

DOWNTOWN REVITALIZATION INITIATIVE – WESTERN NEW YORK

BASIC INFORMATION

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

Municipality Name: City of Dunkirk

Downtown Name: Downtown Dunkirk

County: Chautauqua

Point of Contact: Wilfred Rosas

Title: Mayor

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Downtown Description - Provide an overview of the downtown and summarize the rationale behind nominating this downtown for a Downtown Revitalization Initiative (DRI) award):

The Chautauqua Regional Development Plan says it best: “The City of Dunkirk waterfront offers the most spectacular opportunity to create a unique, regional attraction to bring tourism dollars into the study area.” Despite all of the economic challenges we’re facing, it makes perfect sense to invest in the City of Dunkirk. We are a beautiful full-service community full of hardworking friendly people. Our city is able to provide the feel of a small town community while offering resort-like waterfront recreational amenities. One unique attribute we can boast is that we are the only community in Chautauqua County whose downtown is on the Lake Erie waterfront. Very few other municipalities within the entire Western New York Region, or the entire State of New York, have downtowns situated directly on the waterfront.

Challenges

There has been a shift in the local economy away from a once thriving manufacturing sector toward services and tourism. Branch plants, owned by enterprises that have multiple plants have traditionally played large roles in rural economies and had looked to rural areas for low-wage workers and favorable business climates. However, with NAFTA and increased import competition with low wage countries, these firms have a wider range of options than to locate in rural Appalachian counties.

Data available from the US Census Bureau’s Economic Census and the 2014 American Community Survey provide an illustration of the shift from manufacturing to services in Dunkirk. Between 2000 and 2014 the percentage of employees working in manufacturing occupations declined from 23.9 to 19.9%. The percentage of employees in health, education, and social service occupations grew from 25.3 in 2000 to 28.5 in 2014. Many of the new jobs are lower paying or seasonal and offer far fewer fringe benefits than the manufacturing jobs they replaced. The NYS Labor Department reports that the unemployment rate for Chautauqua

County is 5.6% as of April 2016, compared to 5.1% for the Western New York Region, and 4.6% for New York State. While this is comparable to state and national rates, it does not reflect that many displaced workers have taken lower paying jobs and the out migration of adults seeking employment keeps the rate artificially low.

The 2010-2014 American Community Survey (ACS) census data gives a clear picture of the effect of this shift in employment patterns. The ACS lists a per capita income of \$20,385 for the City of Dunkirk, compared to a statewide figure of \$32,829. The City's per capita income, taken as a percentage of the New York State figure is 62%. In 2014, 24.6 percent of people in Dunkirk were living in poverty. 32.7 percent of related children under 18 were below the poverty level, compared with 11.3 percent of people 65 years old and over. 20.1 percent of all families and 49.8 percent of families with a female householder and no husband present had incomes below the poverty level.

The result of this shift can be seen in our local economy. Dunkirk, NY has long been known for its manufacturing industry. It began with a successful locomotive and steel industry, and by 1925 had diversified to include food products, specialty metals, precision instruments, and tools. The City of Dunkirk Development Department has estimated that half of the City's industrial zoned land is currently non-productive or underutilized. Dunkirk is currently home to manufacturing plants for Nestle Purina, Fieldbrook Foods, Dunkirk Metal Products, and Cott Industries, formerly Cliffstar Corporation. 20% of Dunkirk's employed population works in the manufacturing industry. Cliffstar Corporation, which employed roughly 600 local residents, was purchased by Cott Beverages in August 2010. Since then Cott has laid off approximately 190 people. Around half of those positions were eliminated while the other half were let go and their job duties were transferred to another plant location. This has been a massive blow to our local economy. It has left close to two hundred people jobless and many more are afraid they will be the next ones who are let go.

Another big employer in the City, NRG Energy, located on the Dunkirk harbor, has mothballed its Dunkirk power plant and this situation has already ended up costing the City 63 jobs. A recent reliability study of NRG's Dunkirk plant was conducted by National Grid. The conclusion of the study was that only two of its four units are needed to be in operation. This meant that in September of 2012, the two of NRG's larger units, which generate 185 megawatts, were no longer needed. After May 2013, the company needed to have one 75 megawatt unit online. The result is that the plant will generate less than 30% of its current output. This caused a reduction in employees from 145 to 82 in September 2012. The company has assured the City that as many of those 63 employees will be transferred to other locations as possible. However, some will find themselves out of work. Those who are transferred will be leaving our community. NRG is looking to invest \$500 million private dollars to convert its Dunkirk plant from coal to natural gas, and a 10 year agreement was reached between NRG, Public Service Commission, and National Grid. Many elected officials, municipal leaders, community stakeholders, and citizens rallied together to support the repowering. Unfortunately, as of this

week it seems as though the Public Service Commission is rescinding the 10 year agreement, effectively halting the transfer to natural gas.

Early in 2013 Carriage House, a food manufacturing facility which was owned by Ralcorp Holdings Inc., was sold to ConAgra Foods Inc. Shortly after, it was announced that they would be shutting down production at the Dunkirk facility. This resulted in 133 employees losing their jobs April 5, 2015, while the few that remained were eventually left unemployed when the facility was closed down completely. Petri, a Ralcorp Holdings Inc. baked goods manufacturer located in Silver Creek, NY, was also affected by this sale. On April 4 ConAgra Foods Inc. began shutting down the entire facility and laying off 250 employees. In June 2013, Brooks Hospital, a member of the Lake Erie Regional Health System of New York (LERHSNY) and one of the larger employers in the City, laid off around 30 of its employees. This came just one month after Lake Shore Health Care Center in Irving, another member of the LERHSNY, laid off 11 union members and all of the per diem staff for their Nursing Home.

In response to events like this, Dunkirk has struggled to redefine itself. By focusing more on its most attractive assets – its natural and historic resources – the City is transforming into a tourism community. Waterfront, history, architecture, and wildlife are emerging as staples of the local economy. In order for Dunkirk to thrive we must work towards economic diversification, which we're currently lacking. The Downtown Revitalization Initiative would provide the opportunity to pursue this critical piece.

The net out-migration rate for all ages in Chautauqua County is -6.07%, which is astounding when compared to the New York State rate of 1.86%. This has been largely attributed to the lack of diverse job opportunities in the area. Another alarming figure from 2004, that was not updated in the most recent Census, reported the Jamestown-Dunkirk-Fredonia Metropolitan Statistical Area, formerly the Jamestown Metropolitan Statistical Area (MSA), which represents the entirety of Chautauqua County, had the greatest out-migration rate for the 'Young, Single, and College Educated' in New York State, -344.8 versus NYS -11.3. Nationally this ranked our county as the 34th highest net out-migration rate for this population out of the 198 MSAs experiencing negative growth.

One of the most important goals of this project is to attract businesses to the revitalized downtown. This will in turn create new jobs, which are desperately needed. The City has experienced a crumbling of its downtown commercial district as local shops went out of business. Urban sprawl led to the development of strip malls along the edge of the City and into the town of Dunkirk. The advent of big box stores on the outskirts, such as Wal-Mart, K-mart, and Home Depot also hurt local downtown operations. Without people to patronize these shops, businesses could not survive. Property conditions deteriorated as capital ran dry among property owners. Vacant storefronts have sat empty for years.

Opportunities

Dunkirk is first and foremost a waterfront community. Our scenic Lake Erie shores offer beauty, tranquility, and recreation. Two beaches: Wright Park Beach and Point Gratiot Beach,

are open during the summer months for swimming. The City Pier is home to Chadwick Bay Marina and City of Dunkirk Boat Launch. A 5.7 mile bike/pedestrian path lines the waterfront, stretching from Point Gratiot (West) to Wright Park (East) and connects three parks. Fishing is popular on the Pier, at the fishing access point, and by boat. The City is host to multiple national fishing tournaments. The Boardwalk Market offers seasonal shopping with its eight storefronts and visitors information. The Dunkirk Historical Lighthouse, a historic and operational lighthouse, has tours, a nautical museum, and gift shop. Dunkirk has the ability to market its unique waterfront atmosphere across the state and region. Tourism is not only profitable for the businesses in the vicinity of the lake; it positively impacts all City businesses by increasing the number of potential customers. The more opportunities we have available for visitors, the more likely they are to stay overnight at a local hotel, and spend more money in our local economy.

The City maintains multiple parks as greenspace and for recreational uses, such as walking, bicycling, skateboarding, basketball, hockey, volleyball, swimming, picnicking, and bird watching. Many parks also have playgrounds. The City is currently investing \$350,000, a mix of State grants, local funding, and private donations, into Wright Park, one of our larger waterfront parks. The end result of this investment will be a brand new splash pad, new playground equipment, resurfaced basketball and hockey courts, new pavilions, bike path reconstruction, benches, trees, trash cans, and lighting. Point Gratiot is another beautiful 48.7 acre city-owned park located on the lake, with its own beach.

No matter the time of year, there is always something to do. The Chautauqua County Fair is located in the City every July. This annual fair includes amusement rides, carnival games, local business displays, live animals, entertainment on the bandstand, and delicious food. Other festivals include: Wreck & Roll Festival, Beach Bash, Picnic in the Point, America's Grape County Wine Festival, Great Lakes Experience Festival, Memorial Day Parade, and Fourth of July. Dunkirk Historical Lighthouse hosts an annual Civil War Re-Enactment and Ghost Tours. The Music on the Pier concert series brings live bands to the City Pier Thursday nights in June through August. Local restaurants and hotels have live bands weekly.

Dunkirk is home to many beautiful public, commercial, religious, and residential buildings including: Crocker Sprague Building, Coburn Block, City Hall, Dunkirk Post Office, Dunkirk Free Library, Adam's Art Gallery, Wright Building, Dunkirk Historical Light House, and Dunkirk Historical Museum. The Dunkirk Historical Society hosts an Annual Historic Houses Tour in September. A large portion of the City's beautiful buildings were lost during the 1970s due to Urban Renewal. During this time period 54.3 acres (235 parcels) were acquired and demolished. This has left us with a deep desire to protect and save the ones we have left.

Residents have easy access to an excellent education from pre-school all the way through college. Dunkirk Public School District provides education for grades K-12. There are 4 Elementary Schools operating throughout the city, one Middle School and one High School. The district also offers a half day Universal Pre-K program for children 5 years old and younger. The P-TECH (Pathways in Technology Early College High School) opened in September 2015. The

P-TECH School offers students the opportunity to earn a New York State Regents Diploma and a community college degree with no tuition. They will be matched up with participating companies for job opportunities when they complete the six-year program.

Fredonia State University, located on Central Avenue just outside of Dunkirk, is a comprehensive, public, liberal arts University that offers bachelor's and master's degrees, and advanced certificate programs. The threefold purpose of Jamestown Community College (JCC) is to serve those students desiring to transfer programs, provide technical and career programs for those who wish to seek employment immediately after graduation, and offer the community the opportunity to pursue part-time study for improvement of job skills and cultural enrichment. JCC's North Campus is located on Route 60 in the Town of Dunkirk.

The local food scene is beginning to pick up in our community. Dunkirk's Farmers' Market operates from June to September on Wednesdays 9:00am-2:00pm at the Dunkirk Senior Center, 45 Cliffstar Court, Dunkirk. Shoppers can purchase fresh and local fruits, vegetables, meat, and baked goods. There are often crafters and artisans, as well as representatives from local organizations. Several smaller festivals highlight the diverse tastes of Dunkirk.

Community Gardens are currently located at the Dunkirk Senior Center, across the street from the High Rise Apartments (Main Street), and on the corner of Route 60 & Grant Avenue. Raised garden beds are available for lease through the Dunkirk Local Development Corporation for a small fee. Community gardens provide the opportunity for residents to grow their own food even if they don't have enough space in their own yard.

Dunkirk has a very rich and diverse cultural heritage, including Polish, Italian, Irish, German, Puerto Rican, and African American. While 85.6% of residents are White, 5.6% are African American, 4.8% are 'Some other race', and 3.3% are 'Two or more races'. 28% of our population are Hispanic or Latino. When looking at our school-age population, that number climbs closer to 50%. This year our city was recognized at the state level, having elected the very first Hispanic Mayor in the entire state of New York. We already have developed a strong history of both Hispanic and female City Common Councilmembers. More than a dozen social clubs still exist and thrive within Dunkirk, celebrating our various backgrounds, but also educating the different groups about one another.

Our strategic location makes us a great choice. Dunkirk is half way between Buffalo, NY and Erie, PA. It's within 10 hours drive to other major population centers of New York City, Boston, Washington DC, Baltimore, Philadelphia, Cleveland, Pittsburgh, Detroit and Chicago in the U.S. and the majority of the Canadian population that is concentrated in Southern Ontario. The Western New York region is well positioned as a multi-modal transportation hub. With international ports of entry by water, air, rail and highway, the region facilitates over \$80 billion/year in annual trade between the U.S. and Canada.

The Northern Chautauqua region, as the western "gate" to this market, shares in this locational advantage. Located on I-90 with its own exit, and the two other major East-West corridors of Routes 5 and 20 for commercial truck traffic; and two major railroad lines, CSX and

Norfolk Southern, the City of Dunkirk has considerable potential for further development in the logistics and trade cluster.

Dunkirk Airport is a county owned, public-use airport with two asphalt runways: one 5,000 by 100 feet and the second, 4,000 by 100 feet. The company extended the main runway to 6000 feet in 2014. This allows service of any private turbo-jet aircraft. The extension was justified by the current usage of the airport of Nestle Purina (Challenger 604) and Accent Stripe, which bases a Cessna 650 at Dunkirk.

As the front door of the community, the Dunkirk Airport can be considered a major part of the region's infrastructure, as well as a key to its logistics. A critical element of future Dunkirk strategic planning will influence the way in which the Dunkirk airport is developed and maintained as a major economic driver of the regional economy.

The City has sufficient existing infrastructure to support growth and development within the downtown. The newly established Northern Chautauqua Regional Water District will stabilize water rates, expand service to homes and businesses. The new system will solve a water availability problem for a number of member localities. Lack of adequate fresh water supply has hampered housing development and expansion of existing food processing facilities as well as other development potential. When the system is completed, the city of Dunkirk will provide water to the village of Brockton and towns of Portland, Dunkirk, Pomfret and Sheridan.

Broadband is an important asset for the City of Dunkirk. It serves approximately 90-95% of the businesses in the City including the vast majority of the major employers. Through its diverse fiber network, there is plenty of opportunity for growth along each route that connects the City. This will be realized as the need arises, as the network that is deployed for businesses is designed for expansion.

Broadband can fundamentally change the way in which a community works, plays and learns, and the network deployed in Dunkirk connects training operators throughout the area. This includes SUNY Fredonia, Jamestown Community College, the Workforce Investment Board and the Dunkirk Public Schools. In addition, DFT Communications is proactively building out its network to serve the prospective Athenex plant, just across the municipal boundary in the Town of Dunkirk.

For both residential and commercial properties within Dunkirk gas service is provided by National Fuel, and electric is serviced through National Grid.

Timing

Now is the optimal time to invest in Dunkirk. Earlier this year Governor Andrew Cuomo announced the creation of 900 jobs, and the development of a 300,000 square foot pharmacy oncology manufacturing facility that will be built on Lake Shore Drive/Route 5 on the edge of the City of Dunkirk. While visiting Dunkirk to make this announcement, the Governor said, "This is really an historic moment; it's a game changer for Dunkirk and something like this doesn't happen too often in one's lifetime...This is an economy that has been struggling for a

long time and there's been very little hope and very little growth, but they never gave up, they kept working, we kept our eyes on the prize and today we have really fantastic news."

The State University of New York Polytechnic Institute will provide \$200 million to create this state-owned facility. Athenex will invest a minimum of \$1.52 billion in the Dunkirk plant. According to Dr. Johnson Lau, Athenex CEO and Chairman, construction on the facility could begin at any time, with all 900 proposed jobs being in place within three to five years after the construction phase. Athenex and SUNY Polytechnic Institute are committed to working with our local universities and workforce training organizations to prepare as many local residents for these well-paying jobs as possible. It is estimated that at least 1/3 of these new jobs will be filled by out of town persons. It is imperative that the community attract as many of these out of towners, and their families, to set up roots here within the City. The time to prepare for this is *right now*.

The many current and proposed projects laid out under question 3 of this application are the result of many organizations coming together, laying differences aside, and collaborating to transform Dunkirk into the strong vibrant community we know it can be. The announcement of Athenex has caused a great momentum to build. It can be felt whenever you speak to someone about the future of Dunkirk. For many years, the feeling in the air was despair and negativity. Dunkirk's new mayor has promised changes, and has made it a point to think outside the box and cooperate with others to develop the best approach. Things are indeed changing. Awarding our city this \$10 million DRI would leverage all of these separate investments, stretching them and permeating the entire community. The strategic planning and visioning phase would bring all of these wonderful ideas and projects under one cohesive plan.

In the end, a \$10 million investment in downtown Dunkirk would have a substantially greater and more noticeable impact than it would in a larger municipality. With the vast positives of Athenex, and the looming negatives of losing our NRG facility, Dunkirk is at a tipping point. New York State has the potential to step in and work with local stakeholders to save an entire community. It would be truly transformative to not only Dunkirk, but Chautauqua County, and the Western New York Region.



Central Avenue, Dunkirk



Aerial View of Dunkirk

DOWNTOWN IDENTIFICATION

In addition to the criteria set forth in the attached DRI Guidelines, applicants are strongly encouraged to nominate a target area with the following:

- Alignment with strategies and project criteria in the WNY Strategy for Prosperity
- High population density
- Demonstrated opportunity for revitalization that will create a diverse and vibrant community
- Established high impact leverage/matching funding within target area
- Capacity and ability to execute the strategic plan

Section I – The Downtown Community

Answer these questions to “paint a picture” of your vision for downtown renewal, including the economic development and quality of life improvements that you foresee.

- 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 compact 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 of the target area, with streets and boundaries clearly marked.*

The boundaries of the City of Dunkirk’s downtown run along Central Avenue from the City Pier to the City line (Millard Fillmore Drive). It then cuts down on Sixth Street from Central Avenue east to Main Street (Route 60). Along Main Street it travels south to the City line (Doughty Street), and north to the Lake Erie shore. It then extends along the shore/Lake Shore Drive (Route 5) from Main Street to Robin Street. This last piece incorporates our beautiful waterfront, pier, and harbor into the downtown as well as Memorial Park, a beautiful waterfront park. The boundaries are best illustrated by the attached map labeled “City of Dunkirk DRI Target Area” (**ATTACHMENT A**).

- 2) Size.** 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. *Attach a brief report/map which provides the density, household income and identifies employment centers within the target area.*

Chautauqua County is a rural county with a population of 130,779 located in the extreme southwest corner of NY State. It is bordered on the east by Erie and Cattaraugus Counties in N.Y., on the south and west by Erie and Warren Counties in Pennsylvania, and on the north by Lake Erie. The area is primarily rural with only two cities, Dunkirk at the northern end and Jamestown in the southern end. The City of Dunkirk has a population of 12,386 – with 58.8% being between 20-65 years old, with a population density of 2,774 per square mile. Other neighboring communities that would treat downtown Dunkirk as their primary downtown include: Town of Dunkirk (1,263), Village of Fredonia (10,988), Town of Pomfret (14,698), Fredonia State University (5,214), and Town of Sheridan (2,655). This gives us a constant year

round reach of 47,204 to support a vibrant downtown Dunkirk. Fredonia State University gives us a fresh supply of young adults that, with the promise of stable jobs, and a good quality of life, would decide to stay in our community long after they graduate.

A number of large employers are located in or near downtown Dunkirk, such as: Fredonia State University – 930, Fieldbrook Foods – 503, Cott Beverages – 410, Nestle Purina – 379, Brooks Hospital – 359, City of Dunkirk – 157, Clarion Hotel – 50, and Southern Tier Environments for Living – 30. Employees right in the heart of downtown are easily able to walk, bike, or drive through Dunkirk’s downtown. By providing more stores, services, and entertainment within walking distance, employees will be more likely to frequent the area before or after their shifts, and during their lunch break. A map outlining the larger employers and employments centers in and near the downtown, and a report of household income can be found as **ATTACHMENT B**.

Construction of the new Athenex manufacturing facility expects to create 450 jobs at the Town of Dunkirk plant while suppliers would hire an additional 450 jobs in the Dunkirk area. Although this development is not located directly in downtown, the CARTS public busing system has added a stop at manufacturing facilities on edge of the City that will bring them to the downtown. This stop also include the Nestle Purina plant.

The new hotel, restaurant, and marina developments currently in progress on the corner of Central Avenue and Lake Shore Drive/Route 5 are projected to create approximately another 100 jobs directly in the downtown.

The City hosts three annual festivals, Wreck & Roll, Beach Bash and Picnic in the Point, as well as Thursday night Music on the Pier events to draw members of the community into our downtown. There has also been an increased push to advertise further into Buffalo, NY and Erie, PA to increase the number of out of town tourists coming into our City. These events increase traffic in the heart of the city, which is a boost for the businesses that are located in the vicinity. The City hosts its annual Wreck & Roll Festival on the Boardwalk in June. Beach Bash, the City’s second largest festival is held at Wright Park Beach and along the Sea Wall every August. Picnic in the Point brings families together at Point Gratiot for a picnic lunch and family friendly activities. In the past few years, these events have drawn approximately 50,000 people annually and with the addition of new events and a further reaching marketing plan this number is likely to increase significantly.

An excerpt from the Concord Grape Belt Heritage Area Plan illustrates the regional pull our area has the potential to tap into. “There are many regional assets that enhance the potential of the Concord Grape Belt Heritage Area to become a significant visitor destination. The area is very accessible from a number of different locations via an excellent roadway system that includes the New York State Thruway and a number of secondary highways including NY Route 5 and US Route 20. Several broader-based regional attractions are proximate to the Heritage Area including Letchworth State Park, Allegany State Park, Allegheny National Forest, Niagara Falls, Holiday Valley Resort and Presque Isle State Park. In addition, the Heritage Area is strategically located to take advantage of its proximity to several major urban markets including

Buffalo, Rochester, Cleveland, Pittsburgh, and Toronto. There is a population of more than 16 million people living within a three-hour drive of the Heritage Area. This means there is tremendous potential to capture a portion of this market to achieve the revitalization and economic development goals.”

3) Past Investments & Future Investment Potential. Describe how this downtown will be able to capitalize on prior, and catalyze future, private and public investment in the neighborhood and its surrounding areas. *Attach a list of investments made in the target area over the last 5 years, including funding amounts and major sources of funding.*

Current Investment In/Near Downtown

Athenex

February 13, 2016, brought transformational news. On that day, Governor Cuomo announced that he has budgeted \$200 million toward building a state-of-the-art pharmaceutical manufacturing plant in the Town of Dunkirk.

The name of our prospective new neighbor is Athenex, a successful biotech company that began as a UB startup. The company is named after Athena, the Greek goddess of heroic endeavor. The name fits the headline: “Drug-maker brings promise of 900 jobs to distressed region.”

Athenex is receiving another \$25 million, as part of the “Buffalo Billion”, for expansion of its North American headquarters on the Buffalo-Niagara Medical Campus in Buffalo. This headquarters will be a formulation product development center and a pilot plant, where oncology products are perfected and refined before the technology is transferred to Dunkirk for large-scale production. In return, Athenex will spend \$1.6 billion over 10 years in building its company. It expects to create 1,400 total jobs; including 450 workers at the Town of Dunkirk plant and suppliers would hire an additional 450 jobs in the Dunkirk area. The Dunkirk facility will manufacture sterile, highly potent cancer drugs in a specialized, controlled environment for shipment around the world.



Proposed Athenex Facility

The City has heard from an increased number of potential developers since the news of the new Dunkirk Athenex facility was released. Several transactions of vacant commercial and residential properties have already taken place since the announcement, with the intent to redevelop them.

Dunkirk Festivals

As an added push to increase traffic to the downtown and waterfront, the City moved its signature summer music series from a nearby park, to the city pier. The Music in the Park series was rebranded as Music on the Pier. This draws citizens, as well people from out of town, to the parks and merchants along the waterfront every Thursday night throughout the summer months. The City hosts its annual Wreck & Roll Festival on the Boardwalk in June, which draws on the Dunkirk Harbor's history of shipwrecks, but also includes a fun Build Your Own Regatta Race, chicken wing contests, Fire Boat rides, and local firefighter hoses races. Beach Bash, the City's second largest festival is held at Wright Park Beach and along the Sea Wall every August.

The Bash includes music, local food vendors, and a much anticipated Sand Castle Building Contest. Picnic in the Point brings families together at Point Gratiot, a 48.7 acre city-owned park, to enjoy a picnic lunch and family friendly activities like face painting, bounce houses, and carnival games. The City also hosts the largest 4th of July fireworks display in all of Northern Chautauqua County. People travel from all over the Western New York region to watch the beautiful fireworks get set off at the city pier and fly over the Lake Erie harbor. Music and food vendors set up in Memorial Park all weekend long. The City hosts an annual Memorial Day Parade from Memorial Park, south on Central Avenue, and ends in Washington Park. As one of the few parades for Memorial Day weekend in Chautauqua County, a large number of the surrounding community also travels to our downtown for this special celebration.

Many new exciting attractions have been added to the 2016 festival season, including a vintage airshow that will fly along the shoreline and feature stunts. This will be the first airshow hosted in the City in almost 50 years. The City expects to attract an additional 25,000 out-of-town guests for this special event that will occur during 4th of July weekend.

These events draw approximately 50,000 visitors to the City annually. The 2015 Dunkirk Festivals budget was \$124,518.28 and is made up almost entirely of generous local business sponsorships/donations. Due to the air show, the total amount spent on festivals within the City is increasing by at least \$50,000 for 2016. The added cost of the air show has already been covered due to the support and in-kind donations of businesses and residents.

Northern Chautauqua Regional Water District

The Chadwick Bay Regional Development Corporation is a non-profit organization comprised of representatives of the local governments of Northern Chautauqua. Chadwick Bay's regional water system project is arguably the single most important infrastructure project under development in the Northern Chautauqua region. The newly established water district will

stabilize water rates, expand service to homes and businesses, and promises to become a spring board for more sharing of services and resources among local governments.

The new system will solve a water availability problem for a number of member localities. Lack of adequate fresh water supply has hampered housing development and expansion of existing food processing facilities as well as other development potential. When the system is completed, the city of Dunkirk will provide water to the village of Brockton and towns of Portland, Dunkirk, Pomfret and Sheridan.

The project is expected to cost \$11.75 million, but in the end will save local municipalities much more. Each of the participating villages and towns will be relieved of having to own, operate and maintain individual water plants.

P-TECH WNY STEM College & Career Academy

On October 6, 2015, voters in the Dunkirk City School District overwhelmingly approved an \$8.3 million project that will renovate the now vacant School #6 into a manufacturing technology hub for the region. The project is mostly paid for through NYS building aid, with the remaining \$1,293,846 local share to be covered by Erie2-Chautauqua-Cattaraugus BOCES through a 15-year lease agreement with the Dunkirk City School District. Students started Pathways in Technology Early College High School classes at the BOCES LoGuidice Center in September 2015, and will transition to the totally renovated building in September 2017.

The Dunkirk City School District, Jamestown Community College and Erie 2 Chautauqua-Cattaraugus Board of Cooperative Educational Services won a \$2.8 million state grant to develop and implement the P-TECH Academy program over the next six years.

The P-TECH WNY STEM College & Career Academy will allow students to obtain a Regents diploma and an associate's degree in mechanical technology or welding in addition to several certifications and technical endorsements. It will be housed at the Erie 2 BOCES LoGuidice Campus in Fredonia before moving to the former School # 6 in Dunkirk in 2017.

A high-rigor science, technology, engineering and math, or STEM, curriculum will be taught and integrated with hands-on learning, using state-of-the-art manufacturing equipment. Students will participate in job-shadowing and internship experiences throughout the program.

The consortium also includes the Chautauqua County Industrial Development Agency, the Manufacturers Association of the Southern Tier and the Chautauqua Chamber of Commerce/Dream It Do It (business entities) and the public school districts of Bemus Point, Brocton, Cassadaga Valley, Chautauqua Lake, Clymer, Eden, Falconer, Fredonia, Forestville, Frewsburg, Gowanda, Holland, Jamestown, Lake Shore, North Collins, Pine Valley, Ripley, Sherman, Silver Creek, Southwestern and Westfield.

New Marina

A local marina operator is in the process of purchasing a vacant privately owned marina, and entering into a long-term lease for the City's marina. Once the transfers are completed the developer will begin renovating the facilities to prepare for this summer season. Amenities will

include access to the boat ramp, boat and kayak rentals, sale of fishing and boating supplies, and dock rentals. This new operator already owns Holiday Harbor, one of the largest and most successful marinas on Chautauqua Lake.

New Hotel

An experienced developer from the Buffalo area is in the process of purchasing a well-established restaurant on the corner of Lake Shore Drive/Route 5 and Central Avenue, as well as a vacant lot that is adjacent to the restaurant. The developer is in discussions with various hotel chains to move forward on the construction of a new waterfront hotel and reconstruction of the current restaurant. This project is an example of a partnership between the City, the Dunkirk Local Development Corporation, the Chautauqua County Industrial Development Agency, and a private developer.

Brooks Memorial Hospital

In March of 2016 it was announced that Brooks Memorial Hospital, which is located on Central Avenue in our downtown, along with another facility in Irving, will receive \$57 million in grant funding from New York State. This funding will stabilize the hospital's finances, encourage a new hospital partnership, ensure sustainability of the facility, and transform the hospital into a state-of-the-art integrated system. Brooks Hospital will be able to make much needed capital and infrastructure improvements that will ultimately allow them to provide high-quality health care to all of Northern Chautauqua County. Having a top notch hospital in our downtown has been a great asset.

Chautauqua County Land Bank

One doesn't need to go far to witness the blight and abandoned properties that plague the cities, villages, towns and hamlets of Chautauqua County. It is plain to see that their negative influence results in dilution of the real estate market, increased crime, incurred public expenses, neighborhood disinvestment, and a general lack of pride in our neighborhoods (among other negative consequences). It has been widely recognized that the County's tax foreclosure process, which results in the sale of marginal to poor properties to the highest bidder, doesn't typically result in an optimal outcome and doesn't help the situation. Over the past decade, other states and communities have recognized the shortcomings of this "non-negotiated sale" process and have pushed hard to create legally-governed land banks, many of which have been very successful.

After three years of building a network of supporters across New York State, Assemblyman Sam Hoyt and Senator David Valesky—the bill's primary sponsors—recognized the utility of land banks and finally saw the New York State Land Bank Act signed into law by Governor Andrew Cuomo on July 29, 2011. The original legislation allowed for the creation of up to ten land banks in the state through a competitive application process managed by the Empire State Development Corporation. A bill introduced in the spring of 2014

by Attorney General Eric Schneiderman to increase the number of potential land banks from 10 to 20 was passed immediately and unanimously by both chambers, and was approved in June 2014.

The New York State Land Bank Act allows for “foreclosing governmental units (FGUs),” or local governments who collect and foreclose on property taxes, to create land banks. As outlined in the legislation, land banks are created by the local government, are local public authorities, and operate as independent nonprofits acting in the public interest.

The NYS Land Bank Act grants special powers and legal authorities to Land Banks, such as obtaining properties at low or no cost through the tax foreclosure process; the right of first refusal to purchase properties being sold after tax foreclosure; holding land tax-free; clear title and/or extinguish back taxes; lease properties for temporary uses; and negotiate sales based not only on the highest bid but also on the outcome that most closely aligns with community needs (i.e. workforce housing, a grocery store, expanded recreational space, etc.).

In an effort to implement recommendations from the County’s Comprehensive Plan, the County pursued the creation of a county-wide land bank, with the goal of being designated in the first round of selections by the state and to act as a model for developing and utilizing land banks in rural areas. The objective of Chautauqua County's proposed land bank was to:

To create a County-wide State-designated Land Bank to control and manage strategically selected dilapidated residential and commercial properties granted to the agency by the County from the tax foreclosure process. The Chautauqua County Land Bank Corporation (CCLBC) will seek to minimize the negative impacts that substandard properties and structures have on communities, thereby stabilizing neighborhoods and Main Streets alike.

In May of 2012, Chautauqua County Land Bank Corporation [a not-for-profit 501(c)(3)], along with four other land banks in New York State, was approved by Empire State Development as one of the first state land banks. Since its inception, the Chautauqua County Land Bank was allocated seed funding from the County and **secured two separate grants from the NYS Office of Attorney General totaling \$2.8 million.** This outside funding is being allocated primarily towards activities related to demolition, side lot disposition, acquisition of bank foreclosed properties, administration and marketing. Sales of properties contribute to the bottom line by providing funding to pay for staff and other overhead expenses. Besides the part-time Executive Director, Mark Geise, the land bank employs a full-time Administrative Director (Gina Paradis), and a part-time program specialist (Jen Cameron). The Board of Directors consists of 11 volunteer members representing a cross-section of community stakeholders who meet once a month. The Land Bank also contracts with the County for legal costs (www.chautauqualandbank.org).

The primary programs the Land Bank administers to service the County are the *Property Rehabilitation Program, Residential and Mixed-Use Demolition Program, and the*

Side Lot Disposition Program. The Land Bank acquires its properties through the tax foreclosure process, purchases bank foreclosed properties, and is donated properties. In a nutshell, the *Property Rehabilitation Program* provides properties for sale to the public at 60% of the as-is appraised value, and obligates purchasers to follow through on their rehabilitation promises through a contract with the land bank. The *Demolition Program* provides funding to municipalities and directly contracts for the removal of dilapidated residential and mixed-use properties. The *Side Lot Disposition Program* sells side lots to adjacent property owners at a highly-discounted cost.

Since its inception in 2012, the Chautauqua County Land Bank has acquired just over 50 properties throughout Chautauqua County, primarily through the tax foreclosure process, of which 30 properties have been sold (12 projects have been completed and 18 are underway), thereby leveraging over \$1.5 Million in private investment. More than 40 demolitions have been completed at a cost to the land bank of more than \$750,000, with 25 more in process and 50 more planned by the end of 2016. Finally, 18 side lots have been acquired or have resulted from demolition projects, of which 12 of them have been sold and returned to the tax rolls.

768 Eagle Street, Dunkirk, NY



Before

After

The intimate working relationship between the City of Dunkirk and the Land Bank has resulted in 13 residential properties being acquired for negotiated sale and rehabilitation throughout the City, of which 9 have been sold, thereby resulting in over \$365,000 dollars in private investment in Dunkirk. Additionally, 10 residential demolitions have been undertaken between the Land Bank and the City's Community Development Block Grant Program, resulting in an investment of approximately \$250,000 in blight removal. 8 side lots, many of which were abandoned and neglected, were also purchased by the Land Bank (or were the result of demolitions), cleaned up, sold to responsible neighbors, and merged with their properties thereby adding to the tax base.



Demolition of condemned property in the City of Dunkirk

The Chautauqua County Land Bank Corporation will continue to work with the State, County, local municipalities, housing agencies, stakeholders groups and the public to provide its current services, and will look to expand its services as it evolves, especially in the City of Dunkirk.

The Chautauqua County Land Bank Corporation was recently recognized by Attorney General Schneiderman at a ceremony at the Robert H. Jackson Center in Jamestown for its accomplishments and was characterized as a model for other land banks to emulate. The Land Bank's volunteer board, which consists of private and public sector representatives, is quick to react to new situations in order to address issues requiring out-of-the-box thinking, and will continue to do so.

Brownfield Opportunity Area Step 2 Grant

A \$303,750 Brownfield Opportunity Area Step 2 grant from the New York State Department of State was awarded to the City for the AL Tech Site located on Willowbrook Avenue. A steering committee has been set up, and the City has entered into an agreement with a contractor to oversee the project. We're about to host our kick-off meeting on June 10, 2016 with City officials, our contractor's team, New York State Department of State, and Department of Environmental Conservation. During this meeting we will tour the facility and review the project scope and schedule, and discuss the plan for public outreach.

The outcome of this grant will be to determine the best future use for select priority sites within the City through feasibility studies, public input, infrastructure analysis, and demand studies. A Nomination Plan will be developed, as well as marketing materials to attract potential developers. Some of the priority sites will likely be within the City of Dunkirk Downtown Target Area, which means we can leverage both avenues of funding to move forward with redevelopment of vacant properties within our downtown.

Empire State Development CFA Technical Assistance Program

The City of Dunkirk and Village of Fredonia, as part of a pilot program, were awarded a Technical Assistance Grant from Empire State Development. The purpose of this project is to work together to develop a shared vision for Central Avenue, which links both downtowns, and our Lake Erie waterfront. Through this technical assistance process multiple projects will be fleshed out and Consolidated Funding Applications (CFAs) will be submitted for the most strategic ones. This process is groundbreaking for Dunkirk and Fredonia who, for a long time have ignored our connection, and not participated in shared visioning. The proposed project submission for the City of Dunkirk is to use the City Pier, a prime location, for recreation instead of parking. This is the site of the City's Wreck & Roll Festival and Music on the Pier concert series. Multiple fishing tournaments also use this location.

Revitalize Dunkirk

Revitalize Dunkirk is a volunteer group made up of citizens, organizations, and local officials "committed to bringing planning ideas for improved urban living to residents and elected officials of the City of Dunkirk to preserve the historic heritage, enhance the physical infrastructure, reinvigorate commerce, and boost community pride." Their goals are:

- Beautify the built environment through landscaping, urban art, code enforcement, etc.
- Reinvigorate elements within the city that could restore a sense of community pride.
- Enrich the natural and built environment to serve as destination opportunities for visitors including parks and water-related activities.
- Engage in urban planning activities that might result in creating a more healthful and active community.
- Encourage all constituents of the population to engage in the city's revitalization.
- Create a vibrant, safe, and attractive community so the city might realize the full potential of its natural and built environments.
- Strengthen the community through enhanced business, tourism, and residential opportunities.
- Research and seek funding to achieve the stated goals.

As part of a 'Beautify Downtown' initiative, the Revitalize Dunkirk Beautification Committee began soliciting donations during the spring of 2015 for **hanging flower baskets** to be placed in the downtown. Mailings were sent to hundreds of local residents and businesses. The committee also met with City officials to ensure the City would assist with hanging the baskets, watering the flowers, and storing them during the winter months. Thanks to the generous donations of many and a \$1,500 Community Pride Grant from the Northern Chautauqua Community Foundation, Revitalize Dunkirk was able to purchase 21 hanging baskets and flowers. The baskets were hung on the 300 and 400 blocks of Central Avenue just in time for the 2015 Memorial Day Parade.

Due to the generous donations received, the Beautification Committee was able to purchase an additional 13 hanging flower baskets that will be hung on the light posts along Fourth Street from Washington Avenue to Deer Street in the spring of 2016.



Revitalize Dunkirk's Beautification Committee has also chosen the downtown as a key focus area for its community cleanup activities. Dunkirk 2015, 4 separate **community cleanups** took place along Central Avenue, along with cleanups of the beaches and parks. The committee has already decided its first cleanup for 2016 will take place on Main Street.

Although these two projects, hanging baskets and cleanups, are smaller in scale, they demonstrate that the citizens at large see the value in keeping our downtown inviting and clean. There is a level of community buy-in that is necessary for revitalizing a downtown.

Chautauqua County Health Network

Over the past 3 years the Chautauqua County Health Network (CCHN) has earmarked part of its New York State Department of Health Creating Healthy Places to Live, Work, and Play for the City of Dunkirk. The purpose of the grants funds is to reduce obesity and type-2 diabetes by improving community-wide access to physical activity and nutritious foods. Funding has been used to create a sustainable **Dunkirk Farmers Market** and donate raised beds to encourage **Community Gardens**. The Dunkirk Farmers Market is located one block off of the downtown target area, at the Dunkirk Senior Center, 45 Cliffstar Court. It operates rain or shine from June through October on Wednesdays from 9am – 2pm. The market provides fresh, locally grown fruits, vegetables, and value added products to our residents while supporting local farmers with our dollars. The Central Marketplace project mentioned below would provide an indoor, stable location for a year round farmers market. It would also bring fresh local food right into the heart of our downtown and give the farmers a more steady form of income. With this new location the City would be able to expand the market by attracting new and different vendors.

10 raised garden beds were donated to the City and placed around various locations. 4 are located on the corner of Grant Avenue and Main Street (Route 60), 4 are located further North on Main Street towards the waterfront. 2 are behind the Chautauqua County Rural Ministry building

in downtown Central Avenue, with the remaining 2 located at the Dunkirk Senior Center. The beds have been leased out for a very low fee on an annual basis, with current leasees having first right of refusal. This program has provided those individuals and families with healthy fruits and vegetables they've grown themselves and teaches them the importance and satisfaction of being connected to the food you eat. The City hopes to expand this program into other parts of the City and increase the number of citizens growing their own food.

The Chautauqua County Health Network also used some of its NYS Department of Health Creating Healthy Places to Live, Work, and Play funds to purchase **bike racks** for the City. Larger multi-bike racks were placed in front of key businesses, along the waterfront bike path, and in parks. Smaller ones will be installed along Central Avenue, Fourth Street, Main Street, and Lake Shore Drive. Having a safe place for bicyclists to park their bike while walking around downtown and patronizing businesses encourages them to stay longer in the area.

Wright Park Improvements

The City was awarded \$449,620 from New York State Office of Parks, Recreation and Historic Preservation for amenities and improvements at Wright Park. Wright Park is a waterfront park located along Lake Front Boulevard, linked to the downtown by the seawall and bike/pedestrian path. Currently, the park is underutilized due to an unsafe playground, cracked basketball and hockey courts, no benches or trash cans, and very little lighting. This project will allow us to resurface the courts, create new parking areas, install a splash pad, purchase a new playground, build a pavilion, resurface sections of the bike path, install a scoreboard at the baseball field, rehabilitate the public bathrooms making them ADA compliant, reconstruct Pine Street while adding more parking, and install signage, benches, trash cans, and lighting. We anticipate breaking ground on this project by early summer.

Past Investment

Main Street Program

In 2012, the City was awarded a \$250,000 NYS Office of Community Renewal **Main Street Grant**. The target area of this grant program was the first two contiguous blocks of Central Avenue beginning on Lake Shore Drive and ending on Third Street. The Building Renovation monies were used to assist the Coburn Block, which is seven contiguous buildings, with the renovation of facades, storefronts and commercial interiors. The Streetscape Enhancement monies were used to purchase and install benches, trash cans, hanging baskets, street trees, and a bike rack along the target area. The City leveraged \$100,000 of its Community Development Block Grant (CDBG) funds to complete the façade renovations.



Before



After



Downtown Street Trees Project

The City received a \$1,000 NYS Department of Environmental Conservation Quick Start **Arbor Day Grant** in 2012. The target area for this grant program was the same two-block area of Central Avenue that the City used for its Main Street Program. The Quick Start Arbor Day Grant allowed the City to purchase and plant 8 street trees in the downtown. This combined with the streetscape improvements provided through the Main Street Grant helped change the street environment in this section of downtown, making it more friendly and inviting. The City is very excited to continue this type of activity in other sections of its downtown.

Dunkirk Seawall

The City was awarded a \$341,000 Empire State Development grant for the reconstruction of the **Dunkirk Seawall**. The City provided \$1,101,720 in match for the project. The completion of this reconstruction provided an additional .72 miles of pedestrian/bicycle trails to the existing system and combined the 3.38 miles of trails to the west to the 1.60 miles of trails in Wright Park and the surrounding area. The end result is a continuous 5.7 miles of multiuse trails, that extend along Lake Erie's shore from Point Gratiot at the west end of the City to Wright Park at the east end of the City. The trail passes by the downtown, City Pier, Memorial Park, three Marinas, The Boardwalk Market, the Clarion Hotel, the Causeway, all of the major sports facilities at Wright

and Pangolin Parks as well as all of the City's major beaches including those at the Point, those near Main Street and those at Wright Park. Wright Park beach entrance was redesigned and is now handicapped accessible.



New Seawall



New Seawall vs. Old Seawall

Boardwalk Market

The City of Dunkirk **Boardwalk Market**, which is also located directly on Lake Erie's shore, was built in 2008 for \$1 million. It has 8 business tenants: a pizzeria, ice cream shop, pub, restaurant, and 4 retail shops. Although the tenants have changed a few times since it was built, there has never been a vacancy. Instead, there is a waiting list of businesses who wish to move in, should there be an opening. The Boardwalk Market also has a common area with bathrooms, drinking fountains and brochures for local businesses and events. Picnic tables are placed in front of the Market to encourage shoppers to stay longer and also enjoy the scenery.



SUNY Fredonia Business Technology Incubator

In 2009, SUNY Fredonia invested \$4.7 million of local, private, and state funds in the City by building its 21,000 square foot, Silver LEED Certified, two story **Business Technology Incubator** within Dunkirk's downtown. This mixed use business incubator is helping to address the entrepreneurship issue that the WNY Regional Economic Development Council is focusing on. They offer a range of practical services that start-up businesses need and assist them with

locating venture capital. Some services include business consulting, mentoring and training; tax incentives; legal and accounting services; assistance with business formation and set up; workshops; graphic design; discount liability insurance; student interns; WNY Incubator Network Partner; business and peer mentoring opportunities; access to university resources; office space and furnishings; and paths to funding. The facility contains offices in multiple sizes, dry labs, large and small conference rooms, Wi-Fi internet access, videoconferencing, full kitchen, and free parking.

Once these start-ups are ready to graduate from the Incubator they are in need of commercial space that is updated and move-in ready. Renovating the vacant buildings surrounding the Incubator and marketing them to the graduates will encourage them to keep their businesses located in downtown Dunkirk. As these businesses expand, they will require larger staff which will create local jobs. The Incubator currently houses 13 businesses. The incubator also serves as a StartUP NY location and a member of the WNY Innovation Hot Spot consortium. It is also putting together a Northern Chautauqua Economic Development Center, by housing the Chautauqua County Industrial Development Agency (CCIDA), and the Chautauqua County Land Bank.



Fredonia Technology Incubator

Crocker Sprague Building

A very successful downtown mixed-use redevelopment project was completed in 2008 at 21 E. Second Street, the former **Crocker Sprague** building. It was a \$1.7 million project funded partially through a Restore NY grant, and private investment that involved exterior and interior renovation of the vacant approximately 10,800 sq. ft., three story building. The 3,600 square foot first floor is dedicated to multiple street-side retail spaces fronting Second Street and Washington Avenue.

The second and third floors were converted into eight apartment homes; six two-bedroom units and two one-bedroom units. The residential units are equipped with designer kitchens, gas fireplaces, individually controlled HVAC units and walk-in closets and have access to on-site storage.

The exterior was refurbished as an upscale retail and residential cornerstone while still maintaining its historical significance - cornice ends, brick detail and arched windows. This is another type of project the City would like to see replicated.



Crocker Sprague Rehabilitation

Future/Proposed Investment

Lake Erie Discovery Center (LEDC)

The proposed *Lake Erie Discovery Center* project features the construction of a state-of-the-art science and education center on the Lake Erie waterfront at Dunkirk, New York, and a deep-water research vessel, which will serve as an anchor for economic recovery in the region. This Discovery Center will facilitate a significant increase in long-term job opportunities, expand STEM programming for K-12, advance citizen science, enhance academic programming, and expand capacity for much-needed research on Lake Erie. The Discovery Center ties directly into Chautauqua County’s new tourism branding as “The World’s Learning Center” by providing applied learning and research opportunities to students throughout WNY and significantly increasing research and academic collaborations. Fredonia research partners include SUNY and private colleges and universities, fellow members of the Great Lakes Research Consortium, the U.S. Fish and Wildlife Service (USFWS), the New York State Department of Environmental Conservation (DEC), and private business partners. The *Lake Erie Discovery Center* will feature applied learning and citizen science through data-centric display dashboards in a hands-on aquatic sciences museum that will make science approachable, sharable, and easy to understand. Glass-walled interdisciplinary research laboratories will allow viewing of aquatics research, and live data streams will be available across the state and beyond from data-rich lake buoys and the deep-water research vessel.

The Fredonia Lake Erie *Discovery Center* will be located on the Lake Erie waterfront on a large tract of land in the City of Dunkirk. The site is close to the SUNY Fredonia Technology Incubator, the hub of local business development and Fredonia’s StartUP NY activities. The Dunkirk Harbor front Restoration project is a WNY Regional Economic Development Council priority, and it is the site of significant private, local, and state investment. The *Discovery Center*

will serve as a catalyst for coalescing local, state, and federal resources for regional economic development. The successful completion of the *Discovery Center*, in combination with ongoing revitalization projects underway on the Dunkirk waterfront, will significantly enhance the opportunity to attract additional businesses to Western New York as a result of the Center's research, education, and technological resources, and a technologically sophisticated, hands-on aquatics museum and education center that will serve as a major tourist attraction.

The 30,000 sf *Discovery Center* museum will house Great Lakes exhibitions, interactive data-driven video dashboards, glass-walled aquatics research laboratories, facilities and equipment to support extended experiential research, a conference/classroom, and offices. The facility will be tailored to use by the general public and K-12 educators as well as Fredonia Science and Education faculty, and it will augment the capacity of the Fredonia Science Center, which opened in 2014. As part of this proposal a Discovery Center research vessel will provide currently unavailable deep-water access to Lake Erie for collaborative research in areas such as the presence and effects of pollutants, algae blooms, restoration of deep-water species, and the impact of invasive species. The vessel will significantly increase access to Lake Erie and build research capacity and expand funding opportunities available to SUNY and other universities and researchers. The vessel will be available for lease by non-SUNY, federal, and nonprofit researchers, as well as eco-tourism workers. Tourism revenue from the hands-on aquatics museum, rental of the research vessel and laboratory space, research overhead, and private contributions will sustain and support the programs at the Discovery Center.

Despite growing challenges to the Lake Erie ecosystem, research has not sufficiently addressed issues facing the region's greatest natural resource. Efforts to stem the tide of the threats to Lake Erie waterways have been hampered by the lack of a direct lakefront research facility with open-water access, and a deep-water vessel capable of extended lakes research. Academic researchers currently have access to smaller boats that have limited use on the open waters of Lake Erie. Current vessels are of limited use during inclement weather and they do not have the capacity for the multi-day expeditions. The deep-water vessel requested with this proposal will provide critically needed upgrades to sampling and storage capacity necessary for complex scientific studies of our great lakes ecosystem.

The *Lake Erie Discovery Center* will leverage academic and research collaborations, entrepreneurship, and educational tourism to serve as an important cornerstone in the economic revitalization of Chautauqua County and Western New York. We have requested \$17.5 million from the SUNY 2020 Challenge IV grant program to support the Fredonia Lake Erie Discovery Center proposal. At full maturity, the project will have an economic impact of \$34.1 million, with 383 permanent jobs, generating \$2.2 million in annual state and local tax revenues. There will be an additional \$10.9 million annual economic impact and 71 jobs during the 2-year construction of the facility. This is clearly an excellent return on investment for a region of the state that desperately needs a catalyst to turn the corner toward economic recovery.

Workforce Housing

The Dunkirk Renovation & Ownership Program (DRO) is a \$14.5 million, approximately 45 unit, mixed income, multi family, scattered site home ownership project, proposed by Southern Tier Environment for Living, Inc. (STEL).

STEL was established in 1980 and serves four counties of Western New York: Allegany, Cattaraugus, Chautauqua, and Erie. STEL's corporate office is located at 715 Central Avenue, in Dunkirk, New York.

In 1997 STEL began developing affordable housing for persons with special needs. STEL now develops supportive and affordable housing across New York State.

STEL's proposed DRO project will include the rehabilitation and new construction of housing along and in close proximity to U.S. Route 60, one of the major arterials into the City of Dunkirk's core. According to the Chautauqua County comprehensive plan, in both the 1990 and 2000 Censuses, the average age of housing stock in Chautauqua County was the oldest of any Metropolitan Statistical Area (MSA) in the nation. At the 2000 Census, 47.3% of housing units were built in 1939 or earlier. Only nine percent of housing units were built since 1990. According to the City of Dunkirk annual action plan, 82.7% of the City's housing stock was built prior to 1959 (compared to 30% national average).

The Development Team is proposing complete overhauls for all project sites slated for rehabilitation. These properties will be surveyed for the existence of asbestos containing materials and lead paint. An environmental Phase I report has been completed. The Project's rehabilitated properties will have all new plumbing and plumbing fixtures, new electrical wiring and electric service gas line water lines, new roofs, doors and windows. All heating and cooling systems, window doors and etc., will meet the energy efficiency requirements for New York State Division of Homes and Community Renewal (DHCR) .

New building construction will conform to DHCR design standards. Interior finishes will reflect typical moderate income projects with new carpeting, linoleum floors and energy star appliances. The exterior will be vinyl siding in deep rich tones with faux stone accents. The development team will also pour new concrete walkways and sidewalks and asphalt driveways as noted on the project site plans.

Every unit in the project will be equipped with an Energy Star stove, refrigerator, washer and dryer, and central air conditioning. Three bedroom and larger units will also have an Energy Star dishwasher. Project sites will be landscaped with shrubbery that is indigenous to our western New York climate and easy to maintain. The building designs for both the rehabs and newly constructed units are rectangular in shape and wood framed. The project will also create a new source of handicap accessible and fully adapted housing units.

STEL will utilize Low Income Housing Tax Credits and other financing in order to construct or rehabilitate the City's housing, with a concentration on the most dilapidated structures in high visibility areas. A majority of the housing units will be offered for sale to the tenants of the property at the end of the 15 year compliance period. Participating Program families will receive homeownership training, credit & debt counseling, and financial management counseling

through our service provider, Chautauqua Opportunities, Inc., (COI.) All appreciation in value and accrual of equity to the unit will be passed on to the participating families, should they chose to purchase.

STEL has been long committed to developing public-sector/workforce housing and providing supportive services that enhance the quality of life for persons and families with special needs. This program will not only benefit those who are eligible to reside in the project, but also will contribute to the surrounding community by breathing new life into a highly visible area, which is in need of rejuvenation and revitalization. A successful application will bring an influx of capital investment dollars which will sustain and create construction jobs and full time management and maintenance positions.

Target Area

The project sites are located north of NYS Thruway Exit 59 and the Jamestown Community College North County Center. Public transportation is available via the Chautauqua Area Regional Transportation System (CARTS) a public bus service. All major services are located within ½ to ¾ mile radius of the project sites, including a public school, playgrounds, supermarkets, pharmacies, banks, churches, and doctor’s offices. The development team will utilize project sites acquired from the Chautauqua County Land Bank.



According to GAR Associate’s 2015 Market Study completed for this proposed project the development supports an overall capture rate of 9%. The rent advantages made available by this project may range from 10% to 53% prior to adjustments, and 14% to 52% after adjustments compared to achievable market rents in the area. Clearly there is demand at these rent thresholds, and the subject units will be physically superior to nearly all rental housing in the

primary market area.

Project Qualifying Requirements

To qualify for this proposed housing project, a family's total income, past rental, credit and behavior history and willingness to perform maintenance/home care will be verified as part of the application process. If a family meets the eligibility criteria it will have the opportunity to view and inspect homes that are available and choose one that fits its needs. If no homes are currently available, the family will be placed on a waiting list and will be contacted as soon as something becomes available. Current owners or tenants of homes that can be salvaged will be offered first right of refusal to return to the home once renovations are complete, assuming they meet the other requirements of the program. The project will give a preference to veterans.

Income Requirements

Local and federal guidelines require that families meet certain income requirements for eligibility. Income eligibility is based on area median income (AMI) levels adjusted for family size. In assessing a family's ability to afford the housing payments the ratio of monthly housing payment (rent + utilities) to the monthly family income is calculated. Families will not qualify if the housing payment is more than 48% of their monthly household income.

Prior Rental History

Two years verifiable residence history from a third party landlord is required. STEL will seek applicants whose habits and practices are not expected to have detrimental effect on neighbors or on the property's environment. Reasons for denial may include, but are not limited to:

- Insufficient information on an applicant's prior history
- Prior eviction or record of legal notices from past landlord
- Payment history reflecting unpaid past due rent
- Record of serious property damage
- Negative behavior such as domestic violence, substance abuse or disorderly conduct

Willingness to Perform Maintenance and Home Care

Potential applicants are expected to demonstrate their ability to be a homeowner by repairing and maintaining the house in a clean and well-kept condition. This includes, but is not limited to, mowing the lawn, shoveling snow, raking leaves, fixing dripping faucets, cleaning gutters, etc. A program participant's "sweat equity" will keep monthly rent payments below market rate.

Conclusion

The City of Dunkirk's revitalization is a stated goal of the City, County, region, and state. This project will acquire blighted and deteriorating homes with the intent of redeveloping these properties into fresh, architecturally appealing, and energy efficient homes. This proposed project, situated in the City of Dunkirk, in a low to very low income area, where 38% of the residents of the City of Dunkirk fall below poverty levels. Route 60 serves as Main Street in the City of Dunkirk, and is considered a vital neighborhood of the City. The property targeted include parcels with salvageable housing structures, parcels with existing housing that must be demolished and vacant lots which can accommodate new development. The project will lead to a reduction in substandard housing, an increase in surrounding housing values, combat urban sprawl by incentivizing families to move back into the City, increased homebuyer demand, and an increased capital investment in area neighborhoods which will, in turn, increase the number of jobs created and retained in the community.



Rendering for Dunkirk Revitalization & Ownership Project

Central Marketplace

Summary

The Central Marketplace is a public-private partnership providing a location for fostering small and new businesses, a destination for residents and tourists to shop for local and unique items, a permanent location for a year round farmer's market, and space for public meetings.

Project Description

A new 3-story infill building would be constructed on two vacant lots totaling 28,305 sq. ft. located on the 300 block of Central Avenue in the Downtown Business District. The building façade would be reminiscent of the previous Masonic Temple building. (See photograph labeled 'Masonic Temple, Dunkirk, N.Y.') A 2-3 story attached parking garage would be located on the back of the building and accessible through Lark Street.

The interior of the building would include an atrium on the first floor, which would extend up to the sky light ceiling, and include greenspace. This would also be the location of the year round farmer's market. Public meeting spaces, along with a cafeteria or food court would be on the first floor as well. An indoor playground is a possibility, as it would give parents and children a place to play during the snowy months, but also allow parents to shop while their children play. A simple one screen theater is another potential space use. There are currently no theaters in the City of Dunkirk. One multi-screen theater is located in the Town of Dunkirk, and one single screen theater is located in downtown Fredonia, NY.

The second and third floors would be lined with approximately 20-30 small business shops. These spaces will be filled with local, small business owners or entrepreneurs looking to start their own business. The spaces and costs will be manageable, making it easier for these types of enterprises to remain stable or possibly expand.

The City will partner with the Fredonia Technology Incubator, located on the 200 block of Central Avenue, to provide workshops, training, and skill building opportunities to assist these businesses with developing the skills necessary to succeed. The mission of the Fredonia Technology Incubator is to promote "economic growth by supporting entrepreneurship and the development of new, innovative companies into successful business ventures".

Project Impact

The positive impacts of the Central Marketplace are numerous. The Central Marketplace will promote smart growth, with infill development and enhancing the built environment. The building itself will fill in a large vacant eyesore in the heart of the downtown district. (See photographs labeled 'Project Site') The façade will be similar to that of the Masonic Temple that burned down in 2010 and will blend in with the existing buildings. Dunkirk's downtown has suffered the effects of sprawl, with the development of plazas and big box stores on the edge of the City. This led to a dramatic decrease of foot traffic in downtown, and the closing of many of the downtown stores.

During construction period, approximately 100-150 short-term construction jobs will be created. 20-30 small businesses will have the opportunity to grow, increasing the number of business owners, entrepreneurs, employees, and investment. It is estimated that approximately 100-150 jobs will be created between the shops, cafeteria/food court, janitorial, and site management. This project will give people a reason to visit and spend time in the downtown. The increase in foot traffic will likely spill over into increased sales for surrounding businesses, and a need for new businesses along Central Avenue.

The City of Dunkirk prides itself on being a summer tourist destination. We're located on the beautiful shores of Lake Erie, have 2 public beaches, 3 lakeside parks, and multiple festivals and events throughout the summer season. These events and amenities draw thousands of tourists to our city every year. We were awarded a NYS Main Street grant in 2012 that helped us restore a beautiful historic building with multiple store fronts, located on the 100 block of Central Avenue. The grant was also used for streetscape improvements on the 100 and 200 blocks such as benches, trees, trash receptacles, and recycling receptacles. Many of the festivals are held on the City Pier which is just across the street from Central Avenue.

The work completed under the previous Main Street grant beautified part of Central Avenue and encouraged tourists to venture down the road and into part of our downtown. The Central Marketplace and streetscape enhancements would continue those efforts, making the 300 block of Central Avenue more attractive and giving tourists a reason to cross the street into the heart of our downtown and patronize the businesses that are accessible during all four seasons.

With 25% of our residents living on or below low-income wages, many do not have vehicles and must travel by foot or bicycle. A marketplace located in the downtown area would provide easy access to a variety of new activities, products, and entertainment for many people who would never be able to participate otherwise. The City has a population of 12,216; however residents of neighboring communities, and students of the Fredonia State College campus, also on Central Avenue, would be drawn to our downtown, increasing our permanent audience to 50,000 or more.

Public and private organizations will have a central location to host meetings in a professional environment. There is currently a lack of space for important public meetings and conferences that have larger audiences. A central location would help with inter-municipal and multi-organization collaboration.



Proposed Central Marketplace Site



Former Masonic Temple Building

NRG Repowering

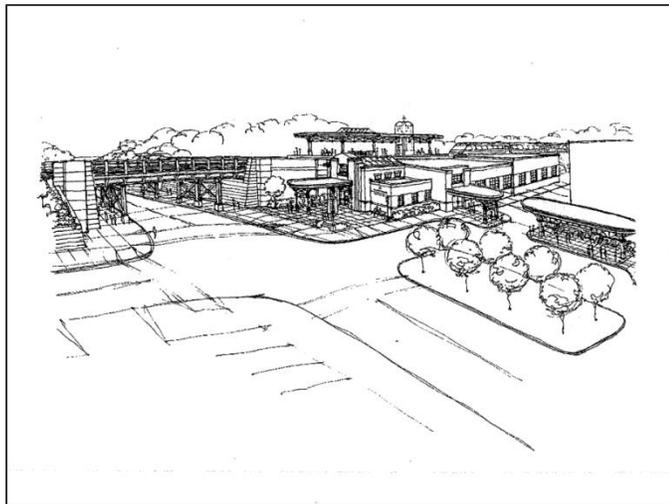
NRG Energy, located on the Dunkirk harbor, has mothballed its Dunkirk power plant and this situation has already ended up costing the City 63 jobs. A recent reliability study of NRG's Dunkirk plant was conducted by National Grid. The conclusion of the study was that only two of its four units are needed to be in operation. This meant that in September of 2012, the two of NRG's larger units, which generate 185 megawatts, were no longer needed. After May 2013, the company only needed to have one 75 megawatt unit online. The result is that the plant will generate less than 30% of its current output. This caused a reduction in employees from 145 to 82 in September 2012. The company has assured the City that as many of those 63 employees will be transferred to other locations as possible. However, some will find themselves out of work. Those who are transferred will be leaving our community. NRG is looking to invest \$500 million private dollars to convert its Dunkirk plant from coal to natural gas, and a 10 year agreement was reached between NRG, Public Service Commission, and National Grid. However, this project has been held up with by lawsuit filed by Entergy Corporation. If the project does not come to fruition, the plant will close, putting all remaining employees out of work. The City will also lose 10% of its tax base, approximately \$2.7 million if NRG is not repowered.

City officials recently met with representatives from the Appalachian Regional Commission (ARC), Southern Tier West Regional Planning and Development, New York Empire State Development to discuss a future application to the Partnerships for Opportunity and Workforce and Economic Revitalization (POWER) Initiative. Dunkirk is a coal-impacted community in need of economic diversification. As part of this project, if awarded funding, the City will look at 3 possible futures for the NRG site – one where they repower to natural gas, and two where they do not. It is important that a plan is developed within the next few years, while the City is receiving transition aid from the State.

Intermodal Facility/Amtrak Services

Restoring the City's train station is a project that has a lot of support and has been discussed for a long time. Returning rail service to Dunkirk would link us further with larger cities like Buffalo, Rochester, and Erie. Residents would have the ability to safely travel to other destinations, and vice versa. Residents of other places could more easily travel to our City. With a large university like Fredonia, students would have another option to allow them to visit home, or explore the region. A feasibility study was conducted in 2001, to determine what it would take to return the City's train station back to functionality, including Amtrak rail service. The study broke the project into two phases: Phase 1 – Trial Service by Amtrak, Phase 2 – Permanent Amtrak Service. The building currently houses a maintenance facility for CSX, who occupies that majority of the building for office, employee, storage, and shop space. The building has not been maintained so a fair amount of rehabilitation would be necessary. Phase 1 includes certain facility upgrades required for public safety, convenience, and comfort. The main focus areas are coordination with outside transportation modes, upgrading of building functions, and train platform safety and restoration. The 2001 cost associated with Phase 1 is \$462,225. Costs would need to be updated to provide a realistic dollar amount for 2016.

The end result of Phase 2 can be seen in the rendering below and restores the facility for permanent Amtrak service through the installation of permanent structures, major upgrading of the building, public roadway improvements, and site beautification. Taxi parking, bus pick up/drop off, and a new parking lot would be constructed to connect multiple modes of transportation in one location. The existing train station, including the waiting lobby would be renovated. The train platform will be extended and will include canopies and a ticket booth. The 2001 cost for Phase 2 was \$748,000, which will also need to be adjusted for current rates.



Art Gallery Revitalization

The Adams Memorial Unitarian Church, a magnificent classical revival style building completed in 1906, served its congregation at 600 Central Avenue in Dunkirk for 70 years. In 1978 the building was donated to the Chautauqua County Association for the Arts to provide

exhibition opportunities for artists while enhancing the cultural climate of the community. This mission was achieved for over 30 years through the efforts of many in the community with key leadership offered by some of our own current members.

By 1990 the Adams Art Gallery had become a popular and well known beehive of artistic activity. The guidebook, *Best Choices Along the Great Lakes Coast Vol 1: Lake Erie*, describes it this way:

“The Adams Art Gallery is an active non-profit arts center open year round. Its exhibition program displays the whole gamut of how artists today are working. There are exhibitions of two and three dimensional works which explore materials or subject matter in interesting ways. There are exhibitions which pay homage to the beauty of nature. There are theme shows, group shows, solo shows, all of which are selected because the artworks, whether fine art or one on a kind craft objects, embody the personal values of the artist who made them.

Featured each summer is Fiber National, a juried exhibition of art hangings, fiber collage, tapestries, quilts, painted cloth, and paper works which comprise the exhibition are selected by a juror renowned from the fiber field; accepted work comes from across the United States.

The Adams Art Gallery’s mission is to provide exhibition opportunities for artists while enhancing the cultural climate of its community. Cultural events complement the exhibition program. Each calendar year includes classes for both children and adults, art films and documentaries you wouldn’t see anywhere else, music of all kinds, concerts and rehearsals, theater performances, puppet plays, lectures, poetry readings ... many of these events are coordinated with exhibition themes.”

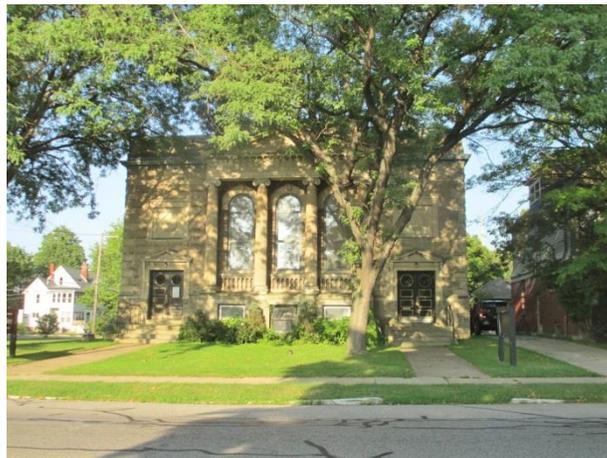
As many as forty classes per year were offered. Programming occurred five days a week, including weekends. There was a weekly radio program of the arts. Doors were open to children on their way home from schools. A special exhibition named after Lawrence Urbscheit, an arts educator who was deeply interested in the development of artistic talents in young people, attracted entries from ten local school districts. Art teachers from participating schools were invited to display work. These exhibits were juried by artists from around the country. Thousands of current residents grew up enriched by the programming at the Adams Art Gallery, while the gallery saw between 6,000-7,000 visitors annually.

In 2005 the Chautauqua County Association for the Arts passed the building on to another non for profit arts group known as Access to the Arts for one dollar. This group floundered after a few years and has been unable to fulfill its mission to the community for the past 9 years. The building today sits empty with considerable damage due to a leaking roof and frozen pipes.

Throughout 2015 the building was on the market for \$100,000. Upon inspection last year by members of Revitalize Dunkirk, Academy Heights Neighborhood Group, Northern Chautauqua Community Foundation’s Local Economic Development Committee, and Chautauqua Home Rehabilitation and Improvement Corp. (CHRIC) it was declared “at a tipping point”. In other words, at risk for irreversible deterioration and eventual demolition without

immediate intervention. The Adams Memorial Unitarian Church is an architectural treasure of the city of Dunkirk and a legacy of Unitarian Universalists in Northern Chautauqua County that deserves to be preserved.

The City has been approached by local residents that are interested in acquiring the property, rehabilitating it, and re-opening it as a non-profit art gallery with community programming. The new organization would partner with Fredonia State's nationally recognized arts programs to provide space for artists to create and display their work. The government, as well as the community support this proposed project and want to see this beautiful building saved and given new life. The cost of preserving the building will be great and will take a mixture of public and private funds.



Vacant Adams Art Gallery Building

Cruises

The City would work with regional developers to attract a cruise ship operator to offer entertainment excursions along the coastline of Chautauqua County. Daily lunch, dinner, and sunset cruises, floating wedding parties and other events booked on the ship could draw visitors to the area. Boats could also be used to transport people from Dunkirk Harbor to Sunset Bay or Buffalo Harbor and vice versa.

Welcome & Information Center

A tourist welcome and information center would be located within the City along Route 5 near the harbor area. In addition to a comfort station and parking, the center could provide information about and locations of attractions and activities along the North Chautauqua waterfront as well as through the county as a whole. The facility could also include a community sign board publicizing upcoming events.

Dunkirk Recreation Center

The City of Dunkirk does not currently have a year round full-service recreation center. The City's Recreation Department leases space at the Chautauqua County Fairgrounds during the winter months and offers a very limited range of services there, including open play, youth

baseball clinics, and adult hockey. With over 3,000 of our city residents being below 20 years of age, and crime rates increasing, it is important that the City develop a safe place for children to go, either after school or during holiday breaks. Without something fun, safe, and productive to do, many kids turn to crime and drugs. If we want to change the future of our City/community we need to make the investment in our young ones now. In the next year, the City will be applying for funds to complete a feasibility study for a city-operated recreation center. Local residents have already pledged \$5,000 in donations, with more coming steadily.

Multi-use Retail/Residential

A well-known development company has been in discussions with the City of Dunkirk for the development of mixed-use buildings along Route 5. The first floor would house retail, with upper floor being residential condos. The locations the developer is looking at would fill in large vacant blights right along the City's downtown and waterfront. Design of the properties would be consistent with the Chautauqua County design principles, including a maximum front setback and rear parking. The retail sections would provide up-to-date attractive spaces for new businesses to move into.

Regent Theater

The vacant Regent Theater, located on Third Street, was recently purchased by an experienced developer from the Buffalo area. A preliminary proposed use includes dinner theater, as well as partnering with the local schools and university to provide a space for community theater productions. There are currently no operational theaters located in the City of Dunkirk. This developer purchased multiple other properties in and around the downtown at the same time, including 'Rosie's Hot Dog' stand on Lake Shore Drive/Route 5 which has already opened for business this year under the new ownership.

Children's Play Museum

Although in the very early stages, the newest SUNY Fredonia Incubator resident is focused on developing a children's play museum in the City of Dunkirk. The museum will be something in between the styles of the Strong Museum of Play (Rochester) and the ExpERIENCE Museum (Erie), with changing exhibits. Both of those museums are a 1-2 hour drive from Dunkirk, and it is a drive many parents willingly make. With a countywide population of 33,222 below the age of 20, a large number of schools in Chautauqua County, and a lack of indoor entertainment facilities for youth there is a great amount of support for this project. The creator is currently in the process of filing articles of incorporation and will set the museum up as a not-for-profit organization.

Orbitist

Another SUNY Fredonia Technology Incubator business the City would like to partner with is Orbitist. Orbitist provides multimedia products that enhance visitor experiences. Audio

walks are immersive, long-form audio experiences. Visitors are given a starting point to listen to a story that guides them through a 10-20 minute walk. Topics usually include history of places, environmental concerns of places, and/or current activities of places.

Audio stops are short audio stories, typically 1-2 minutes long, intended to be listened to on location via mobile phone. Audio stops generally include an interview and narration about a place. Orbitist includes music to help drive their stories.

Map production involves Orbitist visiting a series of points of interest, capturing photography, conducting research, and putting together creative, written narratives detailing the important information about locations.

Mini docs are short documentary films, usually 3-5 minutes in length. These films focus on narrative and people and provide authentic glimpses into places or situations. They focus on why subjects are important through specific storylines, giving audiences meaningful views in the lives of characters. These narratives ultimately inspire audiences to relate to characters and in turn, want to become a part of their story.

With the plethora of natural, cultural, and historical attractions the City of Dunkirk has, we would like to partner with this local business to create these types of amenities to complement and enhance our visitors' experience.

For a list of investments made in or near the downtown within the past 5 years, please see **ATTACHMENT C**.

Consistency with other planning documents

The revitalization of Dunkirk's downtown falls in line with multiple regional, municipal, and community plans and initiatives that are currently underway.

City of Dunkirk CDBG 5-Year Consolidated Plan

The City of Dunkirk is a Housing and Urban Development (HUD) Community Development Block Grant (CDBG) Entitlement Community. A requirement of this program is that the City must generate a 5-Year Consolidated Plan that identifies and prioritizes critical components of the City's development strategy. Part of the Consolidated Plan process involves having multiple public hearings to generate public participation, suggestions, and feedback. The City adopted its most recent 5-year Consolidated Plan in 2013 and it covers through 2017. The Downtown Revitalization Initiative touches upon all three of the strategies laid out in this plan 1) Economic Development – which includes job creation and economic improvement, including small business development and enhancement opportunities, 2) Infrastructure Improvements – which includes improving and modernizing its roadways, streetscapes, sidewalks and the water and sewage systems, and 3) Housing Rehabilitation – including large family housing, accessible units, new construction of affordable units, rehabilitation of existing units (including façade improvements and electrical improvements), historic preservation, weatherization, accessibility, and emergency repairs. The City of Dunkirk has developed a new strategy for targeting areas in

need through the use of a “Waves” plan. This plan emphasizes attention on one section of the City at a time, allowing for visible and meaningful improvements to be made within the City. The “Waves” start at the Lake Erie Shore in the first year of implementation, and move inland for each subsequent year, until reaching the City line. During the public hearings citizens proposed the idea of creating these waves that flow inward from Lake Erie, which is considered the primary economic and social driver of the City.

Chautauqua County Comprehensive Plan – Chautauqua 20/20

The Vision Statement for the Chautauqua 20/20 is: Chautauqua County, a premier place to visit, learn, conduct business, and be proud to call home. Many of the goals, strategies, and activities outlined in this plan are consistent with the revitalization of Downtown Dunkirk.

Environment Goals: the County values and conserves its lakes, streams, forests, and other natural resources.

Strategies:

- Maintain Chautauqua’s rural landscape, heritage and scenic views. Protect Chautauqua’s clean air and water resources. Improve the management of and access to the County’s water resources.
- Promote the natural assets of Chautauqua to grow new economic opportunities and attract additional residents and investment.
- Make active living and recreation, based on the County’s beautiful natural environment, a distinct lifestyle attraction that draws new people to Chautauqua. Complete a countywide, interconnected trail system that draws many different types of users.
- Enhance the County’s current compact cities, towns and villages to be more walkable and accessible to recreational and active living opportunities.

Economic Development Goals:

- The County’s abundant outdoor recreational opportunities attract visitors throughout the four seasons.

Strategies:

- Capitalizing on assets such as their historic architecture and walkable main streets, world-class educational and healthcare institutions, and local attractions, the County’s cities, towns, and villages are revitalized centers of economic activity.

Actions:

- Create interpretive tour routes/maps of significant historical resources such as cemeteries, barns, homes, sites, museums, markers, shipwrecks, and railroad lines based on themes that use the “World Learning Center” brand.
- Create a mechanism to encourage private sector to invest in and restore old properties (e.g. a fund offering financial incentives for historic preservation couples with other existing incentives at the state and/or local levels.)

- Explore using National Trust’s “Main Street” program guidelines to help municipalities and hamlets preserve and revitalize their downtowns.
- When replacing structures in the commercial centers of cities and villages retain, to the extent possible, historic building footprints and envelopes.
- Explore the creation of a maritime museum in the north county to tell the story of the region’s history through its shipwrecks, create a premier scuba diving attraction, and incorporate a workshop area for constructing sailboats, canoes, and other nautical vessels.
- The County’s economy is diversified with new businesses and good job opportunities created in advanced manufacturing, agricultural production, tourism, green technologies, renewable energy, and other current industries.

Strategies:

- Cultivate entrepreneurs and a business culture that thrives on Chautauqua’s rural work and play lifestyle

Actions:

- Partner with WIB, education, private sector, churches and other stakeholders to retain and expand current businesses in Chautauqua County and support existing small businesses in targeted County industries to expand their enterprises (Business/Retention/Expansion Model). Profile recent hires by these businesses and undertake programmatic targeting to reach this demographic.
- Target economic sectors where the County has strong local assets to build on, including recreation and tourism, personal enrichment/learning, agribusiness and food processing, and industries requiring substantial local/renewable energy and/or water resources
- Create and maintain adequate development sites to start and support local businesses (e.g., brownfield redevelopment areas), taking advantage of state and federal funding programs.
- Continue to market the current skilled workforce and quality of life in the County to businesses.
- Focus on attracting the “Millennial” generation to the County by promoting our vibrant community spaces, various recreational opportunities, etc. through social media (e.g. Facebook, Twitter, Virtual Jamestown, etc.)
- Provide targeted workforce education and training to high-skilled positions, advanced manufacturing, information technology, health care, trade, entrepreneurship and professional occupations. Partner with industrial/economic development agencies, Chamber of

Commerce, the private sector, and educational institutions (JCC, BOCES).

- Increase the number of job opportunities for the college/post-graduate population through the County’s economic development programs and support of entrepreneurial efforts.
- Develop the County’s talent pipeline, including the encouraging former residents to return, and young talent that is here to stay, through creative communication and retention programs.
- Establish incentives, such as an education loan repayment program, to attract/retain skilled people in underserved sectors.

Community Goals:

Strategies:

- Improve coordination and cost/benefit results of community services and infrastructure investment.
- Capitalize the County’s abundant water and energy resources for economic development.
- Improve the management of and access to the County’s water resources.
- Create strong inter-municipal cooperation and focus on regionalizing government services.

Actions:

- Work with NYS DOT, STW, and others to continue to make selective widening and lighting improvements to Route 60, primarily from Dunkirk to Gerry, to increase the flow of traffic and improve safety.
- Increase public transportation ridership and eliminate duplication of services by implementing the current transit plan working with CARTS, human service providers, and private providers.
- Expand rail (passenger and freight) services in the County by coordinating with Amtrak, CSX, and other rail providers. Work to establish an Amtrak stop in Dunkirk in partnership with local interest groups, municipalities, SUNY Fredonia, Chautauqua Institution and other stakeholders.
- Follow the NYS DOT Guide regarding “Complete Streets” design practices in the County that will promote biking and other green transportation options.
- Work with NYS DOT, STW, and others to continue to build on current assets of the multi-industrial complex (rail, freight, aviation, and port) in and around the Chadwick Bay Industrial Complex in the north county and other locations throughout the County. The goal is to remain/become more competitive in the

global economy. Investigate the potential of providing direct access from the NYS I-90 and/or State Route 5 to address concerns related to safety, air quality, congestion, etc.

Northern Chautauqua Local Waterfront Revitalization Program (LWRP)

A draft version of the Northern Chautauqua Community's LWRP has been submitted to the State and is awaiting approval. However, a large majority of the projects included in this application are also listed within the LWRP, such as the Great Lakes Experience Institute, Lake Erie Heritage Center and Shipwreck Museum, Welcome & Information Center, Façade Program, Cruises, Train Station, and commercial/residential mixed-use.

Chadwick Bay Region Comprehensive Plan

The City of Dunkirk, its downtown, and its waterfront are also mentioned throughout the Chadwick Bay Region Comprehensive Plan. The Vision for the Chadwick Bay Region, as determined by this plan, strives to offer a combination of factors that allow residents and visitors to enjoy natural beauty, supreme quality of life and the ability to comfortably live, work, learn and recreate in one region.

“The study area represents an opportunity to develop the waterfront in a manner that protects natural character while creating “pockets” of development concentrated in the “urban area”. The City of Dunkirk offers the best opportunity to promote public access. The central waterfront area includes a pier, marina, restaurants, and hotel and is the proposed site for additional recreational facilities. More intensive waterfront development (commercial and higher density residential) should be concentrated in the City of Dunkirk...The City of Dunkirk waterfront offers the most spectacular opportunity to create a unique, regional attraction to bring tourism dollars into the study area. Currently, the City's central business district (CBD) is focused around Central Avenue and Route 5; business include restaurants, a hotel, offices, City Hall, banks, a post office and local specialty shops. By “extending” the waterfront character along Central Avenue, people could be drawn in the City to discover its other amenities.”

Concord Grape Belt Heritage Area Management Plan

The Vision Statement for the Concord Grape Belt Heritage Area Management Plan is: The Lake Erie Concord Grape Belt will be a destination for residents and visitors to enjoy the unique identity, experience and culture of grape growing, harvesting, and juice and wine production. The region will be an interconnected, well defined “place” and a setting for unique heritage and recreation experiences. It will sustain and enhance the grape industry, offering local products and authentic attractions.

In particular, the plan has this to say regarding main street development and the City of Dunkirk:

“In support of developing communities as Visitor Service Centers, and as a means to stimulate investment the main streets of communities across the Heritage Area should be

improved. Streetscape improvement projects provide the opportunity to enhance the pedestrian experience, improve aesthetic quality, preserve town/village character, improve municipal infrastructure and create the environment and design framework for successful retailing. In addition, communities should consider implementation of façade improvement programs to support main street redevelopment initiatives and encourage property owners to reinvest in their buildings.

Streetscape enhancement opportunities include developing gateway features to announce arrival to the village/town center, installing specialty pedestrian paving materials along sidewalks and at intersections, better integrating on-street parking, creating useable/programmable space(s) along the street (for cafes, retail displays, sidewalk sales, etc), integrating interpretive displays, burying overhead utilities, and planting trees to “green” the street. Themed and coordinated design elements, furnishings and fixtures relevant to the community and the Concord Grape Belt should be integrated into streetscape improvements.”

“Dunkirk Harbor has tremendous potential to be further developed into a major attraction of the Concord Grape Belt Heritage Area. Recent retail development at the Pier provides the foundation for further development of a waterfront village with retail and entertainment uses. Reducing the dominance of vehicles at the Pier, a pedestrian promenade could be developed to enhance access to the waterfront and provide a destination. Capitalizing on the number of ship wrecks in the waters of Lake Erie, the dive center could be expanded and further promoted as a significant attraction of the region. Continuing across the waterfront to the west, the promenade concept could continue along the harbor edge through Memorial Park, and ultimately extend pedestrian connections to Gratiot Park, Veterans Park Museum and the Dunkirk Lighthouse, East of the Pier, the potential exists to develop a pedestrian connection to Wright Park Beach, where a street side promenade with gathering spaces, overlooks and beach access platforms could be developed.”

- 4) 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. *Attach key statistics to describe job growth (by sector if possible) over the last five years.*

Construction of the new Athenex manufacturing facility expects to create 1,400 total jobs; including 450 workers at the Town of Dunkirk plant and suppliers would hire an additional 450 jobs in the Dunkirk area. The Dunkirk facility will manufacture sterile, highly potent cancer drugs in a specialized, controlled environment for shipment around the world.

Boosters of the life sciences industry have high hopes for Athenex, which is set to be finished in 2018 and fully come on line in 2023. In Dunkirk, the company plans to partner with

workforce development officials and with the community colleges and universities on training prospective employees, said Flint Besecker, Athenex's Chief Operating Officer.

Besecker said about 150 plant workers would require advanced science degrees; about 150 would be able to get hired for the plant without retraining if they've worked in a warehouse or factory; and about 150 would require retraining.

"We would prefer to use the existing workforce, who are already committed to the area," he said. "While we might be importing the plant leadership, it's our goal to have many of the local people employed, or retrained."

The project follows a model that the Governor has used with economic development projects in Buffalo, in which the state spends the money to construct the building on behalf of its corporate partner, and the company promises to hire workers to operate the facility.

Construction on the 300,000 square foot facility in the Town of Dunkirk is slated to begin as soon as summer, with all jobs in place within three to five years after the construction phase. Construction on the plant could take 18 months and it could be ready to open in about two years.

Dr. Alain Kaloyeros, founding president and CEO of SUNY Polytechnic Institute, said, "A facility of this caliber, one that can meet the stringent standards of the FDA, has not been constructed in the US for more than 15 years." The Institute oversees the state's major economic development initiatives in the region, such as the SolarCity solar panel factory in South Buffalo.

The University at Buffalo's NYS Center of Excellence in Bioinformatics and Life Sciences Director Norma Nowak, PhD, said "... we're going to build a biotech bridge between Buffalo and Dunkirk." ... **"The new manufacturing center will mean the creation of all kinds of jobs,"** she continued, **"from marketing to sales to production and more. It will take all sorts of talented workers and creativity and ingenuity. Part of our mission is workforce development and workforce training.** Maybe the jobs of yesterday are gone, but we find ways to retrain those displaced workers and get them into these new jobs, new lines of work."

Governor Cuomo emphasized during his announcement at Dunkirk High School that this project will help the region transition from the low skilled manufacturing economy of the past to the advanced manufacturing economy of the future. "It is a game changer for Dunkirk," he said.

Although the Athenex facility will be located just outside the City line, Dunkirk will be the downtown the majority of the employees will utilize. The community is working hard to encourage as many of the out of towners who will gain employment here to make Dunkirk their new home. The factory will be just a short drive from downtown, along Route 5. The CARTS public busing system has added a stop at manufacturing facilities on edge of the City that will bring them to the downtown. This stop also include the Nestle Purina plant, which has 379 employees. Employees can also utilize the bicycle lanes along Route 5.

The development of a brand new hotel right on the corner of Central and Lake Shore Drive/Route 5, along with the rehabilitation of the current restaurant, will result in at least 100 new jobs in the heart of downtown and our waterfront. These employees would have full and

easy access to our downtown amenities and services before or after their work shift, and even during their lunch break.

A summary of job growth data by industry can be found as **ATTACHMENT D**.

5) Attractiveness of the Downtown. Identify the properties or characteristics the downtown possesses that contribute or could contribute, if enhanced, to the attractiveness and livability of the downtown. Consider, for example, the presence of developable mixed-use spaces, housing at different levels of affordability and type, historic architecture or historic districts, healthy and affordable food markets, walkability and bikeability, and public parks and gathering spaces. *Attach relevant photos, rendering, or images to demonstrate key properties or characteristics of the downtown you want to feature.*

Dunkirk's Downtown has a variety of buildings, living spaces, activities, food, scenic views, history and potential to offer its residents and guests. Dunkirk is a vibrant city that is culturally diverse and heritage rich. Located right on the Lake Erie waterfront Dunkirk's Downtown has immense possibilities to become a bustling hub of activity and growth especially under the adept leadership of our new, proactive Mayor Rosas (the first Hispanic mayor in NYS). With some strategic projects residents and visitors will be able to do anything they need to in our downtown – recreation, business (banking, mailing), eating, shopping, personal care (hair salon, nail salon, spa), healthcare, social services, and entertainment.

Downtown Dunkirk boasts a wide array of architecturally beautiful buildings. One of the most noticeable spots is the Post Office. The Dunkirk Post Office was designed and built in 1928-1929. It was designed by the Office of the Supervising Architect of the Treasury Department, James A. Wetmore. It is a two story brick structure with a one story rear wing, in the Colonial Revival style. The entrance is set within a limestone surround with a Doric frieze and modest cornice. It was listed on the National Register of Historic Places in 1989. The Coburn Block, located on Central Avenue, is also significant as it is part of Dunkirk's Historic District. This building is home to the Rural Ministries' office, soup kitchen, and thrift store. The Dunkirk Historical Museum is also within range of the Downtown.

Another historic part of Dunkirk is the Dunkirk Schooner Site. This is a historic shipwreck archaeological site located in Lake Erie about 20 miles off Dunkirk resting in 170 feet of cold freshwater, embedded on submerged lands of New York. It is a Great Lakes schooner, a two-masted wooden sailing ship, approximately 80 feet in length on deck. It may have been the Caledonia, built in 1799 and originally used in the fur trade in the early 19th century. The Caledonia was commandeered by the British military at the outbreak of the War of 1812 and then captured by the Americans a year later. It was later sold to Pennsylvania merchants who renamed it the General Wayne and used it as part of the Underground Railroad to ferry runaway slaves to Canada until sinking sometime before 1850. Alternatively, it may be a nameless 1830s schooner that sank carrying grain.

One more piece of important history located near Downtown Dunkirk would be the Dunkirk Lighthouse. The Lighthouse is situated on Lake Erie at Point Gratiot and was erected in 1826 and first lit in 1875. It draws in much tourism throughout the year with its tours and "ghost

hunts". It was added to the National Register of Historic Places as Point Gratiot Lighthouse Complex in 1979. It was listed on the National Register of Historic Places in 2009.

Downtown Dunkirk is very flat and walkable. Dunkirk Downtown has newly implemented bike paths and many of our businesses, restaurants, health care and school districts are within walking distance. There are multiple CARTS bus routes and taxis that assist the citizens with their commutes to work and/or elsewhere. There is an initiative to create a bike lane along Central Avenue which would connect Downtown Dunkirk with the nearby SUNY Fredonia campus and Village of Fredonia Downtown.

The City's main mode of public transportation for the City is the Chautauqua Area Regional Transit System (CARTS). CARTS buses are open to the public for very reasonable fees, including discounted senior and disabled fees. Within the City there are two routes, the Red Route and Green Route, which travel all around the City and run from 7:30am to 5:30pm. There are also routes from Dunkirk across Chautauqua County. The main hub in the downtown for the buses is right in front of City Hall. The bus route schedule can be found as **ATTACHMENT E**.

Downtown Dunkirk has mixed types of housing available. There are upscale owner occupied homes, apartment buildings, upscale Chadwick Bay Lofts, Section 8 housing (Lincoln Arms), and Dunkirk Housing authority apartment buildings which provide housing assistance to low income families and seniors, apartments with varied price ranges.

A number of our key commercial properties are vacant and are ripe for development. With the right vision and implementation these properties could have a transformative impact on the downtown. The opportunity to revamp these spaces would strengthen community pride, establish new destinations, create new jobs, and bolster tax revenue. Some of the larger strategic sites available for development in/near downtown include:

- 30-80 Lake Shore Drive East – 2.4 acres vacant land
- Flickinger Building 208-214 Washington Avenue – 73x18 square foot building
- 102-122 Main Street – 360x100 square foot vacant land
- Niagara Motors Property 760 Lamphere Street/Route 60 – 4.3 acres vacant land
- Marsh Valve Property 307-315 Brigham Road – 2.5 acres vacant land

Dunkirk's down already has a wide range of services residents might need all within walking distance from its epicenter. These businesses are also possible workplaces which citizens could easily have access to. These businesses/services include:

- Pier View Auto, LLC- Dealership, Car wash, and Repair Shop. 101 Central Ave
- Department of Social Services Office-335 Central Ave
- Dunkirk Post Office- 410 Central Ave
- Dunkirk Public Library- 536 Central Ave
- Valley Tire Co.- 47 Lake Shore Dr W
- Weiss Hardware- 311 Main St

- Kathy's Carpet and Flooring- 303 Main St
- Cricket Wireless- 174 E 4th St
- Family Dollar- 168 E 4th St
- Dollar General- 164 E 4th St
- Walgreens- 327 Main St
- CVS Pharmacy- 175 E 4th St
- Social Security Office- 437 Main St
- Graf Realty- 435 Main St
- Rent-A-Center- 178 E 4th St
- Community Bank- 345 Central Ave
- Key Bank- 51 E 4th St
- Inner Lakes Federal Credit Union- 338 Central Ave
- Lake Shore Savings Bank-128 E 4th St
- Evening Observer Office- local newspaper office- 10 E 2nd St
- Westfield Veterinary Hospital- 437 Main St
- Inner Balance Day Spa- 91 E 4th St
- NY Stylez Barber Boutique & Salon- 404 Central Ave
- Lagana's Barber Shop- 159 E 4th St
- Salvation Army- 29 Lake Shore Dr W
- Fastenal- 61-63 Lake Shore Dr W
- Numerous churches of varying faiths
- Putnam Record Insurance Agency-77 E 4th St
- Multiple Convenience Stores & Gas Stations (Crosby's, Country Fair)
- Cattoo's- Tattoo Parlor- 108 E 4th St
- Main Wines & Spirits- 174 E 4th St
- Jim's Dry Cleaners- 159 E 4th St
- US Marine Corps Recruiting Center- 417 Central Ave
- Copy Boy- 13 W 3rd St
- WIC Office- 326-328 Central Ave
- City Hall and City Court- 342 Central Ave
- SUNY Fredonia Technology Incubator- 214 Central Ave
- Literacy Volunteers of America- 21 E 2nd St
- Adecco Employment Agency- 21 E 2nd St
- Cliffstar Corporation- Beverage Manufacturer- 1 Cliffstar Dr
- Northern Chautauqua Catholic School
- Dunkirk Middle School
- Dunkirk High school and many other schools are within walking distance
- Crino's Music- 811 Central Ave

- Spoke Folks- Bike shop- 819 Central Ave
- Drab Law Office, P.C.- 516 Central Ave
- Peter Grubea Law Offices- 314 Central Ave
- The Wash- Car Detail Shop- 200 Central Ave

Health Services within walking distance:

- Dr. Root- Physical Therapy and Chiropractor- 338 Central Ave
- G&P Gynecare-306 Central Ave
- Occupational Therapy and Hand Rehabilitation Services, PC- 421-423 Main St
- Dunkirk Pediatrics- 402 Main St
- Resource Center- counseling services- 186 Lake Shore Dr W
- Dr. Richard M. Prechtl, DDS- 429 Central Ave
- Brooks Memorial Hospital- 529 Central Ave
- Lakeshore Orthopedic Group- 322 Park Ave
- Chadwick Bay Vision Center- 55 E 4th St
- Multiple Pharmacies – CVS, Walgreens, Patient’s Pharmacy

Grocery/Food Markets/Restaurants:

- Save-A-Lot- 166 E 4th St
- Tim Horton’s- 92 Lake Shore Dr E
- Clarion Hotel Windjammer’s Restaurant- 30 Lake Shore Dr E
- Pizza Village- 71 Lake Shore Dr W
- Crosby’s Food Mart - 106 Central Ave
- Rookie’s on the Lake- 19 Lake Shore Dr E
- Rosie’s Red Hots- 19 Lake Shore Dr E
- Taqueria Mexicana- 109 Park Ave
- Chautauqua County Rural Ministry Soup Kitchen/Food Pantry
- International Café- 75 E 5th St
- Aida’s Café- 200 Central Ave
- Holy Wong- 174 E 4th St
- P & G Foods- 411 Central Ave
- Central Station- 332 Central Ave
- Jenna’s 4th Street Café- 112 E 4th St
- Demetri’s on the Lake (Greek)- 6 Lake Shore Dr W
- E & R Latin Flavor- 45 Lake Shore Dr E
- Mary’s Deli- 525 Main St
- Pizza Wings & Things- 404 Central Ave
- Seasonal Farmer’s Markets – 45 Cliffstar Ct, but with the Central Marketplace Project the Market would last year round

Activities/Cultural/Recreation/Hotels:

- Many bars and clubs that offer a fun night life for local residents and tourists. Some of these include: Bart's Cove, Rookie's on the Lake, The Lounge,
- Dunkirk Historical Museum
- Dunkirk Library
- Local VFW- keeps our veterans active and engaged socially
- Fishing, Fishing tournaments
- Boating, Boat launch, Marina
- Festivals: Wreck & Roll, 4th of July, Juneteenth, Memorial Day Parade, Tree lighting Ceremony
- Music on the Pier- every Thursday night June through August
- Lakefront bike/pedestrian path
- Bands all summer at the various bars and clubs
- Washington Park and Playground
- Other various parks and beaches
- Dunkirk Senior Center- offers exercise and activities to the senior population year round
- Crossfit- Gym and Training Center

Important photographs and renderings have been included as **ATTACHMENT F**.

Section II – Local Support & Strategic Alignment:

Answer these questions to reassure us that New York State's investment will have a strong chance of success. We want to know that the municipality has the capacity to both lead and implement, and that local policies are aligned with downtown renewal.

- 6) Policies to Enhance Quality of Life.** 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, complete-streets plans, transit-oriented development, and the use of historic districts or other designations to provide tax relief for private investors. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies. *Attach any relevant comprehensive planning documents highlighting policies that enhance the quality of life.*

Complete Streets Policy: Complete streets are streets that are designed with all users in mind: pedestrians, bicyclists, and automobiles. Most of today's streets center around the automobile and in some instances end up dangerous for pedestrians and bicyclists. In an effort to combat this trend, Revitalize Dunkirk and Chautauqua County Health Network partnered to encourage the City of Dunkirk to adopt Complete Streets Legislation. Representatives from Chautauqua County Health Network presented the benefits of this ideology to the Common Council Economic Development Committee, and during Revitalize Dunkirk meetings. These benefits include:

increased walking and biking leads to better health overall, non-motorized transportation helps cut down on emissions, more pedestrians and bicyclists on the street helps to cut down on criminal activity, pedestrians and bicyclists are more likely to stop and patronize local stores/restaurants than someone driving by in a car, safer streets/sidewalks leads to less accidents, and having a Complete Streets policy in place could open up new sources of grant funding for the City.

After a great show of public support and encouragement the City adopted a Complete Streets Policy during the May 20, 2014 Common Council Meeting. The passing of this policy shows the willingness of the community and the City Common Council to rally behind policies that will enhance the quality of life in Dunkirk. “It is the intent of this Local Law to amend the Dunkirk City Coda in order to provide a framework to encourage healthy, active living, reduce traffic congestion and fossil fuel use, and improve the safety and quality of life of residents of the City of Dunkirk by providing safe, convenient and comfortable routes for walking, bicycling, and public transportation through a *Complete Streets Policy*.”

“In the interest of improving inter-modal transportation options, safety and accessibility for all users, the concept of *Complete Streets* has been recognized and adopted in numerous localities across the United States. The City of Dunkirk will make *Complete Streets* practices a routine part of everyday operations, will approach every transportation project and program as an opportunity to improve City streets, will incorporate all relevant existing and future planning documents approved or adopted by the Common Council, and will work in coordination with other departments, agencies and jurisdictions to achieve *Complete Streets*. *Complete Streets* design and practices include, but are not limited to, sidewalks, crosswalks, curb ramps, accessibility features for people with disabilities, paved shoulders for biking, designated bike lanes off-road paths, signage and traffic-calming measures.”

Renderings of complete streets treatments were developed for Central Avenue, Main Street/Route 60, and Lake Shore Drive/Route 5. The complete policy can be found as **ATTACHMENT G**.

Chautauqua Count Design Principles Guidebook: Chautauqua County developed a design principles guidebook entitled ‘Visualizing Our Options – Creating a Better Future’. The cover letter of this document defines the purpose “Chautauqua County is a beautiful community. These design guidelines will enable our rural county to continue growing while enhancing that beauty. Please use this guidebook in your planning for every new development proposal and community plan. If we all do this one project at a time, year-after-year, we will create a better future.”

The City will utilize the sections regarding downtown considerations, and commercial corridors when designing projects within the downtown. Ideas expressed in the guidebook include open

space, maximum front setbacks, rear parking, historic preservation, mixed uses and shade tree planting/landscaping.

Historic Preservation Commission: There has been a strong push from the Citizens Advisory Committee, Development Department, and Revitalize Dunkirk to create a ‘Historic Preservation Commission’ that will work to get historic districts not just locally recognized, but also on the national register, to provide tax incentives to investors. Currently, there is a locally recognized Historic Overlay District which encompasses much of the downtown, particularly along Central Avenue. Proposed changes to recognized historic structures would also go before this Commission to gain approval. This adds a layer of protection that is currently missing. We have already lost a great deal of beautiful historically significant properties so it is very important that we protect what we have left. The Commission already exists in the City Code, so the Mayor would just need to appoint members to serve on it.

However, the current outline is not as strong or as encompassing as it should be. The organizations mentioned above believe the City should adopt something very similar to the ‘Model Law’ published by New York State Department of Parks, Recreation, and Historic Preservation. One of the ultimate outcomes is for the City of Dunkirk to complete the process to become a Certified Local Government (CLG).

Downtown Development Plan: The last time a plan for the development and revitalization of Dunkirk’s downtown was 1995. Since then many factors have changed that make many of the suggestions in this plan no longer feasible. In order to update our planning documents, the City set aside \$30,000 of its CDBG funding from 2015 and 2016 for planning purposes. The original idea was to develop a ‘Strategic Development Plan’ for the City with a large part of the project involving reviewing and updating the City’s Zoning Code to make it consistent with the current plan and vision for our City. If the City were to receive the \$10 million DRI, we would leverage the \$30,000 already earmarked for a strategic plan to help it reach even farther.

Land Bank: The Chautauqua County Land Bank was established in May of 2012: *To create a County-wide State-designated Land Bank to control and manage strategically selected dilapidated residential and commercial properties granted to the agency by the County from the tax foreclosure process. The Chautauqua County Land Bank Corporation (CCLBC) will seek to minimize the negative impacts that substandard properties and structures have on communities, thereby stabilizing neighborhoods and Main Streets alike.* Since its inception, the Land Bank has successfully demoed 10 properties in the City of Dunkirk, while rehabilitating 9. The City and the Land Bank have an ongoing relationship and will work together to make sure strategic properties are selected for the Land Bank’s programs.

Multi-Modal Transportation: The City’s main mode of public transportation is the Chautauqua Area Regional Transit System (CARTS). CARTS buses are open to the public for very reasonable fees, including discounted senior and disabled fees. Within the City there are two routes, the Red Route and Green Route, which travel all around the City and run from 7:30am to

5:30pm. There are also routes from Dunkirk across Chautauqua County. The main hub in the downtown for the buses is right in front of City Hall. There is not enough room there and it interferes with traffic flow. A transit center developed within the downtown, would relieve traffic concerns on Central Avenue, and provide a better more appealing location for residents and visitors to take a bus instead of driving. A bus pick-up/drop-off was included in the intermodal feasibility study completed by the City which involved the restoration of Dunkirk's train station and the restarting of Amtrak train service.

- 7) Local Support and Capacity to Execute.** Set forth the local and community support that exists for the revitalization of this downtown and the commitment among local leaders and stakeholders to building 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. *Attach a plan for project implementation, including key team members and outline the team's applicable experience and skills to implement.*

Local Support

The City of Dunkirk will serve as the local lead for the program, and will partner with other local organizations and outside experts to form a local DRI Planning Committee.

The City's Mayor, Common Council, Department of Public Works, and Department of Planning & Development are fully supportive of revitalizing our downtown and applying for the DRI. We also reached out to many public figures and organizations to explain the project and seek their comments, suggestions, and support.

A brainstorming meeting was held in May to discuss the City's intention of submitting a Downtown Revitalization Initiative (DRI) application. Many community stakeholders were invited to this meeting. Those in attendance represented the Chautauqua County Department of Planning & Development, Chautauqua County Land Bank, Fredonia State University & Business Technology Incubator, Chautauqua Opportunities, Inc. (COI), Southern Tier Environments for Living (STEL), and the Northern Chautauqua Community Foundation's Local Economic Development (NCCF LED) Committee. There was overwhelming support and encouragement, as well as suggestions on what the target area should be, and the various projects, either underway or proposed, that should be included in the application.

Letters of support (**ATTACHMENT H**), were received from: Chautauqua County Executive Vince Horrigan, Chautauqua County Department of Planning & Development, Southern Tier West Regional Planning and Development Board, Chautauqua County Land Bank, Dunkirk Chamber of Commerce, Chadwick Bay Regional Development Corporation, COI, STEL, NCCF LED Committee, Brooks Memorial Hospital, Jamestown Community College, and Revitalize Dunkirk.

Twice a month the Mayor hosts a Business Roundtable with local business owners/managers. One purpose of these meetings is to gather the needs and suggestions of these businesses on how to make Dunkirk more economically viable, make it a better environment for their business, and encourage the redevelopment of our downtown. Everyone who has attended

these meetings understands the need to revitalize our downtown, has offered their own ideas and vision, and supports efforts by the City to help it become a reality.

Organizational Experience

As a U.S. Department of Housing and Urban Development CDBG Entitlement Community, the City of Dunkirk has experience developing and implementing 5-Year Consolidated Plans, Annual Action Plans, and administering a CDBG Program. In 2015, Dunkirk received \$388,047 in CDBG funds and we anticipate slightly more in future years. Over the past 5 years there have been many key components to the City's CDBG Program, such as Infrastructure Improvements, a Housing Rehabilitation Program, an Electrical Safety Improvement Program, and a Façade Program. While Administrator of these programs, the City has responsible for holding public meetings, accepting applications, scoring and choosing applicants, contracting with sub-recipients, and filing all HUD required reports.

Dunkirk's Director of Public Works, along with his crew of employees, have been primarily responsible for the labor of improving and modernizing its infrastructure, including roadways, streetscapes, sidewalks and the water and sewage systems. The CDBG Administrator is responsible for the bulk of the reporting requirements and public participation. The Fiscal Affairs Department handles the financial reporting and disbursements. The CDBG Program, as well as the grant programs listed below, falls under the overall supervision of the Director of Planning and Development. These positions will be utilized to administer the Downtown Revitalization Initiative and any projects associated with it.

The objective of the Housing Rehabilitation Program is to improve the housing of income eligible persons in a manner that conserves existing housing stock and contributes to neighborhood revitalization and preservation. Grants are made for up to 100% of eligible rehabilitation expenses and do not exceed \$7,500 per house. Eligible activities include: roof, heating, windows, water heating, painting, electrical work, foundations, plumbing, access modification, and siding. Over the past 5 years 56 houses have been assisted through the Housing Rehabilitation Program.

The objective of the Electrical Safety Improvement Program is to improve the electrical services of income eligible persons in a manner that meets City and State codes. Grants cover 100% of eligible electrical improvement expenses not exceeding \$5,000. Eligible activities include: converting electrical system to circuit breaker system, replacing the service riser, updating all grounding to local code, installing combined Smoke/CO2 detector (per Amanda's Law) and installing GFI Receptacle protected to code. 20 homes have received assistance through the Electrical Safety Improvement Program over the past 5 years.

The City's CDBG Façade Program was created to help local businesses. The Program was designed to assist property and business owners in rehabilitating the commercial facades of their properties for the purpose of creating a positive visual impact, stimulating private investment, and complementing other community revitalization efforts. Participants were eligible

to receive a rehabilitation rebate upon the completion of their project. The City has funded façade work for 12 buildings within the past 5 years.

The City is currently administering three more State grants: New York State Department of State Brownfield Opportunity Area Step 2, Empire State Development Seawall Reconstruction, and New York State Office of Parks, Recreation, and Historic Preservation Park Amenities Grant. The Development Department, Public Works Department, City Engineer, City Attorney, and Fiscal Affairs Office have been heavily involved in the administration of these, and past grants.

A \$303,750 Brownfield Opportunity Area Step 2 grant from the New York State Department of State was awarded to the City for the AL Tech Site located on Willowbrook Avenue. A steering committee has been set up, and the City has entered into an agreement with a contractor to oversee the project. We're about to host our kick-off meeting with City officials, our contractor's team, New York State Department of State, and Department of Environmental Conservation. During this meeting we will tour the facility and review the project scope and schedule, and discuss the plan for public outreach.

The outcome of this grant will be to determine the best future use for select priority sites within the City through feasibility studies, public input, infrastructure analysis, and demand studies. A Nomination Plan will be developed, as well as marketing materials to attract potential developers. Some of the priority sites will likely be within the City of Dunkirk Downtown Target Area, which means we can leverage both avenues of funding to move forward with redevelopment of vacant properties within our downtown.

The City received a \$341,000 grant from Empire State Development to be used towards construction costs related to the Dunkirk Seawall Reconstruction project. The sea wall was severely deteriorated and in desperate need of repair. Portions of the wall were undermined and the fill was washing out causing the adjacent sidewalk and pavement to subside. This created a serious safety hazard and discourages pedestrians from using the sidewalk. As an important asset and tourist attraction, it is important that it be preserved and enhanced. As a result of this project the sea wall is safe, more attractive, environmentally friendly, and handicapped accessible.

The total project cost was \$3,082,540. The City had already been awarded \$225,000 to cover some costs of construction of a Bike Path along the sea wall. The bike path added an additional .72 miles of trails to the existing system and combined the 3.38 miles of trails to the west to the 1.60 miles of trails in Wright Park and the surrounding area. This created a continuous 5.7 miles of multiuse trails, that extend along Lake Erie from Point Gratiot at the west end of the City to Wright Park at the east end of the City. The trail passes by Memorial Park, three Marinas, The Boardwalk Market, the Clarion Hotel, the Causeway, all of the major sports facilities at Wright and Pangolin Parks as well as all of the City's major beaches including those at the Point, those near Main Street and those at Wright Park. The installation of bike racks made this multiuse trail more user friendly and inviting for bicyclists as well as pedestrians.

We were awarded \$449,620 from New York State Office of Parks, Recreation and Historic Preservation for amenities and improvements at Wright Park. Wright Park is a

waterfront park located along Lake Front Boulevard. Currently, the park is underutilized due to an unsafe playground, cracked basketball and hockey courts, no benches or trash cans, and very little lighting. This project will allow us to resurface the courts, create new parking areas, install a splash pad, purchase a new playground, build a pavilion, resurface sections of the bike path, install a scoreboard at the baseball field, rehabilitate the public bathrooms making them ADA compliant, reconstruct Pine Street while adding more parking, and install signage, benches, trash cans, and lighting. We anticipate breaking ground on this project by early summer.

In 2012, the City was awarded a \$250,000 NYS Office of Community Renewal Main Street Grant. The target area of this grant program was the first two contiguous blocks of Central Avenue beginning on Lake Shore Drive and ending on Third Street. The \$220,000 in Building Renovation monies assisted the Coburn Block, which consists of seven contiguous buildings with the renovation of facades, storefronts and commercial interiors. The Streetscape Enhancement monies were used to purchase and install benches, trash cans, hanging baskets, street trees, and a bike rack along the target area.

The City also administered a \$1,000 NYS Department of Environmental Conservation Quick Start Arbor Day Grant in 2012. The target area for this grant program was the same two-block area of Central Avenue that the City used for the Main Street Program. The Quick Start Arbor Day Grant allowed the City to purchase and plant 8 street trees.

The City of Dunkirk Planning Board will review all exterior work specifications to ensure that work is carried out in accordance with City Code Zoning District Requirements. The Planning board considers large- and small-scale plans for new development and provides guidelines for the pattern and pace of future development. Since the target area is part of the Central Business District, Central Harborfront Overlay District, and Historic District it is subject to specific guidelines that are outlined in the City Code. Development in the City of Dunkirk will impact the current and future residents of the community. To ensure development conforms to the comprehensive plan of the City, procedures for site plan approval have been established. The content of the site plan will be reviewed by the Building Inspector prior to filing and distribution to the appropriate authorizing agency to ensure completeness. The Building Department will distribute copies of the plans to the proper agency for review, report, and recommendations.

The authorizing agency will review the application, site plan and supporting data and, at a regular meeting of the Board, after determining that all requirements have been met will: approve, approve with modifications or conditions, or disapprove. Approval of a site plan remains in effect for a period of not more than 1 year unless a successful application for a building permit has been made within that period. There is a list of required information that the site plan must include along with the application. In considering and acting upon site plan reviews and approvals, the authorizing agency shall consider the public health, safety, welfare and comfort, and convenience of the public in general, the residents of the proposed development and the residents of the immediate surrounding area. One major concern for the Board is the proposed project's compatibility. It is important to ensure that the character of proposed use is compatible with the surrounding neighborhood and in harmony with the City's comprehensive

plan, Waterfront Development Strategy, Local Waterfront Revitalization Plan and Subdivision Law.

The Draft Implementation Plan can be found as **ATTACHMENT I**.

Section III – Strategic Alignment:

The Strategy for Prosperity was developed with the input of thousands of leaders and citizens across our region and every year we prioritize CFAs that advance the goals of this strategy. Your answers to the following questions will frame your vision for downtown renewal within the regional strategies.

8) Alignment with Regional Strategies. Describe how your vision and proposed investments will support the following core strategies, target industry sectors, and project criteria.

Core Strategies:

Prepare Our Workforce
Foster a Culture of Entrepreneurship
Implement Smart Growth

Industry Strategies:

Advanced manufacturing
Health & life sciences
Tourism and arts
Agriculture
Bi-national logistics
Energy
Professional services

Project Criteria:

Creates/Retains/Fills Jobs
Maximizes Return on Investment
Ready for Implementation
Is Inclusive
Promotes Smart Growth
Oriented to Young Adults
Builds upon Strengths
Regional Impact
Improves Region's Image

Prepare Our Workforce

NYS has budgeted \$200 million toward building a state-of-the-art cancer drug manufacturing plant for Athenex in the Town of Dunkirk. Details on the Athenex plant project are included elsewhere in this application.

The company expects to create 450 jobs at the Town of Dunkirk plant and suppliers would hire an additional 450 jobs in the Dunkirk area.

In Dunkirk, the company plans to work with workforce development officials and with the community colleges and universities on training prospective employees.

About 150 plant workers will require advanced science degrees; about 150 will be able to get hired for the plant without retraining if they've worked in a warehouse or factory; and about 150 would require retraining. The new manufacturing center will mean the creation of all kinds of jobs, from marketing to sales to production and more.

SUNY Fredonia is assessing how it might best embrace programs in the life sciences, and play a part in developing the talent needed to fill employment needs for Athenex and the supplier businesses that are expected to follow.

Preparing our workforce is not limited to new and progressive plants. Cathy Young represents Dunkirk in the New York State Senate. Senator Young, who chairs the Senate Finance Committee, expresses the concerns of many. "Manufacturers tell me they need more welders and technicians," she said. "Those are opportunities that currently exist and employers can't find people to fill the jobs."

In a related issue, approximately 5,000 County workers in manufacturing will retire over the next 10 years. County Executive Vince Horrigan says, "We need to make sure we have a skilled workforce that's ready to work."

Chautauqua Works, also known as the Chautauqua County Workforce Investment Board (WIB) is leading the effort to make our County's employment and training programs a comprehensive, aligned system.

This local board has established a responsive and customer-focused workforce development system that promises training will meet business and labor market needs through a system of one-stop service centers and qualified service providers.

An important link in Chautauqua County's job training systems is the Chautauqua County Education Coalition. This Coalition has been built under the leadership of the Jamestown Engine Plant of Cummins, Inc. The Chautauqua County Chamber of Commerce, the Manufacturers Association of the Southern Tier (MAST), and Dream It - Do It shares a leadership role in the Coalition. They are joined by educators (JCC, State University of New York at Fredonia, and public schools) employers, unions, agencies and foundations in this project.

Under the leadership of BOCES and the Education Coalition, **P-TECH (Pathways in Technology Early College High School)** opened in September, 2015. It links education to economic development, and will be housed in 2017 at the former School Six in Dunkirk. This new six-year educational model will provide successful students with a high school diploma, college degree, and pathway to employment.

The school offers its students the opportunity to earn a New York State Regents Diploma and a community college degree with no tuition. They will then be first in line for employment opportunities with participating companies upon completion of the six-year program.

Throughout the course of this program, instructional time is introducing students to industries in the region, project-based learning, career exploration and industry terminology, standards and employment soft skills. High-rigor STEM curriculum will be taught in a connected, collaborative environment, integrated with hands-on learning using state-of-the-art

manufacturing equipment. Students will participate in job-shadowing and internship experiences throughout the program and utilize technology integrated in the program.

Workforce development services are being integrated through a partnership that includes all providers. This will provide a single, strong system responding to employer needs and providing qualified job seekers. The City of Dunkirk is actively engaging with and supporting that new partnership.

Foster a Culture of Entrepreneurship

The State University of New York at Fredonia's Technology Incubator (FTI) is located at 214 Central Avenue in Dunkirk. The FTI offers start-up entrepreneurs access to a unique facility, business resources and technology, and highly qualified business mentors. To increase the odds of each of its start-ups' success, FTI offers a wide array of services. These include the following:

- Business consulting, mentoring and training
- Paths to funding
- Student interns from the State University of New York at Fredonia
- Assistance with business formation and set up
- Legal and accounting services
- Graphic design
- Intellectual property resources
- Access to NYS and SUNY Technology Centers
- Business and peer networking opportunities
- Access to University resources
- Office space and furnishings

At the same time, the Incubator reacts to the needs of established local entrepreneurs by offering "open to the public" sessions that focus on the unique funding challenges and opportunities for early-stage companies.

The State University of New York at Fredonia understands that creating a foundational support for our local businesses is essential for long-term sustainability of the region. The City of Dunkirk works closely with Fredonia's Vice President for Engagement and Economic Development to provide this support. The County IDA northern Chautauqua County offices are housed in the FTI, which also serves as a StartUp NY location. This is the start of a "One Stop Shop" that plans to include information on regulations dealing with county and local governments, and the business support institution, such as investment and lending institutions, of the region.

Implement Smart Growth

Dunkirk has many assets – concerned citizens who have started a “Revitalize Dunkirk” organization, location on the waterfront of Lake Erie, historic buildings and neighborhoods, and a rich historical heritage.

At the same time, the City is challenged by deficits that face other communities in Western New York. In Dunkirk, these include population decline, pockets of poverty, urban decay, and a hospital that was in crisis – and is now experiencing a new lease on life thanks to assistance from New York State. Working to overcome these challenges is a city government that is finding its legs as it seeks solutions to overcome past inefficiencies.

One way to overcome these challenges will be to implement Smart Growth principles. This has begun. A resolution to accept a Complete Streets program has been passed, and bike paths are sharing specially lined streets with vehicles in the City. This is particularly prominent along Lakeshore Boulevard and Point Gratiot along the Lake Erie shoreline.

The Dunkirk Historical Museum and Adams Art Gallery are both struggling to overcome major structural defects. The City has taken steps to assist a potential private buyer for the Art Gallery – a building that is at a tipping point between restoration and demolition. Citizens have banded together to form the Academy Heights Neighborhood Association – a model of what might be done in other neighborhoods throughout the City.

The City has recently completed a Main Street project that transformed the facades of the historic Colburn block in the Downtown area, while significantly impacting environmental concerns. This has helped the City to create a sense of rebirth that is immediately apparent to all who visit the waterfront.

The current administration of Willie Rosas has also revived a Step 2 Brownfields Opportunity Act (BOA) program to redevelop the 112 acre AL Tech Focus Area’s heavily contaminated site. The community-visioning plan for the resulting large and important mixed-use district in the City of Dunkirk will help bring the City together and help define its true and future character. This will help to define and undertake the actions needed to connect the current BOA boundary with adjacent commercial areas.

At the same time, Dunkirk has been an active partner in the Chadwick Bay Regional Development Corporation – a regional group that lives out the regional focus of Smart Growth principles. The Dunkirk Water Plant has been chosen to be the sole source for water for the newly approved North Chautauqua County Regional Water District. This project, spearheaded by the Chadwick Bay Regional Development Corporation, will build reliable and safe water for the City and its neighbors, throughout the Towns of Dunkirk, Sheridan and Portland, as well as the City. Talks continue to expand the project into other municipalities.

There is much to be done. Underdeveloped land and vacant buildings – in both the residential and commercial areas of the City, hold the potential for spreading slum and blight. Expansion of the Smart Growth principles already instituted can encourage mixed-use development that can create a positive “sense of place” and help create employment opportunities.

Advanced Manufacturing

Dunkirk has a manufacturing heritage going back to the mid-19th century, most notably with the arrival of the New York Central Railroad and the establishment of Brooks Locomotive Company in Dunkirk. Chautauqua is the most industrialized county in the Southern Tier. Using 2010 Census estimates, of the total 17,668 jobs, 3,317 (19%) were listed as manufacturing. Manufacturing is also the sector showing the most significant loss (4,400) over the last decade. In January, 2016, manufacturing represented 17% of the workforce in Chautauqua County, compared to the national average of 9 percent.

Dunkirk and the neighboring Town of Dunkirk host a number of significant manufacturing companies, including Dunkirk Specialty Steel, Dunkirk Metal Products of WNY, ECR International, Inc. (formerly Dunkirk Radiator, with its headquarters in Utica, NY), REM-tronics and INX International. In addition to employing a significant number of local employees, they also represent opportunities for individual plant expansion as well as cluster development of small firms servicing them.

Dunkirk Specialty Steel has been central to Northern Chautauqua County's manufacturing sector for decades. Dunkirk Specialty Steel produces specialty steel bar, wire, rod, and rebar products. The company's current employment at the Dunkirk plant is estimated at 150 employees, with the recent addition of 50. This is compared to employment levels in past decades of at least 10 times that amount.

REM-tronics, Inc. is an advanced manufacturer of electro-magnetic and electro-mechanical components for the military and defense, bio-medical, industrial and mining industries. Its customers are in both the national and international markets. Their recent expansion and move to Dunkirk in 2011 was a business retention success story for the county, saving 73 jobs.

Workforce training in Advanced Manufacturing would be a major asset in assisting advanced manufacturers, and is addressed separately under "Prepare Our Workforce".

Health and life sciences

Health services in Dunkirk are characterized by complexity, challenge and change. Challenges remain, but opportunities are rapidly bringing hope for the ways in which local health service providers will contribute to economic growth in Dunkirk and the Northern Chautauqua region.

Separately and together, Brooks Memorial Hospital in Dunkirk and the TLC Health Network in nearby Irving, NY, have long played a major role in Northern Chautauqua's economic activity. They were, until recently, partners in the Lake Erie Regional Health Services, NY (LERHSNY). When patient revenue was combined with salaries, wages and benefits in 2012, there was an immediate estimated economic benefit to Northern Chautauqua of \$182.9M. This was before the regularly accepted "multiplier effect" of three.

LERHSNY no longer exists. Lake Shore's parent company, TLC Health Network, filed for Chapter 11 bankruptcy in October 2013. Brooks Memorial Hospital's \$17 million reserve

fund of 2008 has been depleted. For the year 2015, Brooks reported a loss of \$3,863,053 and a loss over the last three years (2013, 2014, 2015) of approximately \$8 million. For 2015, employees were reduced from 513 to 460. TLC's Lake Shore Hospital broke away from its partnership with the University of Pennsylvania Medical Campus in 2014. In 2015, the Irving hospital reported a deficit of \$700,000

Pushing against these negative news reports, New York State announced on March 4, 2016, that Brooks and TLC are to receive \$57 million as part of the plan to join these two facilities with Kaleida Health in Buffalo. The funding is a portion of a \$1.5 billion commitment made by NYS to help health care providers statewide fund critical capital and infrastructure improvements, as well as integrate and further develop health systems.

These two hospitals and Kaleida will now work together to develop a full vision, plan and strategy for the Southern Tier. This partnership plans to coordinate care so patients in the region will have access to appropriate care locally and, when needed, patients will be seamlessly transitioned to healthcare facilities of Erie County Medical Center's behavioral health and transplantation "centers of excellence", along with adult level one trauma care.

Brooks was built to serve people coming to the hospital for care. By the 1980's, revenues were 70 percent in-patient services and 30 percent from outpatient services. Today, it is the opposite: 30 percent inpatient and 70 percent from outpatient services.

With this new partnership with Kaleida, hospital administrators and governmental leaders are confident they have developed solutions that will assure the survival of the Irving and Dunkirk hospitals.

Chautauqua County has been designated as a "physician shortage area". The City must play a major role in attracting and retaining these young professionals. In this highly competitive environment, young professionals seek the amenities of active entertainment and dining opportunities, and quality housing. Housing in the area is more affordable than many other places, but quality options are limited. This includes the availability of quality rental units for transition of new employees as they first enter the community.

Recruitment and employment of physicians in the community can help address several key issues, including down-stream revenue, job growth, the full integration of professionals into the community, and alignment of community priorities. Having the right complement of physicians serving the area is a major factor to encourage residents to stay in the community and attract new people.

Outside consultants have completed an analysis of mental health services. The County is prepared to embark on a strategic plan to ensure services will stay intact for behavioral health. Mental health providers will be at the table for the planning. In addition, Chautauqua County has the highest rate of babies born addicted to opiates in any NYS county: 227.7 per 10,000 newborn discharges testing positive for drugs in their systems. This compares with the average in NYS of 64 per 10,000. Drug addiction, and its consequences, is a major focus for elected officials and healthcare leaders in Chautauqua County.

In 2007, Chautauqua County was recognized as one of the poorest counties in the country without a Federally Qualified Health Center. The residents of the County suffer from diabetes, asthma, and heart disease at rates that are higher than the national average. In response to this need, a federal grant was awarded to develop The Chautauqua Health Center, 314 Central Avenue in Dunkirk. This facility now provides medical, dental and behavioral health services to more than 5,000 residents in Chautauqua County.

SUNY Fredonia is in a position to assist in the inventory of all health services offered in the County. There is a need to investigate health trends and resulting community needs; challenges that face the healthcare environment, including the changing landscape of the reimbursement and regulatory framework; and a status report on physician requirements, attrition, shortages and unmet community needs.

Tourism and Arts

The Tourism and Arts cluster is poised for significant growth based on Dunkirk's location, the many tourism assets the region boasts, and recent successes in tourism product development.

Dunkirk's Lake Erie waterfront is accessible to regional, national, and international markets and excellent transportation systems to access them. Focusing on travelers within a 200-mile radius, the Northern Chautauqua region has access to over 4.4 million U.S. households and a population of over 11.0 million. Add to that the Canadian market along the Southern Ontario lakeshore region, and there is very substantial buying power within reach.

The region is within a day's drive of 50% of the nation's population, and I-90 accommodates over 6 million travelers per year. Approximately 1.8 million of these travelers pass through Chautauqua County following the 71-mile route from Pennsylvania to Buffalo.

Following the "Four-times Rule," visitors will stop and stay in a community only if it has enough activities to keep them busy four times as long as it took them to get there. Creating product that will enhance and extend the visitors' stay in the region will translate into higher occupancies, sales tax revenues, increased small business success, and a more attractive place to live and invest in.

Dunkirk is part of the Great Lakes Seaway Trail. A designated National Scenic Byway, it extends 518 miles from Sackets Harbor on Lake Ontario through Erie, PA, to the Ohio border. Along Lake Erie, the Seaway Trail follows the shoreline from Buffalo through Dunkirk to Erie, PA along NYS Route 5. In addition to its scenic views, the route promotes local historic points of interest and cultural heritage attractions. As one of the most successful byway programs in the country, the Seaway Trail organization heavily markets the trail to visitors with extensive interpretation, and hub and spoke itineraries. Highlights in Chautauqua County's portion of the Seaway Trail include the lighthouse at Dunkirk, museums, and several War of 1812 points of interest.

Agri-tourism adds to the potential for development of tourism in the region. This aspect of tourism includes Lake Erie Wine Country with its critical mass of vineyards and 24 wineries;

several well-organized farmers' markets, including an expanding Farmer's Market in Dunkirk; and eco-tourism, with the NY State Park in the neighboring Town of Portland and developing trail systems. The Concord Heritage Association has a well-defined plan to deliver corridor management to the Lake Erie Concord Grape Belt. This is a designated "NYS Heritage Area", and creates a destination attraction around the region's grape-growing heritage. The Grape Discovery Center in Westfield, opened in May 2013, has the potential to become a catalyst for tourism through its displays, sales room, and visitor amenities.

The development of Arts and Culture attractions and a burgeoning Festival schedule also create opportunities for economic development in the tourism sector. Arts and Culture represents a growth opportunity for the Northern Chautauqua region, both from a cultural tourism perspective and from a more general "creative economy" perspective. The "creative economy" is an evolving concept based on a community's creative assets that generate economic growth and development.

The North Shore Arts Alliance (NSAA) is part of this "creative economy." It facilitates the professional development and marketing of artists in the Northern Chautauqua Region, and has achieved success with its annual Arts Trail Studio Tour, now in its 13th year. A more recent collaboration between the NSAA and the Center for Regional Advancement at SUNY Fredonia has opened local artist exhibits at the Fredonia Technology Incubator. Plans are developing to provide curriculum and support services to regional artists to develop their business and marketing skills.

A creative economy thrives in communities where there is cultural diversity, like that of the Northern Chautauqua region. Nurturing the creative industry in Dunkirk and surrounding area will provide a positive economic impact, not only through arts entrepreneurship, cultural tourism, and downtown revitalization, but also in quality of life, workforce attractiveness, and cultural inclusiveness.

With all these strengths and potential, the tourism infrastructure includes weaknesses that are being addressed. These include efforts to strengthen each of the following: a) effective visitor information, services and way-finding systems; b) safe pedestrian and bicycle routes; c) investment in waterfront development and services; d) resources/investment in core product development, such as a destination attraction on the waterfront; and e) critical mass in downtown corridors to attract visitor spending.

Tourism in Chautauqua County is promoted by the Chautauqua County Visitors' Bureau, (CCVB). The CCVB has developed the following objectives to focus on between now (April, 2016) and 2020.

- Develop secondary attractions and experiential tourism
- Increase destination awareness of Chautauqua County
- Create a culture of service excellence and pride in Chautauqua County tourism
- Achieve financial stability
- Improve resource/staff development and collaboration

The City of Dunkirk is developing a strong partnership with the CCVB to accomplish these goals.

Agriculture

In April 2015, Chautauqua County was recognized as a “Community of Opportunity” in the Growing Food Connections initiative. The County is one of eight recipient communities across the nation, and the only one in New York State, to participate in this program.

Chautauqua County’s rural population of 133,539 has a poverty rate of 18.8%, which ranks it amongst the poorest counties in New York State. From April 2014 to April 2015, Chautauqua County increased the number of children under 18 and Senior Citizens over 65 living in poverty.

In addition, the County also has many residents who lack regular access to fresh food; this while local farms produce food with which they can be fed. 62% of the adult population is overweight/obese and 25% have low daily consumption of fruits and vegetables. The “Growing Foods Connection” can develop and strengthen local food systems to ensure that fresh, nutritious food is available to everyone in the community.

Chautauqua County has been designated as a Community of Opportunity (COO). As a result, the County will receive customized assistance and training over a two-year period to strengthen local food systems and ensure the work is sustained beyond the life of the initiative. At this time, over 100 farms sell their product directly to consumers. This includes many farms that participate in Farmers’ Markets in Dunkirk and the neighboring communities of Fredonia and Westfield.

Western New York boasts one of the largest juice-grape production regions in the world, growing over 30,000 acres of Concord and Niagara grapes for Welch’s, Cott, and other juice processors. Chautauqua County is home to over 90% of New York State’s Concord grape production. This strong presence is spotlighted by the Grape Discovery Center in Westfield, NY, which offers a museum, tasting room and gift shop that exhibit the history of grape harvesting in this region.

Cornell University research into precision viticulture has received \$6 million in federal funding toward a project that is giving grape growers access to digital maps detailing the health of their vineyards. The grant from the USDA’s Specialty Crop Research Initiative will fund research over four years. Growers will be able to address areas of weakest productivity and significantly enhance their ability to predict crop size, yield, and quality.

In 2012, the grape juice industry in the two-county Concord Grape Belt annually supported over 1,900 jobs, generated \$54 million in wages, supported 800 farm families, generated \$349 million in total economic impact (returns to farmers, wages to juice manufacturing employees, and income to businesses which provide goods and services to the juice industry) generated 35,000 visits to wineries, and generated wine sales of \$17.5 million

Food processors are a major employer in the region, and an important force for its future economic health. Location relative to these businesses' area of distribution is a major factor in their choice of Northern Chautauqua. There is access to excellent rail service, easy access to Interstate 90, with distribution to more than 50% of the US population with overnight truck service.

In contrast, some employers have had difficulty attracting entry-level employees with employability skills. Others have found a shortage of skilled employees, especially in areas such as refrigeration, electrical and electronics. This had led to the outsourcing of jobs in these areas.

In August, 2010, Cott Beverages, headquartered in Tampa, FL, purchased the former Cliffstar, a business that was born in Northern Chautauqua, and was owned and managed by locals. At the time of its purchase, the Dunkirk *Observer* reported that there were 600 employees. Primarily a private label producer, today's 410 employees bottle multi-flavored juices in Dunkirk, and develop grape concentrate for later bottling.

Fieldbrook Farms, headquartered in Chicago, IL, has been at its present location in Dunkirk for approximately 100 years. Its unionized workforce ranges from 480-550 for its production of packaged ice cream (30%) and ice cream novelties (70%).

On May 1, 2015, Carriage House Foods ended production. The company had been in this region for 105 years. In 2012, it employed 350 (50 salaried) in Fredonia and 150 (10 salaried) in Dunkirk. It had become a major private label producer of preserves and jellies, peanut butter, tomato-based products, mayonnaise, salad dressings and syrups.

Carriage House Food's products were distributed throughout the Northeastern and Midwestern US before ConAgra, its parent company, enacted a new business plan that removed its relationship from all private label manufacturers. The Chautauqua County IDA continues efforts to sell the Dunkirk plant. The Fredonia Carriage House has been sold.

None of the other major employers, listed above, anticipates expansion in the next 5 -10 years, as corporate strategy points instead toward acquisition.

Bi-national logistics

Dunkirk is within 10 hours drive to major population centers of New York City, Boston, Washington DC, Baltimore, Philadelphia, Cleveland, Pittsburgh, Detroit and Chicago in the U.S. and the majority of the Canadian population that is concentrated in Southern Ontario. The Western New York region is well positioned as a multi-modal transportation hub. With international ports of entry by water, air, rail and autos and trucks, the region facilitates over \$80 billion/year in annual trade between the U.S. and Canada.

The Northern Chautauqua region, as the western "gate" to this market, shares in this locational advantage. Located on I-90 and the two major East-West routes of Routes 5 and 20 for commercial truck traffic; and with two major railroad lines, CNX and Norfolk Southern, Dunkirk has considerable potential for further development in the logistics and trade cluster.

Dunkirk Aviation and Airport is another business that is important to our region, currently providing full service to based and transit aircraft. The airport also provides aircraft-related equipment sales and maintenance.

The Dunkirk Airport is a county owned, public-use airport with two asphalt runways: one 5,000 by 100 feet and the second, 4,000 by 100 feet. The company extended the main runway to 6000 feet in 2014. This allows service of any private turbo-jet aircraft. The extension was justified by the current usage of the airport of Nestle Purina (Challenger 604) and Accent Stripe, which bases a Cessna 650 at Dunkirk.

As this is written, traffic at Dunkirk Airport has changed considerably, and is now largely limited to tourist traffic.

Dunkirk Aviation operates an FAA 141 approved pilot school in conjunction with Jamestown Community College. The school generates the bulk of flight operations on an annual basis. At this time, there are 41 aircraft based at the airport: 7 multi-engine, 30 single-engine, and one jet.

In September 2011, the Chautauqua County Legislature received a task force report that indicated that changes need to be made in the way the county's two airports are operated. These changes included maximization of revenues and a reduction in County operating costs. Recommendations include (1) turning operations over to an Airport Authority or other entity, and (2) decreasing the county subsidy over time.

As the front door of the community, the Dunkirk Airport is a major part of the region's logistics. Dunkirk strategic planning will be influenced by the way in which the Dunkirk airport is developed and maintained as a major economic driver of the regional economy.

Energy

The energy industry is in transition. Technological innovation and increasing competitiveness of renewable energy resources, combined with aging infrastructure, extreme weather events, and system security and resiliency needs, are all leading to significant changes in how electric energy is produced, managed and consumed. New York State must lead the way to ensure these trends benefit the State's citizens, whose lives are so directly affected by how electric energy is manufactured, distributed, and managed. ...

NYS Department of Public Service

<http://www3.dps.ny.gov/W/PSCWeb.nsf/All/26BE8A93967E604785257CC40066B91A?OpenDocument>

Dunkirk has been hit with the transition in the energy industry with the closing of its NRG Energy power station. The plant's employment was 160 in 2012. In addition to this loss, the loss of up to \$8.5 million in tax revenue will be another major casualty of suspended

operations. In the recent past, NRG paid up to 56% of the total City of Dunkirk taxes, and approximately \$1.5 million to the County.

New York State is leading making moves to dramatically change the way in which energy is produced throughout the State, and that is having an impact on Dunkirk. The NYS Renewable Portfolio Standard (RPS) is one of the country's most aggressive, making renewable energy developments very attractive in the state. New York State has established wind as its number one priority for development. The Northern Chautauqua region, with its abundant wind energy, has outstanding potential for utilizing this renewable resource.

Three projects in neighboring towns of Northern Chautauqua have stepped forward. Combined, these amount to 148 turbines with 304 megawatts of power. On September 23, 2015, Governor Cuomo announced five awards for clean energy projects. Each project is designed to help the State meet Reforming the Energy Vision (REV) goals to increase the amount of electricity generation from renewable energy sources. The awards included Ball Hill Wind Farm, included in the information above.

NYSERDA will issue one more RPS Main Tier solicitation for larger renewable projects in 2016, expected to be funded through the Clean Energy Fund. The proposal calls for a \$1.5 billion public investment over ten years, which is comparable to the level of investment made over the past decade through the existing RPS. Main Tier funds are invested in the form of jobs, payments to public entities, in-state purchase of goods and services, and land leases.

A bill, passed by the House and Senate in December, 2015, offers tax credit wind projects through December 31, 2020; "stepping down" the credits by 20 percent each year. Tom Kiernan, CEO of the American Wind Energy Association, said, "This plan will drive more development, and near-term prospects look strong – especially as utilities, major end-use customers, and municipalities seek more low cost, emissions-free, renewable energy"

There is a local effort to launch "Solar Chautauqua", a campaign modeled after the success of the Solar Tompkins Project, centered in Ithaca, NY. This is being driven by a 75% drop in price for solar panels in the past six years. These panels, when factoring in tax credits, now produce power nearly as cheaply as coal or gas, a condition that energy experts refer to as "grid parity".

Solar Chautauqua promises to bring together competitive installers with a limited-time offer to purchase or lease a home solar system. The campaign will also offer a Community Distributed Generation (Shared Solar) program. Local municipalities are being urged to "jump start residential solar installations in the area by lowering barriers to going solar, work with vendors to offer attractive installation packages, facilitate financing and educate the public." The City of Dunkirk is one of the communities to be served by this program.

The SUNY Fredonia Technology Incubator has been home to a number of businesses related to this cluster. A new company in the Incubator is Pro-Quip. The company provides quality LED lighting that promises to reduce energy consumption while reducing lighting costs for commercial, institutional and industrial applications.

With the growth of energy and value chain manufacturers in Buffalo, NY, and Erie, PA, the opportunity exists for Dunkirk to be an active participant in the clean energy industry

The Chautauqua County Legislature is reactivating its Energy Committee to “establish priorities, criteria and clear alternatives for energy production and energy-related initiatives” in the County. Among its early interests is investigating the work of the Adirondack North Country Assoc. It has a “Cleaner Greener Communities” group that works to transform local food waste to electricity, heat and fertilizer that may have potential for Chautauqua County.

Note: The 2016 State budget includes a power plant mitigation fund. Without this aid, the Dunkirk City School District would have lost \$3,472,803 in annual revenue, the City of Dunkirk: \$2,294,129, and Chautauqua County: \$1,327,399. This is a combined total of over \$7 million in losses that these entities will not now face.

Professional Services

The City of Dunkirk Department of Planning and Development will actively engage in policy development, coalition building and advocacy in support of existing businesses in the region, and new start-up businesses. The City has the training assets of SUNY Fredonia, Jamestown Community College, and the Fredonia Technology Incubator, located in the Dunkirk harbor-front district. The City strongly supports the Incubator, particularly in reaching out to local business start-ups and entrepreneurs interested in locating in the region.

Efforts are underway to develop a Northern Chautauqua Business Development Consortium at the Incubator. A “One Stop Shop” would serve as a coordinator of resource providers and business advisors, and be available to new or existing businesses.

The Fredonia Technology Incubator, with a focus on arts and technology, offers start-up entrepreneurs access to a unique facility, business resources and technology, and highly qualified business mentors. To increase the odds of each start-ups’ successes, FTI offers a wide array of services. These include the following:

- Business consulting, mentoring and training
- Paths to funding
- Student interns from the State University of New York at Fredonia
- Assistance with business formation and set up
- Legal and accounting services
- Graphic design
- Intellectual property resources
- Access to NYS and SUNY Technology Centers
- Business and peer networking opportunities
- Access to University resources
- Office space and furnishings

At the same time, the Incubator is reacting to the needs of established local entrepreneurs by offering “open to the public” sessions that focus on the unique funding challenges and

opportunities for early-stage companies. One typical offering was “Legal Issues for Startups: Attracting Talent and Protecting Ideas”. These sessions give all participants a foot up as they seek funding to develop their products and services and establish their businesses.

There has been a total turnaround in clients since the Incubator’s startup. Technology businesses are still there, but art is an emerging focus, on display and in the Incubator’s startups. Creating a foundational support for various businesses to work within an industry cluster is essential for long-term sustainability. Support is coming from various sources in the community. The County IDA northern Chautauqua County offices are housed in the facility. FTI also serves as a StartUp NY location. This is the start of a “One Stop Shop” that will include information on regulations dealing with county and local governments, the County and local Chambers of Commerce and the investment and lending institutions of the region.

More is needed. Helping to meet this need is the development of the Young Professionals, a new organization that is dedicated to reinforcing the stake of their members in the community and volunteering their efforts to improve and invest in Chautauqua County.

Dunkirk assesses Professional Services as having great promise to aid established and incoming local businesses. The City is behind simplifying the work of business start-ups by offering a Chautauqua Uniform Business Application (CUBA). This would be the only major form that any business, seeking to operate in Chautauqua County, would fill out for bank loans, local grants, subsidized loans, EDZ incentives, and more.

One way to start development of this Uniform Application would be take the StartUp NY application forms and modify from that starting point. Groups to include in the Application’s development would include the following:

- Chautauqua County IDA
- Technology Incubator
- Local EDZ’s
- COI
- Chautauqua Works
- Foundations
- Chautauqua County Land Bank
- Jamestown Renaissance Corporation
- SBDC
- Banks
- Accounting firms

A County agency should be developed that is devoted to business development. This new “Chautauqua Business Development Agency” (CBDA) would focus on developing all business types, and incorporate the IDA’s current focus on industrial businesses. The evolution to a CBDA, to be centered in the Fredonia Technology Incubator, would ease the way to a true One-Stop for all business development in Chautauqua County. The new agency would act as liaison

between applicable agencies and potential businesses/clients.

A strong and expanding business school at SUNY Fredonia is graduating career-ready young professionals in accounting, IT and general management studies, and JCC's associate's degree programs in business administration; computer and digital technologies; and office and information technologies, are creating a ready workforce for this cluster. Additionally, the Northern Chautauqua region has a significant population of bilingual workers who might be tapped for the Professional Services cluster.

9) Opportunity Agenda, Inclusivity and Context-Sensitive Planning. In an effort to prevent unintended consequences of revitalization such as projects out of scale with the neighborhood and/or displacement of current residents or businesses, please explain how you will include existing residents and businesses, particularly the traditionally under-represented groups, in the planning process and highlight any policy action that would ensure equity, diversity and opportunity for those already living in or invested in your targeted downtown neighborhood. Refer to the WNY REDC Opportunity Agenda for more information on these regional priorities.

Introduction

This Citizen Participation Plan serves as a guide for the how the City of Dunkirk will involve citizens in the process of strategic planning for the Downtown and describes the City's policies and procedures for public involvement. This process is designed to emphasize involvement by businesses, developers, minorities, non-English speaking persons, persons with mobility, visual or hearing impairments, and low/moderate-income people - especially those living/working in or near the target area.

The City will partner with local organizations, such as Chautauqua Opportunities, Inc. (COI), and Southern Tier Environments for Living (STEL) that work with under-represented groups within the City. These organizations will host public meetings with their clients to help them become a part of the planning process in an environment that is comfortable to them. COI works with low-income individuals while STEL assists persons with developmental disabilities.

Twice a month the Mayor hosts a Business Roundtable with local business owners/managers. One purpose of these meetings is to gather the needs and suggestions of these businesses on how to make Dunkirk more economically viable, make it a better environment for their business, and encourage the redevelopment of our downtown. Information about the DRI will be included at these meetings and the businesses will have an opportunity to share their vision and projects they believe would benefit the downtown.

Copies of the Draft and Final Strategic Plan as well as summaries of basic information about the Downtown Revitalization Initiative (DRI) process will be made available, upon request to the City of Dunkirk Department of Development, in a format to be understood by persons with visual impairments and by non-English speaking persons.

In preparing the Final Strategic Plan, careful consideration will be given to all comments and views expressed by the public, whether given as verbal testimony at a public hearing or

submitted in writing during the review and comment period. The Final Plan will have a section that presents all comments received.

The Role of Under-Represented People

The City of Dunkirk will encourage the participation of all citizens in the Strategic Plan process; however, it has identified the following types of groups to be particularly targeted for outreach efforts when developing the Strategic Plan:

- Persons who do not speak English
- HIV/AIDS service providers
- Homeless and homeless service providers
- Mental Health agencies/organizations and clients
- Private housing developers/banks/Fair Housing Council of WNY
- Residents of assisted housing
- Elderly and elderly service providers
- Public Housing residents and the Dunkirk Housing Authority
- Community Development Corporations
- Health Department and the Division of Lead Abatement
- Service providers for persons with disabilities
- Youth service providers

Displacement

Although the City of Dunkirk Department of Development attempts to minimize the displacement of persons by concentrating housing efforts on those that are currently vacant or require minimal intervention, the department outlines services to be provided to households displaced as a result of DRI activities or the Division of Code Enforcement actions that designate a structure to be unfit for habitation. Services include assistance in identifying alternative housing and payments of benefits based upon federal guidelines. All displacement/relocation services and benefits provided will be in accordance with Section 104 of the Housing and Community Development Act or the Uniform Relocation Act, and with the direction of staff of the Department of Development.

Public Notice

There shall be advanced public notice once the Draft and Final Strategic Plans are available. Advanced notice will also be given for all public hearings and meetings related to the planning process.

Adequate Public Notice

Adequate advance notice is timely; it is given with enough lead-time for the public to take informed action. Although the amount of lead-time can vary, depending on the event, a

standard 7 days notice will be provided for all public meetings or hearings, and the release of the Draft and Final Strategic Plan, unless otherwise specified. The content of notices will give residents a clear understanding of the event being announced as well as a summary of its contents, purpose and location of availability of a document being discussed.

Forms of Public Notice

1. Public notices will be published in legal section of the Dunkirk Observer.
2. Public notices will be published on the City of Dunkirk website and Municipal Calendar.
3. Notice will also be given through letters or flyers to area agencies, neighborhood organizations, public housing resident groups, religious organizations in lower income neighborhoods, and agencies providing services to lower income people.
4. Notice will be sent to any person or organization requesting to be on a mailing list. Anyone interested in being added to the mailing list should contact the City of Dunkirk Department of Development.
5. If applicable, a press release will be submitted to the Dunkirk Observer, Chautauqua Star, and Pennysaver.

Public Access to Information

Citizens, public agencies, and other interested parties, including those most affected, must have the opportunity to receive information, review and submit comments on the Draft Strategic Plan, and projects to be included.

The City of Dunkirk will provide the public with reasonable and timely access to information and records relating to the data or content of the Strategic Plan. Also, the City of Dunkirk will provide the public with reasonable and timely access to local meetings relating to the proposed Strategic Plan.

Availability of Documents

In the spirit of encouraging public participation, copies of the Draft and Final Strategic Plan will be provided to the public at no cost and within three working days of a request. These materials will be available in a form accessible to persons with disabilities, when requested. Draft versions of the Strategic Plan will be sent to neighboring communities to give them a chance to review it and provide comments or suggestions.

Places Where Documents are Available

The Draft and Final Strategic Plan will also be available at the City of Dunkirk Department of Development, City Hall Clerk's Office, the Dunkirk Free Library, and on the City of Dunkirk website.

Public Hearings

The City will partner with local organizations to provide multiple public hearings to obtain the public's vision for Downtown Dunkirk, thoughts on what projects should be included in the Strategic Plan, and to provide the public with the City's responses to public questions and proposals.

Public hearings held by the City of Dunkirk will address the purpose of the Downtown Revitalization Initiative and garner the public's vision for our downtown. The City of Dunkirk will hold at least two public hearing before the Draft Strategic Plan is published to obtain the views of citizens. A final public hearing will be held after a public comment period of the Draft Strategic Plan.

Access to Public Hearings

Public hearings will be held only after there is adequate notice, as described in the section titled "Public Notice" of this Citizen Participation Plan, including display advertisement in the legal section of the newspaper seven days prior to the public hearing.

Public hearings will be held at a variety of times that are convenient to multiple sections of the population in order, such as after normal business hours.

Public hearings will be held at places not only accessible by automobile and otherwise convenient to most people who might benefit from the use of funds, but also accessible by persons with disabilities.

Public Hearings and Populations with Unique Needs

All public hearings will be held at locations accessible to people with disabilities, and provisions will be made for people with hearing or sight disabilities when requests are made at least five working days prior to a hearing.

Translators will be provided for people who do not speak English when requests are made at least five working days prior to a hearing.

The Conduct of Public Hearings

Each resident choosing to speak is allowed a maximum of five minutes to make a verbal presentation in order to allow everyone who wishes to speak a chance to do so. Comment cards will also be available for those wishing to make comments, but not verbal presentations. Written comments can be made to the City of Dunkirk Department of Development, City Hall, 342 Central Avenue, Dunkirk, New York, 14048.

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

[Click here to enter text.](#)

ATTACHMENT A

CITY OF DUNKIRK DRI TARGET AREA MAP

City of Dunkirk DRI Target Area

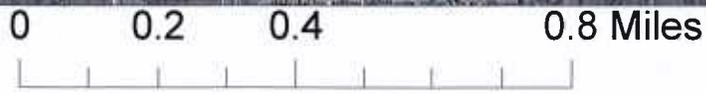
LAKE ERIE

Legend

-  DRI Boundary Area
-  City of Dunkirk
-  Village
-  City/Town
-  Roads



1 inch = 348 feet



ATTACHMENT B

**MAP OF LARGE EMPLOYMENT CENTERS IN/NEAR DOWNTOWN
DUNKIRK**

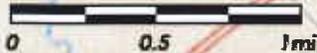
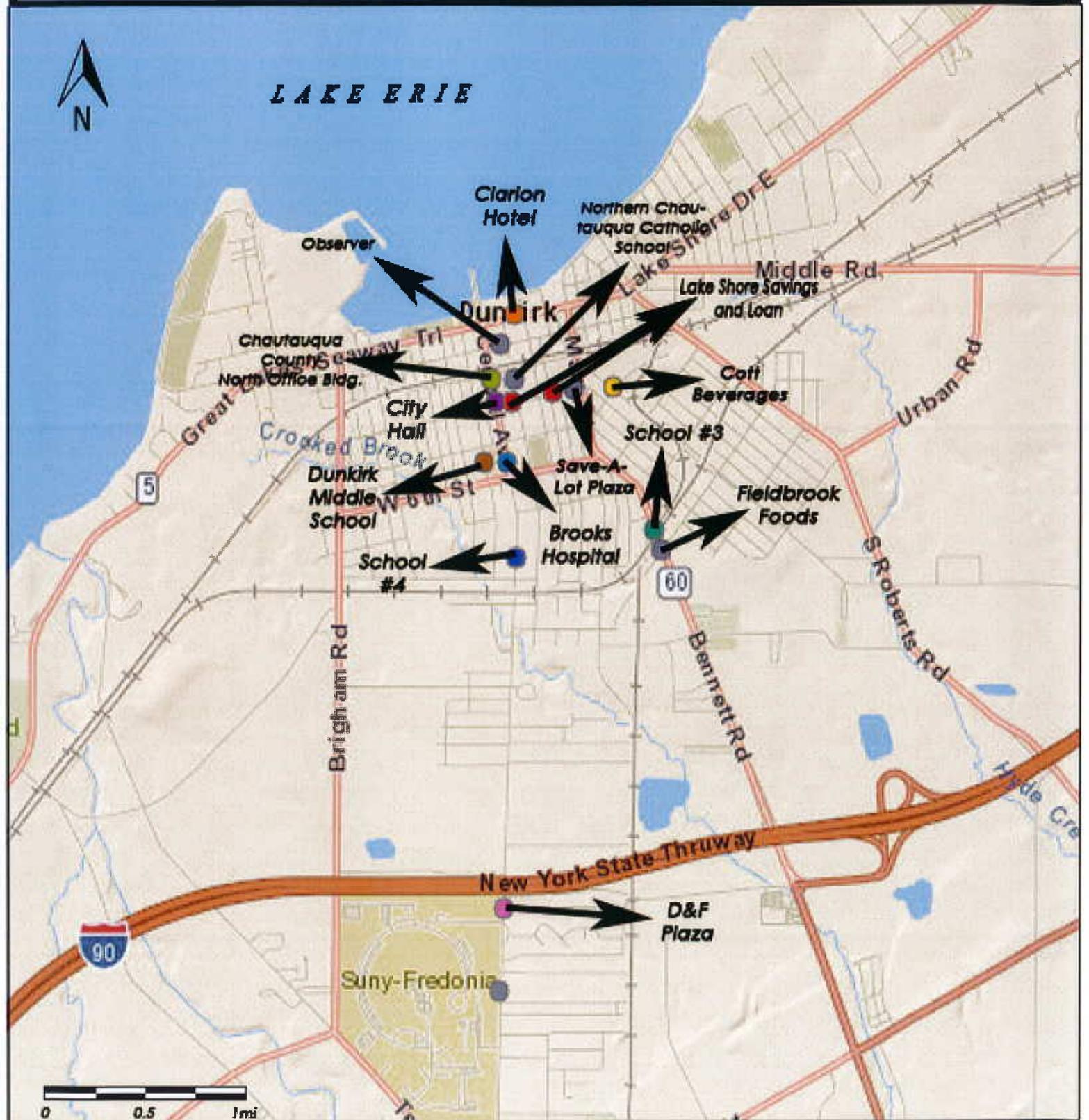
&

MAP OF MEDIAN HOUSEHOLD INCOME IN TARGET AREA

Large Employment Centers In and Near Downtown Dunkirk

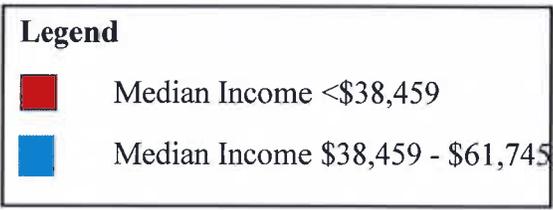
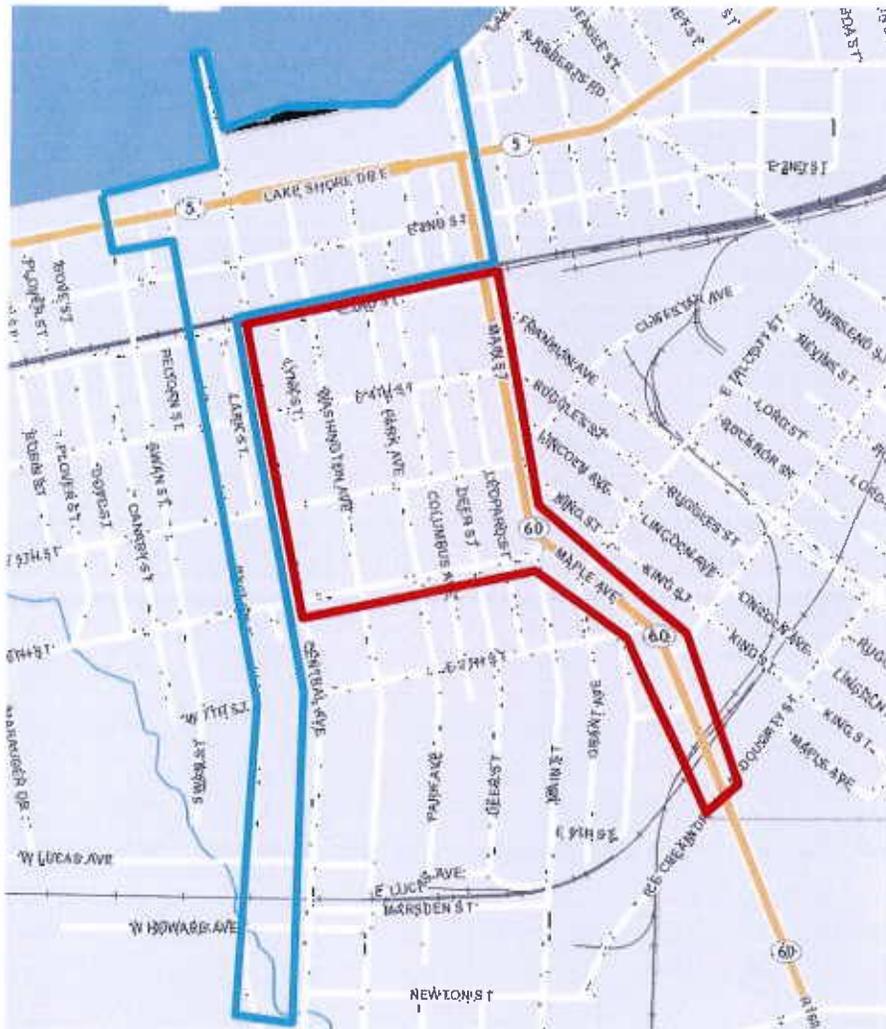


LAKE ERIE



DOWNTOWN DUNKIRK TARGET AREA

MEDIAN HOUSEHOLD INCOME



ATTACHMENT C

Investment In/Near Downtown Dunkirk 2011-2016

<i>Project</i>	<i>Approximate Total \$</i>	<i>Primary Funding Source(s)</i>
Athenex	\$200,000,000.00	New York State
Millenium Parkway	\$20,000,000.00	U.S. Department of Transportation, NYS Department of Transportation
P-TECH Academy	\$8,300,000.00	NYS Building Aid; Erie2-Chautauqua-Cattaraugus BOCES
Brooks Memorial Hospital	\$5,700,000.00	New York State
Seawall Reconstruction	\$4,300,000.00	Empire State Development; City of Dunkirk
Northern Chautauqua Regional Water District	\$1,000,000.00	Empire State Development; City of Dunkirk; Surrounding Municipalities
Dunkirk Festivals	\$844,745.81	Business Sponsorships/Donations; City of Dunkirk; Chautauqua County Bed Tax Grant
Coburn Block Restoration	\$456,800.00	NYS Department of Parks & Recreation; Chautauqua County Rural Ministry; CDBG
Land Bank - Demolition & Rehabilitation	\$406,055.00	NYS Office of Attorney General; Community Development Block Grant
Wright Park Improvements	\$350,000.00	NYS Parks; City of Dunkirk; Dunkirk Rotary Club
BOA Step 2	\$337,500.00	NYS DOS; City of Dunkirk
E 7th Street & Waterline Reconstruction	\$309,702.00	Community Development Block Grant
Marina Development	\$290,000.00	Chautauqua County Industrial Development Agency
Technology Incubator	\$250,000.00	Empire State Development
Park Avenue Street Reconstruction	\$27,584.00	Community Development Block Grant
Deer Street Reconstruction	\$19,320.00	Community Development Block Grant
Farmers Market/Community Gardens/Bike Rack	\$16,000.00	NYS Department of Health
Washington Park Improvements	\$10,000.00	Community Development Block Grant
Hanging Baskets	\$2,500.00	Northern Chautauqua Community Foundation Grant; Private Donations
Downtown Street Trees	\$1,000	NYS Department of Environmental Conservation

TOTAL INVESTMENT 2011-2016

\$242,621,206.81

ATTACHMENT D

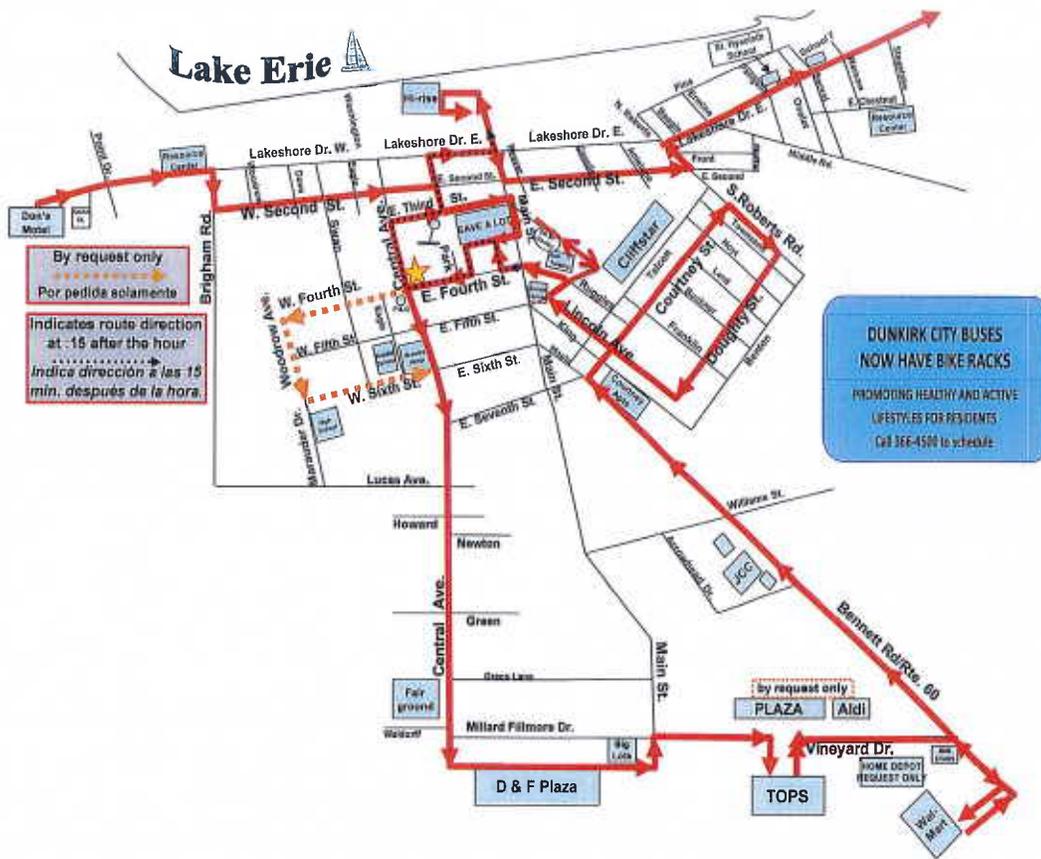
Dunkirk Industry Job Growth Data 2011-2014

<i>Industry</i>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>
Agriculture, forestry, fishing and hunting	198	163	152	143	<i>Data unavailable specific to City of Dunkirk</i>
Mining, quarrying, and oil and gas extraction	0	3	4	3	
Construction	201	265	273	256	
Manufacturing	1,329	1,347	1,345	1,391	
Wholesale Trade	39	64	82	83	
Retail Trade	759	785	839	718	
Transportation and warehousing	126	101	121	143	
Utilities	101	91	68	68	
Information	71	72	66	134	
Finance and insurance	151	153	188	157	
Real estate and rental and leasing	56	49	53	76	
Professional, scientific, and technical services	119	125	126	88	
Management of companies and enterprises	0	0	0	0	
Administrative and support and waste management services	160	219	243	269	
Educational Services	740	753	806	959	
Health care and social services	1,160	1,184	1,065	1,127	
Arts, entertainment, recreation	55	56	89	85	
Accommodation and food services	586	598	527	556	
Other services, except public administration	429	426	398	320	
Public Administration	377	460	475	492	
Civilian employed population 16 years and over	6,657	6,914	6,920	7,068	

ATTACHMENT E

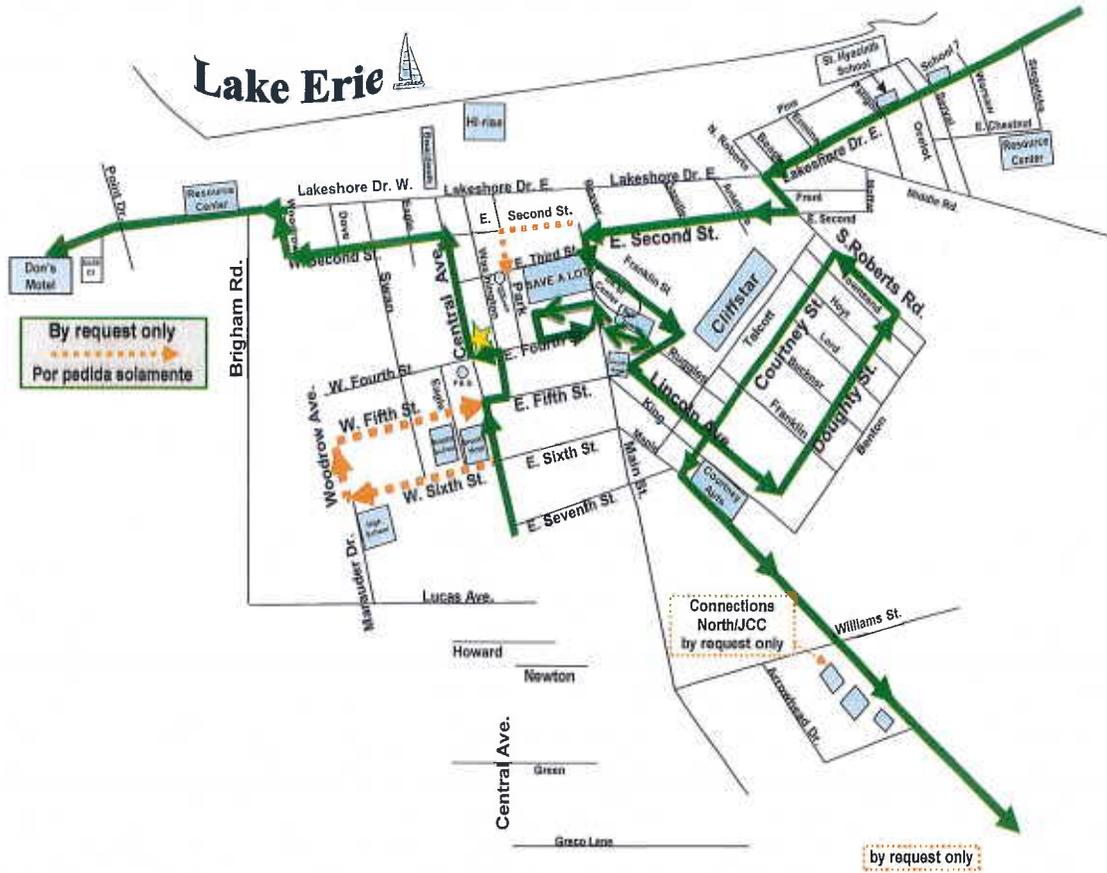
**CHAUTAUQUA AREA REGIONAL TRANSIT SYSTEM (CARTS) CITY
OF DUNKIRK ROUTE MAPS**

City of Dunkirk



Don's Motel	7:30	8:30	9:30	10:30	11:30	12:30	1:30	2:30	3:30	4:30
W 2nd & Swan	7:33	8:33	9:33	10:33	11:33	12:33	1:33	2:33	3:33	4:33
Save A Lot (E 4th St)	7:40	8:40	9:40	10:40	11:40	12:40	1:40	2:40	3:40	4:40
Junction (City Hall)	7:41	8:41	9:41	10:41	11:41	12:41	1:41	2:41	3:41	4:41
Central & W 6th	7:45	8:45	9:45	10:45	11:45	12:45	1:45	2:45	3:45	4:45
D & F Plaza	7:49	8:49	9:49	10:49	11:49	12:49	1:49	2:49	3:49	4:49
Tops Plaza	7:50	8:50	9:50	10:50	11:50	12:50	1:50	2:50	3:50	4:50
TJ Maxx Plaza/Aldi				REQUEST ONLY						
Home Depot/Bob Evans				REQUEST ONLY						
WalMart	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00
Courtney Apts	8:03	9:03	10:03	11:03	12:03	1:03	2:03	3:03	4:03	5:03
Doughty & Lincoln	8:08	9:08	10:08	11:08	12:08	1:08	2:08	3:08	4:08	5:08
Dunkirk Sr. Center	8:10	9:10	10:10	11:10	12:10	1:10	2:10	3:10	4:10	5:10
Save A Lot (E 4th St)	8:15	9:15	10:15	11:15	12:15	1:15	2:15	3:15	4:15	5:15
Junction (City Hall)	8:17	9:17	10:17	11:17	12:17	1:17	2:17	3:17	4:17	5:17
Steger Apt	8:19	9:19	10:19	11:19	12:19	1:19	2:19	3:19	4:19	4:19
E 2nd & Roberts	8:22	9:22	10:22	11:22	12:22	1:22	2:22	3:22	4:22	5:22
Lakeside Community	8:25	9:25	10:25	11:25	12:25	1:25	2:25	3:25	4:25	5:25

Lake Erie



Green Route

Lakeside Community	7:30	8:30	9:30	10:30	11:30	12:30	1:30	2:30	3:30	4:30
E 2nd & Roberts Rd	7:33	8:33	9:33	10:33	11:33	12:33	1:33	2:33	3:33	4:33
High Rise	S	S	S	S	S	S	S	S	S	S
Save A Lot (E 4th St)	7:40	8:40	9:40	10:40	11:40	12:40	1:40	2:40	3:40	4:40
Doughty & Lincoln	7:44	8:44	9:44	10:44	11:44	12:44	1:44	2:44	3:44	4:44
Courtney Apts	7:48	8:48	9:48	10:48	11:48	12:48	1:48	2:48	3:48	4:48
Connections North			REQUEST ONLY							
WalMart	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00
TJ Maxx Plaza/Aldi			REQUEST ONLY							
Tops Plaza	8:05	9:05	10:05	11:05	12:05	1:05	2:05	3:05	4:05	5:05
D & F Plaza	8:06	9:06	10:06	11:06	12:06	1:06	2:06	3:06	4:06	5:06
Central & Howard	8:09	9:09	10:09	11:09	12:09	1:09	2:09	3:09	4:09	5:09
Junction (City Hall)	8:17	9:17	10:17	11:17	12:17	1:17	2:17	3:17	4:17	5:17
Resource Center	8:20	9:20	10:20	11:20	12:20	1:20	2:20	3:20	4:20	5:20
Don's Motel	8:25	9:25	10:25	11:25	12:25	1:25	2:25	3:25	4:25	5:25

ATTACHMENT F

DOWNTOWN DUNKIRK PHOTOS & RENDERINGS



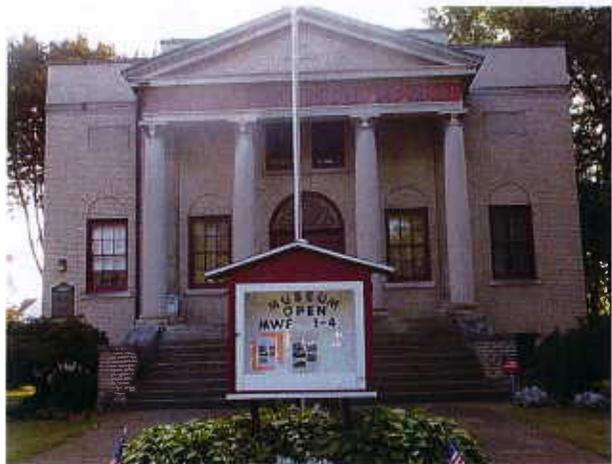
Crocker Sprague Building



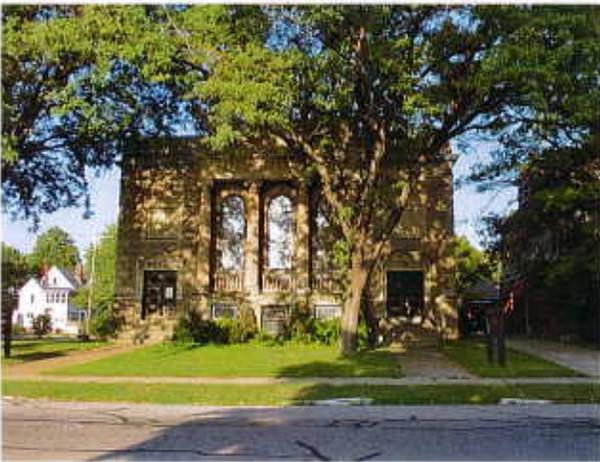
Post Office



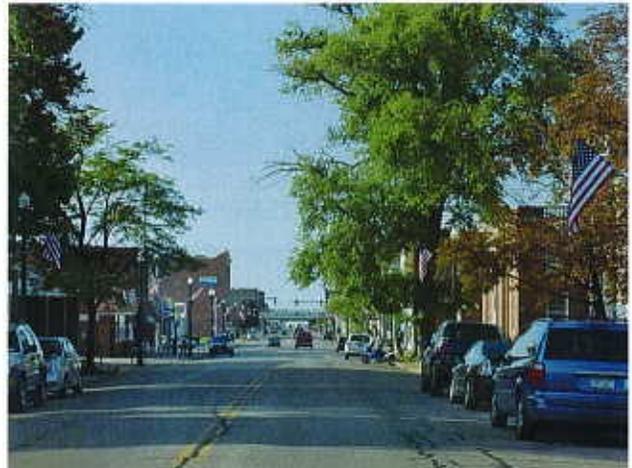
Dunkirk Library



Dunkirk Historical Museum



Adam's Art Gallery (Vacant)



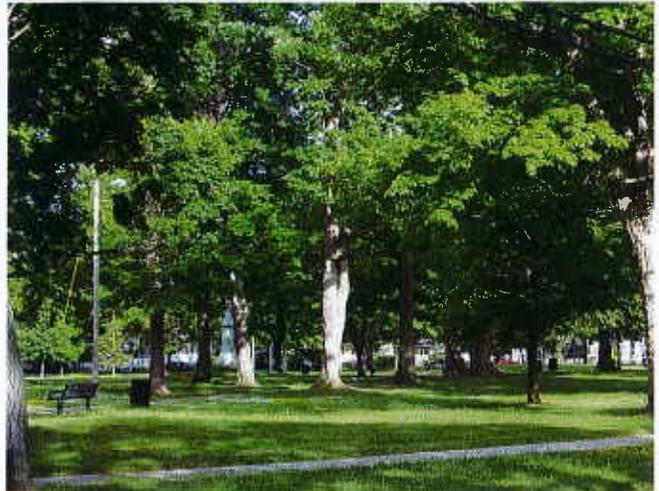
View of Central Avenue Looking North



Multi-Use Building (Vacant) & SUNY Fredonia Technology Incubator



Memorial Park – waterfront



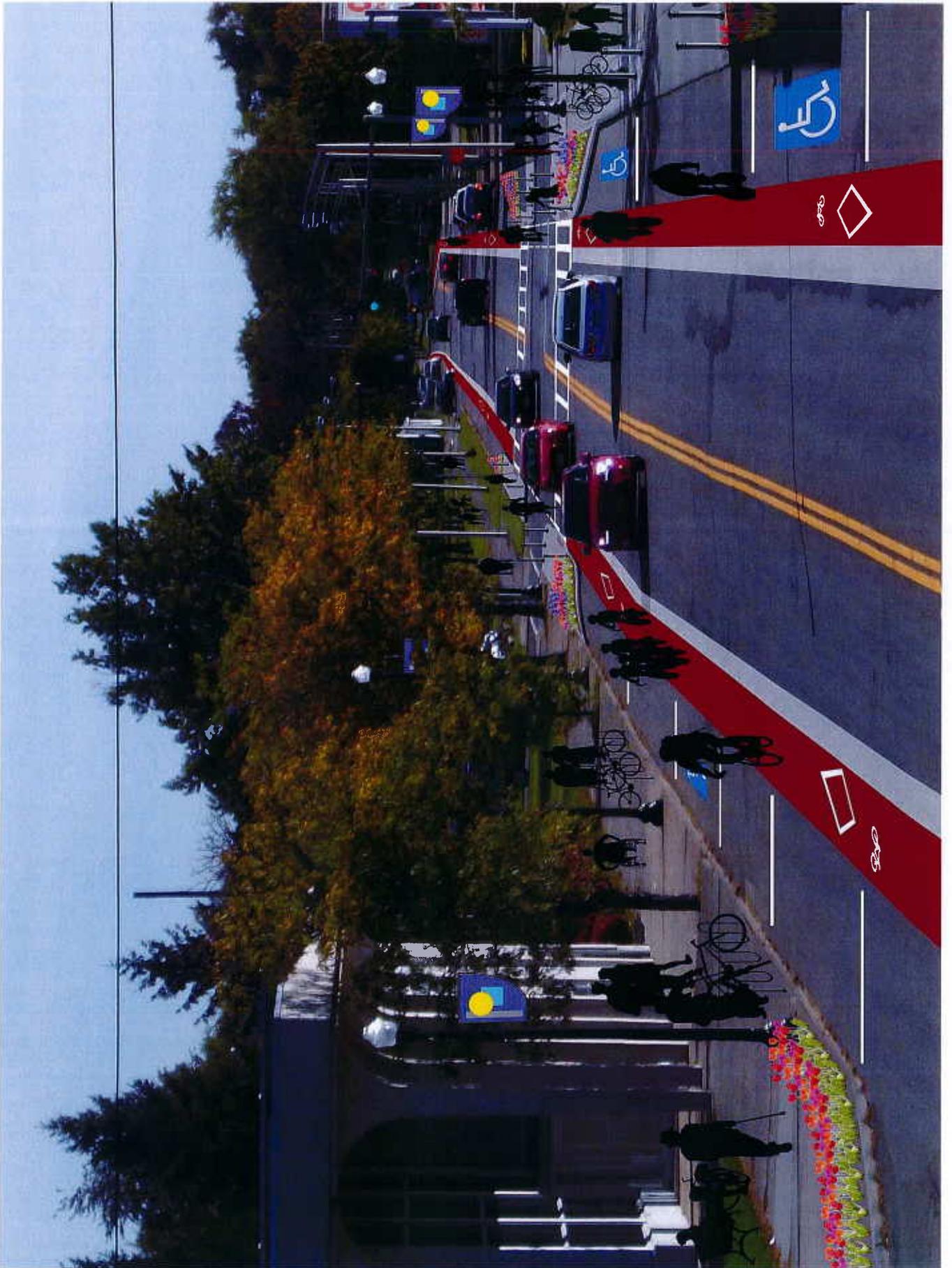
Washington Park



Dunkirk Harbor



Bike Lanes on Route 5







ATTACHMENT G

CITY OF DUNKIRK COMPLETE STREETS POLICY

RESOLUTION #36-2014
MAY 6, 2014

BY: ENTIRE COUNCIL

**INTRO NO. 1 TO
LOCAL LAW #2-2014
CITY OF DUNKIRK, NEW YORK**

**A LOCAL LAW MODIFYING CHAPTER 65 OF THE DUNKIRK CITY CODE
ENTITLED "SIDEWALKS AND STREETS"**

BE IT ENACTED by the Common Council of the City of Dunkirk as follows:

Section 1 Intent

It is the intent of this Local Law to amend the Dunkirk City Code in order to provide a framework to encourage healthy, active living, reduce traffic congestion and fossil fuel use, and improve the safety and quality of life of residents of the City of Dunkirk by providing safe, convenient, and comfortable routes for walking, bicycling, and public transportation through a *Complete Streets Policy*.

Section 2 Amendment of City Code

Chapter 65 – Sidewalks and Street, Section 32 – Complete Streets Policy of the Dunkirk City Code is hereby amended as follows:

ADD

§ 65-32. Complete Streets Policy.

- A. **Declaration of Policy.** In the interest of improving inter-modal transportation options, safety and accessibility for all users, the concept of *Complete Streets* has been recognized and adopted in numerous localities across the United States. The City of Dunkirk will make *Complete Streets* practices a routine part of everyday operations, will approach every transportation project and program as an opportunity to improve City streets, will incorporate all relevant existing and future planning documents approved or adopted by the Common Council, and will work in coordination with other departments, agencies and jurisdictions to achieve *Complete Streets*. *Complete Streets* design and practices include, but are not limited to, sidewalks, crosswalks, curb ramps, accessibility features for people with disabilities,

paved shoulders for biking, designated bicycle lanes, off-road paths, signage and traffic-calming measures.

- B. Designs and Practices.** *Compete Streets* designs and practices shall be incorporated in new construction and reconstruction projects in the City, except when the Director of the Department of Public Works demonstrates that one of the following conditions is met:
1. Bicyclists and pedestrians are prohibited by law from using the roadway. In this instance, bicyclists and pedestrians will be accommodated elsewhere within the right-of-way of within the same transportation corridor; or,
 2. The cost would be excessively disproportionate to the need based on the following factors: population density, land use, projected and current traffic volumes, projected and current bicycle and pedestrian use; or,
 3. The existing right-of-way does not allow for sidewalks, paved shoulders or other improvements, in which case potential alternatives will include the appropriate use of lane re-striping, signage, traffic-calming measures and/or enhanced education and enforcement; or,
 4. Where severe topographic or natural resource constraints prohibit such accommodations; or,
 5. Where conditions or restrictions outside the purview of the City prohibit such actions.
- C. Guidelines.** *Complete Streets* designs and practices shall be provided and maintained in accordance with guidelines adopted by the U.S. Department of Transportation (USDOT) and NYS Department of Transportation (NYSDOT), and with best practices identified by the City's Department of Public Works.

Section 3 Effective Date

This local law shall take effect immediately upon filing with the Secretary of State.

ATTACHMENT H

SUPPORT LETTERS RECEIVED



**CHAUTAUQUA COUNTY
OFFICE OF THE COUNTY EXECUTIVE**

Gerace Office Building – 3 N. Erie St. – Mayville, NY 14757-1007
(716) 753-4211 – FAX (716) 753-4756 – horriganv@co.chautauqua.ny.us -
www.co.chautauqua.ny.us

VINCENT W. HORRIGAN
County Executive

June 3, 2016

Satish K. Tripathi and Jeff Belt, Co-Chairs
Western New York Regional Economic Development Council
95 Perry Street - Suite 500
Buffalo, NY 14203-3030

RE: City of Dunkirk, NY – Downtown Revitalization Initiative Application

Dear Western New York Regional Economic Development Council:

As the Chautauqua County Executive, I am writing to provide my support for the City of Dunkirk in its application for the Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNY REDC).

The City of Dunkirk meets the criteria of a downtown that is ripe for renewal. It has all of the elements necessary to succeed including a beautiful waterfront, historic buildings and a growing tourism market. There are also multiple available sites which, if developed strategically, could transform the downtown district.

The timing is right for a \$10 million investment in the City of Dunkirk. With the announcement of the SUNY Polytechnic and Athenex state-of-the-art pharmaceutical manufacturing facility to be built in the Town of Dunkirk, it is critical that the city develop a strategy to maximize this investment.

Once again, please accept this letter of support for the City's application to WNY REDC and the Downtown Revitalization Initiative. Should you have any questions, do not hesitate to contact my office at 716-753-4760.

Respectfully yours,

A handwritten signature in blue ink, appearing to read "Vincent W. Horrigan", is written over a horizontal line.

Vincent W. Horrigan
Chautauqua County Executive



Chautauqua County

DEPARTMENT OF PLANNING AND ECONOMIC DEVELOPMENT

200 Harrison St., Suite 300 • Jamestown, New York 14701

Phone (716) 661-8900 • Fax (716) 664-4515 • www.planningchautauqua.com

May 27, 2016

Willie Rosas, Mayor
City of Dunkirk
342 Central Avenue
Dunkirk, NY 14048

RE: Downtown Revitalization Initiative Application

Dear Mayor Rosas;

As Deputy Director of Chautauqua County Planning and Economic Development, I fully support and encourage you in your efforts to secure funding under New York State's Downtown Revitalization Initiative. I, along with many others, believe that the City of Dunkirk has the right combination of assets to build on and investment occurring to truly benefit from the Downtown Revitalization Initiative.

On February 11, 2016 Governor Cuomo announced that the State, SUNY Polytechnic Institute, and Athenex are investing \$1.62 billion in a 300,000 square foot advanced manufacturing facility in Dunkirk, New York that will add 900 jobs to Chautauqua County. The Chautauqua County Department of Planning and Economic Development is in the process of developing a Local Waterfront Revitalization Program for the entire Lake Erie shore, including the City of Dunkirk, to ensure recreational access and promote waterfront development. Specifically, the Dunkirk Harbor is seeing new investment and attention from investors. These efforts are tremendous steps forward for the City of Dunkirk; however the City and the County do not have the resources to fully capitalize on the opportunities for redevelopment in the City of Dunkirk. The City requires the exact support that the Downtown Revitalization Initiative promises, a combination of technical and financial assistance to jump start the City and ensure that it is ready to maximize on the additional income, demand for housing, and services that accompany an influx of jobs in Northern Chautauqua County.

As Deputy Director of Planning and Economic Development, I will make every effort to support this effort by working to acquire the necessary resources to insure success. I support the City of Dunkirk's application to the Downtown Revitalization Initiative, and will continue to support the City of Dunkirk's effort to intelligently plan for its future.

Please contact my office if I can be of further assistance.

Best Regards,

Donald McCord, Deputy Director
Chautauqua County Department of Planning & Economic Development

Cc. Nicole Waite, Deputy Director of Planning & Development

Kevin M. Sanvidge, Director
SanvidgK@co.chautauqua.ny.us

Vincent W. Horrigan, County Executive
HorriganV@co.chautauqua.ny.us



Southern Tier West
Regional Planning & Development Board

Robert C. Keis, Chairman
Richard T. Zink, Executive Director

May 25, 2016

Satish K. Tripathi and Jeff Belt, Co-Chairs
Western New York Regional Economic Development Council
95 Perry Street, Suite 500
Buffalo, NY 14203

Dear Western New York Regional Economic Development Council:

Southern Tier West RP&DB is writing in strong support of the City of Dunkirk's application to secure funds through the Consolidated Funding Application process for the Downtown Revitalization Initiative (DRI). This fund truly has the potential to transform Dunkirk by providing the essential support it needs to induce economic and community growth.

A strong vibrant downtown is a key component for a community looking to attract new businesses and professionals to locate within that city. These dollars would enable Dunkirk to create a desirable downtown with a strong sense of place, which ultimately will lead to the attraction of new businesses with high-paying jobs and skilled workers. Being able to build upon its already diverse population projects supported by this funding will allow Dunkirk to realize the growth that the City of Buffalo has experienced with the assistance it has received from New York State and the WNY REDC. This financial assistance and the ability to follow the guidance of the REDC's smart growth initiatives will provide Dunkirk and its administration the capacity to create the amenities that support and enhance downtown living and quality of life that people enjoy.

Having met with Mayor Willie Rosas and other city officials, I am sure they are well positioned and eager to start the transformation that these funds will allow to occur. The planning board fully supports the City's application for Downtown Revitalization Initiative funding and hope that all appropriate consideration is given to this truly worthy proposal. If you have any questions concerning this letter of support, please do not hesitate to contact me at (716) 945-5301 ext. 2203.

Sincerely,

Richard T. Zink
Executive Director



May 24, 2016

Mr. Willie Rosas, Mayor
City of Dunkirk
314 Central Avenue
Dunkirk, NY 14048

Dear Mayor Rosas,

I am writing this letter on behalf of the Chautauqua County Land Bank Corporation to offer our strong support of the "Downtown Revitalization Initiative" application for funding being submitted by the City of Dunkirk.

As you know, the Chautauqua County Land Bank Corporation has worked collaboratively with the City of Dunkirk since 2013, and together we have done some great things. This partnership has resulted in 13 residential properties being acquired for negotiated sale and rehabilitation, of which 9 have been sold thereby resulting in over \$365,000 dollars in private investment in Dunkirk. Additionally, 10 residential demolitions have been undertaken between the Land Bank and the City's Community Development Block Grant Program, resulting in an investment of approximately \$250,000 in blight removal. 8 side lots, many of which were abandoned and neglected, were also purchased by the Land Bank and were cleaned up, sold to responsible neighbors, and merged with their properties thereby adding to the tax base.

We hope that, should the City of Dunkirk receive the DRI designation from the State, we could ramp up our operations in Dunkirk, especially in the City's urban core. The Chautauqua County Land Bank Corporation has offices in the SUNY Fredonia Incubator located in the heart of the City on Central Avenue. That being said, we are in a prime location and have the right tools and resources to assist the City in their efforts to revitalize their downtown and waterfront. The DRI award would certainly help the City to create a vision for their downtown, and the means to undertake projects to realize this vision.

Please do not hesitate to contact me at (716) 664-2477 Ext. 233 should you have any questions or require addition information.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark Geise".

Mark Geise

Executive Director

Chautauqua County Land Bank Corporation

mgeise@chautauqualandbank.org



Chautauqua County Chamber of Commerce

Leading Businesses. Leading Communities.™

May 23rd, 2016 | 0785 Bennett Road ■ Dunkirk, New York 14048 ■ 716-366-6200 ■ fax 716-366-4276
www.chautauquachamber.org ■ cccc@chautauquachamber.org

Satish K. Tripathi and Jeff Belt, Co –Chairmen

Western New York Regional Economic Development Council

95 Perry St.

Suite 500

Buffalo, NY 14203

It is with great pleasure that the Dunkirk Community Chamber of Commerce endorses and is in full support of the Revitalization Initiative to impact communities where tomorrow's workforce will want to live, work and raise their families.

Dunkirk, New York, is a great example of a once rich historical, industrial and business community falling on hard times. Dunkirk is a community rich in history, a community with many proud ethnic backgrounds, a diverse work population and in need of an economic boost. Dunkirk is a great community which serves as a link to many major cities including Buffalo, NY to the east and Erie, Pa. to the west. A beautiful waterfront, infra structure for a vibrant downtown, and anticipated major economic development opportunities that could drive the city in the right direction. The entire region would benefit from a re built Dunkirk community as much of Chautauqua county is a rural area, and Dunkirk could serve as a hub for shopping and business opportunities in the north county.

Once again the Dunkirk Community Chamber of Commerce is in full support of the Downtown Revitalization Initiative and recognizes the importance it would play in bringing about a whole new image to the entire Northern Chautauqua region.

Respectfully,

David F. Kleparek

Coordinator, Dunkirk Community Chamber of Commerce

Industrial Services Division



MTI

Manufacturing Technology Institute

Community Chamber Services Division

Dunkirk ■ Fredonia ■ Jamestown ■ Mayville/Chautauqua ■ Silver Creek/Irving ■ Westfield & Barcelona

CHADWICK BAY REGIONAL DEVELOPMENT CORPORATION

338 Central Ave., Suite 210
Dunkirk, NY 14048
716-679-5157

www.chadwickbayrdc.com



Daniel Schrantz, Chairman
Louis Delmonte, Vice-Chair
Donald Steger, Treasurer
Patrick Stokes
Executive Director/Secretary

The Chadwick Bay Regional Development Corporation

Downtown Revitalization Initiative (DRI) Letter of Support

May 24th, 2016

This letter is written to strongly support the City Of Dunkirk's Downtown Revitalization Initiative (DRI) project. The Chadwick Bay region is home to several tourist attractions, a SUNY College and many wineries that are very close to the city as well as miles of lake front property. The City of Dunkirk and its downtown area are uniquely located just a few hundred yards from the water and are in need of resources to improve the aging real estate and to promote foot traffic and commerce. In order to improve and/or expand these areas in the Chadwick Bay Region we must continue to invest our resources wisely and that is why we are in full support of this request.

As a representative of a community-based organization, it's imperative we support infrastructure investment in communities like the City of Dunkirk. Individual residents and tourists alike enjoy visiting these locations to take in all the natural beauty and vistas that Chautauqua County has to offer. Any improvement to these areas will support the communities and grow the existing businesses within the region by attracting new tourists to the area while encouraging local residents to rediscover these wonderful places.

Sincerely,

Patrick Stokes
Executive Director
Chadwick Bay Regional Development Corporation



CHAUTAUQUA OPPORTUNITIES, INC.

A COMMUNITY ACTION PARTNERSHIP



Helping people. Changing lives.

Satish K. Tripathi and Jeff Belt, Co-Chairs
Western New York Regional Economic Development Council
95 Perry Street
Suite 500
Buffalo, NY 14203

Dear Western New York Regional Economic Development Council:

As Executive Director of Chautauqua Opportunities, Inc. and Chautauqua Opportunities for Development Inc., I would like to express my strong support of the City of Dunkirk's Downtown Revitalization Initiative application. The City of Dunkirk is an active partner with us as we work together to increase economic opportunities for low and moderate income families. We have partnered on housing development and neighborhood revitalization efforts in the downtown district identified in the City of Dunkirk's application, and have found the City of Dunkirk an engaged and capable partner.

Chautauqua Opportunities, Inc.(COI) is a community action agency whose mission is to lead the fight against poverty by mobilizing resources and creating partnerships to promote empowerment, economic independence and opportunities. Our administrative headquarters is located in Dunkirk and we have several hundred employees located in the City. Our affiliate organization, Chautauqua Opportunities for Development, Inc., (CODI) extends the mission of COI to reach entrepreneurs and small business owners as a Community Development Financial Institution.

COI and CODI are more than willing to assist Dunkirk with community outreach, particularly to low-to-moderate income families and small businesses. As strategic investments are identified, COI/CODI is willing to contribute as a human services agency, a housing developer, or a Community Development Financial Institution.

Sincerely,

Roberta Keller
Executive Director
Chautauqua Opportunities, Inc.
Chautauqua Opportunities for Development, Inc.

Central Administrative Offices
17 West Courtney Street, Dunkirk, NY 14048
(716) 366 - 3333 FAX (716) 366 - 7366 TTY/TDD: (716) 366 - 3420



SOUTHERN TIER ENVIRONMENTS FOR LIVING

May 23rd, 2016

Dr. Satish K. Tripathi and Mr. Jeff Belt, Co-Chairs
Western New York Regional Economic Development Council
95 Perry Street, Suite 500
Buffalo, NY 14203

Dear Dr. Tripathi, Mr. Belt and the Western New York Regional Economic Development Council:

I am writing to express support for the **City of Dunkirk's Downtown Revitalization Initiative (DRI)** proposal. This strategic revitalization initiative proposed will address the City's current social, industrial, and educational challenges. With the recent announcement of the Athenix Plant coming to Dunkirk, in combination with the Dunkirk Downtown Revitalization Initiative, can have a generational transformative effect on the entire Northern Chautauqua County community.

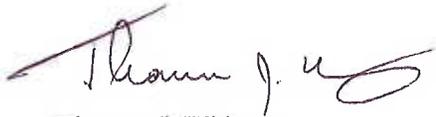
Southern Tier Environments for Living, Inc. (STEL) has immense interest in the City's DRI, the initiative promotes strength and support for our proposed housing project, the **Dunkirk Renovation & Ownership Program (DRO)**. DRO will positively impact our City through an infusion of capital investment used for the remediation of blighted housing, and will sustain the development of new, fresh, supportive, affordable, architecturally appealing and energy efficient housing. Located along one of the City's most highly visible and densely populated arterial cores and expanding waterfront district, the DRO project bolsters the City's initiative of a complete revitalization of the City's current aged and outdated housing stock.

I would like Council to note that STEL has long been a community stakeholder in the City of Dunkirk and has a long history of working collaboratively with the City. STEL is an experienced non - profit, dedicated to providing exceptional services and support to enhance the quality of life for individuals and families living with mental illnesses. In 2006, STEL and the City successfully completed a historic rehabilitation of the abandoned Cardinal Mindszenty High School into 36 units of housing through the utilization of Federal Low Income Housing Tax Credits. STEL also relocated its corporate office to the City, both of these facilities are located along the City's Central Avenue and in the DRI's target area. STEL currently employs 170 staff members throughout our four county catchment area, while operating a community residence facility and treatment apartments in Dunkirk. Furthermore, a large percentage of our consumers reside in the City, where we help to promote personal growth, recovery and engagement in everyday society. STEL will utilize its network of

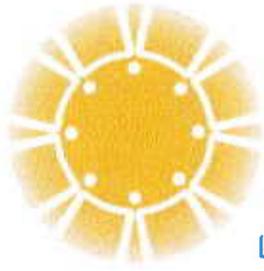
developed contacts to help assist the City with the DRI's outreach effort for better engagement of persons with disabilities.

Our organization is pleased to continue a relationship that is beneficial to both the City of Dunkirk and STEL. We look forward to all the wonderful things happening in our City, and are proud to be a part of the momentum that is rejuvenating our great community. We also look forward with immense enthusiasm to developing a strong working relationship with the WNYREDC. If you have any further questions please feel free to contact myself at 716.366.3200 ext. 211.

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas J. Whitney", with a stylized flourish at the end.

Thomas J. Whitney
Executive Director



**NORTHERN CHAUTAUQUA
COMMUNITY
FOUNDATION**
Local Economic Development Committee

May 31, 2016

Satish K. Tripathi and Jeff Belt, Co-Chairs
Western New York Regional Economic Development Council
95 Perry Street
Suite 500
Buffalo, NY 14203

Dear Western New York Regional Economic Development Council:

The City of Dunkirk is applying for the Downtown Regional Initiative (DRI) grant. This letter is to give the strong support of the Local Economic Development (LED) Committee of the Northern Chautauqua Community Foundation for this application.

Dunkirk is at the geographic center of Chautauqua County's 42-mile Lake Erie shoreline. Most importantly, the LED Committee believes it is the key to reaching the full potential for economic development of the surrounding communities of the whole Northern Chautauqua community.

The Dunkirk application for the DRI has the elements that, successfully implemented, can bring businesses back to the downtown, and can be an incentive for bringing new residents into the City. The "Boardwalk" is transitioning from strictly summer business to full-year ventures. Vacant retail locations on Central Avenue have been purchased with the idea of opening new businesses.

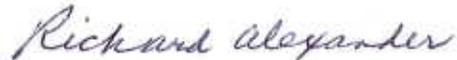
As these signs of acceptance by entrepreneurs have appeared, the Local Economic Development Committee has been glad an active assistant in several activities that spotlight ways in which City Hall is moving forward. Each is an initiative of Mayor Willie Rosas, who assumed office on January 1, 2016. These include (1) development of a Strategic Plan with the City Department Leaders, (2) the development of regularly scheduled "Business Roundtables" with representatives from local businesses, and (3) reviving a Brownfields Opportunity Act Phase II project that will reclaim a 112- acre site for active use.

In addition, Dunkirk's Administration is actively working with the neighboring village of Fredonia and with the State University of New York at Fredonia as it plans how to best move the City forward. The City has also been an essential part of the development of the North Chautauqua County Regional Water Supply System, which will bring a reliable supply of quality water to the businesses and residents of Dunkirk and its neighbors, with the potential to add more communities in the future.

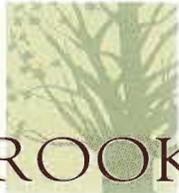
The 16 private-sector members of our Local Economic Development Committee are pleased to support Dunkirk's application for the Downtown Revitalization Initiative. The Northern Chautauqua Community Foundation's LED Committee has the mission to "[partner] with private, public and education sector entities to work toward economic development" in the communities of the Lake Erie watershed of Northern Chautauqua. Economic development in the City of Dunkirk is a priority focus within the LED Committee's Strategic Plan, and the City's application is consistent with our Strategic Plan for the region.

We urge your acceptance of the City of Dunkirk's application.

Sincerely,

A handwritten signature in cursive script that reads "Richard Alexander".

Richard Alexander
Chairman, Local Economic Development Committee
Northern Chautauqua Community Foundation



BROOKS

MEMORIAL HOSPITAL

529 Central Avenue, Dunkirk, New York 14048-2599
716-366-1111
www.brookshospital.org

May 31, 2016

Satish K. Tripathi and Jeff Belt, Co-Chairs
c/o Western New York Regional Economic Development Council
95 Perry Street, Suite 500
Buffalo, NY 14203

Dear Western New York Regional Economic Development Council:

As one (1) of the largest employers in the Dunkirk area, I fully support the City of Dunkirk's Downtown Revitalization Initiative (DRI) application which is part of Governor Cuomo's \$100 million initiative. The potential to obtain \$10 million to help transform downtown Dunkirk is exciting and necessary.

Brooks Memorial Hospital, located in the heart of downtown Dunkirk, currently employs 359 employees who travel through the City of Dunkirk on a daily basis for work and who also spend significant free time on the waterfront. A revitalized downtown area would undoubtedly bring enthusiasm and pride to the area, as well as assist the hospital in recruiting new professionals. The waterfront has proven to be a successful asset to Brooks' recruitment efforts in the past and new development can only enhance those efforts.

I anticipate that should grant funding be awarded, it would allow the City to develop a strategic plan and vision for the downtown's future, as well as support exciting projects such as development of the marina, streetscape enhancements, housing rehabilitation, attraction of new restaurants and hotels, and the potential development of retail space and residential housing, to name only a few.

The revitalization of the City of Dunkirk is long overdue. The residents and visitors deserve a City to be proud of and one they will support. You can help make that happen with grant funding. Thank you!

Very truly yours,

Mary E. LaRowe
President and CEO

May 26, 2016

Satish K. Tripathi and Jeff Belt, Co-Chairs
Western New York Regional Economic Development Council
95 Perry Street
Suite 500
Buffalo, NY 14203

Dear Mr. Tripathi and Mr. Belt,

I'm writing this letter in support of The City of Dunkirk's application for Governor Cuomo's Downtown Revitalization Initiative.

The timing could not be better for this investment in The City of Dunkirk. The recent announcement that the biotechnology firm Athenex will build a large manufacturing plant in Dunkirk represents a significant public and private investment coming to our area. This will lead to substantial job growth, and the opportunity to attract new people to our area and to downtown Dunkirk.

Dunkirk also has many assets and characteristics that add to the attractiveness and livability of its downtown area. The City of Dunkirk is located on Lake Erie, with access to the lake and a beautiful pier with a lively schedule of summer events. The downtown has an abundance of beautiful historic buildings and mixed-use spaces that could be developed for housing, commercial and retail business.

In addition to my role as director of the North County Extension Center of Jamestown Community College, I also serve as a board member for the Dunkirk Chamber of Commerce. I know that there is significant support for the revitalization of downtown Dunkirk, and a commitment from local leaders and stakeholders to the success of this community.

This investment from the Downtown Revitalization Initiative will help transform downtown Dunkirk into a vibrant community, and capitalize on the incredible assets already available in this beautiful small city.

I whole-heartedly support this application, and believe that this investment in The City of Dunkirk would help change our community into a magnet for redevelopment, growth, and opportunity for New Yorkers.

Sincerely,



Elizabeth Booth
Director, North County Center
Jamestown Community College

Revitalize Dunkirk

May 29, 2016

Satish K. Tripathi and Jeff Belt, Co-Chairs
Western New York Regional Economic Development Council
95 Perry Street
Suite 500
Buffalo, NY 14203

Dear Western New York Regional Economic Development Council,

We wish to express our whole-hearted support for the City of Dunkirk's Downtown Revitalization Initiative (DRI) application. Choosing to invest \$10 million in Dunkirk's downtown makes perfect sense, and the impacts would be felt by our entire region.

This strategic investment would improve upon the numerous assets that can already be found in our city, while capitalizing on the new development of a \$200 million 300,000 square foot Athenex plant, a state-of-the-art pharmaceutical manufacturing facility. We're facing an influx of potential new residents, and the time to begin preparing for this growth is now.

Revitalize Dunkirk is a community group comprised of residents who care about the beautiful place we live, and are working to make it a better place to live, work, and play. We're "committed to bringing planning ideas for improved urban living to residents and elected officials of the City of Dunkirk to preserve the historic heritage, enhance the physical infrastructure, reinvigorate commerce, and boost community pride." Our goals are to:

- Beautify the built environment through landscaping, urban art, code enforcement, etc.
- Reinvigorate elements within the city that could restore a sense of community pride.
- Enrich the natural and built environment to serve as destination opportunities for visitors including parks and water-related activities.
- Engage in urban planning activities that might result in creating a more healthful and active community.
- Encourage all constituents of the population to engage in the city's revitalization.
- Create a vibrant, safe, and attractive community so the city might realize the full potential of its natural and built environments.
- Strengthen the community through enhanced business, tourism, and residential opportunities.
- Research and seek funding to achieve the stated goals.

We ask that you seriously consider selecting the City of Dunkirk as your Downtown Revitalization Initiative community. You'll be happy you did.

Sincerely,

Leadership Committee
Revitalize Dunkirk

ATTACHMENT I

DRAFT PROJECT IMPLEMENTATION PLAN

<i>Task</i>	<i>Who</i>	<i>Timeline Phases</i>
Project Start-up		
Organizational Meeting	State Officials, Mayor, Development Dept, City Engineer, Building Officer	
Establishment of Steering Committee	State Officials, Mayor, Development Dept	
Solicitation of Consultant Services	State Officials	
Consultant Selection	State Officials	
Subcontract Preparation and Execution	State Officials, City Attorney, Consultant	
Project Scoping with Consultant	Dunkirk Development, Consultant, Committee	
Project Outline	Consultant	
Community Participation		
Community Participation Summary	Consultant	
Techniques to Enlist Partners	Consultant, Committee, Community Organizations	
Visioning & Strategic Planning Meetings	Consultant, Committee, Community Partners	
Draft Plan		
Draft Strategic Plan Developed	Consultant, Committee	
Community Participation	Consultant, Committee, Community Partners	
Final Plan		
Strategic Plan Completed	Consultant, Committee	
Plan Adopted by City	Mayor, Common Council, City Attorney	
Plan Distributed to Community	Development Dept, Committee	
Project Solicitation		
Solicit Project Applications	City Attorney, Development Dept, City Engineer, Mayor, NYS, Committee	
Rank & Select Projects	City Attorney, Development Dept, City Engineer, Mayor, NYS, Committee	
Project Implementation		
Meet with Project Representatives & Economic Development Community	Mayor, City Attorney, Development Dept, Developers, CCIDA, County, Banks, Lenders, etc.	
Project/Site Reviews, Licensing, Permitting	Building Officer, Zoning Board, Planning Board	
Project Reporting		
Project Status Reports	Mayor, Development Dept, Consultant	
Final Project Report	Mayor, Development Dept	