



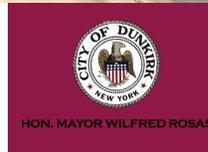
City of Dunkirk DRI Application

The "Little City on the Lake,"
is ready for revitalization.

MAY 2019



**Downtown
Revitalization
Initiative**



City Leadership and Staff

Hon. Wilfred Rosas, *Mayor*

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City Council, At-Large

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City Council, First Ward

Hon. Marty Bamonto,
City Council, Second Ward

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City Council, Third Ward

Hon. Michael Civiletto,
City Council, Fourth Ward

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The City of Dunkirk would like to acknowledge all of the support that was recieved on this Downtown Revitalization Application. Specifically the City would like to thank all those that contributed letters of support.

INTRODUCTION



Downtown Vision:

“To create within the Harbor, Business District, and Extended Downtown area of the City of Dunkirk, a vibrant recreational, commercial, and cultural center to promote new economic development and investment in the City’s downtown resulting in significant job growth, an expanded tax base, and exciting waterfront community.”

Basic Information:

Regional Economic Development Council (REDC) Region:

Western New York Regional Economic Development Council

Municipality Name:

City of Dunkirk

Downtown Name:

Downtown Dunkirk

County:

Chautauqua County

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JUSTIFICATION

The City of Dunkirk's Downtown District is made up of the Business District, the Extended Downtown, and the Harbor. The area's most defining characteristic is the downtown's location in proximity to Lake Erie. With the City's grid-like pattern, streets run perpendicular to the waterfront and offer view sheds of the Lake unlike any other downtown in New York State. Central Avenue specifically acts as the main connection between the Business District and the Harbor and runs directly to the City's Pier. The City's downtown is also unique in the fact there are many vacant brownfield sites. While many would assume this is a negative trait, the City sees this as an opportunity for redevelopment of vacant buildings and development on these sites. With the current development of major public projects and new private investment in the City and surrounding communities, the City of Dunkirk is positioning itself in the best possible way to adapt to the changing environment. This changing environment is the reason why the City is ready for the Downtown Revitalization Initiative (DRI) investment. The tide is turning in the City of Dunkirk and current investments in the City and surrounding municipalities are the number one reasons why the City needs DRI funds to capitalize on this investment and revitalize the downtown. With the development of Athenex, a pharmaceutical manufacturing company developing just outside of the City's boarder, the question of where these 450 permanent jobs will be residing is on everybody's minds. Athenex will not only have a local impact, but will also have a major regional economic impact as well. The company's manufacturing facility will be located in the Town of Dunkirk (Right outside the City's boarder) while the research side will be located in Buffalo. That means a constant influx of business people traveling from Buffalo to Dunkirk that will be in need of a place to eat, stay the night, and entertain themselves. There is no doubt that the coming of Athenex will have a transformative impact on the area. That is why

now, more than ever, it is imperative that the City takes advantage of all that is happening and invests heavily in its Business, Harbor, and Extended Downtown Districts. The City of Dunkirk must think about ways to attract people working in these new jobs within our region, to want to stay and live in Dunkirk. That is why it is important that the City creates a downtown environment that is a "cool place" for the young professional, a "safe place" for the new families, and a "destination place" for out-of-towners. The State recognizes this and is helping to fund two transformative waterfront projects within Dunkirk's downtown Harbor and Business areas. These projects include the Pier Improvements project and the Central Connection Project. These ongoing projects will help create a destination place on the waterfront, better connect the Village of Fredonia and SUNY Fredonia to downtown and will be the beginning spark that Downtown Dunkirk needs to support the changing tides. Although the \$2.5 million dollar funding is a major start in the right direction, DRI funding is still needed to help further carry out the revitalization plan in Dunkirk's downtown. With the DRI funds, Dunkirk will be able to expand on placemaking tools to create an environment that makes an individual want to live, work, and play in Downtown Dunkirk. The second largest reason the City is ready for Downtown Revitalization Investment is due to an economic loss that the City will be seeing in the near future. The City is unfortunately going to be losing Brooks Memorial Hospital to a location outside of the City. Brooks Hospital is one entire block along Central Avenue in Downtown Business District. The Business District is made up of many businesses and doctor's offices that are supported by the close proximity to the hospital. Once the hospital leaves, not only will an entire city block be lost, but the businesses supported by the hospital will most likely relocate closer to the new location. The City is optimistic in the decision that the hospital board has made and understands that there is a need to reimagine a new

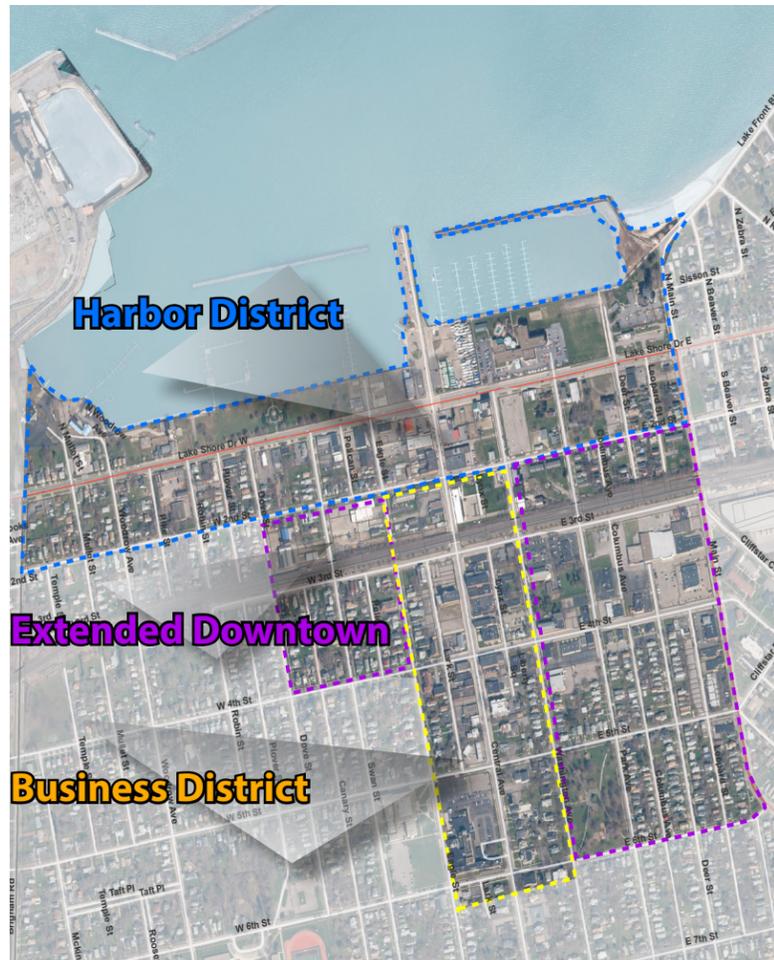
downtown. This vision includes new shops, restaurants, housing, and infrastructure that supports the new business climate and tourism market that Dunkirk is now seeing. DRI funding will help drive transformative projects that will help shape the new Downtown Dunkirk. This includes the reuse of the hospital site as a priority project. In further preparation of the coming of Athenex and other future investment, the City has been in the process of updating and finalizing major planning initiatives. These include the Brownfield Opportunity Area Phase II Study, the Northern Chautauqua Local Waterfront Revitalization Program (LWRP), the Comprehensive Plan Update, and the Zombie Properties Survey. The City has had many past planning efforts, yet some of these efforts have failed to link projects to grant funding and implementation. These current plans are committed to creating a cohesive vision for not only the entire City, but for the downtown districts as well. Each plan will build on the previous plan in order to create projects that work together, get funded, and can be implemented. If funded, the DRI would serve as a major catalyst for not only the City of Dunkirk's downtown, but for neighboring

municipalities as well. Regional efforts are growing, and working together is extremely important for the region's success. The City of Dunkirk is already a part of many initiatives and projects that are bringing together other municipalities in the County. Specifically this can be seen through the LWRP, which includes ten other municipalities, the North County Water District, Central Connection, and Chautauqua County's application for the New York State Municipal Consolidation and Efficiency Competition (MCEC). Collaboration between communities not only looks good, but saves the tax payers dollars which can be spent on projects such as the revitalization of the City's downtown. It is obvious that the location along Lake Erie, the implementation of destination projects, and the development of Athenex are the three reasons why the City's downtown is ready for Downtown Revitalization Initiative (DRI) investment. Yet, there are many additional reasons why the DRI funds are needed. This application will further dive into these reasons and will prove that with the investment of the DRI, funding of the twelve proposed projects will serve as a catalyst to bringing



DRI BOUNDARY

The City of Dunkirk's downtown neighborhood is made of three distinct districts. These three districts are important in defining the downtown boundary because they each create unique senses of place that interact with one another in order to build the City's downtown neighborhood. Each district offers different opportunities for investment that will complement each other and strengthen the entire downtown. These three districts include the Business, the Extended Downtown, and the Harbor Districts. This downtown boundary is highly walkable with a radius of less than one mile and a typical walk from one end of the boundary to the other is less than a 15 minutes.



BUSINESS DISTRICT



The Business District is outlined in orange on the target area map attached. This district starts just south of East 6th Street at the Adams Art Gallery's Southern parcel line and extends up to the north along Central Avenue to East 2nd Street. The boundary then extends from Central Avenue to the east to Washington Avenue and to the west to Eagle Street. This eleven-block radius is zoned the Central Business District (CBD), Community Business District, Multi-Family District, and includes the Historic Overlay District. Parcels of significance include City Hall, City of Dunkirk Library, Adams Arts Gallery, Brooks Memorial Hospital, and the Masonic Temple Site. The Business District includes approximately 11 city blocks and an area of .08 square miles.

EXTENDED DOWNTOWN



The extended downtown can be seen as two areas outlined in purple on the target area map attached. The extended downtown, located to the west of the Business District starts at West 4th Street and extends north to East 2nd Street. Swan Street intersects the extended downtown and the boundaries extend from the east of Swan Street to Eagle Street and from the west of Swan Street to Dove Street. This area is zoned as a Community Business District and contains a partial section with the Historic Overlay District. This extended downtown contains 6 city blocks and is approximately .03 square miles in area.

The extended downtown, located to the east of the Business District starts at East 6th Street and extends north to East 2nd Street. Columbus Avenue intersects this extended downtown area and the boundaries extend from the east of Columbus Avenue to Main Street and from the west of Columbus Avenue to Washington Avenue. It is important to note that the east side of Main Street is also within the downtown corridor. This area contains parcels that are zoned as the Community Business District, Multi-Family District, and contains a partial section with the Historic Overlay District. Some parcels of significance include Washington Park and the Dunkirk Plaza. This extended downtown contains approximately 14 city blocks and an area of .11 square miles.

HARBOR DISTRICT



The Harbor is outlined in blue on the target area map attached. The Harbor starts at East 2nd Street and extends north to Lake Erie. The Harbor's boundary to the east includes Main Street and the boundary to the west includes Brigham Road. The Harbor area is zoned a Tourism Commercial District, Central Business District, Open Space District, General Residential District, and Multi-Family District. The area also contains the Historic Overlay District and the Harborfront Overlay District. Parcels of significance include Memorial Park, the City Pier, the City Marina, and the Clarion Hotel. The City's waterfront is a hidden gem that makes it prime real-estate to spur downtown redevelopment and investment opportunities. The Harbor contains approximately 19 city blocks and an area of .14 square miles.

PAST INVESTMENT, FUTURE INVESTMENT POTENTIAL



The City of Dunkirk's is in the prime position to benefit from past investment and future investment potential. This is based on the partnerships that the City has made from past private/public investment and ongoing planning efforts that have significantly focused on the vision for Dunkirk's downtown. The City has worked hard to plan, secure funding, and implement public projects meant to beautify and enhance Dunkirk's assets (downtown and Lake Erie) to make it an attractive place that private developers and nonprofits are excited to invest in. In addition, past investment has been due to the fact that the City has partnered with many developers and non-profits to situate the downtown in the best position for future investment growth. Some of these local partnerships include Southern Tier Environments for the Living (STEL), Chautauqua County Industrial Development Agency (CCIDA), Dunkirk Local Development Corporation, Dunkirk Industrial Development Agency (DIDA), Chautauqua Home Rehab & Improvement Corporation (CHRIC), Chautauqua Opportunities Inc. (COI), SUNY Fredonia, Jamestown Community College, Revitalize Dunkirk, Chautauqua County Land Bank, and many more. In addition to important partnerships, the City has four major planning efforts recently completed and in the process of completion. These plans include, BOA Phase II Study, the Northern Chautauqua County LWRP update, the Zombie Properties Survey (Choosing Dunkirk), and the Comprehensive Plan update. All of these plans are working cohesively to complement each other and create a unified vision for the City's downtown.

Major Past Investment

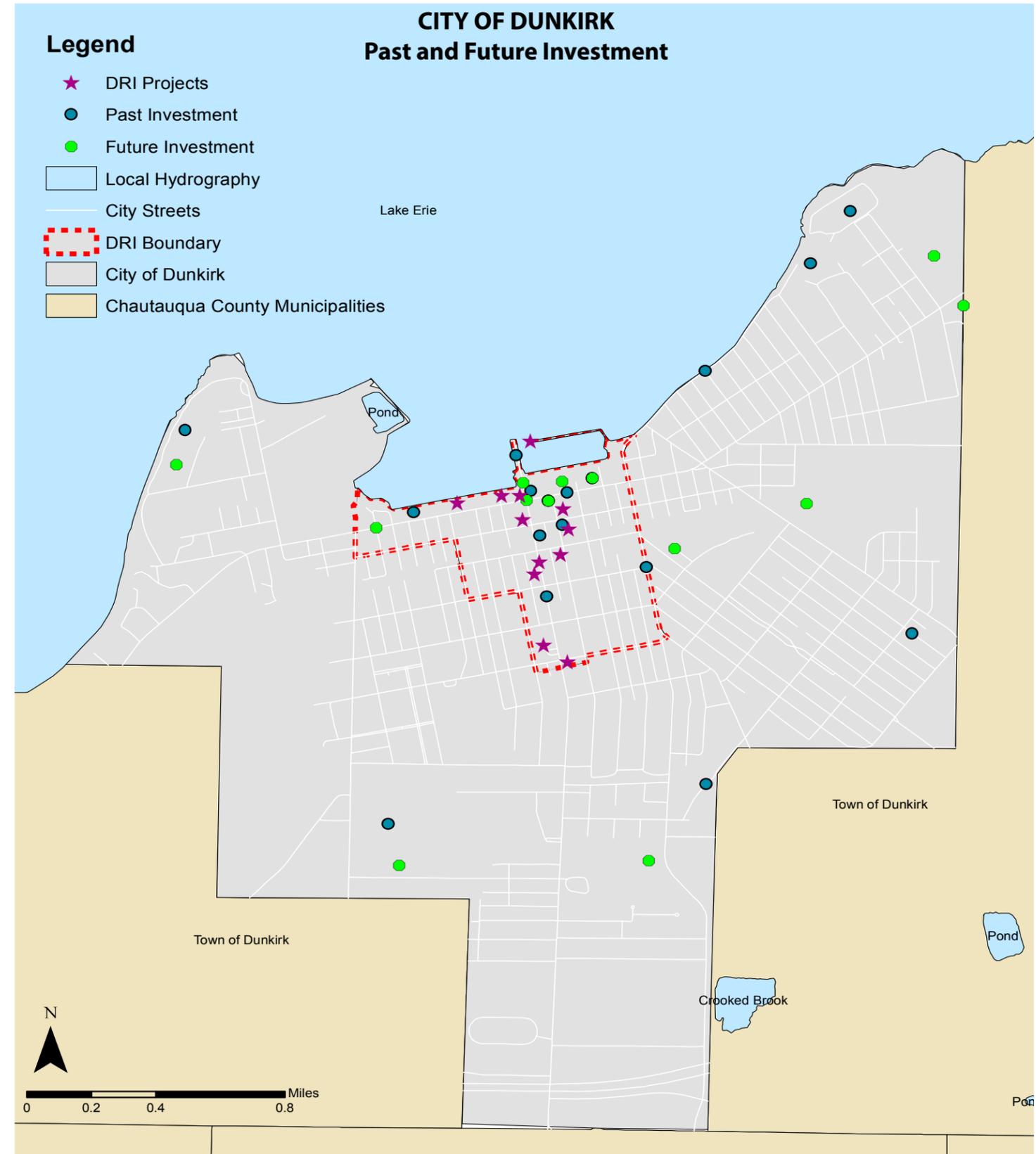
Over the past ten years, the City of Dunkirk has had many past investment projects. These projects have been funded through public and private funding that the City's downtown is ready to build upon. These investments totaled to \$73,190,320 and span from 2008 to 2019. These investments include the following:

Past Investment			
Within the City's Downtown			
Project	Private/Public	Year Completed	Project Cost
Boardwalk Market	City of Dunkirk	2008	\$1,000,000
Restore NY - Chadwick Bay Lofts	Private/Public	2008	\$1,700,000
Fredonia Technology Incubator	Private/Public	2009	\$4,700,000
NY Main Street - Coburn Block	Public/City of Dunkirk	2012	\$350,000.00
Northern Chautauqua LWRP	County	Ongoing	\$221,820.00
Water Treatment Plant Upgrades	City of Dunkirk	Ongoing	\$15,500,000
ESD Smart Growth Projects	Public/Private	Fall 2019	\$2,500,000
Total			\$ 25,971,820
Outside the City's Downtown			
Project	Private/Public	Year Completed	Project Cost
ESD Seawall Replacement	City of Dunkirk/Public	2015	\$ 4,400,000.00
DASNY Point Gratiot Park Improvements	City of Dunkirk/Public	Jun-18	\$ 500,000.00
OPRHP Wright Park Improvements	Public/Private	Jun-18	\$ 700,000.00
BOA Phase II Study	City of Dunkirk/Public	Jun-18	\$ 303,000.00
P-Tech Academy	Private/Public	Mar-18	\$ 8,300,000.00
STEL Dunkirk Renovation and Ownership Program	Public/Private	Ongoing	\$16,000,000.00
Comprehensive Plan Update	City of Dunkirk/Public	2019	\$ 90,000.00
Waste Water Treatment Upgrades	Public/City of Dunkirk	Ongoing	\$ 2,700,000.00
LISC Zombie Properties Survey	Public	Ongoing	\$ 125,500.00
Total:			\$ 47,218,500
Total City Past Investment:			\$ 73,190,320

Major Future Investment

The City of Dunkirk has an abundance of nearby future investments with public and private funding that the City's downtown is ready to capitalize on. In total, these investments come to \$287,905,000 million. There is no doubt that Athenex and Dunkirk's Lake Erie location are catalysts to the exciting growth and prosperity coming back to the City of Dunkirk. It is important that funding be obtained to create an exciting downtown that will support all of the future investment coming to the City. These investments include the following:

Future Investment			
Within the City's Downtown			
Project	Private/Public	Projected Completion	Project Cost
Marina Development (Phase I)	Private	2020	\$ 1,353,000
Northern Chautauqua Water District	Public	Ongoing	\$11,750,000
Restore NY - Lake Shore Drive Mixed Use Project	Private/Public	2020	\$2,000,000
DOT Intersection Improvements	City of Dunkirk	2019-2020	\$50,000
Lake Shore Dr. Complete Streets Project - TAP Grant	City of Dunkirk	2020	\$1,800,000
Dunkirk Wingate Hotel & Recreation Center - MNY	Private	2020	\$10,000,000
Clarion Hotel Improvements	Private	2020	\$600,000
Great Lakes Offshore Grand Prix	Private/Public	2019-2020	\$300,000
Total:			\$ 27,853,000
Outside the City's Downtown			
Project	Private/Public	Projected Completion	Project Cost
Athenex	Private/Public	2021	\$225,000,000
Cold Storage Warehouse	Private/Public	2019	\$16,000,000
Agricultural Transport	Private	2019-2020	\$2,000,000
Special Metals	Private	2019	\$2,000,000
Villas at Battery Point	Private	2020	\$14,000,000
Dunkirk Senior Center Upgrades	Public	2020	\$750,000
Point Gratiot Green Infrastructure Improvements	City of Dunkirk/Public	Jul-19	\$ 169,000.00
Animal Shelter/Dog Park Addition	Private	Ongoing	\$ 133,000.00
Total			\$260,052,000
Total City Future Investment			\$ 287,905,000



Athenex (2021 Completion Date – NYS /Private Funds - Ongoing)

February 13, 2016 brought transformational news to the City of Dunkirk and surrounding municipalities. On that day, Governor Cuomo announced that he had budgeted \$200 million toward building a state-of-the-art pharmaceutical manufacturing plant in the Town of Dunkirk. Athenex, will be located at the border of the City and promises 900 jobs to the 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 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. The Athenex project will include a total investment of \$225 million.



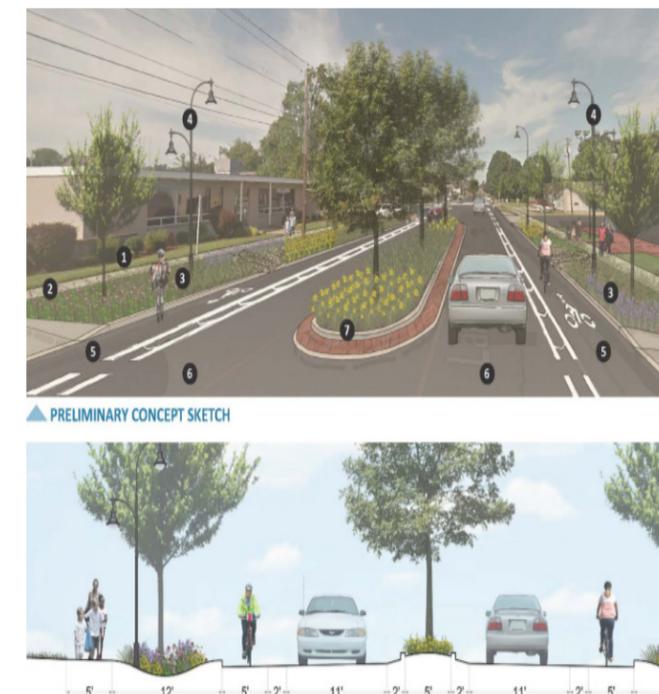
Cold Storage Warehouse (2019 Completion Date – ESD and Private Funds - Ongoing)

Fieldbrook Foods (Wells), a local ice cream manufacturing company is headquartered in Dunkirk, New York and operates three manufacturing facilities with a 234,000 square foot facility located in Dunkirk. As a successful and growing company in the City, they expressed their need to have an offsite cold storage warehouse nearby. The company settled on a brownfield site and hired Krog to build the facility. Krog will develop a 110,000 square-foot freezer warehouse within the City. This development will include 50+ jobs in the first phase and in the second phase could create roughly 75 jobs in total. The total project is estimated to be an investment of \$16 million to the City.



Lake Shore Drive Complete Streets Project (2020/2021 – NYS DOT/Public)

The City of Dunkirk was recently awarded \$1.5 million to invest in a complete streets project along Lake Shore Drive from Main Street to Brigham Road in Dunkirk’s Downtown Harbor District. The City had included this as a priority project in last year’s 2018 DRI application and when not awarded pursued the DOT’s TAP grant for funds. This project is an important project for making Lake Shore Drive more of a safe pedestrian friendly environment. It will also beautify the waterfront corridor and make it an attractive route to entice developers to want to invest along this corridor. The overall project cost is \$1.8 million and is estimated to be completed in 2021.



Special Metals (2019/2020 – Private/Public)

The City of Dunkirk was built on manufacturing companies such as Special Metals. Today, many of Dunkirk’s manufacturing companies are still thriving. Special Metals’ Dunkirk facility is the industry leader in the production of premium quality nickel base superalloys for both static and rotating aerospace and land-based gas turbine applications. The company is investing millions into its plant and see major equipment purchases and expansions in the near future. In the fall of 2019 the company will be improving its employee facilities and will be expanding the employee locker rooms, cafeteria, and meeting spaces at a total investment of \$2 million.



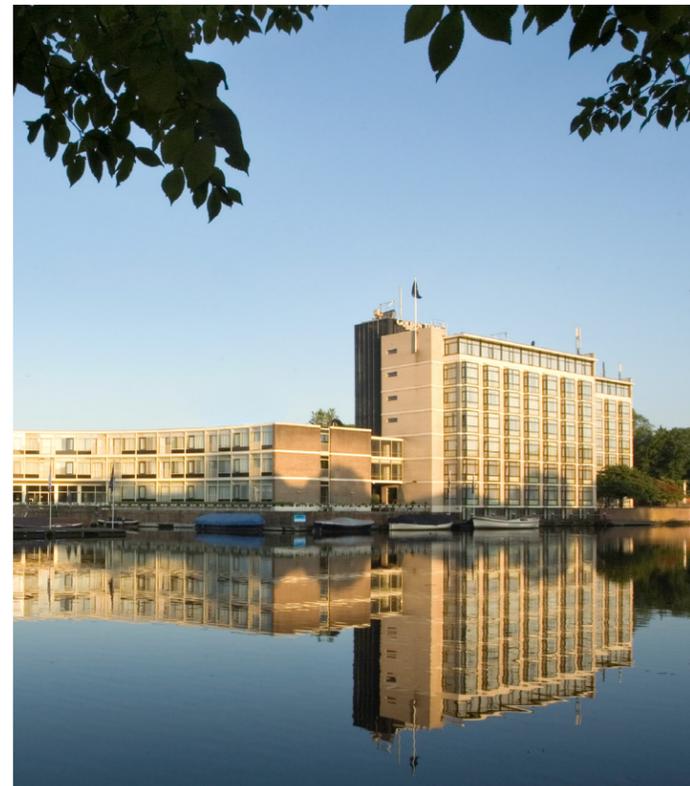
Agricultural Transport (2019/2020 – ESD and Private - Ongoing)

Agricultural Transport is a growing and progressive transportation company operating out of the Town of Dunkirk, since 1986. Agricultural Transport has grown continuously for over 28 years and sees great opportunity in establishing itself as a leader in the transportation industry. The businesses operations consist of both a Refrigerated Motor Carrier, traveling across all 48 contiguous states, and a third party logistics freight broker, that brokers out overflow freight to thousands of motor carriers all across the United States. Agricultural Transport has been taken from primarily an east coast based operation, to a 48 contiguous state operation. In 2007 Agricultural Transport, went from 11 employees to the 38 employees. In 5 years Agricultural Transport is projected to see a steady increase in personnel, reaching 84 employees by 2022. The company has recently purchased and is in the process of renovating an office building within the City to house the \$12.5 million dollar company.



Hotel/Restaurant (2019/2020 – Private/Public Funds - Ongoing)

The City and Erie Land Development, LLC are currently in the process of final negotiations of a lease agreement at the City owned waterfront parcels located along Lake Shore Drive next to the Clarion Hotel. The land is currently vacant waterfront property owned by the City and has secured development as a Wyndham Hotel and separate waterfront brewery/distillery/winery. The developers have conducted a feasibility study and secured Wyndham as the preferred hotel to develop. Erie Land Development, LLC received \$500,000 of 2018 CFA funding, will be utilizing CCIDA incentives, pursuing brownfield credits, using National Grid Brownfield grant funds, and will be working with the City to determine additional funding for the project. The developers are anticipated to start construction of a waterfront hotel and restaurant in 2020 creating 50+ jobs in the City's downtown area. Overall, the total investment from the project is estimated at \$10 million.



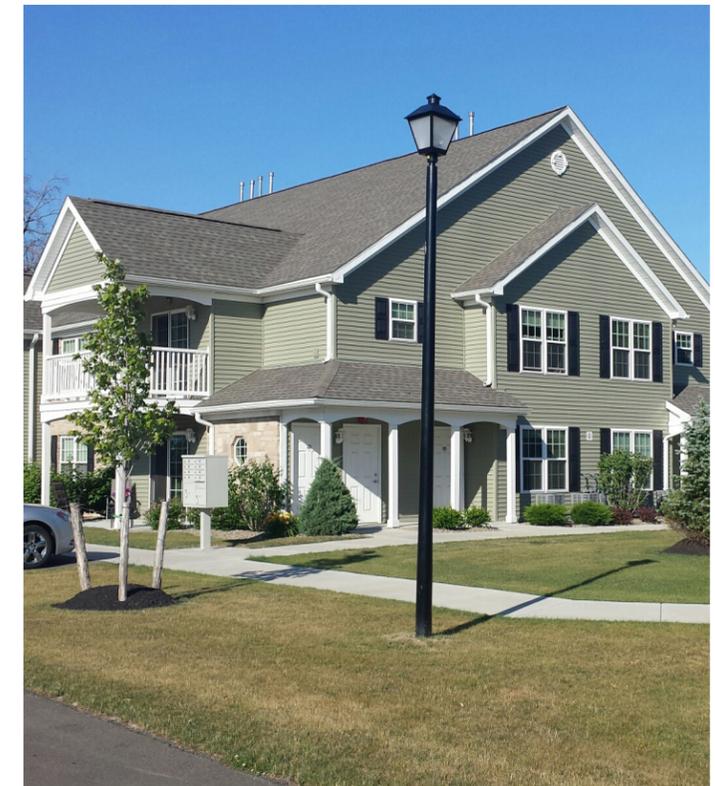
Marina Development 2019/2020– ESD/Private Funds - Ongoing)

In 2016, a local marina operator entered into a long-term lease agreement to run the City's marina. The marina operator has purchased additional vacant property along Dunkirk's waterfront and is one of the City's priority projects that would be proposed to help fund with DRI monies. The Marina owner is also making major improvements to the current Marina which include a cabana bar that is partially funded through the \$2.5 million Smart Growth award that the City received in 2017. The Marina owner also has plans for a skipper's lounge and boat showroom for customers and those who hold slips at Dunkirk's Harbor. The marina operator already owns Holiday Harbor one of the largest and most successful marinas on Chautauqua Lake. In total, future investment to the Dunkirk Marina is estimated at \$1.3 million.



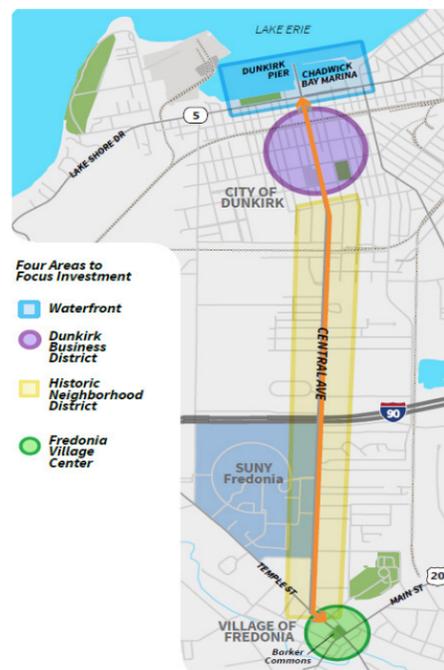
Villas at Battery Point (2019/2020 - Private Funds - Ongoing)

In preparation for the arrival of Athenex, Erie Land Development, LLC has closed on waterfront property, which extends out to Lake Shore Drive East (Route 5) within the City of Dunkirk. The developers will be building a 3 phase housing community which includes market rate apartments, condominiums, and single family housing. The developers have gone through the City's zoning board and planning board for approvals. The project will start with four, eight unit apartment buildings and will gradually expand based on need. With a projected 900 jobs coming from Athenex, the developers believe this is the prime moment to begin investing in the City's downtown community. Total project costs for phase one of the three phase project comes to \$14 million.



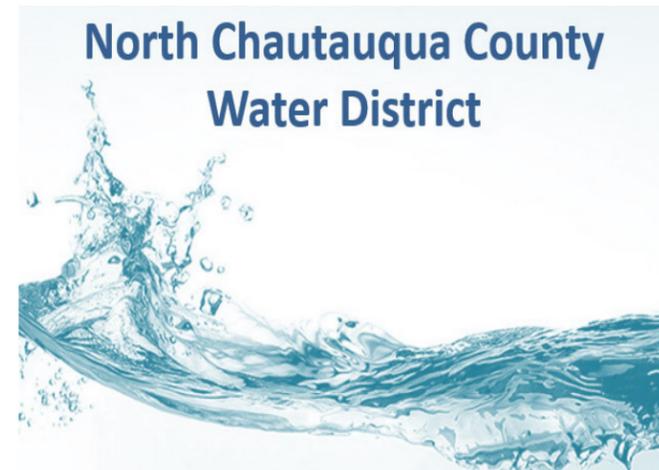
Central Connection (2018 /2019- ESD Funds - Ongoing)

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. This process has been groundbreaking for Dunkirk and Fredonia who, for a long time have ignored our connection, and not participated in shared visioning. Through 2017's round of funding of DRI funding, the City of Dunkirk was awarded \$2.5 million dollars of Smart Growth Funds through the Buffalo Billion Squared. Out of the \$2.5 Million, \$640,100 is being used for the Central Connection Project. This will include bike lanes, intersection improvements, wayfinding signage, branding and marketing improvements, and beautification along the Central Avenue corridor.



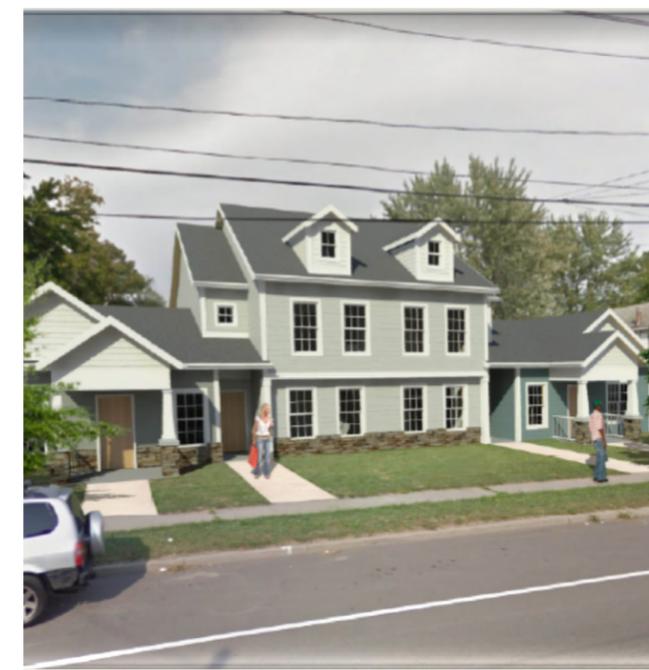
Northern Chautauqua County Water District (2018/2019 – Public Funds - Ongoing)

The Chadwick Bay Regional Development Corporation is a non-profit organization comprised of representatives of the local governments of Northern Chautauqua County. 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 Brocton 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.



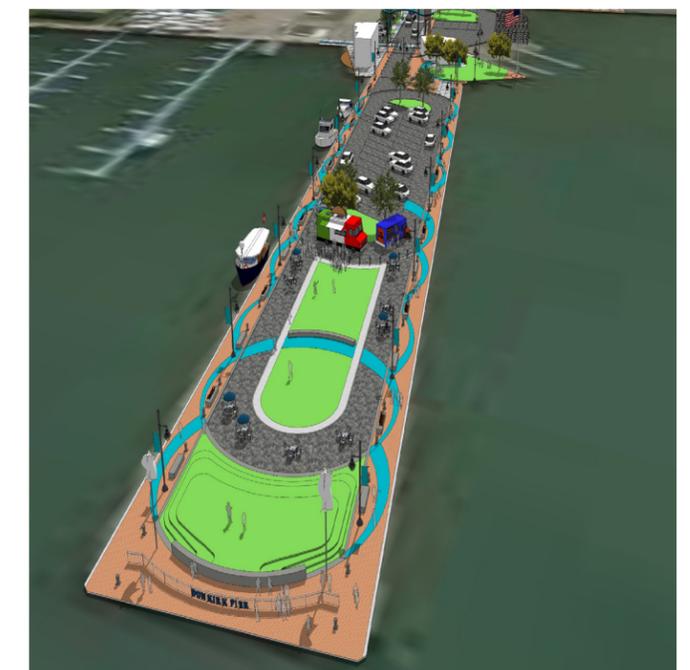
Southern Tier Environments for Living (STEL) (2018/2019 - Private/Public Funds - Ongoing)

STEL received funding to develop approximately 45 units of mixed income, multifamily, scattered homeownership sites within the City of Dunkirk. The Dunkirk Renovation & Ownership Program (DRO) is a \$16 million affordable and mixed income housing project developed for people with special needs. STEL's DRO project includes the rehabilitation and new construction of housing along and in close proximity to U.S. Route 60, one of the major arterials into Downtown Dunkirk. With approximately 47.3% of all housing units built before 1939 and only 9% of the City's housing stock built since 1990, there is no doubt that the City is in major need of a new housing stock and the investment of \$16 million is a great start.



Pier and Harbor Improvements (2018/2019 - ESD Funds – Ongoing)

The City of Dunkirk was awarded \$2.5 million dollars of Smart Growth Funds through the Buffalo Billion Squared. \$1.86 million is being put towards Pier and Harbor Improvements. The project specifically includes making the Pier a more pedestrian friendly environment, better connecting the Pier to the water trails to the east and west of the Pier, improving access and amenities for fishermen, adding green space to allow for more recreational uses on the Pier, and help provide funding for two private projects that will increase tourism and create a destination place on the waterfront. This project is meant to spur future development in the Harbor District and is scheduled to be completed in the fall of 2019.



JOB GROWTH

There is no denying that the City of Dunkirk has experienced major job loss in the past. Similar to many small Great Lakes communities, Dunkirk has experienced a reduction in the industrial manufacturing business and has resulted in a large amount of job loss due to the closure of these manufacturing companies. Yet, with the construction of Athenex, a pharmaceutical manufacturing company just outside of the City's borders, there seems to be a shift in business growth, investment, and job creation within the City and near the downtown. This company is impacting the way the City thinks about its future and is a major reason why the City is updating the Comprehensive Plan, designated a Brownfield Opportunity Area (BOA) community, partaking in the completion of the Northern Chautauqua County LWRP, and using the completed zombie properties survey, Choosing Dunkirk, to further assess the City's housing market. With all of these plans cohesively working together, a unified vision has been created for our downtown community. The City needs DRI funding from the State to help rehabilitate the downtown in order to create a vibrant environment that will attract a wide range of professionals securing local jobs such as the ones that Athenex will create. Current businesses within and around Dunkirk's Downtown include the following:

City of Dunkirk Employer Workforce

	Employer	Type	Employees	Proximity
1	Fredonia State University	Education & Human Services	900	> 1 mile
2	Nestle Purina	Manufacturing	350-400	> 1 mile
3	Dunkirk City School District	Education	450	> 1 mile
4	Refresco	Manufacturing	400	3 blocks
5	Fieldbrook Foods	Manufacturing	350	>.5 mile
6	Walmart (150 full-time and 165 part-time employees)	Retail	315	>2 miles
7	D & F Plaza (20 stores in complex)	Retail/Department Stores	300	> 1 mile
8	Dunkirk Specialty Steel	Manufacturing	285	> 1 mile
9	ECR International	Manufacturing	200-250	> 1 mile
10	City of Dunkirk	Government Services	165	in DRI
11	Tops Market	Food Service	150	> 2 miles
12	Chautauqua Opportunites North County Complex	Human Services	150	> 1 mile
13	Resource Center	Education & Human Services	100	>.5 mile
14	Special Metals	Manufacturing	100	> 1 mile
15	Inx International	Manufacturing	100	>2 miles
16	Jamestown Community College North County Complex	Education	100	> 1 mile
17	Downtown Banks - Lake Shore, First Niagara, Community Bank & 3 Credit Unions	Banking	100	in DRI
18	Remtronics	Manufacturing	65	> 1 mile
19	Agricultural Transport	Production & Shipping	50	3 blocks
20	Clarion Hotel & Conference Center	Tourism	50-60	in DRI
21	Chautauqua County North County Offices	Government Services	50	in DRI
22	Walkable Employment Opportunites	Estimated Total	1,000	>1.5 miles

Athenex

Construction of the new Athenex manufacturing facility is creating 900 jobs total; including 450 workers at the Dunkirk plant and 450 construction related 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. This facility has already broken ground and is scheduled for operation by 2021. The company is partnering with workforce development officials, Jamestown Community College and SUNY Fredonia on training perspective employees. Athenex has made it clear that about 150 plant workers would require advanced science degrees, roughly 150 would not need to be retrained if they had prior experience working in a warehouse or factory, and about 150 would require some form of training. This facility will not only create good paying jobs, but will diversify the area's job market by offering jobs with different salaries and entry levels to support a wide-ranging community. The 300,000 square foot facility is slated to have all jobs in place within three to five years after the construction phase. Although the Athenex facility is located just outside the City line, Dunkirk will be the nearest downtown location. The City is working hard to prepare Dunkirk for this workforce and encourage as many people as they can to make Dunkirk their new home. The factory is just 1.2 miles from downtown, along Lake Shore Drive (Route 5). The CARTS public busing system has added a stop at the manufacturing facility that will bring employees

to the downtown. This stop also includes the Nestle Purina plant, which has 379 employees. There is also a bike lane which has been recently painted for biker friendly use on Route 5 to the downtown.

Villas at Battery Point

As anticipated, Athenex is already spurring additional development and job creation. Erie Land Development, LLC sees the potential that Athenex has for the community and is currently starting an apartment/condo/housing development on property known as Battery Point. Battery Point is adjacent to where Athenex will be located and within the City line. The Villas at Battery Point are a housing community that is split into three phases. The first phase includes 11, 8 unit, 2 bedroom, market rate, apartment complexes, phase two proposes condominiums, and phase three is described as single family waterfront homes. Currently the developers are starting with phase one. The project has gone through the zoning and planning boards for approval and is scheduled to break ground in the near future. This new housing development is desperately needed within the City and will create 50+ construction jobs and 5+ managerial jobs and a new housing stock.



Fieldbrook Foods (Wells) and Cold Storage Warehouse

Fieldbrook Foods (Wells) is an ice cream manufacturing company located within the City of Dunkirk. Over the past year, Fieldbrook has invested over \$4 million dollars in upgrades and expansions to its Dunkirk facility. These expansions have created over 100 new jobs to the business for a total of roughly 350 jobs in Dunkirk’s plant alone. Currently the facility uses space as cold storage of their products, yet increasing demand calls for expanded production space that Dunkirk’s facility does not have. Therefore, Fieldbrook Foods reached out to developers build a cold storage warehouse in the City of Dunkirk. This cold storage warehouse will be a \$16 million dollar project that will create 50 jobs in phase one and 75 total jobs with the expansion in phase two. This will also free up space at the Fieldbrook facility and allow for the company to invest in greater production lines and the creation of more jobs in the City of Dunkirk. The cold storage warehouse is being built on a brownfield site in the City and is scheduled to be open in December of 2019.

Hotel/Restaurant Development

The City of Dunkirk has been working with Erie Land Development, LLC in order to develop a hotel and separate brewery/distillery on City owned waterfront property on Lake Shore Drive. The developers have gone through the market study and have secured Wyndham Hotels as the hotel chain that they will be working with. In addition to the hotel, the developers will be building a restaurant, which will celebrate the brewery/distillery/winery culture of Western New York. The developers feel that there is a tourism market worth capturing based on the nearby Lake Erie Wine Trail and Lake Erie as the hotel/restaurant’s backyard. The developers received \$500,000 from Market New York to help fill the financial gap in the project. In addition, they feel that with the coming of Athenex, there is greater need for lodging locations and the hotel will be only 1.2 miles away from Athenex. The hotel and restaurant will create approximately 50+ jobs in the hospitality and restaurant field. These jobs will be located within the City of Dunkirk’s Downtown Harbor District. They will be a new employer for the area and will be accessible not only by car, but also by CARTS (Public Transportation), bike and foot. Jobs will range from entry level to managerial positions.

Agricultural Transport

Agricultural Transport is a growing and progressive transportation company operating out of Dunkirk, since 1986. Agricultural Transport has grown continuously for over 28 years and sees a great opportunity to establish itself as a leader in the transportation industry. The operations consist of both a Refrigerated Motor Carrier, traveling across all 48 contiguous states, and a third party logistics freight broker, that brokers out overflow freight to thousands of motor carriers all across the United States.

Agricultural Transport has been taken from primarily an east coast based operation, to a 48 contiguous state operation. In 2016, under new ownership, Agricultural Transport and has worked tirelessly to create and implement a vision that is allowing Agricultural Transport to become an industry leader. In 2007 Agricultural Transport, went from 11 employees to 38 employees. In 5 years Agricultural Transport is projected to see a steady increase in personnel, reaching 84 employees by 2022. The company has closed on a vacant office building within the City and is currently in the process of renovations.

Small Businesses

A growing list of small businesses are seeing the City’s downtown potential and are filling up the CBD’s building office space and renovating surrounding buildings on a monthly basis. Within the past few months, five small businesses have opened their doors. These businesses include, Vector Marketing Corporation, Jamestown Business College, a new attorney’s office, realtor’s office, and Dressed to Impress Doggy Spa. These are all unique small businesses that offer services that were currently lacking in the downtown and overall community. The income levels vary and these businesses are looking to expand in the future. Small businesses are the backbones of every community and the more investment the City has within the downtown, the more likely small businesses will want to locate their businesses downtown. With the five businesses alone, 12+ jobs have been created.

Future City of Dunkirk Employer Workforce				
	Employer	Type	Employees	Proximity
1	Athenex	Pharmaseutical Manufacturing	450	> 2 miles
2	Villas at Battery Point	Housing	5	> 2 miles
3	Cold Storgae Warehouse	Food Manufacturing	50	> 1 mile
4	Fieldbrook Foods	Food Manufacturing	25	> 1 mile
5	Agricultural Transport	Transportation Brookerage and Logistics	84	> 1 mile
6	Hotel/Brewery/Winery	Tourism	50	In DRI
8	Small Businesses	Goods and Services	50	In DRI
Total			714	

ATTRACTIVE PHYSICAL ENVIRONMENT

There is no questioning why the first explorers chose to settle the Chadwick Bay (Dunkirk's Harbor) area as their home. With Lake Erie on the water's edge, the bay created many advantages that such locations provide: a safe haven during storms, trade, transportation, food, health, recreation, and access to nature. Today's population isn't looking for much different from those original settlers; affordable housing, walkability, recreation, access to food, access to health care, and transportation are some of these characteristics important when looking for today's livable community. Luckily, Dunkirk's downtown still offers an attractive environment that with some additional investment, will catalyze the City's downtown as a destination place and vibrant community.



Lake Erie

The main attractiveness to Downtown Dunkirk is its geographic location along the shores of Lake Erie. The City's Harbor is a highly underutilized asset to the community and is clearly the City's hidden gem. Waterfront cities across the world have built fabrics that embrace the water's edge. Yet, in the City of Dunkirk, nearby visitors have a hard time realizing a Great Lake is in Downtown Dunkirk. Access to water provides an economic advantage that the City of Dunkirk is ready to capitalize on. The City's Pier, Marina, Memorial Park, waterfront trails, boardwalk, restaurants, and hotel are all attractive characteristics that draw people to the downtown area. Not only does this Harbor District have all of the above-mentioned attractions, but it also has room to grow. The City's Brownfield Opportunity Area (BOA) Phase II Study has identified 15 developable sites throughout the City of Dunkirk. The majority of these sites are located in the Harbor and Business District. As a designated BOA community, brownfield clean-up credits are available to developers that wish to redevelop these brownfield sites. This added incentive makes the harbor an attractive place to develop and create a livable community. The City is also in the process of completing the Pier Improvements project that was previously awarded through Smart Growth funding from the Buffalo Billion Phase II. This project is just the beginning of major improvements to the waterfront and downtown and will be completed in the fall of 2019.

Parks and Trails

The City of Dunkirk has a long and rich park history with eight municipal parks including Point Gratiot and Wright Park, the two most popular City Parks along beautiful Lake Erie. These parks provide residents and visitors with a variety of uses including recreation, picnicking, sightseeing and swimming. Within the DRI there are two parks. These include Memorial Park and Washington Park. Memorial Park is located along Lake Erie and includes a vast green space, veteran's memorial, waterfront trail and benches for enjoying views of Lake Erie. This park's trail connects to Dunkirk's Pier and waterfront trail and are enjoyed by many walkers, bikers, and runners. The park is in constant use in the summer for many of Dunkirk's festivals and events. To build off of the improvements to Dunkirk's Pier, Memorial Park is listed as a priority project in the DRI to improve on the Park's trail connection, build a permanent concert venue for festivals and events, and better enhance the park's current amenities. This project will increase recreational tourism and transform Dunkirk's waterfront as a destination place for festivals and events.

Washington Park is another beautiful park in the heart of Downtown Dunkirk. The City's Historical Society, large homes and churches surround the outside of the park. This park includes pedestrian paths, benches, lighting, a pavilion, and playground. The park once included the historic King Neptune Fountain which was removed due to upkeep and vandalism. Currently King Neptune resides at SUNY Fredonia and once determined, will be brought back to the City at a new location (Possibly at one of the priority projects in the DRI).

The City of Dunkirk includes an almost completely linked waterfront trail. Other than the NRG site, Dunkirk has a waterfront trail system that spans roughly 2.25 miles. The trail runs through the City's DRI boundary and connects the downtown to the extended neighborhoods and larger parks. It is a huge asset to the City and also is a close connection to Central Avenue and Main Street where the downtown's main businesses reside.

Grid Pattern Development

Not only is there an attractive advantage to having Lake Erie in the City’s Downtown District, but the overall layout of the downtown is a huge attraction as well. The City of Dunkirk, similar to many waterfront cities was designed based on a grid pattern. This grid pattern allows for view sheds of the Lake from many different vantage points. Lake Shore Drive (Route 5) runs parallel to the Lake, while streets such as Central Avenue, Main Street and Brigham Road run perpendicular. This grid pattern makes the downtown easy to navigate and highly walkable. In fact, over 3% percent of the population walks to work. This is higher than the national average of 2.8% of people walking to work. The DRI boundary has a radius of under 1 mile and is easily a quick 15 minute walk from the end of the boundary to the other.

The Grid pattern has also helped define the density of the downtown and the “main street” that most commercial development is located along. This street is known as Central Avenue and is the main arterial road to the City’s Business District. In addition, this road spans from the Business District and leads directly to the City’s Pier. This road contains a high density of historically significant buildings and houses institutions such as Brooks Memorial Hospital, City Hall, Adams Art Center, churches and Chautauqua County Offices. The main buildings of historical significance include the City’s Post Office. This building was designed and built in 1928-1929. It is a two story building with a one story rear wing, in the Colonial Revival style. 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 has major potential for a great mixed use space with storefront on the bottom and market rate apartments on the top floors. In addition, 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.

Diverse Population

In addition to the waterfront and development patterns, Dunkirk’s cultural diversity is one of its major defining characteristics. This diversity can be seen in the different cultural amenities in and around the DRI area that cater to a variety of cultural backgrounds, including churches, social clubs, restaurants, shops and other businesses. Dunkirk’s diversity, especially our increasingly large Hispanic community, can also be seen in demographic data. According to the 2012-2016 American Community Survey, an estimated 31% of Dunkirk’s population identifies as Hispanic or Latino. Most importantly, our community’s cultural diversity contributes to a neighborliness that extends to all residents. This neighborliness, combined with the diversity of cultural amenities, certainly contributes to downtown Dunkirk’s attractiveness and livability of a diverse population.

Housing

Like many western New York communities, Downtown Dunkirk has an older housing stock. There is a need for upscale apartment buildings, senior housing with varied price ranges, and affordable new housing. The City does include some new housing in the downtown corridor. This includes the 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. The current construction of STEL’s Dunkirk Renovation & Ownership Program (DRO) is a \$16 million affordable and mixed income housing project developed for people with special needs. This project is located on scattered sites along Main Street (within the DRI) and will positively impact this downtown neighborhood.

The project not only provides housing for the disabled but also includes space for market rate apartment space as well. The program also builds homeownership with the option to purchase the home after 15 years.

The downtown offers a multitude of spaces fit for mixed-use redevelopment. With the support of funds from the Downtown Revitalization Initiative award, the adaptive reuse of the Coburn Block could be accomplished. The property includes a three story brick building with seven adjoining parcels. The property recently went up for sale and was purchased by a local investor willing to make the needed repairs to improve the building and convert it to a mixed use space. Past investment has also been made in the Chadwick Bay Lofts. This project was done through Restore NY funding and private investment. The mixed use building converted a vacant masonry building in downtown Dunkirk into office space on the first floor and loft apartments on the top two floors. In addition, another adaptive mixed-use project located along route 5, is in the design phase process and the City received 2017 Restore NY funding to help bring this project to reality (Located within the DRI boundary). There is also the opportunity for downtown housing at the Brooks Hospital site. Brooks Hospital will be building a new location in the Village of Fredonia and the City is working with the board to include a reuse plan for the site. The site offers many opportunities for mixed use and could include some form of senior or student housing on the site.



QUALITY OF LIFE POLICIES

The City of Dunkirk recognizes the importance of policy driven planning for improving the quality of life in a community. That is the reason why the City has completed and is in the process of reviving many of the past planning efforts, as well as honoring the policies that are already in place. The following are policies that the City has adopted and is in the process of creating and implementing:

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.

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 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."



Chautauqua County Design Guidelines

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.

Chautauqua County Land Bank

In an effort to implement recommendations from the County's Comprehensive Plan, the County pursued the creation of a countywide 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. 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 has secured four separate grants from the NYS Office of Attorney General totaling \$5.9 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 for strategic rehabilitation contribute to the bottom line by providing funding to pay for salaries and other overhead expenses.

The intimate working relationship between the City of Dunkirk and the Land Bank has resulted in 69 residential properties being acquired for negotiated sale and rehabilitation throughout the City, of which 46 have been rehabilitated and sold, thereby resulting in over \$1,602,000 dollars in private investment in Dunkirk. Additionally, 25 residential demolitions have been undertaken between the Land Bank and the City's Community Development Block Grant Program, resulting in an investment of approximately \$400,000 in blight removal. 12 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.

Chautauqua County Health Network

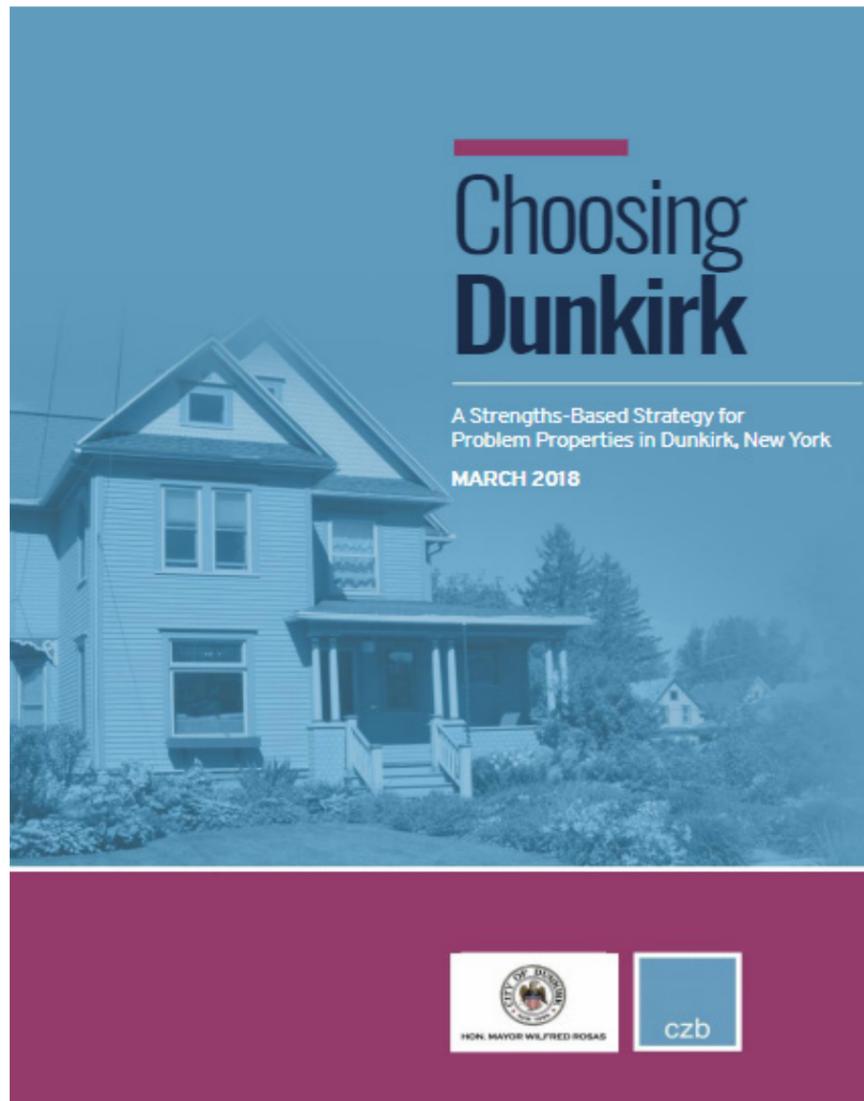
Over the past 4 years the Chautauqua County Health Network (CCHN) has earmarked part of its funding from New York State Department of Health Creating Healthy Places to Live, Work, and Play for the City of Dunkirk. The purpose of the grants funds is to reduce obesity and type-2 diabetes by improving community-wide 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.

In 2014, CCHN donated 10 raised garden beds were donated to the City and placed them at various locations. 4 are located on the corner of Grant Avenue and Main Street (Route 60), 2 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 important and satisfaction of being connected to the food you eat. The City has expanded this program into other parts of the City and has created an opportunity for individuals to donate their time to beautify existing flower beds.

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.

Downtown Plans

In order to support one cohesive vision for the community, determine goals and recommendations through public participation and outreach, and move forward to obtain funding and implement proposed projects, the City of Dunkirk is currently updating many of its planning initiatives. It is important to keep in mind that each plan is not its own stand-alone document, but that the City of Dunkirk is committed to creating a cohesive approach to integrating all plans in order to create one unified vision with consistent projects and recommendations. These plans include:



Brownfield Opportunity Area Phase II

The City of Dunkirk’s downtown has a numerous amount of existing vacant and brownfield properties. These properties were identified in the City’s Brownfield Opportunity Area (BOA) Phase II Study as strategic sites for redevelopment. The study identified 15 “brownfield” sites which created the BOA boundary. The large majority of these sites are located in the City’s downtown district. After many stakeholder meetings and public workshops, recommendations were made to determine the best fit for the redevelopment of these sites. Within the downtown area, recommendations included mixed use development, market rate loft spaces, restaurants, a hotel, and public space improvements at the pier. The Study was completed in the spring of 2018 and the City was designated a BOA community in the summer of 2018. Designation as a BOA community has already allowed developers to access brownfield clean-up program credits for the redevelopment of a BOA sites. Specifically, the cold storage warehouse site has been cleaned and an 80,000-square-foot freezer warehouse is under construction. This policy will help drive redevelopment in the City’s downtown district.

Comprehensive Plan

The City’s Comprehensive Plan has not been updated since 1976. The City won funding from the 2016 CFA round through the Department of State to update this Comprehensive Plan. The Comprehensive Plan looks at the community as a whole to determine a unified vision for the City, develop community goals and recommendations for what the City should look like in the future, and help dictate public policy in terms of transportation, utilities, land use, recreation, and housing. The Comprehensive Plan has included a large portion of public participation in order to hear the community’s voice and get their input. While the Comprehensive Plan is all-inclusive to the whole City, there is a focus on the City’s downtown district. The Comprehensive Plan includes recommendations to update the City’s zoning code which was last updated in 1995. The City currently has the draft Comprehensive Plan complete and will be adopting the plan this summer.

Northern Chautauqua County LWRP

The City of Dunkirk is one of ten municipalities partaking in the Northern Chautauqua County Local Waterfront Revitalization Program. The Plan focuses on addressing all issues that affect a community’s entire waterfront and will identify the City of Dunkirk’s most critical issues facing a significant portion of its waterfront. The BOA Phase II study addressed many of the waterfront’s issues and provided recommendations and costs associated with these recommendations based on the community’s public participation. In order to maintain a cohesive vision in all of the City’s planning efforts, the BOA’s waterfront recommendations will be included within the LWRP and will be vetted through the LWRP’s planning process. With all of the plans working together, it is the intention of the City to move the planning visions to implementation. It is important that the City is a part of the LWRP because an approved LWRP reflects community consensus and provides a clear direction for appropriate future development. The LWRP is at the middle stages of completion.

Zombie Properties Survey – Neighborhood Revitalization Strategy

Lastly, the City of Dunkirk received funding to implement a zombie properties survey. This survey is being used to get a better understanding of the City’s housing market, identify neighborhoods in greater need, develop plans for moving forward to reduce blight and zombie properties, and determine and adopt policies that will create changes that will better enhance our City’s neighborhoods and make them enticing places that people will want to move to. With the coming of Athenex, it is important that the City looks at different ways to strengthen the neighborhood communities so that the people working for Athenex will have attractive homeownership options within the City. This study is complete and can be found at the following website: <https://www.choosingdunkirk.com/>. The City has created an internal task force and is working on the recommendations that have come out of the study

PUBLIC SUPPORT

The City of Dunkirk's BOA Phase II Study has a large focus on the City's Downtown District. The BOA specifically focuses on the business district and the harbor district and has been termed as a "mini economic development plan" for the downtown area. In order for the BOA plan to come to fruition, the City's consultants conducted an array of community workshops, interviews, stakeholder roundtables, and presentations in order to obtain a vision for downtown revitalization and list of downtown projects that were ready to be implemented if funding were to be secured. The robust community engagement process brought together residents, government officials at the local, state, and federal levels, groups and organizations, brownfield property owners, and outside developers, to obtain a truly diverse group of ideas for redevelopment strategies. Recommendations and projects that came from the public participation plan indicated the need for investment in both public and private side in order to create the type of downtown that is "cool and exciting" to live, work, and play in.

In addition to the BOA, the City has spent past year updating the Comprehensive Plan. Four community workshops were held across the City. The Plan focuses on all areas of the City, yet the downtown corridor had a specific focus at each of the workshops to get a clear understanding and input from the residents on a vision for how the future of City's downtown could be.

In addition to the many community workshops oriented to downtown redevelopment, the City also held a public DRI presentation on May 21st at the Economic Development Committee meeting. At this meeting the Planning and Development Director presented the overall process of the DRI, past priority projects that were applied for, 2019 priority projects that are in this current DRI application, and the reasoning for such priority projects. Here the public expressed support for the current projects and gave input on what needed to be added to revitalize the downtown. All council members were given a copy of the presentation and agreed with the projects within the plan. In addition to the tremendous support from the community and all that were involved with the public participation process, many local leaders and stakeholders have expressed their support and commitment in working together to advance the City's downtown revitalization efforts. These commitments can be seen in the letters of support that are attached to the accompanying document. These organizations, groups, and government officials include;

- Dunkirk Common Council
- Dunkirk Industrial Development Agency
- Dunkirk Local Development Corporation
- Assemblyman Andrew Goodell
- Congressman Tom Reed
- Chautauqua County Executive George Borrello
- Chautauqua County Department of Planning & Development
- Chautauqua County IDA
- Chautauqua County Visitors Bureau
- Chautauqua County Watershed
- Chadwick Bay Region
- Dunkirk Historical Lighthouse
- Southern Tier West Regional Planning and Development Board

- Chautauqua County Land Bank
- Dunkirk Chamber of Commerce
- Fredonia State Technology Incubator
- Jamestown Community College – North County Center
- Chautauqua Opportunities Inc.
- Southern Tier Environments for Living
- Northern Chautauqua Community Foundation LED Committee
- Brooks Memorial Hospital
- Revitalize Dunkirk
- Dunkirk Specialty Steel

If awarded funding through the DRI, 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 Planning and Development Department will work hand in hand with the consultants to oversee the plan and help leverage funding through other outlets to move the implementation of the projects in the right direction. The City's Planning and Development Department, along with all other necessary departments, will work in collaboration to help bring the transformative projects to fruition in order to create destinations that bring people to the downtown community, not only in the local area but on a regional scale.



PROJECT READINESS

The City of Dunkirk is not the only one to recognize the impact that the coming of Athenex will have on the region. Other municipalities, developers, property owners, businesses, schools, and residents are also taking this into account and reaching out to the City to propose transformative projects that will be ready for implementation within the next two years. The private and public projects that came from the public participation, engagement process, and the local support of government leaders and stakeholders are as follows:

Destination Projects:

1. Brooks Memorial Hospital Reuse
2. Adams Art Center Stabilization
3. Masonic Temple Redevelopment
4. Coburn Block Mixed Use Redevelopment
5. Flickenger Food Incubation Center
6. Regent Theatre Revitalization
7. Demetri's Waterfront Restaurant Redevelopment
8. Waterfront Infill Development

Infrastructure Improvement Projects:

9. Breakwater Extension Project
10. Green Parking Infrastructure Study and Implementation

Community Placemaking Projects:

11. Memorial Park Concert Venue
12. Central Ave. Facade Improvements Program



Destination Projects					
	Project Name	Description	DRI Funds	Total	Funds Leveraged
1	Brooks Hospital Reuse	Redevelop Brooks Hospital as a mixed use facility that includes senior or market rate housing, retail, and an urgent care.	\$ 1,000,000	TBD	Private funds, Possibly HCR, National Grid
2	Adams Art Center Stabilization	Restore the Adams Art Gallery as an Arts, Cultural, and Makers Space Center.	\$ 500,000	\$ 2,500,000	Private Funds, CDBG, NCCF, Possibly NYS Council on the Arts
3	Central Avenue (Masonic Temple) Infill Development	Mixed-Use redevelopment of a vacant lot on Central Ave. across from City Hall.	\$ 1,000,000	\$ 4,500,000	Private funds, National Grid
4	Coburn Block Mixed-Use Redevelopment	Rehab the Coburn Block into retail and market rate apartments on the City's main arterial road, Central Ave.	\$ 1,000,000	\$ 3,000,000	Private funds, CDBG, and Possibly HCR
5	Flickenger Food Incubator / Mixed Use	Convert a vacant masonry building into a food incubation/mixed use space.	\$ 900,000	\$ 3,500,000	Private Funds, Possibly Restore NY, CDBG
6	Regent Theatre Revitalization	Revitalize the old theatre as a restored movie theatre and stage area for performing arts groups, non-profits, and events space.	\$ 600,000	\$ 2,500,000	Private Funds, Historic Tax Credits, Possibly NYS Council of the Arts
7	Demetri's Waterfront Restaurant Redevelopment	Redevelop Demetri's restaurant as a restaurant and brew garden to create a tourism destination on Dunkirk's waterfront.	\$ 900,000	\$ 1,725,000	Private Funds, Possibly Market NY, CCIDA Incentives,
8	Mixed-Use Harbor Infill Development	Develop a waterfront condo, retail, and restaurant mixed-use infill development.	\$ 800,000	TBD	Private Funds, Possibly LWRP
Infrastructure Improvement Projects					
9	Breakwater Extention	Engineering, design, and construction of additional breakwater extention within Dunkirk's Harbor by USACE and City.	\$ 1,000,000	\$ 2,500,000	Public and USACE
10	Green Parking Infrastructure Study and Implementation	Funding to reassess Dunkirk's downtown parking and implement green parking infrastructure	\$ 300,000	TBD	Public, Possibly EPA, and Possibly Env. Facilities Corps.
Community Placemaking Projects					
11	Memorial Park Concert Venue	Create a permanent concert venue at memorial park and include park furniture upgrades and facility improvements	\$ 1,000,000	\$ 1,500,000	Public, Possibly LWRP
12	Central Ave. Façade Improvements Program	Funding for scattered site façade improvements along Central Ave.	\$ 700,000	\$ 8,000,000	Public, CDBG, Possibly Main Street
Total:			\$ 9,700,000	\$ 29,725,000	

Brooks Hospital Reuse

History

Brooks Memorial Hospital is an entire City Block along Central Avenue in Downtown Dunkirk's Business District. Within the past three years Brooks Hospital has received grant funding through NYS to relocate and build a new state of the art hospital in the Village of Fredonia. This will be a major impact and gap in Dunkirk's Downtown. The City is working with the Brooks Board to develop a reuse plan for the site. A Community Advisory Committee has been established to move forward in plans for the reuse. Currently the board recognizes that Dunkirk's low-income population will need some form of urgent care to be available at the site. In addition, the community through the Comprehensive planning process, has indicated the need for senior and market rate apartments and housing. Retail and the possible relocation for Jamestown Community College's North Campus have also been recommended.

Readiness

Currently the committee has released an expression of interest (EOI) to developers and has held a tour of the hospital to interested developers. It is the committee's intention that a Request for Proposals (RFP) will be developed and include further details on what the committee, community, and City would like to see in its downtown. This project will be the largest and most transformative project within the City's DRI application. The project will literally change the face of downtown Dunkirk. In order to attract major developers to the site, the City will use DRI funds as an incentive for redevelopment of a unique and exciting mixed use project on an entire City block in Downtown Dunkirk.



Adams Art Center Revitalization

History 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. It is located on 600-602 Central Avenue and marks the beginning boundary of the City's Downtown Core. 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. By 1990, the Adams Art Gallery had become a popular and well known beehive of artistic activity.

Readiness 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. Recently, the Access to the Arts has added a new president and board members that are excited to get the building and arts programs back up and running. The new board has applied for 2018 CDBG funding and grant funds through the Northern Chautauqua Community Foundation. Additional funds are needed to make the repairs needed to bring the building back to life. \$500,000 would be earmarked for the project.

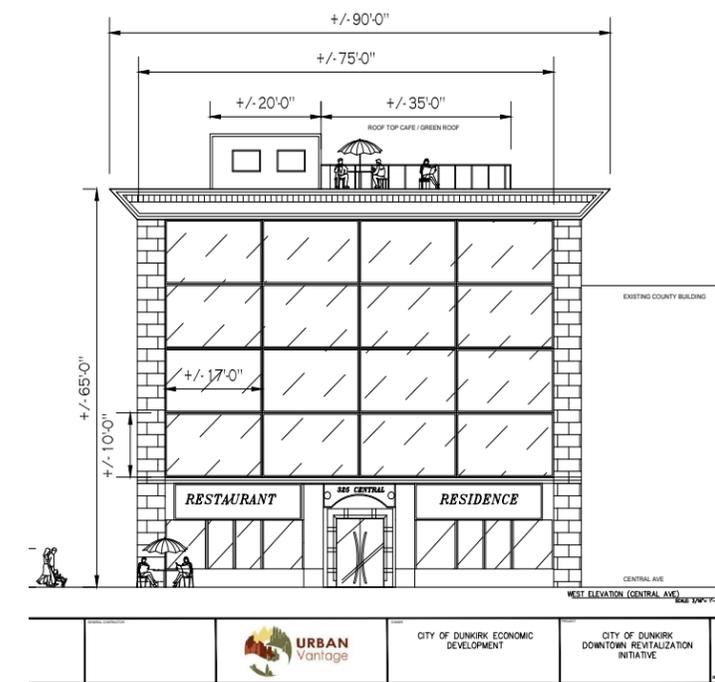
The non profit has committed funding of roughly \$40,000 to begin to make the repairs needed to fix the deteriorating building. This is only a small piece of what needs to be done to restore the building. The revitalization of the center will bring the arts and cultral scene back to Downtown Dunkirk. The intent is to offer creative spaces and arts programs for the local college students, local schools, and professional artists to bring to Dunkirk's Business District.



Central Ave. Infill Development

History In 2010, the historic Masonic Temple was heavily damaged by an electrical fire and consequently demolished six months later. This 1909 building housed organizations from stores to churches to medical offices and fitness-related businesses. Today the property includes two vacant lots totaling 28,305 square feet located on the 300 block of Central Avenue in the Downtown Core and Central Business District. These parcels are located adjacent to City Hall and are large vacant holes within the Downtown District. Its large footprint and location along Central Avenue makes the property an attractive area to develop. Both parcel owners are open to working together on some form of mixed-use project.

Readiness Many ideas have been entertained and the owners are both open to partnering to develop some mixed use site. Most recently the City has been working with Jamestown Community College in obtaining funding to do a feasibility study to relocate the North Campus in the Town of Dunkirk, to Downtown Dunkirk. This site would be the optimal site for relocating this college campus. Through public participation, residents recommended a building should include a façade reminiscent of the previous Masonic Temple building. In addition, within the building there should be a place where the City's historic King Neptune Statue could be placed in the middle of a fountain. When working with the developers, \$1 million could be used for the development of a mixed-use building that includes a space for retail, college classrooms, and college office space for the administration and faculty.



**Coburn Block
Mixed-Use
Redevelopment**

History

The Coburn Block is a contiguous, seven building site owned by a local private developer (7 buildings). This adjoining buildings are located along 113-135 Central Avenue, which is within the City’s Downtown Business District and is the direct connection to the Harbor. In 2012, the Coburn Block received grant funding from the City of Dunkirk’s Main Street Grant to renovate the facades, storefronts and commercial interiors of six out of the seven adjoining buildings owned by Rural Ministry. At the time, the first adjoining building’s owner was not a part of the application and therefore did not receive the improvements that the rest of the building obtained.

Readiness

Today the local developer wants to renovate the building for mixed-use as storefronts on the bottom floor and market rate apartments on the top floors. The developer is ready to invest private funds and is also looking for leverage to fund the entire project. They City is willing to leverage CDBG funds and has reached out to NYSHCR for additional funding. DRI funds of \$1,000,000 to rehabilitate the property and remove the additional brick structure that is falling apart are needed to move the project forward. The developer is in the process of putting together plans and detailed costs on how much the total redevelopment will cost. The revitalization of the Coburn Block is detrimental for development along Central Avenue and the connection between the Business and Harbor Districts.



**Flickenger Early
Child Care/Food
Incubator**

History

The Flickenger building is a 3 story masonry building owned by the Dunkirk Local Development Corporation (DLDC). Attached to the building is a two story masonry building that is currently up for sale. The DLDC has conducted phase I and Phase II ESAs on the site and have gone out for an EOI in the past. To the right of the building is the Chadwick Bay Lofts that were funded through a private/public partnership through Restore NY.

Readiness

Currently the City has a developer interested in the site. The developer would like to fill any gaps in the community when redeveloping the site. The proposed project would include an early child care education center and a food incubation site for the expansion of the Fredonia Technology Incubator’s services. The Fredonia Technology incubator has expressed an interest in the building as a possible food incubator over the past two years. The Fredonia Incubator sits opposite the site and would act as a great incubation area in the City. In addition, the City has no licensed early child care education center. This is a major gap that needs to be filled. Revitalizing the Flickenger Building would create an exciting starting business center for the downtown and offer greater opportunities for students at SUNY Fredonia to pursue start-up businesses and come to Downtown Dunkirk. It would also expand on the “Innovation Neighborhood” that the incubator brings to this area downtown. Preliminary designs and site plans have been established.



Regent Theatre Revitalization

History

The theatre was originally opened in late-1910s as the Drohen Theatre in was closed on June 22, 1920. The theatre reopened as the Regent Theatre on March 21, 1921 and was closed in October 1929 after a devastating fire. The Regent Theatre was eventually re-built in its current form, reopening Thanksgiving 1942 and closing in 1992. The building is currently owned by a local resident that is willing to donate the property if the right developer comes along. The community has stated that they would like to see the theatre brought back to life as a movie theatre and possible stage theatre for local plays and productions, as well as a space for holding events and presentations.

Readiness

There are many arts and musical production groups interested in the building. The City is also interested in possible space for events and presentation spaces that this theatre could provide. With a willing donor, the City will help facilitate the new ownership and would grant DRI funding to bring the Regent Theatre back to life. The City is currently in the process of getting professional input on the overall cost of the project and is looking into any possible historic tax credits that the building may be eligible for.



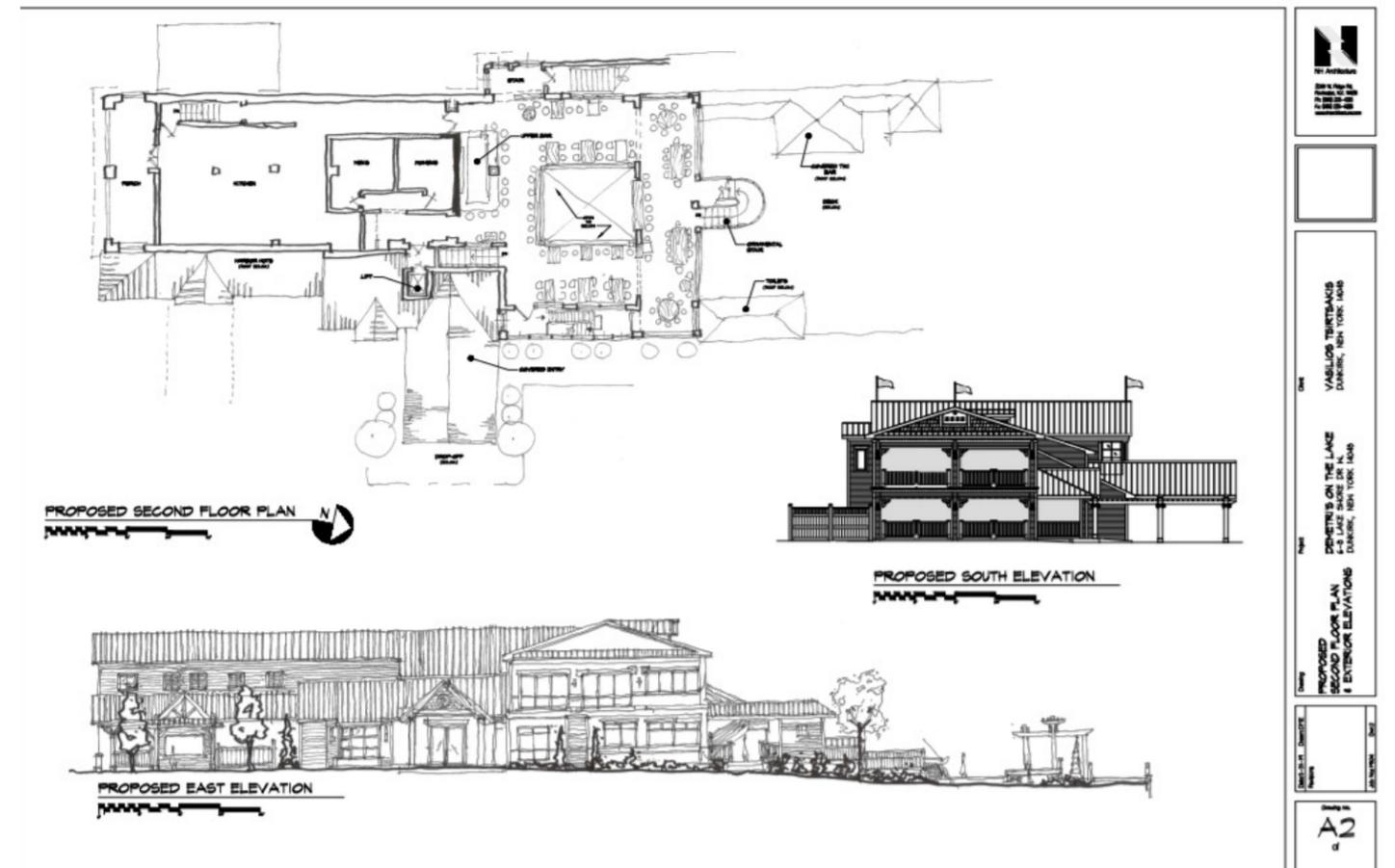
Demetri's Waterfront Restaurant Redevelopment

History

Demetri's on the Lake is a staple Greek restaurant on Dunkirk's waterfront. The restaurant has arguably the best views and location in all of Downtown Dunkirk's Harbor District. Although the owners have a successful Greek dinner, they feel that this location could be a destination place that could attract a younger population of young professionals and families to their restaurant if changes were to be made. This restrant is the adjacent property to the Pier and City's Boardwalk. The redevelopment of this building would continue the revitalization of the Downtown Harbor and would create a catalyst for additional private investment downtown.

Readiness

The owners envision a new restaurant with a beer garden feel that features Western New York beers, ciders, and wines. They plan to redevelop the outside as well as the inside as a two story building that can host events, parties, and group outings while also including outdoor space that features outdoor games. A unique bar atmosphere will be on both floors as well as an outdoor bar area. Currently, the owners have hired architects to develop the plans and are in need of additional funds to help fill the gap in making this exciting project a reality.




 NY Architecture
 100 N. Franklin Street
 Dunkirk, NY 14053
 (716) 223-1111
 www.nyarchitecture.com

DATE: 08/20/2024
 DRAWN BY: YASIEL TORRES
 CHECKED BY: YASIEL TORRES
 PROJECT: DEMETRI'S ON THE LAKE
 DRAWING: SECOND FLOOR PLAN & EXTERIOR ELEVATIONS
 SHEET NO.: A2 of 2

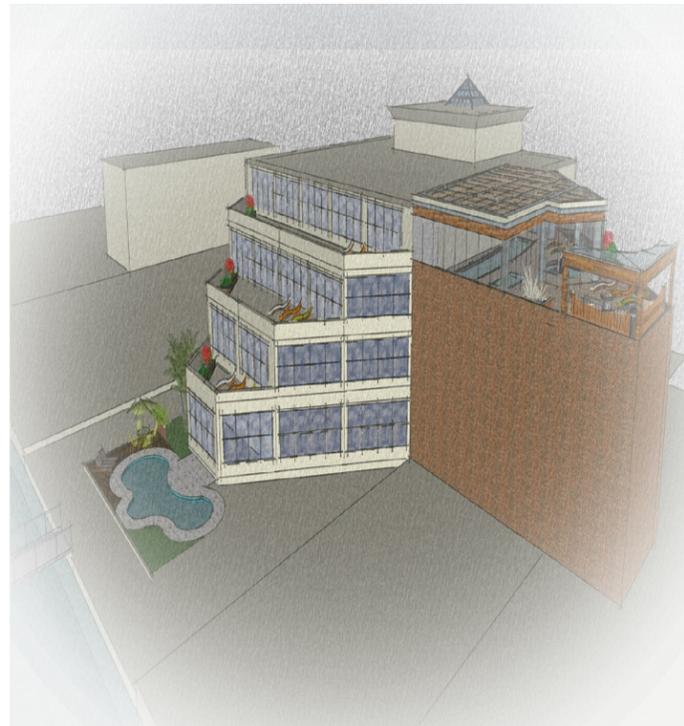
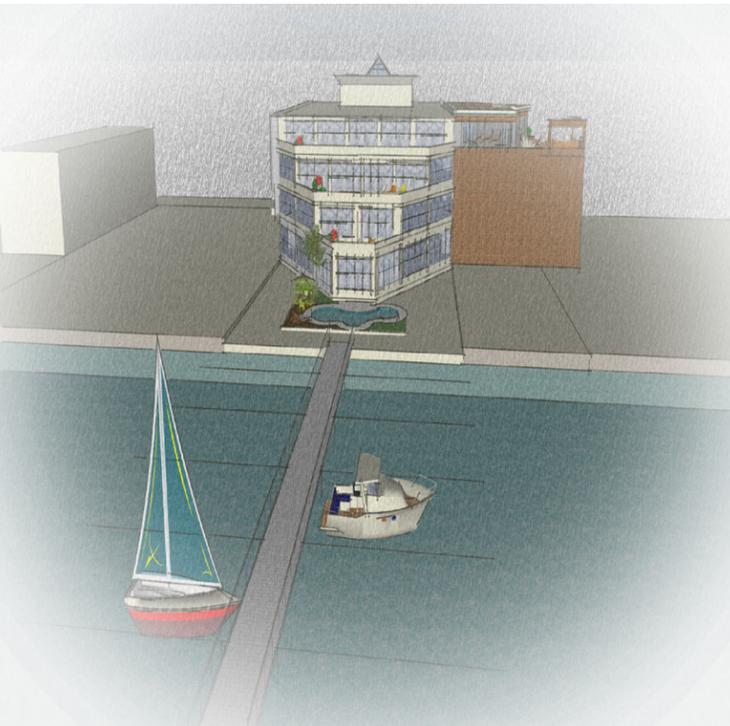
Harbor Infill Development

History

Holiday Harbor at Chadwick Bay been in operation of the City's Marina for the past three years. The owner can see the potential that the City's Harborfront area has and has acquired waterfront property located at 24-8 Lake Shore Drive West. At this time, development would be centered around a mixed-use building and is open to additional development opportunities. If awarded funding, the City of Dunkirk's Planning and Development Department would work hand in hand with the property owner to develop a plan to best utilize the waterfront property.

Readiness

The parcels that are owned by the City's Marina operator are within the BOA boundary. Through the public participation process, this area has obtained recommendations that include a marina facility and mixed use commercial/retail/residential development. The plans also call for a possible extension of Memorial Park, which is located directly to the west of the property. This extension includes a seasonal band shell and waterfront plaza. It is important to note that all the waterfront property contains a trail that lines the waterfront. This trail allows for a walkable downtown that creates connectivity that businesses should take advantage of. The public/private partnership would not only give the City a new permanent location for its Music at the Pier Events, but would also increase business for the marina and any of the development that would be planned for the site. This project would fill a large gap in Dunkirk's waterfront and would highly benefit the downtown harbor area.



Breakwater Extension

History

In 1981, the United States Army Corps of Engineers (USACE) constructed breakwaters and access channels for the small boat harbor at Dunkirk. In July 1988, a "Dunkirk Harbor Design Deficiency Report" was issued to the City of Dunkirk revealing the USACE evaluation of problems evidenced at the harbor. Two problems were noted as major concerns to cause the harbor to become virtually useless. The main problem is from storm-generated waves from the northeasterly direction that enters the Outer Harbor and reflects off the City Pier. This causes major wave action in the inner harbor and causes damage to boats that hold slips at the Marina, boats to leave the marina to locate at different marinas, and business in general to be lost. This unsafe inner harbor is also deterring future development along Dunkirk's waterfront. Many developers that hear about the City's inner harbor conditions have been apprehensive to invest if there is not a functioning and safe inner harbor for future customers.

Readiness

The City has been working with the County, USACE, Marina Owner, and Elected Officials to begin a process of fixing this major issue. The City is waiting on Section 107 approval to move forward with the feasibility study. The USACE will cost share on the studies, engineering, and construction for the project. It is estimated that the project will cost roughly \$2 million doallars to implement. An engineering report that was conducted in 1999 states that a dogleg breakwater extension from the current breakwater may be the solution to these northeastern waves.

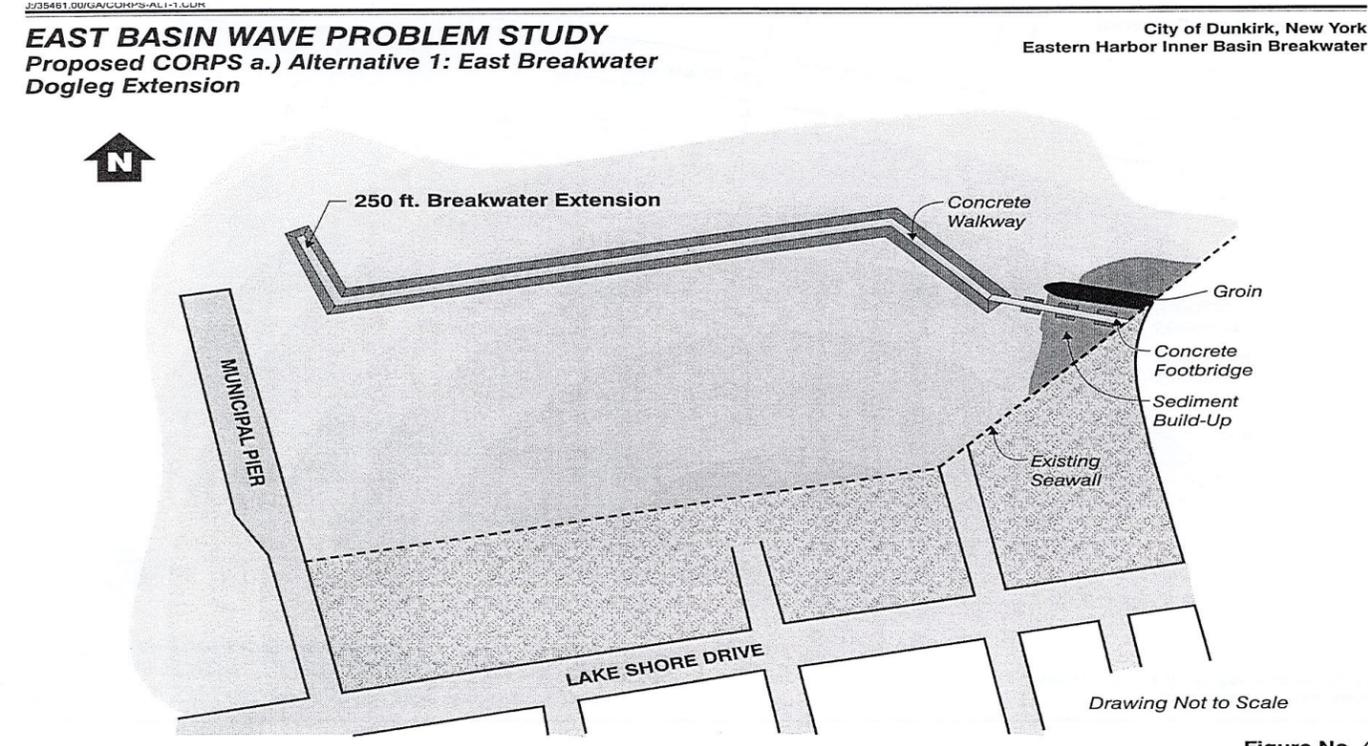


Figure No. 4

Green Parking Infrastructure Study and Implementation

History

The City of Dunkirk is seeing revitalization in its waterfront. Public projects such as the Pier and Harbor Improvements project, as well as new developments such as the hotel/brewery, waterfront infill development, and New Marina facility, are all wonderful changes that will create a new destination in downtown Dunkirk. While the City does not want to deter development, the BOA and Comp. Plan recognize that many of the new developments proposed, currently act as parking for the waterfront. The Pier currently acts as an entire parking lot, the waterfront infill currently acts as a parking lot, and even the vacant land where the hotel will be located, acts as overflow parking for summer festivals and events.

Readiness

The City currently has one large municipal parking lot on Lake Shore Dr. that is filled on summer weekends and weekday nights. The parking lot offers no green infrastructure and is unpleasing to the eye. In order to revitalize the downtown and waterfront, the City needs to consider new alternatives to parking, as well as, green infrastructure in parking lots to mitigate water runoff, increase the visually appealing aesthetic along Lake Shore Drive, and make the downtown a more walkable environment for all.

The City would like to invest \$300,000 DRI funds into studying the parking needs downtown, improve existing parking, and possibly acquire land to mitigate the reduction of parking due to new development in the waterfront.



Memorial Park Concert Venue

History

Memorial Park is a beautiful historic park on the shores of Lake Erie. The park is mainly an open green space with a section of the park including a memorial area for veterans. The park includes a waterfront trail that connects to the Pier, as well as, benches for relaxing and enjoying the views. Currently the City holds Music on the Pier every Thursday night during the summer season. Yet, at times the City moves the Music on the Pier to Memorial Park. Based on past planning efforts, the BOA Plan and the Comprehensive Plan indicated that improvements made to the Pier could transition Music on the Pier to Memorial Park permanently.

Readiness

The City is making major improvements to its Pier and feels that Music on the Pier has outgrown its venue. The City would like to develop a permanent band shell for a concert venue that builds on the beauty of Memorial Park and the waterfront. It is estimated that the total project costs are around \$1.5 million. The project has been vetted to the community through community workshops held for the Comprehensive Plan Update. The project has been conceptually designed and it is now in need of funding to help move it to the engineering design and construction phase.



Central Ave. Facade Improvements Program

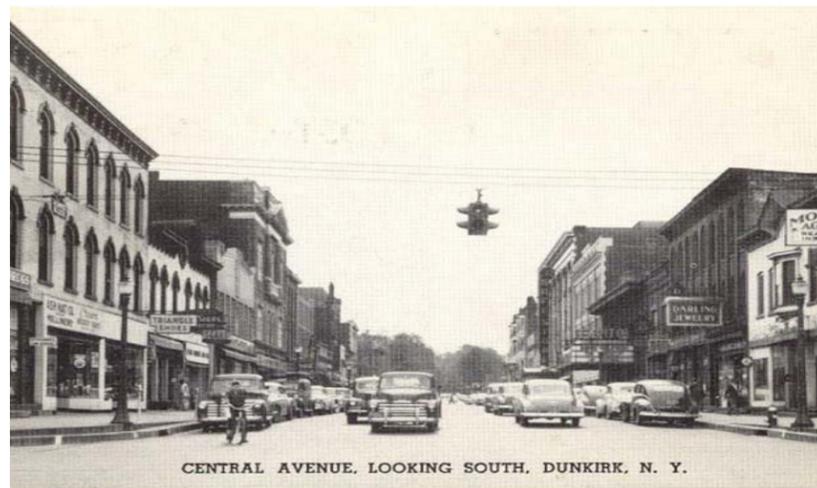
History

The City of Dunkirk has an aging housing and building stock. Many of Dunkirk's Downtown buildings have been lost as a result of Urban Renewal, building deterioration due to poor upkeep, and unfortunate circumstances such as fires. Dunkirk's Business District contains the remaining historical storefronts in Dunkirk. Many of the buildings in the business district are attracting new businesses, yet need the extra funds to help bring the buildings back to their original luster.

Readiness

The City has received many enquires on funding for facade improvements along Central Avenue. There are a list of property owners that feel they would be able to make improvements if there were funds available to share some of the project costs. In order to revitalize the Downtown and create a place that businesses want to locate to, resident are proud of, and tourists want to visit, facade improvements are much needed along Central Ave.

Central Ave. is becoming a bicycle friendly street and will better connect the Village of Fredonia to the downtown and waterfront through the Central Connection Project. Now is the time to invest in the Central Avenue bulding facades. In 2018 Dunkirk applied for the Main Street Grant through HCR. The City was not successful in winning this grant funding, yet the five private buisness owners and 12 sites along Central Avenue are still interested in finding funding to improve their building facades. In addition to the 5 owners 2 more have reached out to the City and are interested in a Facade Improvements Pogram.



CENTRAL AVENUE, LOOKING SOUTH, DUNKIRK, N. Y.



Administrative Capacity

The City of Dunkirk's Planning and Development Department is more than capable of administering the Downtown Revitalization Initiative. The Planning and Development Department consists of the Director of Planning and Development (Rebecca Yanus), the Deputy Director of Planning and Development (EJ Hayes), one Community Development Planner (Jill Meaux), and administrative assistant (Danee Waller). In addition, festivals and events is housed under the Planning and Development Department and contains one full time festivals and events coordinator (Hector Rosas), one intern (Brayden Manzella) and one part time summer employee.

The Planning and Development Department may seem small, yet consists of a young, hard-working, and energetic staff to fill any voids. The department is in charge of writing grants, administering grant-funded projects, administering the City's CDBG funds, working with local businesses, working with potential developers, and implementing four planning efforts (BOA Phase II Study, Comprehensive Plan, LWRP, Zombie Properties Survey). In the past three years since the team has been together, the department has secured and administered over \$9.3 million dollars in grant funds for public and private projects. These projects are well underway and will help act as a catalyst to revitalizing Downtown Dunkirk. Under Mayor Wilfred Rosas' leadership, he continues to support this new vision for downtown.

The City's Planning and Development Department oversees many concurrent projects which can be seen in the table located below. Many of these projects are wrapping up, in the implementation stage, or in the development stage. If awarded, the City is confident that it will be able to handle the planning, development, and implementation of the \$10 million to fund and implement the priority projects listed above.

City of Dunkirk - Department of Planning & Development					
Grant Contract Agreements 2014 - Present					
2019 Quarterly Report - May					
Project	Year	Agency	Contract Dates	Contract #	Amount
CDBG	2014	US Department of Housing and Urban Development	4/1/14 - 3/31/15	B-14-MC-36-0014	\$ 472,735.00
CDBG	2015	US Department of Housing and Urban Development	4/1/15 - 3/31/16	B-15-MC-36-0014	\$ 388,047.00
CDBG	2016	US Department of Housing and Urban Development	4/1/16 - 3/31/17	B-16-MC-36-0014	\$ 386,801.00
CDBG	2017	US Department of Housing and Urban Development	4/1/17 - 3/31/18	B-17-MC-36-0014	\$ 448,163.00
CDBG	2018	US Department of Housing and Urban Development	4/1/18 - 3/31/19	B-17-MC-36-0014	\$ 480,864.00
CDBG	2019	US Department of Housing and Urban Development	8/1/19 - 7/30/20	B-17-MC-36-0019	\$ 474,831.00
BOA Phase 2	2014	NYS Department of State	3/1/14 - 2/28/18	C096004	\$ 303,750.00
Wright Park Improvements	2016	NYS Department of Parks, Recreation, and Historic Preservation	12/18/2013 - 12/17/2018	C130205	\$ 449,620.00
LISC Zombie Grant	2016	Local Initiatives Support Corporation (LISC)	1/1/2017 - 1/1/2018	47411-0001	\$ 125,500.00
Comprehensive Plan	2016	NYS Department of State	5/1/2017 - 4/30/2022	T1000935	\$ 45,000.00
Point Gratiot Park Improvements	2016	Dormatory Authority of the State of New York	Contract Under Execution	8314	\$ 500,000.00
Dog Park	2016	Purina	7/2017-7/2019	NA	\$ 10,000.00
Smart Growth Funds	2017	Empire State Development		Dec-19 AC448	\$ 2,500,000.00
Crosswalk Trails Connection	2017	Chautauqua County Health Network	9/21/2017 - 2/15/2018	CHSC-17	\$ 1,395.00
DOT Intersection Improvements	2018	NYS DOT		5MA268.30N	\$ 50,000.00
Restore NY	2018	Empire State Development	Contract Being Developed		\$ 1,000,000.00
Point Gratiot Park Rain Garden/Veg. Swale Project	2018	Environmental Protection Agency	Contract Being Developed		\$ 169,000.00
Crosswalk Trails Connection	2018	Chautauqua County Health Network		CHSC-18	\$ 1,550.00
Tree Inventory and Management Plan	2018	NYS DEC	12/17/2018 - 12/16/2020	DEC01-T00606GG-3350000	\$ 49,500.00
Senior Center Improvements Grant	2018	Dormatory Authority of the State of New York	Contract Being Developed		\$ 750,000.00
NRG Strategic Plan	2018	Appalachian Regional Commission	1/1/2019 - 12/31/2019	CO-19451	\$ 60,000.00
Grand Prix Boats Races	2018	Market NY	Contract Being Developed		\$ 225,000.00
Animal Shelter Grant	2019	NYS Agriculture and Markets	Contract Being Developed		\$ 100,000.00
Lake Shore Drive Complete Streets Project	2019	NYS DOT	Contract Being Developed		\$ 1,500,000.00
2019 Total					\$ 9,317,374.00
2019 Total with CDBG					\$ 12,281,555.71

Conclusion

Over the past few decades, the City of Dunkirk has faced many of the same challenges that most small Northeast communities have experienced. With the decrease in the manufacturing industry, a slowly declining population, high poverty rates, aging infrastructure, and a decreasing tax base, Dunkirk has struggled to keep its downtown afloat. With the loss of the City's Masonic Temple in 2010, companies closing within the City, and now Brooks Memorial Hospital leaving an entire one block radius in our City's Downtown, the City of Dunkirk's downtown area needs this DRI investment more than ever.

Although the community has seen negativity in the past, current and future investments have changed the way people view the City and the Downtown. The tide is turning and with the coming of Athenex, 450 new jobs will be brought to the area. That means 450 people looking for places to live, work, and spend their time in the City. That is why it is important now, more than ever, to invest in the City's downtown. Athenex is not only going to have a local impact, but will have a major regional economic impact as well. It is anticipated that many different businesses will spur from the manufacturing facility and will grow our entire region. Developers, residents, and local government officials are already planning for this development.

Similar to many other surrounding municipalities, the City of Dunkirk sees the importance in planning for the future and is the reason why the City is currently in the process of implementing transformative projects that will revitalize the waterfront and improve infrastructure downtown. With Empire State Development's investment of \$2.5 million in the Pier Improvements project and Central Connection project, Dunkirk's downtown is beginning to see a much needed spark toward its full potential. These major public projects have helped create growth of more private investment in the downtown. These projects have only started to better situate Dunkirk on the right path for downtown revitalization. In order to truly bring out Dunkirk's potential to be the destination place known as the "Little City on the Lake" further public and private investments must be made and Dunkirk is ready to implement such projects.

On behalf of the City of Dunkirk's residents, Common Council, and all those in the surrounding region, please accept the City of Dunkirk's 2019 Downtown Revitalization Initiative Application to be submitted to the Western New York Regional Council.





Dunkirk
NEW YORK

City of Dunkirk DRI Application

The "Little City on the Lake,"
is ready for revitalization.

MAY 2019



HON. MAYOR WILFRED ROSAS



**Downtown
Revitalization
Initiative**





ANDREW GOODELL
Assemblyman 150th District

THE ASSEMBLY
STATE OF NEW YORK
ALBANY

MINORITY LEADER PRO TEMPORE
RANKING MINORITY MEMBER
Committee on Social Services
COMMITTEES
Cities
Governmental Operations
Judiciary

May 31, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays,

I am pleased to provide my support for the City of Dunkirk in its application for the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

The City and its partners have been instrumental in leading and implementing multiple public and private projects within the City's downtown and surrounding neighborhoods and are ready for additional investment to help catalyze Downtown Dunkirk as a vibrant downtown waterfront community in Northern Chautauqua County.

The City of Dunkirk is in the prime position to benefit from this revitalization effort and already has the commitment of local leaders and stakeholders to build on and implement the recent planning efforts under the BOA Phase II Study, the Northern Chautauqua County LWRP, the Zombie Properties Survey and Comprehensive Planning efforts. They clearly have the capacity to execute this award initiative through a robust collaboration with the Northern Chautauqua Community Foundation's Local Economic Development sector and the Chautauqua County IDA and have already seen renewed interest in businesses and investment in the downtown corridor.

The Downtown Revitalization Initiative includes transformative public and private projects that improve the City's downtown streetscapes, historic buildings, and waterfront development, which help push forward Dunkirk's efforts to provide a cohesive and unique experience for those living in and traveling to Chautauqua County.

I hope that the City's application to the WNY REDC and the Downtown Revitalization Initiative receives every consideration. Please contact me if I may be of further assistance.

Sincerely,

Andrew Goodell
Assemblyman

TOM REED
23RD DISTRICT, NEW YORK

COMMITTEE ON
WAYS AND MEANS

SUBCOMMITTEE ON SOCIAL SECURITY, REPUBLICAN LEADER

SUBCOMMITTEE ON HEALTH

SUBCOMMITTEE ON WORKER FAMILY SUPPORT

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

WASHINGTON, DC OFFICE
2263 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-3223
PHONE: (202) 225-3161

www.Reed.House.gov

PROBLEM SOLVERS CAUCUS, CO-CHAIR

MANUFACTURING CAUCUS, CO-CHAIR

DIABETES CAUCUS, CO-CHAIR

May 23, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays,

I am pleased to provide this letter of support to the City of Dunkirk in its application for the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

The City and its partners have been instrumental in leading and implementing multiple public and private projects within the City's downtown and surrounding neighborhoods and are ready for additional investment to help catalyze Downtown Dunkirk as a vibrant downtown waterfront community in Northern Chautauqua County.

If approved for DRI funding, the City of Dunkirk will engage in transformative public and private projects that improve the City's downtown streetscapes, historic buildings, and waterfront development, which help push forward Dunkirk's efforts to provide a cohesive and unique experience for those living in and traveling to Chautauqua County.

I urge the WNY REDC to give full and fair consideration to this grant request as a matter of community improvement and development. Please do not hesitate to contact my office with any questions.

Sincerely,



Tom Reed
Member of Congress

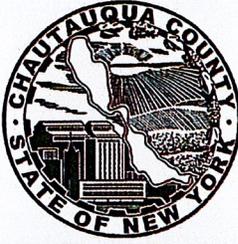
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89 WEST MARKET STREET
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GENEVA DISTRICT OFFICE
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GENEVA, NY 14456
PHONE: (315) 759-5229

JAMESTOWN DISTRICT OFFICE
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JAMESTOWN, NY 14701
PHONE: (716) 708-6369

OLEAN DISTRICT OFFICE
1 BLUEBIRD SQUARE
OLEAN, NY 14760
PHONE: (716) 379-8434



GEORGE M. BORRELLO
County Executive

**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 – borrellog@co.chautauqua.ny.us -
www.co.chautauqua.ny.us

May 24, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays,

As the Chautauqua County Executive, I am pleased to provide my support for the City of Dunkirk in its application for the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

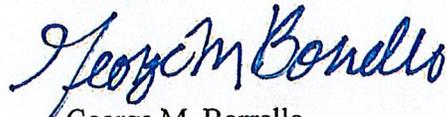
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The Downtown Revitalization Initiative includes transformative public and private projects that improve the City's downtown streetscapes, historic buildings, and waterfront development, which help push forward Dunkirk's efforts to provide a cohesive and unique experience for those living in and traveling to Chautauqua County.

Once again, please accept this letter of support for the City's application to the WNY REDC and the Downtown Revitalization Initiative. Should you have any questions, do not hesitate to contact my office at (716) 753-4211.

Sincerely,

A handwritten signature in blue ink that reads "George M. Borrello". The signature is written in a cursive style with a large, stylized initial "G".

George M. Borrello
Chautauqua County Executive



Chautauqua County

DIVISION OF PLANNING AND COMMUNITY DEVELOPMENT

201 W. Third Street, Suite 115 • Jamestown, New York 14701

Phone (716) 661-8900 • Fax (716) 661-8145 • www.planningchautauqua.com

May 31, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays,

As the Chautauqua County's Director of Planning and Community Development, I am pleased to provide my support for the City of Dunkirk in its application for the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

The City and its partners have been instrumental in leading and implementing multiple public and private projects within the City's downtown and surrounding neighborhoods and are ready for additional investment to help catalyze Downtown Dunkirk as a vibrant downtown waterfront community in Northern Chautauqua County.

The City of Dunkirk is in the prime position to benefit from this revitalization effort and already has the commitment of local leaders and stakeholders to build on and implement the recent planning efforts under the BOA Phase II Study, the Northern Chautauqua County LWRP, the Zombie Properties Survey and Comprehensive Planning efforts. They clearly have the capacity to execute this award initiative through a robust collaboration with the Northern Chautauqua Community Foundation's Local Economic Development sector and the Chautauqua County IDA and have already seen renewed interest in businesses and investment in the downtown corridor.

The Downtown Revitalization Initiative includes transformative public and private projects that improve the City's downtown streetscapes, historic buildings, and waterfront development, which help push forward Dunkirk's efforts to provide a cohesive and unique experience for those living in and traveling to Chautauqua County.

Once again, please accept this letter of support for the City's application to the WNY REDC and the Downtown Revitalization Initiative. Should you have any questions, do not hesitate to contact my office at (716) 753-4060.

Warm Regards,

A handwritten signature in black ink, appearing to read "Donald McCord".

Donald McCord, Director

Donald McCord, Director
McCordD@co.chautauqua.ny.us

George M. Borrello, County Executive
BorrelloG@co.chautauqua.ny.us



County of Chautauqua Industrial Development Agency

May 31, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Council
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays,

As CEO of the County of Chautauqua Industrial Development Agency and Deputy County Executive for Economic Development, I am pleased to provide my support for the City of Dunkirk's application to the Western New York Regional Economic Development Council (WNYREDC) for the 2019 Downtown Revitalization Initiative (DRI).

The City and its partners have been instrumental in leading and implementing multiple public and private sector projects within the City's downtown and surrounding neighborhoods, and are eager to secure additional investment to help catalyze Downtown Dunkirk as a vibrant downtown waterfront community in Northern Chautauqua County.

The City of Dunkirk is in an optimal position to benefit from this revitalization effort and has the commitment of local leaders and stakeholders to build on and implement recent planning efforts currently underway, including the BOA Phase II Study, the Northern Chautauqua County LWRP, the Zombie Properties Survey, a Comprehensive Planning effort, and other initiatives. They clearly have the capacity to execute this award through a robust collaboration with the Northern Chautauqua Community Foundation's Local Economic Development sector, the Chautauqua County Department of Planning & Development, and the County of Chautauqua Industrial Development Agency, and have already experienced renewed interest in businesses and other investments in the downtown corridor.

The DRI initiative includes transformative public and private projects that intend to improve the City's downtown streetscapes, historic buildings, and waterfront development, all of which will help excel Dunkirk's efforts to provide a cohesive and unique experience for those living in and traveling to Chautauqua County.

Once again, please accept this letter of support for the City's application to the WNY REDC and the 2019 DRI. Should you have any questions, please do not hesitate to contact my office at 716-661-8902.

Warm Regards,

A handwritten signature in black ink that reads 'Mark Geise'.

Mark Geise
Deputy County Executive for Economic Development
CEO of the County of Chautauqua Industrial Development Agency

201 W. Third Street, Suite 115, Jamestown, NY 14701-6902
PH 716-661-8900 / FAX 716-664-4515
ccida@ccida.com





Chautauqua County
**DEPARTMENT OF PLANNING AND COMMUNITY
DEVELOPMENT**

2 South Portage Street • Westfield, New York 14787
Phone (716) 753-4060 • Fax (716) 661-8145 • www.planningchautauqua.com

May 22, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays,

As the Chautauqua County Watershed Coordinator, I am pleased to provide my support for the City of Dunkirk's application to the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

As an advocate for the redevelopment of Dunkirk's Waterfront, I believe that projects such as Demetri's Waterfront Restaurant Redevelopment, the Marina Facility Improvements Project, the Memorial Park Outdoor Music Venue, and the Dunkirk Breakwater Project will enhance the public's access to Lake Erie and catalyze additional economic development opportunities.

As the administrator for the Lake Erie Management Commission, a member of the City of Dunkirk's Comprehensive Planning Steering Committee and a participant in the Northern Chautauqua County Local Waterfront Revitalization Program, I can tell you that the projects the City of Dunkirk is considering for the 2019 Downtown Revitalization Initiative will be transformational.

Please accept this letter of support for the City's application to the WNY REDC and the Downtown Revitalization Initiative. Should you have any questions, do not hesitate to contact my office at 716-661-8915.

Best Regards,


Dave McCoy

Chautauqua County Watershed Coordinator

214 Central Ave., Suite 144
Dunkirk, NY 14048
716-785-7172
www.chadwickbayrdc.com



Daniel Schrantz, Chairman
Richard Puroi, Vice-Chair
Donald Steger, Treasurer
Nathan Aldrich, Executive Director

May 31, 2019

Ms. Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Amanda,

As Director of the Chadwick Bay Regional Development Corporation, I am pleased to provide my full support for the City of Dunkirk's 2019 Downtown Revitalization Initiative application to the Western New York Regional Economic Development Council.

The City of Dunkirk is in the prime position to benefit from additional State investment. A \$10 million award will have profound impact on ongoing revitalization efforts and would truly transform the City. It will leverage other recently completed and ongoing investments and aid in the implementation of several recent planning efforts including the BOA Phase II Study, the Northern Chautauqua County LWRP, a Zombie Properties Survey, and a Comprehensive Plan update which will wrap up this summer.

The City has been instrumental in leading and implementing multiple public and private projects within the City's downtown and surrounding neighborhoods. While challenges remain, there is growing optimism and renewed opportunity. Dunkirk is a case study for how strategic public investments result in private development interest. While the results of these investments are already being realized, there is more work to do. With momentum building, now is the time for additional investment to help catalyze additional private development to make Dunkirk one of Western New York's most vibrant downtown waterfront communities.

Dunkirk's DRI proposal includes high-priority and catalytic public and private projects will transform the City through placemaking efforts, streetscape enhancements, historic building restoration, and waterfront development, advancing efforts to provide a cohesive and unique experience residents and tourists.

The City's Planning and Development team have the capacity to execute this award initiative through their numerous collaborations with local partners. I pledge my full support and assistance in their efforts enthusiastic encourage your consideration of Dunkirk's Downtown Revitalization Initiative application. Should you have any questions, do not hesitate to contact me.

Sincerely,

Nathan Aldrich
Executive Director



May 31, 2019

Ms. Amanda Mays, WNY Regional Director
Empire State Development
95 Perry Street, Suite 500
Buffalo, NY 14203-3030

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

Dear Director Mays,

As the Executive Director of the Chautauqua County Land Bank Corporation, I am pleased to provide my support for the City of Dunkirk in its application for the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

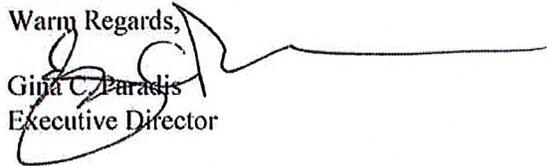
The City and its partners have been instrumental in leading and implementing multiple public and private projects within the City's downtown and surrounding neighborhoods and are ready for additional investment to help catalyze Downtown Dunkirk as a vibrant downtown waterfront community in Northern Chautauqua County. The Chautauqua County Land Bank is proud of the contributions that we have made to neighborhood stabilization and downtown revitalization, and the continuing partnership we have established with the City for economic and community development.

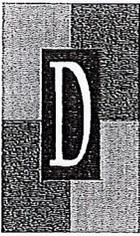
The City of Dunkirk is in the prime position to benefit from this revitalization effort and already has the commitment of local leaders and stakeholders to build on and implement the recent planning efforts under the BOA Phase II Study, the Northern Chautauqua County LWRP, the Zombie Properties Survey and Comprehensive Planning efforts. They clearly have the capacity to execute this award initiative through a robust collaboration with the Northern Chautauqua Community Foundation's Local Economic Development sector and the Chautauqua County IDA and have already seen renewed interest in businesses and investment in the downtown corridor.

The Downtown Revitalization Initiative includes transformative public and private projects that improve the City's downtown streetscapes, historic buildings, and waterfront development, which help push forward Dunkirk's efforts to provide a cohesive and unique experience for those living in and traveling to Chautauqua County.

Once again, please accept this letter of support for the City's application to the WNY REDC and the Downtown Revitalization Initiative. Should you have any questions, do not hesitate to contact my office at 716-969-7843.

Warm Regards,


Ginja C. Paradis
Executive Director



Dunkirk Community Chamber of Commerce
An Affiliate of the Chautauqua County Chamber of Commerce

10785 Bennett Road, Dunkirk, NY 14048
Phone: 366-6200

May 31, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays,

As the *Coordinator for the Dunkirk Community Chamber of Commerce*, I am pleased to provide my support for the City of Dunkirk in its application for the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

The City and its partners have been instrumental in leading and implementing multiple public and private projects within the City's downtown and downtown waterfront community in Northern Chautauqua County, surrounding neighborhoods and are ready for additional investment to help catalyze Downtown Dunkirk as a vibrant

The City of Dunkirk is in the prime position to benefit from this revitalization effort and already has the commitment of local leaders and stakeholders to build on and implement the recent planning efforts under the BOA Phase II Study, the Northern Chautauqua County LWRP, the Zombie Properties Survey and Comprehensive Planning efforts. They clearly have the capacity to execute this award initiative through a robust collaboration with the Northern Chautauqua Community Foundation's Local Economic Development sector and the Chautauqua County IDA and have already seen renewed interest in businesses and investment in the downtown corridor.

The Downtown Revitalization Initiative includes transformative public and private projects that improve the City's downtown streetscapes, historic buildings, and waterfront development, which help push forward Dunkirk's efforts to provide a cohesive and unique experience for those living in and traveling to Chautauqua County.

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

Warm Regards,

David F. Kleparek
Coordinator, Dunkirk Community Chamber of Commerce



May 21, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays:

As the Vice President for Advancement, Engagement, and Economic Development at the State University of New York at Fredonia, I am pleased to provide my unequivocal support for the City of Dunkirk's 2019 Downtown Revitalization Initiative application to the Western New York Regional Economic Development Council (WNY REDC).

The priority projects identified in Dunkirk's Downtown Revitalization Initiative (DRI) application, including the Brooks Memorial Hospital reuse plan, stabilization of the Adams Art Center, and the Flickenger building food incubation project, are critical for the economic vitality of the community. We are excited about the City of Dunkirk's transformative vision for the future and look forward to its implementation.

Mayor Rosas and his team have been excellent stewards of available resources, and they have systematically begun to transform the City of Dunkirk into an attractive and livable community. DRI funding would undoubtedly provide the stimulus that will allow Dunkirk to become a destination for businesses and tourists, and it would immeasurably impact the quality of life for its residents. SUNY Fredonia is fully committed to continuing our partnership with the City of Dunkirk and advancing the priorities of the DRI.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kevin P. Kearns".

Kevin P. Kearns, Ph.D., Vice President
Advancement, Engagement, and Economic Development

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays,

On behalf of Jamestown Community College, I'm writing to provide my support for the City of Dunkirk in its application for the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

Multiple public and private projects are underway in our community, with the City and its partners leading the way to develop Downtown Dunkirk as a vibrant downtown waterfront community in Northern Chautauqua County.

The Downtown Revitalization Initiative includes transformative public and private projects that improve the City's downtown streetscapes, historic buildings, and waterfront development, which help push forward Dunkirk's efforts to provide a cohesive and unique experience for those living in and traveling to Chautauqua County.

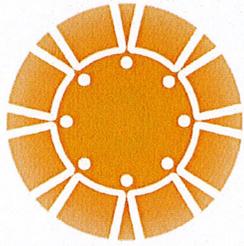
The City of Dunkirk is in the prime position to benefit from this revitalization effort and already has the commitment of local leaders and stakeholders to build on and implement the recent planning efforts under the BOA Phase II Study, the Northern Chautauqua County LWRP, the Zombie Properties Survey and Comprehensive Planning efforts. They clearly have the capacity to execute this award initiative through a robust collaboration with the Northern Chautauqua Community Foundation's Local Economic Development sector and the Chautauqua County IDA and have already seen renewed interest in businesses and investment in the downtown corridor.

Please accept this letter of support for the City's application to the WNY REDC and the Downtown Revitalization Initiative. Should you have any questions, do not hesitate to contact my office at 715-363-6510.

Sincerely,



Elizabeth Booth
Director, North County Center
Jamestown Community College



NORTHERN CHAUTAUQUA
**COMMUNITY
FOUNDATION**

May 31, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays,

On behalf of the Northern Chautauqua Community Foundation, I am pleased to share with you our support to the City of Dunkirk's application to the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

The NCCF has partnered with the City on many occasions. They clearly have the capacity to execute this award initiative and already have the commitment of local leaders and stakeholders to build on and implement the recent planning efforts under the BOA Phase II Study, the Northern Chautauqua County LWRP, the Zombie Properties Survey and Comprehensive Planning efforts.

The City of Dunkirk is well on its way to becoming a vibrant downtown waterfront community in northern Chautauqua. Additional investments to improve downtown streetscapes, historic buildings and waterfront development will help to push forward efforts already underway.

We are excited about the transformation that the City of Dunkirk is experiencing and encourage your support of its continuation. Please contact me at the number below if you would like to speak with me directly.

Sincerely,

Diane E. Hannum
Executive Director

BROOKS-TLC HOSPITAL SYSTEM, INC.



May 210, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street, Suite #500
Buffalo, New York 14203

RE: City of Dunkirk, New York
Downtown Revitalization Initiative Application

Dear Director Mays,

As the president and chief executive officer of Brooks-TLC Hospital System, Inc., I am pleased to provide my full support for the City of Dunkirk in its application to the Western New York Regional Economic Development Council (WNYREDC) for the 2019 Downtown Revitalization Initiative.

The City and its partners have been instrumental in leading and implementing multiple public and private projects within the City's downtown and surrounding neighborhoods and are ready for additional investment to help catalyze Downtown Dunkirk as a vibrant downtown waterfront community in Northern Chautauqua County.

The City of Dunkirk is in the prime position to benefit from this revitalization effort and already has the commitment of local leaders and stakeholders to build on and implement the recent planning efforts under the Brownfield Opportunity Area (BOA) Phase II Study, the Northern Chautauqua County Local Waterfront Revitalization Program (LWRP), the Zombie Properties Survey and Comprehensive Planning efforts. They clearly have the capacity to execute this award initiative through a robust collaboration with the Northern Chautauqua Community Foundation's Local Economic Development sector and the Chautauqua County Industrial Development Agency (IDA) and have already seen renewed interest in businesses and investment in the downtown corridor.

The Downtown Revitalization Initiative includes transformative public and private projects that improve the City's downtown streetscapes, historic buildings, and waterfront development, which help push forward Dunkirk's efforts to provide a cohesive and unique experience for those living in and traveling to Chautauqua County.

Once again, please accept this letter of support for the City's application to the WNY REDC and for the Downtown Revitalization Initiative. Should you have any questions, do not hesitate to contact my office at (716) 363-7207.

Very truly yours,

A handwritten signature in black ink that reads "Mary E. LaRowe". The signature is written in a cursive style with a large, looping initial "M".

Mary E. LaRowe, President & CEO
Brooks-TLC Hospital System, Inc.



PO Box 107, Dunkirk, NY 14048
revitalizedunkirk@gmail.com
www.revitalizedunkirk.com
www.facebook.com/revitalizedunkirk

James Fisher, President

Allan Hollander, Vice-President

Nicole Waite, Secretary

Stephen Rees, Treasurer

Valerie Champlin, Member-At-Large

May 27, 2019

Ms. Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Council
95 Perry St. – Suite 500
Buffalo, NY 14203

RE: Downtown Revitalization Initiative (DRI) Application - City of Dunkirk, New York

Dear Director Mays,

At the request of Dunkirk mayor, Wilfred Rosas, Revitalize Dunkirk, Inc. is pleased to offer this letter of support on behalf of the city for its 2019 DRI application to the Western New York Regional Economic Development Council. As a 501(c)(3) organization that advocates for ideas and projects that benefit the community-at-large, Revitalize Dunkirk believes the city and its partners have successfully implemented and led multiple significant projects, both public and private. Such projects, both in the downtown and in surrounding neighborhoods, adequately demonstrate that the city is ready for additional investment to further catalyze Dunkirk as a vibrant downtown waterfront community in Northern Chautauqua County.

The city is in a prime position to benefit from further revitalization efforts. It has the commitment of local leaders and stakeholders to build on recent planning initiatives such as the BOA Phase II Study, the Northern Chautauqua County Local Waterfront Redevelopment Program, the Zombie Properties Survey, and the Comprehensive Plan efforts. Through collaboration with the Northern Chautauqua County Foundation Local Economic Development sector and the Chautauqua County Industrial Development Agency, the city clearly has the capability to execute this award initiative.

The DRI includes both public and private projects that can be transformative in improving downtown streetscapes, historic buildings, and waterfront development and enhancement. These projects, if funded, can help propel Dunkirk's efforts in providing a cohesive and unique experience for residents and visitors alike.

Revitalize Dunkirk, Inc. strongly supports the City of Dunkirk's DRI application and urges WNYREDC approval. Should you have further questions, please don't hesitate to contact me at: revitalizedunkirk@gmail.com.

Sincerely,

A handwritten signature in blue ink, appearing to be "James Fisher", written over a white background.

James Fisher, President

BROOKS-TLC HOSPITAL SYSTEM, INC.



May 20, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street, Suite #500
Buffalo, New York 14203

RE: City of Dunkirk, New York
Downtown Revitalization Initiative Application

Dear Director Mays,

As the president and chief executive officer of Brooks-TLC Hospital System, Inc., I am pleased to provide my support for the City of Dunkirk in its application for the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

As the leader for the Brooks Memorial Hospital re-use initiative, one of the priority projects listed in the City of Dunkirk's Downtown Revitalization Initiative application, we are writing to confirm our support for the City of Dunkirk's 2019 application and our commitment to a partnership with the City if the program is funded. We are excited about the opportunity for this project to receive possible funding for implementation.

The hospital project is a transformative venture that will use community input to identify community need and the desired re-use of the Brooks Memorial Hospital campus once the hospital moves into a new facility located within the hospital's service area. It is anticipated that the hospital will work with a developer or developers to find a creative and community-oriented re-use of the 4.94 acre parcel and building; a re-use that fits well with the City of Dunkirk's Comprehensive Plan and revitalization efforts.

Once again, we are excited for the potential in partnering with the City of Dunkirk and New York State to help fund our proposed project. Please accept this letter of support for the City's application to the WNY REDC and the Downtown Revitalization Initiative. Should you have any questions, do not hesitate to contact my office at (716) 363-7207.

Very truly yours,

A handwritten signature in black ink that reads "Mary E. LaRowe". The signature is written in a cursive style with a large, looped initial "M".

Mary E. LaRowe, President and CEO
Brooks-TLC Hospital System, Inc.

ADAMS ART CENTER
Access to the Arts

600 Central Ave
Dunkirk, NY 14048

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays,

As the President of the Adams Art Center, I am pleased to provide my support for the City of Dunkirk in it's application for the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

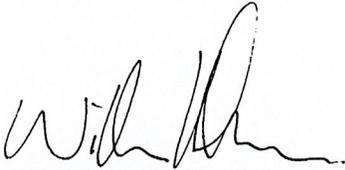
As the President of the Adams Art Center Stabilization, one of the priority projects listed in the City of Dunkirk's Downtown Revitalization Initiative application, we are writing to confirm our support for the City of Dunkirk's 2019 application and our commitment to a partnership with the City if the program is funded. We are excited about the opportunity for this project to receive possible funding for implementation.

This project is a transformative venture with the goal of transforming the Adams into a regional arts center that can serve both the local community and the broader public, drawing visitors from Buffalo, Toronto, Pittsburgh, Cleveland and beyond. The Adams will offer programming for children, students, adults, artists, designers, and performers the opportunity to work in a place that has strong ties to the community and a space affords them freedom to create innovative pieces.

The Adams Art Center Stabilization is part of a five year plan to rebuild, restructure, and reimagine the the building and arts programming. To achieve this goal the building must complete four key goals for stabilization: 1. Replace the Roof 2. Upgrade the Infrastructure (electrical, heating, and plumbing) 3. Renovate the Community Center Space 4. Renovate the Main Gallery Space. The overall project cost is estimated at approximately \$2.5M, with a goal of raising \$275,000 for the this phase of the work.

Once again, we are excited for the potential in partnering with the City of Dunkirk and New York State to help fund our proposed project. Please accept this letter of support for the City's application to the WNY REDC and the Downtown Revitalization Initiative. Should you have any questions, do not hesitate to contact my office at 917-992-5318.

Warm Regards,

A handwritten signature in black ink, appearing to read 'William Haskas', with a stylized, cursive script.

William Haskas

President, Access to the Arts

Adams Art Center



WRECKING & ENVIRONMENTAL

May 22, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays,

My name is Frank Bodami. I am in full support for the City of Dunkirk in its application for the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

As the owner of vacant land located at 323-325 Central Ave, the old site of the Masonic Temple – one of the priority projects listed in the City of Dunkirk's Downtown Revitalization Initiative application, we are writing to confirm our support for the City of Dunkirk's 2019 application and our commitment to a partnership with the City if the program is funded.

Our vacant property is located directly across from City Hall. We would like support to help our city see something grow new life out of this vacant spot and help complete the Central Ave corridor. We feel a mixed-use development on this project will work well. This project could be upward to \$4.5 million, as an investment in the city.

We are excited to work with the City of Dunkirk and New York State to help fund our proposed project. Please accept this letter of support for the City's application to the WNY REDC and the Downtown Revitalization Initiative. Should you have any questions, you can contact me directly on my cell at (716) 725-2590 or my office at (716) 692-2002.

Respectfully,

A handwritten signature in blue ink, appearing to read "Frank Bodami".

Frank Bodami
Owner

Graf Realty

CORP.

INVESTMENTS
MANAGEMENT
RENTALS

435 MAIN ST. • P.O. BOX 241 • DUNKIRK, N.Y. 14048-0241 • PHONE (716) 366-1611 • FAX (716) 366-1612

May 31, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays,

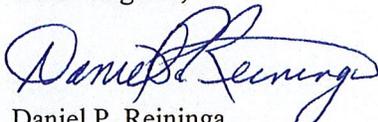
As the CEO of G.H. Graf Realty Corp, I am pleased to provide my support for the City of Dunkirk in its application for the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

As the owner of 335 Central Avenue, one of the priority projects listed in the City of Dunkirk's Downtown Revitalization Initiative application, we are writing to confirm our support for the City of Dunkirk's 2019 application and our commitment to a partnership with the City if the program is funded. We are excited about the opportunity for this project to receive possible funding for implementation.

A mixed-use development could cost approximately \$4.5 million and could involve retail, office and residential uses. This project will be a transformative venture and will also contribute greatly to the City of Dunkirk's downtown corridor. A public/private development partnership will be paramount for the project success.

Once again, we are excited for the potential in partnering with the City of Dunkirk and New York State to help fund our proposed project. Please accept this letter of support for the City's application to the WNY REDC and the Downtown Revitalization Initiative. Should you have any questions, do not hesitate to contact my office at 716-366-1611, or my cell at 716-410-1612.

Warm Regards,



Daniel P. Reininga,
Chief Executive Officer
G.H. Graf Realty Corp, Inc.
435 Main St. Dunkirk N.Y.



Dear Director Mays,

I am pleased to express Walker Ridge's strong support for the City of Dunkirk in its application to the Western New York Regional Economic Development Council (WNYREDC), to fund Dunkirk's 2019 Downtown Revitalization Initiative.

With Governor Cuomo designating the city of Dunkirk an "Opportunity Area" in Chautauqua County, this funding would greatly contribute to the city's community revitalization objectives - which include plans to spur area development, create services and employment opportunities, and expand its tax base.

Dunkirk is poised for growth as a destination with its unique waterside locale on the shoreline of Lake Erie, golf courses that boast pristine greens and lake views and a short drive to the region's wineries. Projects led by NY Governor Cuomo who recently announced funding for new pedestrian accessibility and bicycle enhancements along the Lake Shore Avenue Corridor and plans for pharmaceutical giant Athenex to construct a new 300,000 square-foot drug manufacturing complex on Route 5 - which is slated to create at least 900 jobs - will all serve to contribute to Dunkirk's economic growth.

Walker Ridge is committed to a strong partnership with the City of Dunkirk and looks forward to positively contributing to its planned revitalization. "We are excited about the possibility to implement projects such as an Early Child Care Program (**Dunkirk Prep**) to support the areas growing population and families; and to collaborate with city stakeholders such as Fredonia Incubator Program to pilot and scale an innovative Food Incubation Program (**Dunkirk Incubates**) or (**The Dunkirk City Food Lab**) to support budding food entrepreneurs in the region.

Walker Ridge Construction and Development was created in 1999 by brothers Zoltan Kovacs and Peter Kovacs to build communities, by turning client's concepts into reality. The company's work is carried out with the passion and first-rate skills of a stellar team of planners, builders and tradespeople who play a valuable role in delivering blue-chip craftsmanship, problem-solving savvy and a rigorous project management process.

Please accept this letter of support for the Dunkirk City application to the WNY REDC and the Downtown Revitalization Initiative.

Should you have any questions, do not hesitate to contact my office at 212-966-9400.

Warm Regards,

A handwritten signature in black ink, appearing to be "CLM", written over a light blue horizontal line.

Carlos Luis Maldonalao
Business Development & Sustainable Initiative
Walker Ridge Construction & Development

May 29, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays,

As the President of Chadwick Bay Marina, LLC (dba Holiday Harbor at Chadwick Bay), I am pleased to provide my support for the City of Dunkirk in its application for the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

As the President of Chadwick Bay Marina's Facility Improvements Project, one of the priority projects listed in the City of Dunkirk's Downtown Revitalization Initiative application. We are writing to confirm our support for the City of Dunkirk's 2019 application and our commitment to a partnership with the City if the program is funded. We are excited about the opportunity for this project to receive possible funding for implementation.

This project is a transformative venture that will... be the "Field of Dreams" endeavor that Chadwick Bay and the City of Dunkirk has been looking forward to for many years. "If we build it, they will come". This port's competitive advantage is its well-documented fishery. To capitalize on its potential, we must have a fully integrated marina facility that will attract fishermen/women locally and throughout the United States. Our vision consists of a new marina facility that incorporates the following: Skippers Lounge, Ship Store, Showroom, Bathrooms & Showers and Laundry. Fencing, Eco-Friendly outdoor lighting, landscaping and pavement are the added-value accoutrements. Lastly, a heated indoor storage building with cement flooring and an approach apron will allow us to attract new boat storage clients. A year-round facility, 15+ full-time employees and a robust sales tax revenue base will support our local economy and offer another opportunity for the City of Dunkirk and Western New York to thrive. Based on our current customer base, transient customers and others who are looking for this type of facility, we will become a true tourist destination. Not only will we attract customers from Western New York, but also from Pennsylvania, Ohio and Ontario Canada. This is a very desirable port for affluent transient boaters who enjoy the Great Lakes and making passage to the Atlantic Ocean or down the Mississippi River to the Gulf of Mexico.

19 Avon Ave-P.O. Box 609 Celoron, NY 14720
716.484.7175 p www.holidayharbor.net 716.487.2959 f

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Our cost estimation is below:

- Marina Facility (Skippers Lounge, Ship Store, Showroom, Bathrooms/Showers and Laundry) \$550,000
- Safety Fencing, Eco-Friendly Outdoor Lighting, Landscaping and Pavement \$178,000
- Heated Indoor Storage Building w/ Cement Flooring and Approach Apron \$325,000

Once again, we are excited for the potential in partnering with the City of Dunkirk and New York State to help fund our proposed project. Please accept this letter of support for the City's application to the WNY REDC and the Downtown Revitalization Initiative. Should you have any questions, do not hesitate to contact my office at 716-484-7175.

Warm Regards,

Charles Pringle
President
Chadwick Bay Marina, LLC
dba Holiday Harbor at Chadwick Bay

19 Avon Ave-P.O. Box 609 Celoron, NY 14720
716.484.7175 p www.holidayharbor.net 716.487.2959 f

May 27, 2019

Amanda Mays, WNY Regional Director
Western New York Regional Economic Development Councils
95 Perry Street – Suite 500
Buffalo, NY 14203

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

Dear Director Mays,

As the General Manager of Demetri's on the Lake, I am pleased to provide my support for the City of Dunkirk in its application for the 2019 Downtown Revitalization Initiative to the Western New York Regional Economic Development Council (WNYREDC).

Demetri's on the Lake's Waterfront Redevelopment project, is one of the priority projects listed in the City of Dunkirk's Downtown Revitalization Initiative application and I am writing to confirm my support for the City of Dunkirk's 2019 application and our commitment to a partnership with the City if the program is funded. Our total project cost is estimated at \$1,725,000.00. We are excited about the opportunity for this project to receive possible funding for implementation. If the project is successfully funded Demetri's on the Lake will have the opportunity to be a cornerstone of the City of Dunkirk's waterfront and downtown districts.

This project is a transformative venture that will see Demetri's on the Lake redeveloped into a key waterfront establishment. By building a multi-story restaurant, patrons will be able to enjoy food and beverage along Lake Erie. Each floor of the restaurant will feature a modern look and feel for customers as well an area to host private functions. The interior of the restaurant would be complemented by facades updates to better match the ongoing redevelopment already underway in the City of Dunkirk.

A multi-tiered deck will be the highlight of the project. This will allow our customers a unique dining experience that would offer all customers the scenic views and sunsets Lake Erie has to offer. As the deck would provide an outdoor opportunity to enjoy Lake Erie, The interior of the establishment will allow the restaurant to continue to operate year round.

Once again, we are excited for the potential in partnering with the City of Dunkirk and New York State to help fund our proposed project. Please accept this letter of support for the City's application to the WNY REDC and the Downtown Revitalization Initiative. Should you have any questions, do not hesitate to contact me at 716-548-0127.

Warm Regards.

Vasilios Tsirtsakis
General Manager, Demetri's on the Lake