

Downtown Revitalization Initiative

Application Template

Applications for the Downtown Revitalization Initiative will be received by the Regional Councils. Applicant responses for each section should be as complete and succinct as possible. Applications must be received by the Western NY Regional Economic Development Council by **4:00 PM on June 14, 2017**. Submit your application as a Word Document to NYS-WNY-REDC@esd.ny.gov.

BASIC INFORMATION

Regional Economic Development Council (REDC) Region: Western New York

Municipality Name: **City of Lackawanna**

Downtown Name: **City of Lackawanna Central Business District**

County: Erie

Vision for Downtown. Provide a brief statement of the municipality's vision for downtown revitalization.

The City of Lackawanna will be a model city for the future and a desirable place to live, work, and raise a family. It will be a new and sustainable City, recycling large areas of brownfield, waterfront and other underutilized properties. The City will be pedestrian friendly, linked, attractive and offer a unique lakefront identity that is a symbol of renewal. The once isolated waterfront of Lackawanna will be an anchor linked to a central business district with an inviting Ridge Road redesigned utilizing Complete Street design guidelines to accommodate vehicles, pedestrians and bicycles.

A revitalized central business district will highlight the City's heritage, offer a brand that identifies the community personality and personal scale with appropriate small-scale shopping and restaurants integrated around the iconic Our Lady of Victory Basilica that is a symbol of charity and the spirit of giving.

Enhanced commercial corridors will offer goods and services in attractive and mixed-use walkable areas. Lackawanna will be a physically and socially unified community, in spite of the railway corridor, and offer a series of interconnected, attractive and vibrant residential neighborhoods with greenspaces for recreation, environmental enhancement and access.

The City will be a model in sustainability: economically, environmentally and socially. It will express the concept for the "new community" offering diversity of choice in goods and services, housing and employment. Lackawanna will be a leader and work on shared goals to improve the region and build on the natural beauty of Lake Erie and its shoreline.

Justification. Provide an overview of the downtown, highlighting the area's defining characteristics and the reasons for its selection. Explain why the downtown is ready for Downtown Revitalization Initiative (DRI) investment, and how that investment would serve as a catalyst to bring about revitalization.

Lackawanna (population was 18,141 (2010 census)) is a city in Erie County, New York, located just south of the City of Buffalo in the western part of the county. The name derives from the Lackawanna Steel Company. Lackawanna is part of the Buffalo-Niagara Falls metropolitan area.

The **Lackawanna’s Central Business District** (hereafter “**CBD**”) that surrounds the intersection of South Park and Ridge Road has unique qualities and attributes that make it the “heart & soul” of Lackawanna. The CBD is located literally in the center of Lackawanna within easy reach of its residential population, as well as that of neighboring communities including: City of Buffalo to the north (.25 miles), Town of West Seneca to the east (1.9 miles), and the Village of Blasdell and Town of Hamburg to the south (1.3 miles).

Lackawanna’s CBD has tremendous potential to become a successful and vibrant public realm. The area has benefited from recent infrastructure improvements and is broadband accessible. The **CBD** has a balance of housing, offices, public services, shopping, entertainment and cultural facilities. The **CBD** is located in the center of Lackawanna and with targeted investment and local commitment, could be enhanced as the connection between the four distinctive Wards that make up Lackawanna. The **CBD** is highly visible and easily accessed by the major arterials – Ridge Road and South Park. The unique amenities located in the CBD include: **Recreational amenities** such as Memorial Field and Ridge Road trail that links the CBD to the historic Olmsted designed South Park; **Access to Health Care facilities**, including the Our Lady of Victory Family Care Center/Senior Living Center and Baker Victory Services; and **Regional Cultural and Entertainment amenities** including, historic Holy Cross Cemetery, OLV Basilica & National Shrine, Buffalo and Erie County Botanical Gardens, Lackawanna Public Library (built in 1922 with funds donated by Andrew Carnegie), Curly’s Restaurant & Banquet Center and the Mess Hall Restaurant.

Lackawanna played a significant role in the development of the region as an industrial powerhouse with the help of the Erie Canal and Niagara Falls hydroelectric power plant. Long after the Bethlehem Steel Plant closed and workers abandoned the community in search of economic opportunity, the buildings and contaminated land have remained, acting as a barrier to community revitalization.

For the past 30 years, the former Bethlehem Steel Property has symbolized the region’s heavy industrial decline and has been a blighting influence on Lackawanna and the Buffalo Niagara region in general. This property also created a barrier for Lackawanna residents to access waterfront amenities. After many years of struggling with high rates of poverty and vacancy, Lackawanna is ready to honor its “Rust Belt” history, that provided economic opportunity for so many in our region, while moving forward to build a more diversified and sustainable future.

Lackawanna took a leading role in shifting the region’s economy to clean energy with the 2012 Steel Winds project, which has been a catalyst for changing the image of Lackawanna from barren wasteland to innovative problem solver. Although Lackawanna has begun to turn the corner, we still have much work to do to connect our residents to economic opportunity.



Lackawanna has been engaged in community revitalization for many years; however, the Downtown Revitalization Initiative award would make a dramatic and lasting positive impact on Lackawanna and complement the efforts recently completed or currently underway. Lackawanna’s vision for the Downtown Revitalization Initiative is to create economic opportunity for area residents by: strengthening the local business climate; encouraging redevelopment of vacant/underutilized sites; fostering a culture of entrepreneurship; encouraging a transit oriented community that better connect residents to local and regional economic opportunities.

DOWNTOWN IDENTIFICATION

This section should be filled out with reference to the list of desired attributes for participation in the DRI as set forth in the DRI program description.

- 1) Boundaries of the Downtown Neighborhood.** Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be concentrated and well-defined. Core neighborhoods beyond a traditional downtown or central business district are eligible, if they can meet other criteria making them ripe for investment. Attach a map that clearly delineates the downtown neighborhood.

Lackawanna's Central Business District and proposed project area surrounds the **intersection of South Park Avenue and Ridge Road** (see map in attachment 1.2). The strength of the Business District stems from municipal services and institutions, located within and just beyond the target area, that attract residents and visitors to the CBD for use of its amenities. These amenities include: City Hall, Our Lady of Victory Basilica, Mercy Nursing Facility at OLV, Lackawanna Public Library, Chamber of Commerce, Lackawanna Community Development Corp. & Lackawanna Housing Development Corp., Buffalo and Erie County Botanical Gardens and Historic Olmstead South Park, schools, athletic fields, playgrounds, churches and a wealth of local restaurants and businesses.

Specifically, Lackawanna seeks to focus revitalization efforts in the Central Business District on *South Park from Nason Parkway (City line – Botanical Gardens) on the north and south to Crescent Place and Ridge Road from the Railroad Bridge on the west to Melroy Street on the east (immediately east of the Basilica, as a means to transform Lackawanna into a vibrant community where people will want to live, work, visit and invest.*

Lackawanna is located along the shoreline of Lake Erie, in the central portion of Erie County, New York, with the City of Buffalo to the north, the Town of West Seneca to the east, and the Village of Blasdell and Town of Hamburg to the south. Lackawanna encompasses approximately 6.6 square miles in area and contains a mix of land uses typical of an urbanized area. Lackawanna maintains an urban downtown core, with a dense mix of commercial, residential and institutional land uses, but also has elements of suburban style development in areas closer to Lackawanna boundaries with neighboring suburban communities. There is a large railroad corridor that cuts through the center of Lackawanna, isolating the lands to the west from the rest of the community (see attached map 1.1). A large area of land in the west portion of Lackawanna was once fully dedicated to industrial use and occupied the Bethlehem Steel Plant and associated industrial uses. Today, many parcels in this area are being remediated and repurposed to attract and accommodate companies in the advanced manufacturing and clean energy industry.

2) Catchment area. Outline why the downtown, or its catchment area, is of a size sufficient to support a vibrant, year-round downtown, with consideration of whether there is a sizeable existing or increasing population within easy reach for whom this would be the primary downtown destination.

The City encompasses approximately 6.6 square miles in area, with almost one-third of the land mass (former Bethlehem Steel site) dedicated primarily for industrial use. Lackawanna's 2015 population estimate (2015 American Community Survey (ACS)) was 18,019, with a population density of approximately 2,720 per square mile. According to the 2015 ACS, there were 8,962 housing units in the City, with a median age of 39.6.

The **CBD** is flanked by the **Second Ward** residential area (see attached map 2.2). The Second Ward is comprised of a compact area of single-family or two-family dwellings that are located on urban lots ranging between 25 and 40 feet in width. Also included in the Second Ward are the Parkview Towers (located on the north side of Ridge Road), a 94-unit apartment complex managed by the Lackawanna Municipal Housing Authority, and four mobile home parks located in the south end of Lackawanna near its border with the Village of Blasdell. Due to the compact size of Lackawanna, the First, Third and Fourth Wards are each located within easy walking/biking distance (1- 1.5 miles) from the CBD.

The **CBD** directly serves a traditional neighborhood development (Second Ward) comprised of compact homes with front porches facing the streets that are designed to encourage interaction among neighbors and foster a connection to the neighborhood where they live. This neighborhood is connected to the **CBD**, which offers amenities like *shopping, restaurants, public services and transportation, parks and cultural attractions*. The CBD is ripe and ready for transit-oriented development that offers and encourages various modes of transportation to improve the health and social well-being of Lackawanna's residents.

Several of Lackawanna's **largest employers** are in or near the **CBD**, including: Baker Victory Services, Mercy OLV, City of Lackawanna Police Department/Municipal Center, Baker Hall School, OLV Elementary School, and City of Lackawanna School District. In total, these organizations employ approximately 2,500 people. Many of these institutions serve both the local and regional community, representing thousands of visitors to the CBD year-round.

The City of Lackawanna has a rich and interesting history, attested to by the wide variety of **historic building and sites** located in the community. The City is home to numerous properties that played a significant role in the development of the western New York region and continue to serve as regional tourism assets. Several of these historic cultural treasures located in or immediately adjacent to the **CBD**. These regional tourism assets, which bring thousands of visitors and tourists in the **CBD** area, represent an opportunity to generate growth, opportunity and inclusion. These assets include:

Our Lady of Victory National Shrine & Basilica: The Our Lady of Victory Basilica is a Catholic parish church and national shrine in Lackawanna, New York. Due to the multiple charities of founder Father Nelson Baker, the shrine is a popular pilgrimage and visitor destination in Lackawanna. The Basilica attracts thousands of visitors annually from all over the world. In 1987, Father Baker was named Servant of God. His remains were moved from the Holy Cross Cemetery in 1999 and reinterred under the Our Lady of Lourdes altar in the Our Lady of Victory Basilica and National Shrine. On 14 January 2011, Pope Benedict XVI authorized the Congregation for the Causes of Saints to promulgate a decree recognizing Fr. Baker's "heroic virtue," and designating him *Venerable*.

Buffalo & Erie County Botanical Gardens: The conservatory and botanical gardens were created from the visions of extraordinary men: David F. Day, Frederick Law Olmsted, John F. Cowell, Frederick A. Lord and William A. Burnham of Lord & Burnham Co.. Each of these talented individuals contributed to the inception, design and success of the South Park Conservatory and Botanical Gardens. Since 2004, Erie County and the Botanical Gardens Society have made many improvements to the facility to accommodate its renaissance and tremendous growth. In 2015, Erie County identified substantial funds to completely restore two of the historically significant greenhouses. Greenhouse 2 & 3 had been deteriorating over many years and were in desperate need of repair.

Extensive renovations, began April 27, 2015 to restore greenhouses 2 & 3 to their original beauty with modern features. This construction project ran through late 2016 with new exhibits opening in January 2017. Over 100,000 people annually visit the Gardens for holiday events, art and nature classes for kids and adults, weddings and special events. This popular support is helping to ensure this amazing landmark will continue to remain a Buffalo treasure for generations to come.



Olmstead South Park: Part of a complete Buffalo parks system design from Frederick Law Olmsted, South Park was one of many parks installed in Buffalo. South Park was established and installed between the years of 1894-1900 from 156 acres of farm land. 11.4 acres within South Park were designated by Olmsted to include a conservatory to showcase tropical plant species and surrounding outdoor formal gardens. The formal gardens surrounding the conservatory were designed to lead visitors into the more informal park along many walking paths. The remainder of South Park was designed to feature an Arboretum, a Pinetum, a Shrub Garden and a Bog Garden. The arboretum included trees planted together as botanical families. Most of the trees in the park today are from original plantings made between the years 1894-1910.

The park design also included a large pond for boating, a boat house, bandstand, a ring road for horse carriages, and a meadow. Unfortunately, the formal gardens, walking paths, boat house and bandstand were never constructed. In 1915, a nine-hole golf course was added to the meadow and trees were planted to divide the fairways.

Holy Cross Cemetery: This cemetery's boundaries contain the graves of early Irish immigrants - those who dug the Erie Canal, built the railroads, worked the docks and Great Lake's steamboats and labored at the grain elevators and steel mills. Those who died in tragedies also lie in place here; nine children ranging in age from 12 to 19 and a young fireman who all died in the 1880 wallpaper factory fire on Perry Street in Buffalo; nearly 700 victims of the 1918 flu epidemic; Casimir Mazurek, victim of the 1919 strike violence at a steel plant and Edward R. Lonegrin, a young Irish lieutenant and Fenian soldier, killed in the 1866 battle of Ridgeway, Canada.

When Father Nelson Baker, founder of Our Lady of Victory Basilica and Homes of Charity, which borders Holy Cross Cemetery, died in 1936, he was laid to rest in the stretch of cemetery in the shadow of the basilica. Holy Cross Cemetery is the largest of the Catholic cemeteries in the Diocese of Buffalo, consisting of

approximately 191 acres. There are over 130,000 interments in this cemetery with approximately 60 acres of undeveloped land for future cemetery use.



Lackawanna Public Library: The Lackawanna Public Library is a beautiful colonial style building with magnificent oak woodwork throughout the interior. Located on Ridge Road between Route 5 and South Park Avenue, the library was built in 1922 with money donated by Andrew Carnegie, who was a 19th Century steel tycoon who became one of the 20th Century’s most famous national philanthropists. The Lackawanna Library was one of the last **Carnegie Libraries** ever constructed. The Lackawanna Public Library

also houses a Local History museum on our ground floor. The collection includes cover maps, photographs, and artifacts from Bethlehem Steel as well as Lackawanna itself.

Links beyond the primary Central Business District

Ridge Road and South Park Avenue are principal arterials that connect Lackawanna to the City of Buffalo, Town of West Seneca and Village of Blasdell/Town of Hamburg respectively. These principal arterials are higher volume roads that are an important link between different areas of the community and region. Both Ridge Road and South Park Avenue are well traveled routes that accommodate traffic beyond the local community as illustrated in the following table:

Route Name	Segment within CBD and slightly beyond	Lanes	AADT Count	Year
Ridge Road	NYS Route 5 to South Park Avenue	4/2	11,918	2013
Ridge Road	South Park to Abbott Road	2	11,234	2013
South Park	City of Buffalo boundary to Ridge Road	2	8,895	2013
South Park	Ridge Road to Blasdell Village boundary	2	11,186	2013

A significant portion the large scale commercial and retail development in Lackawanna is currently located outside of the Central Business District, located along the major transportation routes, including Abbott Road, southern portion of South Park Avenue, Ridge Road (east of the downtown) and the Hamburg Turnpike (NYS Route 5). While these areas are important to the local economy, they service a wider, more regional and automobile-oriented clientele. These areas are not easily accessible by walking or biking and lack the quality of life and appeal found with a more “traditional neighborhood setting.”

Lackawanna is divided into four distinct political wards that are highly identifiable to residents. Residential areas are located throughout Lackawanna, comprising cohesive and distinctive neighborhoods with diverse housing stock in each ward. Lackawanna offers four solid residential neighborhoods, within nearly one-fourth (23%) of the total land area in Lackawanna, or 871 acres, devoted to such use. Population density is estimated at 2,933 people per square mile. The layout of the residential properties and neighborhood streets varies among the different sections of Lackawanna as follows:

- **First Ward:** This residential development, which is among the oldest in Lackawanna, is situated between the railroad corridor and Route 5. This area once housed many employees from the Bethlehem Steel Company. The Bethlehem Park neighborhood, located at Route 5

and Madison Avenue south of Smokes Creek, is a neighborhood of well-kept single-family homes constructed for the steel company's management. This area has received some regional notoriety over the last few years due to the success of Mulberry Italian Restaurant, which is tucked into the neighborhood.



- **Second Ward:** The CBD is flanked by the Second Ward residential area (see attached map). The Second Ward is comprised of a compact area of single-family or two-family dwellings that are located on urban lots ranging between 25 and 40 feet in width. Also included in the Second Ward are the Parkview Towers (located on the north side of Ridge Road), a 94-unit apartment complex managed by the Lackawanna Municipal Housing Authority, and four mobile home parks located in the south end of Lackawanna near its border with the Village of Blasdell.
- **Third Ward:** The Third Ward residential has more suburban style design elements with larger lots that measure 40 and 60 feet wide, cul-de-sacs and loop roads. Housing in this area is comprised of single-family detached dwellings and senior apartments.
- **Fourth Ward:** The Fourth Ward contains some of the newest housing in the City. Residential



lots tend to be among the largest in Lackawanna, often 60 feet in width. Some residential streets in subdivision developments, south of Martin Road and east of South Park Avenue, are configured in a suburban-style design, with cul-de-sacs. The vast majority of homes in the Fourth Ward are single-family detached dwellings, with smaller apartment buildings found along Abbott Road and South Park Avenue.

For detailed demographic information see the attached excerpts from the Municipal Comprehensive Plan (2.1 socio-demographics & 2.3 household income map).

3) Past Investment, future investment potential. Describe how this downtown will be able to capitalize on prior or catalyze future private and public investment in the neighborhood and its surrounding areas.

Lackawanna's CBD is the true heart of the community and its success depends on its connectivity with the surrounding residential neighborhoods. Lackawanna seeks not only to revitalize, but to reinvent the **CBD** to encourage economic development; create job growth opportunities; retain and attract young professionals and families; and improve the health and well-being of the community. Lackawanna is prepared to embrace its past, but plan for a more sustainable future.

The Western New York Regional Economic Development Council (WNYREDC), New York State Department of State (DOS), New York State Department of Environmental Conservation (DEC) and various state and federal agencies have provided funding support for the following projects throughout Lackawanna that represent significant investment in infrastructure, assets, and cultural institutions, and have a direct impact on the future growth of the **CBD**, including:

- Bethlehem Steel Redevelopment (Ongoing)**– The project consists of acquisition and redevelopment of approximately 140 acres along NYS Route 5, which is the former Bethlehem Steel site. The project will accelerate redevelopment of a long-vacant, major brownfield site in the Lackawanna. State and federal funding, along with \$6 million in Capital Bond Funds being provided by Erie County will address the need for vacant industrial-zoned property that will be utilized for the location of new and growing manufacturing companies, **especially Canadian companies** looking to establish a presence in the U.S. marketplace. Erie County is currently in the final phase of negotiation to acquire approximately 140-acres (vacant land) of the 994-acre Bethlehem Steel Site, which is part of the City of Lackawanna, New York Brownfield Opportunity Area (BOA). The transaction is expected to be completed by Summer 2017. The current property owner (Tecumseh Redevelopment) has initiated final remedial activities in accordance with the New York Department of Environmental Conservation (DEC) approved Remediation Work Plan for the 140-acre parcel. Once remediation is complete and the Certificate of Completion is issued by the DEC, the property transfer will be completed. Erie County will transfer the property to the Erie County Industrial Land Development Corporation (ILDC) to manage and redevelop. The ILDC is currently pursuing funding from National Fuel and National Grid (Strategic Economic Development Program) to conduct a Utility Master Plan to support planning and engineering aspects with regard to infrastructure (water, sewer, electric, roads, etc.) on the 140-acre parcel to prepare for redevelopment.



- Buffalo Billion II – Bethlehem Steel Site Redevelopment (ongoing):** Governor Cuomo pledged \$10M in funding support to help leverage millions of dollars in other funding to complete current and future phases of the redevelopment project. The Bethlehem Redevelopment Project received \$4.4M from the New York State Department of Transportation through the Multi-Modal program for the first phase of the rail relocation project. Erie County also committed nearly \$8M in County Capital Bond funds for additional infrastructure work. The ECIDA has also committed resources for this project.



- Z7+ /Zero Energy Accelerator District (ongoing):** The Net-Zero Energy (NZE) Light Manufacturing Demonstration Facility will be the first **Net Zero Energy Manufacturing facility** of its size in New York State. The building will act as a model to showcase new advances in renewable energy construction, encourage replication throughout the state, and serve as a catalyst for economic revitalization in Western New York. The NZE building will be located on a **15-acre portion**

of the BSRA brownfield site in the City of Lackawanna. Development of the larger Bethlehem Steel site will address the regional need for vacant industrial-zoned property to attract new and growing manufacturing companies, especially Canadian companies. The proposed **NZE** project will utilize innovation as a mechanism to advance economic prosperity in this distressed community. The Z7+ project has been accepted into the **US Department of Energy’s Better Building Challenge program**,

which promotes the development of a zero-energy district, which will leverage energy efficient building technologies and strategies as well as the integration of renewable energy sources.

- **Sewer Infrastructure:** The County Executive recently pledged to spend millions over the next 10 years to upgrade sewage treatment plants in several communities, including Lackawanna, as required by the Department of Environmental Conservation.
- **Community Service for the Disabled low-income housing (in progress):** CSD is developing 32-unit apartment complex on the site of the former Friendship House at 264 Ridge Road. This project, which is located in the First Ward just outside the CBD project area, will be funded by \$2.2 M NYS Trust Fund Loan, \$5.4 M Low Income Housing Credits, and \$1 M traditional lending.
- **Brownfield Opportunity Area award (2011)** for \$930,000. This initiative the entirety of the First Ward of Lackawanna and will create a well thought out master plan that addresses the abandoned and under-utilized properties. The BOA is currently in the final phase of Stage 3 of a multi-year process that is developing plans for the rebirth and redevelopment of five (5) targeted areas within the First Ward. These sites include the former Bethlehem Steel property along the Hamburg Turnpike and the Lackawanna Lake Erie Waterfront; portions of the east side of the Hamburg Turnpike; Ridge Road from the Hamburg Turnpike to the Ridge Road Bridge; the residential neighborhood to the South of Ridge Road; and the Steelwanna Industrial Park to the north of Ridge Road.
- **NYSERDA Cleaner Greener Communities Program (2013)** funding support in the amount of \$60,000 for to develop a **Comprehensive plan** to assess current conditions, set community goals and priorities, and recommendations for public policy changes to achieve these goals. The Plan is was adopted by the City Council on June 8, 2017.
- **Main Street New York (2011)** Building Renovation grant for \$200,00 with additional matching funds and private investment \$100,000 to support unified façade improvements and rehabilitation of second floor apartments in the Central Business District to enhance the downtown area and promote economic growth.
- **Ridge Road Reconstruction Project (2013)** was supported by \$359,960 in federal funds secured in the federal transportation bill (SAFETEA-LU); \$200,000 in federal Community Development Block Grant funds; and approximately \$250,000 paid by the City of Lackawanna. The work included resurfacing, select replacement of sidewalks and curbs as well as features to upgrade the infrastructure to meet ADA compliance. The improvements stretch .6 miles from South Park Avenue to the new Ridge Road Bridge.
- **Ridge Road Bridge Reconstruction** was jointly funded with over \$17.35 million in federal dollars and more than \$1.08 million from Lackawanna.
- **Ridge Road & South Park Avenue Resurfacing** funded by a \$2.5 M grant through the New York State Dormitory Authority (“DASNY”) in 2015 and 2016.
- **Local Waterfront Revitalization Program (2014)** – The City of Lackawanna received \$30,000 in funding for the state’s EPF program to update its LWRP (adopted in 1989). The amendment to the LWRP will include a review and inventory of existing waterfront conditions, update policies, identify appropriate proposed land and water uses, and revise local laws for implementation. Lackawanna has contracted with Wendel WD Architecture, Engineering, Surveying & Landscape Architecture, P.C. to prepare the LWRP. The steering committee has been formed and meetings scheduled.



- Bethlehem Shoreline Trail** - Erie County obtained a \$980,000 Transportation Alternatives Program grant from the NYS Department of Transportation to start the change of the façade of this former steel production property. This includes a **10 ft. wide, 8,000 ft. long multi-use pathway with green space that will extend along the west side of NYS Route 5 on the former Bethlehem Steel property.** It will originate from the existing trail at the Lackawanna/Buffalo municipal line and continue to the light signal at Dona Street. This section of the Shoreline trail will connect to the previously built Outer Harbor Shoreline Trail, to enable safe access for Erie County residents and visitors to recreational amenities including the proposed Buffalo Harbor State Park, Gallagher Beach, Tiffet Nature Preserve and the Times Beach Bird Sanctuary. Preliminary design has begun. It is anticipated that construction will begin in 2017.



- Erie County and the Botanical Gardens Society** has made many improvements to the facility to accommodate its renaissance and tremendous growth. In 2016, Erie County identified substantial funds to completely restore one of the historically significant greenhouses. Greenhouse 3 had been deteriorating over many years and is in desperate need of repair. Additionally, extensive renovations, that began April 27, 2015, will restore greenhouse 3 to its original beauty with modern features. This project, which was recently completed, includes the following exhibits: waterfall, koi pond, family of koi and new plant displays. The Erie County Executive recently announced his commitment to fund restoring sections of the historic houses at the Buffalo and Erie County Botanical Gardens by 2020

The investment for the above-referenced projects are evidence that the Lackawanna’s economic revitalization vision, including revitalization of the Central Business District, is consistent with the WNYRED’s **Strategy for Prosperity**. Lackawanna’s efforts are consistent with the **REDC’s Opportunity Agenda** that promotes a multipronged approach to removing the barriers to economic equality that exist in impoverished areas in WNY (see attachment 3.1 investment log). Additionally, the efforts support development pattern recommendations outlined in **One Region Forward**, regional land planning document, Erie County’s Initiatives for a Smart Economy, and Erie County’s Comprehensive Economic Development Strategy.

The Lackawanna’s CBD represents a mix of anchor institutions that represent potential for growth. Two of the City’s largest employers, Baker Victory Services and the Mercy OLV Health Campus (Mercy Nursing Facility & Family Care Center), are located directly in the project area (near the intersection of Ridge Road and South Park). Together, these agencies employ almost 1,500 people and provide services to thousands of children and families throughout the region. Only a portion of the employees reside in Lackawanna. Potential exists for encouraging out-of-area residents to relocate to Lackawanna. Also, Lackawanna has a high proportion of workers in the Health Care and Social Assistance industries that provide services to the region’s most vulnerable citizens. This industry offers great workforce potential for local residents who are currently unemployed or underemployed.



Lackawanna has an interesting history, due to its prominence in the booming industrial era, and contains a number of important regional assets located in and/or on the border of the **CBD** that are a testimony to this heritage. The **Our Lady of Victory Basilica** is the most prominent structure in Lackawanna and is a prestigious national shrine. Its prominence in the City has made Lackawanna closely identified with this treasure. This important historic resource receives thousands of visitors each year with an opportunity for greater tourism potential. Since 1986, the Our Lady of Victory parish and the Diocese of Buffalo have been working to secure the **canonization of Father Nelson Henry Baker**, a Roman Catholic priest and church administrator in

Lackawanna that helped to establish the “City of Charity,” an infant home, home for unwed mothers, a boys’ orphanage, a boys’ protector, a nurses home and a grade school and high school. Additionally, the Basilica’s close proximity to the Frederick Law **Olmstead designed Buffalo and Erie County Botanical Gardens and South Park** (located in the City of Buffalo at its border with Lackawanna), provides an opportunity to create and advance a strategy to capitalize on historic and cultural tourism that would benefit the **CBD**.

There are a significant number of community and public service assets located in the **CBD** that enhance the quality of life for local residents and provide opportunity for economic growth, including:

- **City of Lackawanna Municipal Facility and Police Department**
- **Lackawanna Public Library**, which is part of the Buffalo and Erie County Public Library System. The Library is a hub for after-school activity and has the physical space for and interest in expanding programming to include potential tutoring, music programs for teens, and job seeking supports. In addition to printed, audio visual materials, periodicals and computers, the Library also contains the old City directories and important records regarding Father Nelson Henry Baker. It also housed a local history and steel plant museum, in tribute to the region’s rich industrial heritage.
- **Our Lady of Victory Senior Neighborhood**, which offers Program of All Inclusive Care for the Elderly (PACE); LIFE Center; Mercy Nursing Facility at OLV; Assistance with Daily Living Activities; and Memory Café.
- **Baker Victory Services**, which offers programming such as: Residential Services; Service Coordination; Adaptive Equipment Lending Program; Preventive and Wraparound Services; Early Childhood Care; and Dental Care.
- **Our Lady of Victory Family Care Center**, operates as a department of Mercy Hospital and provides primary care, pediatric and nutrition counseling.
- **Vincent De Paul Society Food Pantry** collects and distributes food resources for area residents.
- **Memorial Field** – 4-acre facility on the north side of Ridge Road in the Second Ward, which hosts adult softball league games. Recreational facilities include softball fields with lighting, two tennis courts and passive open space.
- **Franklin Street Playground** – 5-acre facility located in the Second Ward, which features a large open area that can be used for field sports. Recreational facilities include a multi-use field and ball diamond, basketball court and a children’s play area.
- **Van Wyck Street Fields (B.O.Y.S. Association)** is a 14-acre park located in the residential area of the Second Ward within walking distance of the CBD. Facilities (maintained by the Association) include a baseball, field complex with six ball diamonds and a multi-use play field.

In addition to these assets, exists several vacant or underutilized properties within the CBD that have potential for redevelopment. In particular, numbers 4, 6, 7, 8, & 10 shown on the CBD map (*attachment 1.2*). Potential opportunities include park area and courtyard; development of mixed-use building; infill development; and excess parking.

Lackawanna has made significant upgrades to its infrastructure and built environment. The Lackawanna Community Development Corporation (the "LCDC") was organized in 1979 as a Not-For-Profit Corporation with a mission to promote economic development, reduce unemployment, retain and attract new industry, remove or repair blighted or substandard structures and to assist commercial development within the central business district. In 1989, the LCDC realized that it could not assist the City of Lackawanna without also addressing its ever-increasing housing needs, in 1990, the LCDC developed a sister not-for-profit corporation, the Lackawanna Housing Development Corporation (the "LHDC").

Since its inception, LCDC, with a blend of loans and grants from Federal, State, Local, and private investment, has been instrumental in the rehab of commercial structures; the creation of new industrial parks; the building of new industrial buildings; and the relocation/expansion of companies creating new jobs in Lackawanna. Through these efforts, Lackawanna's tax base and employment opportunities are once again on the increase.

Lackawanna's municipal and community leaders understand that attracting new investment will require public support and are fully committed to revitalization. Lackawanna is currently in the final process of updating its Comprehensive Master Plan that was developed in 2001 (the "Comp Plan"). The Comp Plan, which provides a vision for the future of the community and establish goals and objectives that guide future growth, will also contain a sustainability plan that will include opportunities for green infrastructure, energy resources and initiatives, and sustainability measures. The Comp Plan will also incorporate many of the New York State's Principles of Smart Growth to create a sustainable community.

The Comp Plan reflects the concerns and desires of residents and community stakeholders, and was created with significant public input. In the beginning of the process, Lackawanna established a Steering Committee that included broad representation from the community to oversee the development of the Comp Plan. The Steering Committee included representatives from Lackawanna Planning and Zoning boards, the LCDC, the Chamber of Commerce, the Lackawanna Recreation Department and local schools, business owners, as well as local citizens, who helped to ensure that the Comp Plan expresses a clear vision for Lackawanna. In conjunction with the Steering Committee, two public meetings were held to gather input from the community at large. The meetings were well attended with over 150 residents attending the meeting.

4) Recent or impending job growth. Describe how recent or impending job growth within, or in close proximity to, the downtown will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term.

The largest employers in Lackawanna are in the healthcare and social assistance industry with Baker Victory Services and Catholic Health employing approximately 1,500. There are approximately ten establishments in Lackawanna with more than 100 employees. Among the top 10 employers are two manufacturing companies that cater to the energy and the engineered wood products industries. Roughly half of the business establishments in Lackawanna have four or fewer employees (*see attachment 4.1 Economic Trends excerpts from the draft Comprehensive Plan (2016)*). Recent and pending projects in the Lackawanna's industrial and

commercial area will create more job opportunities for local residents, and encourage those employed within close proximity to consider residing in Lackawanna. Recent or pending projects include:

Employment Opportunity	Proximity (in miles) to Central Business District
Steelworks Industrial Park – 400,000 sq. ft. currently occupied – additional 1 million sq. ft. available	3.4 miles
Welded Tube – Canadian steel pipe company – estimated 120 jobs	3.4 miles
Cobey Inc. designs and manufactures piping package and auxiliary equipment for petrochemical, energy, oil & gas, and air separation industries	1.9 miles
Sonwill Distribution – logistics and transportation provider	1.6 miles
CertainTeed – North American Manufacturer of building materials for both commercial and residential construction	1.6 miles
Riverbend – home of Solar City with the potential for significant (1,500) job creation	2.9 miles
Bethlehem Steel Redevelopment Area – future industrial business park with potential for large and small users (estimated job creation – 800)	1.5 miles

The **Western New York Foreign Trade Zone Operators Inc.**, located in Lackawanna (within 1 mile of the CBD) is currently doubling its footprint. Although the \$1.7M project will only create 3 new jobs, expansion of the Foreign Trade Zone has potential to create ancillary economic opportunities. Approximately 70-80% of the WNYFTZ customers are Canadian firms utilizing the company’s services to distribute good in the U.S. marketplace. The expansion will accommodate the increase in Foreign Trade Zone business.

The above-referenced companies have the potential to create employment opportunities for various skill levels, including laborers, administrative support and those with professional/technical skills in advanced manufacturing. Additionally, the Bethlehem Redevelopment Area (1,250 acres of land currently in 3rd Stage of the BOA Plan) also offers potential for large amounts of land for new industries and business. The site is a prime location for new industrial development - attributes of the site include, internal sea port with connections to rail services and easy access to the interstate system. Recently, the relocation of two miles of track has opened up 400 acres of near-term land for redevelopment.

To fill the thousands of jobs that are anticipated over the next few years, it will be necessary to recruit from within and outside of the Western New York region. Through the Comprehensive Planning process, Lackawanna is embracing a transition to a sustainable 21st Century community focused on redevelopment, while building upon the diversity of activities, places and people, which is reflected in a new plan of action and community re-branding campaign: **“About FACE” (Food, Art, Culture, and Entertainment).**

Lackawanna is poised to become a model city for the future and a desirable place to live, work, play, and raise a family. It will be a new and sustainable city, with a focus on recycling large areas of brownfield and waterfront property. With DRI funding and technical assistance, Lackawanna will encourage transit oriented development and offer a unique lakefront identity that is a symbol of renewal. The once isolated waterfront of Lackawanna will be an anchor linked to the CBD with an inviting Ridge Road designed to accommodate vehicle traffic together with pedestrian and bicyclists.

Community renewal must include an action plan for the following initiatives necessary to long-term revitalization:

- Strengthen and diversify the economic base and support local opportunities for employment and business development;
- Support entrepreneurship opportunities for women and minorities;
- Reinforce the CBD as a local and regional destination that supports a diversity of uses;
- Create a community that is mobile, linked and accessible;
- Capture the regional potential of the Hamburg Turnpike, creating opportunities for large retail uses;
- Work toward a more positive image for Lackawanna through place-making strategies that strengthen the physical appearance of the build environment of the community, change negative perceptions and set the stage for new investment; and
- Work to improve the residential neighborhood in the First and Second Wards to establish as an affordable and desirable place where people want to live work and play.

5) Attractiveness of physical environment. Identify the properties or characteristics that the downtown possesses that contribute, or could contribute if enhanced, to the attractiveness and livability of the downtown for a diverse population of varying ages, income, gender identity, ability, mobility, and cultural background. Consider, for example, the presence of developable mixed-use spaces, varied housing types at different levels of affordability, walkability and bikeability, healthy and affordable food markets, and public parks and gathering spaces.

Lackawanna’s **CBD** has tremendous potential to become a successful and vibrant public realm. The area has benefited from recent infrastructure improvements and is broadband accessible. The **CBD** has a balance of housing, offices, public services, shopping, entertainment and cultural facilities. The **CBD** is located in the center of Lackawanna and with targeted investment and local commitment, could serve as the connection between the four distinctive Wards that make up Lackawanna. The **CBD** is highly visible and easily accessed by the major arterials – Ridge Road and South Park. The unique amenities located in the CBD include:

- **Recreational amenities** such as Memorial Field, a 4-acre facility with softball fields, lighting, tennis courts and passive open space; and Ridge Road trail that links the CBD to the historic Olmsted designed South Park.
- **Access to Health Care facilities**, including the Our Lady of Victory Family Care Center/Senior Living Center and Baker Victory Services.
- **Regional Cultural and Entertainment amenities** including, historic Holy Cross Cemetery, OLV Basilica, Buffalo and Erie County Botanical Gardens, Lackawanna Public Library & Steel Plant Museum, and Curly’s Restaurant & Banquet Center, a popular eatery in the region that offers meals cooked from scratch, including gluten free and vegetarian options.



The **CBD** has several unutilized or underutilized mixed-use spaces that present opportunities for redevelopment (*attachment 5.2 CBD underutilized property list*). Potential redevelopment sites exist on the

south west corner of Ridge Road and South Park as well as the north-west corner of Ridge and South Park. An estimated 38% of commercial and residential properties in the CBD are vacant or underutilized. Potential redevelopment and infill development sites are noted on the Lackawanna CBD concept plan (*attachment 1.2*). Specifically, numbers 4, 6, 7, 9, and 10 show areas where there are potential CBD opportunities.

The CBD is surrounded by a densely populated residential neighborhood. The Second Ward is comprised of a compact area of single-family or two-family dwellings that are located on urban lots ranging between 25 and 40 feet in width. Also included in the Second Ward are the Parkview Towers (located on the north side of Ridge Road), a 94-unit apartment complex managed by the Lackawanna Municipal Housing Authority, and four mobile home parks located in the south end of Lackawanna near its border with the Village of Blasdell. A recent review of the Western New York Multiple Listing Service (MLS) revealed 10 local residential properties for sale as listed by a real estate agent. The 10 properties ranged in price from a high of \$233,000 for a new build on the Love Terrace subdivision off of Martin Road in the Fourth Ward, to a low of \$38,900 for a fixer-upper located in the Second Ward. An estimated 12% of Lackawanna’s housing stock is vacant, for various reasons, which presents an opportunity for residential redevelopment. Lackawanna has encouraged infill development and rehabilitation.

In March 2017, Lackawanna was awarded the accolade of **“healthiest housing market in New York State,”** by SmartAsset, a financial technology company. The company, which has published an annual Healthy Housing Markets Study for three years running, bases its ranking on such factors as the average number of years residents spend in their homes, home values, the ease of sale and the cost of home ownership.

In addition to the significant public investment referenced in question # 3, the following is a list of recent private investments in the CBD:

- **Mess Hall Restaurant:** \$195,000 to renovate 717 Ridge Road, a destination eatery which is owned and operated by the owners of the successful Mulberry’s Italian Ristorante, located in the Bethlehem Park neighborhood.
- **Ice House Pub:** \$200,000 investment for the acquisition and restoration of the former Cherry Stone Grille located at 715 Ridge Road.
- **Curly’s Restaurant:** \$150,000 investment and upgrades to this regional destination eatery located at 647 Ridge Road.



Mess Hall Restaurant



Curly's Restaurant

A 2014 Community Report of Lackawanna, conducted as part of a collaborative effort between the University at Buffalo Regional Institute and the Mobile Safety-Net Team established by the John R. Oishei Foundation, identified the following community strengths:

- Residents describe Lackawanna as a friendly, tight-knit community.
- The Lackawanna Public Library is an important community resource.
- Lackawanna has a high quality senior citizen center.
- The Parent and Family Resource Center at Martin Road Elementary provides information and referrals on needed services.
- ACCESS of WNY provides another portal to assistance for the Arab American community in Lackawanna.
- Our Lady of Victory Basilica, Olmsted's South Park and the Buffalo Erie County Botanical Gardens offer Lackawanna untapped opportunity to build a visitor based economy while providing unique amenities to residents.
- Catholic Health's LIFE program provides all-inclusive services for seniors.
- Lackawanna residents enjoy a relatively low cost of living.

Among the "gaps in services" identified in the Safety-Net report, were the lack of a full-service grocery store or supermarket. Major supermarket chains like Tops and Wegmans have stores within a ten-minute drive, but the trip is much longer by bus, bike or foot. The only food offering within Lackawanna are much smaller scale convenient stores with typically higher prices, lower quality and smaller selection. Several food pantries work to fill the gaps, but the lack of a grocery store remains an impediment to revitalization. If funded, establishing a healthy and affordable market in the CBD would be a priority project. Additionally, establishing a quality youth center, offering a variety of recreation and character building activities would enhance Lackawanna and help prepare the area youth for higher education and workforce opportunities.

Lackawanna has the capability to develop a multi-model transportation system to serve its residents and help attract young professionals. The recent improvements to South Park Avenue, Ridge Road and Ridge Road Bridge improved the safety for travel by car, bus and walking. Public Transit services in Lackawanna are provided by the Niagara Frontier Transportation Authority (NFTA), which offers three bus lines that service the community. These routes are summarized as follows:

- **Route 14 – Abbott:** This route operates on Monday through Friday between downtown Buffalo and Erie Community College South Campus in Orchard Park. There is a central stop at Ridge Road and Abbott, with additional stops along Abbott Road to the north and south of Ridge Road.
- **Route 16 – South Park:** This route operates Monday through Saturday between downtown Buffalo and McKinley Mall in Hamburg. Limited service is offered on Saturday, Sunday and holidays. It has one prime stop in Lackawanna at Ridge Road and South Park Avenue (in the CBD), with numerous additional stops along Electric Avenue, south of Ridge Road and South Park Avenue, north of Ridge Road.
- **Route 36 – Hamburg:** This route operates Monday through Friday between the Village of Hamburg and downtown Buffalo. Limited service is also provided on Saturday; there is no service on Sunday. Buses travel along South Park Avenue to the Victory Transit Center, on South Park (at Baker Alley in the CBD), and then along Ridge Road to Furhmann Blvd. and on into Buffalo via Ohio Street.
- **Route 42 – Lackawanna:** This route provides service between Southgate Plaza in West Seneca and Odell Street, at NYS Route 5 in Lackawanna. It runs along Ridge Road, following Steelawanna Avenue to Odell Street. Buses operate Monday through Friday, stopping at Lackawanna Victory Transit Center, on

South Park Avenue (at Baker Alley) in Lackawanna, as well as numerous other locations along Ridge Road and Steelawanna Avenue.

There are various trail (walking and biking) projects currently in development for Lackawanna, including:

- **Bethlehem Shoreline Trail**, which will develop a 10 ft. wide, 8,000 ft. long multi-use pathway with green space that will extend along the west side of NYS Route 5 on the former Bethlehem Steel property; and
- **The Erie County Regional Bikeway Network**, as mapped in the GBNRTC 2008 Bicycles and Pedestrian Master Plan, includes a proposal for the development of a multi-use trail along the main branch of **Smokes Creek**. This is a proposal for an off-road trail that would extend along the creek corridor from Ridge Road and on into the Town of West Seneca.

While the above-referenced projects may eventually connect to the CBD, they are currently located outside the CBD. The project area on South Park and Ridge Road has adequate sidewalks to encourage walking; however, the CBD requires additional infrastructure to accommodate bicycles. Currently, bicycles must share the road with vehicular traffic, which is not deemed safe at this time.

There is an existing trail that links the CBD on Ridge Road (near the Railroad Bridge) to historic Olmsted Park and Botanical Gardens to the north of Ridge Road. Lackawanna's Comp Plan (2016) offers recommendations and implementation steps for developing a Complete Streets Program. This goal, which was developed with significant public input, is given "high priority" within the Comp Plan. The, Downtown Revitalization goal, which includes recommendations to: develop a Downtown Revitalization Plan; implement plan strategies; and construct public realm improvements to support commercial revitalization, are also given a high priority within the Comp Plan.

6) Quality of Life policies. Articulate the policies in place that increase the livability and quality of life of the downtown. Examples include the use of local land banks, modern zoning codes, comprehensive plans, complete streets plans, transit-oriented development, non-discrimination laws, age-friendly policies, and a downtown management structure. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.

Lackawanna, in partnership with LCDC, LHDC and Erie County have solely and jointly sought and obtained funding for various community improvements. The goal of these projects (referenced in question #3) are focused on environmental remediation; enhancements to the built environment; foster economic development; and efforts to increase livability and improve the quality of life for residents. Within the last five years, Lackawanna has embarked on the following projects as a means to achieve its goals:

- **Brownfield Opportunity Area** to develop programs, designs and strategies for the redevelopment of the First Ward is currently in Stage 3 (implementation strategy). The Bethlehem Redevelopment Area offers the potential for large amounts of land for new industry and business, which will enhance economic opportunity for local residents.



- **Main Street New York (2011)** Building Renovation funds to unify façade improvements and rehabilitation of second floor apartments in the CBD to make the properties code compliant, enhancing the downtown area and promoting economic growth.

- **Partner with the Buffalo Erie Niagara Land Improvement Corporation (BENLIC):** created in 2014 as a 501 C3 Not for Profit Corporation and Public Authority of New York State designed specifically to address the inventory of problem properties discarded or undervalued by the private market. Lackawanna provided the first residential rehab project that was completed and sold to a new home owner. Since that time, the City has been working with BENLIC to address the vacant housing units (estimated at 12%) in Lackawanna. Lackawanna is listed in BENLIC’s Strategic Plan 2016-2018, as an area of geographic focus.
- **Partner with LISC to participate in the state’s Zombie Remediation and Prevention Initiative:** \$100,000 in grant funds will bolster the community’s capacity for housing code enforcement, tracking and monitoring vacant properties and legal enforcement. The grant will also develop a program to help homeowners avoid foreclosure.
- **Local Waterfront Revitalization Program** plan is currently underway - the amendment to the LWRP (1989) will include a review and inventory of existing waterfront conditions, update policies, identify appropriate proposed land and water uses, and revise local laws for implementation.
- **Participate in the Mobile Safety-Net Team Initiative**, which conducted significant public outreach and resulted in a report with specific recommendations to strengthen the safety net in Lackawanna for residents who are struggling with issues related to poverty.
- **Update Comprehensive Plan** to assess current conditions, set community goals and priorities, and recommendations for public policy changes to achieve these goals.

Attachment 6.1 provides executive summaries for the BOA, LWRP and Comp. Plan.

Lackawanna is committed to community revitalization and understands that such efforts will require creating and implementing policies that increase livability and enhance quality of life. In 2015, Lackawanna passed the following ordinances intended to support business and mixed-use development within the CBD:

- **485-a Real Property Tax Exemption** – utilized to incentivize the creation of mixed-use development throughout the CBD.
- **Chapter 194-33 Sidewalk Cafes** – to allow restaurants within the CBD to provide dining within the sidewalk area in front of their establishment.

- **Chapter 88** – amends the previous business registration ordinance to provide greater clarity regarding City of Lackawanna Codes.
- **Chapter 230 Zoning Articles III & District Regulations Section 230-12 Central Business District** – a review of these existing codes is currently underway and will offer suggestions for more workable and user-friendly ordinance.

In 2013, Lackawanna was awarded funding from the NYSERDA Cleaner Greener Communities Program to update its Comprehensive Plan to support a more vibrant, healthy and sustainable community. The selected consultant began the necessary elements of the comprehensive planning process in 2015, including a continuous and effective public participation program. The draft Comprehensive Plan was submitted to the Council for review and revisions. The Lackawanna City Council adopted the Plan by formal resolution on June 6, 2017. The Comprehensive Plan contains specific recommendations and implementation steps, as well additional information. The priority recommendations include:

- Organization for formalizing the Plan
- Develop Community Outreach Program
- Complete Current Planning Initiatives (BOA, LWRP)
- Zoning Updates
- Develop Complete Streets Program
- Preserve Historic Resources
- Downtown Revitalization
- Park Development
- Attract Business to Increase Tax Base
- Neighborhood Redevelopment
- Trail Network Development
- Transportation Improvements
- Develop a Community Center
- Improve Community Services
- Sanitary Sewer Repair

(See attachment 6.2 Comprehensive Plan Goals, Recommendations and Implementation Matrix)

The Comprehensive Plan also includes an Environmental Framework section that provides the following:

- **Opportunities for Green Infrastructure**
- **Energy Resource Initiatives**
- **Sustainability Measures**

Under the direction of Drew Shapiro, Lackawanna Development Director, the Comprehensive Plan Steering Committee will transition into a task force to guide the implementation of the Comp Plan. The Task Force will meet on a regular basis and quarterly progress reports will be given to the City Council to share the progress with local residents at public meetings.

7) Support for the local vision. Describe the public participation and engagement process conducted to support the DRI application, and the support of local leaders and stakeholders for pursuing a vision of downtown revitalization. Describe the commitment among local leaders and stakeholders to preparing and

implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a local DRI Planning Committee to oversee the plan.

Each of the City of Lackawanna’s recent and ongoing planning documents (Brownfield Opportunity Area Study, Comprehensive Plan, Local Waterfront Revitalization Plan (LWRP) were created with significant public input. Planning consultants utilized various methods to work with the City and engage the Steering Committee, key stakeholders and the general public, including:

- **First Ward Brownfield Opportunity Area Nomination Study (2012):** project kick-off meeting; one-on-one small group (elected officials, landowners/developers, community leaders, neighborhood groups) interviews; three (3) steering committee meetings; and two (2) public open house events. Step 2 & 3 of the BOA have also included a public input program.
- **Comprehensive Plan Update (2016):** public process spanned from June 2015 to February 2016 and included numerous steering committee meetings; two (2) public visioning workshops; and distribution of a community survey. The Plan was formally adopted by the Lackawanna City Council on June 6, 2017.
- **LWRP – update (in progress):** consultants held the kick-off steering committee on April 20th and the second meeting is scheduled for June 15, 2017.

The continuous and extensive public process over the last five years has resulted in a list of goals and recommendations (*see attachment 6.2 Comprehensive Plan Goals, Recommendations and Implementation Matrix*) for downtown/community revitalization that directly influenced the near-term projects identified in the “Readiness” section of this application.

The projects proposed (#8 -Readiness) in Lackawanna’s DRI application are consistent with recent regional planning document – these plans were also developed with significant public input and reflect the collective goals of the region, including:

- **WNY REDC Strategy for Prosperity:** projects are consistent with Smart Growth and Fostering a Culture for Entrepreneurship.
- **Buffalo Niagara’s Strategic Plan for Prosperity (Buffalo Billion Phase I & II):** Revitalization and Smart Growth.
- **One Region Forward:** create a thriving economy through efficient land use; Connect Our Places by Expanding and Diversifying Our Transportation Options; Provide Housing Choices in Neighborhoods that are Great Places to Live; and Strengthen Our Food Systems for a Healthier Population and Economy.
- **Erie County Initiative for a Smart Economy 2.0 (2017):** section 4.1.1 Bethlehem Steel Redevelopment, 4.1.2 Net Zero Energy Manufacturing Building, 4.2 Brownfield & Vacant Property Redevelopment, 4.3.2 Lackawanna Wastewater Sewer Plant, 4.7 Bi-National Logistics & International Trade, 4.7.2 Foreign Trade Zone, 4.9.1 Buffalo & Erie County Botanical Gardens, and 5.2.6a Shoreline Trail: Hamburg & Lackawanna Section
- **Greater Buffalo Niagara Region Transportation Council – 2030 Long Range Transportation Plan:** create an economically healthy region; create an environmentally healthy region; reverse current economic land use, social and demographic trends; and promote growth in areas with infrastructure.

Due to the existing recently developed public vision for downtown and the tight turnaround time for the DRI application (6/14/17), the City of Lackawanna did not conduct a public meeting specific to the 2017 DRI application. However; the City did engage with community stakeholders regarding the DRI submission and the following stakeholders have provided letters of support to demonstrate their commitment to Lackawanna's Downtown Revitalization efforts:

- Hon. Geoffrey Szymanski
- Erie County Executive Mark Poloncarz
- Director of Development Drew Shapiro
- Hon. Brian Higgins, Member of Congress
- City of Lackawanna Council
- Hon. Timothy M. Kennedy, NYS Senator
- Hon. Michael P. Kearns, NYS Assembly
- Lackawanna Community Development Corporation & Lackawanna Housing Development Corporation
- Lackawanna Chamber of Commerce
- Our Lady of Victory Basilica & National Shrine
- Our Lady of Victory Homes of Charity
- Buffalo & Erie County Botanical Gardens
- ACCESS Western New York
- Mulberry Italian Ristorante
- Ice House Pub

(Letters included as attachment 7.2)

Mr. Drew Shapiro, Lackawanna Development Director, is the City's point person for the Downtown Revitalization Initiative. Mr. Shapiro has 20 years of experience in developing and implementing community planning initiatives throughout Western New York including: recent activities in Lackawanna including implementing Brownfield Opportunity Area Plan, Comprehensive Plan and Local Waterfront Revitalization Plan. *(See attachment 7.1 Scope of Work and Planning Team Outline and 7.2 letter of credentials)*

8) Readiness: Describe opportunities to build on the strengths described above, including a range of transformative projects that will be ready for implementation with an infusion of DRI funds within the first one to two years (depending on the scope and complexity of the project) and which may leverage DRI funding with private investment or other funds. Such projects could address economic development, transportation, housing, and community development needs. While such projects should have demonstrated public support, it is recognized that projects will ultimately be vetted by the Local Planning Committee and the State. Explain how the majority of projects proposed for DRI funding demonstrate their readiness for implementation.

Click here to enter text. City municipal leaders and community stakeholders realize that revitalization is a long-term mission that requires persistent change to the systems and policies that help to drive continuous improvements. Lackawanna has recently completed various community planning documents that lay the framework for more systematic change with the goal of lasting results. Collectively, these planning documents contain goals and recommendations based on a vigorous planning process and significant public input.

The principles and concepts reflected in the local planning documents are consistent with the goals of the Western New York Regional Economic Development Council’s Framework for Regional Growth (REDC Plan) and the Downtown Revitalization Initiative (DRI). Specifically, Lackawanna’s proposed DRI projects will elevate and impact the following strategies and principles:

- **Implement Smart Growth:** Revitalization of Lackawanna’s CBD is targeted toward improvements to existing infrastructure and repurposing vacant and/or underutilized properties. Proposed improvements will encourage reinvestment in the CBD that will attract growth and strengthen the community’s sense of place – planned growth that integrates economic development and job creation with community quality of life by preserving and improving the built and natural environment.
- **Fostering a Culture of Entrepreneurship:** Lackawanna’s CBD benefits from a concentration of unique cultural attractions, proximity to an abundance of regional assets, strong residential housing market, access to services and affordability, which creates an opportunity for entrepreneurship. The City will utilize various economic development techniques/tools to redevelop vacant/underutilized properties for commercial use.
- **Opportunity Agenda:** Lackawanna is considered a low-to-moderate income community – the City’s median income is considerably lower than that of the County and the State. The Census Tracts surrounding the former Bethlehem Steel Site, referred to as the First Ward, are considered distressed, with the unemployment rate estimated at 10 percent and a 50% minority population. Proposed DRI projects will help create employment opportunities and enhance the quality of life for all City residents.
- **Improve Region’s Image:** Although the City of Lackawanna played a significant role in the development of the region as an industrial powerhouse, for the past 35 years, the former Bethlehem Steel Property has symbolized the region’s heavy industrial decline and has been a blighting influence on Lackawanna and the Buffalo Niagara region in general. This property also created a barrier for Lackawanna residents to access waterfront amenities. Revitalization of the CBD and simultaneous redevelopment of the Bethlehem Steel site will provide economic opportunity for a more diversified and resilient future.

If awarded the DRI, development of the downtown Strategic Investment Plan (SIP) will help identify catalytic projects; however, the City has identified a range of key projects that are ready for investment:

1. Develop Complete Streets Program

Lackawanna currently has no provision for complete streets, which is a statewide initiative to make communities safer, calm traffic and reduce reliance on automobile transportation. The benefits of Complete Streets design include: promoting multi-modal transportation; reducing traffic congestion and auto-related air pollution. Complete Streets improves safety to promote increased walking and biking, and reduce automobile traffic, specifically by residents living near the project area.

Other commercial uses line the major transportation corridors in the City, including South Park Avenue, Abbott Road and Ridge Road, and to a lesser extent, Electric Avenue. Some commercial areas, particularly Ridge Road (in the First Ward) and South Park Avenue, have experienced business closures during the past few decades, reducing the variety of retail establishments available to residents.

If supported by the SIP, DRI funds would support the design and implementation of a complete streets program in the CBD as follows:

Implementation Steps	Key Partners	Potential Resources
Adopt a Complete Streets Ordinance	City Council (CC)	NA
Retain Design Consultant	CC	DRI
Develop Street Design	DPW, NYSDOT, Consultant	DRI

Prioritize street improvements with the Ridge Road/South Park CBD area as priority	Strategic Investment Plan (SIP) team, consultant	NA
Adopt Complete Street Ordinance	CC	NA
Construct Improvements in the CBD, specifically the Ridge Road/South Park intersection and the Ridge/Center intersection	DPW, ECDPW, NYSDOT	NYSDOT, USDOT

This project is directly related to the following Goals and Objectives in the City’s Comprehensive Plan:

Goal B – To Improve Commercial Corridors with Mixed-Use Opportunities and Streetscapes

1. Improve the quality and character of all commercial areas
2. Develop complete streets that encourage safe pedestrian and bicycle circulation

Goal C – To Create a Community that is Mobile, Linked and Accessible

1. Develop a hierarchy of streetscapes to enhance community character and neighborhood identity
2. Improve all modes of transportation and inter-modal opportunities in safe and enjoyable environments
3. Improve the connections between commercial areas attracting residents and visitors
5. Institute access management requirements along major roadways, where appropriate
6. Prioritize and address sidewalk repair

Goal F – To Develop the Central Business District and Waterfront as Visitor Attractions in a Growing Tourism Economy

4. Improve the visual appearance, character and brand of the community
5. Enhance economic development and tourism through economic enhancements

Goal G – To Employ Modern Urban Design in Building a New Community

1. Promote safe, attractive and inviting residential neighborhoods
4. Adopt a regional approach for environmental sustainability and governance with surrounding communities and agencies

2. Enhancements to Memorial Field Recreation Space

One measure of the quality of life in any community is the availability of recreational amenities and opportunities for residents. This includes pocket parks and playgrounds, neighborhood parks, athletic playfields, and sports stadiums, as well as indoor recreational amenities.

Memorial Field (*parcel #8 on the Downtown Business District Map in attachment 1.2*) is a 4-acre City owned and operated facility located on north side of Ridge Road in the Second Ward. The field hosts adult softball league games. The park also serves as a gateway to South Park for City residents. Recreational facilities include softball fields with lighting, two tennis courts and passive open space.

Memorial Field is in a prime location within the CBD and is located next door to the Lackawanna Library – a cultural attraction in the CBD. When a recreational space is so defined, like a baseball field, it suggests only one use for the space, which may discourage others to occupy the park. While much of Memorial Field is dedicated to active recreation, there is opportunity to create an interesting outdoor pedestrian environment in the south-east corner of the property.



The park is positioned in such a way that it acts as the western entrance to the downtown area of Lackawanna, and one of the entrances to the Olmstead Parks system. The site, identified as lot #8 has potential to blend the recreational use of the park, to the commercial revitalization of Lackawanna’s downtown. Within this area (shaded in green) there are many opportunities for public engagement and interaction, as well as opportunities for green development.

If supported by the SIP, DRI funds would support improvements to provide a year-round cultural and recreational attraction. The field could provide a venue for a farmer’s market; showcase for craft/art/music local talent; and community gatherings and special events. Specific recommendations for improvements include:

- **Pavilion:** Construction of a multi-season pavilion that could house a variety of recreational and cultural activities in fair weather and an ice rink during the winter months when the park is virtually unused. This project will expand the recreation opportunities for neighbors and visitors and also create foot-traffic critical to local businesses in the CBD.
- **Ice Rink:** Construct an ice rink during the winter months to expand recreational opportunities at the Field and help to create a vibrant year-round CDD.
- **Concession Stand:** Construct small concession stand for skate rental and refreshments. The concession stand could potentially be operated by a local not-for-profit.
- **Playground:** Construct small play area for children and families to serve the densely populated neighborhood in the First and Second Ward.
- **Connectivity:** Construct walking path to connect the Field to the botanical gardens and library/museum.

- **Landscape:** Construct a native species habitat garden and conduct integration and education to augment and compliment the Botanical Gardens. This garden will also provide natural drainage for the area.

(see Memorial Field Improvement Project Concept Plan in attachments 8.2)

Although on a much larger scale than the City of Lackawanna, an example of a similar concept would be the **Rochester Public Market**, which has served the community at its 280 N. Union Street site since 1905. Bargains and local goodness abound Tuesday, Thursday and Saturday, 52 weeks a year. Vendors--over 300 on busiest Saturdays--offer **local produce**, meats and seafood, eggs and dairy products, ethnic delicacies, prepared foods, specialty items, general merchandise, and so much more. In addition, an array of independent local businesses--cafes, food stands, coffee shops, florists, specialty food purveyors, breweries, and more--can be found on Market grounds and in the surrounding area.



Rochester
Public
Market

This project is directly related to the following Goals and Objectives in the City's Comprehensive Plan:

Goal A – To Beautify the Community, Creating an Enhanced Sense of Place and Identity

3. Preserve the identity of distinct neighborhoods within the community
4. Promote diversity in land use

Goal F – To Develop the Central Business District and Waterfront as Visitor Attractions in a Growing Tourism Economy

1. Enhance Lackawanna's opportunities as a visitor destination with improved amenities and services
2. Interpret and build on the unique and multi-faceted social and natural history of the city
4. Improve the visual appearance, character and brand of the community
5. Enhance economic development and tourism through economic enhancements

Goal H – To Improve the Linkages between the Waterfront, Parks and Open Spaces

2. Establish parks, trails and open spaces to serve residential and commercial neighborhoods

3. Increase and improve access to active and passive recreation areas including the waterfront, South Park and neighborhood parks
5. Incorporate institutional greenspace into the parks and open space system with trails and public amenities

Potential funding sources include: EPF – Parks program, CDBG, Corporate Giving, and Private Foundation (KaBoom).

3. **Central Business District Revitalization**

The City’s Central Business District (CBD) surrounds the intersection of South Park Avenue and Ridge Road. City Hall. Anchors such as Our Lady of Victory Basilica and Baker Victory Services are the primary land uses located within this area. Most commercial and retail development in the City has moved away from the CBD over the years, locating along the major transportation routes, including Abbott Road to the east, southern portions of South Park Avenue, Ridge Road (west and east of the CBD) and the east side of the Hamburg Turnpike (NYS Route 5). The decline in the City over the past decades has reduced the commercial core and availability of retail and other services to the residents. In particular, Ridge Road has experienced high levels of vacancy along what was historically the City’s primary commercial corridor.

A revitalized central business district will highlight the City’s heritage, offer a brand that identifies the community personality and scale with appropriate small-scale shopping and restaurants integrated around the iconic Our Lady of Victory Basilica that is a symbol of charity and the spirit of giving. Enhanced commercial corridors will offer goods and services in attractive commercial and mixed-use walkable areas.

If aligned with the strategic investment plan, DRI funds would be utilized for the following improvements:

- **BID:** Examine the idea of establishing a Business Improvement District (BID) to improve the identity and character; beautify the downtown core; and improve economic development opportunities for the CBD
- **Develop Marketing/Branding/Wayfinding Strategy:** The Plan will strengthen the CBD identity and visibility. This plan will be directed at attracting specific commercial users, based on community need, to purchase/renovate/locate existing vacant or underutilized properties
- **Streetscape Improvements:** Construct public realm improvements within the CBD to help create a sense of vibrancy that will attract investment. Specific improvements include:

○



○ **Sidewalks:** Repair and or replace the sidewalk in the CBD – include accent paving to improve the aesthetics and provide community character.

○ **Street trees:** In addition to being aesthetically pleasing, properly place street trees create safer walking conditions for pedestrians; improve business; require less drainage infrastructure; provide protection from the elements; and reduce harmful emissions.

○ **Gateway and entrance features:** Gateways define the edge and entryways into a city and create a theme or

signature element to notify travelers of this change. Gateway elements identify key entries into the city, convey a sense of identity for the community, and provide information to the public. The gateway, properly placed, will reflect the character of the community.

- **Public art:** The City currently host the annual “Arts on Ridge” event to showcase the talents of local artists. During this event, the public can view and purchase artwork, which is featured in local businesses. With DRI funds the City will enhance public art initiatives by establishing a policy for size and scope of art to be displayed. The initiative will also consider setting aside BID funding for public art; encourage community participation in the public art process through engagement of the public; providing support systems for local artists; promote community identity for Lackawanna’s history and neighborhoods; celebrating Lackawanna’s unique character, history and diversity through a broad range of public art projects; coordinate with community partners (i.e. Botanical Gardens) to use public art to animate the City’s public spaces; and promote the economic vitality of the City by using public art to brand Lackawanna as a destination for cultural tourism.
- **Street lights:** Lighting improvements in the project area to improve aesthetes and safety. Consider LED lighting to encourage sustainable practices and reduce cost of operation.
- **Street furniture:** Purchase and install benches, bike racks, signs and receptacles that improve the aesthetic quality and functionality of the streetscape to increase foot traffic and encourage increased business.

This project is directly related to the following Goals and Objectives in the City’s Comprehensive Plan:

Goal A – To Beautify the Community, Creating an Enhanced Sense of Place and Identity

2. Improve the quality of new and renovated buildings
3. Preserve the identity of distinct neighborhoods within the community
4. Promote diversity in land use
5. Promote mixed-use districts and appropriate design guidelines
6. Promote the preservation of heritage buildings

Goal B – To Improve Commercial Corridors with Mixed-Use Opportunities and Streetscapes

1. Improve the quality and character of all commercial areas
4. Strengthen the design character and quality of residential, industrial and commercial areas

Goal E – To Diversify and Grow the Economy, Offering Entrepreneurial Opportunities

2. Offer a variety of incentive programs for various economic and entrepreneurial opportunities

Goal F – To Develop the Central Business District and Waterfront as Visitor Attractions in a Growing Tourism Economy

1. Enhance Lackawanna’s opportunities as a visitor destination with improved amenities and services
2. Interpret and build on the unique and multi-faceted social and natural history of the city
4. Improve the visual appearance, character and brand of the community

Potential sources of funding: *Main Street New York, CDBG, Rural Development, and National Grid.*

4. Downtown Business District Pedestrian Connection Improvement

The City desires to improve connectivity between the CBD and its unique cultural assets. Currently, there is a pathway located alongside the municipal parking area (*identified as #5 on attachment 1.2*) that connects Ridge Road to Nason Parkway, near the entrance to Olmstead South Park and Buffalo & Erie County Botanical

Gardens. Although the pathway provides an alternative access route, it is currently underutilized because it lacks the appeal and amenities that provide for a safe and pleasant connection.

The redevelopment of the existing public access pathway that connects Ridge Road to Nason Parkway is a priority for the City. A safe and aesthetically pleasing pathway will improve connectivity between community assets and the CBD, providing an alternative route into the business district. (See Attachment 8.4 Pedestrian Connection Concept Rendering)

If funded, DRI funds could be utilized for the following improvements to the access pathway:

- **Buffer:** Construct a stone ½ wall and or landscaping to provide an aesthetically pleasing buffer between the pathway and adjoining properties.
- **Stamped Concrete:** Replace current sidewalks with accent paving to improve aesthetics.
- **Street lights:** Add lighting along the pathway to improve aesthetics and safety. Consider LED lighting to encourage sustainable practices and reduce cost of operation.
- **Street furniture:** Purchase and install benches and receptacles that improve the aesthetic quality and functionality of the pathway to increase foot traffic and encourage increased business.
- **Gateway and entrance features:** Add a gateways to define the entryway to the path and create a theme or signature element to notify travelers of this change.

This project is directly related to the following Goals and Objectives in the City’s Comprehensive Plan:

Goal A – To Beautify the Community, Creating an Enhanced Sense of Place and Identity

3. Preserve the identity of distinct neighborhoods within the community
4. Promote diversity in land use
6. Promote the preservation of heritage buildings

Goal B – To Improve Commercial Corridors with Mixed-Use Opportunities and Streetscapes

1. Improve the quality and character of all commercial areas
4. Strengthen the design character and quality of residential, industrial and commercial areas

Goal F – To Develop the Central Business District and Waterfront as Visitor Attractions in a Growing Tourism Economy

1. Enhance Lackawanna’s opportunities as a visitor destination with improved amenities and services
2. Interpret and build on the unique and multi-faceted social and natural history of the city
4. Improve the visual appearance, character and brand of the community

Potential sources of funding: Main Street New York, EPF Parks/Trail Program, CDBG.

5. Vacant Parcel Mixed-Use Development

The City of Lackawanna’s Central Business District has benefited from significant investment (outlined in section 3 – Past Investment, future investment potential). The wide range of investments in the project area have begun to pay dividends. Within the last year, private investment has resulted in several new businesses occupying vacant or underutilized commercial space, including three (3) new restaurants and a martial-arts studio. While there has been incremental investment in the CBD over the last five (5) years, deficiencies still exist.

Currently, there is only one (1) full service super market in the City, located in the Abbott Road Plaza. Due to inadequate public transportation services access for some residents located in Ward 1 & 2, this represents difficulty accessing fresh food and produce. Residents must travel to other communities, primarily the Town of West Seneca, to shop. Food pantries fill gaps, as do smaller scale convenience stores; however, neither option can meet the needs of the community. The comprehensive planning public process revealed that only 15.4% of participants agreed that there is adequate shopping for basic goods and services in Lackawanna. An overwhelming 89.9% of participants agreed that Lackawanna's central business district should be a hub for the community with offices, shopping and dining destinations.

As referenced on the Lackawanna Central Business District Map (*attachment 1.2*) there are several opportunities for redevelopment of vacant and underutilized sites. The City seeks to develop a program to market and redevelop these larger anchor projects for the purpose of creating tax revenue and job opportunities for local residents.

A priority for the City is the redevelopment of a 1.26 acre vacant commercial parcel located at 539 Ridge Road (# 7 on CBD Map). This parcel is owned by the City of Lackawanna, which took possession in 2011 following emergency demolition of the previous structure. The property represents a wonderful mixed-use redevelopment opportunity due to its location on heavily traveled Ridge Road, west of South Park Avenue and east of Route 5. The site is highly visible and accessible with close proximity to Memorial Field, Baker Victory Services, Our Lady of Victory Basilica, Buffalo and Erie County Botanical Gardens, Lackawanna Municipal Building, Public Library and the densely populated residential neighborhoods of the First and Second Ward. This location would be well suited for attracting a small to mid-size, full service grocery store (ex. Dash, Shurfine, Market in the Square, etc.) in addition to smaller commercial uses.



If aligned with the strategic investment plan, the following is a sample of activities that may be utilized to encourage the reutilization of key properties in the CBD:

- **Real estate market analysis:** Conduct a market analysis for larger anchor parcels in the CBD to evaluate the current inventory of available property as well as analyze future concerns and demand for commercial and mixed-use property. The analysis will provide the City with an overview of the market performance, sales and rental transactions, current economic challenges and future expectations. The study will also provide information on “leakage” and “overages” within the CBD to help the City target their marketing activities to businesses that will fill a community need and are most likely to be successful within the CBD.
- **Commercial Corner website:** Work with community partners to create and manage a website that markets available commercial properties to potential business owners and investors, particularly existing City business entrepreneurs that are looking to locate or expand within the CBD.
- **“Realtors/Developers Open House”:** Host several initiatives to showcase the potential commercial and residential opportunities that exist in Lackawanna's CBD.
- **Commercial Renovation Grants:** Funds to assist in the redevelopment of commercial and mixed-use properties to help offset the costs of repurposing neglected properties, which is often a costly endeavor. Funds would specifically support code compliance, accessibility, and energy efficiency measures.
- **Commercial Incentive Program:** The City will work to develop incentive programs aimed at attracting new business.

This project is directly related to the following Goals and Objectives in the City's Comprehensive Plan:

Goal A – To Beautify the Community, Creating an Enhanced Sense of Place and Identity

1. Focus on redevelopment, infill and/or stabilization of functionally obsolete, abandoned and underutilized lands and properties
2. Improve the quality of new and renovated buildings
3. Preserve the identity of distinct neighborhoods within the community
4. Promote diversity in land use

Goal E – To Diversify and Grow the Economy, Offering Entrepreneurial Opportunities

1. Promote readily available sites for appropriate land uses
2. Offer a variety of incentive programs for various economic and entrepreneurial opportunities
3. Reuse and recycle land and buildings to increase space available for employment creating businesses
4. Facilitate development with an easy and understandable approvals and guidance process

Goal G – To Employ Modern Urban Design in Building a New Community

3. Reduce the carbon footprint and develop alternative energy resources within the community

Goal K - To Keep the Community Engaged in the Decision Making Process Regarding the Future of the City

4. Facilitate improved outreach to small businesses in the community to coordinate improvement efforts

Potential funding sources: DRI

9) Administrative Capacity. Describe the extent of the existing local administrative capacity to manage this initiative, including potential oversight of concurrent contracts.

The Lackawanna Council, legislative body for the City, consists of the Mayor, Council President and four Councilpersons (one from each of the City's 4 Wards). The City Council has been actively engaged in the Comprehensive Planning process and fully supports the recommendations and action contained in the plan, which was unanimously adopted the June 6, 2017 Council meeting.

The following City Departments will be instrumental to the development and implementation of the Downtown Business District Strategic Investment Plan:

Office of Development: This department consists of a full-time Director, administrative assistant, two (2) full-time Code Enforcement Officers, and a part-time college intern. The Office is responsible for developing and implementing community planning initiatives.

Department of Public Works: Responsible for matters relating to the construction, management, maintenance and operation of physical properties within the function of the DPW, oversees the Code Enforcement and the Buildings & Maintenance Department of the city.

Planning Board: The PB is an advisory board composed of seven (7) citizens appointed by the Mayor to serve a three (3) year term. The Planning Board has final agency authority on land use applications as well as acting in an advisory capacity to City Council on other land use matter.

Zoning Board: The ZB is an advisory board comprised of three (3) citizens appointed by the Mayor to serve 3-year term. The ZB is responsible for interpreting the zoning ordinance or local law and grant variances.

Assessor’s Office: The Assessor offers access to the City’s property assessment roll, as well as parcel inventory and information.

Comptroller’s Office: This office is responsible for overseeing and maintaining all financial records for the City, including grant contracts and procurement records.

Engineering Consultant: The City contracts with Ken Strell for engineering services on an as needed basis. Ken is a licensed engineer with vast experience with municipal projects.

Grants Consultant: The City contracts with Connie D. Miner & Co. Grants Consultant on an as needed basis to secure and administer state, federal and local grant funding for community improvement projects. Miner & Co. have vast experience serving municipal, private, and non-profit organizations in grant and loan financing.

The City of Lackawanna has a proven track record of successfully administering grant funds for a variety of community projects, including:

Source	Project	Amount	Date Completed
NYS DEC	Brownfield Opportunity Area	\$930,000	Currently on step 3
NYSDERDA	Master Plan update	\$60,000	2016
NYS Environment Protection Fund	LWRP Update	\$30,000	In progress
NYSDOT SAFETEA-LU	Ridge Road reconstruction	\$359,960	2015
HUD-CDBG	Ridge Road reconstruction	\$200,000	2015
NYS	Zombie Remediation and Prevention Initiative	\$100,000	In progress

The City of Lackawanna is a small city with limited financial and human resources. Although the City has successfully administered numerous public improvement projects, we acknowledge that implementing several overlapping projects within two to three years would be challenging. Therefore; if selected for DRI funding, the City would contract with a qualified **consultant for community planning/design services**. Consultant fees would be supported by the City as part of local commitment to the DRI project.

Upon notification of DRI award, the City will issue a public RFQ for consulting services to provide community planning and design expertise to help develop and implement DRI projects. Contracting with a consulting firm will allow the City to access a diverse skillset (planners, urban designers, landscape architects and grant professionals) to help Lackawanna shape the core elements of the Central Business District Revitalization Initiative that will result in a more livable, sustainable, and resilient community.

10) Other. Provide any other information that informed the nomination of this downtown for a DRI award.

The vitality of our downtown or central business district remains a major component of the over-all economic development strategy for the City of Lackawanna. Community goals that promote our CBD are central to and must be clearly articulated within the broader redevelopment plans and initiatives for Lackawanna. The proposed strategy must focus on business development as well as the growth of existing businesses. Traffic, transportation, parking, aesthetics, pedestrian improvements, infrastructure improvements together with livability and general street theater activities represent the foundation upon which the CBD will sustainably prosper and create growth with the surrounding neighborhoods. Our CBD clearly must provide opportunities for jobs and entertainment for existing residents, expand tourism amenities and attract new residents looking for affordable places to live, work and raise families.

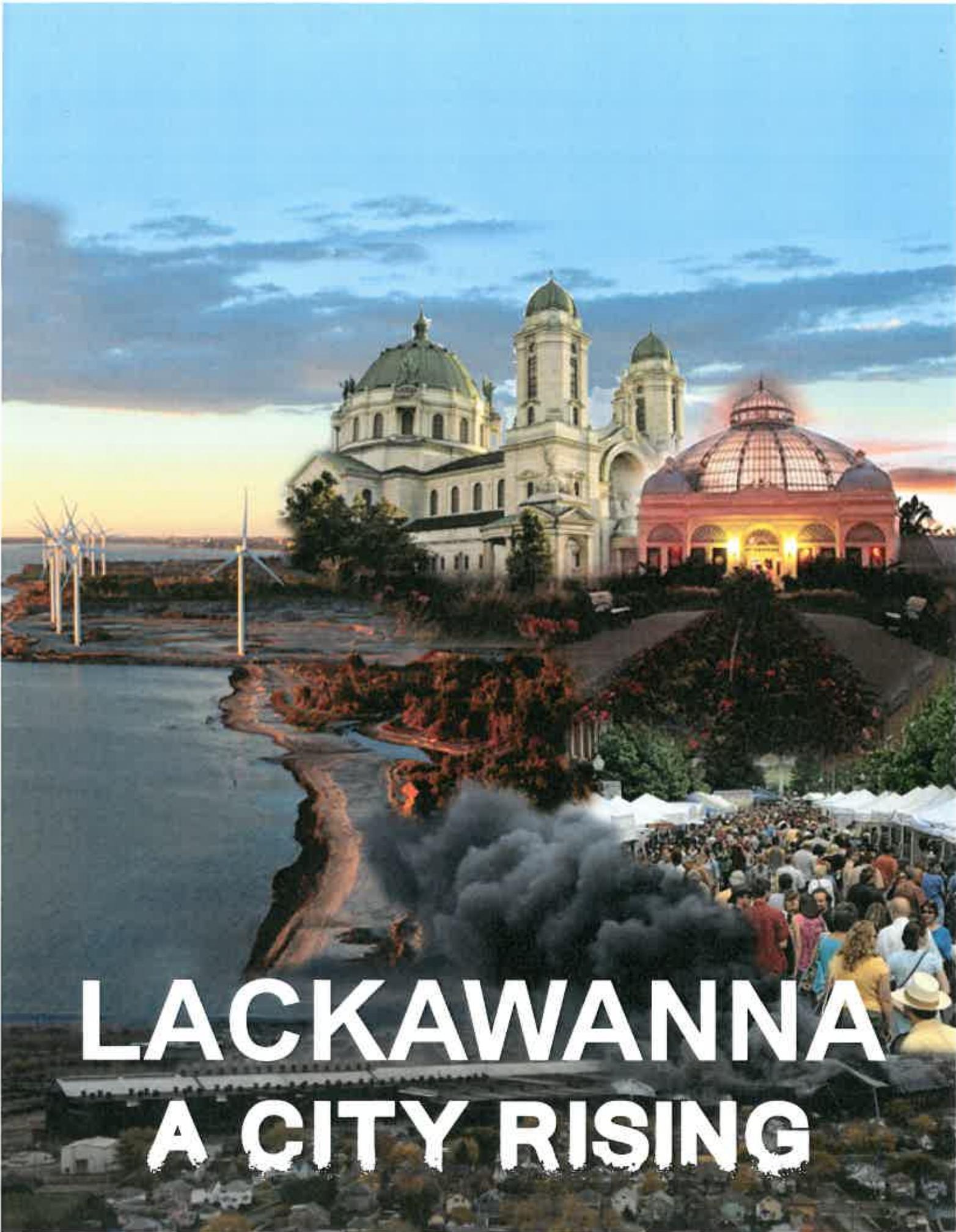
The future success of our CBD will be dramatically enhanced by the development of strategic investment plan and an infusion of capital to advance key projects and leverage private investment. In choosing projects to advance the community, we must consider the social, environmental, cultural, economic and aesthetic issues that face the community.

Lackawanna intends to undertake all necessary and appropriate steps to provide for the articulation of a plan associated with the CBD, which is identified as being Ridge Road commencing at the railroad bridge to the west through the intersection of South Park east of the Basilica. The north south axis along South Park will commence at the City Line adjacent to the Botanical Gardens and run south to Crescent Place. This would create a compact and identifiable downtown that would build off existing assets and provide opportunity for business growth and housing opportunities providing a year round activity center.

The goals to be achieved within the target area is the recreation of an “Urban Village” that provides an exciting atmosphere focusing on an inviting sense of place where people want to live, work, shop, dine and merely desire to be. A unifying vision that clearly articulates what steps will be taken to improve a wide range of quality of life issues is simply the first step. However, this fundamental step in the process will lay the very ground work for the creation of a resilient downtown through creative placemaking activities.

The CBD must be a public/private partnership where all stakeholders come together to strategically reshape the physical and social character. The mission at hand must provide a vision and path that animates the public and private realms, rejuvenates existing structures, builds new important structures where appropriate, provides a safe and inviting streetscape, improves business viability and vitality, and brings together a diverse population. This initiative will foster entrepreneurs and cultural activities that create jobs and income through the development of small local businesses with the potential to radically change the future of the CBD.

*Don't forget to attach a map that clearly delineates the downtown neighborhood. (See item 1.)



LACKAWANNA A CITY RISING



OFFICE OF THE MAYOR CITY OF LACKAWANNA



Hon. Geoffrey M. Szymanski ~ Mayor

June 12, 2017

Mr. Christopher Schoepflin, Director
Western New York Empire State Development
95 Perry Street, Suite 500
Buffalo, NY 14203

Dear Mr. Schoepflin:

Please accept the City of Lackawanna's application for the Western New York Regional Economic Development Council's Downtown Revitalization Initiative (DRI): Round Two. As you may recall, the City of Lackawanna also submitted a competitive application under the 2016 opening round. Although our application was not selected for funding, Lackawanna has continued to advance revitalization efforts that best position our community to benefit from a second DRI opportunity.

City municipal leaders and community stakeholders realize that revitalization is a long-term mission that requires persistent change to the systems and policies that help to drive continuous improvements. Lackawanna has recently completed various community planning documents that lay the framework for more systematic change with the goal of lasting results. If successful, DRI funding will be utilized to advance key downtown revitalization projects that reinforce regional strategies and enhances our competitive advantage for growth, prosperity and inclusion.

The City of Lackawanna played a significant role in the development of the region as an industrial powerhouse with the help of the Erie Canal and Niagara Falls hydroelectric power plant. The entire Bethlehem Steel site, which encompasses nearly one-third of Lackawanna's land mass, was home to the largest steel mill in the U.S. until the plant closed in 1982. During World War II it was the highest-volume and most productive steel facility in the country, producing more steel for U.S. warships than any other U.S. steel mill. At its peak, Bethlehem Steel employed over 20,000 workers; today, the mostly underutilized site employs less than 200 workers.

For the past 35 years, the former Bethlehem Steel Property has symbolized the region's heavy industrial decline and has been a blighting influence on Lackawanna and the Buffalo Niagara region in general. This property also created a barrier for Lackawanna residents to access waterfront amenities. After many years of struggling with high rates of poverty and vacancy, Lackawanna is ready to honor its "Rust Belt" history that provided economic opportunity for so many in our region, while moving forward to build a more diversified and resilient future – those who refuse to learn from the past are doomed to repeat it.

Hon. Geoffrey M. Szymanski ~ Mayor
City of Lackawanna, New York

714 Ridge Road ~ Room 301 ~ Lackawanna, New York 14218 ~ (716) 827-6464 ~ FAX (716) 827-6678
<http://www.lackawannany.gov> ~ mayor@lackny.com

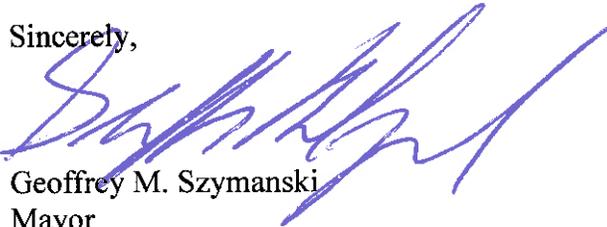
The region's economic development efforts have resulted in transformative economic change which has benefited the City of Buffalo and created opportunity for the City of Lackawanna-there is a renewed sense of urgency to capitalize on these advantages (Bethlehem Steel Redevelopment Area, Solar City, Shoreline Trail etc.) to further connect our community to jobs, housing and opportunity.

For too long Lackawanna has been rooted in the past, hoping for the next Bethlehem Steel to come along. Part of Lackawanna's challenge has been learning how to proactively respond to global, technical and demographic forces. The Bethlehem Steel site will likely never employ 20,000; however, with DRI funds, the City will make strategic investments in community assets and initiatives.

Please give the City of Lackawanna's DRI application every consideration for funding.

Thank you for your courtesy and cooperation in this matter. Please don't hesitate to contact me should you have any questions or concerns about this submittal.

Sincerely,



Geoffrey M. Szymanski
Mayor
City of Lackawanna

TABLE OF ATTACHEMENTS

**City of Lackawanna Downtown
Revitalization Initiative**

- 1. Boundaries for Downtown Neighborhood**
 - 1.1 Lackawanna Map of City Assets
 - 1.2 Lackawanna Central Business District Map

- 2. Catchment Area/Demographics**
 - 2.1 Comp Plan Excerpts (Socio-Demographics)
 - 2.2 Population Density Map
 - 2.3 Household Income Map

- 3. Past Investment & Future Investment Potential**
 - 3.1 Investment log

- 4. Recent or Impending Job Growth**
 - 4.1 Comp Plan Excerpts (Economic Trends)
 - 4.2 Bethlehem Steel Site – News Articles

- 5. Attractiveness of Physical Environment**
 - 5.1 Photos
 - 5.2 CBD Vacant and Underutilized Property List

- 6. Quality of Life Policies**
 - 6.1 Executive Summaries for BOA, LWRP and Comp. Plan
 - 6.2 Comp Plan Excerpts (Goals & Recommendations)

- 7. Local Support & Capacity to Execute**
 - 7.1 Letters of Support

- 8. Readiness**
 - 8.1 Complete Streets Concept Plan
 - 8.2 Memorial Field Improvement Plan
 - 8.3 Central Business District Revitalization
 - 8.4 Downtown Business District Pedestrian Connection Improvement
 - 8.5 Vacant Parcel Multi-Use Development

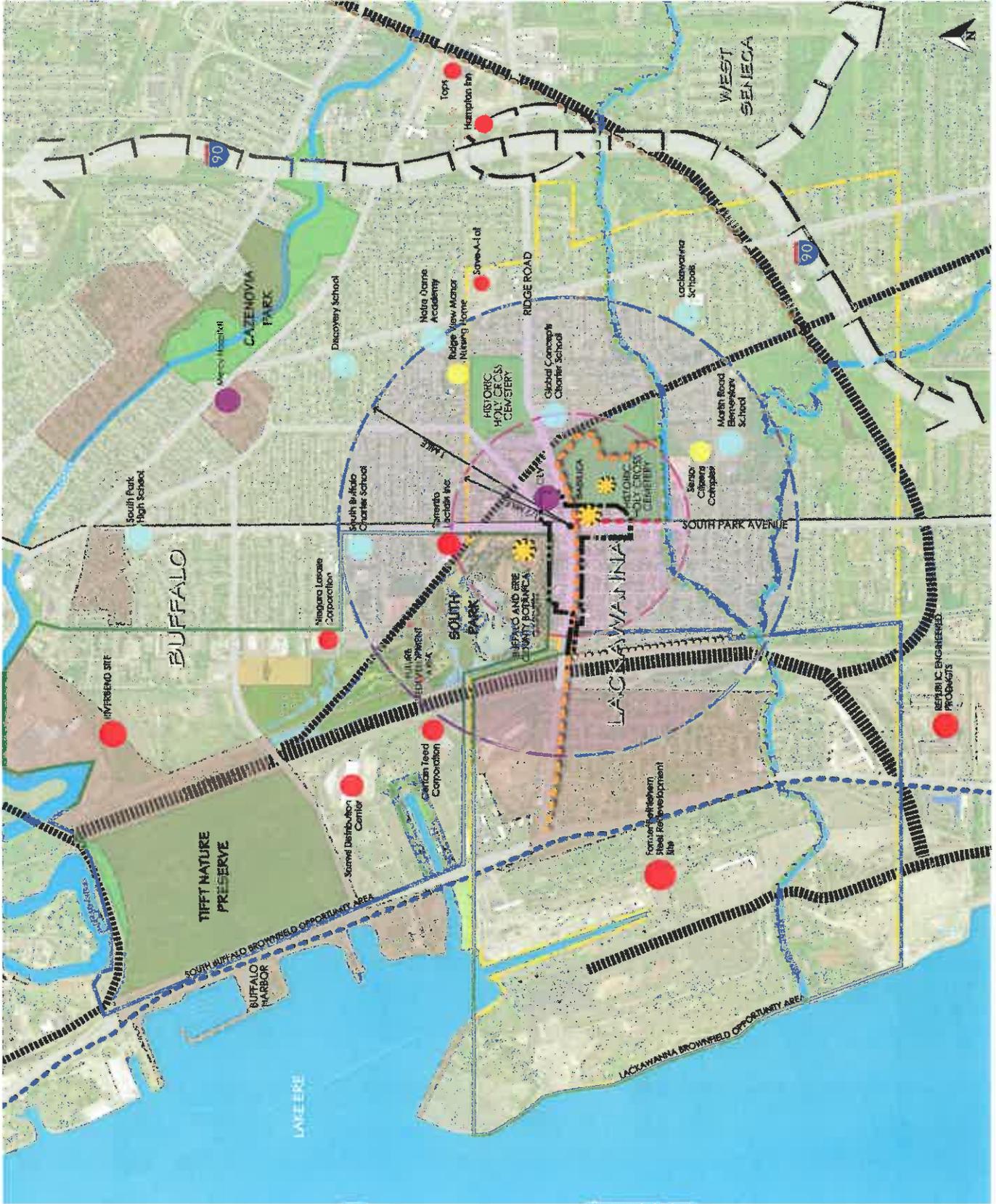
- 9. Administrative Capacity**
 - 9.1 Scope of Work and Planning Team Outline

“FOOD, ARTS, CULTURE, AND EVERYTHING ELSE!”

DRAFT

CONTEXT PLAN

- Commercial/Industrial/Factories/Businesses
 - Schools
 - Senior Living
 - Hospital/Medical
 - Former Industrial Site
 - 1 Mile Proximity to Jobs/Businesses
 - 1/2 Mile Proximity to Jobs/Businesses
 - Approximate Lackawanna Downtown District Boundary
 - DEC Environmental Justice Atlas
 - Brownfield Opportunity Area
 - Approximate Lackawanna City Boundary
 - Existing Railroads
 - Existing Parks
- FUTURE TRAILS: 2020 LACKAWANNA COMPREHENSIVE PLAN**
- SMOKE CREEK NORTH BRANCH TRAIL
 - SMOKE CREEK SOUTH BRANCH TRAIL
 - SEAWAY TRAIL: ROUTE 5
 - RIDGE ROAD PATH
 - SMOKE CREEK LINK TO LACKAWANNA BUSINESS DISTRICT
 - SECOND WARD RAILROAD RIGHT-OF-WAY
 - RAILROAD RIGHT-OF-WAY LINK TO WEST SENECA



2.4 SOCIO-DEMOGRAPHICS

2.4.1 Population Characteristics

The total population for the City of Lackawanna (City) is presented in Table 2-6 below. Erie County's and New York State's population is presented as a reference for comparison to the City. The overall trend for the City shows a reduction in total population from 1990 to 2013. The statistics, however, indicate that the rate of population decline is slowing. The average population loss per year, between 2000 through 2010, is 0.51 percent per year. Based on data gathered by the American Community Survey, the average population loss between 2010 through 2013 is 0.13 percent per year, (it should be noted that this survey is not an official count like the decennial census taken every ten years, but a statistical analysis based on a small percentage of the population each year.) According to the American Community Survey, although the City's population is still declining, since 2010, the rate of out migration/population loss is also declining.

Table 2-6: Change in Population 1990 -2014

	Population 1990 ¹	Population 2000 ²	Population 2010 ³	Population 2014 ⁴	Percent Change in Population from 1990 to 2000	Percent Change in Population from 2000 to 2010	Percent Change in Population from 2010 to 2014
Lackawanna	20,585	19,064	18,141	17,955	-9.0%	-5.1%	-1.0%
Erie County	968,584	950,265	919,040	919,230	-1.9%	-3.4%	0.02%
New York State	17,990,778	18,976,457	19,378,102	19,746,227	5.2%	2.1%	1.9%

¹Source: U.S. Census Bureau, 1990 Census.

²Source: U.S. Census Bureau, Census 2000 Summary File 1 (SF 1) 100-Percent Data.

³Source: U.S. Census Bureau, 2010 Census.

⁴Source: U.S. Census Bureau, 2009-2013 American Community Survey estimates.

Population Projections

The GBNRTC completes population projections for all communities in Erie and Niagara Counties. These projections are important for the City, as future policy decisions are made about the types of services and facilities that will be offered in the City using this information. It is important to note that these population projections were completed for transportation purposes to allow the GBNRTC to plan for future transportation needs. The projections are used based on the regional approach taken in determining future trends for all of Erie County. The population estimates may not predict actual future population for the City, but these forecasts offer a good starting point for determining future needs.

The methodology used for completing the population projections includes development of high and low forecasts for the region. Current projections were based on trends in regional population between 1980, 1990 and 2000. The GBNRTC reviews the high and low projections and agrees upon a single set of estimates. Regional totals are then analyzed and disaggregated at the municipal level.

The projected population for the City for the years 2025 and 2030 was determined, as shown in Table 2-2. These projections show that the population in the City is expected to increase in 2025 and 2030, which is somewhat consistent with American Community Survey data, which indicates that population declines in the City decreased, between 2010 and 2013, to a rate of 0.4% (as compared to the rates for prior population declines – see Table 2-7).



Table 2-7: Population Projections Years 2025 and 2030

	2010 ¹	2025 ²	2030 ²	Percent Change from 2010 to 2025	Percent Change from 2010 to 2030
Lackawanna	18,141	19,000	19,538	4.5%	7.1%

¹ U.S. Census Bureau, 2010 Census.

² Greater Buffalo Niagara Regional Transportation Council.

Ethnicity and Age Characteristics

The United States is becoming increasingly diverse. Although predominantly white, the diversity of the population in City is also increasing. Having an understanding of different races and ethnicities within the City can help to increase the effectiveness of programs and policies offered in the community. Table 2-8 shows the population break down by race and ethnicity. The population data for Erie County and New York State is presented as a reference and comparison with the City of Lackawanna.

Table 2-8: Ethnicity - 2013

Municipality	White*	Hispanic or Latino	Black or African American	American Indian and Alaska Native	Asian	Other*
Lackawanna	80.0%	7.1%	9.9%	0.3%	0.7%	2.0%
Erie County	77.4%	4.7%	12.9%	0.4%	2.8%	1.8%
New York State	58.3%	17.6%	15.9%	0.6%	7.3%	0.3%

* Not Hispanic or Latino

Source: U.S. Census Bureau, American Community Survey 2009-2013 estimates.

Age

The age breakdown for residents of the City is an important factor in determining the expected users of various programs and institutions. Table 2-9 shows the percentage of the population by age group. This table includes data for Erie County and New York State as a reference for comparison with the City. According to the data, the population in the City is slightly younger than the County and State populations, but the persons over 65 years of age group and the median age of the population is higher. This could be an indicator for why the population of the City has experienced declines, but is not considered a statistically significant factor.

Table 2-9: Age Distribution - 2013

Municipality	Ages 0-14 years	Ages 15-34 years	Ages 35-59 years	Ages 60+ years	Median Age
Lackawanna	17.6%	25.9%	37.3%	19.2%	41.6
Erie County	17.2%	26.8%	40.1%	15.9%	40.4
New York State	18.1%	28.0%	40.0%	13.9%	38.1

Source: U.S. Census Bureau, American Community Survey 2009 – 2013 estimates.

Households and Household Characteristics

Census information on household characteristics in the City indicates that there is great diversity in the community. As shown in Table 2-10, in 2013, approximately 52.8 percent of households in the City were families, while non-family households comprised approximately 47.3 percent. This data shows that the number of family households has decreased since 2000 and non-family households increased during that same period. Householders living alone make up approximately 41.6% of all



households in the City; of these, 16 percent are over the age of 65. Data for Erie County indicate a similar trend, but to a lesser degree. The number of persons per household in 2013 was estimated to be 2.17; this is a decrease from the 2000 figure of 2.30 persons.

Table 2-10: Household Characteristics

Household Type	Lackawanna				Erie County			
	2000		2013		2000		2013	
	Total	%	Total	%	Total	%	Total	%
Total Households	8,192	100	8,214	100	380,873	100	380,152	100
Family Households	4,778	58.3	4,238	52.8	243,359	64.4	231,113	60.8
Married Couple Families	3,046	37.2	2,450	29.8	177,089	46.8	164,871	43.4
Male Householder Families ¹	--	--	633	7.6	--	--	15,296	4.0
Female Householder Families	1,349	16.5	1,256	15.3	52,284	13.8	50,946	13.4
Non-Family Household	3,414	41.7	3,886	47.3	137,514	36.4	146,967	38.7
Single Person –Living Alone	3,032	37.0	3,451	42.0	116,309	30.8	123,315	32.4
Individuals 65 Years or Older	2,723	33.2	1,407	17.1	47,751	12.6	47,413	12.5
Household Size	2.30		2.17		2.41		2.34	

¹Data for Male Head of Household was not collected in 2000.

Source: US Census Bureau; American Community Survey 2009-2013 estimates.

2.4.2 Income and Labor Force Characteristics

The estimated 2013 median income level in the City is \$35,072; in 2000, the median income was \$29,534. When the 2013 figures for the City are compared to the median income figures for Erie County (\$50,653) and New York State (\$58,003), the median income in the City is considerably lower. Almost 38% of household incomes are below \$25,000 in the City; this is higher than the County (26%) and the State (23%), supporting the lower median income in the City.

Table 2-11 and Figure 2-3 summarize the income levels and distribution in the City, Erie County and New York State. The percentage of household incomes above \$100,000 in the City is considerably lower than Erie County and New York State, as well. In the City, approximately 7.5% of households have incomes over \$100,000 (an increase over the 2000 rate of 3.5%), as compared to Erie County with approximately 12.3% of its households over \$100,000 and New York State with just above 14%.

Income levels in the City, however, have increased, with an estimated 34.3% of households earning \$50,000 or more annually. This is an approximate 10% increase since 2000, when the rate was reported to be 24.6%.

Table 2-11: Income Distribution

Income Levels	Lackawanna 2000	Lackawanna 2013 ¹	City of Buffalo	Erie County	New York State
Less than 10,000	15.3%	9.5%	17.3%	8.5%	7.8%
10,000 - 14,999	11.5%	8.3%	9.4%	5.8%	5.2%
15,000 – 24,999	15.8%	19.8%	15.9%	11.6%	10.0%
25,000 – 34,999	14.4%	12.3%	12.2%	10.3%	9.1%
35,000 – 49,999	18.3%	15.7%	12.8%	13.2%	11.9%
50,000 – 74,999	16.2%	17.3%	15.2%	18.4%	16.6%
75,000 – 99,999	4.9%	8.1%	7.7%	12.5%	12.0%
100,000 – 149,000	2.2%	7.5%	6.3%	12.3%	14.2%
150,000 to 200,000	0.5%	0.9%	1.7%	4.1%	6.2%
200,000 or More	0.8%	0.5%	1.5%	3.2%	7.0%

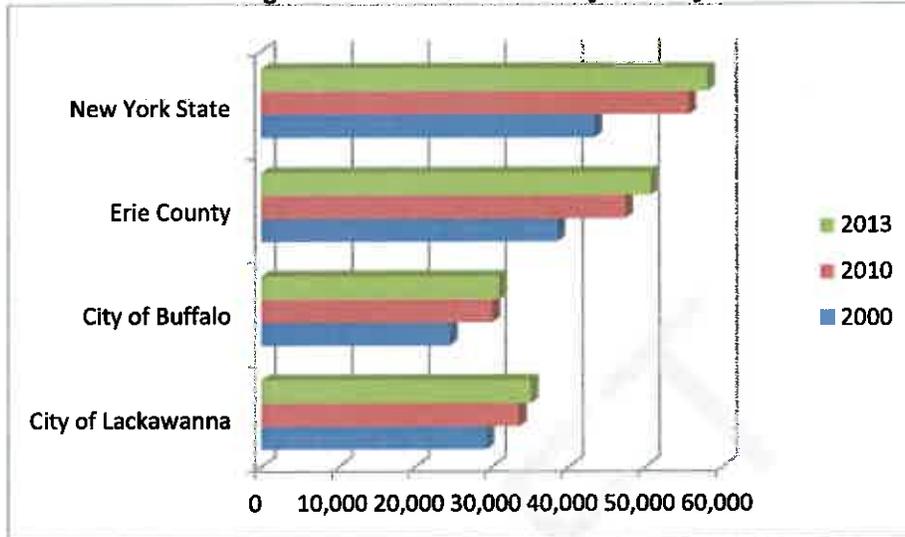
¹2013 Inflation Adjusted Dollars

Source: US Census Bureau, American Community Survey 2009-2013 estimates.



This information combined with information from the Census on per capita income, illustrates that the City is poorer than both Erie County and New York State. Per capita income is the amount of income earned by each person in a community. The City's per capita income in 2013 was \$21,574, while the figures for Erie County and New York State were estimated to be \$27,978 and \$32,382, respectively.

Figure 2-3: Income Trends by Locality



The poverty status of a community helps to gauge the economic well being of the population. The higher the percent of people living below poverty level, the more likely that community is suffering from a lack of employment opportunities, low education levels or a high number of residents with special needs. Many of these characteristics describe the City. As shown in Table 2-12, the 23.2% of residents in the City were estimated to be living below the poverty level in 2013 (a 2% increase since 2010). In Erie County, this percentage was approximately 14.6%, while the State estimate is approximately 15.3%. Of those living below the poverty level in the City, 35.7% are under the age of 18 years old, while 9.2% are over the age of 65 years old. The percentage rate for persons under the age of 18 years old in the City is significantly higher than the rates for Erie County and New York State.

Table 2-12: 2013 Poverty Status

Population Category	Lackawanna	Erie County	New York State
All people (residents)	23.2%	14.6%	15.3%
Families living below poverty rate	18.8%	10.9%	10.8%
Families with children under 18	35.7%	18.9%	18.1%
Persons 65 years or older	9.2%	8.3%	11.3%

Source: US Bureau of the Census, American Community Survey 2009-2013 estimates.

Labor Force Characteristics

The types of employment sectors and occupations within a community correspond with education levels, household income and other population characteristics outlined in this section. In the City in 2013, an estimated 14,700 residents were over the age of 16. Of these residents, 8,742 were in the labor force (57.6%). Of those in the labor force, 50.6% were employed, while 7.0% were reported as unemployed. Table 2-13 summarizes the labor force characteristics in the City, as well as Erie County and New York State. This data in this table indicate that there were fewer residents in the labor force and employed in the City than in the County and the State. Unemployment levels correspond with these rates.



Table 2-13: 2013 Labor Force Characteristics

	Lackawanna		Erie County		New York State	
	Number	%	Number	%	Number	%
Number of Persons 16 years old and older	14,706		748,045		15,717,283	
In labor force	8,742	57.6	475,757	63.6	10,011,909	63.7
Employed	7,445	50.6	434,614	58.1	9,068,872	57.7
Unemployed	1,027	7.0	41,142	5.5	927,320	5.9
Not in labor force	6,234	42.4	272,288	36.4	5,705,374	36.3

Source: US Bureau of the Census, American Community Survey 2009-2013 estimates.

Table 2-14: Employment Sectors

Industry	Lackawanna		Erie County 2013	New York State 2013
	2000	2013		
Employed Persons, 16 years and older		7445	434,684	9,062,757
Construction	3.7%	3.7%	4.2%	5.6%
Manufacturing	17.0%	11.7%	10.6%	6.7%
Wholesale trade	3.9%	2.4%	2.8%	2.5%
Retail trade	21.2%	14.2%	11.5%	10.8%
Transportation, warehousing, utilities	6.7%	6.9%	4.7%	5.1%
Information services	--	1.2%	1.7%	2.9%
Finance, insurance, and real estate	6.7%	6.0%	7.6%	8.2%
Professional and management	4.0%	8.6%	9.8%	11.1%
Education, health care, social work	18.8%	25.7%	28.6%	27.4%
Arts, entertainment, recreation and food services	4.2%	8.8%	9.2%	9.0%
Other services	6.3%	4.6%	4.4%	5.1%
Public administration	6.6%	6.2%	4.6%	4.8%

Source: US Census Bureau, American Community Survey 2009-2013 estimates.

Table 2-14 outlines employment sectors for the City, Erie County and New York State. The industry categories that are most prevalent in the City include education, health care and social assistance (25.7%), retail trade (14.2%), manufacturing (11.7%), and professional and management services (8.6%). Aside from a few variations, the data are similar for each locality, particularly Lackawanna and Erie County. New York State exhibits a higher number of persons employed in construction (5.6%), information services (2.9%) and professional and management jobs (11.1%). Erie County has the highest percentage of persons employed in education, health care or social work sectors. The City has the highest percentage of persons employed in the manufacturing, retail trade, public administration, and the transportation, warehousing and utilities sectors.

There have been significant changes in the industry sectors in the City since 1990. The percentage of persons employed in the manufacturing sector decreased from 17.0% to 11.7%, while the percentage of persons employed in the education and health services sector increased by 7%. The professional and management services sector also increased by over 4%. The loss of industrial and manufacturing jobs throughout Western New York affected the City, as indicated by the data. The percentage of persons employed in wholesale and retail trade also decreased, declining from 3.9% to 2.4%, and 21.2% to 14.2%, respectively. The majority of the other employment sectors remained relatively unchanged or showed slight variations.

The Census Bureau also tracks occupations within a community. Table 2-15 summarizes the U.S. Census information on occupations in the City, Erie County and New York State. In the City, the most prominent occupations include jobs in management, business, science and the arts (19%), service occupations (20%), and sales and office occupations (24.4%). The data for Erie County and New York State are quite similar to the City, with a few variations. New York State reported the highest percentage of jobs in all of the occupational sectors except management, business, science



and the arts. In Erie County, management, business, science and the arts, and sales and office occupations were the second most prominent occupational sectors when compared to the City and State.

Since 1990, the percentage of residents employed in certain occupations has changed. The most significant changes are found in the production/transportation and sales and office sectors, which both showed dramatic decreases in employment. The percentage of persons employed in the management, business, science and the arts occupational sector significantly increased from 19.9% to 38.7%.

Table 2-15: Occupational Sectors

Occupation	Lackawanna		Erie County 2013	New York State 2013
	1990	2013		
Management, business, science and arts	19.9%	38.7%	37.6%	34.6%
Services	18.9%	20.0%	18.4%	24.6%
Sales / Office	32.3%	24.4%	26.6%	28.5%
Construction, maintenance, natural resources	5.5%	7.4%	6.2%	7.0%
Production / transportation	22.4%	9.5%	11.2%	15.4%

Source: US Bureau of the Census, American Community Survey 2009-2013 estimates.

2.4.3 Housing

Total units

In 2013, the City had approximately 8,820 housing units, a decrease of 131 units, or 1.5%, from the 2000 census. The decrease is consistent with other first rings communities of the City of Buffalo. Table 2-16 presents the number and change in housing units from 2000 to 2013.

Table 2-16 – Change In Housing Units 2000-2013

	Lackawanna	Erie County	Buffalo	Tonawanda (city)	Cheektowaga	Tonawanda (town)
2013*	8,820*	419,815	134,839	7,210	41,143	33,999
2000	8,951	415,868	145,574	7,119	41,901	34,634
% Change	-1.5%	0.9%	-7.4%	1.3%	-1.8%	-1.8%
Ave HH size	2.17	2.34	2.24	2.24	2.27	2.26

*Due to an error in the 2013 estimates on the housing count for the City of Lackawanna, 2014 estimates were used
Source: U.S. Census, 2013 & 2014 ACS 5-yr estimates

Occupancy/Vacancy Status

Table 2-17 presents occupancy/vacancy rates of housing units in the City and comparison communities. While there was an increase in the number of housing units, the City has a significant percentage of vacant units. At 11.8%, the vacancy rate is well below that of the City of Buffalo, but higher than that of the first-ring suburbs.

Table 2-17 – Occupancy/Vacancy 2013

	Lackawanna	Erie County	Buffalo	Tonawanda (city)	Cheektowaga	Tonawanda (town)
Occupied	88.2%	90.6%	83.1%	93.1%	93.0%	95.1%
Vacant	11.8%	9.4%	16.9%	6.9%	7.0%	4.9%

Source: U.S. Census, 2013 ACS 5-yr estimates

Table 2-18 presents the status of the vacant units. The category of "Other Vacant" includes abandoned housing units. More than half of the vacant units fall into this category in all of the communities with the exception of the Town of Tonawanda. The City's percentage in this category is



less than that of the City of Buffalo and equivalent to the Town of Cheektowaga and Erie County as a whole.

Table 2-18 – Vacancy Status 2013

	Lackawanna	Erie County	Buffalo	Tonawanda (city)	Cheektowaga	Tonawanda (town)
For rent	24.7%	18.6%	17.9%	40.6%	16.3%	28.4%
Rented, not occupied	4.7%	4.5%	4.5%	1.4%	6.0%	5.0%
For sale only	7.6%	5.7%	2.8%	4.6%	10.3%	5.4%
Sold, not occupied	0.0%	4.4%	4.1%	0.0%	6.9%	11.0%
For seasonal, recreational, or occasional use	2.2%	5.1%	1.8%	0.0%	1.6%	2.2%
For migrant workers	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%
Other vacant	60.8%	61.5%	68.9%	53.3%	58.8%	48.0%

Source: U.S. Census, 2013 ACS 5-yr estimates

Housing Value

Housing value is a strong indicator of housing quality and a contributor to the tax base of a community. The value of housing in the City is generally higher than it is in the City of Buffalo, but is slightly lower than in the other first-ring suburbs. While the City has a higher percentage of homes valued at less than \$50,000, 3.8% of its homes are valued at greater than \$250,000. The same pattern is true for the City of Buffalo to greater extremes.

Table 2-19 – Housing Value

	Lackawanna	Erie County	Buffalo	Tonawanda (city)	Cheektowaga	Tonawanda (town)
Less than \$50,000	18.6%	10.3%	33.1%	6.2%	6.5%	3.2%
\$50,000 to \$99,999	47.7%	25.1%	36.8%	60.4%	48.6%	31.0%
\$100,000 to \$124,999	18.7%	15.1%	6.7%	19.6%	23.3%	29.4%
\$125,000 to \$149,999	7.2%	11.2%	4.9%	8.3%	11.3%	18.0%
\$150,000 to \$174,999	2.7%	10.3%	4.1%	2.4%	4.6%	10.9%
\$175,000 to \$199,999	0.6%	6.3%	2.1%	1.6%	1.5%	2.9%
\$200,000 to \$249,999	0.7%	8.5%	3.4%	0.8%	1.7%	2.4%
\$250,000 or more	3.8%	13.3%	9.0%	0.6%	2.6%	2.3%
2013 Median Value	\$84,200	\$124,300	\$66,600	\$90,200	\$96,700	\$113,400
2000 Median Value in 2013 dollars	\$97,740	\$119,070	\$79,380	\$98,685	\$109,890	\$114,885

Source: U.S. Census, 2013 ACS 5-yr estimates



Rent

The rent distribution is an indicator housing quality as well as general affordability. The median rent in the City, at \$573, is significantly less than all of the comparison areas including the City of Buffalo. The Town of Cheektowaga has the highest median rent at \$755 per month.

Table 2-20 –Monthly Rent

	Lackawanna	Erie County	Buffalo	Tonawanda (city)	Cheektowaga	Tonawanda (town)
Less than \$100	0.3%	0.6%	0.8%	0.0%	0.0%	0.0%
\$100 to \$199	4.3%	1.2%	1.4%	0.7%	0.3%	1.1%
\$200 to \$299	3.6%	3.9%	5.2%	8.3%	1.4%	3.2%
\$300 to \$399	6.7%	4.5%	5.0%	3.1%	2.8%	4.6%
\$400 to \$499	18.0%	7.0%	8.2%	10.0%	6.4%	3.2%
\$500 to \$599	25.0%	12.5%	15.0%	21.3%	9.1%	10.2%
\$600 to \$699	20.6%	16.4%	17.6%	21.7%	18.7%	20.8%
\$700 to \$799	11.2%	15.9%	15.9%	12.1%	18.4%	22.5%
\$800 to \$899	3.6%	12.7%	11.2%	11.2%	17.9%	13.9%
\$900 to \$999	3.9%	8.7%	7.0%	1.5%	11.2%	10.6%
Over \$1,000	2.8%	16.6%	12.8%	10.1%	13.8%	9.8%
Median Gross Rent	\$ 573	\$ 724	\$ 682	\$ 623	\$ 755	\$ 734

Source: U.S. Census, 2013 ACS 5-yr estimates

Affordability

Examining residents' monthly costs for housing and other items can provide an indication of the affordability of living in a particular community. The U.S. Department of Housing and Urban Development (HUD) considers monthly housing costs (including utilities) of 30% or more to be burdensome or unaffordable. The following tables present the percentage of household income spent on housing costs for both homeowners with a mortgage and renters. Despite modest housing values and rents, a large percentage of the City residents still spend more than 30% of their incomes on housing. Among comparison communities, the City has the highest percentage of homeowners paying more than 30% of their incomes on housing. The percentage of renters spending more than 30% is less than that of the City of Buffalo and equivalent to that of the other communities.

Table 2-21– Housing Costs as a percentage of household income (Homeowners w/ mortgage)

	Lackawanna	Erie County	Buffalo	Tonawanda (city)	Cheektowaga	Tonawanda (town)
Less than 20.0 percent	44.8%	46.9%	46.0%	45.6%	47.5%	50.3%
20.0 to 24.9 percent	11.3%	17.2%	13.8%	20.9%	16.1%	17.6%
25.0 to 29.9 percent	7.6%	10.2%	8.6%	11.0%	8.8%	10.6%
30.0 to 34.9 percent	12.9%	7.2%	7.1%	7.9%	7.6%	6.0%
35.0 percent or more	23.5%	18.5%	24.4%	14.6%	20.0%	15.4%

Source: U.S. Census, 2013 ACS 5-yr estimates



Table 2-22 – Housing Costs as a percentage of Household income (Renters)

	Lackawanna	Erie County	Buffalo	Tonawanda (city)	Cheektowaga	Tonawanda (town)
Less than 15.0 %	20.9%	15.2%	14.1%	20.3%	14.7%	15.9%
15.0 to 19.9 %	10.4%	12.0%	10.5%	13.4%	12.4%	14.3%
20.0 to 24.9 %	10.7%	11.7%	9.2%	11.4%	16.1%	18.1%
25.0 to 29.9 %	11.1%	10.4%	9.8%	6.8%	11.3%	10.5%
30.0 to 34.9 %	8.9%	8.3%	7.5%	10.7%	7.1%	10.8%
35.0 % or more	38.0%	42.4%	48.9%	37.4%	38.4%	30.5%

Source: U.S. Census, 2013 ACS 5-yr estimates

Units in Structure

The number of units in housing structure can give an indication of a community's character, density of development, and the type of housing units available in a community. Less than half of the housing units in the City are single-family detached dwellings. The City has the highest percentage of housing units that are in structures with between 10 and 19 units, including the City of Buffalo. The City also has the highest percentage of mobile home units. The following table displays the percentage of housing units by the type of housing in terms of units in structure.

Table 2-23 – Units in Structure

	Lackawanna	Erie County	Buffalo	Tonawanda (city)	Cheektowaga	Tonawanda (town)
1-unit, detached	45.9%	57.6%	33.3%	71.3%	64.1%	68.1%
1-unit, attached	3.0%	3.2%	2.9%	2.2%	2.1%	1.7%
2 units	23.1%	19.4%	39.4%	14.7%	17.4%	13.2%
3 or 4 units	14.7%	6.2%	8.4%	5.9%	5.3%	3.5%
5 to 9 units	4.4%	4.6%	4.2%	2.2%	3.3%	5.8%
10 to 19 units	1.0%	2.4%	2.7%	0.3%	3.4%	2.7%
20 or more units	4.5%	5.3%	8.8%	3.1%	2.0%	4.6%
Mobile home	3.0%	1.4%	0.2%	0.1%	2.4%	0.4%

Source: U.S. Census, 2013 ACS 5-yr estimates

Year Structure Built

The year a structure was built statistically depicts the age of the housing stock within a community. Older housing stock could be indicative of poor quality housing and the need in the community for housing rehabilitation and repair programs.

Table 2-24 – Year Housing Built

	Lackawanna	Erie County	Buffalo	Tonawanda (city)	Cheektowaga	Tonawanda (town)
Built 2010 to 2013	0.0%	0.3%	0.2%	0.1%	0.0%	0.3%
Built 2000 to 2009	1.0%	4.9%	1.8%	0.4%	2.6%	1.0%
Built 1990 to 1999	1.9%	6.5%	2.7%	2.7%	3.6%	1.9%
Built 1980 to 1989	2.2%	6.4%	2.0%	2.7%	5.4%	2.7%
Built 1970 to 1979	7.0%	10.3%	3.5%	3.4%	12.8%	6.2%
Built 1960 to 1969	13.1%	11.2%	4.8%	9.3%	23.3%	10.1%
Built 1950 to 1959	22.3%	18.7%	10.9%	31.3%	27.8%	40.8%
Built 1940 to 1949	11.8%	9.4%	10.3%	11.2%	12.0%	16.0%
Built 1939 or earlier	40.7%	32.3%	63.8%	38.7%	12.6%	21.0%

Source: U.S. Census, 2013 ACS 5-yr estimates



Year Moved In

The mobility of the community's population can be an indicator of stability. Among comparison communities, the City's population exhibits patterns similar to the others. A higher proportion of City residents have been living in their homes since before 1969.

Table 2-25 – Year Moved In

	Lackawanna	Erie County	Buffalo	Tonawanda (city)	Cheektowaga	Tonawanda (town)
Moved in 2010 to 2013	15.5%	14.9%	20.6%	11.4%	12.6%	13.4%
Moved in 2000 to 2009	43.0%	41.8%	45.7%	41.9%	39.7%	38.9%
Moved in 1990 to 1999	11.3%	17.5%	13.8%	15.1%	17.0%	16.8%
Moved in 1980 to 1989	8.6%	10.4%	8.2%	10.1%	9.6%	10.9%
Moved in 1970 to 1979	7.8%	7.2%	5.7%	9.3%	7.8%	8.2%
Moved in 1969 or earlier	13.9%	8.2%	6.0%	12.1%	13.2%	11.8%

Source: U.S. Census, 2013 ACS 5-yr estimates

Community Development

The City opted to join the Erie County CDBG consortium of municipalities for the disbursement of HUD funds for community development and affordable housing. The Consolidated Annual Progress Report for Program Year 2014 was completed in July of 2015. The report describes program goals and highlights the progress made by each program for each of the communities in the consortium. Recent accomplishments in the City include the rehabilitation of 11 units, Lackawanna Housing Development Corporation's construction of 47 single family homes and a community center built on isolated vacant lots for the rent of sale to low to moderate income households, as well as the demolition of 8 deteriorating housing structures.

Lackawanna Municipal Housing Authority (LMHA)

The LMHA currently operates 489 affordable housing units in the following housing developments:

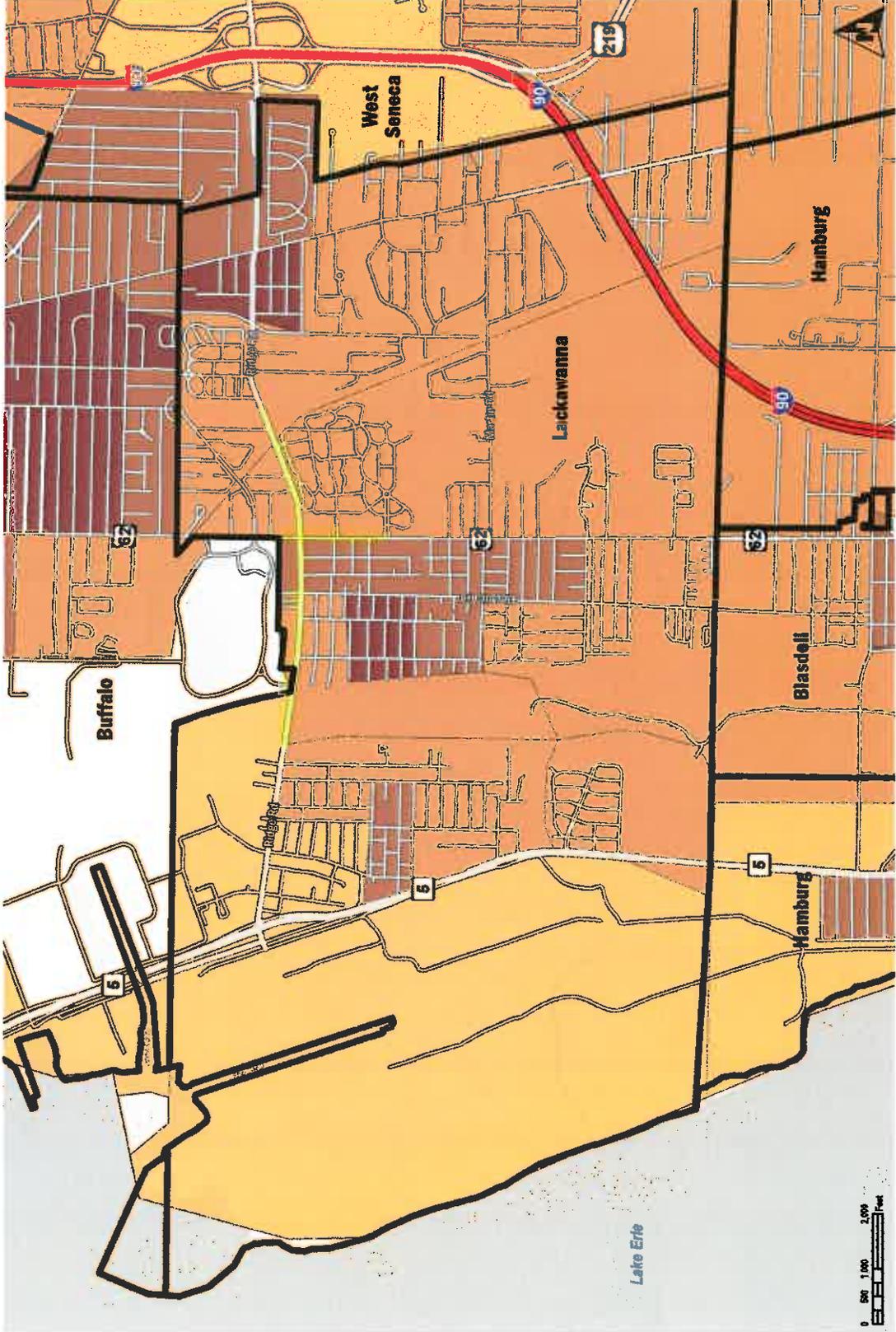
- 270 units – Baker Homes
- 125 units – Glover Gardens
- 94 units – Parkview Towers





CITY OF LACKAWANNA - DEPARTMENT OF DEVELOPMENT

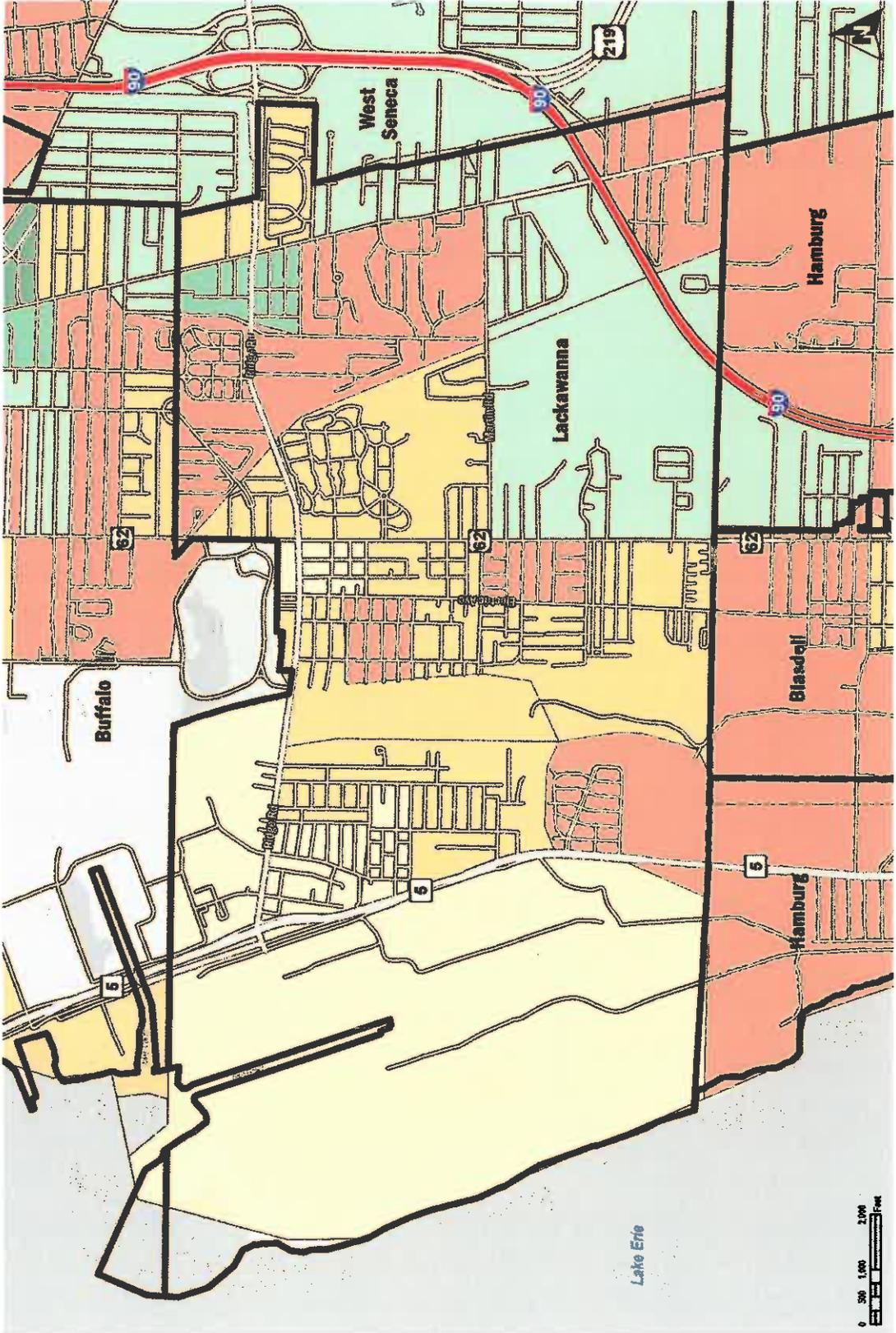
“FOOD, ARTS, CULTURE, AND EVERYTHING ELSE!”





CITY OF LACKAWANNA - DEPARTMENT OF DEVELOPMENT

“FOOD, ARTS, CULTURE, AND EVERYTHING ELSE!”



City of Lackawanna
Community Investment Log (2012-2017)

Location and Description of Investment/Project	Start Date	Finish Date	Percentage of Completion	Total Project Cost	Source of Funding			Other
					Federal	State	Local	
Lackawanna Housing Development Corporation ("LHDC") 47 houses throughout the First Ward	2015	2016	100%	\$12.8 M		50% NYS HTF		LIHTC Federal Home Loan Bank/Erie County HOME Funds
North American Salt Project former Bethlehem Steel Property	2014	Jul-05	100%	\$23M		Brownfield Tax Credits		Private funding
NOCO Express Expansion Abbott Road at Grant Street	2014	Jul-15	100%	\$3M				Private funding
Baker Victory Services Facility Martin Road	2015	2016	60%	\$16.75 M		Part of Funding		Balance of Funding
Baker Victory Services Administrative Building 790 Ridge Road	2016	2017	5%	\$2.5 M +/-				Private Funds
Our Lady of Victory Basilica National Shrine &	2014	2015	100%	unknown				Private Funding
Resurfacing of Ridge Road and South Park	2014	2015	100%	\$2.5 M		\$2.5 M DASNY		
Bethlehem Steel Redevelopment Area	2014	ongoing	10%	TBD		\$10 M	\$6 M EC Bond	
Ridge Road Reconstruction Project	2013	2015	100%	\$18.4 M	\$17.35 M		\$1.08 M	
Bethlehem Shoreline Trail	2015	2018 (projection)	20%	TBD		\$980,000		
Erie County Botanical Gardens - Greenhouse Restoration	2015	2017	100%	\$3 M			\$3 M Erie County	
Mess Hall Restaurant (717 Ridge Road) Restoration	2015	2016	100%	\$195,000				Private Funding
Curly's Restaurant (647 Ridge Road) Building Improvements	2013	2014	100%	\$150,000 est.				Private Funding
Ice House Pub (715 Ridge Road) Acquisition and Restoration Project	2016	2017	100%	\$200,000 est.				Private

2.5 ECONOMIC TRENDS

2.5.1 Labor Force/Unemployment

The labor force is a reflection of the number of people who are willing and able to work. The size of the labor force can be affected by the number of people who have retired; the number of single-income families; and to some extent by the number of people who are discouraged by a failure to obtain employment and have dropped out of the workforce. The size of the labor force is an important consideration for employers who are seeking a location for their business. The following table depicts the labor force characteristics in the City of Lackawanna (City) and comparison communities.

Table 2-26 – Labor Force & Unemployment 2013

	Lackawanna	Erie County	Buffalo	Tonawanda (city)	Cheektowaga	Tonawanda (town)
Percent in Labor Force	56.90%	62.40%	58.40%	65.90%	62.20%	62.20%
% in Labor Force, Unemployed	7.30%	7.30%	12.50%	4.70%	4.60%	4.20%

Source: U.S. Census, 2013 ACS 5-yr estimates

Among comparison communities, the City has a lowest percentage of people in the workforce at 56.9%. This proportion is less than it is in the City of Buffalo as well as in the other first-ring suburbs. The City's high percentage of seniors is a contributing factor in the low percentage of workforce. The City's unemployment rate is equivalent to the Erie County as a whole and lower than the City of Buffalo.

2.5.2 Industry

The industry of employment by place of residence is an indicator of the quality and type of jobs held by the residents of Lackawanna. This statistic also characterizes the labor pool, which is useful to perspective employers. The following table presents the percentage of workers in each of the industries. The location quotient (LQ) is a measurement of the percentage of City workers within a given industry compared to the percentage of workers within that industry nationwide. An LQ over 1 indicates that the industry employs proportionally more workers locally than the national average. In the City a number of sectors including manufacturing have location quotients well over 1.



Table 1-27 – Industry of Employment

	Lackawanna	Location Quotient	Erie County	Buffalo	Cheektowaga	Tonawanda (city)	Tonawanda (town)
Agriculture, forestry, fishing and hunting	0.00%	0	0.20%	0.10%	0.20%	0.00%	0.10%
Mining, quarrying, and oil and gas extraction	0.00%	0	0.10%	0.10%	0.10%	0.00%	0.20%
Construction	3.70%	0.6	4.20%	3.30%	4.00%	3.50%	4.00%
Manufacturing	11.70%	1.12	10.60%	9.10%	11.30%	11.10%	8.90%
Wholesale trade	2.40%	0.87	2.80%	1.90%	4.20%	3.70%	2.60%
Retail trade	14.20%	1.23	11.50%	10.20%	13.50%	15.00%	12.90%
Transportation and warehousing	5.60%	1.38	4.00%	4.40%	4.30%	6.80%	3.90%
Utilities	1.30%	1.48	0.70%	0.60%	0.50%	0.40%	0.80%
Information	1.20%	0.54	1.70%	1.50%	1.80%	1.40%	1.80%
Finance and insurance	4.80%	1.01	6.20%	5.40%	7.20%	7.90%	8.20%
Real estate and rental and leasing	1.10%	0.6	1.30%	1.50%	1.10%	0.80%	1.00%
Professional, scientific, and technical services	3.70%	0.56	5.80%	4.80%	4.40%	5.10%	5.20%
Administrative and support and waste management services	4.90%	1.17	4.00%	5.60%	4.20%	3.40%	3.90%
Educational services	7.30%	0.77	11.40%	11.20%	7.10%	8.30%	11.50%
Health care and social assistance	18.40%	1.34	17.20%	20.40%	17.10%	17.10%	17.20%
Arts, entertainment, and recreation	0.70%	0.32	1.90%	1.80%	1.20%	1.10%	2.30%
Accommodation and food services	8.10%	1.12	7.30%	8.90%	7.90%	5.80%	7.10%
Other services, except public administration	4.60%	0.92	4.40%	4.60%	4.90%	4.60%	4.30%
Public administration	6.20%	1.26	4.60%	4.60%	5.00%	3.90%	4.20%

Source: U.S. Census, 2013 ACS 5-yr estimates

The City has the highest percentage of workers in the health care and social assistance industries (Individual and Family Services; Community Food and Housing, and Emergency and Other Relief Services; Vocational Rehabilitation Services; Child Day Care Services) as well as public



administration. The lowest percentage of workers can be found in arts, entertainment, recreation and information industries.

Occupation

Occupation of employment is similar to industry of employment in that it is an indicator of the quality and type of workforce. Occupation is a greater determinant of income levels; where as industry of employment is a greater indicator of the types of business in the area. The following table shows the proportion of working individuals by type of occupation in each of the comparison areas. Again, a location quotient is present which compares the City to the nation as a whole.

Table 2-28 – Occupations

	Lackawanna	Location Quotient	Erie County	Buffalo	Tonawanda (city)	Cheektowaga	Tonawanda (town)
Management occupations	3.70%	0.38	8.50%	6.10%	4.20%	6.70%	7.40%
Business and financial operations occupations	3.80%	0.8	4.90%	3.70%	4.50%	4.40%	5.30%
Computer and mathematical occupations	1.70%	0.66	2.10%	1.60%	2.40%	1.70%	2.10%
Architecture and engineering occupations	1.70%	0.94	1.60%	0.80%	1.80%	1.10%	1.40%
Life, physical, and social science occupations	0.30%	0.37	0.70%	0.70%	0.80%	0.50%	0.40%
Community and social service occupations	2.10%	1.29	2.20%	2.60%	1.50%	1.90%	2.60%
Legal occupations	0.60%	0.55	1.40%	1.70%	1.30%	0.70%	1.40%
Education, training, and library occupations	5.70%	0.93	7.70%	7.50%	4.50%	4.50%	7.70%
Arts, design, entertainment, sports, and media occupations	0.20%	0.09	1.60%	1.90%	0.80%	1.10%	1.10%
Health diagnosing and treating practitioners and other technical occupations	3.00%	0.77	4.90%	3.30%	3.90%	3.70%	4.50%
Health technologists and technicians	1.70%	0.99	2.00%	1.90%	2.40%	2.60%	1.80%
Healthcare support occupations	4.40%	1.74	2.90%	4.90%	2.40%	2.80%	3.10%



Fire fighting and prevention, and other protective service workers including supervisors	1.60%	1.32	1.20%	1.60%	2.20%	1.00%	1.10%
Law enforcement workers including supervisors	2.80%	2.83	1.50%	1.10%	0.80%	1.60%	1.20%
Food preparation and serving related occupations	7.40%	1.3	6.10%	7.70%	5.40%	6.60%	5.70%
Building and grounds cleaning and maintenance occupations	4.40%	1.1	3.40%	4.90%	3.60%	3.70%	3.30%
Personal care and service occupations	4.00%	1.09	3.40%	4.40%	2.20%	3.80%	3.00%
Sales and related occupations	12.70%	1.16	11.20%	9.80%	12.00%	11.90%	12.20%
Office and administrative support occupations	15.80%	1.15	15.40%	15.00%	22.20%	19.40%	18.90%
Farming, fishing, and forestry occupations	0.00%	0	0.10%	0.10%	0.00%	0.20%	0.10%
Construction and extraction occupations	3.80%	0.75	3.40%	3.30%	3.00%	3.40%	3.30%
Installation, maintenance, and repair occupations	3.20%	0.96	2.70%	2.10%	3.10%	2.80%	2.60%
Production occupations	7.80%	1.31	5.80%	6.90%	6.50%	7.50%	4.90%
Transportation occupations	3.90%	1.09	3.40%	3.90%	5.90%	3.70%	3.20%
Material moving occupations	3.70%	1.45	2.00%	2.40%	2.50%	2.70%	1.70%

Source: U.S. Census, 2013 ACS 5-yr estimates

The City has more than double the proportion of workers in the law enforcement occupations than the comparison communities including the nation as a whole. The City also has a higher proportion of workers in material moving occupations; production occupations; and sales occupations. A large proportion of the City workers are in healthcare support occupations, although the City of Buffalo has a slightly more. The City has a lower proportion of workers in arts and entertainment related occupations; management occupations; legal occupations; and healthcare practitioner and diagnosis occupations. In general, the City has a stronger blue collar than white collar workforce.



2.5.3 Income

Median household income is the level at which the number of households with a higher income is equal to those with a lower income and it is an indicator of how income is distributed in the community. The income levels of residents reflect the community's ability to pay taxes as well as its ability to support local commercial activity. The following table presents the distribution of incomes in the City and the comparison areas, as well as the median income and the change in constant dollars from the year 2000.

Table 2-29 – Income

	Lackawanna	Erie County	Buffalo	Tonawanda (city)	Cheektowaga	Tonawanda (town)
Less than \$10,000	9.50%	8.50%	17.30%	9.70%	5.50%	5.30%
\$10,000 to \$14,999	8.30%	5.80%	9.40%	5.60%	5.50%	4.90%
\$15,000 to \$24,999	19.80%	11.60%	15.90%	12.30%	12.20%	11.00%
\$25,000 to \$34,999	12.30%	10.30%	12.20%	10.60%	13.00%	10.20%
\$35,000 to \$49,999	15.70%	13.20%	12.80%	13.70%	16.00%	15.80%
\$50,000 to \$74,999	17.30%	18.40%	15.20%	22.80%	21.40%	20.40%
\$75,000 to \$99,999	8.10%	12.50%	7.70%	13.80%	13.60%	15.60%
\$100,000 to \$149,999	7.50%	12.30%	6.30%	10.30%	10.00%	12.00%
\$150,000 to \$199,999	0.90%	4.10%	1.70%	0.90%	1.90%	3.40%
\$200,000 or more	0.50%	3.20%	1.50%	0.40%	0.70%	1.30%
Median income (dollars)	\$35,072	\$50,653	\$30,942	\$48,062	\$47,842	\$53,001
2000 Median income (In 2013 dollars)	\$39,628	\$52,065	\$33,124	\$50,656	\$51,463	\$55,962
Percent Change	-11.50%	-2.70%	-6.60%	-5.10%	-7.00%	-5.30%

Source: U.S. Census, 2013 ACS 5-yr estimates

While City residents have lower median incomes than do residents of first-ring suburbs, the median income in the City is greater than that of the City of Buffalo. Real wages have decreased across the board, but have decreased significantly in the City.

2.5.4 City-Based Employment

County Business Patterns, also given by ZIP code, reflects economic activity by place of business, as opposed to residence. Therefore, it is a better indicator of the types of businesses present within the City. The following table presents the distribution of business establishments by industry sector in the 14218 ZIP code. This ZIP code area very nearly follows the borders of the City, with a few minor exceptions. Due to this discrepancy, a few businesses on Abbott Road southeast of I-90 are not reflected in the table.



Table 2-30 – Lackawanna Employment Sectors

Industry Description	Total Establishments	'1-4'	'5-9'	'10-19'	'20-49'	'50-99'	'100-249'	'250-499'
Total for all sectors	302	152	69	37	24	10	9	1
Construction	25	17	6	1	0	0	1	0
Manufacturing	24	7	5	5	5	2	0	0
Wholesale Trade	13	5	5	1	0	1	1	0
Retail Trade	51	24	14	9	3	1	0	0
Transportation and Warehousing	10	5	1	2	0	0	2	0
Information	1	1	0	0	0	0	0	0
Finance and Insurance	8	3	3	2	0	0	0	0
Real Estate and Rental and Leasing	7	5	2	0	0	0	0	0
Professional, Scientific, and Technical Services	15	9	4	2	0	0	0	0
Management of Companies and Enterprises	1	0	0	0	0	1	0	0
Administrative and Support and Waste Management and Remediation Services	22	14	1	1	5	0	1	0
Educational Services	3	1	0	0	0	0	2	0
Health Care and Social Assistance	38	17	6	8	4	0	2	1
Arts, Entertainment, and Recreation	6	3	1	2	0	0	0	0
Accommodation and Food Services	39	15	13	1	6	4	0	0
Other Services (except Public Administration)	39	26	8	3	1	1	0	0

Source: U.S. Census, 2013 Zip Code Business Patterns (14218)

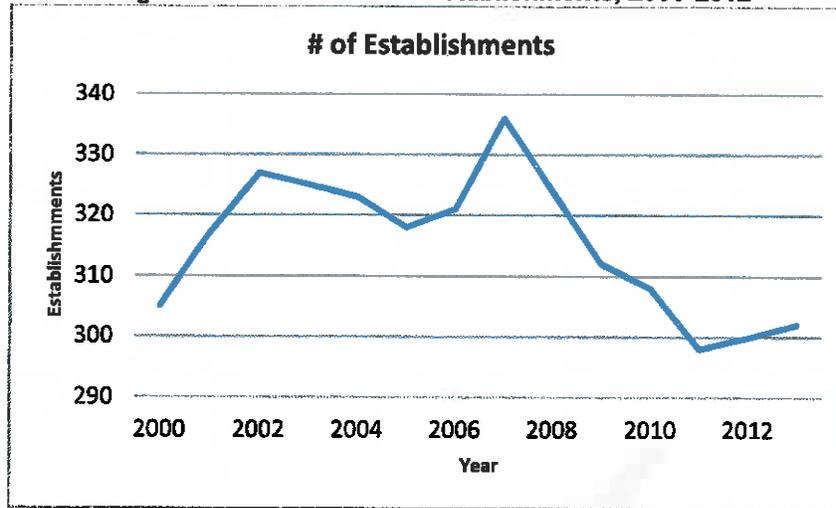
The largest employer in the City is in the healthcare and social assistance industry. Baker Victory Services operated several institutions in the City. There are nine other establishments in the City with more than 100 employees. Roughly half of the business establishments in the City have four or fewer employees.

Aside from the number of establishments, County (ZIP code) Business Patterns also present aggregate figures of the total number of employees and annual payroll. The following graphs present these statistics from 2000-2013.

These graphs present a City that has been trying to recover from the closing of the Bethlehem Steel plant in the 1980's that was again set back by the recession of 2007. The City has been on the rise again in recent years.

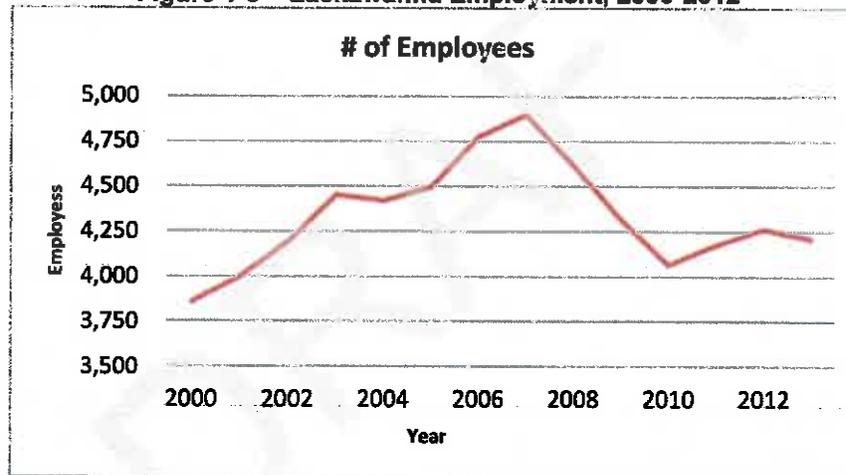


Figure 2-4 – Lackawanna Establishments, 2000-2012



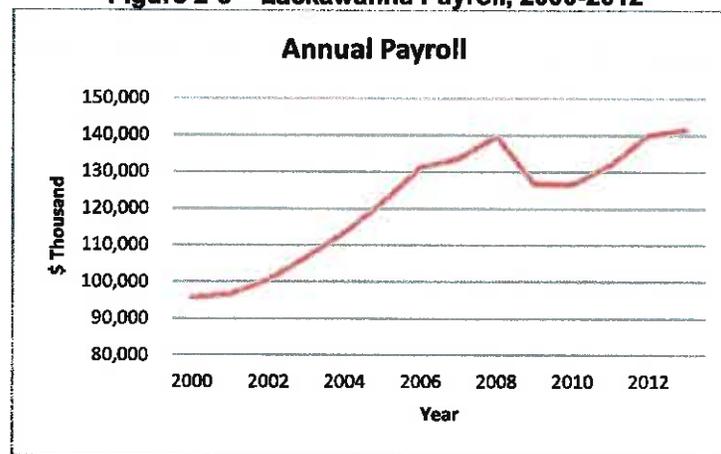
Source: U.S. Census, 2013 Zip Code Business Patterns (14218)

Figure 1-5 – Lackawanna Employment, 2000-2012



Source: U.S. Census, 2013 Zip Code Business Patterns (14218)

Figure 2-6 – Lackawanna Payroll, 2000-2012



Source: U.S. Census, 2013 Zip Code Business Patterns (14218)



2.5.5 City Budget

In 2015, the City was operating on a \$23.9 million budget. Property tax accounts for \$10 million or 41.8% of the revenue. Non-property taxes, mainly county distribution of sales tax accounts for \$5.6 million or 23.4% of the revenue. Another \$6.7 million or 28% is obtained through state aid. The remaining \$1.6 million in revenue is generated from other sources such as fines, and fees, and includes \$1 million left over from the previous year. Major expenditures include \$8.8 million for public safety, \$7.7 million for employee benefits, \$2.8 million for public works, and \$0.9 million on debt retirement.

2.5.6 Homestead/Non-Homestead Tax

The City utilizes a real property tax assessment system that has a distinct Homestead and a Non-Homestead Tax Rate. The Current structure allocates that the Homestead assessment represent 53.1% of the total assessed value for the City. The Homestead rate is currently \$15.25/\$1,000 while the Non-Homestead rate is at \$32.14/\$1,000 of assessed valuation. The current structure has the effect of reducing real property tax payments for Homestead properties while establishing a real property tax payment rate for Non-Homestead properties that hinders the ability to attract and maintain a sustainable business community.

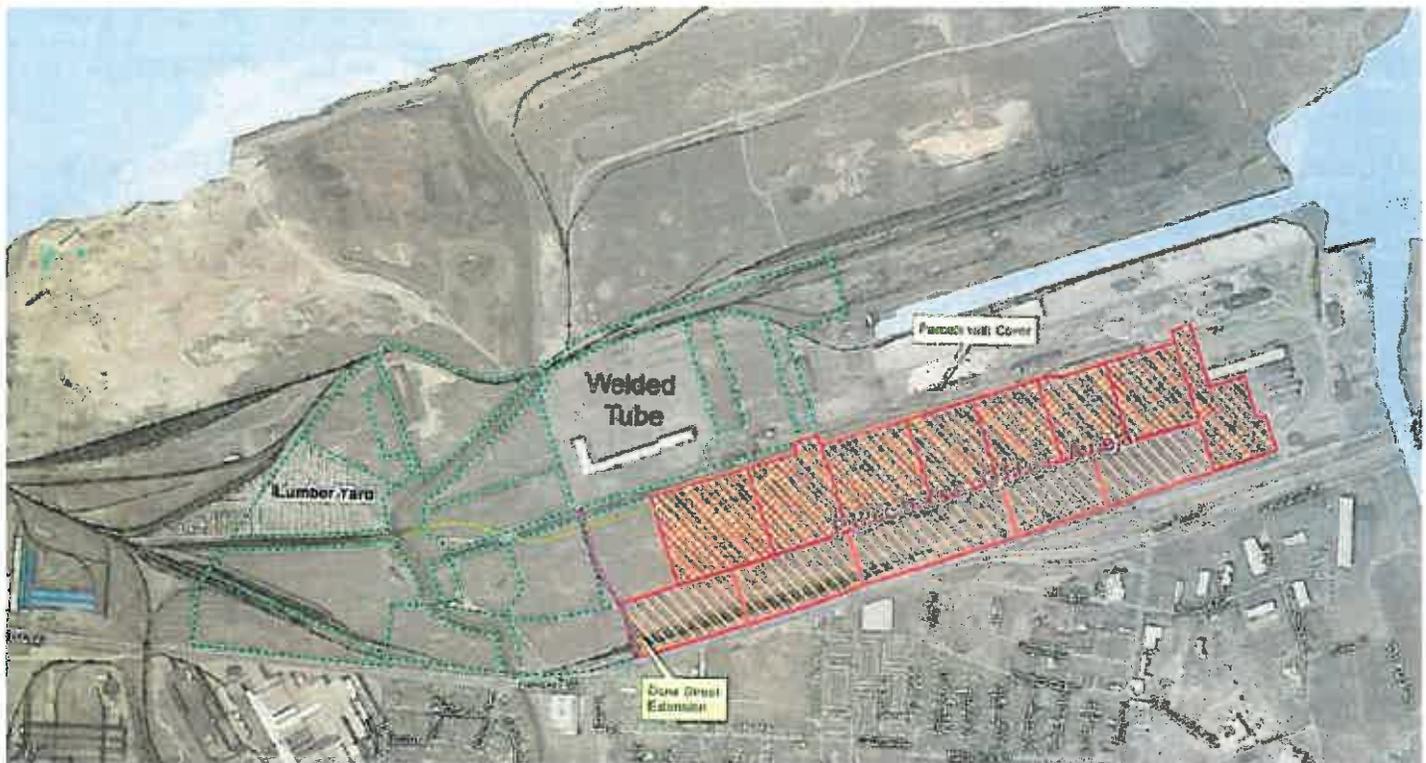
2.5.7 Bethlehem Redevelopment Area

The Bethlehem Redevelopment Area is nearly 1,260 acres of land between Route 5 and Lake Erie. It was the site of the massive, Bethlehem Steel Plant which closed in 1982. Since then, the site has undergone a series of environmental assessments and restoration efforts. Work is still needed in some areas, but the site is beginning to open up for new uses. Some industries have already located at the site. Currently the site is part of a BOA study. The Bethlehem Redevelopment Area offers the potential for large amounts of land for new industries and businesses. The site is also in close proximity to the newly emerging industrial activity in South Buffalo. The site is a prime location for new industrial development. The site has its own internal sea port with connections to rail service and easy access to the interstate system. Recently, the relocation of two miles of tracks has opened up 400 acres of shovel-ready sites for redevelopment. Welded Tube has recently located on the site with plans for expansion. Steel Winds has been producing clean electricity on the site since 2007 and current has a capacity of 35 KW. Steel Sun is currently being developed on the site which will establish 13,000 solar panels producing even more clean energy. There are currently plans to develop a multi-use trail along Smokes Creek to provide waterfront access for residents.



THE BUFFALO NEWS

Editorial: Major new industrial park will create an attractive draw for manufacturers



Shaded area represents the land purchased for an industrial park.

By News Editorial Board

(<http://buffalonews.com/author/newseditorialboard/>)

Published Thu, Mar 9, 2017

A project funded by Regional Economic Development Council money will reclaim a big chunk of industrial wasteland at the former Bethlehem Steel site and prepare it for a new life in modern manufacturing.

To that end, the Erie County Industrial Development Agency will acquire nearly 140 acres of land along Route 5 in Lackawanna between Dona Street and Ridge Road.

This prime industrial land will be placed back into local hands and eventually turned into a site that can be swiftly utilized by manufacturers. It amounts to a clear winning strategy for taxpayers, and if the project sets up advanced manufacturing as county officials expect, the benefits will continue to build over time.

As reported in The News, the property will be acquired from Tecumseh Real Development for \$6.7 million. The deal is slated to close in four stages through the remainder of the year. About two-thirds of the parcel will be capped by cover material starting later this year to meet environmental requirements, making it available for development by next year.

And that's far from all the work planned to make the site attractive to manufacturing. Plans call for a short rail spur to be relocated away from Route 5 toward the center of the property. The county will be able to continue forward on a plan to extend Dona Street in Lackawanna into the steel plant site.

And there will be an opportunity to extend the bike path that runs along the Outer Harbor for about a mile along Route 5 to Dona Street, near the Smokes Creek bridge. As business reporter David Robinson wrote, there are plans to eventually extend it south toward Woodlawn Beach. Tecumseh has agreed to donate the land for the bike path extension, with the work funded by a grant from the state.

In all, the project would cost \$10.8 million, funded by state money this region received during the latest round of REDC awards last December. These awards fund a variety of important projects carefully selected to spur the regional economy.

Erie County Executive Mark C. Poloncarz has devoted considerable effort to making the Bethlehem deal happen. He has talked with Tecumseh officials for years about purchasing a portion of the site. He recognized the need to put the property under the control of local officials who would be motivated to move quickly on development proposals.

Moreover, as Poloncarz pointed out, there are few large industrial parks in the Northeast that will accommodate light industrial and manufacturing development without extensive site preparation. The site benefits from easy access by highway, rail and water; getting it ready in advance will make it tempting to manufacturers who need to move quickly.

The ability to reclaim and repurpose the old industrial sites that helped build the region a century ago puts this region in position to attract businesses and continue growing the economy.

THE BUFFALO NEWS

Shovel-ready Bethlehem Steel parcel called a 'game changer'



A deal is in place for the Erie County Industrial Development Agency to acquire nearly 148 acres of land along Route 5 from Dona Street to the south and just beyond Ridge Road to the north. (Credit: Erie County)

By David Robinson (http://buffalonews.com/author/david_robinson/)

Published Wed, Feb 22, 2017

Erie County is taking the first step toward turning a significant portion of the long-abandoned Bethlehem Steel site from an industrial wasteland into an industrial park.

With a deal in place for the Erie County Industrial Development Agency to acquire nearly 148 acres of land along Route 5 from Dona Street to the south and just beyond Ridge Road to the north, county officials said the acquisition will put a swath of prime industrial land in local hands, with an eye toward turning it into a site that can be quickly developed by manufacturers.

"This project has the potential to set up advanced manufacturing in this community for the next generation," said Deputy County Executive Maria Whyte, who spearheaded the negotiations to acquire the property from Tecumseh Real Development for \$6.7 million.

The land purchase, which is expected to close in four stages through the rest of this year, is part of a broader plan that also includes capping about two-thirds of the parcel by year-end to meet environmental requirements and clear the way for development.

A short rail spur also will be relocated away from Route 5 toward the center of the property. The deal also clears the way for the county to move forward on a plan to extend Dona Street in Lackawanna into the steel plant site.

It will also open the door for the bike path that runs along the Outer Harbor to be extended for about a mile along Route 5 to Dona Street, near the Smokes Creek bridge, with plans to eventually extend it farther south toward Woodlawn Beach. Tecumseh has agreed to donate the land for the bike path extension, which will be funded with a grant from the state, said Erie County Executive Mark Poloncarz.

"This is perfect for heavy industry or light manufacturing," Poloncarz said. "This is not park land."

Poloncarz, who has been talking with Tecumseh officials about buying a portion of the Bethlehem Steel site since he took office more than four years ago, said the deal also is noteworthy because it puts the property under the control of local officials, who have an incentive to move quickly on development proposals, rather than corporate executives in the Netherlands.

"It's so important. This is the 150 acres that are the most prime site for development," he said. "This is the type of thing that can be a game changer."

The purchase is part of a broader \$10.8 million plan that includes not only the purchase of the property, but the rail line relocation and the bike path extension. The project will be funded by state money that the region received during the latest round of the Regional Economic Development Council awards last December.

Those steps will give the county a significant swath of land that can be quickly developed for light manufacturing or industrial use at a time when that type of shovel-ready site is in short supply, Poloncarz said.

"There is a lack of large acreage industrial parks in the Northeast for future light industrial and manufacturing development," he said, noting that the former Republic Steel site in South Buffalo, also known as the RiverBend complex, is the new home for the SolarCity solar panel factory. The IDA also operates the Buffalo Lakeside Commerce Park, located about a mile to the north, that has attracted companies like Certainteed and Cobey to an industrial park that also was created on a former industrial brownfield site that still has smaller sites available.

"If you think of Western New York, we have hardly any left. RiverBend was the last, and now that's full," he said.

Poloncarz believes the Bethlehem Steel site could be appealing to manufacturers because of its location near Lake Erie, as well as its quick access to railways and highways.

"It has access to rail. It has access to the water. It has access to truck transportation," Poloncarz said.

That portion of the Bethlehem site was mainly used for transportation and staging, rather than steel-making, so its environmental issues are less severe than on other parts of the Bethlehem property, Poloncarz said. Eventually, the county would like to acquire more of the Bethlehem Steel site, potentially using money from the sale of land in the 147-acre section to fund future purchases.

The zero net energy building that the Erie County IDA is planning to build will be located on the northern end of the property. Welded Tube, a tubing manufacturer that opened one of the first new facilities on the former steel site, is located next to the southern end of the parcel that the county is acquiring.

To prepare the property for development, the county will place a layer of cover material over the 100 acres farthest to the west of Route 5 beginning later this year. That portion of the property is expected to be ready for development next year, Whyte said. The remaining 50 acres closest to Route 5 also will be covered eventually.

THE BUFFALO NEWS

Another Voice: Governor builds on the progress of the Buffalo Billion

By Another Voice (<http://buffalonews.com/author/another-voice/>)

Published Mon, Feb 6, 2017

By Howard Zemsky

Those of us who have lived in Buffalo for any length of time know that the positive changes to the economy, and our outlook toward the future, have been profound. Five years ago, Gov. Andrew M. Cuomo introduced the Buffalo Billion. It was the promise of a new beginning and one that quickly became a reality.

The proof is everywhere you look: Canalside visitors have increased more than tenfold since 2010; RiverBend is beginning to ramp up what will be over a thousand direct jobs; unemployment is down while property values are up; new businesses are starting; and millennials are choosing to stay or move back to Buffalo.

Now, the governor has introduced Phase II of the Buffalo Billion. The \$500 million plan builds on the region's core economic development principles of revitalization, innovation and workforce development.

Phase II connects the dots between the region's suburbs, downtowns and waterfronts. A new light rail plan will extend to Amherst, and a new Canalside station at DL&W in downtown Buffalo will make it easier for people to get to jobs, to school and to the waterfront.

Once people get to the waterfront, thanks to Phase II's Buffalo Blueway, they will be able to enjoy an expanded network of access points that will connect more visitors to Buffalo's cultural and natural assets along its waterways.

The tide of prosperity must also rise in the neighborhoods that have been hit hard by economic blight. The East Side Revitalization Initiative focuses on the major East Side corridors including Northland, which will become known for its "manufacturing campus" and

will both attract businesses and train workers for the jobs of the future.

WILL DOUBT ATTRACT BUSINESSES AND TRAIN WORKERS FOR THE JOBS OF THE FUTURE.

And to further support job growth and skill development, a \$10 million Workforce Development Fund will be established to ensure that the region's workforce can keep up with growing job opportunity.

Now imagine the circle of economic transformation expanding and taking in the first-ring suburbs. The former site of Bethlehem Steel will be brought into the circle with the acquisition of 250 acres of land for future development. By expanding the circle even further to Niagara Falls, we will acquire strategic parcels near Niagara Falls State Park to attract more visitors, extend their stays, induce more private investment and create more jobs.

The 43North business competition has become an absolute force for the region, and under Phase II will have another five years to attract the best and brightest to Buffalo. Many of those entrepreneurs work in the life sciences, which will be fueled by a new Strategic Investment Fund, to better commercialize the intellectual property that is being created.

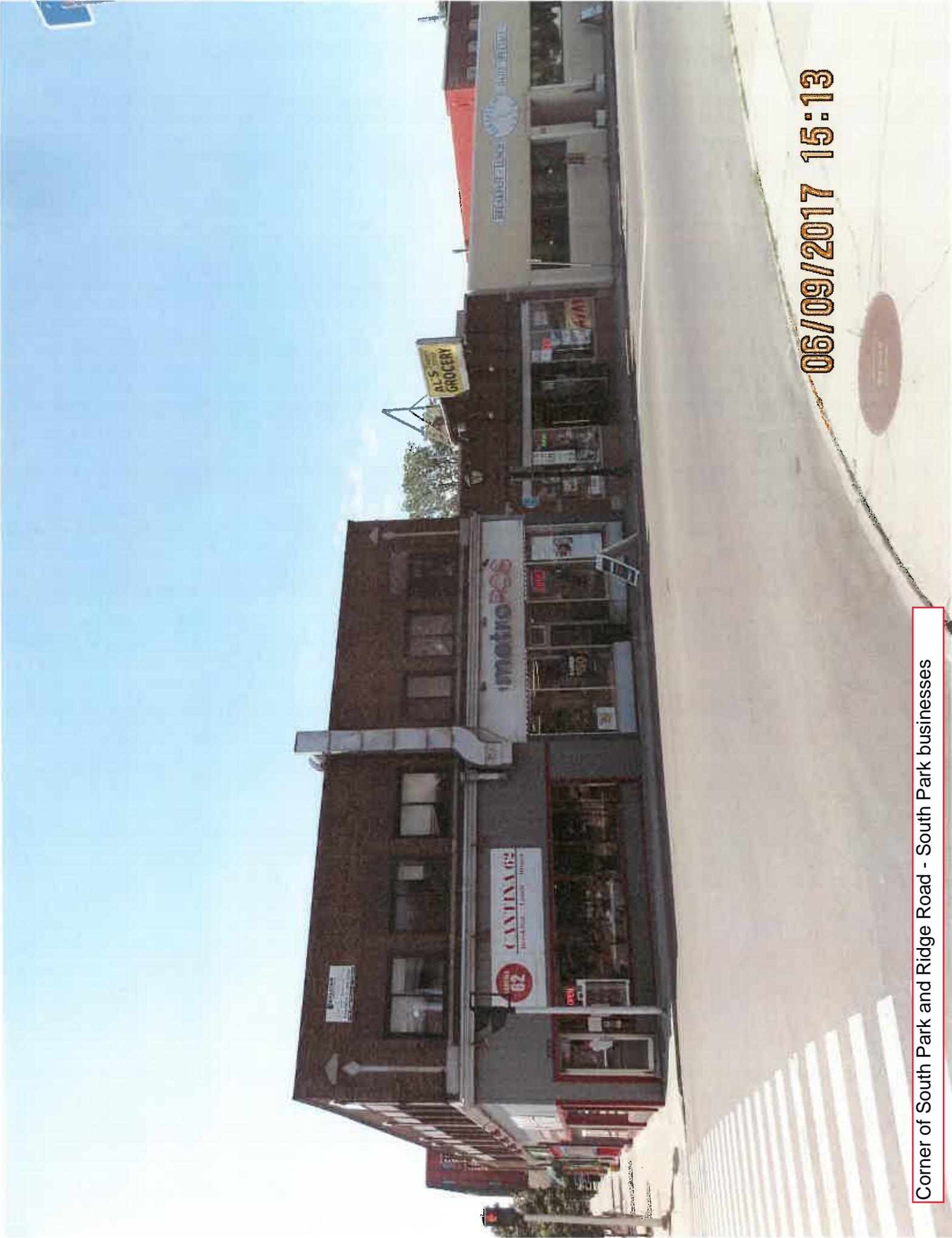
Many of us only dreamed Buffalo could ever experience such a comeback. Phase II builds on the progress we have achieved and is further proof for workers, dreamers, students and businesses that there has never been a better time to get on board and be a part of the region's extraordinary transformation.

Howard Zemsky is president and CEO of Empire State Development.

5.1



Corner of South Park and Ridge - facing west on Ridge Road

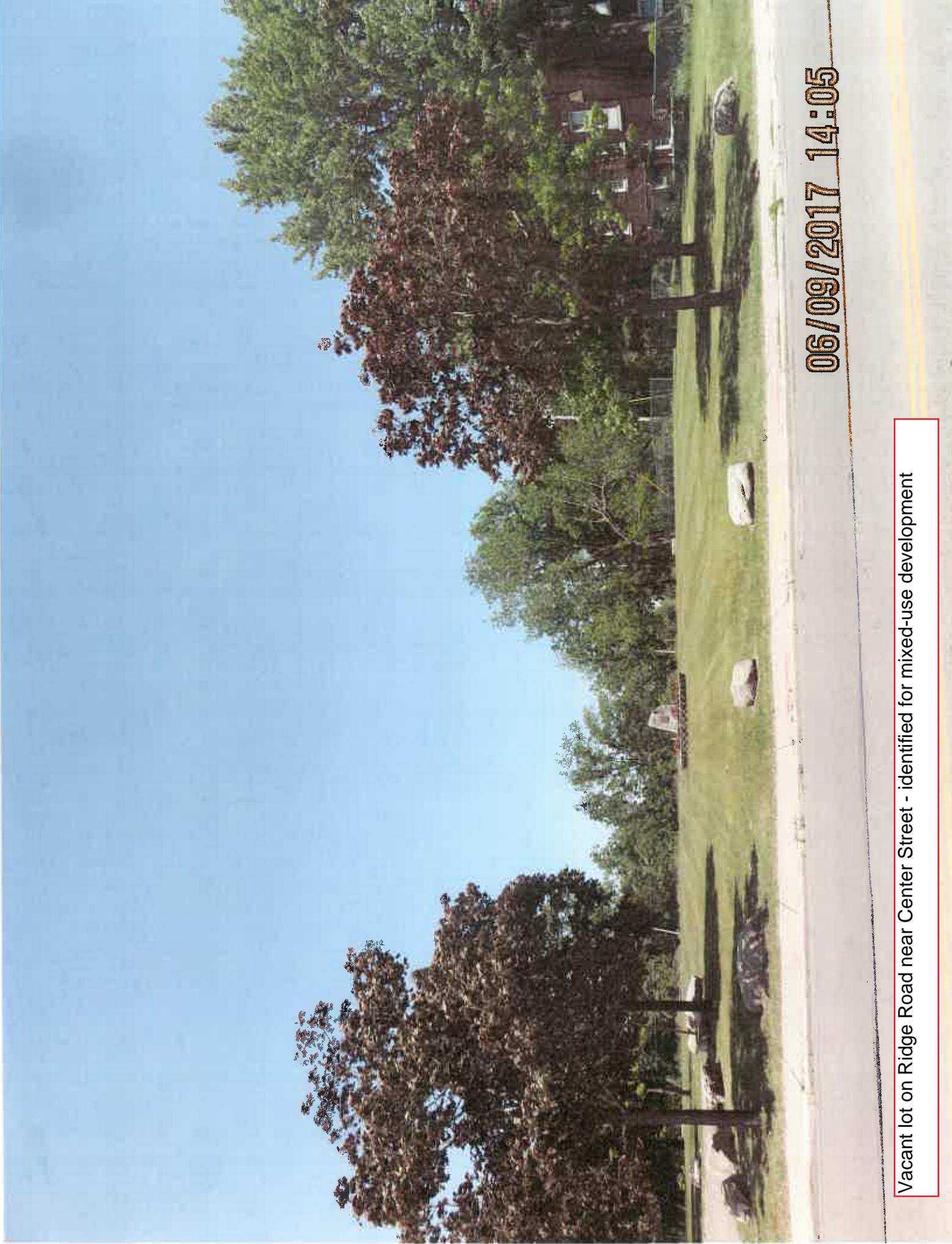


06/09/2017 15:13

Corner of South Park and Ridge Road - South Park businesses



Ridge Road looking west toward Ridge Road Railroad Bridge Overpass - view from Memorial Field



06/09/2017 14:05

Vacant lot on Ridge Road near Center Street - identified for mixed-use development



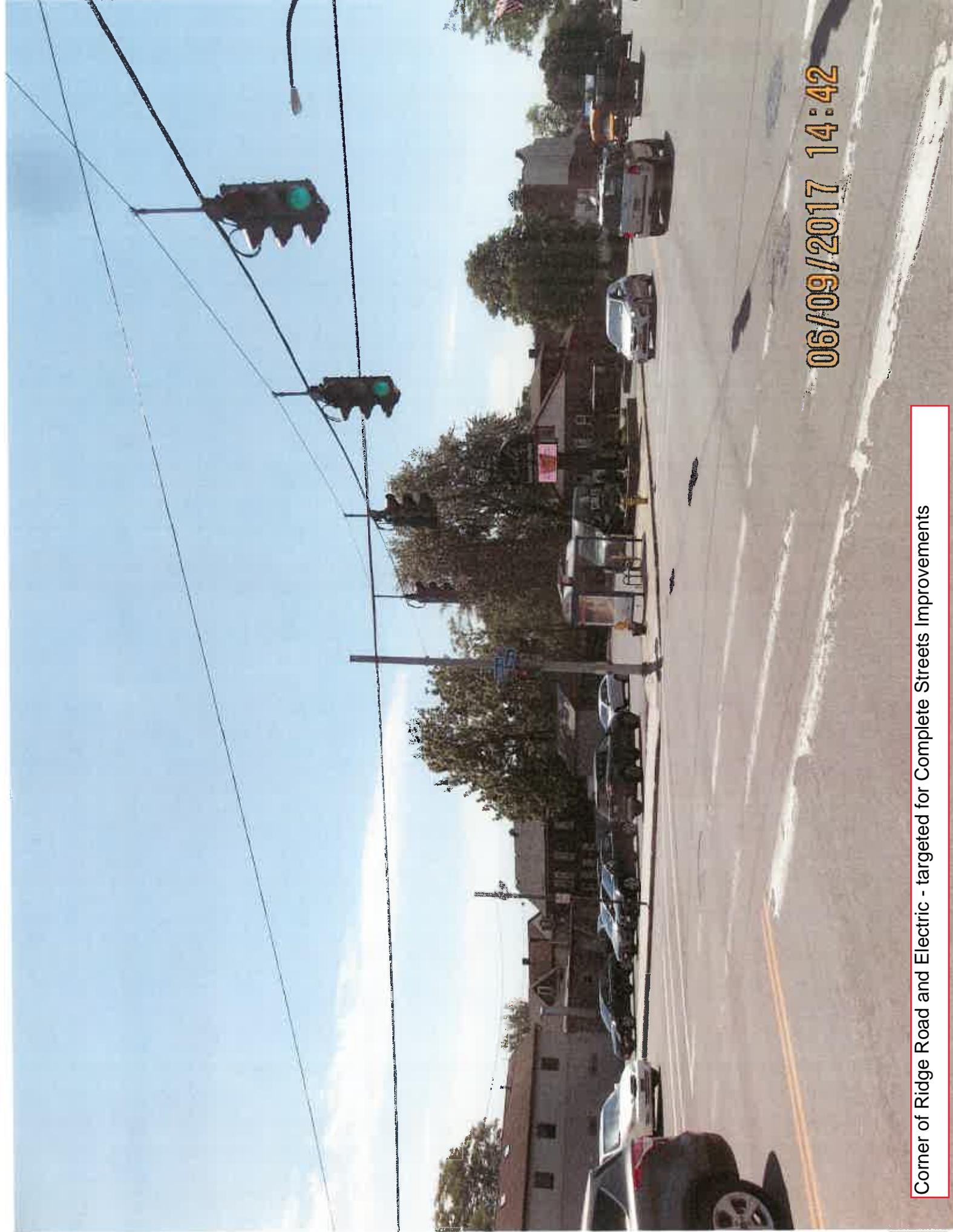
06/09/2017 14:39

Underutilized property on Ridge Road - development opportunity



06/09/2017 14:37

Our Lady of Victory National Shrine and Basilica located on the corner of South Park & Ridge Road



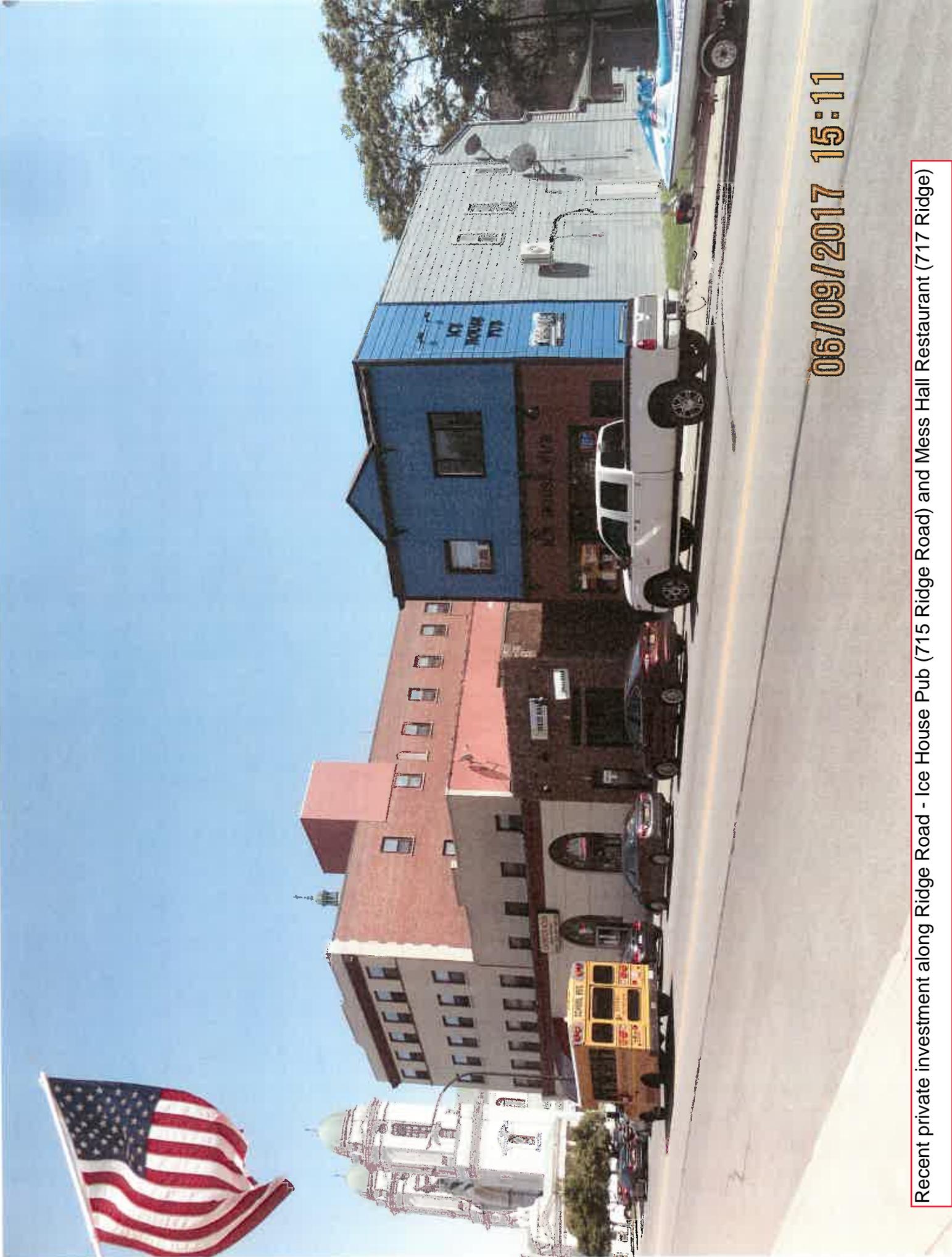
06/09/2017 14:42

Corner of Ridge Road and Electric - targeted for Complete Streets Improvements



06/09/2017 14:44

Existing Pedestrian Pathway connecting the Ridge Road/South Park Business District to South Park/Botanical Gardens



06/09/2017 15:11

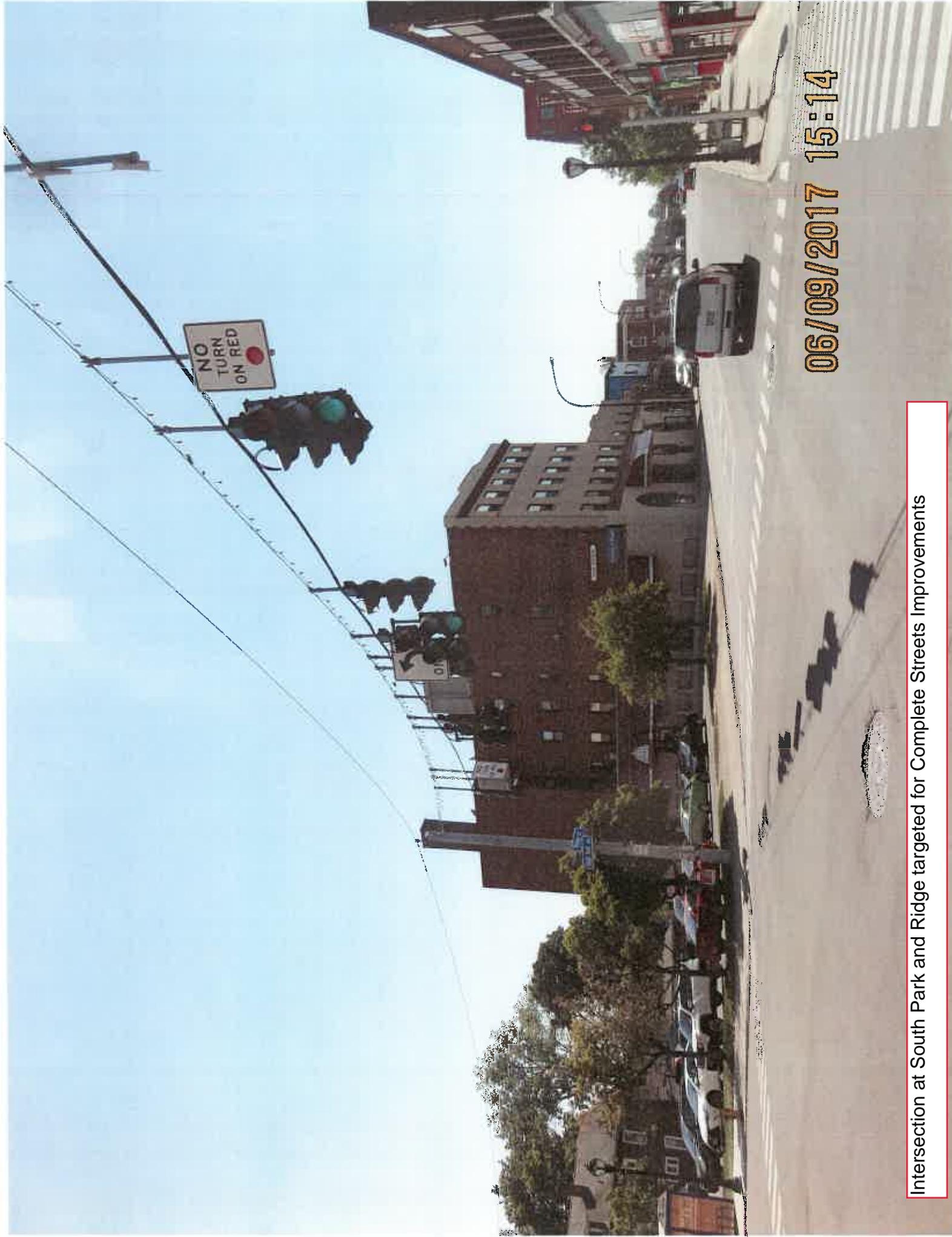
Recent private investment along Ridge Road - Ice House Pub (715 Ridge Road) and Mess Hall Restaurant (717 Ridge)



Ridge Road Business District looking east toward the intersection with South Park



Portion of Baker Victory Complex located on the corner of Ridge Road and South Park



06/09/2017 15:14

Intersection at South Park and Ridge targeted for Complete Streets Improvements

City of Lackawanna Central Business District
Property List

Property Address	SBL #	Parcel Size	Current Owner	Description
718 Ridge Road	142.38-2-25	40 X 52	Ahmad Yamin	former Sterling Photography - currently vacant
2719 South Park	142.38-2-24	52 X 100	Nasir Affif	2 story with 4 storefronts
2717 South Park	142.38-2-23.2	30 X 140	Ahmed Ali Alaharg	deli
2711 South Park	142.38.2-22.1	60 X 140	Purple Threes, LLC	Daisy's
2707 South park	142.38-2-21.1	29 X 97.15	2707 SP Properties, LLC	pharmacy
2705 South Park	142.38-2-20.1	29 X 115.15	Mary Anna Tanner	vacant land
2703 South Park	142.38-2-19	56 X 110	SP Ave Properties, LLC	Front Page & Art Voice
2693 South Park	142.38-2-18	60.5 X 50	Fruci Apt, LLC	diner & apts at corner of Nason
727 Ridge	142.38-3-14.1	102 X 115.98	Adolf Development Co. LLC	former Hotel - vacant commercial space on ground floor
713-719 Ridge	142.38-3-19.1	108 X 150	Adolf Development Co. LLC	parking lot at corner of SP
2747 South Park	142.38-3-21	30 X 143.63	Dawn Kaney	2 family
2751 South Park	142.38-3-22	38 X 143.63	Donald Kustreba	single family
2755 South Park	142.38-3-23.1	80 X 143.63	John Borowski	2 family
2761 South Park	142.38-3-25	30 X 143.63	William Fuller	2 family
2763 South Park	142.38-3-26	40 X 143.63	Luke Perison	2 family
2769 South Park	142.38-3-27	40 X 143.63	George Sarach	2 family
2773 South Park	142.38-3-28	30 X 143.63	Mary Byrne	vacant land
2777 South Park	142.38-3-29	30 X 112.23	Ed Connors	2 family
2779 South Park	142.38-3-30	30 X 112.23	Abdulhamid Albaneh	single family
2781 South Park	142.38-3-31	30 X 112.23	Joseph Gunner	2 family
2785 South Park	142.38-3-32	30 X 112.23	kathy Coons	2 family
539 Ridge Road	142.37-4-1.11	1.26 Acres	City of Lackawanna	Vacant land @ corner of Ridge & Center
689 Ridge Road	142.38-4-3.11	83 X 147.5	City of Lackawanna	Parking Lot adjacent to Post Office.
500 Ridge Road	142.37-1-1	2.80 Acres	City of Lackawanna	est. parking lot in front of ballfield

City of Lackawanna – Downtown Revitalization Initiative

Executive Summaries for Strengthening WNY’s Safety Net report, Brownfield Opportunity Area (BOA), Comprehensive Plan, and Local Waterfront Revitalization Program

Prior Comprehensive Planning in City of Lackawanna

The City of Lackawanna has proactively been planning for its future, especially in recent years. Relevant planning efforts include the Lackawanna BOA and the City’s Comprehensive Plan Update. The City is also embarking on preparing a Local Waterfront Revitalization Program. The 2014 report on the City of Lackawanna for the “Strengthening WNY’s Safety Net” study is relevant, as well. All of these reports support the revitalization of the City, strengthening the local economy and improved quality of life for its residents.

Strengthening WNY’s Safety Net: City of Lackawanna Community Report (April 2014)

This report, prepared by the University at Buffalo Regional Institute for the John R. Oishei Foundation was one of a dozen representative communities across Erie and Niagara Counties that were profiled in an effort to assess social services needs in the two counties. The focus of the report was on assessing how the economic downturn has affected residents, and what resources are available within the community. In Lackawanna, outreach to residents included a resident survey completed by 263 residents; four focus group meetings; and a series of interviews with service providers.

The report found significant evidence of need within the City. Of 18,170 residents, approximately 20% fall below the poverty line, with another 24% classified as near poverty (between 100% to 200% of the poverty line), meaning that 44% of the population is in economic distress. Furthermore, the number of residents in poverty grew by 14%, at the same time as the City’s population declined by 5%. Overall, the City has experienced significant population decline, losing 12% of its population between 1990 and 2010.

Residents of Lackawanna also exhibit other indicators of distress. Underemployment is an issue, with only 24% of adults in the labor force working full-time. Residents also have limited educational levels. In Lackawanna, 56% of adults aged 25 or older have a high school degree or less. In comparison, 57% of adults aged 25 or older in Erie County have at least some college education. Housing is another issue. Half of all renters are cost burdened, meaning that they spend more than 30% of their income on housing costs, and 56% of all homeowners have annual earnings of \$35,000 or less. Approximately 20% of the population has no access to a car, and depend on walking, transit or rides from friends to access jobs, groceries and other necessities.

The report identified 20 public and private human services agencies providing services within the City of Lackawanna. Many of these agencies are located in or near the designated downtown area along Ridge Road in the City. Many of these agencies are viewed by residents as strengths.

The report identified several gaps in services faced by Lackawanna residents. Reduction in bus service has created hardships for residents without access to cars. While there are three bus lines running through the City, service is infrequent, and two of the lines do not run at all on the weekends. There are

no major grocery stores within the City of Buffalo. Afterschool programs are limited, and the public school system is ranked as one of the poorest performing in the State outside of New York City.

Despite these indicators of distress, the report notes several promising developments, including new programming and greater coordination among service providers. The report suggests a number of recommendations:

- Building on synergy, create a coalition of human services providers to strengthen partnerships and information channels;
- Encourage business investment and innovation to grow the number of jobs;
- Increase the availability of enriching out-of-school activities for youth;
- Expand opportunities for vocational training;
- Expand supports for affordable and flexible transportation;
- Strengthen supports for food and health promotion; and
- Mobilize residents to advance change and instill hope.

Each of the recommendations included several strategies to help achieve that goal, along with a model response undertaken somewhere else in the region that could be applied in Lackawanna.

City of Lackawanna Brownfield Opportunity Area (BOA): Step 2 and Step 3

The City of Lackawanna is participating the New York's Brownfield Opportunity Area (BOA) program. The City applied to the New York BOA program for a Step 1 Pre-nomination Study, which was completed in 2005, and for the Step 2 Nomination Study, which was completed in 2012. Work is currently underway on the Step 3 Implementation report. The City has also actively worked identifying and remediating specific former brownfield sites with EPA and DEC Brownfield funds. The BOA program enables a more strategic approach to brownfield remediation by looking at the entire area, and complements efforts aimed at addressing specific sites in need of remediation.

The Lackawanna BOA, known as the First Ward BOA, covers the western portion of the City, including all lands west of the main rail corridor, and a small area east of the rail corridor and south of Ridge Road. This area, which corresponds with the City's First Ward, includes the site formerly occupied by Bethlehem Steel, along with the adjoining residential neighborhoods. The First Ward BOA area is where industrial employers were historically concentrated within the City. While the entire City has been hurt by the loss of manufacturing and industrial jobs that were the core of the local economy, this loss has had a severe impact on the First Ward, where residential and commercial activity were closely tied to the local industries. Rates of poverty, disinvestment, vacancy and other indicators of distress are particularly high within the First Ward, and there are numerous sites where former uses have resulted in environmental concerns that require remediation. The former Bethlehem Steel property alone represents approximately 1,100 acres in need of remediation and reuse options.

The Vision for the future of the First Ward BOA is its restoration as a key employment center for the region. Redevelopment of the former Bethlehem Steel site for new businesses and industry is a priority, and would help spur revitalization of local business districts along Route 5, Ridge Road and Steelawanna

Street, and encourage reinvestment in the adjacent residential neighborhoods, as well. The intent of the First Ward BOA is to serve as a catalyst for redevelopment city-wide.

The Nomination Study included significant public outreach, including two public open house events, and a series of one-on-one and small group interviews with stakeholders. Outreach was targeted to try to reach several groups, including elected officials, local landowners, potential developers, community leaders, neighborhood groups and the general public. A local Steering Committee, made up of a representative mix of elected officials, business leaders, residents and City and County departments, worked closely with the consultant team throughout the process.

The Nomination Study inventoried local conditions, summarizing socio-economic data (population, housing and employment), land use patterns and zoning. A close look at ownership patterns at the time of the study noted that 9% of the land within the BOA was publicly owned, representing 252 acres. Nearly a quarter (50 acres) of publicly owned land was vacant, including key parcels along Ridge Road, and 55 vacant residential properties. The assessment of conditions also identified and mapped local parks, open space, archeological and historic resources. The discussion of infrastructure looked at water, sewer, gas and electric service. Not surprisingly, given the area's industrial past, infrastructure in the area is underutilized and has excess capacity. However, given the age of the systems, improvements to the lines may be needed, depending on the condition of the facilities.

The assessment of transportation systems looked at road, rail, and transit. The area is also located on Lake Erie, and has port facilities. A major issue is the configuration of transportation systems. The large, 1,100 acre former Bethlehem Steel property is being subdivided into distinct areas for redevelopment, but lacks public roads to provide access. The positioning of rail lines impedes the ability to provide improved access to the site. The large north-south rail corridor parallel to Route 5 (Hamburg Turnpike) also forms a barrier separating the First Ward from the remainder of the City. The only cross access is via Ridge Road.

Given the industrial and developed past of the First Ward, there were limited natural resources (surface water, wetlands, floodplains, habitats and soil) within the area. The Lake Erie shoreline and Smokes Creek are the most significant natural resources within the area. The inventory also provided a comprehensive assessment of individual brownfields, vacant and abandoned sites within the BOA boundary. Forty-three distinct sites were profiled as to their size (acres, square footage of any buildings); use; adjacent uses; zoning and known contamination, if any. Photos of each brownfield site were included.

The Nomination Study included an analysis of economic and market trends, as a means of determining potential reuse options for underutilized sites. The findings assessed market potential and issues associated with residential, industrial/flex, retail, hotel and office uses. A detailed assessment of the labor market found positive conditions for future industrial and manufacturing jobs, and opportunity for additional retail development, and possibly a hotel. New infill residential and new affordable housing opportunities are seen as means of stabilizing the neighborhoods. The market for office space is weak, although renovation of existing office space on upper floors can support revitalization efforts. The study also assessed community needs, in an effort to identify interventions that could improve residents' lives

and attract new investment to the area. Needs include improvements to the housing stock; better access to amenities and services; improved image and access to jobs.

Eight goals were established for the BOA, designed to address the context, strengths and weaknesses of the First Ward BOA, and implement the community vision for the area. These goals are:

- Economic Opportunity (focusing on a diversified economic base, and emphasizing local opportunities for employment and small business development)
- Land Use Management (diversifying land uses, while supporting decisions that support ‘highest and best’ use of properties and their neighbors)
- City Image (improve physical appearance and address negative perceptions)
- Natural Heritage Restoration (improve habitats, enhance waterfront access and establish new recreational opportunities adjacent to the City’s waterfronts – lake and creek)
- Partnerships (actively build partnerships between City, region, State, and private sector)
- Ridge Road Main Street (establish Ridge Road as a destination and for its connection to the City’s downtown business district)
- Neighborhood Improvement (invest in the neighborhoods to improve local quality of life)
- Lake Erie Port (improve potential for Lackawanna as a port/ intermodal center)

The report establishes five reinvestment areas, outlined below. The framework for developing these concepts included an emphasis on mixed uses, and on increasing economic opportunity within the First Ward. Establishing an open space network around Smoke Creek sets a desirable setting for new investment, increases recreational opportunities and helps enhance the community’s image. Revitalizing neighborhoods and introducing green infrastructure are seen as additional means of accomplishing these goals. Proposed permitted land uses and recommended performance measures are highlighted for each reinvestment area, along with a series of recommended strategies for implementation.

1. Ridge Road

Ridge Road formerly functioned as a “Main Street” for the First Ward, and continues to serve as the City’s main business district east of the BOA. The BOA recommends Ridge Road be revitalized, with a “Complete Street” approach, helping to create greater continuity between the First Ward and the rest of the City.

2. Steelawanna

The Steelawanna Business Park consists of lands north of Ridge Road and east of the Hamburg Turnpike. There are already business and industrial uses in the area and continuing north into the City of Buffalo’s Lakeside Commerce Park. Recommendations are intended to strengthen the area as a commercial/employment zone, focusing on flex office, business services and light industrial and manufacturing uses.

3. Hamburg Turnpike

Hamburg Turnpike (Route 5) is a main corridor through the First Ward, separating the former Bethlehem Steel site to the west, and an area redeveloping as highway commercial to the west.

The report recommends establishing a unified image for the corridor to enhance its potential. Development on the western side of the Turnpike depends upon installing a new road network to provide access into the site. The area can support larger uses that cannot be accommodated elsewhere in the City, and frontage on Route 5 is suitable for businesses seeking a highly visible location. The Bethlehem Steel Memorandum of Understanding (MOU) governs uses within the former Bethlehem Steel site. Streetscape improvements, a linear green space adjacent to the turnpike and recreational trails would enhance the character of the corridor.

4. First Ward Neighborhood

The First Ward Neighborhood is predominately residential in nature. Targeted investment in housing and neighborhood amenities would enhance the area and help build a greater sense of community. The focus is primarily on the neighborhood north of Smokes Creek, as the residential area south of the creek is stable. Initiatives are intended to improve physical conditions and social bonds, while supporting connections to adjacent employment, commercial and recreational areas.

5. Smokes Creek

There has been some successful redevelopment of this area, with a number of small to mid-size businesses in the vicinity. Smokes Creek is an important natural feature that has the potential to enhance development potential, although there is no public access to the creek within the business park. New development should be sensitive to the environment, and remediation and passive recreation (a trail system) are proposed along the creek. The boundaries of this redevelopment area have been drawn along the Creek west of the Hamburg Turnpike to establish a conceptual connection to the lakefront. It is hoped that improved physical connections can be provided, including connections across the creek and to the Lake Erie waterfront.

The final section of the Nomination Study identifies nine strategic sites that are seen as catalysts for “kick-starting” renewal of the BOA. They were selected based on their size, visibility, ownership, contamination levels and overall importance to the community.

The City is currently working on the Step 3 Implementation Strategy, which will outline specific techniques, projects and other actions needed to revitalize the First Ward BOA. During this effort, proposed future uses will be fine-tuned for the 45 underutilized, brownfield sites identified in the Nomination document, with a focus on the 9 strategic sites. An economic assessment of the costs and benefits of reuse for strategic sites will be developed, including an assessment of needed infrastructure. Design alternatives are being developed for the strategic sites, along with illustrations to provide a visual depiction of the redevelopment potential. The site profiles will be expanded to include more accurate information on ground water conditions, potential contamination issues and use potential. The intent of the expanded profiles will be to generate interest in the sites from potential developers, and they will be developed in a format that can be used to market the sites.

The consultant team is also evaluating land use tools (e.g. zoning) to ensure the properties are zoned appropriately to encourage redevelopment, and writing design guidelines to guide new development in a manner that meets the City's vision while still allowing the flexibility for creative solutions. As part of the design standards, concepts for the civic realm, such as streets, parks and open space connections, will be developed. There will also be guidance on Best Management Practices, illustrating how to incorporate green infrastructure, LEED site design standards, protection of creek banks, etc. The Implementation Strategy will evaluate specific implementation projects that have the potential to foster the revitalization of the BOA. The steps and plans needed to make these project a reality will be outlined. These may include issues of land acquisition, the need for further characterization of environmental concerns, or design of supporting infrastructure improvements to facilitate implementation. The report will also assess cost estimates and potential funding mechanisms for these projects, and identify the regional, state and federal partnerships that can help accomplish the City's goals.

The final section of the Implementation Strategy will develop branding and marketing strategies for the Reinvestment Areas outlined above. It will also provide guidance on the creation of a self-sustaining brownfield program, including a prioritization system. Four of the strategic sites will receive a greater level of scrutiny, and the consultant team will be preparing a Site Assessment Work Plan for each of these sites to characterize potential environmental concerns, identify potential remedial measures and estimate costs to prepare the site for redevelopment.

An extensive Public Outreach plan has been developed for the next stage of the BOA. It will incorporate outreach and engagement at various scales, involving stakeholders, community partners and the public. Techniques will include small community discussions at local events and gathering spots (library, community center, etc.) and site tours with stakeholders and community leaders, in addition to the more traditional public meetings and public surveys. Work on the Step 3 BOA is anticipated to continue through 2017.

City of Lackawanna Comprehensive Plan

The City of Lackawanna is in the process of finalizing and adopting the City's Comprehensive Plan, an update to the 2001 Comprehensive Plan. Developed with the support and input from both municipal officials and the general public, this document will guide land use, zoning and capital budgeting decisions within the City.

The Comprehensive Plan establishes a vision for the City's future. Lackawanna is embracing a transition to a 21st Century community, focusing on redevelopment, while building on the diversity of activities, places and people within the City. The "ABOUT FACE" program, which highlights "Food, Arts, Culture and Everything Else" is designed to draw attention to these positive features of the community. The logo for the program features the dome of the Our Lady of Victory Basilica, the city's skyline and the wind turbines along the Lake Erie shore. The City's vision, as articulated in the Comprehensive Plan promotes transformation of former brownfields into employment centers; making better use of the City's two miles of shoreline; and revitalizing the City's downtown core. It envisions Ridge Road as a park-like green street linking the waterfront to the city's downtown, which will be an area with a mix of small-scale

shopping and restaurants, integrated around the iconic Basilica. The City will be “pedestrian friendly, linked, attractive and offer a unique lakefront identify that is a symbol of renewal.”

The Comprehensive Plan sets forth twelve goals for the City:

- A. Beautify the Community, Creating an Enhanced Sense of Place and Identity
- B. Improve Commercial Corridors with Mixed-Use Opportunities and Streetscapes
- C. Create a Community that is Mobile, Linked and Accessible
- D. Improve Housing Quality, Quantity and Diversity
- E. Diversify and Grow the Economy, Offering Entrepreneurial Opportunities
- F. Develop the Downtown and Waterfront as Visitor Attractions in a Growing Tourism Economy
- G. Employ Modern Urban Design in Building a New Community
- H. Improve the Linked System of Waterfront, Parks and Open Space
- I. Improve the Ecology, Wildlife and Natural Environment
- J. Diversify and Improve Waterfront Land Use and Access
- K. Keep the Community Engaged in the Decision Making Process Regarding the Future of the City
- L. Improve the availability, accessibility and quality of community services.

The Plan was developed with significant public input. It was guided by a Steering Committee that represented a range of issues and constituencies. Hundreds of residents attended one or both of the Public Meetings, and/or responded to a public opinion survey. One of the priority issues that was raised was the redevelopment of Ridge Road and the downtown areas.

The Plan included an extensive inventory of existing conditions, looking at natural resources, infrastructure, transportation, utilities, land uses, zoning, socio-economic trends, community facilities, and historic and archaeological resources. It identifies constraints and opportunities for the City, organized around the inventory subject matters. Some opportunities identified include increasing public access to the waterfront, and promoting better accessibility for pedestrians and bicyclists through implementation of the bike path along Route 5, along Smokes Creek, and by encouraging a “Complete Streets” approach within the City.

The proposed future land use plan for the City includes a discussion of the historic central business district. The vision for downtown includes a mix of uses, allowing higher density than other commercial corridors in the City. Building upon the presence of Our Lady of Victory Basilica, the area should highlight its historic resources, and new development should be compatible with the historic character.

City of Lackawanna Local Waterfront Revitalization Program (LWRP)

The City of Lackawanna has also selected a consulting team to prepare its LWRP. This document will be prepared in accordance with NYS Department of State requirements, and present a plan for the City’s waterfront consistent with the State’s Coastal Zone Management policies. The LWRP will help further implement the City’s Comprehensive Plan and the First Ward BOA.

4.3 Recommendations and Implementation

4.3 Recommendations and Implementation

Planning is an on-going effort and updating the City of Lackawanna's Comprehensive Plan is only the first step. The next important step is to undertake actions to address the constraints and capitalize on the opportunities outlined in the Plan. This section of the Comprehensive Plan Update provides a listing of actions to be undertaken to achieve the goals and objectives and implement the Plan. The information in the following table outlines recommended actions, implementation steps, key partners for implementation, estimated priority and timing for the implementing recommendations, cost type, estimated relative cost and potential funding source, and project objectives.

The table begins with the procedural actions that must occur in order to move forward with the City's Comprehensive Plan Update and commence implementation of identified actions. These include the following administrative actions:

1. **Adoption of the Comprehensive Plan Update:** The Lackawanna City Council, after holding the appropriate public hearing and completion of the State Environmental Quality Review (SEQR) process, should adopt the Comprehensive Plan Update.
2. **Distribute Copies of the Plan:** The City should provide copies of this updated Comprehensive Plan document to appropriate City boards, departments and committees that play a role in its use and implementation. This will help to ensure that this Plan continues to be utilized and considered in City planning and decision making.
3. **Implementation Budget:** Each year when the City Council is developing their annual budget for the following year, they should estimate funding that would be needed for the coming year's implementation actions. This should be determined based on the findings of the annual review (see Section 4.4) of the City's Comprehensive Plan.

Projects/Recommendation	Implementation Steps	Key Partners	Priority/Timing	Cost Type	Cost Amount	Funding Source	Objectives Targeted
Organization for Moving Forward	Adopt Comprehensive Plan	CC	High Priority, Immediate	Administrative	N/A	N/A	All
	Appoint an Implementation Committee	CC	High Priority, Short Term	Administrative	N/A	N/A	
	Continue efforts developing a relationship with regional agencies to coordinate & cooperate on mutual initiatives	Mayor	High Priority, Ongoing	Administrative	N/A	N/A	



4.3 Recommendations and Implementation

City of Lackawanna Comprehensive Plan

Projects/Recommendation	Implementation Steps	Key Partners	Priority/Timing	Cost Type	Cost Amount	Funding Source	Objectives Targeted
Develop Community Outreach Program	Hold semi-annual community involvement meetings	CC	High Priority, Ongoing	Administrative	N/A	N/A	All
	Continue to support & communicate with neighborhood associations and neighborhood watch groups	CC, PD	High Priority, Ongoing	Administrative	N/A	N/A	
	Develop and distribute educational pamphlets about city services and events and post on City's website	CC, Clerk	Medium Priority, Ongoing	Production Cost	\$	N/A	
Complete Current Planning Initiatives	Complete and implement recommendations of the BOA Study	Development, DEC, DOS	High Priority, Short Term	Consulting Fees	\$\$	DOS	F1, F4, G4-5, H1-5, K1-5
	Complete and implement recommendations of the LWRP	Development, DEC, DOS	High Priority, Short Term	Consulting Fees	\$\$	DOS	
Central Business District Revitalization	Retain consultant	CC, Development	High Priority, Short Term	Administrative	N/A	N/A	A2-6, B1, B4, E2, F1-2, F4
	Establish a Business Improvement District in the downtown area	Development, ECIDA	High Priority, Short Term	Administrative	N/A	ESD	
	Seek New York Main Street Improvement Funding	CC, Development	High Priority, Short Term	Consulting Fees	\$	HCR	
	Develop a Downtown Revitalization Plan	CC, Development, Consultant	High Priority, Short Term	Consulting Fees	\$\$	CDBG, ESD	
	Implement plan strategies	CC	High Priority, Medium Term	Varies	\$\$\$	CDBG, ESD	
Construct public realm improvements to support commercial revitalization	DPW	High Priority, Medium Term	Capital Improvement	\$\$\$\$	CDBG, ESD		



4.3 Recommendations and Implementation

City of Lackawanna Comprehensive Plan

	CC	Medium Priority, Medium Term	Consulting Fees	SS	ESD	A1, A4, A7, E1-4, G3, K4
<p>Attract Business to Increase Tax Base</p> <p>Address the impacts of the current homestead/non-homestead tax system and recommend potential alterations to the system that will increase the economic vitality and sustainability of the City of Lackawanna</p> <p>Continue efforts with current property ownership, Erie County and New York state to market property to create tax revenue and employment opportunities</p> <p>Market available space & alternative energy cluster</p> <p>Establish revolving loan for business façade improvement</p> <p>Develop incentive programs aimed at attracting new businesses</p>	Development	High Priority, Ongoing	Administrative	N/A	N/A	
	Development, ECIDA	High Priority, Short Term	Administrative	N/A	ESD	
	Development, ECIDA	High Priority, Short Term	Funding & Loan Program	\$\$\$	ESD	
<p>Zoning Update</p> <p>Utilize Zoning Board of Appeals</p> <p>Retain consultant</p> <p>Rezone for higher density mixed use corridors</p> <p>Establish a steering committee to review and report on potential historic preservation regulations</p> <p>Prepare design standards</p> <p>Establish "green" regulations</p> <p>Incentivize infill development</p> <p>Review storm water regulations for compliance with Erie County Stormwater Coalition</p> <p>Adopt new zoning regulations</p>	Development, ECIDA, ESD	High Priority, Short Term	Funding & Loan Program	\$\$\$	ESD	
	CC, CEO, ED, ZBA	High Priority, Short Term	Administrative	N/A	N/A	
	CC, CEO, ED	High Priority, Short Term				
	ZC, Consultant	High Priority, Medium Term	Consulting Fees	\$\$	LWRP, NYSERDA	A1-6, B1, B3, B4, C5, D1-4, E1-2, F4-5, G1, G3-5, I-1-3
	CC	High Priority, Medium Term	Administrative	N/A	N/A	

4.3 Recommendations and Implementation

City of Lackawanna Comprehensive Plan

Target CDBG funds to address home repairs	Development, EC Community Development	High Priority, Short Term	Funding & Loan Program	\$\$	CDBG	
Neighborhood Redevelopment Enforce property maintenance regulations Support the work of the Lackawanna Housing Development Corp. Work with Buffalo-Niagara Land Bank to address abandoned properties Create a development plan for a community center that identifies location and funding	CEO	High Priority, Short Term	Administrative	N/A	N/A	A1-3, D1-4
	CC	High Priority	Ongoing	N/A	N/A	
	CEO, BENLIC	High Priority, Short Term	Administrative	N/A	N/A	
Develop a Community Center Construct improvements Establish a budget for proposed construction and programming for proposed Community Center Develop a Youth Engaged in Service (YES) Program	Parks	Low Priority, Long Term	Consulting Fees	\$\$	CDBG	K5 L3 L4
	Public Works	Low Priority, Long Term	Capital Improvement	\$\$\$	CDBG	
	Parks, Public Works	Low Priority, Long Term	Budget Allocation	\$	N/A	
Improve Community Services Increase afterschool programming for youth Improve/increase food options for residents Better Utilize Catholic Charities Community Center Work with ECSD 6 to ensure that sewers are continually being maintained Construct necessary improvements and upgrades	Youth Bureau	High Priority, Short Term	Budget Allocation	\$	N/A	L1
	City, School Districts, ECSS	High Priority, Short Term	Administrative, Budget Allocation, Funding	\$ - \$\$	CDBG, private	L1
	City, ECSS	Medium Priority, Ongoing	Varies	\$	N/A	L2
	City, Catholic Charities	High Priority, Short Term	Varies	\$	N/A	L1, L3, L4
Sanitary Sewer Repair Work with ECSD 6 to ensure that sewers are continually being maintained Construct necessary improvements and upgrades	Public Works	High Priority, Ongoing	Administrative	N/A	N/A	G4, I2, G5
	ECSD 6	High Priority, As Needed	Capital Improvement	\$\$\$\$	NYS Water Grants	
Streambank Erosion Remediation Work with NYSDEC to identify appropriate mitigation actions Undertake necessary improvements and repairs	DEC, Public Works	High Priority, Short Term	Consulting	\$	FEMA, DEC	12
		High Priority, Short Term	Capital Improvement	\$\$\$\$		



4.3 Recommendations and Implementation

City of Lackawanna Comprehensive Plan

		Develop historic preservation regulations as part of zoning update	ZC, Consultant	High Priority, Medium Term	Include in Zoning Update		A2, A6, B3, F2, F4
		Develop mechanism for historic review	ZC, Consultant	High Priority, Medium Term	Include in Zoning Update		
Preserve Historic Resources	Inventory the community's historic resources	CEO, Historic Review Board	Medium Priority, Medium Term	Administrative	N/A	N/A	
	Nominate buildings and districts to the state and national registers	Historic Review Board	Medium Priority, Medium Term	Administrative	N/A	N/A	
	Become a Certified Local Government	CC, Development	Medium Priority, Medium Term	Administrative	N/A	N/A	
	Utilize State & Federal resources to preserve historic resources	CC, Development	Medium Priority, Medium Term	Administrative	N/A	N/A	
	Establish public/private partnership	CC, Recreation, Development, Private Business, NYSPRHP, DOS	High Priority, Short term	Administrative	N/A	N/A	
Park Development	Design Waterfront/Alternative Energy Park		High Priority, Medium Term	Consulting Fees	\$\$	LWRP, NYSPRHP, Business Sponsors	A1, F1-5, H1-5, I1, I5, J1-4
	Develop designs for a nature park around Smokes Creek (South of Martin Road)		Medium Priority, Long Term	Consulting Fees	\$\$		
	Construct improvements for Smokes Creek Nature Park		Medium Priority, Long Term	Capital Improvement	\$\$\$\$		
Trail Network Development	Construct Phase I of the Erie County Shoreline Trail	ECL, ECDPW, DPW	High Priority, Short Term	Capital Improvement	\$\$\$	NYSDOT, NYSPRHP, LWRP	B3, C2-3, F1, F3-5, G5, H2-5, J1-4
	Connect Erie County Shoreline Trail to Waterfront Park	ECL, ECDPW, DPW	Medium Priority, Medium Term	Capital Improvement	\$\$	NYSDOT, NYSPRHP, LWRP	
	Acquire easements along Smokes Creek for trail development	CC, DPW, Tecumseh	Medium Priority, Medium Term	Acquisition	\$\$	NYSDOT, NYSPRHP, LWRP	
	Construct trail along Smokes Creek	CC, DPW, Tecumseh	Medium Priority, Medium Term	Capital Improvement	\$\$\$\$	NYSDOT, NYSPRHP, LWRP	B3, C2-3, F1, F3-5, G5, H2-5, J1-3
	Negotiate with the Catholic Diocese to extend trail to downtown through Holy Cross Cemetery	CC, DPW	Medium Priority, Long Term	Capital Improvement	\$\$\$	NYSDOT, NYSPRHP, LWRP	



4.3 Recommendations and Implementation

City of Lackawanna Comprehensive Plan

Develop Complete Streets Program	Adopt a Complete Streets Ordinance	CC	High Priority, Short Term	Administrative Consulting Fees	N/A	N/A	B1-2, C1-3, C5-6, F4-5, G1, G4, I3, I5
	Retain consultant	CC	High Priority, Short Term		\$\$\$	DOT, USDOT	
	Develop street designs based on hierarchy	DPW, Consultant	High Priority, Medium Term				
	Prioritize street improvements with Ridge Road as the highest priority		High Priority, Medium Term				
	Construct improvements	DPW, ECDPW, DOT	High Priority, Long Term	Capital Improvement	\$\$\$\$	DOT, USDOT	
	Increase influence and participation on the NFTA Safety Board	Mayor, NFTA	High Priority, Ongoing	Administrative	N/A	N/A	
Transportation Improvements	Increase bus service on weekends	NFTA	High Priority, Ongoing	Administrative & Funding	\$\$	N/A	C2-4, F1, I6

Acronyms

BENLIC - Buffalo Erie Niagara Land Improvement Corporation	ECSD - Erie County Sewer District	Relative Cost	N/A - No Cost
CC - City Council	ED - Should have been Development		\$ - under 25K
CDBG - Community Development Block Grants	ESD - Empire State Development Corp.		\$\$ - 25K - 100K
CEO - Code Enforcement Officer	FEMA - Federal Emergency Management Agency		\$\$\$ - 100K-500K
DEC - New York State Department of Environmental Conservation	HCR- Housing and Community Renewal		\$\$\$\$ - Over 500K
DOS - New York State Department of State	LWRP - Local Waterfront Revitalization Program		
DPW - Department of Public Works	NFTA - Niagara Frontier Transportation Authority		
EC - Erie County	NYSDOT - New York State Department of Transportation		
ECDPW - Erie County Department of Public Works	NYSPRHP - New York State Office of Parks Recreation & Historic Preservation		
ECIDA - Erie County Industrial Development Agency	PD - Police Department		
ECSS - Erie County Department of Social Services	USDOT - U.S. Department of Transportation		
ECL - Erie County Legislature	ZBA- Zoning Board of Appeals		

Goals and Objectives

Goal A – To Beautify the Community, Creating an Enhanced Sense of Place and Identity

1. Focus on redevelopment, infill and/or stabilization of functionally obsolete, abandoned and underutilized lands and properties
2. Improve the quality of new and renovated buildings
3. Preserve the identity of distinct neighborhoods within the community
4. Promote diversity in land use
5. Promote mixed-use districts and appropriate design guidelines
6. Promote the preservation of heritage buildings
7. Support and encourage the remediation and reuse of brownfield properties

Goal B – To Improve Commercial Corridors with Mixed-Use Opportunities and Streetscapes

1. Improve the quality and character of all commercial areas
2. Develop complete streets that encourage safe pedestrian and bicycle circulation
3. Reuse, preserve and upgrade vacant and underutilized land and heritage buildings
4. Strengthen the design character and quality of residential, industrial and commercial areas

Goal C – To Create a Community that is Mobile, Linked and Accessible

1. Develop a hierarchy of streetscapes to enhance community character and neighborhood identity
2. Improve all modes of transportation and inter-modal opportunities in safe and enjoyable environments
3. Improve the connections between commercial areas attracting residents and visitors
4. Improve transit opportunities, increasing frequency and destinations
5. Institute access management requirements along major roadways, where appropriate
6. Prioritize and address sidewalk repair

Goal D – To Improve Housing Quality, Quantity and Diversity

1. Develop a broad range of and integrate housing types for all income groups
2. Improve the quality, choice and diversity of housing options
3. Promote housing styles compatible with the expression of the desired neighborhood character and location
4. Promote mixed use development along with a variety of housing types and densities

Goal E – To Diversify and Grow the Economy, Offering Entrepreneurial Opportunities

1. Promote readily available sites for appropriate land uses
2. Offer a variety of incentive programs for various economic and entrepreneurial opportunities
3. Reuse and recycle land and buildings to increase space available for employment creating businesses
4. Facilitate development with an easy and understandable approvals and guidance process
5. Educate the community and promote the use of site-sensitive quality development

Goal F – To Develop the Central Business District and Waterfront as Visitor Attractions in a Growing Tourism Economy

1. Enhance Lackawanna's opportunities as a visitor destination with improved amenities and services



4.3 Recommendations and Implementation

2. Interpret and build on the unique and multi-faceted social and natural history of the city
3. Improve lake access, amenities and facilities to enhance the lake as a destination for visitors
4. Improve the visual appearance, character and brand of the community
5. Enhance economic development and tourism through economic enhancements

Goal G – To Employ Modern Urban Design in Building a New Community

1. Promote safe, attractive and inviting residential neighborhoods
2. Take a leadership role in the Greater Buffalo Area by developing and promoting a model for new and sustainable communities
3. Reduce the carbon footprint and develop alternative energy resources within the community
4. Adopt a regional approach for environmental sustainability and governance with surrounding communities and agencies
5. “Green” the city to increase its sustainability and health and to enhance the quality of life for all residents

Goal H – To Improve the Linkages between the Waterfront, Parks and Open Spaces

1. Acquire strategic land to facilitate public access and linkages and for future redevelopment
2. Establish parks, trails and open spaces to serve residential and commercial neighborhoods
3. Increase and improve access to active and passive recreation areas including the waterfront, South Park and neighborhood parks
4. Continue to integrate with the Buffalo waterfront greenway and park system along the waterfront
5. Incorporate institutional greenspace into the parks and open space system with trails and public amenities

Goal I – To Improve the Ecology, Wildlife and Natural Environment

1. Promote and restore wildlife and aquatic habitat and corridors for education and interpretation of the natural environment
2. Conserve, enhance, and restore natural stream corridors, floodplains and wetlands
3. Decrease impervious surface coverage community wide
4. Increase shade tree plantings to reduce radiant heat effect
5. Encourage rain gardens and alternative storm-water detention and retention
6. Promote low-carbon footprint transportation choices such as walking, biking and renewable energy vehicles

Goal J– To Diversify and Improve Waterfront Land Use and Access

1. Promote waterfront-related attractions, amenities and events in appropriate areas proximate or adjacent to the waterfront
2. Establish recreation and waterfront related activities on the waterfront and surrounding urban areas as appropriate
3. Link the waterfront, parks, trails and open spaces to community destinations and neighboring waterfront communities

Goal K - To Keep the Community Engaged in the Decision Making Process Regarding the Future of the City

1. Promote the dissemination of “welcome” packets about the City that provide information about services and policies, committees, meeting schedules, neighborhood watch information, schools, etc.
2. Continued support of neighborhood associations and neighborhood watch groups
3. Provide programs that are flexible and suited to the changing demographic needs and demands of the City
4. Facilitate improved outreach to small businesses in the community to coordinate improvement efforts
5. Develop community centers for community interaction



4.3 Recommendations and Implementation

City of Lackawanna Comprehensive Plan

Goal L – Improve the availability, accessibility and quality of community services

1. Increase opportunities for youth.
2. Increase and improve shopping opportunities and the availability of fresh, affordable nutritious food.
3. Re-establish a community center for public gathering and services.
4. Maintain and enhance senior services in the community.





COUNTY OF ERIE

MARK C. POLONCARZ

COUNTY EXECUTIVE
June 5, 2017

Drew Shapiro, Director of Development
City of Lackawanna
714 Ridge Road, Room 309
Lackawanna, New York 14218

**RE: City of Lackawanna Downtown Business District Revitalization
Western New York Regional Council Downtown Revitalization Initiative**

Dear Mr. Shapiro:

I am pleased to write in support of the City of Lackawanna's application for the WNY Economic Development Council's Downtown Revitalization Initiative (DRI). For far too long, the city has struggled with its rust-belt image and ability to diversify its economy. I am confident that this Downtown Revitalization Initiative has the potential to transform the City of Lackawanna into a vibrant and prosperous community to be enjoyed by the city residents and visitors of Lackawanna.

The City of Lackawanna is well-known for exceptional establishments such as Our Lady of Victory Family Care Center and the Lackawanna Public Library, and place-based assets such as Botanical Gardens, South Park, Our Lady of Victory Basilica, and Veterans Park, near the downtown business district. Over the years, the city has conducted an open and robust community engagement process resulting in a vision for revitalization which was outlined in numerous local planning documents (the Comprehensive Plan of 2016, the Brownfield Opportunity Area Plan of 2015, and the Local Waterfront Revitalization Program of 2017).

The downtown business district at South Park and Ridge Road has benefited from recent public and private investments; however, funding is still needed to complete projects and initiatives to advance revitalization efforts. There are also a few properties in the downtown area that could be developed for mixed use which would be beneficial for the area.

There has been incredible support from elected officials and the community at large to develop and implement a Strategic Investment Plan for the City of Lackawanna business district. That is why I am very confident in the vision, commitment and ingenuity of the City of Lackawanna. I strongly encourage the WNY Economic Development Council to support Lackawanna's application as it seeks to play a larger role in improving the quality of life in Erie County. Please do not hesitate to contact my office if I can be of any assistance.

Sincerely yours,

A handwritten signature in blue ink that reads "Mark C. Poloncarz".

Mark C. Poloncarz, Esq.
Erie County Executive

MCP/ks



CITY OF LACKAWANNA DEPARTMENT OF DEVELOPMENT

714 Ridge Road – Room 309
Lackawanna, NY 14218
Tel: (716) 827-6474 Fax: (716) 827-1866



June 7, 2017

Mr. Christopher Schoepflin, Regional Director
Empire State Development Western New York Office
WNY Regional Economic Development Council
95 Perry Street, Suite 500
Buffalo, NY 14203

Dear Mr. Schoepflin:

I am currently the Director of Development for the City of Lackawanna responsible for administering all programs regarding economic, community, housing and business development. The City is applying for a Round 2, Downtown Revitalization Initiative Grant after not being successful in its Round 1 submission. For about 20 years I have been directly involved in the trenches of economic, community and business development within the public sector arena in both Pennsylvania and the State of New York.

Before I even started my economic/business/community development career, I received a Bachelor of Arts Degree in Government and Public Administration from American University in Washington, DC. I originally started my development craft working in the Community Development Office in Reading, Pennsylvania which was and still is a Housing and Urban Development (HUD) Community Development Block Grant (CDBG) Entitlement Community receiving an allocation in the neighborhood of \$3,000,000.00 per year. I was responsible for monitoring all CDBG funded construction projects for labor compliance/Davis Bacon prevailing wage rates and Equal Employment Opportunity/Affirmative Action plans. I administered all of the labor regulations and guidelines and signed off on all contractor submitted invoices for payment. In this post, I also negotiated scope of service obligations that were included in cooperation agreements for CDBG funds passed through to qualified, non-profit, social service organizations.

Once I relocated to the Western New York region when I married a woman from this area I administered the New York State Economic Development/Empire Zones Program in both Lackawanna and Dunkirk. During my initial 8 years working for the City of Lackawanna from 1996 to 2004, I administered a \$200,000.00 Environmental Quality Bond Act Grant from the NYS Department of Environmental Conservation to investigate and remediate contaminated soil at a vacant industrial site. Over a dozen years later I have returned to the City of Lackawanna and am now administering a \$30,000.00 Local Waterfront Revitalization Plan (LWRP) Grant funded by the New York State Department of State to update the 1989 LWRP by reviewing the existing waterfront area along Lake Erie and Smokes Creek, inventory existing conditions, update program policies, identify appropriate proposed land and water uses and revise local laws to implement the program.

Drew Shapiro
Department of Development

Additionally, I am administering a \$100,000.00 State Local Initiatives Support Corporation Grant (LISC) grant to improve housing quality and enforcement programs, as well as, to educate homeowners on options for avoiding or preventing mortgage foreclosure proceedings. This grant also forces banks that take over abandoned or dilapidated properties due to mortgage default to bring these dwellings up to code compliance so they can be sold. The last program I am currently managing is a New York State Department of State Brownfield Opportunity Area Grant in the amount of \$862,460.00 for the coordination of a Step 3 Implementation Strategy for approximately a 2,062 acre area with 45 potential Brownfield sites that are located in the First Ward of Lackawanna. The purpose of this activity is to eliminate environmental contamination to reduce blight and stimulate revitalization of the area in anticipation of attracting new businesses, new job opportunities, enhanced recreational opportunities, improvement of neighborhood character and cohesion and an expanded tax base.

In Wyoming County I managed and administered a \$400,000.00 HUD, CDBG Small Cities Microenterprise Business Development Revolving Loan Program for start-up and expanding businesses that were seeking working capital for inventory supplies or the purchase of machinery and equipment. I also coordinated a State Funded Main Street Façade Grant Program in four Wyoming County towns.

Although, as a seasoned economic, business and community development specialist, I have had numerous and multiple opportunities to administer state and federally funded grant programs it would be naïve of me to think I could solely handle the responsibility of managing a multi-million dollar grant award so I would pursue, with the approval of City Council, the assistance and payment of a planning consultant to steer and guide the implementation of the grant.

Sincerely,

A handwritten signature in cursive script that reads "Drew Shapiro".

Drew Shapiro, Director of Development

BRIAN HIGGINS
26TH DISTRICT, NEW YORK

2459 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-3306
(202) 228-0347 (FAX)

COMMITTEE ON WAYS AND MEANS
VICE RANKING MEMBER
SUBCOMMITTEE ON HEALTH
SUBCOMMITTEE ON TRADE

Congress of the United States
House of Representatives
Washington, DC 20515-3226

726 EXCHANGE STREET
SUITE 601
BUFFALO, NY 14210
(716) 852-3501
(716) 852-3929 (FAX)

800 MAIN STREET
SUITE 3C
NIAGARA FALLS, NY 14301
(716) 282-1274
(716) 282-2479 (FAX)
higgins.house.gov

COMMITTEE ON THE BUDGET

CO-CHAIR, CANCER CAUCUS

CO-CHAIR, NORTHERN BORDER CAUCUS

CO-CHAIR, REVITALIZING OLDER CITIES
TASK FORCE

May 23, 2017

Dr. Virginia Horvath

Mr. Jeff Belt

Regional Co-Chairs - Western New York Regional Economic Development Council
95 Perry Street
Buffalo, New York 14203

Dear Dr. Horvath and Mr. Belt:

I am pleased to write in support of the City of Lackawanna's application under the Western New York Downtown Revitalization Initiative. This funding opportunity presents an exciting and potentially transformative investment for this historic city as commercial development along Ridge Road/Central Business District is a priority issue according to a wide-range of participants in a concerted on-going comprehensive plan.

Downtown Lackawanna certainly meets the seven criteria for this program identified in the solicitation issued by your agency, the Department of State and the Division of Housing and Community Renewal. Consistent with the requirements, Downtown Lackawanna is compact enough that the proposed investment would clearly make an appreciable and substantial difference. Also consistent with the requirements of this solicitation, this program is more than just a plan on paper, as the central business district already scores highly for walkability, mixed-use development and for proximity to green space and other urban resources.

I am confident that this proposal would more than satisfy the program's statewide objectives and certainly realize the City of Lackawanna vision for the future in a lasting and tangible way. Thank you very much for your leadership and consideration of this worthy submission.

Sincerely,

Brian Higgins
MEMBER OF CONGRESS

THE SENATE
STATE OF NEW YORK



TIMOTHY M. KENNEDY
SENATOR, 63RD DISTRICT

RANKING MINORITY MEMBER
COMMERCE, ECONOMIC DEVELOPMENT
& SMALL BUSINESS
INFRASTRUCTURE & CAPITAL INVESTMENT

COMMITTEES

BANKS

CULTURAL AFFAIRS, TOURISM, PARKS
& RECREATION

ENERGY & TELECOMMUNICATIONS

FINANCE

INSURANCE

RULES

TRANSPORTATION

STATE-NATIVE AMERICAN RELATIONS
SELECT COMMITTEE

ALBANY OFFICE:
ROOM 506
LEGISLATIVE OFFICE BUILDING
ALBANY, NEW YORK 12247
(518) 455-2426 OFFICE
(518) 426-6851 FAX

DISTRICT OFFICE:
2239 SOUTH PARK AVENUE
BUFFALO, NEW YORK 14220
(716) 825-2683 OFFICE
(716) 826-2793 FAX

E-MAIL ADDRESS:
KENNEDY@NYSENATE.GOV

June 7, 2017

Drew Shapiro, Director of Development
City of Lackawanna
714 Ridge Road, Room 309
Lackawanna, NY 14218

Dear Mr. Shapiro:

I write to offer my strong support for the City of Lackawanna's application for \$10 million in funding from the Western New York Economic Development Council's Downtown Revitalization Initiative (DRI). With the support of WNYREDC, the city will be able to begin the revitalization of the Lackawanna Business District, transforming Lackawanna into a more vibrant community where people will want to live, work, and visit.

As you know, the City of Lackawanna has experienced a loss of population and economic decline since the closure of the Bethlehem Steel factory, which provided tens of thousands of good-paying jobs in Western New York. While this has had a detrimental effect on the city's population and economy, it has also left the city ripe for revitalization, with an abundance of unique amenities that make it an asset to the region. These include Our Lady of Victory Family Care Center, the Lackawanna Public Library, Our Lady of Victory Basilica, and the Buffalo and Erie County Botanical Gardens. These are all located within walking distance of the intersection of South Park Avenue and Ridge Road, naturally forming a downtown business and tourism core.

With so many new developments coming online in the area, including the Solar City factory, Welded Tube, Steel Winds, and many more, the City of Lackawanna is presented with a prime opportunity to capitalize on this economic growth. I am deeply impressed with the city's draft plan calling for major infrastructure improvements using Complete Streets guidelines, including crosswalks, pedestrian and bicycle-friendly improvements, signage improvements; the potential acquisition of properties for redevelopment, renovation and construction funding, small business development initiatives; and improvements to highlight Lackawanna's existing assets in the strategic area.

Again, I strongly support the City of Lackawanna's application for \$10 million in funding from

the WNYREDC's Downtown Revitalization Initiative. Such a grant would allow for a once-in-a-lifetime change in the city to take place. Should you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Timothy M. Kennedy". The signature is written in a cursive style with a large, stylized "K" at the end.

Timothy M. Kennedy
New York State Senator, 63rd District



MICHAEL P. KEARNS
Assemblyman 142nd District

THE ASSEMBLY
STATE OF NEW YORK
ALBANY

COMMITTEES
Banks
Cities
Housing
Oversight, Analysis & Investigation

June 6, 2017

Drew Shapiro
Director of Development
City of Lackawanna
714 Ridge Rd, Room 309
Lackawanna, NY 14218

Dear Mr. Shapiro:

It is with great enthusiasm for the City of Lackawanna's application for the Western New York Economic Development Council's Downtown Revitalization Initiative (DRI) to secure ten million dollars to support the development and implementation of a Strategic investment plan for the City of Lackawanna's Downtown Business District.

Lackawanna has exercised due diligence and careful consideration for the grant by hiring a consultant to develop a preliminary plan for the proposed target area. The draft proposal specifically identifies the foundation that is created by the location to the Basilica, the Botanical Gardens, City Hall and the broad connectivity with surrounding communities, regional assets and our diverse neighborhoods found throughout the City. The draft plans call for major infrastructure improvements using the Complete Street formula; which will include crosswalks, pedestrian and bicycle friendly improvement, signage improvements, potential acquisition of property for redevelopment, renovation and construction funding, small business development initiatives and improvements to highlight the existing assets within and surrounding the strategic area.

This money will help transform this municipality from a city associated with the rust-belt to a city that is up and coming. The first indication that this will be money well spent is that, the City of Lackawanna is in a unique position to capitalize on recent or impending job growth near the downtown business district. Secondly, the downtown business district on South Park and Ridge Road has benefited from recent public and private investment. Finally, there is tremendous support from the local community and public officials to develop and implement a Strategic Investment Plan for the City of Lackawanna business district.

For all the reasons above I wholeheartedly support Lackawanna in its application for DRI funding.

Sincerely,

MICHAEL P. KEARNS – NYS Assembly 142nd District



LHDC
LCDC

Christopher Schoepflin, Regional Director
WNY Regional Economic Development Council
95 Perry Street – Suite 500
Buffalo, NY 14203

May 23, 2017

Dear Mr. Schoepflin:

Please be advised that the Lackawanna Community Development Corporation (the “LCDC”), is a not-for-profit development corporation operating in the City of Lackawanna for the past 38 years. The LCDC is located at 640 Ridge Road in the very heart of the City of Lackawanna’s Central Business District, (CBD).

The LCDC has been committed to economic community development initiatives throughout the City in general and within the central business district in particular. These efforts are evidenced in part by the decision to locate and build our offices at 640 Ridge Road in 2001, as well as through the administration of a New York State Main Street Grant in the CBD during 2006-2008.

The proposed Central Business District is the benefactor of several public and private investments and is strategically situated to capitalize on the growth that the region is seeing and the potential for increased tourism and entertainment.

Accordingly, on behalf of the LCDC, I hereby submit a Letter of Support for the City of Lackawanna’s application the Western New York Economic Development Council’s Downtown Revitalization Initiative (“DRI”). This support stems not only from the need for an infusion of capital to address deficiencies however, to support a wealth of activities and investment that are currently underway.

It remains with great hope and anticipation that we await the awarding announcement. Should there be any questions or additional information required, I encourage you to contact me.

Respectfully submitted,

Philip A. Lowrey

Executive Director



The Home of Father Baker

LACKAWANNA AREA CHAMBER OF COMMERCE, INC.

638 RIDGE ROAD
LACKAWANNA, NEW YORK 14218-1442
PHONE: (716) 823-8841
Email: info@lackawannachamber.com

May 23, 2017

Christopher Schoepflin, Regional Director
WNY Regional Economic Development Council
95 Perry Street – Suite 500
Buffalo, NY 14203

Dear Mr. Schoepflin:

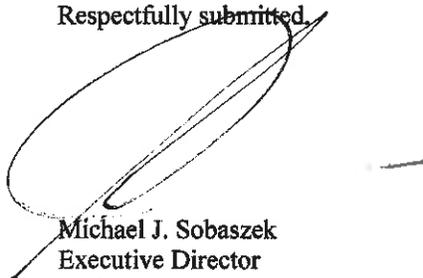
As the Executive Director of the Lackawanna Area Chamber of Commerce (the “Chamber”) I am pleased to submit on behalf of the membership of the Chamber a letter of support for the City of Lackawanna’s application the Western New York Economic Development Council’s Downtown Revitalization Initiative (“DRI”).

The Chamber is committed to working together with the City of Lackawanna (“Lackawanna”) in the effort to strengthen the quality of life for all residents and believes that through the commitment of the proposed funds allocated under the DRI a bright future for the Downtown Business District will be the very cornerstone for the growth and sustainability for all of Lackawanna.

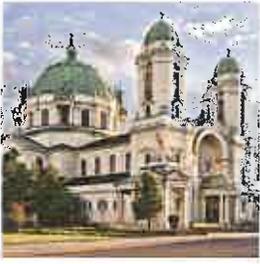
The Central Business District (“CBD”) which extends from the intersection of Ridge Road and South Park Avenue represents the very epicenter of commercial and tourism activity for Lackawanna. The recent private investments made by the Mess Hall Restaurant, the Ice House Bar & Grille, Curly’s Restaurant as well as infrastructure improvements and investments to the Basilica and the Botanical Gardens clearly are a step in the right direction. However, much more is needed to attract new business development to the CBD.

On behalf of the Chamber membership I look forward to working together with Lackawanna in the creation of destination in the CBD that will attract new residents, business owners and visitors to enjoy the many assets that Lackawanna has to share.

Respectfully submitted,



Michael J. Sobaszek
Executive Director
Lackawanna Area Chamber of Commerce



OUR LADY OF VICTORY NATIONAL SHRINE & BASILICA

Final Resting Place of Venerable Nelson Baker

767 Ridge Road • Lackawanna, N.Y. 14218
(716) 828-9444 • Fax (716) 828-9429 • www.ourladyofvictory.org
Rev. Msgr. Paul J.E. Burkard, Pastor



May 30, 2017

Mr. Drew Shapiro, Director of Development
City of Lackawanna
714 Ridge Road Room 309
Lackawanna, NY 14218

Dear Mr. Shapiro,

I am writing in support of the City of Lackawanna's application for consideration for the Western New York Development Council's Downtown Revitalization Initiative. I cannot think of a community that not only needs it more, but has more going for it. Support from the DRI will serve as an important catalyst to a transformation that I believe will be breathtaking!

I am blessed to have a busy schedule. I currently serve as president of the OLV Institutions. As such, I am responsible for the goings on of an entire "City of Charity" – a campus area that includes:

- **OLV Parish** - Consisting of families from 3,000 households, a majority of which reside in the city.
- **OLV Elementary School** - A parish school that educates about 200 students each year.
- **OLV Basilica & National Shrine** – A beacon for approximately 25,000 tourists and faithful pilgrims each year.
- **Baker Victory Services** – One of the region's largest human services agencies that cared for 5,000 WNYers in 2015.
- **OLV Homes of Charity** - An organization that utilized an active donor base of 60,000 individuals worldwide to raise critical funds for the other member agencies.

All of these organizations impact those that live and work in Lackawanna in a significant way. Any efforts to support those they care for – whether seeking assistance that is physical, mental or spiritual – are sorely needed and would be most welcome.

But it is one of my other titles that I feel is most relative to this application. I am honored to serve as Vice Postulator for Venerable Nelson Baker's Cause of Canonization. Much has happened since the cause began in 1987, including the 2011 announcement that Father Baker had been named "Venerable" by Pope Benedict XVI that signaled he had reached the first step of three toward sainthood. Events such as these have been greeted with much enthusiasm from the Catholic community in and around Buffalo, and this excitement is not expected to taper off. From what we have seen from the causes of other sainthood candidates, each step along the process will lead to increasing levels of support. Our research points to a significant jump in the number of visitors to the OLV Basilica. Annual numbers of 40,000-100,000 are not out of the question as Father Baker is named Blessed and, finally, Saint. Given this, Lackawanna desperately needs additional revenue to support its infrastructure. While we expect levels of private investment to increase, those funds will need to be augmented in order to have as large an impact as will be needed. ***Certainly the future is bright, but there is need for someone to nurture that light!***

I would be happy to discuss Lackawanna's application in more detail, if needed. I can be reached at (716) 828-9444. Further I would like to be included among those individuals on the local planning committee when the need should arise.

Sincerely,

Rev. Msgr. Paul J. E. Burkard
Pastor, Our Lady of Victory Parish
President, Our Lady of Victory Institutions
Vice Postulator, Cause for Canonization of Venerable Nelson Baker

PJEB/ddb

OLV Shrine
Open Daily 6 a.m.-9 p.m.
For tours: (716) 828-7517
or dbosinski@ourladyofvictory.org

Fr. Baker Museum & OLV Gift Shop
Open Daily 10 a.m.-4p.m.
(716) 828-9433

OLV Elementary School
Carolyn M. Kraus, Principal
(716) 828-9434
www.olvschool.org

Religious Education Office
Carmelann Zomeri
(716) 828-9437
czomeri@ourladyofvictory.org



Our Lady of Victory Homes of Charity

Continuing Father Baker's Legacy of Caring

780 Ridge Road • Lackawanna, N.Y. 14218
 (716) 828-9648 • Fax (716) 828-9643 • www.homesofcharity.org



June 8, 2017

Mr. Drew Shapiro
 Director of Development
 City of Lackawanna
 714 Ridge Road, Room 309
 Lackawanna, NY 14218

Dear Mr. Shapiro:

I am writing to express my enthusiastic support for the revitalization of the Lackawanna Business District. As the Executive Director of Our Lady of Victory (OLV) Homes of Charity, I oversee an organization that has roots that go back to the mid-1800's. The mission of the Homes includes raising funds for the agencies that comprise the OLV institutions- OLV Basilica & Parish, and Baker Victory Services. Our campus, which stands at the corner of Ridge Road and South Park Avenue, has been a part of Lackawanna for many years. We welcome the opportunity to have a part in its resurgence!

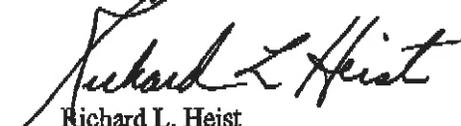
There is little question that this community is ripe for revitalization. Our campus – often hailed as a “City of Charity” unto itself – is poised for growth:

- Our Lady of Victory Basilica, already a destination for more than 2,000 visitors and religious pilgrims a month, expects to become much busier as Venerable Nelson Baker, the founder of our organization, continues down the historic path to Sainthood.
- Baker Victory Services, the City of Lackawanna's largest employer (1,100+ staff members), recently opened a \$16.75 million Residential Treatment Facility and is pursuing a multi-million dollar renovation of its administrative headquarters at 790 Ridge Road. Caring for more than 4,000 needy children and individuals each year, its impact on the community is significant.
- At the Homes of Charity, we are planning several capital projects, including both internal and external renovations to our Administrative Building at 780 Ridge Road. We have over 60,000 donors across the United States connected to our mission and our charitable efforts.

Combined with what is happening in places such as Veteran's Park and the Botanical Gardens, there is no doubt that federal support of the efforts already being made will go a long way toward enhancing the overall environment and quality of life in this area. Either myself, or a member of my staff, would be proud to serve as a member of the local planning committee.

Thank you for your consideration and if you need further information, please call me at (716) 828-9615.

Sincerely,


 Richard L. Heist
 Executive Director



May 22, 2017

Mr. Drew Shapiro
Director of Development
City of Lackawanna
714, Ridge Road, Room 309
Lackawanna, New York 14218

Dear Mr. Shapiro:

On behalf of the Buffalo and Erie County Botanical Gardens Society, Inc., I am writing to express the Society's complete support for the City of Lackawanna's application to receive the Western New York Economic Development Council's Downtown Revitalization Initiative investment of \$10 million to support the growth of the City's central business district.

Since 2004, the Botanical Gardens Society has seen enormous growth in visitation to the Gardens with attendance going from 12,000 per year to over 100,000 in 2015. It is our firm belief that these numbers will continue to grow as local residents and visitors from around the country and world become aware of the historic, architectural and botanical treasure that exists in the southern part of the City of Buffalo and Lackawanna- the gateway to the south towns.

Furthermore, The Botanical Gardens Society has commissioned Toshiko Mori Architects to design a world class addition to the Conservatory, which is on the National Register of Historic Places and located on Fredrick Law Olmsted's historic South Park. This commitment to the Gardens' future results from the Board's belief that the South Park- Ridge Road area is perched to become a major tourist destination.

Likewise, Our Lady of Victory Basilica, within a short walking distance of the Botanical Gardens and the cornerstone of the proposed redevelopment area, has seen tremendous growth in visitation to view and tour the magnificent church. It is our firm opinion that with the canonization of Father Nelson Baker visitors from all over the Country and beyond will make excursions to visit the Basilica and the Father Baker Museum. I have visited other sites of this type and marvel at their religious significance and impressed with the economic development that accompanies them.

I realize there are many other points that can be made to support the City of Lackawanna's application, all of which, merit consideration. However, I believe that it would be an unwise decision not to support the City of Lackawanna's request. The leaders in the City of Lackawanna recognizes the potential benefits that exist for the residents and merchants and our entire community—all of Western New York. This would be a wise investment. It will generate economic activity that this Community has not seen in decades and produce significant economic benefits for other adjoining communities. It will attract tens of thousands of new visitors to our region annually. It will generate increased tax revenue for the City of Lackawanna and the County of Erie. It will create potentially hundreds of jobs.

7.1

The project makes sense and I am hopeful that the reviewers will make the sensible choice and select the City of Lackawanna as the recipient of the \$10 million investment. It will be a game changer.

Sincerely,

A handwritten signature in blue ink, appearing to read "David J. Swarts", with a long horizontal flourish extending to the right.

David J. Swarts
President/ CEO



ACCESS of WNY, Inc.

Arab American Community Center for Economic and Social Services
609 Ridge Rd•Lackawanna•NY•14218
Phone 716-332-5901
Fax 716-332-5924

Christopher Schoepflin, Reginal Director
WNY Regional Economic Development Council
95 Perry Street – Suite 500
Buffalo, NY 14203

Dear Mr. Schoepflin:

The Arab- American Community Center for Economic and Social Services of Western New York (“ACCESS”) has been requested to submit a Letter of Support for the City of Lackawanna’s application the Western New York Economic Development Council’s Downtown Revitalization Initiative (“DRI”). On behalf of Access, I do so without pause or reservation.

ACCESS offices are located at the mid-point of the proposed target area and a significant goal of our broader mission is to improve the quality of life for the residents of Lackawanna. Over the past two years ACCESS has been invited by the City of Lackawanna to participate in several grant funded programs and a strong bond, working relationship and partnership has developed.

ACCESS is committed to working together with the City in the effort to strengthen the quality of life for all residents and believes that through the commitment of the proposed funds allocated under the DRI a bright future for the Downtown Business District will be the very cornerstone for the growth and sustainability of the neighborhood surrounding the target area.

In the event there are any questions, I encourage you to contact me.

Respectfully submitted,

A handwritten signature in cursive script that reads "Gamileh Jamil".

Gamileh Jamil
Executive Director



May 23, 2017

Christopher Schoepflin, Regional Director
WNY Regional Economic Development Council
95 Perry Street – Suite 500
Buffalo, NY 14203

RE: WNY Downtown Revitalization Initiative

Dear Mr. Schoepflin:

I am writing today to submit my support for the City of Lackawanna Department of Development's efforts of putting together a competitive DRI grant application to your organization. As a City Council Member, and more importantly as a local businessman in our downtown core, I hereby do submit my full and complete support for this application.

I have recently invested a substantial amount of money developing, opening, and operating The Mess Hall restaurant at 717 Ridge Road. The Mess Hall is located in the very heart of our central business district and is just steps away from the iconic Our Lady of Victory Basilica and is directly across the street from Lackawanna City Hall. I truly believe that locally owned and operated businesses are the backbone and very lifeblood of a successful CBD. I am not alone as an owner operator as several locally owned and operated businesses have opened in the past year in our CBD.

Working together with the Director of Development, supported by such a grand infusion of capital, our CBD would be provided with the opportunity to realize a perfect balance between design factors, functionality, utility, and most importantly sustainability. These efforts to rebuild and renew the CBD must be a public/private partnership of all stakeholders coming together to strategically reshape the face of our CBD, and in particular the very visible corridor of South Park and Ridge Road. I might also note that although it is not within our city limits, the Erie County Botanical Gardens lies on the outer boundary of that corridor and in addition to the Basilica, it attracts many visitors through our CBD on a daily year round basis.

The CBD is situated to capitalize on the regional growth and would continue to attract and support local small business operators, tourism, entertainment, and housing opportunities. This funding would drive the initiative to create a dense, sustainable and attractive CBD where people would want to live, work, and enjoy a renewed quality of life.

A handwritten signature in black ink, appearing to read "Joe Jerge", is positioned above the printed name.

Joe Jerge
Owner/Operator
Mulberry Italian Ristorante, The Mess Hall, Della Mostra
Third Ward Councilman, City of Lackawanna



**715 Ridge Road
Lackawanna NY 14218**

June 7, 2017

Drew Shapiro
Director of Development
City of Lackawanna
714 Ridge Road
Room 309
Lackawanna, NY 14218

LETTER OF SUPPORT – Lackawanna Downtown Business District Revitalization

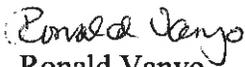
This letter is written supporting the City of Lackawanna's application for the Regional DRI Program.

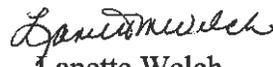
The Lackawanna business district is the perfect city for selection to revitalize. It offers many beautiful, historic institutions and deserves this program initiative. Lackawanna is a city, and community, committed to the project and we are ready to capitalize on impending job growth near the downtown district. We plead with you to consider the City of Lackawanna for this project.

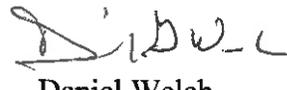
As new business owners in Lackawanna, we are excited to show our support and hope to help contribute toward its growth. We chose to start our first and ONLY family-owned business in the City of Lackawanna because of its unlimited growth potential. Having grown up in the South Buffalo area, we have spent many of our years frequenting Lackawanna and their diverse establishments. It has always felt like home to us and we are so excited to play a part in its restoration. As we look toward the future of our business and the betterment of this community, we are hopeful the city gets the improvements it greatly needs.

Additionally, I (Daniel Welch) am interested and willing to serve on the local Planning Committee to oversee the development of the Downtown Revitalization Initiative for the Lackawanna Business District. Please feel free to contact me at your convenience, if any further information is needed. I can be reached at 716-435-6188.

Sincerely,
Ice House Pub


Ronald Vanyo
Owner


Lanette Welch
Owner


Daniel Welch
Owner

Complete Street Intersection Proposal

Lackawanna City

Intersection: Ridge rd. & Electric Ave.

10' Pedestrian Crosswalks
keeps two way pedestrian crossing safe and unimpeded

Bike Lanes
allows for commuters to not rely on cars and increases perceived value of street

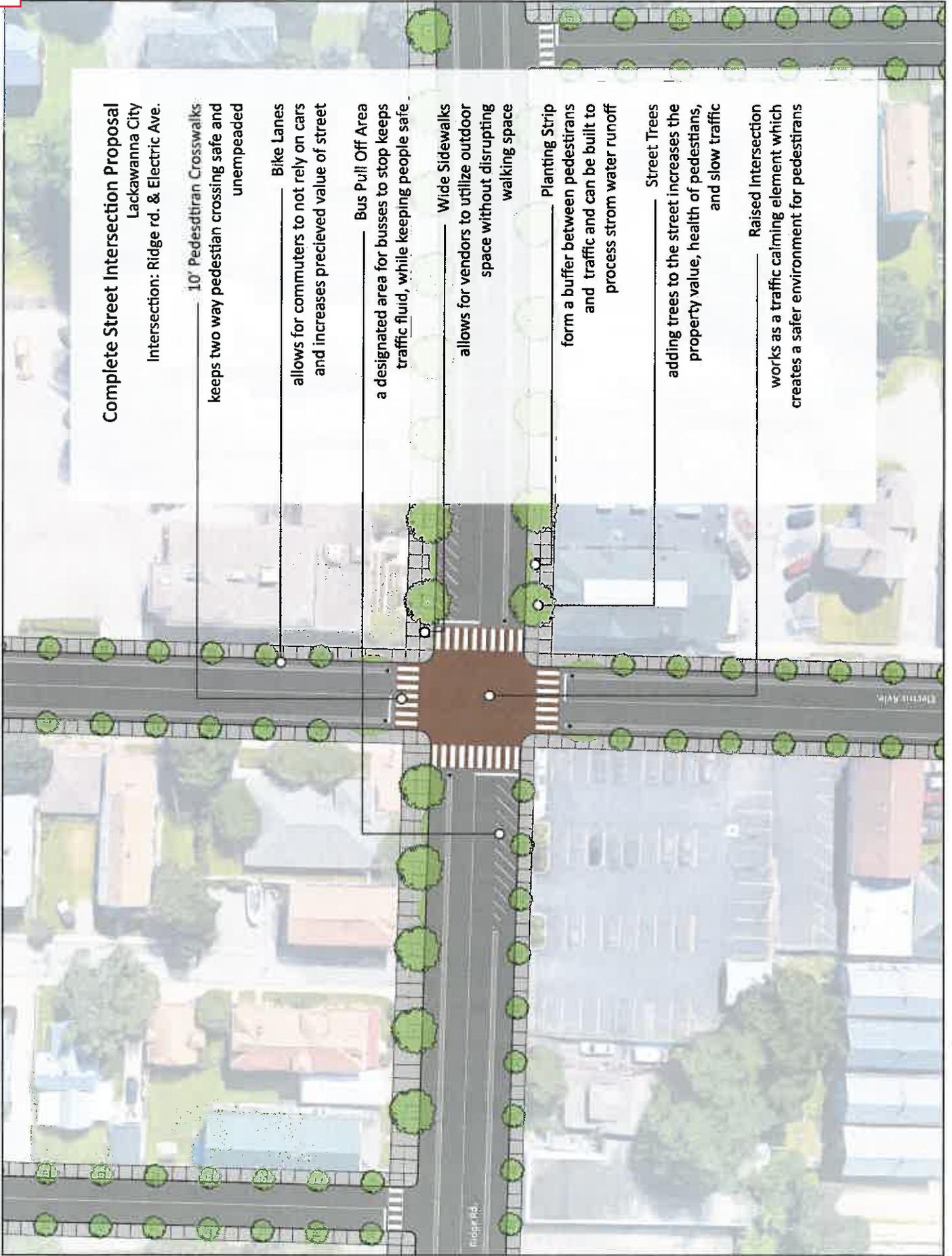
Bus Pull Off Area
a designated area for busses to stop keeps traffic fluid, while keeping people safe.

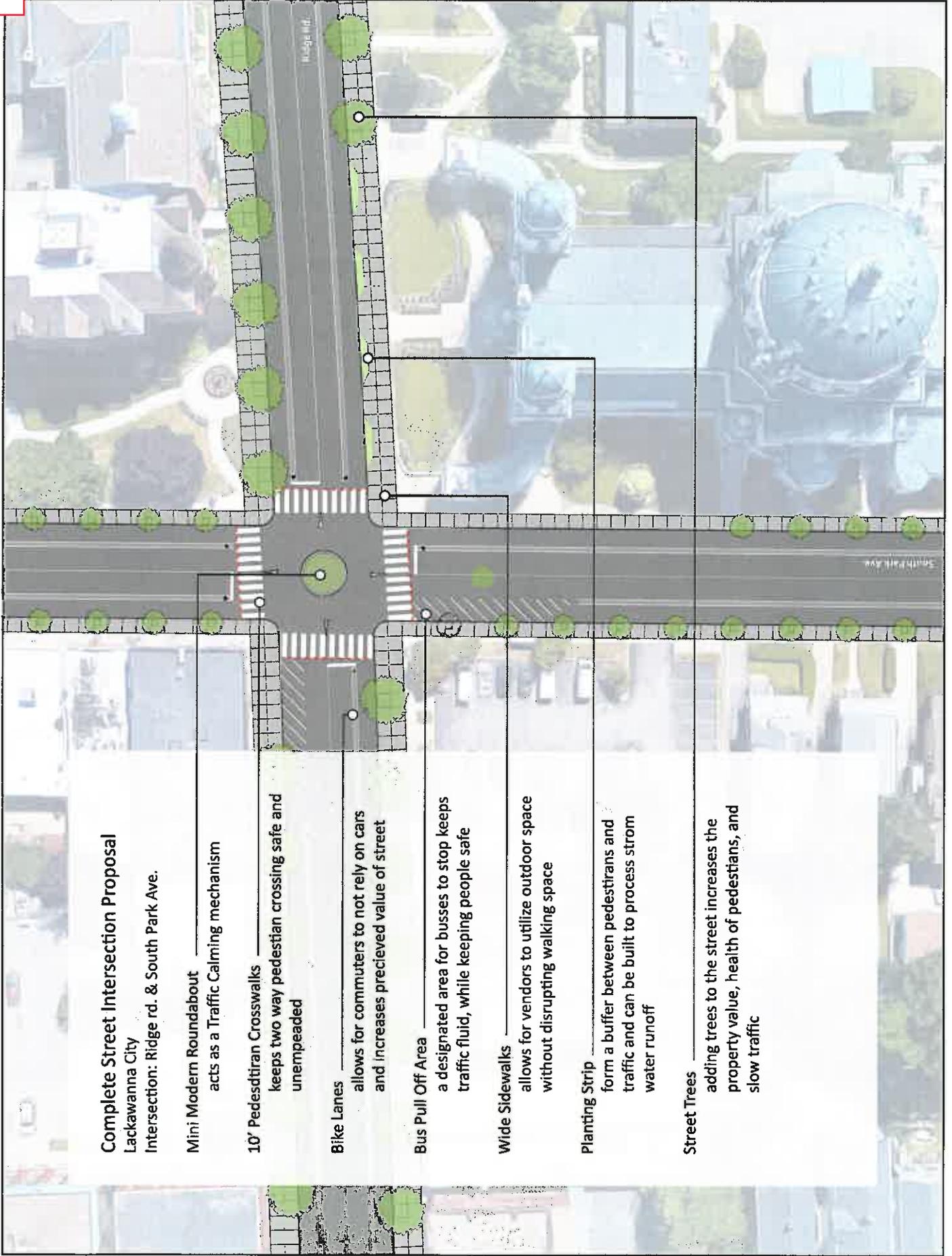
Wide Sidewalks
allows for vendors to utilize outdoor walking space without disrupting walking space

Planting Strip
form a buffer between pedestrians and traffic and can be built to process storm water runoff

Street Trees
adding trees to the street increases the property value, health of pedestrians, and slow traffic

Raised Intersection
works as a traffic calming element which creates a safer environment for pedestrians





Complete Street Intersection Proposal
 Lackawanna City
 Intersection: Ridge rd. & South Park Ave.

Mini Modern Roundabout
 acts as a Traffic Calming mechanism

10' Pedestrian Crosswalks
 keeps two way pedestrian crossing safe and unimpeded

Bike Lanes
 allows for commuters to not rely on cars and increases perceived value of street

Bus Pull Off Area
 a designated area for busses to stop keeps traffic fluid, while keeping people safe

Wide Sidewalks
 allows for vendors to utilize outdoor space without disrupting walking space

Planting Strip
 form a buffer between pedestrians and traffic and can be built to process storm water runoff

Street Trees
 adding trees to the street increases the property value, health of pedestrians, and slow traffic



CITY OF LACKAWANNA | DOWNTOWN BUSINESS DISTRICT
PROPOSED RIDGE ROAD/ELECTRIC AVENUE INTERSECTION IMPROVEMENTS - PERSPECTIVE RENDERING (Area 3)



Attachment 8.1



CITY OF LACKAWANNA | DOWNTOWN BUSINESS DISTRICT
PROPOSED RIDGE ROAD/SOUTH PARK AVENUE INTERSECTION IMPROVEMENTS PERSPECTIVE RENDERING (Area 4)



LABELLA
Associates, D.P.C.

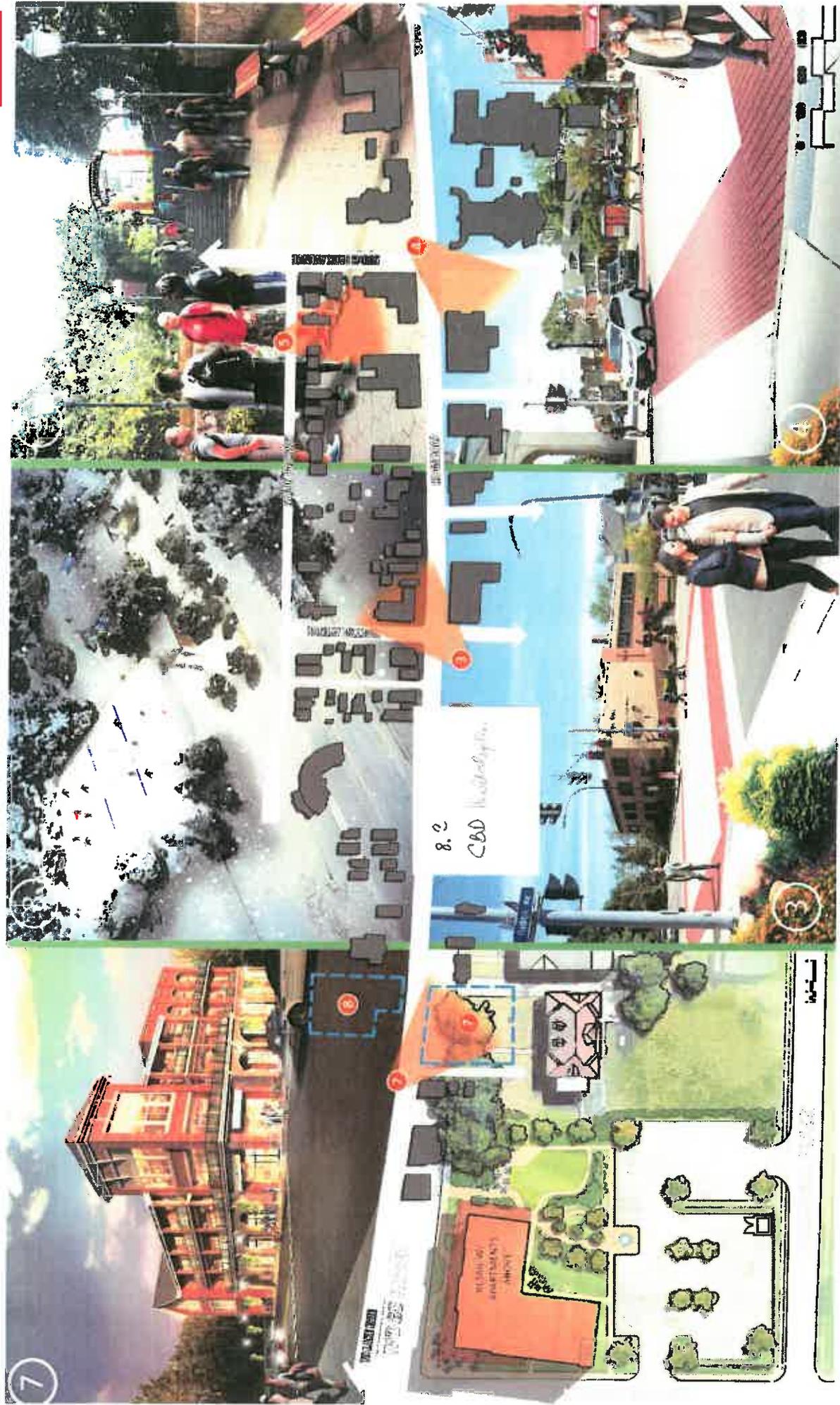
Attachment 8.1

City of Lackawanna – Memorial Field Improvement Concept Plan





CITY OF LACKAWANNA | DOWNTOWN BUSINESS DISTRICT
PROPOSED ICE RINK - PERSPECTIVE RENDERING (Area 8)



CITY OF LACKAWANNA | DOWNTOWN BUSINESS DISTRICT
 PROPOSED DEVELOPMENT AND IMPROVEMENTS

Attachment 8.3



CITY OF LACKAWANNA | DOWNTOWN BUSINESS DISTRICT
PROPOSED PEDESTRIAN CONNECTION IMPROVEMENTS - PERSPECTIVE RENDERING (Area 5)



Attachment 8.4



CITY OF LACKAWANNA | DOWNTOWN BUSINESS DISTRICT
PROPOSED MIXED-USE DEVELOPMENT PERSPECTIVE RENDERING (Area 7)

LABELLA ARCHITECTURE
CONSULTANTS
PLANNING
ASSOCIATES, D.P.C.

Attachment 8.5



CITY OF LACKAWANNA | DOWNTOWN BUSINESS DISTRICT
 PROPOSED MIXED-USE DEVELOPMENT SITE PLAN RENDERING (Area 7)

City of Lackawanna Central Business District Revitalization Plan

Purpose and Outcomes

Introduction and Scope of Work

The City of Lackawanna (hereinafter referred to as “Lackawanna”) (population was 18,141 (2010 census)) is a city in Erie County, New York, located just south of the city of Buffalo in the western part of the county. The name derives from the Lackawanna Steel Company. Lackawanna is part of the Buffalo-Niagara Falls metropolitan area.

Lackawanna has an interesting history, due to its prominence in the booming industrial era, and contains a number of important regional assets that are a testimony to this heritage. The **Our Lady of Victory Basilica** is the most prominent structure in Lackawanna and is a prestigious national shrine. This important historic resource receives thousands of visitors each year with an opportunity for greater tourism potential. Since 1986, the Our Lady of Victory parish and the Diocese of Buffalo have been working to secure the **canonization of Father Nelson Henry Baker**, a Roman Catholic priest and church administrator in Lackawanna that helped to establish the “City of Charity,” an infant home, home for unwed mothers, a boys’ orphanage, a boys’ protector, a nurses’ home and a grade school and high school. Additionally, the Basilica’s close proximity to the Frederick Law Olmstead designed **Buffalo and Erie County Botanical Gardens and South Park** (located in the City of Buffalo at its border with Lackawanna), provides an opportunity to create and advance a strategy to capitalize on historic and cultural tourism that would benefit the City of Lackawanna.

Recently, Lackawanna took a leading role in shifting the region’s economy to clean energy with the 2012 Steel Winds project, which has been a catalyst for changing the image of Lackawanna from barren wasteland to innovative problem solver. Although Lackawanna has begun to turn the corner, we still have much work to do to connect our residents to economic opportunity.

Despite all the accolades and apparent successes, Lackawanna faces many challenges. It is home to one the region’s lowest income neighborhoods, a growing Arab American community (cultural and language barriers in the community), and a high concentration of social services. Lackawanna has a significant percentage of vacant housing units - 11.8%, which is below the City of Buffalo, but higher than other first-ring suburbs. More than half of the vacant units fall into the category of abandoned. Lackawanna also has a high commercial vacancy rate in the Central Business District, particularly around the intersection of Ridge Road and South Park Avenue, which gives the appeal of an area in decline.

Lackawanna has been engaged in community revitalization for many years; however, the Downtown Revitalization Initiative award (“DRI”) would make a dramatic and lasting positive impact on Lackawanna and complement the efforts completed or currently underway. Lackawanna’s vision for the DRI is to create economic opportunity for area residents by: strengthening the local business climate; encouraging redevelopment of vacant/underutilized sites; fostering a culture of entrepreneurship; encouraging a transit oriented community that better connect residents to local and regional economic opportunities.

Lackawanna struggles to address complex urban challenges in a small, under-resourced Western New York Community with big ideas and even bigger ideals. How does Lackawanna become the community that stakeholders say they want to be?

Lackawanna is seeking funding to support the preparation of revitalization plan for its Central Business District (“CBD”). The overall objective of this effort is to provide a comprehensive guide for Downtown development that fosters sustainable economic growth over the next 10-year period. The plan will refine broad city-wide goals for sustainable development into focused, actionable, area-

specific strategies to ensure the vitality of the central core of our community and enable us to achieve our community vision.

While many other planning efforts involving the downtown or waterfront have taken place over the years, none have been comprehensive in scope and strategic in design. The planning process for the DRI will place an emphasis on ways to promote and improve mixed uses and quality urban design, affordable and workforce housing, transportation and parking management, and the quality and capacity of public infrastructure. Our intent is to identify, understand, and address current barriers to the creation of new infill development and revitalization of vacant or underutilized properties. At the same time, we need to make the difficult decisions necessary to facilitate the continued evolution and maturation of this vital mixed use district. This effort is Lackawanna's highest priority planning project, yet sufficient funding to undertake such an ambitious effort has remained a challenge.

The project is intended to address the following problems and barriers to success:

- lack of a coherent and shared vision (strong sense of place) for the development of the downtown which fuels public opposition to new development
- lack of available information/education regarding economic impact of downtown – particularly for local property owners/tax-payers
- lack of new business that provide a variety of employment options for local residents
- lack of specificity of development regulations with regard to urban design objectives and standards which facilitates public opposition to new development and appeals of local regulatory decisions.
- limited number of arts and cultural attractions that appeal to young professionals
- failure of the real estate market to produce necessary housing opportunities and business expansion.
- Lack of meaningful afterschool programs that offer tutoring, leadership building, mentoring and apprenticeship opportunities
- lack of diverse housing opportunities for young professionals, singles, couples and empty-nesters
- vacant and abandoned residential real estate
- underutilized and unutilized commercial real estate
- limited multi-modal transportation infrastructure

This Plan will provide recommendations, tools, and strategies that will help Lackawanna to achieve the following goals and outcomes:

1. Establish Lackawanna as a regional economic center that offers meaningful jobs at livable wages and a diverse housing stock that serves all incomes, while encouraging the continued growth of the Lackawanna's commercial the tax base.
2. Promote urban development measures that facilitate economically competitive, environmentally sound, socially responsible, and aesthetically-pleasing land-use combinations and urban design elements.
3. Emphasize the importance of preserving historic and cultural features and architecture, and encouraging high-quality building design to complement the existing fabric.
4. Strengthen the linkages between the CBD and the Waterfront, and surrounding neighborhoods, including the First, Third and Fourth Wards.
5. Promote a mix of land uses including the need for affordable/workforce housing, both local and world class businesses, entertainment and culture, live/work spaces, etc.

6. Provide a comprehensive parking allocation and management system that meets visitor, business, and resident needs consistent with the goal of increasing multi-modal transportation and reducing dependence on the single-passenger automobile.
7. Provide the quality and capacity of public infrastructure, including pedestrian, bicycle, parking, and/or transit-related facilities, necessary to support new or expanded commercial and residential development.
8. Strengthen Lackawanna's leadership position in clean energy and consider local climate action planning by enabling broad-based community participation in the identification, quantification, visualization, and decision-making related to the energy and greenhouse gas impacts.
9. Provide the foundation for the development of a Form Based Code for the CBD to guide and regulate future development in a coherent and consistent manner centered on urban form, design, and performance.
10. Use existing steering committees and organizational partners as a vehicle for informing the public and interested stakeholders about the plan and getting them involved in the planning process and implementation phase; involve all interested parties through various methods.

Livability Principles

- ***Provide More Transportation Choices.***

Fundamental to Lackawanna's overall land use and development policies are efforts that emphasize the expansion of transportation choices. These include policies that seek to concentrate mixed use development in places where neighborhood goods and services are within easy access on foot, bike or transit ("neighborhood activity centers"); policies that strongly support the expansion of public transit systems and the use of transportation demand management strategies; and policies that seek to ensure that the transportation system in the city is accommodating to all modes to the extent practicable through the adoption of a "complete streets" policy.

Reductions in the level of services on NFTA Metro Bus routes has caused hardship for many in Lackawanna. Residents who don't have access to an automobile find it difficult or impossible to get to work, school, healthcare, shopping or other destinations using public transit. Service on the 16 South Park is strong on weekdays but thin on Saturday and Sunday. The 36 Hamburg bus, which connect Ridge Road to both Buffalo and the Village of Hamburg, has hourly services on weekdays. The 42 Lackawanna, which runs along Ridge Road to Union Road, is even less frequent. Neither runs on weekends. The result is that getting to nearby places such as the Southgate Plaza, Appletree Business Park, McKinley Mall and Downtown Buffalo involves long waits and/or long walks or are not accessible on weekends.

The creation of a circulation plan for Lackawanna's CBD will enable area stakeholders to focus their attention on that part of the city that holds the greatest opportunity for concentrated and higher density mixed use development, and strengthen the underlying foundation for the continued expansion of regional public transit service and improvements for pedestrians and cyclists. Further, the district plan will consider in greater detail specific opportunities to implement a Complete Streets policy and street design guidelines as recommended in the soon-to-be-adopted Comprehensive Plan (anticipated to be adopted by the City Council in Aug. 2016). This Plan envisions a series of "complete" and "transit" streets providing access to the downtown area which itself is a network of "slow" streets that favor pedestrians and cyclists.

- ***Enhance Economic Competitiveness.***

Like many communities in the northeast, Lackawanna's economy has undergone a gradual shift away from traditional manufacturing to one that is increasingly dominated by healthcare and social assistance. Roughly half of the business establishments in Lackawanna have four or fewer employees. Recent and pending projects in Lackawanna's industrial and commercial area will create more job opportunities for local residents, and encourage those employed within close proximity to consider residing in the Lackawanna.

In 2011, a total of 3,606 workers were employed in Lackawanna, where economic activities today revolve mainly around educational services, manufacturing, and accommodation and food services. Among the top employers are several faith-based health care and social assistance institutions such as Baker Victory Services, which provides over one thousand jobs plus hundreds more through its allied organizations. Public employers in this list include the Lackawanna City School District, the Lackawanna Public Safety Department, and Lackawanna Municipal Housing Authority, which provide hundreds of jobs altogether. Also among the top ten employers are two manufacturing companies that cater to the energy and the engineered wood products industries.

Yet only 755 of these workers were also city residents; over 6,500 workers residing in Lackawanna (90% of working residents) are employed elsewhere in the region. This massive outflow of workers may have been the result of the decline in manufacturing jobs over the last decade. Whereas 17% of residents were employed in manufacturing in 2009, in 2011 the proportion of residents working in manufacturing was 12%. Those who were unable to stay employed in manufacturing may have shifted to jobs in other industries. Today, approximately 24% of working residents are employed in the educational, health care, and social assistance services industry (up from 19% in 2009), and another 16% are employed in retail. Many are occupied in office and administrative positions (17%), in professional positions (15%), and in sales (14%). Slightly less than three quarters of resident workers are employed in the private sector, while 15% are employed in the public sector and 10% in the private non-profit sector.

The average income of Lackawanna residents is \$27,366; the median household income is \$35,913. Better paying jobs are not necessarily available outside the city: 39% of residents working in Lackawanna and nearly 30% of residents working elsewhere earn less than \$1,250 per month. For residents earning between \$1,251 and \$3,333 per month, 30% live and work in the city and 43% live in Lackawanna but work elsewhere.

The creation of a downtown revitalization plan for Lackawanna's CBD is a tool for stimulating economic vitality and competitiveness. The DRI will examine the affordability of housing, environmental quality, social equity, energy efficiency, transportation choice, urban design and public investments in infrastructure, with the underlying purpose and objective to nurture and strengthen our economic base. It is the lack of a stable and healthy economy that is truly the greatest barrier to achieving our vision of a sustainable community.

- ***Support Existing Neighborhoods.***

Since the mid-1900's, Lackawanna has been the heart of a larger region that is the principal economic engine for Western New York. While Lackawanna makes-up only a small portion of the region in physical terms (~6.6 square miles), it is often identified by its proximity to the City of Buffalo.

Lackawanna's CBD's traditional development pattern has become blurred and threatened by suburban development on the fringes of Lackawanna, including large single-use developments such as shopping malls, strip commercial development along major highway corridors, and the continued dominance of the automobile with its associated parking lots, traffic congestion and

highways. This trend is not only a threat to cities traditional patterns of development, but also to the region's future economic growth, natural environment, and sense of community.

Lackawanna's CBD remains a significant attraction for residents and businesses due to the concentration of cultural assets, entertainment and community and public services uses. As such, the success of Lackawanna's CBD has both transportation and land use implications far beyond our borders. Lackawanna welcomes the opportunities and responsibilities associated with serving as the core of a regional growth center; however, we need to be able to fulfill this responsibility in a way that preserves Lackawanna's character and sense of place.

- ***Coordinate Policies and Leverage Investment.***

Good planning ensures that communities have up-to-date information, realistic objectives, and clear regulations to use in guiding land use and development decisions. However, funding for planning and implementation is competitive due to the limited dollars available. There are very few other opportunities or partners that can combine with local funds to support the major undertakings being proposed. Where there is significant funding, it is very often targeted for specific projects or programs like transportation, energy, housing or infrastructure. Yet without a clear and well-considered comprehensive context and plan, these efforts rarely achieve the full desired result.

The DRI Grant presents an important and unique opportunity for Lackawanna to undertake a significant planning process that will enable us to bring together many loosely defined goals into a clear and action-oriented plan for our community center during a period of great economic uncertainty and opportunity. Without the resources to undertake good planning and implementation, Lackawanna will be less able to anticipate and respond to market forces, and will be unprepared to address the opportunities ahead.

This planning process also comes at a time where there is an opportunity for collaboration with one of the most important community infrastructure projects Lackawanna has experienced. The Bethlehem Steel Redevelopment project, being spearheaded by Erie County, consists of acquisition of approximately 140 acres along NYS Route 5, which is the former Bethlehem Steel site. The project will accelerate redevelopment of a long-vacant, major brownfield site in the Lackawanna. This project will address the need for vacant industrial-zoned property that will be utilized for the location of new and growing clean-energy companies, especially bi-national companies looking to establish a presence in the U.S. marketplace.

The Steel Winds (Phases I & II), a wind energy project located adjacent to the Bethlehem Steel Redevelopment Area, along the shoreline of Lake Erie in Lackawanna will serve as a catalyst for clean-energy growth. The first phase of the wind farm became operational in 2007; the second phase came online in 2012, for a combined production capacity of 35 megawatts of power. This project can generate enough electricity to service the needs of approximately 6,000 average new homes. Steel Winds is one of the largest urban wind farms in the world, using turbines to harness the power of the steady winds that blow across Lake Erie. The electricity generated at the site is being sold into the local grid for sale to retail customers. The project is owned by First Wind, which is part of SunEdison. Steel Winds was built on a 30-acre brownfield site on the former Bethlehem Steel property, which encompasses approximately 1,100 acres of brownfields under the DEC Brownfield Cleanup Program. By using much of the existing infrastructure, including roads and transmission lines, costs for this project were reduced.

Lackawanna's project could serve as a model for systems throughout the country, repurposing industrial land. Where Bethlehem Steel once supported an earlier industrial revolution, the steel winds project is bringing new clean energy technology to the region. Lackawanna intends to promote this area to attract additional clean energy projects. Future projects include Steel Sun, a solar energy project that will be constructed on approximately 25 acres at the former Bethlehem

Steel site, east of the Steel Winds. The project includes 13,000 ground mounted 3 ft. by 5 ft. panels and will further elevate Lackawanna's status in the international power generation industry.

- ***Value Communities and Neighborhoods.***

By nearly every definition, Lackawanna is a city. A city, however, at a smaller scale than the neighboring City of Buffalo. However, the Lackawanna CBD is, in many ways, a traditional Western New York village in both form and function. The city is compact and serves as a central place of commerce, housing, education, industry, and government. People know local shop owners, and often encounter family and friends throughout their daily travels. This description as both city and village is the essence of what makes Lackawanna such an attractive place to live, work and visit and exemplifies the metaphor of the "urban village" - a way of describing the feel we want from our cities. It is not so much a location, but the feeling of a place and its personality. Urban villages aren't built - they evolve.

However, as Lackawanna continues its evolution it must meet the challenge of continuing to accommodate future populations and development activity. Nurturing Lackawanna's human scale, social character, and sense of place while encouraging future growth and development is the primary objective of the City through the development and implementation of a downtown revitalization plan.

Work Plan

(1) Proposed Activities.

Task 1: Existing Conditions Analysis

This first task proposes the preparation of a comprehensive inventory and assessment of existing conditions in the study area to identify the primary needs, challenges and opportunities. This assessment will provide the information and perspective necessary to develop a meaningful and realistic visioning and planning process, and will include the following sub-tasks:

Sub-task 1.1: Development Inventory and Modeling

This subtask includes components such as a digital 3D building modeling project, a land use inventory, and a build-out analysis of current zoning regulations. These studies will assist Lackawanna in determining land available to meet our community's future land use needs. They will also estimate and describe the amount and the location of future development that may be allowed to occur within the study area under current development regulations.

Sub-task 1.2: Urban Form & Design Analysis

Components included in this subtask range from a building typology inventory; an analysis of potential shadow impacts and an inventory of view sheds, and landmarks; an inventory of historic buildings and potential districts; and, an inventory of parks, open space and street trees. This analysis will allow the city to document and characterize important urban design elements within the study area, and, when combined with 3D building models, illustrate potential impacts and alternatives for new policy, regulations and development.

Sub-task 1.3: Housing Analysis

The housing needs assessment will collect, organize and analyze housing information identifying any outstanding gaps, needs and opportunities for downtown housing by type and market segment.

Sub-task 1.4: Economic Analysis

This sub-task includes: a real estate market analysis to understand the needs and opportunities for housing, office and retail space in our downtown and a retail feasibility study to understand existing gaps, limitations and opportunities.

Sub-task 1.5: Existing Infrastructure Analysis

An understanding of the capacity and limitations of existing infrastructure is essential. This subtask will evaluate our existing water/wastewater, stormwater and telecommunications infrastructure so that capacity and future improvements can be taken into account during the planning process.

Sub-task 1.6: Transportation, Parking and Traffic Demand Analysis

This sub-task includes a study of existing conditions for all modes of transportation and the impacts of a possible build-out in Lackawanna's CBD. An inventory of current parking and projected needs based on possible build-out will be developed, and alternative transportation demand and parking management solutions will be considered.

Sub-task 1.7: Waterfront Revitalization Plan Update

This sub-task will complete a progress report on project elements in the 2016 Comprehensive Plan and Local Waterfront Revitalization Plan to assess what has been completed, what hasn't, and why. This information will be necessary to advancing recommendations within the context of a more comprehensive land use plan.

Sub-task 1.8: Climate Change and Energy Considerations

This E analysis will enable the city to envision, define, and create a shared and desirable energy future focused on the downtown/waterfront planning area but applicable to the city at-large. Outcomes will include the identification and prioritization of energy cost saving and greenhouse gas (GHG) reduction opportunities, and future local renewable energy and energy efficiency investment opportunities.

Sub-task 1.9: Cultural and Arts Facilities Needs Assessment

The assessment includes an inventory of existing cultural and arts facilities, and will identify gaps and opportunities for expanding and enhancing this important component of our economy and contributor to our high quality of life.

Sub-task 1.10: City Organizational/Operations Analysis

This sub-task is an analysis of the city's own organizational structure and systems with regard to infrastructure and operations and will help identify deficiencies and/or improvement opportunities in how Lackawanna manages the CBD.

Task 2: Downtown Revitalization Master Planning Process**VISION for Central Business District**

Lackawanna has gone through several processes to develop a vision for the city, including: the Brownfield Opportunity Area Plan, the Municipal Comprehensive Plan and the Local Waterfront Revitalization Plan (currently underway). Each has included the development and/or reconsideration of a community vision. The formal kick-off to this planning effort will also re-evaluate, and re-affirm as appropriate, this evolving community vision which will guide Lackawanna in the preparation of the downtown revitalization plan.

Downtown Master Planning

This task will entail a significant public involvement process to develop, articulate and visualize future scenarios for the downtown, and develop a consensus around priorities and objectives. The public process will include focus groups, surveys and several charrettes/workshops centered on topics including Urban Form and Design; Civic Life & Cultural Facilities; Streetscape and Transportation; and, Land Use and Environment. Information and analysis collected under Task 1 will be used to inform participants about needs, limitations and opportunities to be considered in order to ground the planning process in a real-world present-day context.

Implementation Plan

Building upon each of the previous tasks, specific actions and recommendations will be developed regarding how to best achieve the vision and plan articulated in Tasks 2 and 3. Examples will include: mechanisms for funding new development, redevelopment, and supporting infrastructure; regulatory mechanisms including a Form-Based Code; non-regulatory tools such as capital improvement planning, city operations and maintenance, development assistance/support, special events and marketing; and a monitoring process and performance measures to allow Lackawanna to closely evaluate the progress and impacts of the new Downtown Revitalization Plan.

Drafting the Plan

This task will include bringing together all of the information and recommendations into a single document for final presentation. Developing a document format that will be reader-friendly, accessible, and include visualization of the information conveyed will be essential.

Task 3: Form-Based Code Development

The final task is the development of a form-based code for the study area. Form-based codes foster predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. A form-based code includes: a regulating plan, public space standards, and building form standards. Additional elements that the City may consider are: architectural, landscaping, signage, and environmental resource standards.

Performance Measures and Outcomes

Given that this project involves the development of a long-term plan whose success can only truly be measured by long-term outcomes, most directly grant-related performance measures and benchmarks must be related to the progress of the planning project itself. The completion of each task listed above within budget and on schedule will be the primary measure of progress for this project. Additionally, performance of the public outreach process can be measured as follows:

- ***Increased participation and decision-making***
 - o diversity of outreach methods
 - o overall number of participants (attend events, submit comments, etc)
 - o age range of participants
 - o extent of outreach to under-represented populations (minorities, veterans)

Over time however, there is an opportunity to measure success based on objective performance outcomes related to actual investment and activity. Existing local and state data sources can be used as indicators, in addition to Census 2010 data that can be compared as a benchmark against Census 2020. Examples of these types of performance measures include:

- ***Travel changes***

- Local transit ridership with the Niagara Frontier Transportation Authority (NFTA)
- Participation in a Walk/Bike initiatives
- Reduction of Vehicle Miles Traveled (VMT)
- Journey to Work – mode and commute distance/time
- Car share programs
- ***Impact on affordability and accessibility***
 - Diversity of housing affordability
 - Diversity of housing types to meet the needs of diverse populations
 - Walk/Bike to Work and NFTA ridership as a measure of reduced household transportation costs
 - Energy efficiency as a measure of reduced household costs
- ***Economic development***
 - Re/development permits/projects
 - Re/development Gross Floor Area (GFA)
 - Private reinvestment (\$)
 - Job creation and retention
 - State and local tax revenue (sales & use, meals, property)
- ***Improvement to the state of repair of infrastructure.***
 - Public reinvestment to streets, sidewalks, curb, tree belt, water/wastewater/stormwater (extent and \$)
- ***Environmental benefits***
 - Greenhouse Gas (GHG) reduction
 - Regional development demand shift/absorption (land not developed in a less dense pattern)
 - stormwater runoff, wastewater overflow reduction
 - energy efficiency/use

City Of Lackawanna Planning Team Outline

Name	Title/Position	duties or responsibilities	background &/or experience
Geoffrey Szymanski	City of Lackawanna Mayor	legislative support & assist with stakeholder support	12 yrs City Council (6 yrs mayor), served as Senior Clerk of the Erie County Legislature (2004-2008), BA in Political Science - Buffalo State College.
Drew Shapiro	City of Lackawanna of Development Director	responsible for day-to-day operations & implementation of planning process & development activities	over 20 years experience in both private and public community and economic development activities
Frank E. Krakowski	City of Lackawanna Assessor	guidance on parcel identification and ownership	In addition to serving as assessor, Frank also served on the Board of Buffalo Niagara Land Improvement Corp (BENLIC) and has experience in strategic planning
Antonio Savaglio	City of Lackawanna Attorney	guidance on all legal issues, property acquisition, funding and development contracts	Experience in drafting proposed legislation, local laws, ordinances, regulations and policies for Lackawanna
Anthony DeSantis	City of Lackawanna Commissioner of Public Works	over sight of all public infrastructure improvements and activities	Experienced in local issues with public infrastructure and improvements
Joseph G. Geyer	City of Lackawanna Code Enforcement officer	guidance on all code related issues and property structure issues associated with the redevelopment of the downtown planning	27 year experience in the enforcement of NYS Building Codes
Robert Spahn, AIA	City of Lackawanna Planning Board Member	Provide development and design support	Principal of RCS Architecture, a full service architecture firm, committed to design excellence, comprehensive project delivery and thoughtful attention to the highest quality solutions, cost control and innovation.
Phil Lowrey	Executive Director Lackawanna Housing Development Corp. & Lackawanna Community Development Corp.	Provide development and design support	Active in integrated and coordinated urban revitalization initiatives for decades in Lackawanna
Michael J. Sobaszek	Executive Director Lackawanna Area Chamber of Commerce	Provide Business Development Support and outreach	Active in developing programs and influencing local policy to assist the development and retention of small business
Rev. Msgr. Paul J.E. Burkard	Pastor, OLV Basilica & National Shrine and President of Baker Victory Services	Development & Public Support	Active in the community providing education, mental health and social services support to individuals & families since 2007
Jeffrey P. Bell	Director of Community Development Baker Victory Services	Community & Development Support	Experience in developing and executing marketing strategies; manage capital budget plans; local/state government relations; and community advocacy