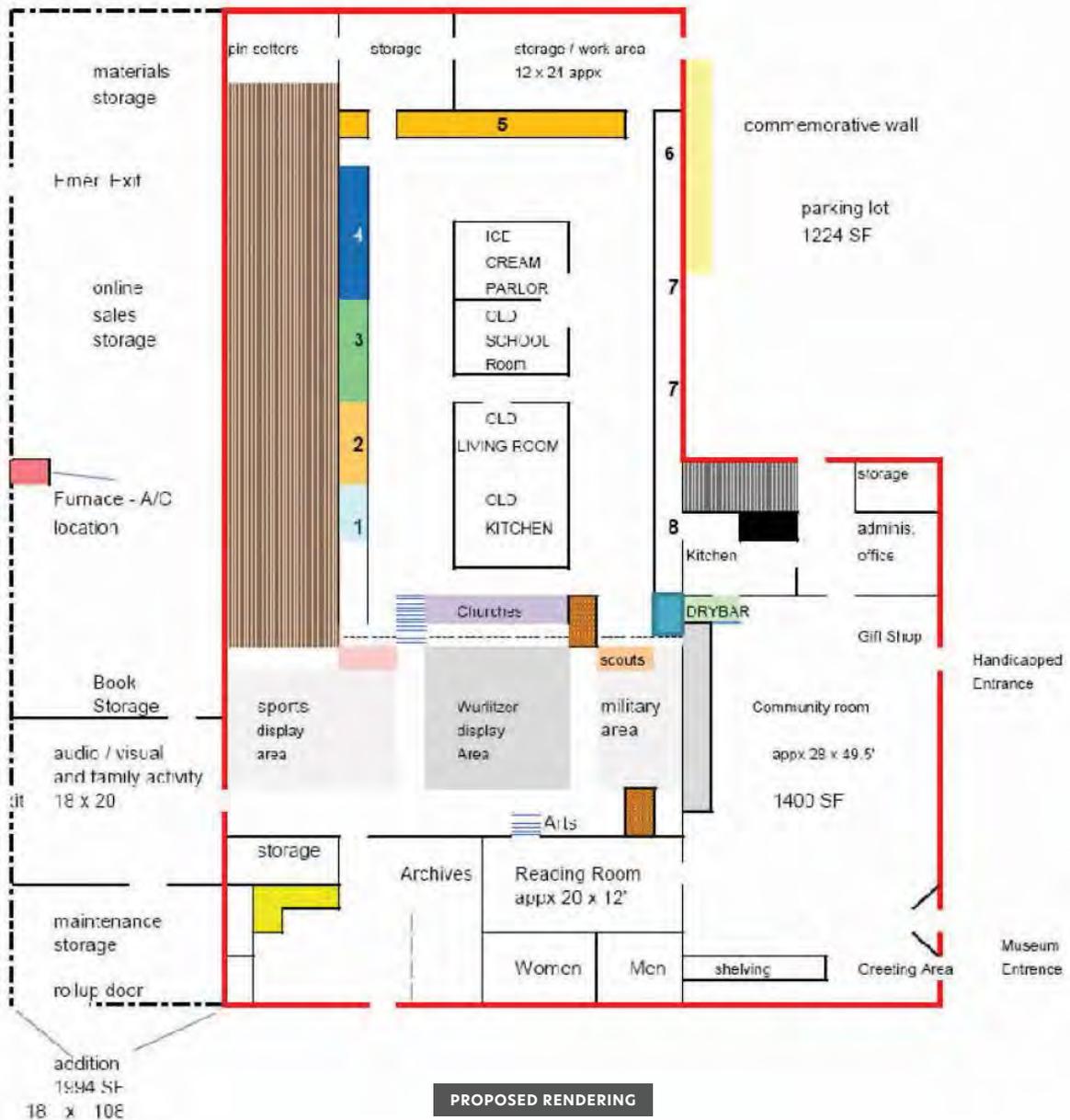
The project has completed gathering cost estimates from local contractors and completed financing requirements. The project will then have to acquire approvals, followed by an estimated six months of rehabilitation and renovation work.

Anticipated Timeframe for Implementation

Project Start Date	Summer 2023
Fundraising	6-8 months
Close on Financing	6-8 months
Rehabilitation and Renovation Work	6 months
Project End Date: Fall 2024	Fall 2024 Total Months: 14

Images of Existing and Proposed Conditions







PROJECT SPONSOR

RIVIERA THEATRE

PROPERTY OWNER

RIVIERA THEATRE

PROJECT TYPE

NON-PROFIT

LOCATION

67 WEBSTER STREET

DRI FUNDING REQUESTED

\$1,200,000

TOTAL PROJECT COST

\$2,550,000

% REQUESTED OF OVERALL COSTS:

47%

SITE OWNERSHIP

Yes

PROJECT READINESS

Ready Within 12-24 Months. Significant construction project which could experience delays or cost increases, but is being managed by an experienced team.

PROPOSED START AND END DATES

Summer 2023—Fall 2024

JOBS CREATED

2 full time positions, 8–10 part time positions

AFFORDABILITY (HOUSING ONLY)

N/A

UPDATE AND EXPAND THE RIVIERA THEATRE

The historic Riviera Theatre is the cultural, artistic, and economic anchor of Webster Street. This performing arts center, built in 1926 was saved from demolition in the early 1980s and recently celebrated its 90th anniversary. 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 nearby.

However, the Riviera Theatre lacks modern amenities for both patrons and performers, limiting the facility’s ability to grow and continue to attract national acts. The Riviera Theatre, in partnership with Lumber City Development Corporation, has embarked on an ambitious expansion project.

In August 2021, the Riviera Theatre purchased the adjacent storefront at 71 Webster Street. Utilizing DRI funding, this 6,195 square-foot building will be renovated to expand the

Riviera Theatre Updates



existing footprint of the Riviera Theatre. DRI Funds will be used for:

- New ADA-restroom facilities
- An expanded lobby/concessions area
- Areas for artist's merchandise
- New lounge for patrons
- A new box office
- Construction of new dressing rooms and a green room on Main Street to accommodate visiting performing artists

The expansion of the Riviera Theatre is critical to the sustainability of the organization, as well as the long-term economic health of downtown. The Riviera Theatre is fully committed to completing this long-awaited expansion and establishing the best performing arts center in the region.

Alignment with DRI Goals and Strategies

The Riviera Theatre updates will add more than 6,000 square feet of space to the complex, allowing it to better serve its guests and make it a more comfortable and relaxing experience while also providing the level of accommodations for performers that will help it book acts it had not previously been able to attract, aligning with DRI GOAL #1: Energize, Strategy #5: **Enhance downtown as a regional destination for arts and culture.**

The Riviera Theatre updates will help the Riviera become accessible for persons of all abilities, particularly with the addition of ADA accessible restrooms and the expansion of the lobby and concession area aligning with the GOAL #2: Diversify, Strategy #5: **Ensure downtown is accessible to people of all abilities.** The project also aligns with DRI GOAL #2: Diversify: **Enhance downtown as NT's residential, hospitality, economic, and employment center, and a place that visitors will want to visit again and again and share with others**

by attracting an array of living, working and recreating opportunities to downtown by providing high quality entertainment at a unique downtown venue and supporting the array of shops and dining destinations in the DRI area.

The beautiful nearly 100-year-old Riviera Theatre building will add the adjacent storefronts in this expansion, updating and improving this 6,000 square-foot building and enhancing the quality of the public realm downtown, aligning with DRI GOAL #3: Add Value, Strategy #5: **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfields sites.**

Alignment with REDC Strategies

The historic landmark Riviera Theater updates and expansion will help the venue continue to improve and diversify the acts it attracts, as well as greatly improving the customer experience. This aligns with the REDC Strategy: Build Tourism Industry Sectors | Goal: Facilitate Growth of Quality Tourism Product | Objective #1: **Improve visitor "gateway" experience/physical sense of entry to the Nation/State/Region;** and | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and Main Streets** by promoting preservation of an important historic downtown building, and contributing to Webster Street's walkability in a setting that people want to live in and visit.

Public Support

"The Riv" enjoys widespread support among the public. During the DRI process, students, in particular, expressed support for this project during the outreach event at North Tonawanda High School. Several respondents to the survey mentioned the Riviera expansion and the value the Riviera brings to downtown as potential benefits of the DRI, while several

others said if they had \$1 million of DRI money to spend they would spend it on the Riviera. Survey respondents ranked entertainment and recreation as a very close second to food, dining or shopping options.

Project Partners

The Riviera Theater has developed an extensive list of project partners primarily through fundraising efforts to make the project a reality. These project partners include: the Wendt Foundation, Cullen Foundation, Ralph C. Wilson Foundation, Grigg Lewis Foundation, East Hill Foundation, and M&T Foundation, M&T Bank, New York State Homes and Community Renewal, and the Niagara River Greenway. Project Partners will assist with providing funding to implement items within the overall project scope that are not proposed DRI improvements.

Revitalization Benefits

Updates to the Riviera Theatre will result in many short-, medium-, and long-term benefits to North Tonawanda's downtown. In the short-term, the project fills a vacant storefront along Webster Street and improves the aesthetics of the downtown. The project also provides much needed amenities in the theater, significantly improving the theater's patrons' experience.

In the medium-term, the project allows for the Riviera to draw additional shows, which in turn can increase the number of visitors to North Tonawanda. These concert-goers, many of whom are from areas outside of North Tonawanda, tend to arrive early and patronize nearby retail stores, restaurants, and taverns, thus improving the economy of the city.

In the long-term, increases in visitors to the theater and the commensurate increase in dollars coming into the downtown are expected to expand economic opportunities for new and existing businesses, growing the tax base and creating jobs. Importantly, the project will help sustain the viability of

the Riviera and allow the theater to remain a magnet for visitors to North Tonawanda's downtown.

Feasibility and Cost Justification

The project sponsor worked with a local licensed architect (Fittante Architecture, P.C.) to prepare a detailed feasibility study that includes a detailed scope and project construction budget which is the basis for the applicants' cost estimates. The Feasibility Study also includes project renderings. The estimates obtained are sufficiently detailed to assess the total project costs.

In the summer of 2022, the project sponsor also contracted with C&S Architects to develop construction drawings and to further refine the estimating and associated bid packages.

Capacity

The Riviera Theatre formed an Expansion Committee that has contracted with The Harrison Studio as Project Manager for the Expansion. Upon entering into the agreement, the Theatre was able to negotiate and close on the purchase of 71 Webster Street, oversee a publicly funded Feasibility Study to develop a preliminary design and cost estimate for the project, secure foundation funding to develop a Capital Campaign plan, and secure Greenway funding to cover Architectural and Engineering costs and to seed the Capital Campaign. In addition to developing the Construction Documents, the Architect (to be selected) will work with The Harrison Studio to oversee bidding, and will handle all inspections. M&T Bank will be responsible for bridging any grant funding for the project that is reimbursable. The Riviera Theatre will add staff for increased concessions and alcohol sales. The Operations Team is led by Executive Director David Fillenwarth who was hired in the summer of 2017. Despite the pandemic, the Theatre has enjoyed its most profitable years during his tenure and he has been heavily

involved in the expansion plans to ensure feasibility and operations efficiency.

Regulatory Requirements

- SEQR: The project is likely an Unlisted Action requiring SEQR review. Lead and Involved agencies TBD. A short Environmental Assessment Form should be completed and submitted.
- State Historic Preservation Office (SHPO): The project requires SHPO review due to the building being listed on the National Register of Historic Places.
- North Tonawanda Historic Preservation Commission Approvals: The project requires approval by the NT Historic Preservation Commission

Approvals due to major renovation changes of the historic building.

- City of North Tonawanda Building Permit: Building permits are required per the City of North Tonawanda's Site Development Code.
- NYS Uniform Fire Prevention and Building Code

Decarbonization Strategies and Benefits

The structure is of a size (6,195 square feet) that falls under the minimum DRI renovation threshold of 10,000 square feet for the requirement for the inclusion of decarbonization strategies. However, the Theatre will install energy efficient lighting and signage during the project.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
Acquisition ¹	\$200,000	M&T Bank	Secured
Acquisition ¹	\$90,000	Cash Equity	Secured
Acquisition ¹	\$50,000	Wendt Foundation	Secured
Fundraising Plan ¹	\$15,000	Cullen Foundation	Secured
Feasibility Study ¹	\$20,000	NYSHCR	Secured
Architectural & Engineering	\$125,000	Niagara River Greenway	Secured
Renovation 71 Webster	\$50,000	Niagara River Greenway	Secured
Renovation & Soft Costs (Incl, Cost of Financing)	\$200,000	Cash Equity	Secured
Renovation 71 Webster	\$1,200,000	DRI	Requested
Renovation 71 Webster	\$300,000	Ralph Wilson Foundation	Requested
Renovation 71 Webster	\$50,000	Grigg Lewis Foundation	Pending
Construction dressing rooms	\$50,000	Cullen Foundation	Pending
Construction dressing rooms	\$50,000	Wendt Foundation	Pending
Construction dressing rooms	\$100,000	East Hill Foundation	Pending
Construction dressing rooms	\$50,000	M&T Foundation	Pending
Total Project Cost	\$2,550,000		

¹ Activities have occurred at time of application. ² NYS Budget (Ortt). ³ Niagara County Facade.

Timeframe for Implementation and Project Readiness

The project has completed gathering cost estimates from local contractors and architects as well as fulfilling a majority of financing requirements. The project still needs to finalize construction documents, and acquire approvals, which will be followed by an estimated six months of construction.

Anticipated Timeframe for Implementation

Project Start Date:	Summer 2023
Architecture & Engineering - Construction Documents	3-6 months
Project Bidding/Select Contractor	2 months
Project Permitting and Approvals	6 months (to run concurrently with other tasks)
Construction	6 months
Project End Date	Fall 2025
	Total Months: 14

Images of Existing and Proposed Conditions







PROJECT SPONSOR

CITY OF NORTH TONAWANDA
AND TONAWANDA'S COUNCIL
ON THE ARTS

PROPERTY OWNER

CITY OF NORTH TONAWANDA

PROJECT TYPE

PUBLIC

LOCATION

240 GOUNDRY STREET

DRI FUNDING REQUESTED

\$650,000

TOTAL PROJECT COST

\$728,500

% REQUESTED OF OVERALL COSTS

89%

SITE OWNERSHIP

Yes

PROJECT READINESS

Ready Within 24-36 Months. Project relies on fundraising from a large number of sources before the applicant has the funds to advance the project.

PROPOSED START AND END DATES

Summer 2023—Summer 2024

JOBS CREATED

0

AFFORDABILITY (HOUSING ONLY)

N/A

MODERNIZE THE CARNEGIE ART CENTER BUILDING

This project proposes a variety of critical improvements to the National Register-listed 1903 Carnegie Library. The Library is operated by the Tonawanda's Council of the Arts as the Carnegie Art Center. Once completed, improvements will allow for year-round, full use and access to the historic facility.

The Carnegie Art Center hosts a wide variety of community events including art gallery displays, small performance events, vendor markets, craft fairs, and private events. While these events have been successful, the Carnegie Center is looking to widen and diversify the population they serve, specifically by engaging with children and young adults. The Carnegie is committed to providing arts education, programming, and services to all members of the community and needs an accessible facility in order to meet this mission.

Carnegie Arts Center Enhancements



DRI Boundary Project Area

The current lack of modern building mechanicals, as well as challenges present in the building's basement, make it infeasible to utilize the full square footage of the building and the productive use of the facility to the main floor during non-summer seasons. The Carnegie Art Center wishes to expand its offerings including classes, art demonstrations, and youth programming, and the ability to use the facility year-round.

The City of North Tonawanda cherishes its historic assets and intends to maximize the use of the Carnegie facility while maintaining the historic architectural elements of the building. As restoration and reuse of the building has evolved in recent years, the city has maintained signature historic features including a tile floor mosaic and the original slate roof. These features will be restored and improved through additional DRI support.

DRI funds will be used for:

- Installation of an ADA-elevator
- Roof repairs
- Air conditioning system

These improvements will transform the Carnegie Art Center and sustain both the organization and historic structure for generations to come.



Alignment with DRI Goals and Strategies

The Carnegie Art Center is a unique public institution that provides programming, instruction and exhibit space for community members to explore the visual arts. It is a community treasure and destination that brings intergenerational groups from throughout the area downtown to participate in arts and culture. The proposed updates will ensure it can continue and expand its offerings, aligning with DRI GOAL #1: Energize, Strategy #5: **Enhance downtown as a regional destination for arts and culture.**

Inclusion of an ADA-accessible elevator will make the Carnegie Art Center available to groups who were unable to access or to comfortably access the building previously, aligning with DRI GOAL #2: Diversify, Strategy #5: **Ensure downtown is accessible to people of all abilities.**

Alignment with REDC Strategies

The Carnegie Art Center provides unique opportunities for community members to develop skills and talents as artists and to exhibit their works. The Art Center holds opening receptions and events around the exhibits, encouraging the artists and community participation in the arts,



supporting the continued development of small galleries and exhibit spaces in the community and supporting the REDC Strategy: Build Tourism Industry Sectors | Goal: Facilitate Growth of Quality Tourism Product | Objective #1: **Improve visitor “gateway” experience/ physical sense of entry to the Nation/State/Region.** It also aligns with REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and Main Streets** by preserving an important historic building and investing in energy efficiency as well as REDC Strategy: **Foster a Culture of Entrepreneurship** by providing budding artists with mentors and encouragement that can help them to launch arts-related businesses.

Public Support

The public expressed a high level of support for the Carnegie Arts project through Workshop #2, the community survey, and through several community chalkboard responses suggesting improvements for the Carnegie Art Center. Several survey respondents mentioned improvements to the Carnegie Art Center as potential benefits of the DRI. Many survey respondents indicated that if they could spend \$1 million in DRI money, they would invest it in cultural institutions, including the Carnegie. Lastly, the President of the Carnegie Board of Directors provided a letter of support for the proposed project.

The City of North Tonawanda has shown commitment to the Carnegie Art Center through a \$355,000 Community Development Block Grant for accessibility improvements in 2015.

Project Partners

Because the Carnegie Art Center operates the facility, the City is working closely with the

organization to ensure that the project fits their needs. Other project partners include funding agencies that have pledged support for the project including: Ralph C. Wilson Foundation, Niagara Greenway Commission, Assemblyman William Conrad, Decorative Arts Trust, Fred J. Brotherton Charitable Foundation, East Hill Foundation, WNY Lions Club, and other private benefactors. Flynn Battaglia Architects will also be a partner, providing architectural expertise to facilitate the project.

Revitalization Benefits

Short-term benefits include supporting local tradespeople and services during the design planning stage and the execution of specialized repairs needed. The proposed improvements will also allow the Art Center to provide expanded programming and improve its level of service to the North Tonawanda community.

Medium-term benefits include:

- Generating sustainable income for operating and organization costs
- Expanding membership opportunities
- Providing alternative areas for outdoor events and access to fitness and arts programming in the community with a focus on wellness
- Expanding programming and events with more usable, accessible space within and around the building that engages various age demographics
- Connecting diverse communities on the basis of the arts.

Long-term benefits include:

- Weatherized facilities to prevent recurrent basement flooding
- Preservation of historic features

- Improved air quality and ventilation during summer months with the installation of air conditioning
- Improved appearance to the surrounding Sweeney
- Estate National Register Historic District
- Increased opportunities to fund additional part or full time jobs at the organization
- Attracting new residents, artists, visitors, and members
- Generating sustainable income for operating and organization costs
- Fostering a sense of place and identity within an iconic historic Carnegie Library in North Tonawanda

Feasibility and Cost Justification

Carnegie Arts Center modified their initial requested amount and project components following a reassessment of projected higher cost for the project. The new project estimate includes back up estimates from vendors for air conditioning and elevator services as well as Flynn Battaglia, for the requested roof repairs. Based on a review of the information provided, the proposed project costs are reasonable and justified.

Capacity

The building is owned by the City of North Tonawanda, and, as such, the City will lead the project implementation. City of North Tonawanda Engineering and Building Inspection/Code Enforcement Departments have significant experience in construction, building renovation, and managing public construction projects.

Additionally, the Carnegie Art Center has significant capacity to assist with the implementation of the project. Among its

board members, there is experience in non-profit organizations, finance, community relations, legal services, art and design, and preservation. Lastly, the Buildings and Grounds Ad Hoc Committee is led by Kristin Derby. Kristin is the Co-Chair of the North Tonawanda Historic Preservation Commission and is familiar with local, state, and national ordinances required to properly implement these improvement projects. The Carnegie Art Center also has a small capital fund reserved for future projects.

Regulatory Requirements

- SEQR: The project is likely an Unlisted Action requiring SEQR review. Lead and Involved agencies TBD. A short Environmental Assessment Form should be completed and submitted.
- State Historic Preservation Office (SHPO): The project requires SHPO review due to the building being listed on the National Register of Historic Places.
- NYS Uniform Fire Prevention and Building Code

Decarbonization Strategies and Benefits

The Carnegie Arts Center Building is approximately 5,000 square feet and therefore falls under the minimum DRI renovation threshold of 10,000 square feet for the inclusion of decarbonization strategies. However, the City of North Tonawanda and the Carnegie Arts Center intend to include decarbonization strategies when selecting an air conditioning system. A high efficiency air conditioning system will not only reduce the carbon footprint of the structure, the savings relative to less efficient systems will allow the Arts Center to better use its limited funding.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
Air Conditioning System	\$55,000	DRI	Pending
Elevator	\$490,500	DRI	Pending
Aluminum-Clad Storm Windows	\$38,000	DRI	Pending
Beaded Mortar Joint Repointing	\$10,000	DRI	Pending
Foundation Stone Repointing	\$10,000	DRI	Pending
Exterior Signage	\$20,000	DRI	Pending
Slate Roof Repair	\$20,000	Preserve New York Grant (\$5,000)	Secured
		DRI (\$15,000)	Pending
Project Consultant	\$85,000	Ralph C. Wilson Design and Access Grant (\$25,000)	Secured
		Niagara River Greenway (\$5,000)	Secured
		Assemblyman William Conrad General Fund (\$15,000)	Secured
		Dean F. Failey Grant (\$10,000)	Secured
		Fred J. Brotherton Charitable Foundation (\$5,000)	Secured
		East Hill Foundation (\$5,000)	Secured
		WNY Lions Club (\$5,000)	Secured
		City of North Tonawanda (\$2,000)	Secured
		Private Donations (\$1,500)	Secured
DRI	Pending		
Total Project Cost	\$728,500		

Timeframe for Implementation and Project Readiness

The project has completed gathering cost estimates from local contractors and architects and has fulfilled a majority of its financing requirements. Following execution of its contract with New York State, the Carnegie will have to prepare an RFP, complete survey and final design and complete the approval process with the City of North Tonawanda and regulatory agencies (SHPO). Following the solicitation of professional services, the project is ready for construction that is estimated to total five months.

Anticipated Timeframe for Implementation

Project Start Date: Summer 2023

Immediate Next Steps

- Contract With State
- Prepare RFP, Solicit Professional Services, Contract with Consultants
- Kick-Off Meeting with State Partner and Consultant

2 Months

Survey and Draft and Final Design

2 Months

Project Permitting and Approvals

- Shpo Review, SEQR, Local Approvals, etc.

4 Months

(To Run Concurrently with Other Tasks)

Project Bidding

1 Months

Construction

5 Months

Project End Date: Summer 2024

Total Months: 12

Images of Existing and Proposed Conditions





PROJECT SPONSOR

CITY OF
NORTH TONAWANDA

PROPERTY OWNER

CITY OF
NORTH TONAWANDA

PROJECT TYPE

PUBLIC

LOCATION

WEBSTER STREET
COMMERCIAL AREA

DRI FUNDING REQUESTED

\$1,000,000

TOTAL PROJECT COST

\$1,000,000

% REQUESTED OF OVERALL COSTS

100%

SITE OWNERSHIP

N/A

PROJECT READINESS

Ready Within 4 Months. Some construction elements may have longer lead times and could delay the project, but the city is ready to begin as soon as funding is awarded.

PROPOSED START AND END DATES

Jan. 2023-late Fall 2025

JOBS CREATED

0

AFFORDABILITY (HOUSING ONLY)

N/A

IMPLEMENT SMART GROWTH 2.0

This DRI project leverages and enhances improvements funded by a 2017 Smart Growth Community Fund grant. North Tonawanda has already invested \$2.5 million into the downtown area, with the overall goal of creating public spaces that are accessible, attractive and walkable.

Work completed as a result of the 2017 Smart Growth Community Fund award included:

- Adding 400 linear feet of new docks and utilities
- A new harbor master and facility building
- A significant expansion of Charles Fleischmann Park
- New bumpouts, crosswalks, street furniture, and other pedestrian amenities throughout downtown
- Green infrastructure along a block of Main Street

Smart Growth 2.0



The \$2.5 million State investment leveraged \$5 million in additional funding for those projects, and sparked renewed interest in additional downtown development, as evidenced by the strong interest from private developers and businesses during the DRI process.

Despite the \$2.5 million investment, there is still more work to do. Smart Growth 2.0 proposed projects using DRI funds include:

- Charles R. Fleischmann Park landscaping
- Seating
- Installation of a new clock tower and sprinkler
- Webster/Main Street streetscape enhancements and updates
- Electric car charging stations
- Enhancements to Manhattan Street parking lot
- Streetscape improvements
- Green infrastructure improvements to prevent runoff from entering waterways

Alignment with DRI Goals and Strategies

Smart Growth 2.0 is a second phase of projects funded by North Tonawanda's Smart Growth Community Fund grant. It will further the Smart Growth goal of creating public spaces that are safe, accessible, attractive and walkable. This project is consistent with DRI GOAL #1: Energize, Strategy #5: **Add shade structures and trees and add street furniture to encourage lingering**, as it provides a variety of amenities for pedestrians.

Wayfinding signage and prompts will help make downtown more navigable for its users, aligning with DRI GOAL #2: Diversify, Strategy #4: **Improve connections between the waterfronts, downtown destinations, and**

the rest of North Tonawanda and #5: Ensure downtown is accessible to people of all abilities.

Preventing runoff from streets and parking areas from draining into the canal and Little River and filtering the runoff that does make it into the waterways is an important element of making the waterways safe and enjoyable and ensuring they remain destinations for recreation and enjoyment. Smart Growth's green infrastructure techniques will add to enhance measures already in place on Webster and Main streets and further protect our waterways, aligning with DRI GOAL #3: Add Value, Strategy #3: **Projects should include a green infrastructure component.** Charming and delightful public spaces encourages users to linger and enjoy the downtown, they encourage spending and attract new and returning visitors. In this way, Smart Growth 2.0 aligns with Strategy #4: **Maintain and enhance a high-quality public realm.**

Smart Growth enhancements remain in place throughout the year. They facilitate and encourage use of downtown's public spaces and align with DRI GOAL #4: Become Incomparable, Strategy #4: **Activate the public realm throughout the year.** Smart Growth public realm enhancements ensure downtown is safe and accessible with crosswalks, accessible curb cuts and wayfinding, aligning with Strategy #5: **Prioritize safety, accessibility and convenience on downtown's streets, parking areas, trails, sidewalks, and waterways.**

Alignment with REDC Strategies

Smart Growth 2.0 is an important element of downtown revitalization. The proposed projects include electric car charging stations and green infrastructure improvements, and aligns with The REDC Strategy: Implement Smart Growth | Goal: Invest in infrastructure on "smart growth" principles" | Objective #2: **Establish the**

region as a center of green innovation. By proposing to improve safety, walkability and wayfinding in downtown North Tonawanda, the project also aligns with Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and Main Streets.**

Public Support

Smart Growth 2.0 is a continuation of the highly successful and popular Smart Growth/ Downtown Placemaking Enhancements project and the elements proposed for the “2.0 effort” enjoys support of both the community and local government officials.

The public supports this project because it will continue to improve the appearance of the historic downtown Webster Street commercial corridor. Several survey respondents mentioned better downtown appearance and walkability as potential lasting impacts of the DRI. Also, a number of respondents would spend \$1 million of DRI funds on streets, sidewalks and trees. Community chalkboard responses included suggestions for added sidewalk repair, bike lane and infrastructure improvements.

The development of the Smart Growth project was led by a committee of stakeholders consisting primarily of downtown business and property owners.

The project received the unanimous support of the Niagara River Greenway Commission and the Host Community Standing Committee.

Project Partners

The City intends to work closely with property owners along Webster and Main Streets on this project to ensure that the project meets their needs. Other project partners include Lumber City Development, as the project is expected to spur additional private investment along the project area.

Revitalization Benefits

In the short-term, the continuation of Smart Growth policies within North Tonawanda’s downtown will assist with ongoing streetscape enhancements which will help with visual appeal, safety, and mobility in the downtown. Smart Growth 2.0 will also offer additional amenities to the community.

In the medium-term, the project would support economic growth and community building by beautifying the City’s public spaces, increasing the quality of life of community members and visitors alike, and enhancing the feeling of safety and security of the area.

The project will result in a significantly improved, pedestrian-friendly streetscape and meet the needs of the community for the next few decades. Increased visitation to the downtown will result in long-term impacts that include an increase in property values and associated taxes, improved business and employment opportunities, and a sustainable economy.

Feasibility and Cost Justification

This is a municipal capital improvement project contained entirely within the public right-of-way. The City has experience undertaking projects of similar scope and complexity, most recently along Webster and Main streets between Sweeney and Tremont streets as part of the original Smart Growth project in which similar improvements were made. Cost estimates for the original project were prepared in September 2018 by Trophy Point, a qualified estimator. The bids received for that project were reviewed by the City Engineer along with a new quote for the Clock Tower acquired by Richardson Management from Gametime. These form the basis for the budget. The project will be supported by the City Engineer, Public Works Department, Community Development Department, and other city, county, and state agencies.

Capacity

The City of North Tonawanda Engineering, Public Works, and Community Development departments led and successfully implemented the \$2.5 million Smart Growth 1.0 project and have the capacity to complete the remaining Smart Growth initiatives.

Regulatory Requirements

- SEQR: The project is likely a Type 1 Action requiring SEQR review. Lead and Involved agencies TBD. The project will require completion of Parts 1, 2, and 3 of the Full Environmental Assessment Form.
- North Tonawanda Historic Preservation Commission Approvals: The project requires approval by the NT Historic Preservation Commission Approvals due to adjacency to existing Historic Districts.
- City of North Tonawanda Planning Board

Decarbonization Strategies and Benefits

The proposed project consists of the enhancement of outdoor space and, therefore, decarbonization generally does not apply. However, the City of North Tonawanda intends to design the space in a manner that creates green infrastructure, utilizes green materials, and attempts to limit the generation of carbon dioxide during construction. Most importantly, this project includes the installation of EV chargers for automobiles in a public parking lot, which partially addresses the lack of charging stations. The benefits of the project include supporting the adoption of electric cars and improving air via the use of electric rather than fossil fuel burning vehicles.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
Charles R. Flesichmann Park Landscaping	\$90,000	DRI	Pending
Seating	\$10,000	DRI	Pending
Installation of Clock Tower	\$265,000	DRI	Pending
Webster and Main Street Streetscape Enhancements	\$250,000	DRI	Pending
Electric Car Charging Stations (two locations)	\$160,000	DRI	Pending
Enhancements to Manhattan Street Parking Lot	\$50,000	DRI	Pending
Green Infrastructure Improvements	\$100,000	DRI	Pending
Engineering	\$75,000	DRI	Pending
Total	\$1,000,000		

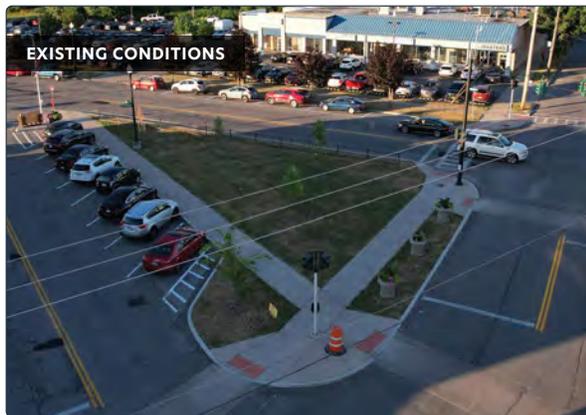
Timeline for Implementation and Project Readiness

Following execution of its contract with New York State, the City of North Tonawanda will issue an RFP to select a consultant team. The consultant team will complete necessary planning, design and construction documents. The project will have to go through the approval process with the City of North Tonawanda. Following the completion of technical work the project will go out to bid and a contractor will be selected. Following contractor selection, construction is estimated to total six months.

Anticipated timeframe for implementation

Project Start Date	January 2023
Immediate next steps	
Issue RFP and select consultant team	2 months
Planning, Design, Approvals and Construction Documents	24 months
Bidding and Contractor Selection	2 months
Construction	6 months
Project End Date	Late Fall 2025 Total Months: 34

Images of Existing and Proposed Conditions





PROJECT SPONSOR

CITY OF NORTH TONAWANDA

PROPERTY OWNER

CITY OF NORTH TONAWANDA

PROJECT TYPE

PUBLIC

LOCATION

SOMMER STREET & CARRUTHERS PLACE

DRI FUNDING REQUESTED

\$530,000

TOTAL PROJECT COST

\$530,000

% REQUESTED OF OVERALL COSTS

100%

SITE OWNERSHIP

Yes

FEASIBILITY

Highly Feasible. Project is on municipal property and has local support.

PROJECT READINESS

Highly Feasible. Project is on municipal property and has local support.

PROPOSED START AND END DATES

Summer 2023—Fall 2024

JOBS CREATED

0

AFFORDABILITY (HOUSING ONLY)

N/A

BUILD CARRUTHERS DOG PARK

Dog parks are typically fenced in areas where dogs play together off-leash in a park-like setting. To keep costs down once operational, dog parks are often times managed day-to-day by park users in conjunction with local officials. The ideal site is at least one acre in a safe and accessible location for City residents that possesses adequate parking.

A potential site for a new dog park in the City of North Tonawanda was identified in Carruthers Park. The Park is currently underutilized, poorly maintained, and is not adequately meeting the needs of area residents. Carruthers Park is located one block west of Oliver Street within the lowest income neighborhood in North Tonawanda and is the only park within accessible walking distance for neighborhood residents. Adding dog park facilities to Carruthers Parks could bring more visitation and visibility to the park and potentially,

Carruthers Dog Park



leverage additional future investments in the park. The project can also potentially redevelop the abandoned tennis courts just north of the suggested dog park.

DRI funds would be used to support the construction of a dog park at Carruthers Park and include the following features:

- Areas for seating
- Parking
- Shade furniture
- Landscaping
- Fencing
- Small walking loops
- New pickleball courts

Alignment with DRI Goals and Strategies

North Tonawanda currently lacks a space for people and their pups to play. Carruthers Dog Park provides this space, enhances an underutilized public space and provides a place for visitors to North Tonawanda to bring their dogs. Additional developments in the park are contemplated to reinforce this as a quality public recreation space, aligning with DRI GOAL #2: Diversify: **Enhance downtown as NT's residential, hospitality, economic, and employment center, and a place that visitors will want to visit again and again and share with others by attracting an array of living, working and recreating opportunities to downtown.**

Carruthers Dog Park is an intergenerational attraction that will be a unique year-round attraction in North Tonawanda and so aligns with DRI GOAL #4: **Become Incomparable.**

Alignment with REDC Strategies

Development of Carruthers Park proposes reinvesting in an underutilized and poorly maintained park in an underserved community, aligning with REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and Main Streets.** Developing the park into an attractive and inviting destination for people and their pets is and open to residents and visitors who are traveling with their pets also aligns with REDC Strategy: Build Tourism Industry Sectors | Goal: Facilitate Growth of Quality Tourism Product | Objective #1: **Improve visitor "gateway" experience/ physical sense of entry to the Nation/ State/Region.** This will provide travelers who want to bring their pets with them a place to exercise their pets and meet with others, creating the potential for return visits and longer stays.

Public Support

There was a high level of support from students for this project at the outreach event at North Tonawanda High School. A workshop #1 participant suggested gardens, a community green space, and bike path connection for Carruthers Park. Several community chalkboard responses suggested dog parks. Several survey respondents indicated they would spend \$1 million of DRI money on parks, several others said investment in parks would be a benefit of the DRI.

Project Partners

The City intends to work closely with nearby neighbors on this project to ensure that projects meets their needs and continues to have public support. Other project partners include Lumber City Development to manage the grant contract.

Revitalization Benefits

The park is mostly used by local residents. A new park, with amenities, could draw visitors from outside the immediate area. The park will also create new recreational opportunities within the city via the replacement of the deteriorated tennis courts with new pickleball courts.

In the short-term, the development of a new dog park will provide a new amenity in a deteriorating and underutilized city-owned park. The dog park will also fill a void not currently available to the community.

In the medium-term, the project would support economic growth and community building by beautifying the City's public spaces, increase the quality of life of community members and visitors alike, and enhance the feeling of safety and security of the area.

In the long-term, the project is expected to increase the value of the surrounding neighborhood, thus potentially increasing tax revenue, and also provide an additional reason for people to migrate to North Tonawanda.

Feasibility and Cost Justification

This is a municipal capital improvement project contained entirely within a public park. The City has experience undertaking projects of similar scope and complexity, most notably with improvements to Gateway Harbor. Cost estimates were prepared in June 2022 by Trophy Point, a qualified estimator. The project will be supported by the City Engineer, Public Works Department, Community Development Department, Department of Youth, Recreation and Parks, and other relevant agencies.

Capacity

The City of North Tonawanda Engineering and Youth, Recreation and Parks Departments have collaborated on significant park improvement projects at various parks throughout the city including Gateway Park and Raymond Klimek Veterans Park, and are capable of implementing the proposed improvements to Carruthers Park.

Regulatory Requirements

- SEQR: The project is likely a Type 1 Action requiring SEQR review. Lead and Involved agencies TBD. The project will require completion of Parts 1,2, and 3 of the Full Environmental Assessment Form.
- City of North Tonawanda Planning Board

Decarbonization Strategies and Benefits

The proposed project consists of the creation of outdoor space and, therefore, decarbonization generally does not apply. However, the City of North Tonawanda intends to design the space in a manner that utilizes green materials to the extent practicable and attempts to limit the generation of carbon dioxide during construction.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
Clear, Prep and Regrade	\$52,842	DRI	Pending
Concrete Walks	\$109,278	DRI	Pending
Asphalt Parking Lot	\$53,899	DRI	Pending
Concrete Curb	\$27,176	DRI	Pending
Resurface Pickle Ball Courts	\$31,064	DRI	Pending
6' Chain Link Fence, Gates	\$62,278	DRI	Pending
Decorative Shade Structure and Foundations	\$45,293	DRI	Pending
Fixed Benches	\$13,588	DRI	Pending
Trees/Plantings	\$37,744	DRI	Pending
Water Fountain and Water Line Connection	\$48,313	DRI	Pending
Signage	\$5,284	DRI	Pending
Lawn	\$13,044	DRI	Pending
Security Lighting	\$30,196	DRI	Pending
Total Carruthers Dog Park	\$530,000		

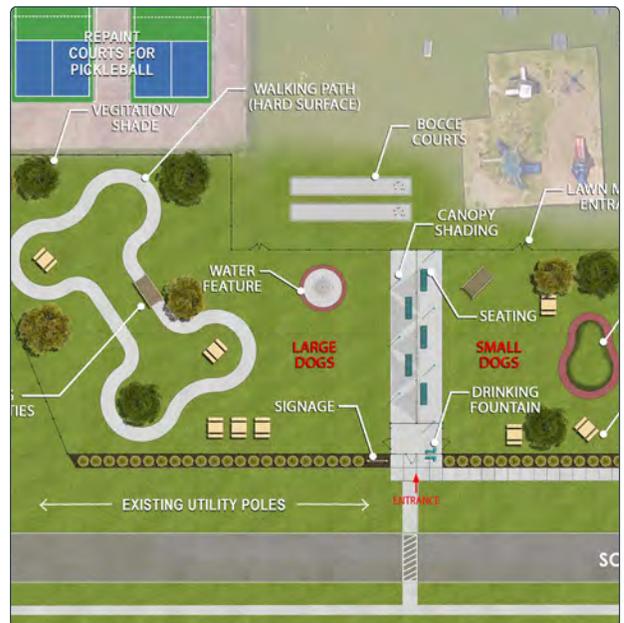
Timeframe for Implementation and Project Readiness

Following the execution of its contract with New York State, the City of North Tonawanda will issue an RFP to select a consultant team. The consultant team will complete necessary planning, design and construction documents. The project will have to go through the approval process with the City of North Tonawanda. Following the completion of technical work the project will go out to bid and a contractor will be selected. Following contractor selection, construction is estimated to total 12-16 months.

Anticipated Timeframe for Implementation

Project Start Date	Summer 2023
Immediate Next Steps	
Planning, Design, and Engineering	6-8 months
Bidding and Contractor Selection	2 months
Construction	12-16 months
Project End Date	Summer 2025
	Total Months: 24

Images of Existing and Proposed Conditions





PROJECT SPONSOR

CITY OF NORTH TONAWANDA

PROPERTY OWNER

CITY OF NORTH TONAWANDA

PROJECT TYPE

PUBLIC

LOCATION

NORTH TONAWANDA
GATEWAY PARK,
SWEENEY STREET

DRI FUNDING REQUESTED

\$500,000

TOTAL PROJECT COST

\$500,000

% REQUESTED OF OVERALL COSTS

100%

SITE OWNERSHIP

Yes

PROJECT READINESS

Ready Within 12 Months. Requires no significant engineer or construction.

PROPOSED START AND END DATES

Summer 2023—Fall 2024

JOBS CREATED

0

AFFORDABILITY (HOUSING ONLY)

N/A

REINFORCE GATEWAY HARBOR AS A RECREATION HUB

Located at the western terminus of the Erie Canal, Gateway Harbor has been designated as a Recreational Hub by the Erie Canalway National Heritage Corridor. Gateway Harbor boasts many visitor amenities such as boat docks, kayak launches, bicycle paths, and restroom facilities. The proposed improvements will build off of existing amenities to drive tourism and economic development. These projects will also continue to restore the heritage and historic values that built North Tonawanda.

North Tonawanda has spent decades refining and implementing its vision for Gateway Harbor Park. The site already provides many of the necessary amenities to become a distinctive destination for recreational enthusiasts to enjoy a journey on the New York State Canal System and its trail network. By

Gateway Harbor Recreation Hub and Wayfinding Signage



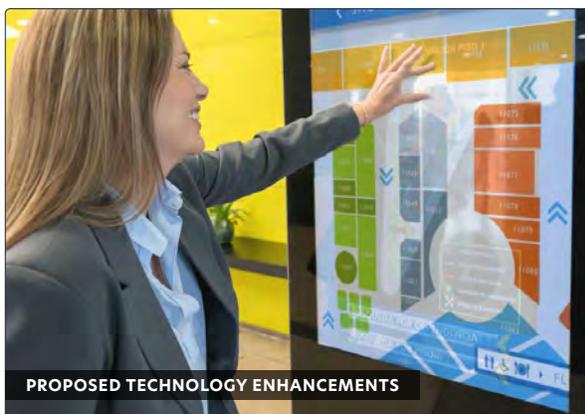
combining existing assets with additional programming, improved aesthetics, and innovative technologies, Gateway Harbor will be an important node that will help establish a unique sense of place where visitors can experience the Erie Canal in a whole new way.

DRI funding will be used for:

- Public Wi-Fi
- Solar-powered phone charging stations
- Technology enhancements to the Gateway Harbor Visitors Center including display screens, tablets, a wayfinding kiosk, boater-pay kiosk, and temporary kayak storage
- ADA-accessible kayak ramp
- New park seating and amenities
- Wayfinding signage

Downtown North Tonawanda rebranded through the NT Momentum BOA process and installed a number of wayfinding signs and monument signs in the downtown area in 2021.

The requested DRI funding would continue this initiative and ensure that every major intersection, pedestrian crossing, and access point into the Downtown area has consistent, accessible, and attractive signage to promote access and circulation throughout Downtown North Tonawanda.



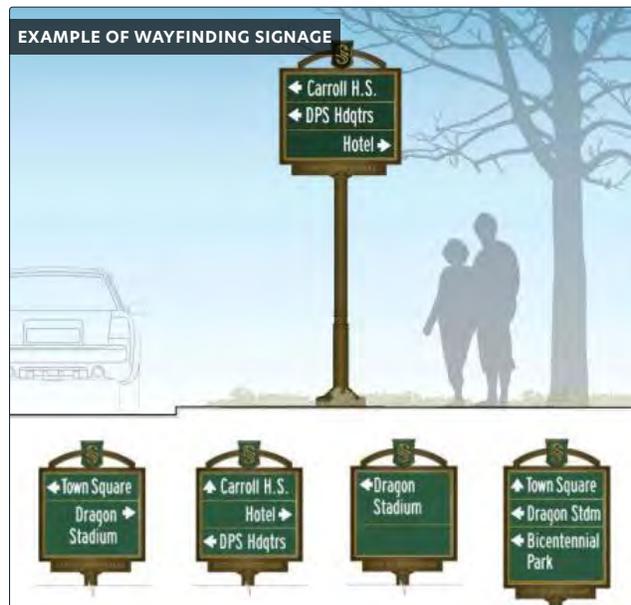
Alignment with DRI Goals and Strategies

The Gateway Harbor Recreation Hub project includes the implementation of additional completion of portions of the planned comprehensive downtown wayfinding system developed during the Momentum BOA and Smart Growth projects. This wayfinding system aligns with DRI GOAL #2: Diversify, Strategy #4: **Improve connections between the waterfronts, downtown destinations, and the rest of North Tonawanda.**

Additionally, the innovative technologies integrated into the project and the accessible kayak ramp closely align with Strategy #5: **Ensure downtown is accessible to people of all abilities.**

Gateway Harbor is a unique and superb destination on its own, and the new interactive technology enhancements support DRI GOAL #4: Become Incomparable, Strategy #1: **Develop entertainment and programming for all ages on the Erie Canal and Little River;** and Strategy #4: **Activate the public realm throughout the**





year. Wayfinding and public appurtenances reinforce Gateway Harbor as a safe and accessible destination, a delightful place to linger and conveniently located and accessible to other DRI area destinations, aligning with Strategy #5: **Prioritize safety, accessibility and convenience on downtown's streets, parking areas, trails, sidewalks, and waterways.**

Alignment with REDC Strategies

Gateway Harbor is a prominent downtown destination for residents, tourists and visitors. It serves as a festival area, and hosts CanalFest, an annual week-long celebration of the Erie Canal that draws thousands of participants from throughout the region and beyond. Continued enhancement of Gateway Harbor directly aligns with the REDC Strategy: Implement Smart Growth | Goal: Protect Water Resources, Waterfronts and Habitat | Objective #2: **Enhance public access to waterfront areas by implementing the City's LWRP.** It also aligns with Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and main streets.**

Public Support

The public has a high level of support for continued waterfront improvements. Participants in public workshop #1 suggested improvements such as bike path extensions, year-round waterfront coffee, and an ice cream shop. Waterfront access, places to enjoy the water, waterfront development and waterfront activities were all mentioned as benefits of the DRI. Several survey respondents mentioned waterfront improvements as among potential lasting impacts of the DRI. When asked how they would spend \$1 million of DRI money, 15 survey respondents said they would spend it on the gateway harbor and canal, another 25 respondents would spend it on the waterfront. Community chalkboard responses also included suggestions for waterfront improvements such as additional activities, paddleboard rentals, outdoor seating, fishing access and docking.

Project Partners

The City will team with Lumber City Development and the Niagara River Greenway on this project. The Niagara River Greenway has provided funding for other gateway and public realm enhancements and signage along the canal and will play a role in helping to maintain a consistent approach to the work. Lumber City development will manage the grant contract.

Revitalization Benefits

In the short-term, new recreation hub components will continue to draw visitors to Gateway Harbor and the Downtown area. The new kayak launch will create an additional access point to the waterfront. A more inclusive city is also a benefit promoted through this project through the incorporation of ADA accessibility features for recreation and water access.

Over the medium-term, the project is expected

to draw additional visitors who may spend more time on the water/within Gateway Harbor and at downtown businesses. The more welcoming downtown and enhanced tourism opportunities could have the long-term benefit of increasing economic and employment opportunities for downtown businesses.

Feasibility and Cost Justification

This is a municipal capital improvement project contained entirely within public property. The City has experience undertaking projects of similar scope and complexity, and has already completed the first phase of improvements to Gateway Harbor. Cost estimates were prepared in June 2022 by Trophy Point, a qualified estimator. The project will be supported by the City Engineer, Public Works Department, Community Development Department, Department of Youth, Recreation and Parks, and other relevant agencies. The proposed costs are justified because the project expands on previous public investments and will significantly improve the experiences of visitors to the area via this modest investment.

Capacity

The City of North Tonawanda has the capacity to implement this project. The City's planning, development and engineering staff have a strong track record of delivering similar public infrastructure projects throughout the city, and are adept at meeting aggressive timelines. This project is one of several public infrastructure projects proposed by the City of North Tonawanda as part of the DRI plan.

Additionally, the Erie Canalway National Heritage Corridor Commission is offering technical support as needed as a part of the

area's designation as a Recreational Hub on the Canalway.

Regulatory Requirements

- SEQR: The project is likely a Type 1 Action requiring SEQR review. Lead and Involved agencies TBD. The project will require completion of Parts 1,2, and 3 of the Full Environmental Assessment Form.
- North Tonawanda Historic Preservation Commission Approvals: The project requires approval by the NT Historic Preservation Commission Approvals due to adjacency to existing Historic Districts.
- City of North Tonawanda Planning Board
- New York State Department of State: NYS DOS will need to review the project due to being within a Designation Local Waterfront Revitalization Program area.

Decarbonization Strategies and Benefits

The proposed project consists of the enhancement of outdoor space and signage and, therefore, decarbonization generally does not apply. However, the City of North Tonawanda intends to complete the project in a manner that utilizes green materials to the extent practicable and attempts to limit the generation of carbon dioxide during construction.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
WiFi Installation	\$20,000	DRI	Pending
Kayak Launch Design and Installation	\$50,000	DRI	Pending
Interpretive Signage and Wayfinding Design and Implementation	\$250,000	DRI	Pending
New Amphitheater Seating	\$100,000	DRI	Pending
Technology Enhancements Including Display Screens, Tablets, Kiosks and Storage	\$20,000	DRI	Pending
Engineering Services	\$60,000	DRI	Pending
Total	\$500,000		

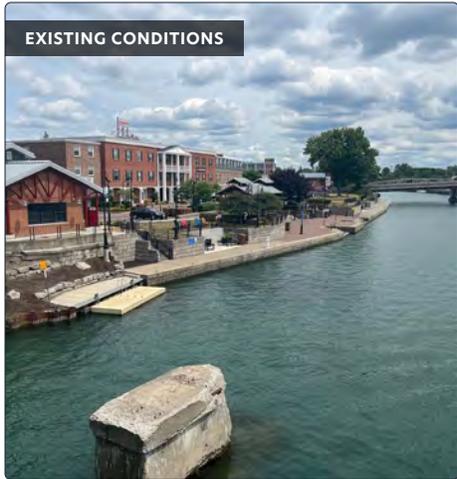
Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State, the City of North Tonawanda will move forward with Wi-Fi installation and will commission the previously identified technology enhancements. The City will then need to issue an RFP to select a consultant team. The consultant team will complete necessary planning and wayfinding designs and physical plans for installation within Gateway Harbor. The project will have to go through the approval process with the City of North Tonawanda. Following the completion of technical work the project will go out to bid and a contractor will be selected. Following contractor selection, installation of the new amenities are estimated to total 12-18 months.

Anticipated Timeframe for Implementation

Project Start Date	Summer 2023
Immediate Next Steps	4-6 months (concurrent with WiFi installation and Technology Enhancements)
Install WiFi and Commission Technology Enhancements	
Spec Wayfinding Signage and Develop Physical Plan for Installation	6 months
Installation of Kayak Launch, Amphitheater Seating, and Wayfinding Signage	12-18 months
Project End Date	Summer 2025 Total Months: 24

Images of Existing and Proposed Conditions



Future Mixed-Use Development

PROJECT SPONSOR

CITY OF NORTH TONAWANDA

PROPERTY OWNER

CITY OF NORTH TONAWANDA

PROJECT TYPE

PUBLIC

LOCATION

78 BRIDGE STREET

DRI FUNDING REQUESTED

\$750,000

TOTAL PROJECT COST

\$750,000

% REQUESTED OF OVERALL COSTS

100%

SITE OWNERSHIP

Yes

PROJECT READINESS

Ready Within 24-36 Months. Project still requires design and engineering and consists of improvements/modifications to the water's edge on a brownfield site. Significant engineering and permitting milestones must be met before project can begin.

PROPOSED START AND END DATES

Summer 2023—Summer 2025

JOBS CREATED

0

AFFORDABILITY (HOUSING ONLY)

N/A

CONSTRUCT A PUBLIC BENEFIT AREA AT 78 BRIDGE STREET

Located on Tonawanda Island, 78 Bridge St. (the former fire training site) is a 3.41-acre waterfront property fronting on the "Little River" and directly adjacent to the historic confluence of the Erie Canal and Niagara River. Identified in the NT Momentum BOA Nomination, activation of the site would catalyze redevelopment of Tonawanda Island and adjacent areas of downtown North Tonawanda. In late 2020, Lumber City Development Corp. and the City of North Tonawanda designated Pennrose Development as the preferred developer for the site.

78 Bridge Street Public Benefit Area



DRI Boundary Project Area

As part of its proposed \$24 million Timber Shore mixed-use project, Pennrose Development plans to include this public benefit area, which includes access to the Tonawanda Island waterfront. As proposed, the Timber Shore project is a multi-family development featuring 70 housing units at a range of price points, 1,250 square feet of retail space, and family amenities. The public benefit area will be developed by the City of North Tonawanda to support the Timber Shore project, but is separate from Timber Shore. The design of Timber Shore was informed by an inclusionary planning process that involved key stakeholders and residents through a series of online meetings and an on-site presentation.

The public benefit area is a public amenity that is planned to complement the Timber Shore project and provide access to the Little River for everyone.

The proposed DRI project would assist the City of North Tonawanda and Pennrose Development in completing a Tonawanda Island public benefit area. DRI funding will be used for:

- Site Survey/Design
- Construction to include site fill, a concrete cap, concrete sidewalk and a handrail.

The City of North Tonawanda, through both its LWRP and BOA plans, has maintained a strong emphasis on public access to water throughout the Niagara River and Erie Canal waterfronts. Tonawanda Island, which consists currently of largely vacant or industrial properties, offers no public waterfront access though it is one of the most unique waterfront areas in WNY.

Alignment with DRI Goals and Strategies

78 Bridge Street is planned as a public open space on Tonawanda Island where no public parks or recreation areas currently exist. It is planned as an enhancement for the mixed-income Timber Shore Development but will remain in the public realm and ownership upon its development. As such, it aligns with DRI GOAL #2: Diversify: **Enhance downtown as NT's residential, hospitality, economic, and employment center, and a place that visitors will want to visit again and again and share with others by attracting an array of living, working and recreating opportunities to downtown.**

78 Bridge Street Public Benefit Area will become the first public park or recreation area on Tonawanda Island, and enhances North Tonawanda's downtown public realm, aligning with DRI GOAL #3: Add value, Strategy #4: **Maintain and enhance a high-quality public realm.** The Public Benefit Area is part of a sprawling Brownfield Opportunity Area which has been cleaned up and is ready for redevelopment, aligning it with and Strategy #5: **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfields sites.**

As a first development in many years on Tonawanda Island, the project aligns with DRI GOAL #4: Become incomparable, Strategy #3: **Develop Tonawanda Island consistent with North Tonawanda's heritage and culture.**

Alignment with REDC Strategies

As a brownfield revitalization and downtown redevelopment project, 78 Bridge Street Public Benefit Area aligns with the REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Neighborhoods and Brownfields | Objective #2: **Accelerate Brownfield Redevelopment** as well as with the Strategy: Build Tourism Industry Sectors | Goal: Facilitate Growth of Quality Tourism Product | Objective #1: **Improve visitor “gateway” experience/ physical sense of entry to the Nation/ State/Region.** The project also provides a new destination for visitors and provides new scenic access to the Little River, aligning with Strategy: Implement Smart Growth | Goal: Protect Water Resources, Waterfronts and Habitat | Objective #2: **Enhance public access to waterfront areas.**

Public Support

The project received a moderate level of support. The public supports shoreline access, pedestrian/bike paths, pedestrian overlooks, and a boardwalk as open space elements they would like to see developed on Tonawanda Island. The project had one expression of opposition at DRI Workshop #2. The project had one expression of support during the student outreach event at North Tonawanda High School. Participants in DRI Workshop #1 noted on the Community Chalkboard to include making better use of Tonawanda Island waterfront. The project is proposed on municipal property and has support from numerous involved local agencies.

The project is included in the North Tonawanda Momentum Brownfield Opportunity Area plan. Development of this plan included multiple community engagement sessions and the public consistently expressed the desire for safe, inviting, public access to the area’s waterfront.

Project Partners

The City intends to work closely with Pennrose Development on this project to ensure a coordinated approach to the redevelopment of the Public Benefit Area and 78 Bridge Street when redeveloped. Other project partners include Lumber City Development to manage the grant.

Revitalization Benefits

The 78 Bridge Street Public Benefit Area will activate the site and could catalyze redevelopment of Tonawanda Island and the adjacent areas of downtown North Tonawanda. In the short-term, the project provides a much needed and highly sought-after waterfront access that is currently unavailable on Tonawanda Island. The Public Benefit Area will allow community members and visitors to visually access the waterfront year-round. In the medium-term, the project is expected to enhance the redevelopment of the adjacent property by Pennrose Development. The developer will use the public access as a way to draw tenants to its building, thus enhancing its economic sustainability. In the long-term, as a visually appealing gateway, the project could help foster the redevelopment of the entire island. The expected redevelopment of the island is a tremendous opportunity for significant growth in the economy of North Tonawanda and its downtown.

Feasibility and Cost Justification

The Project Sponsor has site control and the project is consistent with local planning and zoning requirements. Professional designs have not been completed yet but preliminary cost estimates from local qualified contractors and similar projects were used to determine the budget. The City has completed similar waterfront access projects at Gateway Harbor, Gratwick Park, and the

North Tonawanda Botanical Gardens in recent years and has experience managing and implementing waterfront construction projects. The City Engineer's office determined this cost estimate to be feasible.

Capacity

The City of North Tonawanda has the capacity to implement this project. The City of North Tonawanda has completed similar waterfront access and improvement projects at Gateway Harbor, the Botanical Gardens, and Gratwick Park in recent years and has the capacity to successfully administer and implement DRI funding.

Regulatory Requirements

- SEQR: The project is likely a Type 1 Action requiring SEQR review. Lead and Involved agencies TBD. The project will require completion of Parts 1, 2, and 3 of the Full Environmental Assessment Form.
- North Tonawanda Waterfront Commission: The project requires approval by the NT Historic Preservation Commission Approvals due to adjacency to the city's waterfront.

- City of North Tonawanda Planning Board
- Niagara County Planning Commission
- New York State Department of State: NYS DOS will need to review the project due to being within a Designation Local Waterfront Revitalization Program area.

Decarbonization Strategies and Benefits

The proposed project consists of the creation of outdoor space and, therefore, decarbonization generally does not apply. However, the City of North Tonawanda intends to design the space in a manner that utilizes green materials to the extent practicable and attempts to limit the generation of carbon dioxide during construction.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
Sheet Pile Wall	\$620,000	DRI	Pending
Wall Cap	\$75,000	DRI	Pending
Grading	\$20,000	DRI	Pending
Concrete Sidewalks	\$15,000	DRI	Pending
Handrail (250 LF)	\$20,000	DRI	Pending
Total	\$750,000		

Timeframe for Implementation and Project Readiness

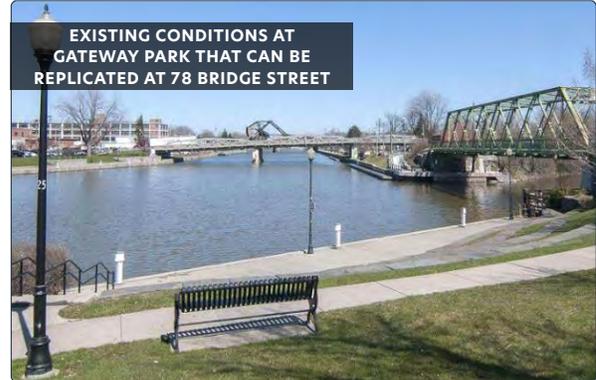
Following execution of its contract with New York State, the City of North Tonawanda will issue an RFP to select a consultant team. The consultant team will complete site survey and design. The project will have to go through the approval process with the City of North Tonawanda. Following the completion of technical work the project will go out to bid and a contractor will be selected. Following contractor selection, construction is estimated to total six months.

Anticipated Timeframe for Implementation

Project Start Date: Summer 2023

Immediate Next Steps	4 Months
<ul style="list-style-type: none"> •Contract with State •Prepare RFP, Solicit Professional Services, Contract with Consultants •Kick-Off Meeting with State Partner and Consultant 	
Survey and Draft and Final Design	6 Months
<ul style="list-style-type: none"> •Site Survey/Design/Construction to Include Site Fill, a Concrete Cap, Concrete Sidewalk and a Handrail. 	
Project Permitting and Approvals	4 Months
<ul style="list-style-type: none"> •SEQR, Local Approvals, etc. 	
Project Bidding	4 Months
Construction	6 Months
Project End Date: Summer 2025	Total Months: 24

Images of Existing and Proposed Conditions







PROJECT SPONSOR

CITY OF NORTH TONAWANDA

PROPERTY OWNER

CITY OF NORTH TONAWANDA

PROJECT TYPE

PUBLIC

LOCATION

OLIVER STREET CORRIDOR (SWEENEY TO WHEATFIELD)

DRI FUNDING REQUESTED

\$1,500,000

TOTAL PROJECT COST

\$1,500,000

% REQUESTED OF OVERALL COSTS

100%

SITE OWNERSHIP

Yes

PROJECT READINESS

Ready Within 3-6 Months. Project has site control and municipal sponsor, still requires planning & design.

PROPOSED START AND END DATES

Fall 2022 - late Fall 2025

JOBS CREATED

0

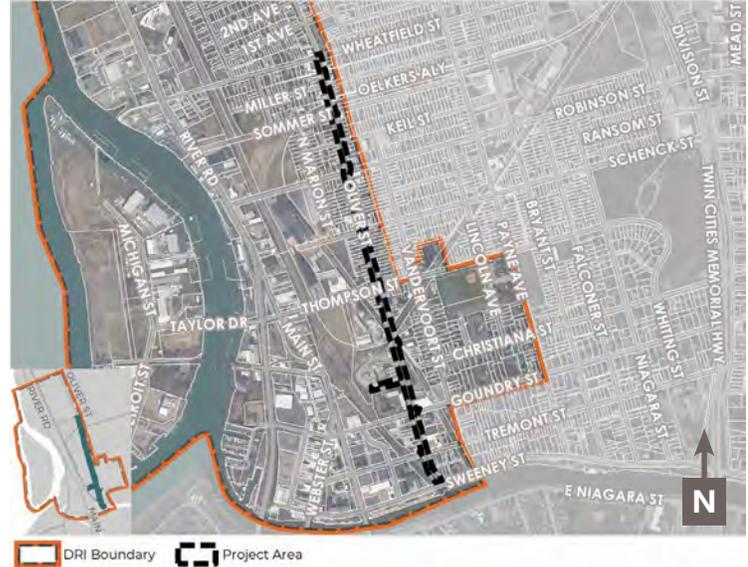
AFFORDABILITY (HOUSING ONLY)

N/A

IMPROVE THE WALKABILITY AND STREETScape OF OLIVER STREET

This project includes streetscape improvements that will provide benefits for pedestrian safety and comfort, environmental function and stormwater management, and placemaking benefits. A road diet is proposed, which will reduce the paved width of the roadway while still accommodating vehicular traffic, including trucks and buses (see Oliver Street Proposed Cross-Section graphic). Reducing the width of the roadway and adding bump-outs and marked pedestrian crosswalks at gateway and focal point intersections will improve pedestrian safety, reduce the pedestrian crossing distance, and make pedestrians more visible to oncoming vehicles and vice versa.

Oliver Street Walkability Enhancements



Reducing the width of the roadway will also provide environmental benefits because it will reduce the amount of impervious surface and therefore reduce the amount of stormwater runoff, and will reduce the area of dark-colored surfaces that contribute to the urban heat island effect. The road diet will also increase the space within the right-of-way available for planting and maintaining healthy street trees.

Beautification and placemaking are also components of the streetscape improvement project. In addition to improving pedestrian safety, the proposed bump-outs provide additional pedestrian space that will be used to accommodate benches, bike racks, and a colored stamped concrete pavement. Existing light poles will be replaced with the decorative style used for the recent Webster/Main Street improvements. A mural is proposed for the concrete railroad abutment wall between Sweeney and Tremont Streets. Improvements at three focal areas will also provide beautification, placemaking and pedestrian benefits. These focal areas include a pocket park at the SW corner of Oliver and Tremont Streets, a mid-block crossing where an existing multi-use trail intersects with Oliver Street, and adjacent to the railroad crossing and neglected railroad-owned parcel at the NW corner of Oliver and Sommer Streets. There are currently about 46 existing street trees within the right-of-way in the project area. An additional 220 street trees are proposed to be planted.

Alignment with DRI Goals and Strategies

Oliver Street Walkability Enhancements - Phase I is an ambitious program to implement the Re-Imagine Oliver Street program and transform Oliver Street's public realm with safety and accessibility projects such as roadway improvements, sidewalk and curb

ramp improvements street furniture and other amenities, while also improving connections between Oliver Street and adjacent residential neighborhoods, the waterfront and other commercial corridors within the DRI areas, consistent with DRI GOAL #2: Diversify, Strategy #4: **Improve connections between the waterfronts, downtown destinations, and the rest of North Tonawanda** and #5: **Ensure downtown is accessible to people of all abilities.**

Roadway improvements planned as part of the Oliver Street projects will implement green infrastructure techniques to prevent and filter runoff and flooding, protecting private properties and the community's waterways, consistent with DRI GOAL #3: Add Value, Strategy #3: **Projects should include a green infrastructure component.** Taken together the Oliver Street enhancements will make Oliver Street a more welcoming and pleasing public realm, aligning with Strategy #4: **Maintain and enhance a high-quality public realm**, as well as with DRI GOAL #4: Become Incomparable, Strategy #4: **Activate the public realm throughout the year** and #5: **Prioritize safety, accessibility and convenience on downtown's streets, parking areas, trails, sidewalks, and waterways.**

Alignment with REDC Strategies

The Oliver Street project would improve the visitor experience through beautification and placemaking, aligning with REDC Strategy: **Facilitate Growth of Quality Tourism Product.** The project will improve walkability and streetscapes and reinvest in public spaces, which aligns with REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and main streets.**

Public Support

Redevelopment of Oliver Street enjoys widespread support from the public. It is a priority area for the City of North Tonawanda and has great local government support. Solid support was expressed for this project at DRI Workshop #2. There was moderate support at the student outreach event at North Tonawanda High School. Participants in workshop #1 suggested better signage for Oliver Street, as well as streetscape improvements, landscaping, trees and improved visual appeal for Oliver Street, and extension of Heritage Park from Oliver Street to Main Street. Responses to an open-ended survey question about the benefits of the DRI included walkability, sidewalk and infrastructure improvements, and better appearance of downtown. Several survey respondents mentioned better appearance and walkability as potential lasting impacts of the DRI. Numerous survey respondents said they would spend \$1 million of DRI money on Oliver Street. Community chalkboard responses included suggestions for sidewalk repair, bike lane and infrastructure improvements. Several specifically mentioned streetscape improvements on Oliver Street.

The project received letters of support for its 2021 NYS CFA application from the following:

- Mayor Arthur Pappas (former)
- NT Council Resolution
- Lumber City Development Corporation
- Niagara County Legislature
- Niagara County Industrial Development Agency
- NYS Senator Robert G. Ort
- NYS Assemblyman William Conrad
- Niagara River Greenway Commission
- Erie Canalway National Heritage Corridor

- Destination Niagara USA

- Chamber of Commerce of the Tonawandas

Project Partners

The City intends to work closely with property owners along Oliver Street on this project to ensure that the project meets their needs. These property owners include those involved in the Oliver Street Merchants Association. Other project partners include Lumber City Development to manage the grant.

Revitalization Benefits

The Oliver Street Corridor is a key focus area for the City of North Tonawanda, and within that focus area, improving walkability is a top priority. In the short-term, the project will increase walkability and bike-ability in downtown North Tonawanda, and, in turn, promote healthier lifestyles. Over the medium-term, the project is expected to improve the quality of life of residents and draw additional visitors who appreciate walkable communities. The more welcoming downtown and enhanced tourism opportunities will have the long-term benefit of catalyzing economic opportunities for downtown businesses and spur increases in property values.

Feasibility and Cost Justification

The project is leveraging years of municipal and grassroots planning efforts by both the City of North Tonawanda and the Oliver Street Merchants Association. Due to the cost of the project, the LPC determined that the project should be in phases. This would make the project more feasible for the City and allow for change to be implemented in a mindful way. The budget allocated to Phase I by the LPC was \$1,500,000.

This is a municipal capital improvement project contained entirely within the public right-of-way. The City has experience

undertaking projects of similar scope and complexity, most recently along Webster Street. Cost estimates were prepared in July 2022 by Molly Vendura, a licensed landscape architect with experience in streetscape design and estimating. Costs were also developed by Trophy Point in June of 2022. They were reviewed by the City Engineer. The project will be supported by the City Engineer, Public Works Department, Community Development Department, and other city, county, and state agencies, including NYSDOT, which has jurisdiction over the right of way on NYS Route 429.

Capacity

The City of North Tonawanda has the capacity to implement this project. The City's planning, development and engineering staff have a strong track record of delivering similar public infrastructure projects throughout the city (most recently along Webster Street) and are adept at meeting aggressive timelines.

Regulatory Requirements

- SEQR: The project is likely a Type 1 Action requiring SEQR review. Lead and Involved agencies TBD. The project will require completion of Parts 1, 2, and 3 of the Full Environmental Assessment Form.
- City of North Tonawanda Planning Board
- New York State Department of Transportation: NYS DOT will need to review the project due to being a major roadway construction project.

Decarbonization Strategies and Benefits

The proposed project consists of the creation of outdoor space and, therefore, decarbonization techniques generally do not apply. However, the City of North Tonawanda intends to design the space in a manner that utilizes green materials and attempts to limit the generation of carbon dioxide during construction. Additionally, the project is intended to create a more walkable area, which could reduce the reliance on the use of automobiles and thereby reduces consumption of fossil fuels.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
Remove sections of road, curbs, walks, apron and lawn	\$296,030	DRI	Pending
Prep / regrade	\$321,771	DRI	Pending
Exposed aggregate concrete walks and aprons	\$2,406,466	DRI	Pending
Colored stamped concrete walks	\$276,923	DRI	Pending
Concrete street curb including asphalt patch	\$991,169	DRI	Pending
Misc asphalt street patch at bump & new catch basins	\$75,489	DRI	Pending
Grassed tree lawn	\$137,239	DRI	Pending
3" caliper trees	\$664,302	DRI	Pending
Fixed benches	\$65,222	DRI	Pending
Bike racks	\$36,235	DRI	Pending
Striped crosswalks	\$99,645	DRI	Pending
Replace street light poles	\$1,121,009	DRI	Pending
New catch basins and storm sewer connections	\$490,678	DRI	Pending
Total	\$6,982,177		

Timeframe for Implementation and Project Readiness

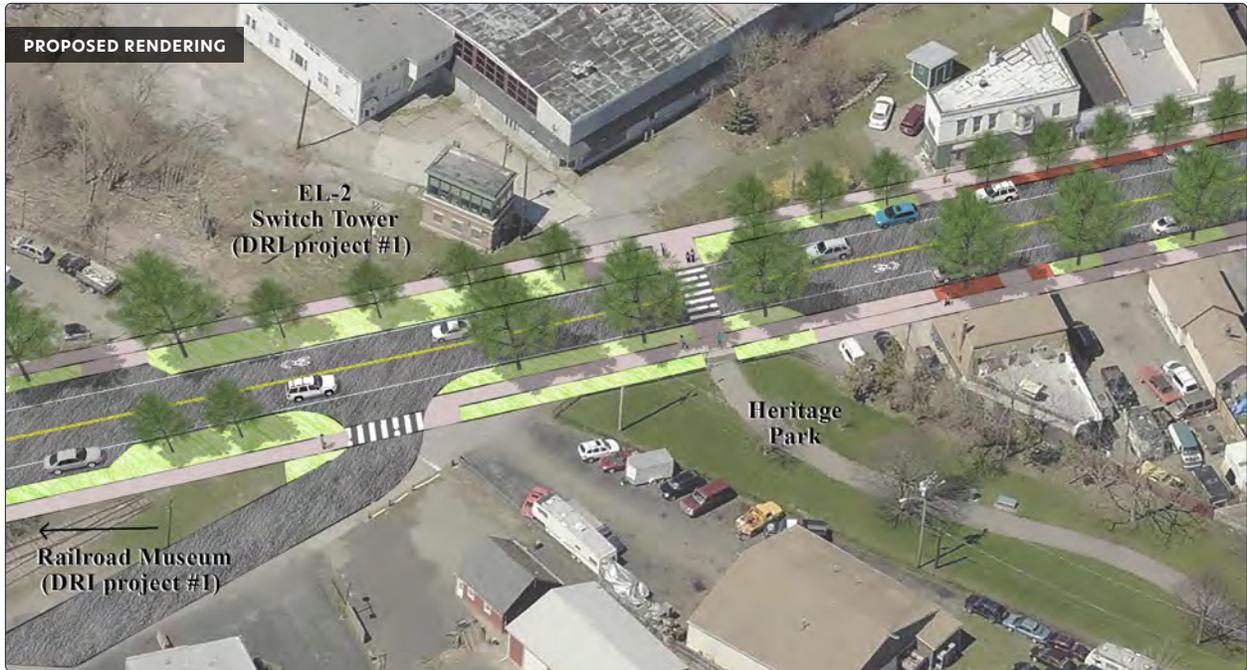
Following execution of its contract with New York State, the City of North Tonawanda will issue an RFP to select a consultant team. The State, City, and other stakeholders will develop a consensus on project scope relative to the available budget. Following consultant selection, the team will complete planning, design and construction documents. The project will have to go through the approval process with the City of North Tonawanda. Following the completion of technical work the project will go out to bid and a contractor will be selected. Following contractor selection, construction is estimated to total six months.

Anticipated Timeframe for Implementation

Project Start Date	Fall 2022
Immediate Next Steps	
Develop consensus on project scope relative to available budget	3-6 months
Issue RFP and select consultant team	2 months
Planning, Design, Approvals and Construction Documents	24 months
Bidding and Contractor Selection	2 months
Construction	6 months
Project End Date	Late Fall 2025
	Total Months: 40

Images of Existing and Proposed Conditions





WEST	6' - 8.5'	4.5' - 7'	8' - 0"	12' - 0"	12' - 0"	8' - 0"	4.5' - 7'	6' - 8.5'
	SIDEWALK	TREE ZONE *	PARKING LANE (bump-out at some corners)	TRAVEL LANE	TRAVEL LANE	PARKING LANE (bump-out at some corners)	TREE ZONE *	SIDEWALK
	APPROX. 13' PEDESTRIAN ZONE						APPROX. 13' PEDESTRIAN ZONE	

* utilize grass or stamped concrete in front of properties as appropriate for the building use

Proposed Cross-Section (road diet)
Oliver Street, North Tonawanda, NY

Oliver Street Streetscape Improvements: Overall Concept

June 15, 2022



Proposed Improvements:

1. Gateway intersection with curb bump-outs on Oliver St. and four-way crosswalks
2. Connection to Erie Canal bicycle path
3. Mural on railroad abutment wall
4. Pocket park with path and seating (see detail of concept)
5. Mid-block crossing with bump-outs at multi-use trail (see detail of concept)
6. Curb bump out at NW corner with seating and trees, to replace existing concrete barriers (see detail of concept)
7. Provide sidewalk on N side of Sommer St.

Road Diet:

- Tremont St. to Thompson St.: move curbs towards center of road approximately 2' on each side
- Thompson St. to Robinson St.: move curbs towards center of road approximately 1.5' on each side
- Robinson St. to Wheatfield St.: move east curb towards center of road approximately 2'

Legend:

- Existing street tree
- Proposed street tree
-  Gateway intersection improvements



PROJECT SPONSOR

CAROUSEL SOCIETY OF THE NIAGARA FRONTIER

PROJECT OWNER

CAROUSEL SOCIETY OF THE NIAGARA FRONTIER

PROJECT TYPE

NON-PROFIT

LOCATION

180 THOMPSON STREET

DRI FUNDING REQUESTED

\$210,000

TOTAL PROJECT COST

\$853,100

% REQUESTED OF OVERALL COSTS

25%

SITE OWNERSHIP

Yes

PROJECT READINESS

Ready Within 12-24 Months.

Organization is ready to undertake the project.

PROPOSED START AND END DATES

Summer 2023—Summer 2025

JOBS CREATED

0

AFFORDABILITY (HOUSING ONLY)

N/A

RESTORE THE ALLAN HERSHELL COMPANY COMPLEX MUSIC ROOM

The Herschell Carousel Factory Museum proposes the construction of a portion of the former Allan Herschell Company Complex which collapses in 1995. The new space will be used to house and display the museum's band organ collection. All of the American-made band organs – also known as fairgrounds organs – were produced in North Tonawanda, making this history truly unique to the city and region. Construction of the new space will provide approximately 1,600 square feet of new exhibit space, restoring the complex to its historic configuration from when the Allan Herschell Company was in production.

Allan Herschell Company Complex Music Room Restoration



DRI funding will be used for portions of the following:

- The building reconstruction will include 12-foot-high ceilings
- New original windows
- Geothermal HVAC system
- Sprinkler system
- Glass connector to provide direct access to the Education Center on the north end
- Glass connector to the Roundhouse for accommodation of museum tours on the south end
- Installation of a concrete foundation under Children’s Gallery wall

The Museum had 19,000 visitors in 2021. The additional space will allow for large groups to visit the museum and enjoy the area. Reconstruction will be guided with historical photographs and saved door and wall parts as guides.

Alignment with DRI Goals and Strategies

The Allan Herschell Company Complex is one of North Tonawanda’s leading cultural destinations and anchors a cluster of cultural destinations in the Oliver Street corridor and area. Improvements to the museum such as the restoration of the music room, will enhance the museum as an attraction, consistent with DRI GOAL #1: Energize, Strategy #5: **Enhance downtown as a regional destination for arts and culture.**

The museum hosted 19,000 visitors even as the pandemic was still curtailing and constraining tourism. Improvements to the museum will continue to develop its tourism base and attract new and repeat visits to other North Tonawanda DRI cultural destinations as well as to shopping and

dining destinations, It is a crucial part of DRI GOAL #2: Diversify: **Enhance downtown as NT’s residential, hospitality, economic, and employment center, and a place that visitors will want to visit again and again and share with others by attracting an array of living, working and recreating opportunities to downtown.**

The revitalization of the Allan Herschell Company Complex is an ongoing project, one that aligns with DRI GOAL #3: Add Value, Strategy #5: **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfields sites.**

Alignment with REDC Strategies

The Carousel Museum project will help the organization continue its preservation and restoration of a beloved local iconic brand, further position the museum as a regional destination and contribute to North Tonawanda’s cluster of important cultural attractions, aligning with the REDC Strategy: Build Tourism Industry Sectors | Goal: **Facilitate Growth of Quality Tourism Product.** It will contribute to regional revitalization by increasing visitor numbers, visitors’ length of stay, and generate more return visits. It also aligns with REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and main streets by contributing to walkability in a setting that people want to live in and visit and encouraging a sense of vibrancy by connecting with the other NT “culture cluster” DRI projects.**

Public Support

The public expressed strong support for the Carousel Factory Museum project. Students showed light support at the outreach event at North Tonawanda High School. Participants

in DRI workshop #1 suggested promoting the museum, including by putting a carousel somewhere in the Webster Street commercial area. A number of survey respondents said they would spend \$1 million of DRI money on the museum. Survey respondents ranked entertainment and recreation as a very close second to food, dining or shopping options.

In addition, letters of support for this project have been obtained from a wide array of local and regional government agencies (Lumber City Development), the City of North Tonawanda Council, Niagara County Legislature the Industrial Development Agency, Niagara Greenway, State of New York, and NYS legislators.

Project Partners

The Herschell Carousel Factory Museum has diligently worked to create a group of project partners that include the Niagara River Greenway; New York State Office of Parks, Recreation, and Historic Preservation; Dormitory Authority of the State of New York; Irr Supply; and the Carousel Society of the Niagara Frontier (CSNF). The project partners provide funding support for scope items that are not covered by DRI requests.

Revitalization Benefits

The Herschell Carousel Factory Museum facility is a major resource in the City of North Tonawanda. The addition of a Music Room to celebrate the Museum's band organ collection could attract visitors from near and far by providing an authentic cultural attraction.

Due to its specialized subject, the museum has a national as well as international audience. Each year visitors arrive from nearly every state and 10-12 foreign countries. The museum collaborates with tour companies from across the US and Canada. In 2019, before the pandemic, there were 20,000 visitors and 59 tour buses during the summer season. The

American Alliance of Museums reports that museums contribute to the local economy in other ways as employees and their supply chains spend their income locally, contributing to the GDP, jobs, and tax revenue. Therefore, this project and the museum as a whole could contribute to the fundamental improvement in the North Tonawanda and Western New York economy.

The Museum's executive director meets regularly with the Downtown Merchants and Oliver Street merchants to explore ways to collaborate, finding ways to be mutually beneficial. The museum will continue to contribute to the vitality of the downtown by bringing tourists to the city who seek restaurants in which to dine and shops to explore.

Additionally, the completion of this project will enhance the educational programming offered by the museum. Adults will benefit from Carrousel Chats that explain the operation of the band organs and the perforator equipment. The museum offers a program for STEM lessons, which it presents to over 1,300 school children each year, uses binary coding to arrange a musical song. The Music Room exhibits will demonstrate the 1900s coding system to create the master music rolls.

The Herschell Carrousel Factory Museum enriches the lives of City residents. A national report by the American Alliance of Museum states "Museums play an essential role in cultural and social life by preserving our heritage, interpreting the past and exploring the future."

In the short-term, the benefits include the creation of exhibit space for the band organ and related equipment. In the medium-term, the benefits include the interpretation of the roll making equipment and operation of the band organs, as well as STEM and

Music Arrangement lessons for students. In the long-term, the proposed project is expected to not only help sustain the viability of the museum but significantly increase the numbers of visitors to the museum. This increase in visitorship to the Museum will increase tourism related opportunities in the downtown and the economy it supports.

Feasibility and Cost Justification

The Museum has been planning for and pursuing funds for this project for six years. The project has been fully planned and designed as of March, 2022, by EcoLogic Studios, a qualified architecture firm. Detailed cost estimates for work proposed have also been obtained from local contractors, including Niagara Construction Company, Buffalo Geothermal Heating, R.E. Krug Corp. and Huron Sprinklers.

Capacity

The Herschel Carousel Factory Museum has been restored, expanded, and maintained largely by grant-funded initiatives managed by the dedicated Board of Directors and staff. The Museum has demonstrated the capacity and capability to manage and implement large grant-funded projects.

A total of 23 construction projects and \$1.3 million have been invested into the Museum since 1985. The most recent project totaled \$265,000 and included restoring the company office building into an education center. The largest project totaled \$640,000 to insert steel I-beams under the failing clerestory trusses and replace over 100 windows.

Regulatory Requirements

- SEQR: The project is likely a Type 1 Action requiring SEQR review. Lead and Involved agencies TBD. The project will require completion of a Short Environmental Assessment Form.
- State Historic Preservation Office (SHPO): The project requires SHPO review due to the building being listed on the National Register of Historic Places.
- North Tonawanda Historic Preservation Commission Approvals: The project requires approval by the NT Historic Preservation Commission Approvals due to major renovation changes of the historic building.
- NYS Uniform Fire Prevention and Building Code

Decarbonization Strategies and Benefits

The structure is of a size (1,600 square feet) that falls under the minimum new building threshold of 5,000 square feet which would require the inclusion of decarbonization strategies. However, the project sponsor intends to install a geothermal HVAC system as part of the project, significantly decreasing the project's carbon footprint. Not only will this new geothermal system efficiently heat and cool the new Music Room, the system will be expanded to include part of the existing on-site structures, resulting in additional emissions reductions.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
Planning and Pre Construction	\$31,200	Oishei and WNY Foundations	Received
Signage	\$350	CSNF Funds	Received
Audit	\$3,000	CSNF Funds	Received
Exhibit item Costs	\$40,000	DRI	Pending
Bridge Loan Fees and Interest	\$15,000	Irr Plumbing	Received
	\$96,400	Niagara River Greenway	Secured
	\$104,743	NYS Parks/State Historic Preservation Office	Secured
Construction	\$200,000	Dormitory Authority of the State of New York	Secured
	\$146,907	Irr Supply	Received
	\$170,000	DRI	Pending
	\$3,000	NYPA	Secured
Geothermal HVAC	\$27,000	NYPA	Secured
Security & Fire Protection	\$6,000	Niagara River Greenway	Secured
Grading, Landscaping	\$7,600	Niagara River Greenway	Secured
Sprinkler System - Outdoor	\$1,900	CSNF Funds	Secured
Total Project Cost	\$853,100		

Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State, the Museum will issue an RFP to select a consultant team. The consultant team will complete site design. The project will have to go through the approval process with the City of North Tonawanda. Following the completion of technical work the project will go out to bid and a contractor will be selected. Following contractor selection, construction is estimated to total 12 months.

Anticipated Timeframe for Implementation

Project Start Date: Summer 2023

Immediate Next Steps

- Contract with State
- Prepare RFP, Solicit Professional Services, Contract with Consultants
- Kick-Off Meeting with State Partner and Consultant

4 Months

Project Bidding/Select Contractor

2 Months

Project Permitting and Approvals

- SHPO Review, SEQR, Local Approvals, etc.

6 Months
(To Run Concurrently with Other Tasks)

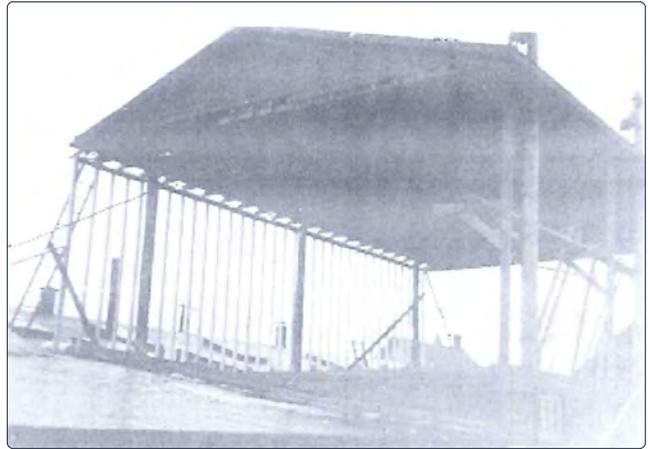
Construction

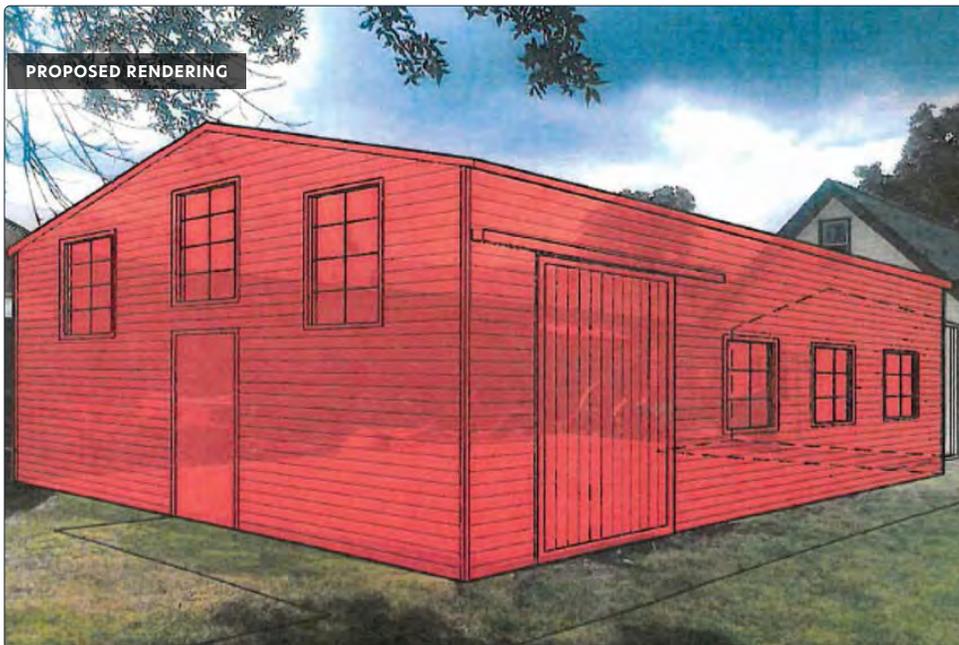
12 Months

Project End Date: Summer 2025

Total Months: 24

Images of Existing and Proposed Conditions







PROJECT SPONSOR

ENTERPRISE LUMBER &
SILO, LLC

PROPERTY OWNER

ENTERPRISE LUMBER &
SILO, LLC

PROJECT TYPE

PRIVATE

LOCATION

211 MAIN STREET

DRI FUNDING REQUESTED

\$549,000

TOTAL PROJECT COST

\$4,114,257

% REQUESTED OF OVERALL COSTS

13%

SITE OWNERSHIP

Yes

PROPOSED START AND END DATES

Summer 2023—Fall 2024

JOBS CREATED

52 full time positions

AFFORDABILITY (HOUSING ONLY)

N/A

REBUILD 211 MAIN STREET AS A PROFESSIONAL SERVICES INCUBATOR

The 211 Main Street Redevelopment Project is focused on the reconstruction of a masonry and heavy timber-framed building located at 211 Main Street. The new building to be constructed will help address the present lack of high-quality professional office space in downtown North Tonawanda.

The project includes remediation of contaminated soils pursuant to a brownfield cleanup plan approved by the New York State Department of Environmental Conservation, selective demolition of the former 1930s era building to preserve the below-grade foundations and heavy timber structural members, and construction of an approximately 6,180 sq.-ft. office building. The new office building will feature three office suites having a shared conference room and other common amenities.

211 Main Street Redevelopment Project



The building will be an incubator for entrepreneurial architecture, landscape architecture, engineering and construction-related businesses seeking a collaborative work environment. DRI funding is proposed for new building construction, site work and general conditions.

When completed, the new building and the site upon which it is located will be a catalyst for the further redevelopment of downtown North Tonawanda and will serve as a model for sustainable building design.

DRI funding will be used for:

- Construction and site work

Alignment with DRI Goals and Strategies

The new high-end office space developed in the 211 Main Street project will fill a gap in office provision in North Tonawanda and serve as an incubator for new businesses, directly aligning it with DRI GOAL #1: Energize: Strategy #1 **Retain existing and recruit new investment to downtown** and squares with Strategy #2: **Help entrepreneurs develop prosperous and sustainable downtown enterprises.**

By filling a downtown office space niche in the DRI area, 211 Main Street will successfully align with DRI GOAL #2: Diversify, Strategy #1: **Identify and fill niches in downtown residential, office and entertainment.**

The 211 Main Street project is planned as a showcase for energy efficient and green infrastructure practices and will be carbon neutral in construction and operations and is working with NYSERDA on myriad ways to lessen and eliminate the building's carbon footprint. In addition to NYSERDA funding the project also has support from National Grid, Empire State Development and the Brownfield Cleanup Program. It will feature a

green roof and will capture rain and snowmelt on site and in the roof and rain gardens tied to the city green infrastructure project on an adjacent lot. Overall, the project aligns with DRI GOAL #3: Add value, Strategy #1: **Increase project feasibility and sustainability with grants and low-interest loans for energy efficient and climate resilient retrofits;** Strategy #3 **Projects should include a green infrastructure component;** and Strategy #5, **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfield sites.**

Alignment with REDC Strategies

211 Main Street is an investment in downtown revitalization and brownfield redevelopment. It transforms a blighted former industrial building into a vibrant office center, increasing density on Main Street, improving the public realm and serving as a green innovation demonstration project, aligning with REDC Strategy: Implement Smart Growth | Goal: Invest in Infrastructure on "Smart Growth" Principles | Objective #2: **Establish the region as a center of green innovation** as well as the Goal: Invest in Downtowns, Neighborhoods and Brownfields | Objective #2: Accelerate Brownfield Redevelopment and | Objective #1: **Develop sustainable neighborhoods** and Objective #3: **Encourage redevelopment of downtowns and main streets.**

Public Support

The project had more support than opposition during DRI Workshop #2; young people did not support or oppose the project during the student outreach event at North Tonawanda High School. Several survey respondents said that environmentally conscious projects would be a benefit of the DRI and one respondent would spend \$1 million of DRI money in part on environmentally friendly projects.

The City of North Tonawanda expressed support for the project through the submission and award of a RESTORE NY grant for the site, as well as assistance for the developer in attaining brownfield cleanup funding.

The project received letters of support for a 2021 Green Innovation Grant Program application from:

- NYS Senator Robert G. Ort
- Mayor Arthur Pappas (former)
- City of North Tonawanda Engineer Chelsea Spahr
- Niagara County Brownfield Development Corp.
- Lumber City Development Corp.
- Niagara Falls Mayor Robert M. Restaino
- City of Tonawanda Mayor Rick Davis
- Chamber of Commerce of the Tonawandas
- Niagara River Greenway Commission
- North Tonawanda High School Academy of Engineering and Architecture

Project Partners

The project sponsor has developed a large group of partners to ensure that the project reaches completion. These partners include:

- Niagara County, who provided a low interest loan for the remediation of contamination on the property
- The New York State Department of Environmental Conservation, who oversaw the remedial efforts and whose Brownfield Cleanup Program provides tax credits for the remediation and redevelopment efforts

- NYSERDA, who have committed CFA funds via Carbon Neutral Community Economic Development Program
- National Grid, brownfield redevelopment grant program
- Empire State Development
- Evans Bank

Revitalization Benefits

The redevelopment of 211 Main Street has not only remediated a previously contaminated site, it will also assist in the creation of new jobs within the downtown while adding to the visual aesthetic along the Main Street Corridor. When completed, the new building and the site could serve as a catalyst for further redevelopment of the city's downtown, and as a model for carbon neutral construction methods.

In the short-term, one of the revitalization benefits provided by the 211 Main Street Redevelopment Project is already being advanced. All contaminated soils have been removed from the project site. During the past year, project completed a Track 1 Remediation Plan approved by the New York State Department of Environmental Conservation - the highest standard of environmental cleanup. The 211 Main Street Redevelopment Project demonstrated its commitment to environmental justice during development of the remediation plan by considering community concerns and ameliorating historic contamination of the site for the betterment of local residents.

In the medium-term, the 211 Main Street Redevelopment Project expects to be a central component of North Tonawanda's MomeNTum Downtown Revitalization Strategy. During the 2020 calendar year, North Tonawanda made substantial infrastructure improvements to the northern end of Main

Street where the redevelopment site is located to attract additional private investment. The 211 Main Street Redevelopment Project could serve as a catalyst that encourages the follow-on private investment which North Tonawanda is seeking through its MomenTum Master Plan.

A long-term benefit of the project is that its focus on sustainable development will act as a demonstration of success and foster similar development throughout the City. At its core, the design criteria for redevelopment of 211 Main Street are based on the most recent proven and commercially available energy systems and construction methods that reduce a building's carbon footprint. The energy systems intended for the 211 Main Street Redevelopment Project do not use any fossil fuels, are entirely sustainable in nature, and generate all the electrical power required for the normal functioning of the building. The project includes:

- Passive design techniques that harness natural heat and light
- Reuse of existing structural components
- Use of construction materials having low energy content
- Geothermal heating and cooling
- Natural ventilation techniques
- Solar generated electricity

The 211 Main Street Redevelopment Project also features several environmentally conscious "green initiatives". All rainwater and snow melt will be captured on-site in a green roof and in rain gardens designed to tie into the rain garden on city property next to the project site which was installed in 2020. In addition to enhancing the biodiversity of downtown North Tonawanda, the green roof and rain gardens will provide

long-term benefits via carbon sequestration and fostering a reduction in airborne carbon dioxide. Attractive trees, shrubs and other landscape features are also planned for the site.

Feasibility and Cost Justification

Project sponsor has site control, financing secured, site remediated, and has begun demolition and site prep for the project. The project sponsor, Ms. Culp-Burton, along with Guard Construction and Contracting Corporation, completed the cost estimate based on their extensive previous construction experience. Previous experience includes the redevelopment of a former oil terminal on River Road in the Town of Tonawanda into a waste recycling center and the construction of an 8,000 square-foot office building on Vulcan Street in the City of Buffalo.

Capacity

Enterprise Lumber is the contracting entity for 211 Main Street redevelopment. Enterprise Lumber & Silo LLC is a real property holding company owned by the principals of KCB Architecture, P.C. Ms. Burton, the principal of KCB Architecture, has decades of experience with commercial and residential architecture and for overseeing multi-million-dollar construction projects. Execution of the project design is being undertaken by Guard Construction and Contracting Corporation, a general construction company with decades of experience in the construction industry. Together Ms. Burton and Mr. Guard have a demonstrated record of successfully collaborating on previous projects, including, among others, redevelopment of a former oil terminal on River Road in the Town of Tonawanda construction of an 8,000 square-foot office building on Vulcan Street in the City of Buffalo and the development of a 23-lot residential subdivision in the Town of Porter.

Regulatory Requirements

N/A—Project Has All Required Approvals.

Decarbonization Strategies and Benefits

At its core, the design criteria for redevelopment of 211 Main Street are based on the most recent proven and commercially available energy systems and construction methods that reduce a building's carbon footprint. The energy systems intended for the 211 Main Street Redevelopment Project do not use any fossil fuels, are entirely sustainable in nature, and generate all the electrical power required for the normal functioning of the building. The project includes:

- Passive design techniques that harness natural heat and light
- Reuse of existing structural components
- Use of construction materials having low energy content
- Geothermal heating and cooling
- Natural ventilation techniques
- Solar generated electricity

The 211 Main Street Redevelopment Project also features several environmentally conscious "green initiatives". All rainwater and snow melt will be captured on-site in a green roof and in rain gardens designed to tie into the rain garden on city property next to the project site which was installed in 2020. In addition to enhancing the

biodiversity of downtown North Tonawanda, the green roof and rain gardens will provide carbon sequestration benefits by fostering a reduction in airborne carbon dioxide.

The project has undergone detailed design and cost estimating by a licensed architect and the project budget includes approximately \$175,000 for roof-mounted solar panels, \$20,000 for electric vehicle charging stations, and \$130,000 for the geothermal heating system. The sponsor has pursued various funding opportunities and was awarded a National Grid Brownfield Redevelopment Program Grant award of \$238,967 to be applied towards costs of the remediation and energy infrastructure installation. Additionally, the project has been awarded \$300,000 in NYSDRDA funding through the CFA process through its Carbon Neutral Community Economic Development Program, which is for projects that are regionally significant and designed to carbon neutral net zero energy performance.

Project Budget and Funding Sources

Items	Cost	Funding Source	Status of Funds
Property Acquisition	\$115,000	Owners Equity	Committed
Brownfield Investigation, Asbestos Abatement, Selective Demolition & Site Remediation	\$550,000	NCBDC Loan	Committed
	\$226,876	National Grid	Committed
New Building Construction, Site Work & General Conditions	\$133,630	Owners Equity	Committed
	\$300,000	Empire State Development	Committed
	\$700,000	Evans Bank Loan	Pending
	\$300,000	NYSERDA	Pending
	\$61,256	Owners Equity	Committed
	\$959,721	Brownfield Tax Credits	Pending
	\$548,862	DRI	Requested
Professional Fees	\$168,912	Owners Equity	Committed
Financing Costs	\$50,000	Owners Equity	Committed
Total Funding Request	\$549,000		
% of Total Cost	12.80%		
Total Funds Leveraged	\$3,735,308		
Total Project Cost	\$4,114,257		

Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State the Project Sponsor will be able to advance the project design. Due to contractors being in place and all approvals being completed, construction is estimated to total 12 months.

Anticipated Timeframe for Implementation

Project Start Date: Summer 2023

Immediate Next Steps

- Contract with State 2 Months
- Advancement of Architecture/Structural Design

Framing Of Building And Installation Of Structural Insulated Panels 2 months

Installation Of Windows. Roofing, Siding Completed 2 months

Site Utility Work 3 months

Interior Mechanical, Electrical And Plumbing 2 months

**Storefront Entrances, Masonry Work, Interior Finish Work,
Landscape And Hardscape Work** 3 months

Project End Date: Fall 2024

Total Months: 14

Images of Existing and Proposed Conditions



PROJECT SPONSOR

CITY OF NORTH TONAWANDA

PROPERTY OWNER

VARIOUS PROPERTY OWNERS
IN CITY OF NORTH
TONAWANDA

PROJECT TYPE

PUBLIC

LOCATION

KEY COMMERCIAL
CORRIDORS THROUGHOUT
THE DRI AREA

DRI FUNDING REQUESTED

\$600,000

TOTAL PROJECT COST

\$600,000

% REQUESTED OF OVERALL COSTS

100%

SITE OWNERSHIP

Yes

FEASIBILITY

—

PROJECT READINESS

Ready within 12-24 months.

PROPOSED START AND END DATES

Summer 2023—Summer 2025

JOBS CREATED

0

AFFORDABILITY (HOUSING ONLY)

N/A

ESTABLISH THE COMMERCIAL PROPERTY IMPROVEMENT GRANT PROGRAM

There are numerous properties within the Downtown Revitalization Initiative area that would benefit from a grant fund to help promote continued revitalization and a sense of place in downtown North Tonawanda.

DRI funding will be used for:

- Improvements and redevelopment of vacant and underutilized commercial properties both interior and exterior;
- Bringing buildings up to code; and
- Promoting walkability.

This fund will address commercial buildings on key streets through the DRI area and will be managed by Lumber City Development Corp. These projects are no less transformative than larger DRI-funded projects but fall below the DRI funding thresholds. The fund will provide property owners up to \$50,000 of funding, with grantees required to commit at least a 20% match.

Alignment with DRI Goals and Strategies

The commercial property improvement fund is specifically aimed at encouraging entrepreneurial activity by providing funds for interior and exterior improvements. These smaller-scale improvements are as catalytic as large investments because they encourage development of and sustain shopping and dining destinations, aligning with DRI GOAL #2: Diversify, Strategy #1: **Identify and fill niches in downtown residential, office, and entertainment.**

By providing funds to help building owners enhance building facades and bring their buildings up to code, the Commercial Property Improvement Fund aligns with DRI GOAL #3: Add Value, Strategy #3, **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfields sites.**

Alignment with REDC Strategies

The Commercial Property Improvement Fund helps “Main Street” small business owners and investors build their businesses and preserve and enhance their buildings and so directly aligns with the REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and main streets by using public funds to leverage private investment and creating a more appealing downtown.** It also aligns with the REDC Strategy: Foster a Culture of Entrepreneurship | Goal: **Foster and Support Entrepreneurs** by helping to create more sustainable, feasible and viable small businesses.

Public Support

The public has strong support for projects that will improve the appearance of downtown and also expressed that improved appearance of downtown would be a lasting benefit of the DRI. Respondents to open ended survey questions mentioned appearance as benefits of the DRI and several said that improvements to the appearance of downtown was important.

The City has been the recipient of three New York Main Street façade improvement program grants for downtown, improving the appearance of buildings and bringing them up to code. The applications for NY Main Street grants typically include packages of support letters and the program’s results enjoy positive regard as expressed in the survey responses.

Niagara County recently awarded 55 grants to businesses throughout North Tonawanda totaling \$1.36 million in awards demonstrating a strong need and demand for similar funding to continue.

Project Partners

The City will team with Lumber City Development to implement the project and subsequent private projects. Due to the nature of the project, each of the grant recipients will become a project partner.

Revitalization Benefits

A commercial property improvement fund will assist small businesses within the downtown with much needed façade upgrades as well as improvements that will help with necessary business functions. Short-term benefits: include the conversion and redevelopment of downtown vacant spaces, improving the aesthetic character of downtown, drawing more people to the downtown area and expanding the development of the area, and

renovating of historic buildings for continued use. Medium-term benefits include increasing the number of visitors to the downtown area and creating small business opportunities. Long-term benefits include increasing the number of small business and employment opportunities in downtown, and positively impacting neighboring property values.

Feasibility and Cost Justification

The project is a grant which provides matching funds for improvements and the redevelopment of vacant and underutilized commercial properties. Funding for projects will vary based upon the costs associated with each property and will be based on number of applicants.

Each project sponsor will submit an application with project descriptions, cost estimates, ownership documentation, funding capacity and an implementation strategy. Applications will be individually reviewed and considered by Lumber City Development Corporation (LCDC). LCDC will support applicants as they develop their applications and during project implementation.

Capacity

The City intends to partner with Lumber City Development Corporation (LCDC) to implement the proposed Commercial Property Improvement Grant Program. LCDC has extensive experience managing programmatic economic development grant funds and assisting small commercial development projects throughout the city, including three New York Main Street facade grant programs and six Microenterprise Assistance grant programs. LCDC anticipates implementing the grant fund to support exterior building

and site renovation projects of commercial or mixed-use properties. Reimbursement grants of up to \$50,000 will be available and will require each project sponsor to provide a 20% cash match. LCDC will develop and distribute program applications, review, score, and rank applications and approve each project for funding.

Regulatory Requirements

- SEQR: Depending on what projects are selected and the scope included, projects may have to go through SEQR review.
- State Historic Preservation Office (SHPO): The projects may require review by SHPO if adjacent to or within a historic district or if the projects includes a listed historic building.
- North Tonawanda Historic Preservation Commission Approvals: The projects may require approval by the Commission if including a historic building or within a historic district.

Decarbonization Strategies and Benefits

The proposed project as a grant program for small rehabilitation projects does not lend itself to decarbonization efforts in general. However, the City of North Tonawanda intends to work with the grantees to strive towards the NYStretch Energy Code and identify decarbonization measures that may be appropriate for each project.

Project Budget and Funding Sources

Source	Cost	Funding Source	Status of Funds
Commercial Property Improvement Fund	\$600,000	DRI	Pending
Sponsor Match (Minimum 20%)	\$150,000	Private Equity	Pending
Program Administration	No cost	In-Kind Services	Secured
Total Project Cost	\$750,000		

Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State, the City of North Tonawanda will prepare and issue an RFP to select local businesses who are interested in participating in the Program. Following selection of businesses / projects, the City of North Tonawanda will work with individual sponsors to execute contracts with The projects will have to go through the approval process with the City of North Tonawanda depending on what is included for each project. The oversight and completion of various projects is estimated to take two years.

Anticipated Timeframe for Implementation

Project Start Date	Summer 2023
Immediate Next Steps	
Create Commercial Property Improvement Fund Committee RFP	3 months
Project Selection	2 months
Oversight of Projects	2 years
Project End Date	Summer 2025 Total Months: 26

Images of Existing and Proposed Conditions





PROJECT SPONSOR/CO SPONSOR

KEVIN AND LISA HUGHES/
KEVIN AND BARBARA
HUGHES

PROPERTY OWNER

KEVIN AND LISA HUGHES

PROJECT TYPE

PRIVATE

LOCATION

122 WEBSTER STREET

DRI FUNDING REQUESTED

\$1,360,000

TOTAL PROJECT COST

\$3,400,000

% REQUESTED OF OVERALL COSTS

40%

SITE OWNERSHIP

Yes

PROJECT READINESS

Ready Within 24-36 Months. Project still requires architectural design, cost estimating, and substantial project financing before it can proceed to construction.

PROPOSED START AND END DATES

Summer 2023—Summer 2025

JOBS CREATED

25–35 new positions

AFFORDABILITY (HOUSING ONLY)

N/A

DEVELOP A MIXED-USE BUILDING ON VACANT LAND AT 122 WEBSTER STREET

The project sponsors propose to develop new housing on a vacant parcel located at 122 Webster Street. The proposed development will also include commercial storefront space.

DRI funding will be used for:

- The development of a two-story, 15,000 square-foot multi-use residential / commercial complex consisting of five to six one- and two-bedroom apartment units and eight to 10 first-floor commercial storefronts
- Rear access and new parking along Manhattan street
- An eight foot pedestrian walkway between 122 Webster Street and 110 Webster Street

The design of the proposed structure is aimed at complementing the historic nature of downtown North Tonawanda while demonstrating innovation with a focus

122 Webster Street



on carbon neutrality. The addition of new housing to downtown North Tonawanda creates increased population density within the downtown district.

Alignment with DRI Goals and Strategies

Small business growth and development will be encouraged with the addition of new first-floor storefronts and commercial space in the new 122 Webster Street building, designed to complement Webster Street's existing urban context. With as many as six apartments on the upper level, the development will contribute to building residential density downtown. The project aligns with DRI GOAL #2: Diversify, Strategy #1: **Identify and fill niches in downtown residential, office and entertainment** and Strategy #3: **Develop diverse housing for buyers and renters of all incomes and needs.**

Alignment with REDC Strategies

122 Webster Street will replace a currently vacant lot in the DRI area, adding density and visual appeal. It aligns with the REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and main streets by creating a sustainable sense of vibrancy and vitality, supporting private investment and developing more interest in downtown living.**



Public Support

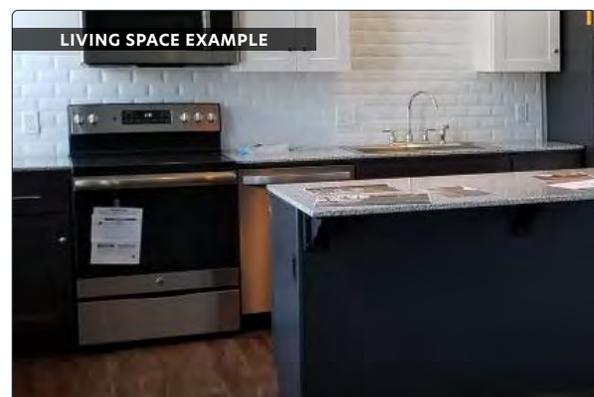
Development of downtown housing is widely supported by the public, as is the development of more mixed-use buildings in downtown. There was not support or opposition at the student outreach event at North Tonawanda High School and the project received positive and negative feedback during DRI Workshop #2. Survey respondents had strong support for downtown housing, with 43% saying they would live in a downtown apartment or condo and almost 90% agreeing that downtown should have more mixed-use buildings, with residential or offices on the upper floors. Affordable housing was suggested by one community chalkboard commenter.

Project Partners

The project sponsors intend to partner with Lumber City Development to ensure efficient implementation of the grant. Ashwood Architectural PC will continue its partnership role on the project as project architect. Additionally, BankonBuffalo has provided a letter of support that provides the bank's commitment to partnering on the project.

Revitalization Benefits

This project will continue to promote the economic revitalization of downtown North Tonawanda by providing housing that will allow the neighborhood to continue to grow and prosper. In the short-term, this project will help fulfill the housing gap in downtown North Tonawanda and create additional storefronts



to fulfill the losses of recent commercial space in the downtown corridor within the last year. In the medium-term, this project provides opportunity to fill losses in employment and tax revenue. Successful project completion could encourage additional carbon-neutral development throughout the City in the long-term.

Feasibility and Cost Justification

Housing studies conducted as part of the BOA Nomination Study in 2015 identified a need for more diverse housing options in the city of North Tonawanda. This project will contribute to filling this identified need for market-rate rental housing downtown.

The project sponsors have close family members with extensive experience in the regional market constructing, renovating, and managing commercial and residential properties. Costs are based on recently obtained quotes from local architect, Ashwood Architectural.

Capacity

Kevin and Lisa Hughes co-manage their property management company based (Lighthouse Trail LLC) out of the City of North Tonawanda. Kevin has been an active member in the operations of his family-owned property management company. The management company owns and manages multiple properties within the city.

Co-sponsors Kevin and Barbara Hughes have extensive experience in the regional market constructing, renovating, and managing commercial and residential properties, including Webster's Bistro within the DRI area.

Regulatory Requirements

- SEQR: The project is likely an Unlisted Action requiring SEQR review. Lead and Involved agencies TBD.
- North Tonawanda Historic Preservation Commission Approvals: The project

requires approval by the NT Historic Preservation Commission Approvals due to adjacency to listed historic buildings.

- City of North Tonawanda Site plan approval: A short Environmental Assessment Form should be completed and submitted with Site Plan approval forms.
- City of North Tonawanda Building Permit: Building permits are required per the City of North Tonawanda's Site Development Code.
- City of North Tonawanda Zoning Board Approval: Due to being a new construction project, the project will have to conform to the City's Zoning Code and be approved by the Zoning Board.
- City of North Tonawanda Planning Board Approval
- NYS Uniform Fire Prevention and Building Code

Decarbonization Strategies and Benefits

The project meets the threshold for DRI decarbonization requirements. Because the project is in the conceptual design phase, details on the specific decarbonization approaches are not known at this time. However, at a minimum, the sponsor plans to reduce the structure's carbon footprint via the inclusion of solar panel energy in the building design.

The project sponsor is arranging a meeting with NYSERDA's consultant team to review the NYStretch Energy Code and identify appropriate approaches to meeting the code. The sponsor will include its architect, Ashwood Architectural PC, in the meeting and the architect will incorporate the decarbonization techniques in the detailed design, as appropriate. Once those techniques are identified, the sponsor intends to seek additional sources of funding. Detailed design is anticipated to be complete in March, 2024, with pre-construction beginning in May, 2024.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
Safety, Temp Protection, Trucking, Testing, Surveys	\$284,000	Private	Bank supported
Site Prep	\$90,000	Private	Bank supported
Paving	\$33,200	DRI	Pending
Excavation	\$31,200	DRI	Pending
Storm Drainage	\$57,000	DRI	Pending
Strip Footing 24x12	\$15,100	DRI	Pending
Foundation Wall & Column Piers Footings	\$147,000	DRI	Pending
Slab On Grade	\$47,300	DRI	Pending
General Carpentry	\$46,800	DRI	Pending
Exterior Wall Framing MTL Stud	\$86,400	DRI	Pending
Exterior Sheathing	\$20,100	DRI	Pending
Interior Partitions MTL Suds & Gyp.	\$72,000	DRI	Pending
Structural Steel	\$200,000	DRI	Pending
Floor Deck	\$103,500	DRI	Pending
Batt Insul R21 Wall	\$69,100	DRI	Pending
Steel Floor & Roof Joists	\$149,500	DRI	Pending
Roof Deck & Insul	\$81,000	DRI	Pending
EPDM Roofing Fully Adhered	\$20,200	DRI	Pending
Storefront Tenant Separation Walls 1 Hr.	\$48,600	DRI	Pending
Doors, Frames, Hardware	\$175,300	Private	Bank supported
Interior Painting	\$108,000	Private	Bank supported
Staircases	\$50,400	DRI	Pending
Flooring	\$225,000	Private	Bank supported
Brick Veneer	\$141,000	Private	Bank supported
Vinyl Siding	\$40,300	Private	Bank supported
Windows - Vinyl DH	\$64,300	Private	Bank supported
Storefront Windows	\$81,600	DRI	Pending
Ceilings	\$129,000	Private	Bank supported
Eifs Cornice	\$12,800	Private	Bank supported
Mechanical	\$126,000	Private	Bank supported
Electrical	\$111,000	Private	Bank supported
Plumbing	\$144,000	Private	Bank supported
Fire Protection	\$121,000	Private	Bank supported
Architectural Awnings	\$46,800	Private	Bank supported
Landscape / Seeding	\$7,500	Private	Bank supported
Architecture and Engineering Fees	\$214,000	Private	Bank supported
Total	\$3,400,000		

Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State, the project sponsor will need to select a technical consultant to complete necessary architectural and engineering documents. The project will have to go through the approval process with the City of North Tonawanda. Following permitting, the project will need to be constructed which is estimated to total 16 months.

Anticipated Timeframe for Implementation

Project Start Date	Summer 2023
Architectural and Engineering	2 months (concurrent with other activities)
Permitting	2 months
Construction	16 months
Project End Date: Fall 2024	Summer 2025 Total Months: 14

Images of Existing and Proposed Conditions







PROJECT SPONSOR

MICHAEL ATTEA—
POWER PLAY
PARTNERS, LLC.

PROPERTY OWNER

MICHAEL ATTEA

PROJECT TYPE

PRIVATE

LOCATION

235/239 OLIVER STREET

DRI FUNDING REQUESTED

\$100,000

TOTAL PROJECT COST

\$250,000

% REQUESTED OF OVERALL COSTS

40%

SITE OWNERSHIP

Yes

PROJECT READINESS

Ready Within 12 Months.
Developer plans to self-finance.

PROPOSED START AND END DATES

Summer 2023—Fall 2024

JOBS CREATED

0

AFFORDABILITY (HOUSING ONLY)
REQUIREMENTS MET

UPGRADE THE APARTMENT BUILDING AT 235/239 OLIVER STREET

The project sponsor proposes upgrades to eight low-income apartment units – two units at 239 Oliver St. and six units at 235 Oliver St. The project is situated on a highly visible street corner. The units are visible to east - west traffic from River Road and Webster Street through to the Municipal Building, Pinewoods Park, and Twin Cities Highway. The properties are visible to north - south traffic on Oliver Street coming into and out of the downtown. The renovation of these properties will assist with the revitalization of Oliver Street.

Upgrades to 235/239 Oliver Street



DRI Boundary Project Area

Originally built as a hotel, 235 Oliver Street dominates the northeast corner of a crucial downtown intersection (Oliver and Thompson). On the southwest corner is 'Rehabilitate 230 Oliver Street into a Mixed-Use Building', also a project recommended for DRI funding. While each of these is a worthy project, the transformational impact will be magnified if both projects proceed concurrently.

DRI funding will be used for:

- Installation a new roof on 239 Oliver St
- Installation of new windows in both properties
- Potential additional windows
- New facades for both properties
- Installation of new concrete driveways/ parking areas for both properties

Green building materials will be used throughout.

Alignment with DRI Goals and Strategies

Renovation and redevelopment of eight low-income apartments at a busy intersection on busy Oliver Street aligns with DRI GOAL #2: Diversify, Strategy #3: **Develop diverse housing for buyers and renters of all incomes and needs.**

235/239 Oliver Street will also revitalize a stressed and dilapidated building in a highly visible area. Revitalization of the facades, roof repair and new windows for this project help it align with DRI GOAL #3: Add Value: Strategy #5: **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfields sites.**

Alignment with REDC Strategies

235/239 Oliver will revitalize a stressed Oliver Street building, adding density and visual appeal. It aligns with the REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and main streets by creating a sustainable sense of vibrancy and vitality, supporting private investment and developing more interest in downtown living.**

Public Support

Development of downtown housing is widely supported by the public, as is the development of more mixed-use buildings in downtown. Survey respondents had strong support for downtown housing with 43% saying they would live in a downtown apartment or condo and almost 90% agreeing that downtown should have more mixed-use buildings, with residences or offices on upper floors. Affordable housing was suggested by one community chalkboard commenter.

Project Partners

The project sponsor intends to partner with Lumber City Development to ensure efficient management of the grant. Additional project partners include Silvestri Architects who created the preliminary renderings and cost estimates. Based on common ownership interested, Power Play Partners, LLC, a local property management, real estate brokerage and development company, will also be a partner on the project.

Revitalization Benefits

The homes at 235/239 Oliver Street are located on the intersection of Oliver and Thompson Street, a relatively busy intersection that receives extensive traffic due to its

proximity to local museums and cultural resources. In the short-term, upgrades to 235/239 Oliver Street will help enhance the visual appeal of the neighborhood and, in the medium-term, possibly encourage other homeowners to do the same. Additional benefits include homeownership opportunities for low-income residents and a diversification of the local housing stock. The improvements and resulting excitement surrounding the area should encourage future private investment to occur on the Thompson to Schenck corridor of Oliver Street. In the long-term, new, quality affordable housing options will allow for more residents living in the downtown area to support businesses and keep Oliver Street sidewalks lively.

Feasibility and Cost Justification

There is a demand for additional housing for households at all income levels in the City of North Tonawanda as identified in a housing market analysis conducted by the city as part of its BOA process in 2015 as well as private developer in 2018. While these studies indicate a demand for market rate housing, they also demonstrate a significant challenge of new construction at price points affordable to the target markets. This project addresses that challenge by offering income housing options in the downtown area.

This facade renovation project will be undertaken by property owner Michael Attea of Power Play Partners, LLC. Power Play Partners, LLC is an experienced property management company with real estate assets throughout Western New York, specializing in residential, multi-family housing. The company has engaged the services of Silvestri Architects PC to help identify and provide costing for needed renovations. Silvestri Architects provided a detailed cost estimate for architectural and engineering services for the proposed renovations.

Capacity

The project sponsor owns Power Play Partners, LLC a local property management, real estate brokerage and development company. Power Play Partners currently manages over 1,100 residential apartment units in Western New York. Power Play Partners has a project portfolio of over \$100 million in real estate currently managed and has ample capacity to take on a project of this scale.

Regulatory Requirements

- SEQR: The project is likely an Unlisted Action requiring SEQR review and the completion of a Short Environmental Assessment Form. Lead and Involved agencies TBD.
- NYS Uniform Fire Prevention and Building Code
- City of North Tonawanda Building Permit: Building permits are required per the City of North Tonawanda's Site Development Code.
- NYS Uniform Fire Prevention and Building Code

Decarbonization Strategies and Benefits

The structures are of a total size (9,789 square feet) that falls under the minimum DRI renovation threshold of 10,000 square feet for the requirement for the inclusion of decarbonization strategies. However, the project sponsor has committed to implement the project in a manner that utilizes green and energy-efficient building materials including new windows and siding.

Project Budget and Funding Sources

Items	Cost	Funding Source	Status of Funds
Exterior Improvements	\$100,000	DRI	Pending
	\$15,000	Owner Financed	Secured
Window Replacements	\$63,000	Owner Financed	Secured
Painting of Brick	\$5,000	Owner Financed	Secured
Replacement of Flat Roofing	\$47,000	Owner Financed	Secured
Insulated Exterior Doors and Frames	\$20,000	Owner Financed	Secured
Leveraged Funds	\$150,000	Owner Financed	Secured
Total Project Cost	\$250,000	Owner Financed	Secured
Total DRI Ask	\$100,000	Owner Financed	Secured
Percentage of Total Project Cost	25%		

Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State, the project sponsor will need to select a technical consultant to complete necessary architectural, design documents, and complete construction cost estimates. The project will have to go through the approval process with the City of North Tonawanda. Following permitting, construction is estimated to total five months.

Anticipated Timeframe for Implementation

Project Start Date: Summer 2023

Immediate Next Steps

- Contract with State 2 Months
- Project Bidding/Select Contractor (Architecture/Design)

Construction Cost Estimates

2 Months

Project Permitting and Approvals

- SHPO Review, SEQR, local Approvals, etc. 3 Months (to run concurrently with other tasks)

Construction

5 Months

Project End Date: Fall 2024

Total Months: 14

Images of Existing and Proposed Conditions





PROJECT SPONSOR

KEVIN AND BARBARA HUGHES

PROPERTY OWNER

KEVIN AND BARBARA HUGHES

PROJECT TYPE

PRIVATE

LOCATION

10 GOUNDRY STREET

DRI FUNDING REQUESTED

\$525,000

TOTAL PROJECT COST

\$1,859,000

% REQUESTED OF OVERALL COSTS

28%

SITE OWNERSHIP

Yes

PROJECT READINESS

Ready Within 12-24 Months. Project still requires design, permitting, and demolition and site preparation before construction can begin.

PROPOSED START AND END DATES

Summer 2023—Fall 2024

JOBS CREATED

0

AFFORDABILITY (HOUSING ONLY)

REQUIREMENTS WILL BE MET

CONSTRUCT A NEW APARTMENT COMPLEX AT 10 GOUNDRY STREET

The proposed project consists of replacing the existing structure at 10 Goundry St. with a two-story, eight to - 10-unit, 14,952 square-foot apartment complex. Apartments will consist of one- and two-bedroom apartments, with single-car garage parking. The existing structure is in poor condition and uninhabitable.

DRI funding will be used for the construction of the new apartment complex.

Redevelopment of this site creates additional housing within the developing downtown district and aesthetically improves a visual gateway to the downtown business district.

10 Goundry Street



This project will help meet the growing demand for rental housing within downtown North Tonawanda. Residents at 10 Goundry Street will be able to walk to restaurants, shops, the Riviera Theatre, and Gateway Harbor Park, while still having easy access to River Road. The added density from this project will support downtown North Tonawanda's continued evolution to a livable, attractive, year-round destination.

This project faces a significant obstacle due to the layout of the property. Currently the property line for the property extends into the Manhattan Street roadway. To allow for the proposed structure to be constructed within the property lot lines Manhattan Street, this area requires redesign.

Project Sponsors have started conversations with the City of North Tonawanda regarding redesign of property lines pending project funding and have received full support from the City Engineering department.

Alignment with DRI Goals and Strategies

Removal of a blighted and uninhabitable building and its replacement with as many as 10 one - and two-bedroom apartments will build DRI area density by attracting new residents to the downtown, aligning with GOAL #2: Diversify, Strategy #1: **Identify and fill niches in downtown residential, office and entertainment** and with Strategy #3: **Develop diverse housing for buyers and renters of all incomes and needs.**

Alignment with REDC Strategies

Redevelopment of 10 Goundry Street removes a blighting element and replaces it with a new development consistent with downtown's urban fabric. It aligns with the REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage**

redevelopment of downtowns and main streets by creating a sustainable sense of vibrancy and vitality, supporting private investment and developing more interest in downtown living.

Public Support

Development of downtown housing is widely supported by the public, as is the development of more mixed-use buildings in downtown. Support from the public during DRI workshop #2 was stronger than that articulated by the young people. Survey respondents had strong support for downtown housing, with 43% saying they would live in a downtown apartment or condo and almost 90% agreeing that downtown should have more mixed-use buildings with residences or offices on upper floors. Affordable housing was suggested by one community chalkboard commenter.

Project Partners

The project sponsors intend to partner with Lumber City Development to ensure efficient management of the grant. Ashwood Architectural PC will continue its partnership role on the project as project architect. Additionally, BankonBuffalo has provided a letter of support that provides the bank's commitment to partnering on the project.

Revitalization Benefits

This project will continue to promote the economic revitalization of downtown North Tonawanda by providing housing in a walkable neighborhood. In the short-term, this project will help fulfill the housing gap in downtown North Tonawanda and create additional storefronts to mitigate the losses of recent commercial space in the downtown corridor within the last year. In the medium-term, this project provides opportunity to fill losses in employment and tax revenue. Its new construction with focus on environmental

sustainability and carbon neutrality will serve as a model for continued sustainable housing development throughout the city in the long-term.

Feasibility and Cost Justification

Housing studies conducted as part of the BOA Nomination Study identified a need for more diverse housing options in the City of North Tonawanda. 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.

The project sponsors completed the cost estimate based on their extensive qualifications in property management and previous experience in property management in the City of North Tonawanda. Costs are also based on recently obtained quotes from a local architecture firm, Ashwood Architectural.

Capacity

The project sponsors Kevin and Barbra Hughes are long time, established and committed business owners in the City of North Tonawanda and have an extensive track record of over ten years operating successful businesses including Websters Bistro and Webster's Kitchen. They also own numerous residential properties throughout the Tonawanda's. The Project sponsor has redeveloped multiple buildings in downtown North Tonawanda as well as managing multi-family housing throughout the region. Their past projects have demonstrated significant capacity to the City of North Tonawanda.

Regulatory Requirements

- SEQR: The project is likely an Unlisted Action requiring SEQR review. Lead and Involved agencies TBD.
- North Tonawanda Historic Preservation Commission Approvals: The project requires approval by the NT Historic

Preservation Commission Approvals due to adjacency to listed historic buildings.

- NYS Uniform Fire Prevention and Building Code
- City of North Tonawanda Site plan approval: A short Environmental Assessment Form should be completed and submitted with Site Plan approval forms.
- City of North Tonawanda Zoning Board Approval: Due to being a new construction project, the project will have to conform to the City's Zoning Code and be approved by the Zoning Board.
- City of North Tonawanda Planning Board Approval

Decarbonization Strategies and Benefits

The project meets the threshold for DRI decarbonization requirements. This project is in the conceptual design phase, therefore, details on the specific decarbonization techniques are not known at this time. However, at a minimum, the sponsor plans to reduce the structure's carbon footprint via the inclusion of solar panel energy in the building design.

The project sponsor is arranging a meeting with NYSERDA's consultant team to review the NYStretch Energy Code and identify appropriate approaches to meeting the code. The sponsor will include its architect, Ashwood Architectural PC, in the meeting and the architect will incorporate the decarbonization techniques in the detailed design, as appropriate. Once those techniques are identified, the sponsor intends to seek additional sources of funding. Detailed design is anticipated to be complete in March 2023, with pre-construction beginning in May 2023.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
Safety, Temporary Protection, Trucking, Testing, Surveys	\$100,000	Private	Bank supported
Building Demolition	\$35,400	DRI	Pending
Site Prep	\$28,400	DRI	Pending
Paving	\$83,300	Private	Bank supported
Excavation	\$5,100	DRI	Pending
Strip Footing 24x12	\$14,800	DRI	Pending
Foundation Wall	\$45,000	DRI	Pending
Slab on Grade	\$46,200	DRI	Pending
General Carpentry	\$20,800	DRI	Pending
Exterior Wall Framing Mtl Stud	\$30,400	DRI	Pending
Exterior Sheathing Wall and Roof	\$33,000	DRI	Pending
FLR Framing and Decking	\$84,600	DRI	Pending
Batt Insul R21 wall	\$60,200	Private	Bank supported
Roof Trusses	\$89,400	DRI	Pending
Interior Partitions	\$206,000	Private	Bank supported
Roofing/Asphalt Shingles	\$25,500	DRI	Pending
Doors, Frames, Hardware	\$113,700	Private	Bank supported
Brick Veneer	\$142,200	Private	Bank supported
Vinyl Siding	\$66,402	DRI	Pending
Windows -vinyl DH	\$78,100	Private	Bank supported
Mechanical	\$116,500	Private	Bank supported
Electrical	\$103,900	Private	Bank supported
Plumbing	\$121,500	Private	Bank supported
Fire Protection	\$89,200	Private	Bank supported
Architectural Awnings	\$10,700	Private	Bank supported
Landscape / Seeding	\$12,500	Private	Bank supported
Architecture and Engineering Fees	\$96,200	Private	Bank supported
Total	\$1,859,000		

Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State, the project sponsor will need to complete building design. Following design, budget approval, permitting, and contractor notice to proceed will be completed. Following permitting, materials will be procured and a construction schedule will be coordinated. Construction is estimated to total six months.

Anticipated Timeframe for Implementation

Project Start Date: Summer 2023

PHASE I

- Contract with State 2 Months
- Complete Building Design

PHASE 2

- Contractor Budget Approval
- Permits Acquisition (Local Building Permits) 2 Months
- Material requirements Analysis
- Notice to Proceed for Contractors

PHASE 3

- Coordinate with Contractors on Schedule 3 Months
- Materials Procurement

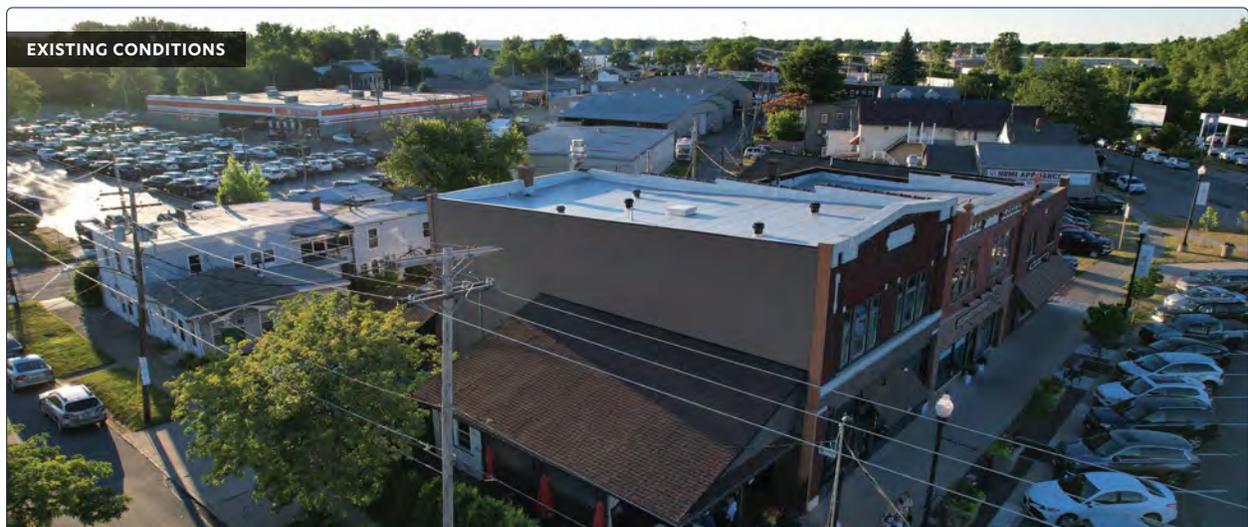
Phase 4

- Construction 6 Months

Project End Date: Fall 2024

Total Months: 14

Images of Existing and Proposed Conditions







PROJECT SPONSOR

CATHERINE AND MATT SCHWANDT

PROPERTY OWNER

CATHERINE SCHWANDT

PROJECT TYPE

PRIVATE

LOCATION

62 WEBSTER STREET

DRI FUNDING REQUESTED

\$183,728

TOTAL PROJECT COST

\$459,320

% REQUESTED OF OVERALL COSTS

40%

SITE OWNERSHIP

Yes

PROJECT READINESS

Ready Within 12 Months. Architect is working on project design and quotes are in hand.

PROPOSED START AND END DATES

Summer 2023—Summer 2024

JOBS CREATED

6 full time new positions, 2 part time new positions

AFFORDABILITY (HOUSING ONLY)

N/A

RENOVATE THE THIRD FLOOR OF 62 WEBSTER STREET INTO THE CLUBHOUSE

The Clubhouse will be a high-end four-season entertainment venue featuring high-definition full-swing simulation golf. The golfing entertainment will be complemented with food and beverages from Canal Club 62, golf merchandise, as well as attractive surroundings including a bar, rooftop putting green, and lounge.

The project sponsor's goal is to provide Western New York and Southern Ontario with an enticing alternative to outdoor golf when time, weather, or proximity prohibit traditional play. This facility will provide a realistic golf experience in a comfortable environment, allowing for golf to be played year-round.

The Clubhouse is approximately 3,000 square feet, which would initially feature two golf simulators. Pending the project's

The Clubhouse



success, additional simulators will be added. The project will be the entirety of the third floor of the building.

DRI funding will be used for:

- Interior demolition
- Construction and renovation of the existing facility
- Kitchen equipment

Alignment with DRI Goals and Strategies

The Clubhouse is a new concept for the DRI area and offers a unique year-round sports experience unavailable elsewhere, aligning it with DRI GOAL #2: Diversify, Strategy #1: **Identify and fill niches in downtown residential, office and entertainment.**

The reuse of a previously vacant floor above an existing vibrant business aligns the project with DRI GOAL #3: Add Value, Strategy #5: **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfield sites.**

Alignment with REDC Strategies

The Clubhouse's unique golf experience will attract golf aficionados as well as those who are curious and attract new and repeat visitors to the DRI area, supporting the existing restaurant on the ground level as well as other shopping and dining destinations in the DRI area. It is consistent with the REDC Strategy: Build Tourism Industry Sectors | Goal: **Facilitate Growth of Quality Tourism Product.** It also aligns with the REDC Strategy: **Foster a Culture of Entrepreneurship** by providing support for a local entrepreneur who wants to found a unique local business downtown.

Public Support

The Clubhouse enjoys a high level of support from the public as well as students. Survey respondents ranked more food, dining and shopping as first of four possible benefits of the DRI with more entertainment and recreation options as a very close second.

Project Partners

The project sponsors intend to partner with Lumber City Development to ensure efficient management of the grant. Lumber City Development has offered a grant to defray a portion of the costs of the golf simulators. Hayes Construction Services will continue its partnership role on the project as project contractor.

Revitalization Benefits

In the short-term, the project will add an additional business within the downtown corridor that provides "off season" activities, thus bringing additional visitors to the area during slower months. Revitalization of an underutilized space making the building mixed-use will help attract visitors from outside the area and contribute to entertainment and recreation options within the Webster Street commercial corridor.

Medium-term benefits will be related to the expansion of offerings at the facility including an outreach program with local schools and other programs. Such possible examples include the involvement of the Western New York Girls in Sports, which promotes sports and healthy lifestyles for adolescent girls in Erie and Niagara County, as well as the use of the facility by Special Olympics of WNY. These and other similar programs would attract visitors to the area who would also improve the downtown economy by patronizing nearby retail and other establishments.

Long-term benefits relate to the continued expansion of the facility and its offering which

in turn would bring in more and more visitors to the city. Additional program could include summer programs that not only focus on golf, but also emphasize maintaining a healthy lifestyle through proper nutrition. The benefits will include children educated on healthy choices of food and food preparation.

Feasibility and Cost Justification

A demolition budget was prepared by Hayes Construction Services in April 2022 and costs for the simulators was obtained from the manufacturer. Other costs were developed based upon the owner's experience developing the restaurant on the first floor. The project owner developed marketing strategies to help bolster the project during start-up phases and has phased the project to minimize early losses. Marketing strategies include:

- Working with local golf courses, professional instructors and golf clubs
- Hosting tournaments and charity and corporate events, and private parties
- Allow for league play
- Flexible hours
- Outreach with local schools and youth programs

Capacity

The Project sponsor owns the building and operates a successful restaurant (Canal Club 62) at the site, demonstrating their capacity and ability to operate a hospitality business within downtown.

Regulatory Requirements

- SEQR: The project is likely an Unlisted Action requiring SEQR review and the submittal of a Short Environmental Assessment Form. Lead and Involved agencies TBD.
- North Tonawanda Historic Preservation Commission Approvals: The project requires approval by the NT Historic Preservation Commission Approvals due to adjacency to listed historic buildings.
- NYS Uniform Fire Prevention and Building Code

Decarbonization Strategies and Benefits

The size of the renovation area (3,000 square feet) falls under the minimum DRI renovation threshold of 10,000 square feet for the requirement for the inclusion of decarbonization strategies.

Project Budget and Funding Sources

Expenses	Cost	Funding Source	Status of Funds
Capital			
Simulator Cost (3 systems)	\$169,470	Bank	Secured
Sim Installation/Maintenance/Repair	\$5,000	Cash	Secured
Construction & Renovations	\$170,000	DRI	Requested
Demolition	\$29,850	DRI	Requested
Legal, Accounting Fees	\$5,000	Cash	Secured
Signage	\$10,000	Bank	Secured
Furniture	\$20,000	Bank	Secured
Audio/Video Equipment/Cameras	\$15,000	Bank	Secured
POS System & Software	\$5,000	Cash	Secured
KCB Architects	\$15,000	Cash	Secured
Kitchen Equipment	\$15,000	DRI	Requested
Total DRI Funding Request	\$183,728		
% Requested of total cost	40%		
Total Funds from other sources (leveraged)	\$275,592		
Total Project Cost	\$459,320		

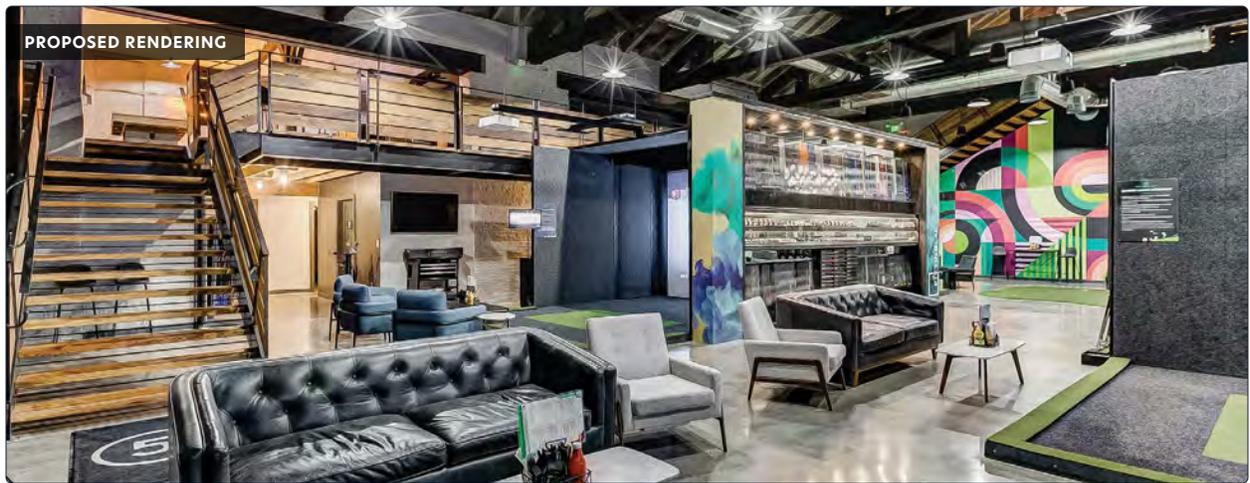
Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State, the project sponsor will need to complete final architectural and engineering design. Following permitting, bidding and contractor selection will be completed. Construction is estimated to total 12 months.

Anticipated Timeframe for Implementation

Project Start Date	Summer 2023
Architectural and Engineering	6 months
Permitting	2 months (concurrent with other activities)
Bidding and Contractor Selection	2 months
Construction	12 months
Project End Date	Spring 2025 Total Months: 14

Images of Existing and Proposed Conditions





PROJECT SPONSOR

SUNSHINE 5449 HOLDINGS, LLC

PROPERTY OWNER

SUNSHINE 5449 HOLDINGS, LLC

PROJECT TYPE

PRIVATE

LOCATION

27 MAIN STREET

DRI FUNDING REQUESTED

\$1,000,000

TOTAL PROJECT COST

\$3,276,568

% REQUESTED OF OVERALL COSTS

31%

SITE OWNERSHIP

Yes

PROJECT READINESS

Ready Within 12-24 Months. Project requires permitting and site preparation before construction can begin.

PROPOSED START AND END DATES

Summer 2023—Fall 2024

JOBS CREATED

80 new positions

AFFORDABILITY (HOUSING ONLY)

N/A

CONVERT 27 MAIN STREET INTO A MULTI-TENANT RESTAURANT AND RETAIL SPACE

The former Ridge Furniture building, 27 Main St., is at the corner of Main and Sweeney Streets. This 21,740 square-foot building occupies a significant and central location in downtown North Tonawanda just one block from the Erie Canal, Webster Street, and the Remington Lofts.

The building is in adequate condition and was most recently a furniture store with added storage space. The Dockside Bar & Grill on the Erie Canal is a successful restaurant and popular WNY waterfront destination directly across Sweeney Street from 27 Main St. The restaurant has expanded in recent years to include a second-story banquet room, and its small kitchen space is no longer sufficient to manage daily restaurant operations, host events and parties, and outside catering

27 Main Street



The proposed redevelopment of 27 Main St. will support the Dockside Bar & Grill's operations while also bringing new business, employment, and activity to downtown North Tonawanda. Downtown Revitalization Initiative funds will be used for the following:

- **Convert 3,500 square feet in the building to a commercial prep kitchen** to allow Dockside to expand its offerings, diversify its revenue streams, and create over 50 new jobs between kitchen staff and additional staff within the Dockside restaurant.
- **The portion of the property fronting Main Street (1,500 square feet) will be converted into a seasonal ice cream shop/restaurant.** This casual, family-oriented offering will serve visitors to the Erie Canal, Gateway Harbor, and the many events held in both downtown Tonawanda and North Tonawanda. This operation will create an additional 30 jobs and will bring new activity to Main Street, helping form a connection between Webster Street to the west and the activity of Remington and Dockside to the east.
- **Conversion of Main Street and Tremont Street frontage** into seven retail spaces available for lease. These additional retail spaces have the potential to will add additional jobs, tax revenue, and commercial activity to downtown North Tonawanda.

Alignment with DRI Goals and Strategies

Redevelopment of the former Ridge Furniture building will add seven retail spaces, a new seasonal restaurant and ice cream shop and develop kitchen space to support the Dockside Bar & Grill. Sustaining and expanding the capacity of the Dockside will help this popular waterfront destination

attract and retain jobs and create niche opportunities for the new retail spaces that will be developed. Additionally, the addition of a family-oriented eatery and waterfront-area ice cream shop diversifies current dining options in the DRI area. These outcomes all align with DRI GOAL #1: Energize: Strategy #1 **Retain existing and recruit new investment to downtown** and Strategy #2: **Help entrepreneurs develop prosperous and sustainable downtown enterprises** as well as DRI GOAL #2: Diversify, Strategy #1: **Identify and fill niches in downtown residential, office and entertainment.**

The project converts more than 20,000 square feet of large-scale retail and storage space into a dense urban development consistent with DRI GOAL #3: Add Value, Strategy #5: **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfield sites.**

Alignment with REDC Strategies

Redevelopment of the former Ridge Furniture Store building will animate the Webster/Main/Sweeney streets area, forming important linkages between Sweeney Street destinations Gateway Harbor and Main Street, aligning with REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and main streets.** It also aligns with the REDC Strategy: **Foster a Culture of Entrepreneurship** by providing support for a local entrepreneur who wants to expand his business and provide opportunities for other entrepreneurs to locate their small businesses downtown.

Public Support

The project enjoys widespread support. Development of downtown and waterfront

eateries and, particularly, an ice cream shop is high on the public's agenda for downtown revitalization. A waterfront coffee and ice cream shop was suggested in DRI workshop #1. Survey respondents ranked more food, dining and shopping as first of four possible benefits of the DRI. Survey respondents named ice cream shops, waterfront dining, cafes and breakfast places among the benefits. The project has also received strong support from the City of North Tonawanda and its development agency, Lumber City Development. The public supported the idea of adaptively reusing a vacant downtown building.

Project Partners

The sponsor's primary partner is the Dockside Bar & Grill, which will use a large portion of the space for a much needed prep kitchen. Additional partners will also be eight new businesses that include a new ice cream shop and seven retail tenants. Other partners include NYS OCR Economic Development and Five Star Bank who have both committed funds to the project.

Revitalization Benefits

As Downtown North Tonawanda continues to be a target for focused growth and tourism in the region, this project would help the city create inviting commercial space for a wide variety of potential activities for residents and visitors. In the short-term, the project will provide commercial opportunities on Main Street. The Project will provide commercial spaces for additional business within the downtown corridor and thus potentially increasing the number of jobs within the downtown. The project will also assist with redevelopment of an underutilized space. This could improve the walkability of the area by providing additional amenities in close proximity to the waterfront. In the medium-term, the project will:

- Provide commercial space for local businesses and restaurateurs
- Attract residents and visitors to downtown
- Contribute to an increase in economic activity
- Improve the quality of life in the DRI area

The proposed project will also create approximately 80 jobs in downtown North Tonawanda. In addition, the ice cream shop and future retail spaces may attract significant visitor traffic to the area. Downtown North Tonawanda lacks a casual summertime family destination and the future ice cream shop could provide an added destination for visitors to the summer Canal concert series, food truck Thursdays, and holiday events.

In the long-term, the project will support sustained economic growth and community building by beautifying public spaces, increasing property values, and increasing the number and duration of visits to downtown North Tonawanda. The project's location will also help to fill a significant gap in the fabric of downtown. Main Street currently has no active retail/visitor destinations and the added activity and visibility created by this project will help bridge connections between the Erie Canal area and Webster Street.

Feasibility and Cost Justification

A project estimate was provided by Ledge Creek Development in April 2022. Financing is in place for property acquisition, the owner has committed \$1.7 million in equity to the project, and has applied for a \$600,000 in Economic Development grant funding through NYS Office of Community Renewal with the support of the Lumber City Development Corporation and City of North Tonawanda.

The owner is also owner of the successful Dockside Bar & Restaurant which has been in operation since 2013. The owner also managed the renovation of the main building and design and construction of a 3,000 square-foot addition.

Capacity

The contracting entity for this project is Sunshine 5449 Holdings, LLC. The company is owned by Jason Shepard who is the sole owner of Canalside Harbor 2013 LLC dba The Dockside Bar & Restaurant. Mr. Shepard has owned and operated restaurants in Western New York for over 20 years and has significant experience developing and managing properties such as one located at 27 Main Street. He has successfully operated Dockside Bar & Restaurant in North Tonawanda since 2013. Upon purchasing the property, Mr. Shepard successfully oversaw the complete renovation of the existing building as well as the design and construction of a 3,000+ square-foot, two-story addition.

Regulatory Requirements

- SEQR: The project is likely an Unlisted Action requiring SEQR review. Lead and Involved agencies TBD.
- North Tonawanda Historic Preservation Commission Approvals: The project requires approval by the NT Historic Preservation Commission Approvals due to adjacency to listed historic buildings.
- NYS Uniform Fire Prevention and Building Code
- City of North Tonawanda Site plan approval: A short Environmental Assessment Form should be completed and submitted with Site Plan approval forms.

Decarbonization Strategies and Benefits

The project meets the threshold for DRI decarbonization requirements. The project sponsor and the project architect have met with NYSEDA's consultant team (River Architects) to review the NYStretch Energy Code and identify appropriate approaches to meeting the code. The project sponsor's architect has extensive experience with sustainable design and has already incorporated sustainable elements into the project.

During the meeting River Architects described NYStretch Code's requested improvement of 7–12% in energy performance and the various overlays within the program. The meeting included a discussion of "Core and Shell" infrastructure improvements that attain the NYStretch Code goals while allowing tenants to outfit their space. The sponsor and the sponsor's architect were provided with additional reference materials. As a result, the sponsor's architect is reviewing the NYStretch code and integrating additional sustainable measures into the design including high performance glazing, new doors, and facade improvements. Once specific measures are selected, the measures will be incorporated into the detailed design, which is anticipated to be complete in September 2022. Following completion, the project sponsor will seek funding to implement the proposed decarbonization measures.

Project Budget and Funding Sources

Activity/Use	Cost	Funding Source	Status of Funds
	\$1,175,000	Five Star Bank Mortgage	Secured
Property Acquisition	\$325,000	Owner Equity	Secured
	\$100,000	Seller Note	Secured
Architecture & Design Fees	\$58,160	Owner Equity	Secured
Architecture & Design Fees	\$9,340	DRI	Pending
Site Improvements	\$645,000	Owner Equity	Secured
Interior - Ice Cream Shop Renovations	\$225,000	DRI	Pending
Interior - Commercial Kitchen Renovations	\$304,800	Owner Equity	Secured
Interior - Retail Space Renovations	\$396,000	Owner Equity	Secured
Interior - Office Area Renovations	\$33,180	DRI	Pending
Interior - Storage Area Renovations	\$244,608	Owner Equity	Secured
Building Facade	\$732,480	DRI	Pending
Prep Kitchen Equipment	\$528,000	NYS OCR Economic Development	Secured
Prep Kitchen Working Capital	\$72,000	NYS OCR Economic Development	Secured
	\$28,000	Owner Equity	Secured
Total Project Cost	\$4,876,568		
Project Cost w/o Property Acquisition	\$3,276,568		
DRI Request	\$1,000,000		
Owner Equity	\$1,676,568		
NYS OCR Economic Development	\$600,000		

Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State, the project sponsor will need to complete architectural and engineering design. Following design, permitting, and local approvals, the project can be bid. Following the bidding process, a construction schedule will be coordinated. Construction is estimated to total seven months.

Anticipated Timeframe for Implementation

Project Start Date: Summer 2023

Architecture and Engineering Design 3 Months

Permitting and Local Approvals 2 Months

Construction Bids 2 Months

Construction 7 Months

- Commercial Prep Kitchen
- Ice Cream Shop
- Additional Tenant Spaces

Project End Date: Fall 2024

Total Months: 14

Images of Existing and Proposed Conditions





PROPOSED SITE PLAN



PROJECT SPONSOR
THE VANDERBILT DEVELOPMENT TEAM

PROPERTY OWNER
THE VANDERBILT DEVELOPMENT TEAM

PROJECT TYPE
PRIVATE

LOCATION
230 OLIVER STREET

DRI FUNDING REQUESTED
\$250,000

TOTAL PROJECT COST
\$1,011,000

% REQUESTED OF OVERALL COSTS
25%

SITE OWNERSHIP
 Yes

PROJECT READINESS
Ready Within 12-24 Months. Architect has completed design work and developer is familiar with projects of this scale. Additional time may be necessary to secure commercial tenants.

PROPOSED START AND END DATES
 Summer 2023 – Summer 2024

JOBS CREATED
 7-10 new positions

AFFORDABILITY (HOUSING ONLY)
 N/A

REHABILITATE 230 OLIVER STREET INTO A MIXED-USE BUILDING

The revitalization of 230 Oliver Street will result in a new mixed-use development, with commercial and residential components, transforming a long-abandoned property at the corner of Oliver and Thompson streets.

This three-story structure operated as Wagenschutz Hardware for nearly 100 years until the early 1990's. The property has deteriorated since then and was in danger of being condemned prior to the purchase by the Vanderbilt Team in 2021. 230 Oliver is one of the largest and most recognizable buildings on Oliver, and is located at a critical intersection that connects the Erie Canal and waterfront portions of downtown to Oliver Street, the Herschel Carousel Factory Museum, and the surrounding residential neighborhoods.

230 Oliver Revitalization



The tentative plan is for the property owner to occupy the first-floor commercial space along with a laundromat and takeout coffee shop. There will be four market-rate, one-bedroom residential units on the second and third floors of the building. Downtown North Tonawanda is anchored by entertainment, dining, and recreation businesses and activities, and in order to achieve the City's DRI vision, residential density is necessary to fully realize the community's potential.

DRI funding will be used for construction costs associated with building renovations.

Saving, reactivating, and transforming this building will set a precedent for what is to come in the Oliver Street corridor and for the revitalization of downtown North Tonawanda.

Alignment with DRI Goals and Strategies

The owner of 230 Oliver Street plans to redevelop this vacant building into a mixed-use property with space for entrepreneurs on the first level and residential units above. This is one of several projects that will transform this section of Oliver Street. 230 Oliver Street Revitalization makes a strong contribution to the transformation of this busy commercial corridor aligning with DRI GOAL #1: Energize: Strategy #1: **Retain existing and recruit new investment to downtown** and Strategy #2: **Help entrepreneurs develop prosperous and sustainable downtown enterprises.**

The development of new market-rate residential units, laundromat and coffee shop in a formerly vacant and stresses property align with DRI GOAL #2: Diversify, Strategy #1: **Identify and fill niches in downtown residential, office and entertainment** as well as with DRI GOAL #3: Add value, Strategy #3, **Revitalize and rehabilitate**

historic commercial as well as redundant and obsolete buildings, and industrial and brownfields sites.

Alignment with REDC Strategies

Revitalization of 230 Oliver Street converts a blighted building into a development with a mix of uses, adding density and vitality to Oliver Street consistent with the REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and main streets.** The project also aligns with Strategy: **Foster a Culture of Entrepreneurship** by making space in the mixed-use building for entrepreneurs.

Public Support

The project received high support during both DRI Workshop #2 and the student outreach event at North Tonawanda High School. Survey respondents had strong support for downtown housing, with 43% saying they would live in a downtown apartment or condo and almost 90% agreeing that downtown should have more mixed-use buildings with residential or offices on upper floors.

Lumber City Development Corporation has initiated multiple grant applications in recent years directed at providing assistance in this area of Oliver Street and for this property. The site was also identified in the 2018 Oliver Street Needs Assessment as a critical anchor development site for Oliver Street.

Project Partners

The Vanderbilt Team has created a large group of partners on the project including:

- John Brancato, owner of 716 Home Pros
- Hertel Hardware and Plumbing

- Wave Form
- Buffalo Roofing
- Attorney Mark Longo
- Architect Kathleen Kinan
- ACE Property Management Group
- Bank of Alden

The project partners above provide technical experience and funding that will ensure implementation of the grant.

Revitalization Benefits

The project will assist in the redevelopment of a currently vacant building on a highly visible corner. The project's short-term impact on the economic health of downtown North Tonawanda will result from the removal of blighted structures and the development of new, in-demand housing and commercial space. This project also creates jobs for the local community.

In the medium-term, the project is expected to act as a catalyst for the redevelopment of nearby properties. The commercial space will allow locals who do not own a washer and dryer to come to a new and clean laundromat, and grab a coffee to go.

Long-term, the project intends to add to the housing stock along Oliver Street and to continue to further catalyze revitalization of Oliver Street. The sponsor expects that increasing the visual appeal of the area will make the neighborhood more desirable, which in turn, will drive investment and improve property values.

Feasibility and Cost Justification

The project sponsor has site control and renderings/architectural drawings complete. There are no secured tenants for commercial operations on first floor as of yet. The

project sponsor worked with a local licensed architect, Kathleen M. Kinan, to prepare a detailed scope of work, drawings, and to obtain cost estimates. The cost estimate presented were provided based on similar projects they have undertaken in this region and elsewhere, along with their architectural investigations of the property and its current condition. The estimates obtained are sufficiently detailed to assess the total project costs.

Capacity

The Vanderbilt Team is a partnership of local realtors and property developers who all have experience in commercial property redevelopment and management. The team includes John Brancato, owner of 716 Home Pros, Hertel Hardware and Plumbing, and Wave Form Electricians.

Regulatory Requirements

- SEQR: The project is likely an Unlisted Action requiring SEQR review and submittal of a Short Environmental Assessment Form. Lead and Involved agencies TBD.
- NYS Uniform Fire Prevention and Building Code
- City of North Tonawanda Planning Board Approval

Decarbonization Strategies and Benefits

The structure is of a size that falls under the minimum DRI renovation threshold of 10,000 square feet for the requirement for the inclusion of decarbonization strategies. However, the project sponsor is working with Ecovis Group to prepare to install rooftop solar panels that, and coupling that roof with the latest LED lighting and power reduction technologies. In addition, the sponsor will install high efficiency furnaces and the latest in technology in insulation.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
Building	\$245,000	Private	Secured
Mortgage Interest	\$64,000	Private	Secured
Other Carrying Costs	\$10,000	Private	Secured
Electrical	\$80,000	Private	Secured
Plumbing	\$75,000	Private	Secured
HVAC	\$80,000	DRI	Pending
Flooring	\$80,000	DRI	Pending
Exterior	\$85,000	Private	Secured
Kitchens	\$65,000	DRI	Pending
Bathrooms	\$70,000	Private	Secured
Light Fixtures	\$25,000	DRI	Pending
Parking Lot	\$25,000	Private	Secured
Commercial Buildout	\$30,000	Private	Secured
Paint	\$22,000	Private	Secured
Drywall	\$55,000	Private	Secured
Total Costs	\$1,011,000		

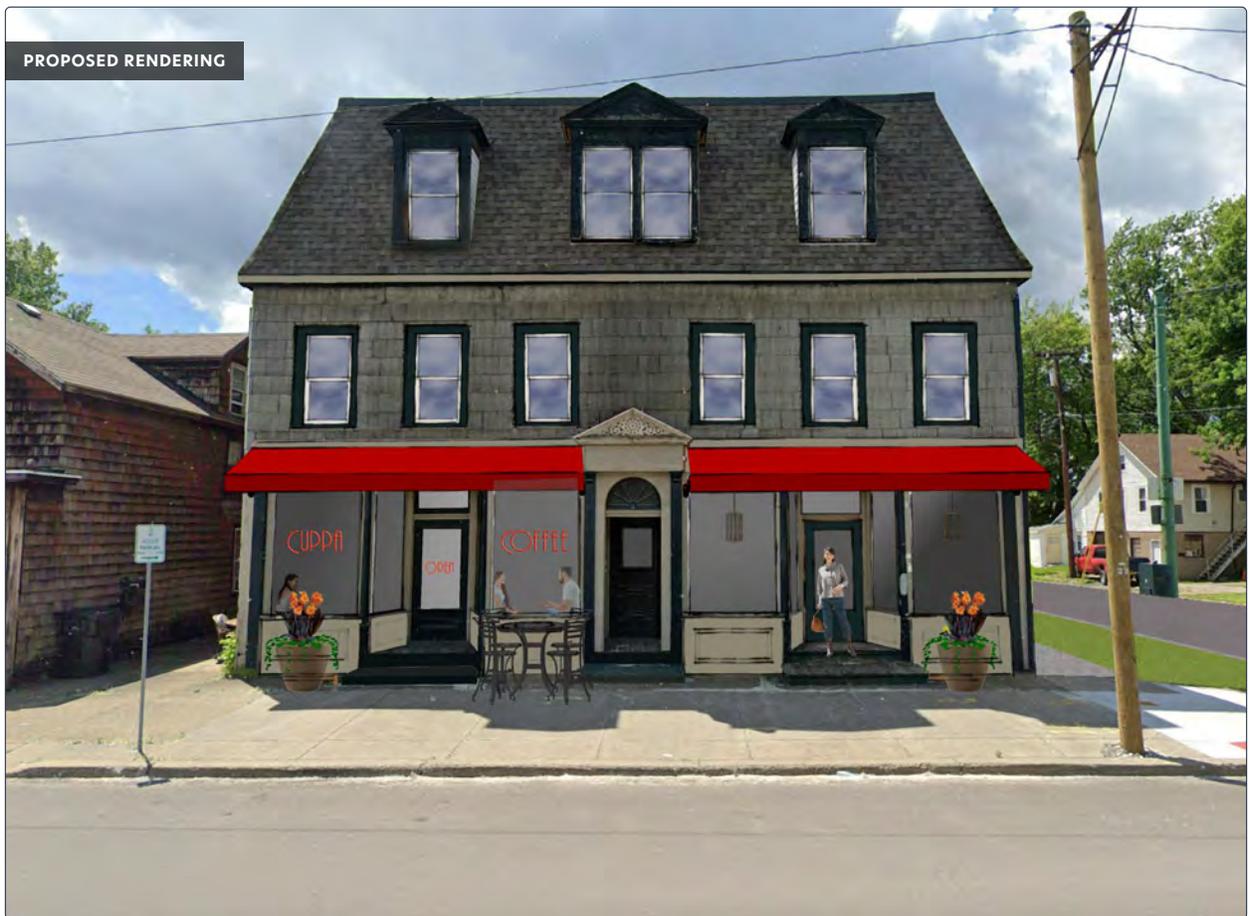
Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State, the project sponsor will need to complete architectural and engineering design. Following design, permitting, and local approvals the project can be bid. Following the bidding process, a construction schedule will be coordinated. Construction is estimated to total 12 months.

Anticipated Timeframe for Implementation

Project Start Date	Summer 2023
Architectural and Engineering	6 months
Permitting	2 months (concurrent with other activities)
Bidding and Contractor Selection	2 months
Construction	12 months
Project End Date	Summer 2025 Total Months: 24

Images of Existing and Proposed Conditions





PROJECT SPONSOR

JOHN KRANTZ

PROPERTY OWNER

JOHN KRANTZ

PROJECT TYPE

PRIVATE

LOCATION

665 RIVER ROAD

DRI FUNDING REQUESTED

\$487,000

TOTAL PROJECT COST

\$1,216,886

% REQUESTED OF OVERALL COSTS

40%

SITE OWNERSHIP

Yes

PROJECT READINESS

Project does not appear to have a high degree of readiness because design is very conceptual in nature and funding sources are not in place.

PROPOSED START AND END DATES

Summer 2023—Summer 2025

JOBS CREATED

5–10 new positions

AFFORDABILITY (HOUSING ONLY)

N/A

BUILD A GARDEN CENTER AT 665 RIVER ROAD

The project proposed would make 665 River Road more open and accessible to the public and add several jobs to the region. New business facilities and the additional Garden Center will attract visitors as well as improve the overall view of the downtown area along River Road.

DRI funding would be used for:

- New Pole Barn—Qty 2 (240x60)
- New Office Space (40x40)
- Fence installed along perimeter
- Upgrade Pavement of parking lot
- New Garden Center (40x50)

665 River Road



Legend: DRI Boundary (orange line), Project Area (dashed black line)

Alignment with DRI Goals and Strategies

The development of a garden center and overall site improvement and redevelopment will improve the visual appeal of River Road and add jobs to the downtown, aligning with GOAL #3: Add Value, Strategy #5: Revitalize: **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfields sites.** The Project also aligns with Goal #1: Energize, Strategy #1: **Retain existing and recruit new investment** and Strategy #2: **Foster an entrepreneurial environment.**

Alignment with REDC Strategies

The garden center is an expansion of the owner's small business and will create jobs in the region, aligning with REDC Strategy: **Foster a Culture of Entrepreneurship.** The project will also improve the physical appearance of the downtown, making it more appealing to live and visit, which aligns with Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and main streets.**

Public Support

The redevelopment of 665 River Road received mixed support. The project received a single expression of opposition during DRI Workshop #2. The project received a single expression of support during student outreach at North Tonawanda High School.

Project Partners

The project sponsors intend to partner with Lumber City Development to ensure efficient management of the grant.

Revitalization Benefits

In the short-term, the project will provide significant aesthetic benefits to the River Road area. Enhanced site conditions will contribute to overall visual appeal along one of North Tonawanda's most highly traveled corridors. As the business develops, medium-term benefits include the generation of new employment opportunities and tax revenues. Long-term benefits include the sustained use of this important gateway property and an increase in retail shoppers from outside the area.

Feasibility and Cost Justification

The project owner's family has operated J.F Krantz Topsoil and Nursery for almost 100 years with locations in North Tonawanda and Clarence Center. The owner received estimates for the project from Core Building Solutions, Capital Fence, Thomann Asphalt, Grow Span and Bud's Lawn Sprinklers in April and May of 2022.

Capacity

The project sponsor operates an active and established business immediately adjacent to the project site creating an opportunity for shared labor and oversight. There are no other known completed projects by the Project Sponsor.

Regulatory Requirements

- SEQR: The project is likely an Unlisted Action requiring SEQR review and the submittal of a Short Environmental Assessment Form. Lead and Involved agencies TBD.
- City of North Tonawanda Zoning Board Approval: Due to being a new construction project, the project will have to conform to the City's Zoning Code and be approved by the Zoning Board.

- City of North Tonawanda Planning Board Approval
- NYS Uniform Fire Prevention and Building Code

Decarbonization Strategies and Benefits

The indoor/heated portion of the project is of a size that falls under the minimum DRI new building threshold of 5,000 square feet for the requirement for the inclusion of decarbonization strategies.

Project Budget and Funding Sources

Items	Cost	Funding Source	Status of Funds
Construction of Office, Storage and Shop	\$143,246	Private	Seeking loan
Construction of Office, Storage and Shop	\$486,754	DRI	Pending
Fencing Along Perimeter of Property	\$18,886	Private	Seeking loan
New Pavement for Parking Lot	\$275,000	Private	Seeking loan
Garden Center	\$144,000	Private	Seeking loan
Irrigation	\$149,000	Private	Seeking loan
Total	\$1,216,886		

Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State, the project sponsor will need to complete architectural and engineering design as well as obtain detail/final cost estimates from contractors. Following design, permitting, and local approvals the project can be bid. Following the bidding process, a construction schedule will be coordinated. Construction is estimated to total 12 months.

Anticipated Timeframe for Implementation

Project Start Date: Summer 2023

PHASE I

- Contract with State

4 Months

PHASE 2

- Obtain detail / final cost estimates from contractors
- Project approvals

4 Months

PHASE 3

Construction

- Office/Storage/Shop
- Fencing
- Pavement
- Garden center
- Irrigation

12 Months

Project End Date: Summer 2025

Total Months: 24

Images of Existing and Proposed Conditions





PROJECT SPONSOR

BUFFALO SUZUKI STRINGS
MUSICAL ARTS CENTER

PROPERTY OWNER

BUFFALO SUZUKI STRINGS
MUSICAL ARTS CENTER

PROJECT TYPE

NON-PROFIT

LOCATION

4 WEBSTER STREET

DRI FUNDING REQUESTED

\$357,100

TOTAL PROJECT COST

\$489,200

% REQUESTED OF OVERALL COSTS

73%

SITE OWNERSHIP

Yes

PROJECT READINESS

Ready to Commence in 6-12 Months. 4 months of architectural analysis to determine best exterior treatment methods (architect proposal in hand).

PROPOSED START AND END DATES

Summer 2023—Summer 2025

JOBS CREATED

0

AFFORDABILITY (HOUSING ONLY)

N/A

RESTORE THE FAÇADE AT 4 WEBSTER STREET

The Buffalo Suzuki Strings Musical Arts Center at 4 Webster Street is an architectural jewel that was designed by the renowned architect E.B. Green in 1928. Buffalo Suzuki Strings acquired the former Niagara Power Company building in 2001. This historic building is a cornerstone of downtown North Tonawanda and is located adjacent to the historic Erie Canal.

The sandstone façade of the building is cracking and crumbling causing pieces of it to loosen, gradually separating from the building and falling to the sidewalk below. Due to the current condition, the building is not ADA accessible. Improvements would restore ADA accessibility at the front of the building.

Maintaining and continuing to restore this historically significant building is a priority for the sponsor which will further contribute to North Tonawanda’s redevelopment efforts.

Suzuki Strings 4 Webster Street



DRI funding will be used for:

- Further structural analysis and research
- Repairs to and restoration of the crumbling building façade

Alignment with DRI Goals and Strategies

Its location at the foot of Webster Street and DRI area gateway makes renovation of the historic former bank building at 4 Webster Street an important DRI project because it will maintain a downtown landmark and retain an important downtown cultural presence that attracts families from throughout the region for their children's' musical instruction. Overall, the project aligns with DRI GOAL #1: Energize, Strategy 5: **Enhance downtown as a regional destination for arts and culture.**

It also aligns with DRI GOAL #2: Diversify: **Enhance downtown as NT's residential, hospitality, economic, and employment center, and a place that visitors will want to visit again and again and share with others by attracting an array of living, working and recreating opportunities to downtown.** The renovation of the building exterior aligns with DRI GOAL #3: Add Value, Strategy 5: Revitalize: **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfields sites.**

Alignment with REDC Strategies

This historically significant building is a cornerstone of downtown North Tonawanda and is located adjacent to the historic Erie Canal. Investment in its restoration would improve the appearance of downtown and aligns with REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and main streets.**

Public Support

The project received neutral support from the public at DRI Workshop #2 as well as at the student outreach event at North Tonawanda High School. Respondents to open-ended survey questions mentioned appearance and building and facade renovations as potential benefits of the DRI and several said that improvements to the appearance of downtown would be a lasting impact of the DRI. A community chalkboard suggestion was to restore historic buildings.

Project Partners

The primary project partners include Niagara County through its recently awarded façade grant program and Lumber City. CJS Architects and Silman Structural Engineers are also currently partners and will continue in their technical roles on the project.

Revitalization Benefits

The project sponsor is committed to continuing/expanding its business operations in the North Tonawanda community by caring for this important community asset. To ensure a future for the project sponsor's business at 4 Webster Street, major structural issues to the building must be addressed. By accomplishing this project, the project sponsor will continue to bring prosperity to North Tonawanda through increasing visitorship. By maintaining its operations in this building, the project sponsor will continue to attract people to North Tonawanda and help support its economic growth. Short-term benefits include improved aesthetics of the structure. Medium-term benefits include the continued visitation by people outside the area that drop students off and patronize local businesses during lessons. Long-term benefits include the sustained use of this important structure and the continued support of local businesses.

Feasibility and Cost Justification

Suzuki Strings, the project sponsor, has engaged CJS Architects, Sillman Engineering and ANA Engineering to develop a detailed scope of work and associated cost estimates for completing necessary assessment and facade rehabilitation work. The project sponsor believes this project is feasible based on the 2022 qualified consultant estimates.

Capacity

The management and Board of Trustees of Buffalo Suzuki Strings is responsible for the long term implementation of this project. Buffalo Suzuki Strings' current administration team has successfully secured funding for and completed several renovation projects for its building at 4 Webster Street. They have demonstrated capacity for this through the renovation/restoration of the building's:

- Concert Hall
- Community Room
- Teaching Studios
- Canalside Fence
- Parking Lot
- ADA Accessible Women's, Men's, and Family Restrooms

All project dollars were raised through grants from local foundations and private donations.

Regulatory Requirements

- SEQR: The project is likely an Unlisted Action requiring SEQR review and the submittal of a Short Environmental Assessment Form. Lead and Involved agencies TBD.
- State Historic Preservation Office (SHPO): The project requires SHPO review due to the building being adjacent to a Historic District.
- North Tonawanda Historic Preservation Commission Approvals: The project requires approval by the NT Historic Preservation Commission Approvals due to adjacency to listed historic buildings.
- City of North Tonawanda Building Permit: Building permits are required per the City of North Tonawanda's Site Development Code.

Decarbonization Strategies and Benefits

This project focuses solely on the exterior of the structure and will not require decarbonization strategies.

Project Budget and Funding Sources

Items	Cost	Funding Source	Status of Funds
Masonry Repairs and Steel Beam Replacements	\$300,000	Niagara County Facade	Pending
		DRI	Pending
Glass Storefront Restoration	\$50,000	DRI	Pending
Roof Replacement	\$15,000	DRI	Pending
Vault Repair	\$60,000	DRI	Pending
Field Investigation and Prioritization	\$48,100	DRI	Pending
Field Investigation and Prioritization	\$16,100	Private Equity	Secured
Total Project Cost	\$489,200		
Total DRI Request	\$357,100		
Percentage of Total Project Cost	72%		

Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State, the project sponsor will need to complete architectural and engineering design as well as obtain detail/final cost estimates from contractors. Following design, permitting, and local approvals the project can be bid. Following the bidding process, a construction schedule will be coordinated. Construction is estimated to total 12 months.

Anticipated Timeframe for Implementation

Project Start Date	Summer 2023
Architectural and Engineering	6-8 months
Permitting	2 months (concurrent with other activities)
Bidding and Contractor Selection	2 months
Construction	12 months
Project End Date	Spring 2025 Total Months: 24

Images of Existing and Proposed Conditions





PROJECT SPONSOR/CO-SPONSORS
DLV PROPERTIES LLC

PROJECT TYPE
PRIVATE

LOCATION
624 RIVER ROAD

DRI FUNDING REQUESTED
\$156,000

TOTAL PROJECT COST
\$415,497

% REQUESTED OF OVERALL COSTS
38%

SITE OWNERSHIP
Yes

PROJECT READINESS
Ready to commence within 12 months and be open to the public in Q4 2024.

PROPOSED START AND END DATES
Summer 2023—Summer 2024

JOBS CREATED
N/A

AFFORDABILITY (HOUSING ONLY)
N/A

PROVIDE PUBLIC ACCESS TO THE WATERFRONT BY BUILDING THE RIVER ROAD RIVER WALK

The project sponsor proposes construction of a 300-foot walkway along the Niagara River at 624 River Road for public access to the Niagara River and connection to the existing the NT bike trail along River Road. DRI funding will be used for:

- Installation of a sidewalk
- New railing
- Light bollards
- Landscaping

River Road Riverwalk



The project will be fully ADA compliant and will be accessible to the community. It will provide access to the site through an established easement, with an available parking lot for visitors. The goal of the project is to better connect community members and visitors to natural resources and views along the Niagara River. The project is concurrent with a brownfield cleanup project which, when completed, will both contribute to improved public health.

The proposed River Road Riverwalk extends an existing trail along the 600 River Road Apartments property, consisting of over 100 high-end rental housing units, and will be directly adjacent to and additional 111 apartment units currently under development. The project will also be directly connected to the River Road bike trail, which connects all properties along River Road and has direct access to Gratwick Park, Raymond Klimek Veterans Park, and the Empire State Trail.

Alignment with DRI Goals and Strategies

The River Road Riverwalk will connect with an existing waterfront walkway at the adjacent apartment complex. The Riverwalk will extend public access to waterfront views where the Little and Niagara Rivers meet and connect to the existing bike path on River Road, aligning with DRI GOAL #2: Diversify, Strategy 4: **Improve connections between the waterfronts, downtown destinations, and the rest of North Tonawanda.** As an ADA accessible space, the riverwalk aligns with Strategy 5: **Ensure downtown is accessible to people of all abilities** and DRI GOAL #3: Add Value, Strategy 5: Revitalize: **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfields sites.**

Landscaping and appurtenances for the riverwalk align it with DRI GOAL #3: Add Value, Strategy #4: **Maintain and enhance**

a high-quality public realm. Overall, the project provides access, convenience, safety and connectivity, aligning it with DRI GOAL #4: Become Incomparable, Strategy #5: **Prioritize safety, accessibility and convenience on downtown's streets, parking areas, trails, sidewalks, and waterways.**

Alignment with REDC Strategies

The River Road River Walk would extend an existing walkway and connect to an existing bike trail, improving recreational access to the waterfront and providing visual access to the scenic waterway, aligning with Strategy: Implement Smart Growth | Goal: Protect Water Resources, Waterfronts and Habitat | Objective: **Enhance public access to waterfront areas as well as having the potential to attract visitors**, which aligns with Strategy: Build Tourism Industry Sectors | Goal: **Facilitate Growth of Quality Tourism Product.** The project also aligns with Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields.

Public Support

The public has a high level of support for waterfront improvements for recreation. Support was expressed during DRI workshop #2. Students were neutral on the project during the outreach event at North Tonawanda High School. A DRI workshop #1 participant suggested shoreline development and fishing access. A number of survey respondents would spend \$1 million of DRI money on parks.

Project Partners

The project sponsor intends to partner with affiliated businesses of Rock One Development LLC and VisoneCo Site Development, LLC to ensure the project's success. Additional partners include Niagara County who provided a low interest loan for the remediation of contamination

on the property and the New York State Department of Environmental Conservation who is overseeing the remedial efforts and whose Brownfield Cleanup Program is providing tax credits for the remediation and redevelopment efforts.

Revitalization Benefits

The City of North Tonawanda and the project sponsor believe that the waterfront should be open to the public. In the short-term, the project would aid in additional visual access and proximity to the waterfront along River Road. The project would create a spot for community members and visitors to regularly visit and enjoy the waterfront views. As word spreads, the Riverwalk with waterfront access will attract residents and visitors alike in the medium-term and allow them to “delight in North Tonawanda’s waterways.”

The walkway will be fully ADA compliant and accessible. This project advances with NT’s principles of making the city a waterfront destination and designing waterfronts for people, not cars. An additional waterfront area for residents to walk, jog, relax, and picnic will enhance the quality of life for many North Tonawanda residents. In the long-term, this project may encourage future private developers to continue the walkway and give public easements along their waterfront properties. It will also allow for the possibility of a future waterfront trail system along the Niagara River.

Feasibility and Cost Justification

The Project Sponsor retained VisoneCo, a design-build construction company with significant experience in redevelopment projects and a strong understanding of current market conditions. VisoneCo site Development was the general contractor for the construction of approximately 500 linear feet of the riverwalk on the neighboring property. The project sponsor

believes this project is feasible based on recent conversations with local public officials and the economic conditions in the City of North Tonawanda.

Capacity

DLV Properties is a member of Rock One Development LLC and owns the neighboring 600 River Road Apartments. In addition, VisoneCo Site Development, LLC will be developer and General Contractor for the project. VisoneCo is a full-service civil construction, real estate development, and management firm that has in the past four years successfully constructed over \$200 million in municipal, industrial, residential and commercial construction projects throughout Western New York. VisoneCo and its subsidiaries owns and/or operates over 275,000 square feet of commercial, retail, and light manufacturing real estate in the local area.

The project sponsor and their General Contractor/site developer possess experience in similar redevelopment projects, obtaining, brownfield redevelopment tax credits, and other state and federal grants. In addition, VisoneCo possess experience with managing construction projects—ensuring that they stay on schedule and budget.

Regulatory Requirements

- SEQR: The project is likely a Type 1 Action requiring SEQR review and completion of Parts 1,2, and 3 of the Full Environmental Assessment Form. Lead and Involved agencies TBD.
- City of North Tonawanda Planning Board Approval

Decarbonization Strategies and Benefits

The proposed project consists of the creation of outdoor space and, therefore, decarbonization generally does not apply.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
Earthwork, Prepping, Grading and Retaining Wall	\$127,500	Private	Seeking loan
Exposed Aggregate Concrete Walkway	\$87,500	DRI	Pending
Riverwalk Lighted Bollards	\$35,500	DRI	Pending
Landscaping	\$99,000	Private	Seeking loan
Railing	\$33,000	DRI	Pending
Soft Costs	\$32,997	Private	Seeking loan
Total	\$415,497		

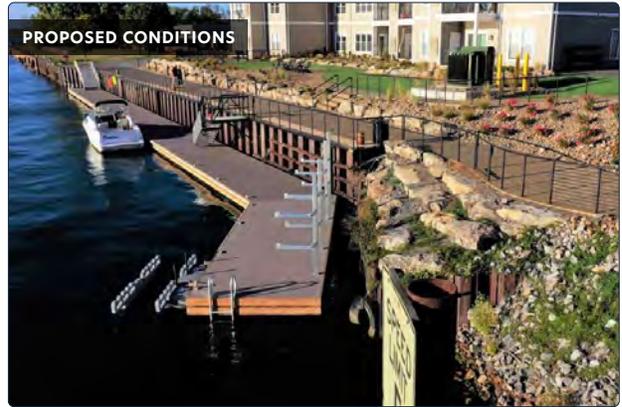
Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State, the project sponsor will need to continue to obtain project financing as well as complete architectural and engineering design. Following design, permitting, and local approvals the project can be bid. Following the bidding process, a construction schedule will be coordinated. Construction is estimated to total 3 months.

Anticipated Timeframe for Implementation

Project Start Date:	Summer 2023
Permitting and local approvals	Complete
Obtaining Project Financing	Ongoing
Construction	3 months
Project End Date: Fall 2024	Total Months: 14

Images of Existing and Proposed Conditions





EXISTING CONDITIONS

PROJECT SPONSOR/CO-SPONSORS
M PROPERTY HOLDINGS

PROJECT TYPE
PRIVATE

LOCATION
15 WEBSTER STREET

DRI FUNDING REQUESTED
\$328,000

TOTAL PROJECT COST
\$820,000

% REQUESTED OF OVERALL COSTS
40%

SITE OWNERSHIP
Yes

PROJECT READINESS
Project appears to have a high degree of readiness but does not have access to budget or funding commitment documentation.

PROPOSED START AND END DATES
Summer 2023—Fall 2024

JOBS CREATED
N/A

AFFORDABILITY (HOUSING ONLY)
N/A

REHABILITATE COMMERCIAL BUILDING AT 15 WEBSTER STREET

15 Webster Street is one of the most iconic structures in downtown North Tonawanda, overlooking the Erie Canal and greeting visitors at one of downtown’s signature gateway entrances. This three-story commercial building has long housed commercial and office tenants, however lack of accessibility within the structure and deterioration have left the building only partially occupied and usable. The proposed Project would renovate the structure and return this historic building to fully occupied, productive use.

15 Webster Street Updates and Rehab



DRI funding will be used for:

- Installation of an elevator designed to ADA requirements
- Facade renovations are proposed across the entire building with facade upgrades that will tie into the revitalized Webster Street businesses
- Wood trimming updates along windows
- New paint
- New roofing for second and third floor
- New windows throughout the building
- Exterior lighting
- Historically appropriate signage both for the exterior and interior

Alignment with DRI Goals and Strategies

Rehabilitation of the exterior of 15 Webster Street at an important downtown and DRI gateway location will improve the visual appeal and marketability of this underutilized office and commercial building, aligning it with DRI GOAL #3: Add Value, Strategy 5: Revitalize: **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfields sites.** By providing first floor retail-style commercial space as well as office uses on the upper levels, this mixed-use building also aligns with DRI GOAL #2: Diversify: **Enhance downtown as NT's residential, hospitality, economic, and employment center, and a place that visitors will want to visit again and again and share with others by attracting an array of living, working and recreating opportunities to downtown.**

Alignment with REDC Strategies

The proposed building rehabilitation will improve the visual appeal and expand the marketability of an important mixed-use gateway location, strengthening walkability in the downtown. These goals align with REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and main streets.** The project also aligns with Strategy: **Foster a Culture of Entrepreneurship** by making space in the mixed-use building for entrepreneurs.

Public Support

The rehabilitation of the commercial building at 15 Webster Street received high support. It enjoyed considerable support during DRI Workshop #2. Almost 90% of survey respondents agreed that downtown should have more mixed-use buildings with residential or offices on upper floors. Respondents to open-ended survey questions mentioned appearance as benefits of the DRI and several said that improvements to the appearance of downtown would be a lasting impact of the DRI.

The Mayor of the City of North Tonawanda has also supplied a letter of support for the project and providing assurances that the project sponsor has the necessary funds to complete the project.

Project Partners

The primary project partners include Niagara County through its recently awarded façade grant program as well as the existing businesses located in the building (New York State Mental health and Planned Parenthood).

Revitalization Benefits

The project will result in short-term benefits such as aesthetic improvements to a highly visible building in a gateway location within the downtown. These improvements will maintain its historical appearance and assist with an increased sense of place and high walkability within the commercial corridor. In the medium-term, building improvements should assist with attracting additional businesses which would increase the number of jobs within the downtown. The ADA-compliant elevator will also foster the retention of long-term tenants, keeping employees downtown. Long-term benefits include energy efficiency and decarbonization measures.

Feasibility and Cost Justification

The project appears to be feasible and cost estimates justified. Project sponsor has site control and access to capital through refinancing real estate. Budget was developed through several local contractor cost estimates in the spring and summer of 2020. The project is leveraged with a \$50,000 Niagara County façade improvement grant.

Capacity

M Property Holdings manages real estate throughout WNY and the property owners, through M Property Renovations, have experience in property construction and renovation.

Regulatory Requirements

- SEQR: The project is likely an Unlisted Action requiring SEQR review and the submittal of a Short Environmental Assessment Form. Lead and Involved agencies TBD.
- State Historic Preservation Office (SHPO): The project requires SHPO

review due to adjacency to a Historic District.

- City of North Tonawanda Planning Board review
- NYS Uniform Fire Code and Building Code

Decarbonization Strategies and Benefits

The project meets the threshold for DRI decarbonization requirements. The project sponsor has met with NYSERDA's consultant team to review the NYStretch Energy Code and identify appropriate approaches to meeting the code. The meeting identified a number of possible approaches including:

- Window inserts and high-performing windows
- Assessing air tightness
- Roofing membrane upgrades
- Boiler and hot water system upgrades
- Insulating exterior walls where facades will be upgraded

The project is in the conceptual design phase. The project sponsor's architect is reviewing the recommended decarbonization measures. Once specific measures are selected, the measures will be incorporated into the detailed design, which is anticipated to be complete in the fourth quarter of 2022. At that time, the project sponsor will seek funding to implement the proposed decarbonization measures and, based on those efforts, on the specific project elements to be deployed.

Project Budget and Funding Sources

Item	Cost	Funding Source	Status of Funds
Elevator Design and Installation (Partial)	\$122,000	Private	Seeking loan
Elevator Design and Installation (Partial)	\$328,000	DRI	Pending
Façade Revitalization	\$50,000	Niagara County Façade Grant	Secured
Roofing	\$200,000	Private	Pending
Windows	\$50,000	Private	Seeking loan
Exterior Lighting	\$20,000	Private	Pending
Signage	\$50,000	Private	Seeking loan
Total	\$820,000		

Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State, the project sponsor will need to complete architectural and engineering design as well as obtain detail/final cost estimates from contractors. Following design, permitting, and local approvals the project can be bid. Following the bidding process, a construction schedule will be coordinated. Construction is estimated to total 16 months.

Anticipated Timeframe for Implementation

Project Start Date	Summer 2023
Architectural and Engineering	6 months
Permitting	2 months (concurrent with other activities)
Bidding and Contractor Selection	2 months
Construction	16 months
Project End Date	Spring 2025 Total Months: 24

Images of Existing and Proposed Conditions





PROJECT SPONSOR

JC HOSPITALITY GROUP, LLC

PROPERTY OWNER

JC HOSPITALITY GROUP, LLC

PROJECT TYPE

PRIVATE

LOCATION

300 OLIVER STREET

DRI FUNDING REQUESTED

\$250,000

TOTAL PROJECT COST

\$666,800

% REQUESTED OF OVERALL COSTS

37%

SITE OWNERSHIP

Yes

PROJECT READINESS

Moderate Readiness. Project needs to be designed and bid to determine accuracy of existing quotes.

PROPOSED START AND END DATES

TBD

JOBS CREATED

6 new positions

AFFORDABILITY (HOUSING ONLY)

N/A

RECONFIGURE 300 OLIVER STREET (WITTERS) TO PROVIDE OUTDOOR RESTAURANT AND BANQUET SPACE

Desired improvements would transform the entire 7,000 square-foot layout to focus the bar and dining towards Oliver Street, with employee access and restaurant functions primarily using Schenk Street.

DRI funding would be used for:

- The addition of a covered outdoor patio (both floors)
- Construction of a second floor banquet space
- Reconfiguration of the bar/restaurant
- Creation of ADA accessible bathrooms

300 Oliver (Witters)



The redevelopment of 300 Oliver would allow for larger events and aid in Witters becoming a destination within North Tonawanda and surrounding region.

Witters is located on the corner of Oliver and Schenck in the most dense commercial section of Oliver Street. This particular block of Oliver Street has seen new investment and business growth in recent years and has the potential to become a hub of small business activity in the community.

The proposed building renovation and two-story patio addition to 300 Oliver could dramatically improve the local streetscape and pedestrian experience.

The project is consistent with local redevelopment goals and will significantly advance the City's vision for Oliver Street.

Alignment with DRI Goals and Strategies

The redevelopment of Witter's Sports Bar & Grill from a corner bar into a restaurant and entertainment destination with indoor and outdoor seating aligns the project with DRI GOAL #1: Energize, Strategy #3: **Enhance downtown as a regional dining and entertainment destination.**

The investment in the building exterior will bring it closer visually to its neighbors on this emerging commercial section of Oliver Street and is consistent with DRI GOAL #3: Add Value, Strategy #5: **Revitalize and rehabilitate historic commercial as well as redundant and obsolete buildings, and industrial and brownfield sites.**

Alignment with REDC Strategies

The investment in 300 Oliver Street, in one of the DRI's major commercial corridors, will help the revitalization of the street and make it a dining and entertainment destination,

aligning with the REDC Strategy: Implement Smart Growth | Goal: Invest in Downtowns, Villages, Neighborhoods and Brownfields | Objective #3: **Encourage redevelopment of downtowns and main streets.** By encouraging the expansion of a small, local, family-owned business, the 300 Oliver Street Upgrades align with the REDC Strategy: Foster a Culture of Entrepreneurship | Goal: **Foster and Support Entrepreneurs.**

Public Support

The public supports projects that will improve the appearance of downtown and also expressed that improved appearance of downtown would be a lasting benefit of the DRI. The project at 300 Oliver Street received strong support as well as some opposition during DRI Workshop #2.

Owners say they contacted neighboring businesses to discuss the project and reported that they are excited about the project.

Project Partners

Lumber City Development will be a partner on the project to ensure efficient management of the grant. Trautman Associates, All Pro Service, and William Schwartz are also currently partners and will continue in their roles on the project as architect and contractors.

Revitalization Benefits

The project would provide major building improvements and aesthetic appeal along the Oliver Street corridor. In the short-term, the aesthetic improvements could enhance the feel of the area and create a 'hip' and trendy vibe. In the medium-term, the proposed improvements would assist in attracting additional visitors to the area and allow Witters to host larger-scale events. The

increase in patrons will have ancillary benefits to nearby businesses, and also increase employment opportunities and sales tax revenues. In the long-term, the improvements to this building will catalyze similar improvements to surrounding structures, and create a more vibrant Oliver Street.

Feasibility and Cost Justification

The Project Sponsor has total site control and access to capital through mortgaging real estate. Multiple construction cost estimates were obtained from local contractors. Cost estimates prepared by contractors All Pro Service and William Schwartz in May 2022 appear to be preliminary while a quote supplied by Trautman Associates, the project architect, in June 2022 as the project evolved is substantially higher. The Project Sponsors are experienced real estate investors. They will cover project costs through cash reserves, refinancing some holdings, and liquidating others.

Capacity

JC Hospitality Group, LLC offers a project team with development and management experience. The Project Sponsors have substantial investments in local real estate holdings and have a successful track record in this industry.

Regulatory Requirements

- SEQR: The project is likely an Unlisted Action requiring SEQR review and the submittal of a Short Environmental Assessment Form. Lead and Involved agencies TBD.
- City of North Tonawanda Planning Board review
- NYS Uniform Fire and Building Code
- State Liquor and Department of Health coordination

Decarbonization Strategies and Benefits

The size of the renovation area (7,000 square feet) falls under the minimum DRI renovation threshold of 10,000 square feet for the requirement for the inclusion of decarbonization strategies. However, part of the project includes updating the existing HVAC system with a high efficiency system that will significantly reduce the consumption of fossil fuels.

Project Budget and Funding Sources

Items	Cost	Funding Sources	Status of Funds
Façade	\$200,000	DRI	Pending
Interior Remodel	\$115,000	Private	Seeking loan
Interior Prep and Demolition	\$20,000	DRI	Pending
Basement Structural Repairs	\$12,000	DRI	Pending
New Support Walls w/Garage Doors	\$25,000	Private	Seeking loan
Updated Windows	\$44,000	Private	Seeking loan
New Framing of Interior Walls	\$14,000	Private	Seeking loan
Electric Upgrade and Rewiring	\$14,000	Private	Seeking loan
New Plumbing	\$18,000	DRI	Pending
HVAC High Efficiency Heat Pump and AC	\$60,500	Private	Seeking loan
Elevator	\$59,000	Private	Seeking loan
New Stairwell	\$4,500	Private	Seeking loan
Commercial Flooring	\$20,000	Private	Seeking loan
Paint Interior	\$4,000	Private	Seeking loan
Exhaust System for Kitchen	\$3,000	Private	Seeking loan
Exterior Paint and Stucco	\$12,000	Private	Seeking loan
Total	\$666,800		

Timeframe for Implementation and Project Readiness

Following execution of its contract with New York State, the project sponsor will need to complete architectural and engineering design as well as obtain detail/final cost estimates from contractors. Following design, permitting, and local approvals the project can be bid. Following the bidding process, a construction schedule will be coordinated. Construction is estimated to total four months.

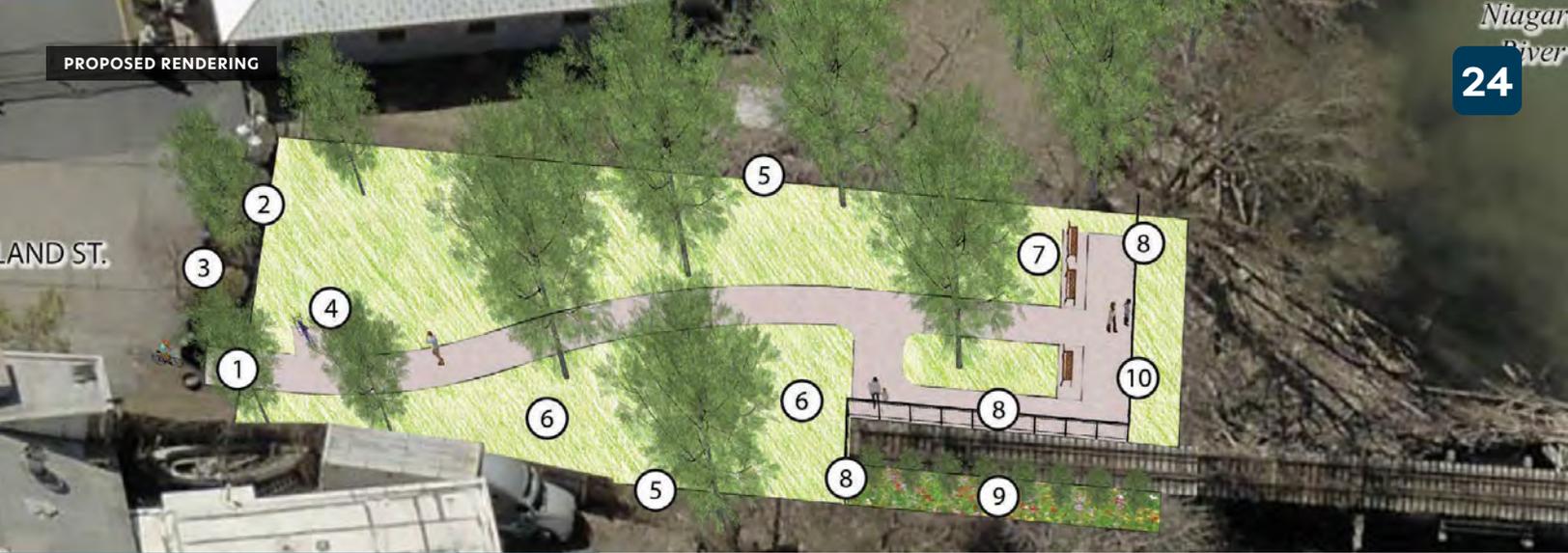
Anticipated Timeframe for Implementation

Project Start Date	Summer 2023
Finalize Designs	3 months
Permitting	3 months
Bidding and Contractor Selection	3 months
Construction	4 months
Project End Date: Fall 2024	Total Months: 13

Images of Existing and Proposed Conditions



**PIPELINE PROJECTS
RECOMMENDED
FOR OTHER FUNDING**



PROJECT SPONSOR

CITY OF NORTH TONAWANDA

PROPERTY OWNER

CITY OF NORTH TONAWANDA

PROJECT TYPE

PUBLIC

LOCATION

ISLAND STREET TERMINUS

TOTAL PROJECT COST

\$175,000

ISLAND STREET COMMUNITY PARK AND OVERLOOK

The City of North Tonawanda owns vacant land located at the terminus of Island Street which is directly adjacent to the waterfront and provides views of Tonawanda Island. There are currently no public spaces in the City of North Tonawanda that provide this view. The proposed project would create a community park and Overlook and include:

- Removal of fencing
- Installation of interpretive signage
- New lighting
- Gravel path leading to the waterfront
- New fencing and hand rails along waterfront
- Native plantings
- Bike racks
- Benches

The project would provide an area for residents and visitors to enjoy views of the river in a small park setting. The park would also be a stopping point for those enjoying the local multi-modal trails.



PROJECT SPONSOR

PENNROSE NY DEVELOPER
LLC

PROJECT OWNER

CITY OF NORTH TONAWANDA
(Project Sponsor has Site Control Agreement
with City)

PROJECT TYPE

PRIVATE

LOCATION

78 BRIDGE STREET

TOTAL PROJECT COST

\$29,063,636

TIMBER SHORE DEVELOPMENT

Timber Shore is the result of more than a decade of planning efforts by the City of North Tonawanda and Lumber City Development Corp. to re-envision and revitalize areas along the Niagara River waterfront and downtown corridor to spur investment and promote social, economic, and cultural growth opportunities.

The 3.18-acre Timber Shore site is a former firefighter training grounds. The abandoned structures have a blighting impact on the site and surrounding community at a key gateway between Tonawanda Island and downtown North Tonawanda. The project will demolish the existing structures and redevelop the site as a mixed-use, mixed-income multifamily residential and commercial development.

The Project Sponsor, Pennrose NY Development, was designated as the preferred developer for the Tonawanda Island site through a public RFP process initiated by the city and LCDC in November 2020. Timber Shore has obtained key entitlements necessary to advance, including Site Plan and Zoning approval, PILOT support resolution, and SEQR Negative Declaration.

This project would work in conjunction with the Tonawanda Island Public Benefit Area to increase waterfront public access and mixed-use development. The project would include the remediation of contaminated property along the waterfront as well as new housing on the Island which currently does not exist. The project will also include an additional Public Benefit Area to provide visual access to the river.



PROJECT SPONSOR

PROSPER BREWING LLC

PROJECT OWNER

PROSPER BREWING LLC

PROJECT TYPE

PRIVATE

LOCATION

72 WEBSTER STREET

TOTAL PROJECT COST

\$65,000

PROSPER BREWING UPGRADES

This project is the expansion of Prosper Brewing from its current location into the adjacent space, an expansion of approximately 1,900 square feet. This project will consist of the following major elements:

- The addition of a 300 square-foot covered front patio area facing Webster Street
- General facade upgrades
- Relocating the main brewing system and installing new fermenters in the existing brewing space
- Addition of a second restroom
- A small addition to the kitchen to improve its layout
- Creation of additional space for events such as live entertainment.

With these improvements, Prosper Brewing will be able to hire an additional three to five kitchen/server staff and expand hours of operation. The project will also allow Prosper to brew during business hours, thereby increasing its capacity.

After the project, Prosper Brewing will be able to function seven days a week, which help to bring visitors to the downtown area. It will also assist with the efficiency of the brewery and allowing the facility to potentially hire more employees and offer a wider variety of drinks and thus appeal to a wider audience.

PROJECT SPONSOR

RELATED AFFORDABLE

PROPERTY OWNER

RELATED AFFORDABLE

PROJECT TYPE

PRIVATE

LOCATION

100 OLIVER STREET

TOTAL PROJECT COST

\$22,427,000

CAROUSEL PARK APARTMENTS UPGRADES

Carousel Park is a 162-unit complex, located at 100 Oliver St., that serves low-income families. Carousel Park's unit mix consists of 33 studio apartments, and 129 one bedroom units housed in three interconnected buildings—a 10-story tower, a three-story tower, and one two-story building. The two-story building also houses a large space that is home to the City of North Tonawanda's Senior Center. The Senior Center, which serves between 15,000 and 17,000 residents annually, provides a dedicated space for senior and community programming that is conveniently located to North Tonawanda's downtown district.

The proposed project includes:

- Senior center upgrades
- Energy efficiency upgrades
- Security upgrades
- Unit interior upgrades
- Common area upgrades
- Structural and site improvements

Investment in the rehabilitation of apartment building which also houses the North Tonawanda Senior Citizens Center will bring an aging complex up to more contemporary standards, attract and retain tenants and make it more comfortable and appealing for residents and seniors who participate in activities at the Center.



PROPOSED RENDERING

PROJECT SPONSOR
DLV PROPERTIES LLC

PROPERTY OWNER
DLV PROPERTIES LLC

PROJECT TYPE
PRIVATE

LOCATION
624 RIVER ROAD

TOTAL PROJECT COST
\$22,651,945

624 RIVER ROAD APARTMENTS AND COFFEE SHOP

From 1886 through 1972, this waterfront property was utilized by Niagara Iron Works/Tonawanda Iron Works to manufacture pig iron. Currently a mostly vacant 17,700-square-foot medical building stands on the site. This project includes the redevelopment of the site and includes:

- Construction of 111 market-rate apartments
- First floor coffee shop/restaurant
- Waterfront community lounge
- Parking with eight dual EV charging stations
- New striping and signage

The property is currently being remediated through the Niagara County Brownfield Program and is entered into the New York State Department of Conservation Brownfield Cleanup Program.

The NT Momentum plan identified multi-family waterfront housing at 624 River Road as a priority. This project addresses residential density to the waterfront and boost the economic vitality of downtown. This development will continue the NT Momentum plan and attract new residents to downtown living on a previously contaminated and underutilized lot. The project will assist with adding an additional commercial business along River Road to serve nearby housing developments as well as those visiting nearby parks and utilizing the City's trail system.



PROJECT SPONSOR

ROBBYN DRAKE CONSULTING

PROPERTY OWNER

ROBBYN DRAKE CONSULTING

PROJECT TYPE

PRIVATE

LOCATION

134 MAIN STREET

TOTAL PROJECT COST

\$445,000

134 MAIN STREET RENOVATIONS

The two-story commercial building at 134 Main St. is an underutilized property in the heart of downtown North Tonawanda and features two shopfront windows overlooking the street. The North Tonawanda Botanical Garden Organization, Inc., currently occupies a small first-floor space and much of the remaining space is vacant.

The Project Sponsor, Robbyn Drake Consulting, is proposing to renovate the building to maximize its contribution to North Tonawanda's downtown. The large commercial unit on the first floor will be renovated into commercial restaurant space, which is in high demand in this area of the city. Other renovations include:

- An access door to the yard will be added to create courtyard space
- The vacant front apartment on the second floor will be converted into office space
- A three-bedroom apartment will be updated

This project offers an opportunity to upgrade an anchor building in the struggling block of Main Street just one block north of the thriving Main/Webster commercial strip. The Project will provide improved commercial space and visual appeal along Main Street.



PROJECT SPONSOR/CO-SPONSORS

JOHN AND VICTORIA KRANZ

PROJECT OWNER

CITY OF NORTH TONAWANDA

PROJECT TYPE

PUBLIC/PRIVATE

LOCATION

729 RIVER ROAD

TOTAL PROJECT COST

\$2,704,750

729 RIVER ROAD SENSORY GARDEN AND TRAILS

The Sensory Garden & Trail would provide an outdoor space that addresses sensory needs for people with autism and other developmental disabilities. This area can become a place where children with or without sensory processing disorders feel safe and comfortable exploring. The vision is to open up the space big enough for a winding “sensory” path to be placed through drifts of plants. Seating areas will be located in both sunny and shady locations. An array of plants will be selected to bloom from May through September.

The proposed project site is on a 1.6-acre vacant site that requires clearing. The project will include:

- Clear, level and grade land
- Create different habitats and trails for plants
- Design and construction of trails and walkways
- Installation of irrigation system, lighting, music, and security
- Plant Zone 6a flowers/gardens using variety designed to provide blooms throughout the growing season

The project will result in an improved aesthetic of a currently vacant lot that would help an underserved demographic. The project is expected to attract residents as well as visitors from out of town.



PROJECT SPONSOR

ANNIE LEE REALTY, LLC

PROPERTY OWNER

ANNIE LEE REALTY, LLC

PROJECT TYPE

PRIVATE

LOCATION

83 WEBSTER STREET
AND 82 MAIN STREET

TOTAL PROJECT COST

\$102,000

83 WEBSTER STREET & 82 MAIN STREET UPGRADES AND MURAL

The buildings at 83 Webster Street and 82 Main Street are currently leased to two culturally oriented businesses in the heart of downtown North Tonawanda, neighboring the Riviera Theatre. In order to maintain growth and continue to share resources, upgrades to the property are necessary. The proposed project includes:

- Roof repair
- Energy saving insulation
- New roof surface
- Brick & mortar repairs
- Exterior signage
- Finalization of design/production and application of a fine art wall mural on the side of the building

The project would solidify the fine arts businesses in the buildings and establish a fine arts mural as a landmark that would call attention to the NT Visual Arts District. The mural would allow the community to connect with local art and the improved aesthetic of the building will increase visual appeal of the area.



PROJECT SPONSOR

TWIN CITY ELKS LODGE 860

PROPERTY OWNER

TWIN CITY ELKS LODGE 860

PROJECT TYPE

NON-PROFIT

LOCATION

22 MAIN STREET

TOTAL PROJECT COST

\$2,000,000

TWIN CITIES ELKS LODGE

The Twin City Elks Lodge 860 was an important community center within the city but the building burned in 2010. Since the fire, the lot has sat vacant and underutilized. The Lodge has created a fund that includes the insurance funds but requires additional funding to make the project most impactful.

Plans for the new building consist of:

- Large meeting room
- Bar
- Restaurant
- Office space

With the remainder of the building being used as units for rent including offices, banquet room space, and upper-level apartments.

This project offers the opportunity to create a new productive use on the waterfront. The bar and restaurant would be open to the public and any rental spaces would be available for lease to the public.

The new development would create an estimated 25+ jobs and fill a currently vacant lot that is used for parking. Adding another restaurant and bar to the gateway area will increase walkability and density of Sweeney Street. The property is highly visible so upgrading the site would greatly improve the aesthetics of the gateway into downtown.



PROJECT SPONSOR

NOSTRA
DEVELOPMENT

PROPERTY OWNER

VARIOUS

PROJECT TYPE

PRIVATE

LOCATION

2-4 BRIDGE STREET

TOTAL PROJECT COST

\$20,000,000

TONAWANDA ISLAND REDEVELOPMENT

2-4 Bridge Street

The project will include a redevelopment of 2-4 Bridge Street on Tonawanda Island into public/private mixed-use spaces with amenities such as restaurants, shops and a market. A public boardwalk will be available for use by both private tenants and community members to enjoy the waterfront.

The redevelopment of 2-4 Bridge Street on Tonawanda Island is a project that has been years in the making. Development on Tonawanda Island has been hamstrung by a number of factors, not the least of which has been remediation of the brownfields that are legacies of the industrial past of Tonawanda Island.

The transformation of the long-standing vacant property at 2-4 Bridge Street on Tonawanda Island into a large mixed-use development including housing and a mix of commercial uses to lease including shopping and dining opportunities, as well as public access areas represents a significant investment of resources and aligns with the goals of many of North Tonawanda’s existing planning documents including the BOA Nomination Study.

DOWNTOWN REVITALIZATION INITIATIVE STRATEGIC INVESTMENT PLAN FOR THE CITY OF NORTH TONAWANDA

Western New York REDC: July 2022



**Downtown
Revitalization
Initiative**