

# 2016 Downtown Jamestown Revitalization Initiative Plan

WNY REGIONAL ECONOMIC DEVELOPMENT COUNCIL

Submitted on behalf of the  
City of Jamestown by

Samuel Teresi  
Mayor



Gregory P. Rabb  
City Council President

plan. prepare. deliver.

June 1, 2016



## NATIONAL COMEDY CENTER

WNY REDC Priority Development Project. Develop a construction fund for the final remaining amount necessary to complete construction of NCC campus.



## NEW MARKET RATE APARTMENTS

Conversion of historic Hotel Jamestown: unrented, vacant upper floor office space to mixed use market rate apartments



## WAYFINDING & TRAFFIC REDESIGN

Downtown has poor wayfinding and connectivity between destinations, making it difficult for visitors to increase length of stay. AECOM 2015



## WATERFRONT ACTIVATION

Design and create an LED illumination program for the Greater Jamestown Riverwalk and the Jamestown BPU Campus

# A NEW DAY

Please view this video produced by the City of Jamestown

at:

[tiny.cc/Jamestown-DRI](http://tiny.cc/Jamestown-DRI) or [tiny.cc/JamestownDRI](http://tiny.cc/JamestownDRI)



## THEATER DISTRICT MASTER PLAN

*Reg Lenna Center for the Arts about to implement a small piece of their Master Plan to reinvest and drive restaurant business with programming*



## WATERFRONT ACTIVATION

*Create a compelling South Bank District (lighting program for the power station, new hotel, local visitor experiences, events, etc.) AECOM 2015*



## TRAFFIC CALMING & CONNECTIVITY

*Redesign Washington Street with NYSDOT from W 2nd - W 4th Streets to calm traffic and remove a barrier between National Comedy Center and lodging & entertainment areas*



## ADAPTIVE REUSE & EMPLOYMENT

*Former Key Bank Main Branch. Redevelopment fund with loans and incentives to purchase, rehabilitate commercial space with dramatic potential residential space.*



June 1, 2016

To: Members of the Western New York Regional Economic Development Council

c/o Mr. Christopher Schoepflin  
WNY Regional Director  
Empire State Development  
95 Perry Street  
Buffalo, NY 14203-3030

Dear Regional Development Council Members,

On behalf of my City Government colleagues, the 35,000 residents of New York's Pearl City and the roughly 70,000 people residing in the Greater Jamestown region, it is my pleasure to offer our proposal to serve as Western New York's designee for Governor Cuomo's Downtown Revitalization Initiative (DRI).

Like many other Northeast and Midwest former manufacturing giants, Jamestown, over the decades has faced a number of daunting challenges that have threatened its viability as a place in which to live, operate a business and own property. Included have been the following:

1. Significant and steady population losses within a legally landlocked area of only nine (9) square miles. 1950 – 45,155\*, 1960 – 41,818, 1970 – 39,795, 1980 – 35,775, 1990 – 34,681, 2000 – 31,984, 2010 – 31,146\* (\*Note: During this period the Greater Jamestown urban population has remained around 70,000).
2. A weak local economy, which lacks the major attributes and resources necessary to drive and sustain modern economic activity (i.e.: a location on the NYS Thruway; major freight and passenger rail service; flat, buildable terrain; convenient access to major harbor and airport facilities; the presence of a major university or four-year college. NOTE: Jamestown is the largest urban area in NYS and the only one in the Empire State's Top 10 that does NOT maintain at least one major four-year university or college).

Due to these deficiencies, Jamestown has struggled to successfully diversify its economy and transition from its declining manufacturing base. As a result, the Jamestown area has endured one of the lowest per capita income levels and one of the highest urban poverty rates of anywhere in New York.

3. The challenges associated with servicing, maintaining and replacing an aging, decaying and long-neglected infrastructure, that was originally developed to support and be sustained by a larger population and tax base.
4. The adverse impact of previously granted and legally protected municipal government salary and benefits structures, that are no longer sustainable in the modern day context. Along with a variety of other factors, this mounting fiscal burden has destroyed the City's financial position and driven Jamestown to the doorstep of a State Control Board.
5. A series of misguided, previously enacted, intermunicipal utility agreements that, over the years, have helped to unleash explosive suburban sprawl at the expense of the City's struggling business districts, aging residential neighborhoods, declining infrastructure and eroding tax base.

Despite all of the structural challenges, impediments and self-inflicted body blows that have contributed to Jamestown's decline over the past half century, a determined, resilient and vigilant community has done anything but "thrown in the towel" and has in fact, with limited local resources, been making significant positive strides on a number of fronts. Included have been the following:

1. Over the past 16 years, City officials, with support from the private sector and the State's Financial Restructuring Board, have been hard at work adapting, innovating, changing and streamlining the operations of City Government. In essence, City leaders have been delivering the "tough love" and "strong medicine" solutions to long term structural challenges... regardless of the political costs and implications. Dozens of internal restructuring efforts have literally "kept this City in the game" and better positioned it for the future when circumstances change and economic conditions eventually improve in this part of the Empire State.
2. The City, working together with both the County Government and its municipal neighbors, has consolidated or shared nearly 30 services (and counting), which had previously been the exclusive domain of City Government.
3. Due in large part to these initiatives, for the **second time in three years** (in an era in which many governments at all levels are seeing downgrades), the City of Jamestown earned a positive adjustment to its all-important Bond Rating and for the **first time in more than three decades**, the City's rating was restored back into the "A" category. During 2013 and again in 2015, Jamestown was assigned an "A-" rating, with a stable outlook, by Standard and Poor's. This represents a significant accomplishment when compared to the City's near "Junk Bond" status just a few years back.

4. Through an extraordinary 15 year partnership involving local and state government officials, private sector investors and not for profit community organizations, an unprecedented and historic program of redevelopment has begun to change the face and economic outlook for the City's Central Business District. Rooted in smart growth principles, adaptive reuse projects, complete streets strategies and waterfront reclamation initiatives, the impact of more than \$100 million (and counting) in public, private and non-profit investments has been nothing short of stunning.

As outlined in greater detail throughout this submission, while much has already been accomplished, there is much, much more than can and needs to be done. And, it is our belief that the Downtown Revitalization Initiative (DRI) designation, with it's planning assistance and accompanying project implementation resources, is the key to continuing our recent progress and taking our success to the next level.

The redevelopment process in Jamestown's Downtown area is at a critical crossroads. The coming months will literally determine if all of the investment and progress of the past several years will plateau and ultimately be lost. Or, if with the significant new emphasis and energy brought through the DRI, we will be extended the opportunity to dramatically build upon our past initiatives and achieve our goal of making Downtown Jamestown, New York one of the nation's truly great small city, mixed use, business, residential and cultural centers.

Our hope, our objective, is obviously the latter.

With the community minded team that we have already assembled on the field, our demonstrated ability to achieve great things with the finite local resources invested to date, and the new energy provided through the DRI designation, we know that we can make great things happen and that Downtown Jamestown will become a point of pride... not only for the Greater Jamestown Region but for all of Western New York.

Thank you for your consideration of our submission. Should you have any questions or if we can provide any further information, please, do not hesitate to contact me directly at any time.

Sincerely,



Samuel Teresi  
Mayor

cc: TEAM JAMESTOWN



CITY COUNCIL  
CITY OF JAMESTOWN

---

May 31, 2016

Mr. Christopher Schoepflin  
WNY Regional Director  
Empire State Development  
95 Perry Street, Suite 500  
Buffalo, NY 14203-3030

Dear Mr. Schoepflin:

On behalf of my colleagues on the Jamestown City Council, it is my pleasure to offer our enthusiastic support for the City of Jamestown's proposal to receive \$10 million in redevelopment assistance through Governor Cuomo's innovative Downtown Revitalization Initiative (DRI).

In consideration of both the continuing economic needs and challenges facing our community but, more importantly, the recent strides that have already been made by a public, private, non-profit coalition to improve our Downtown area via smart growth, adaptive reuse and waterfront redevelopment initiatives, my City Council colleagues and I feel strongly that Jamestown is both the logical and strongest choice for this designation from the Western New York Region.

I have enclosed for your review a copy of a recent resolution that was unanimously adopted by the Jamestown City Council expressing this sentiment.

Once again, thank you for your consideration of this submission. Should you have any questions or if I can be of any further assistance, please do not hesitate to contact me at any time.

Very Truly Yours,

Gregory P. Rabb  
President, Jamestown City Council

cc: Mayor Sam Teresi  
Jamestown City Council Members

**BASIC INFORMATION**

WESTERN NEW YORK REGIONAL COUNCIL  
 CITY OF JAMESTOWN  
 DOWNTOWN JAMESTOWN  
 CHAUTAUQUA COUNTY  
 VINCE DEJOY, DIRECTOR OF DEVELOPMENT  
 716.483.7667      dejoy@cityofjamestownny.com

**TABLE OF CONTENTS**

**MESSAGE FROM THE MAYOR & CITY COUNCIL PRESIDENT..... 4,7**

**SECTION I - The Downtown Community**

1. Boundaries of the Downtown Neighborhood..... 8

2. Size—Extent of Jamestown’s Downtown Core Area..... 12

3. Past Investments & Future Investment Potential..... 17

4. Job Growth..... 21

5. Attractiveness of the Downtown..... 26

**SECTION II - Local Support & Strategic Alignment**

6. Policies to Enhance Quality of Life..... 32

7. Local of Support and Capacity to Execute..... 40

**SECTION III - Strategic Alignment**

8. Alignment with Regional Strategies

**Core Strategies:**

Prepare Our Workforce..... 42

Foster a Culture of Entrepreneurship..... 43

Implement Smart Growth..... 44

**Industry Strategies:**

Advance Manufacturing..... 45

Tourism and arts..... 46

**Project Criteria:**

Creates/Retains/Fills Jobs..... 49

Maximizes Return on Investment..... 50

Ready for Implementation..... 51

Is Inclusive & Promotes Smart Growth..... 53

Regional Impact. & Improves Regional Image..... 53

9. Opportunity Agenda, Inclusivity and Context-Sensitive Planning..... 54

10. Downtown Jamestown Adaptive Mixed Reuse Development Projects..... 57

Jamestown Brewing Company..... 62

National Comedy Center..... 63

Property Acquisition & Site Preparation..... 64

Riverwalk Lighting..... 66

Rail Museum & Excursion Train Depot..... 67

Reg Lenna Center for the Arts..... 69

Streetscapes, Traffic Calming and Wayfinding..... 70

**CITY COUNCIL RESOLUTION & LETTERS OF SUPPORT..... 71**

**APPENDIX: Completed Planning Documents & Jamestown’s Likely CFA Submissions 89**

Identifying Transformative Priority Projects [Goody Clancy]

Section I — The Downtown Community

**Boundaries of the Downtown Neighborhood**



In 2006 the City of Jamestown adopted an Urban Design Plan that was intended as a defined pathway and tool to revitalize the Downtown of the city over a twenty year period. We are proud to say the City won an award for the plan from the American Planning Association that year. This plan as well as all the plans developed since then have built one upon the next, all having central themes of adaptive-reuse of existing buildings, mixed-use development, connectivity, walkability and smart growth.

In the Urban Design Plan the downtown and immediate areas around it were defined into sub-districts based on particular physical characteristics, recognized by urban designers, which contribute to the identity of an urban area. Patterns of development, the massing and scale of buildings have a high density in a downtown unlike a suburban character automobile-centric area which is much less dense in nature. For the purpose of this submission we will be using the same sub-districts to identify potential project areas.

The downtown for Jamestown is made up of a number of sub-districts. The Downtown Core and West End areas; as illustrated in the map, share similar physical and use characteristics that we are all familiar with in a small city urban environment consisting of a dense pattern of larger foot print structures that have multiple floors. These buildings accommodate a variety of uses and generally follow a vertical pattern of mixed-use within each structure with a few exceptions.

**Downtown Core**  
**West End**  
**Riverfront**

JAMESTOWN'S SUB-DISTRICTS  
URBAN DESIGN PLAN DESIGN GUIDELINES  
Goody-Clancy 2006

**Downtown Core**

The downtown for Jamestown is made up of a number of sub-districts including The West End, Downtown Core, Riverfront, Extended Downtown, and Brooklyn Square. The Downtown Core and West End areas; as illustrated in the map, share similar physical and use characteristics that we are all familiar with in a small city urban environment consisting of a dense pattern of larger foot print structures that have multiple floors. These buildings accommodate a variety of uses and generally follow a vertical pattern of mixed-use within each structure with a few exceptions. All sub-districts need investment, but for the purpose of this proposal and to ensure maximum leverage of private support, the Downtown Core, West End, and Riverfront areas are the focus.

*This sub-district covers about 14 city blocks and is approximately 0.05 sq. miles in area.*



Section I — The Downtown Community

**Boundaries of the Downtown Neighborhood** (cont)

**West End**

The West End sub-district begins at the corner of West Fourth Street and Jefferson Street and follows an easterly direction; two blocks, to the corner of West Fourth Street and Washington Street. At that corner the boundary follows a southerly direction along Washington Street to a point in line with the West First Street and Washington Street. At this point the direction follows a westerly direction along the backs of buildings at the top of the bank to a point at the southwest corner of the property of the rehabilitated former train station (National Comedy Center). The boundary follows a northerly direction along the property line to the northwest corner of the property and West Second Street. At this point the direction follows a westerly direction along West Second Street to the corner of West Second Street and Jefferson Street. At this corner the boundary follows Jefferson Street in a northerly direction; two blocks, to the corner of West Fourth Street and Jefferson Street.

*This sub-district covers about 5 city blocks and approximately 0.02 sq. miles in area.*

**Riverfront**

The Riverfront sub-district begins at the corner of Institute Street and East First Street and follows a southerly direction along Institute Street to the corner of Harrison Street and Institute Street. At this point the boundary takes a westerly direction that follows along the public/private property lines on the south side of the river past North Main and under the Washington Street Bridge. It then begins to follow a southerly direction following the east property line of the Board of Public Utilities property to Steele Street. At this point the boundary follows a west and then northwesterly direction along Steele Street past West Third Street toward the Sixth Street Bridge where it continues across to Whitley Avenue. It then follows Whitley Avenue in a northerly direction past Fairmount Avenue where it takes a circuitous arch around McCrea Point Park and Municipal Boat Landing and crosses to the east side of the river. The boundary then takes a southwesterly direction along West Eighth Street and continues in the same direction until it intersects with rail road property line. The boundary follows an easterly direction along the rail road property line until it intersects West Second Street. It follows West Second Street until it reaches the west property line of the rehabilitate former train station (National Comedy Center) where it follows the west property line to southwest corner of the property where it takes an easterly direction along the backs of the buildings at the top of the bank (see south boundary of the West End and Downtown Core) and continues on along West First Street and East First Street to the corner of East First Street and Institute Street.

*This sub-district is approximately 0.15 sq. miles in area.*



*Our major focus for the Downtown Jamestown Revitalization Initiative submission will be in:*

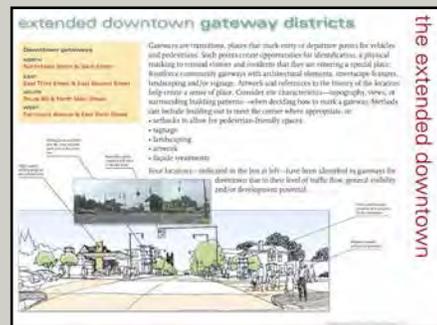
**West End  
Downtown Core  
Riverfront**

Section I — The Downtown Community

Boundaries of the Downtown Neighborhood (cont)

The following sub-districts will create synergies with the primary focus area of the DRI concentrated area:

**Brooklyn Square  
Extended Downtown**



**Brooklyn Square**

The boundary of north side of this sub-district follows the southern boundary of the Riverfront sub-district described above from Institute Street westerly past North Main Street continuing under the Washington Street Bridge following the public/private property lines to Steele Street. At this point the boundary follows in a southeasterly direction along Steele Street and continues in this direction past Barrett Avenue and Forrest Avenue. It then follows a circuitous arch in a northeasterly direction to Institute Street. The boundary follows Institute Street in a northerly direction to the corner of Institute Street and Harrison Street. *This sub-district is approximately .09 sq. miles in area.*

**Extended Downtown**

This sub-district boundary begins at the corner of West Eighth Street and Murray Avenue and follows a southeasterly direction along Murray Avenue to the corner of Murray Avenue and West Sixth Street. At that point it follows an easterly direction to the corner of East Sixth Street and Fulton Street where the boundary follows a southerly direction; one block, along Fulton Street to the corner of Fulton Street and East Fifth Street. At this point it takes an easterly direction along East Fifth Street to the corner of East Fifth Street and Lincoln Street. At this point it follows a southerly direction along Lincoln Street and continues in this direction to Center Street. It then follows Center Street in a southerly direction till it intersects with the northern property line of rail road property. At this point the boundary follows the northern property line of rail property in a westerly direction until it intersects Institute Street. The boundary of this sub-district wraps around the northern boundary of the Downtown Core, West End and Riverfront sub-districts described above. *This sub-district is approximately .20 sq. miles in area.*

**Creation of sub-districts.**

The Boundary to these sub-districts were based on an urban design analysis completed during the planning process for the Jamestown Urban Design Plan. This plan was completed with a team of highly regarded urban design professionals, a development advisor that specializes in market and economic feasibility, a planning group that specializes in best and wisest use of waterfronts as well as a firm of transportation planners and designers.

The urban design professionals analysis concentrated on a physical analysis, circulation and land use both historic and present conditions and through the process determined the best approach to reinforce and

Section I — The Downtown Community

**Boundaries of the Downtown Neighborhood** *(cont)*

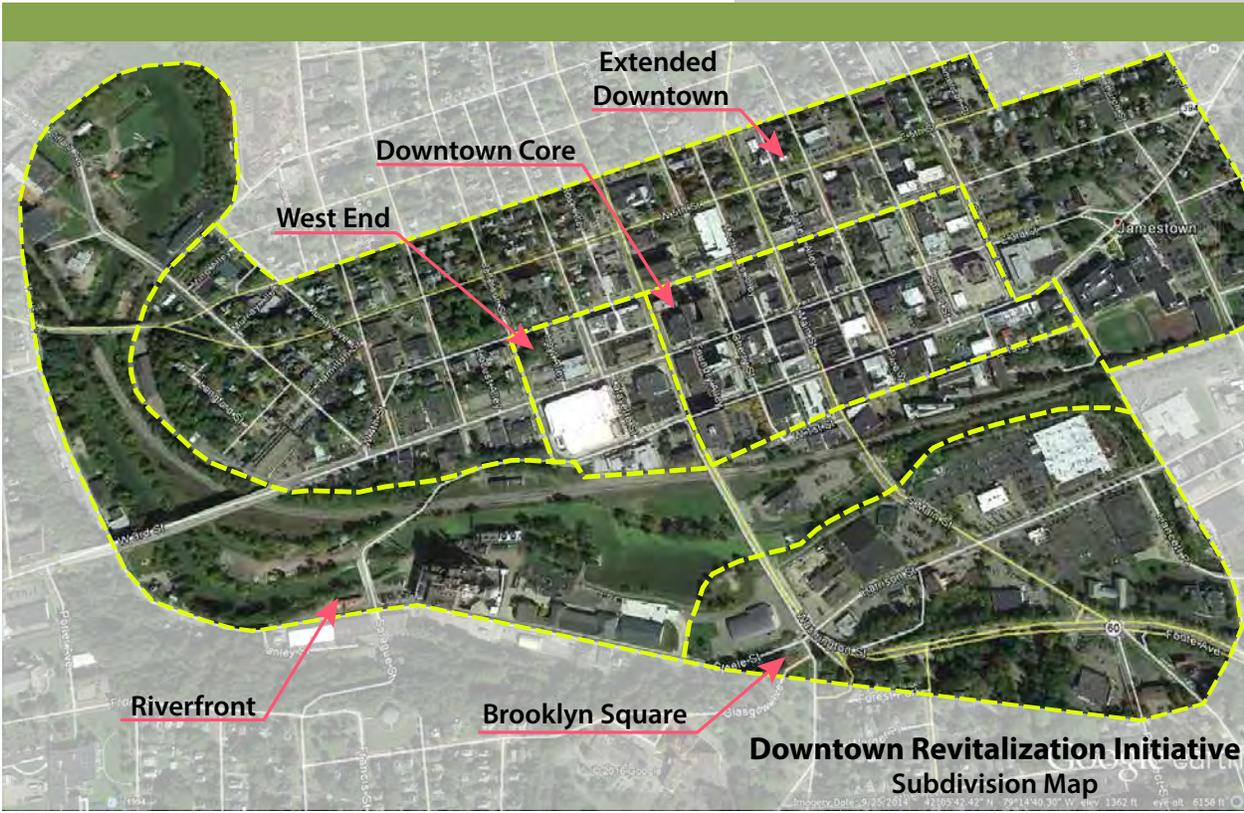
strengthen the sub-districts identified from physical, social and cultural functions. These sub-districts were identified due to the commonality of characteristics within each area. The Plan also identified how these sub-districts; although dissimilar, interrelate and complement each other.

Although the Downtown Core and the West End sub-districts share similar physical characteristics and pattern of development they are bisected by the Washington Street corridor which is essentially a four-lane street that moves a substantial amount of traffic in a north-south direction through the center of the business district. This street creates a separation between these two similar areas creating the sub-districts within the downtown.

The Downtown Core and West End are both organized as compact high density districts around a multiple-street grid pattern of roads. The streets are laid out in a typical grid pattern running east-west and north-south direction with these sub-districts between Second and Fifth Streets in the north-south direction.

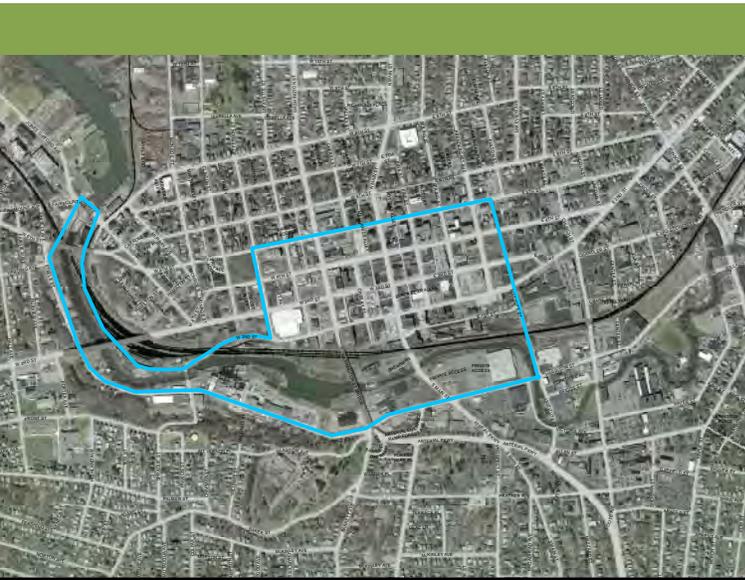
The Extended Downtown, indicated on the map, is of a less dense pattern of buildings with some new commercial buildings interspersed with residential-scaled buildings. The area is clearly in contrast with the scale and massing of the Downtown and West End sub-districts described above.

Although some fringe areas in the Extended Downtown share similar characteristics with the urban fabric in the Downtown Core and West End it generally is felt not be a part of the downtown. A clear demarcation is not always present along the Fifth Street edge.



## Section I — The Downtown Community

### Extent of Jamestown's Downtown Core Area



*DRI Area of Primary Focus*

Jamestown's downtown and its catchment area is of a sufficient extent to support a vibrant, year-round downtown, with a size-able population (approximately 55,000 people) within easy reach for whom this is the primary downtown. Without question, Jamestown is a Downtown with Regional Significance and Growth Potential – meaning that the vitality of downtown Jamestown is not only critical to the health and competitiveness of the city itself, but also to a much wider region that has relied upon it as a hub for commerce and culture for over a century. It is well-positioned to be a key component of attracting new business and new talent to Chautauqua County and the western portion of the Southern Tier through sustained investment in its urban environment and the quality-of-life characteristics that entrepreneurs and skilled workers now demand. The characteristics of Jamestown that make it essential to the region include the following:

Downtown Jamestown is the urban core for a Greater Jamestown Area that has 55,000 residents. Jamestown is the largest urban center in Chautauqua County (pop. 129,000) and the western Southern Tier (pop. 264,000), and the largest urban center in Western New York outside of the Buffalo-Niagara Falls metropolitan area.

- With over 100 buildings comprising a core 30-block area, downtown Jamestown has the second largest development footprint of any downtown in Western New York.
- Downtown Jamestown is home to some of the region's largest entertainment and performance venues, including the Jamestown Savings Bank Ice Arena and the **Reg Lenna Center for the Arts (picture left)** that draw visitors from a 50 mile radius. The National Comedy Center is slated to open in 2017.
- Based on a recent survey of downtown businesses conducted by the Jamestown Renaissance Corporation, Jamestown's urban core is home to approximately 260 businesses with more than 2000 employees. The downtown housing market contains approximately 400 apartments for more than 500 residents.



Section I — The Downtown Community

Extent of Jamestown’s Downtown Core Area (cont)

Demographic Characteristics: {Downtown Jamestown is in CENSUS TRACT 305}

The City of Jamestown, NY was a vibrant urban center in the 1930’s with a population of just over 45,000 people. Since that time, like so many other rust-belt cities, Jamestown has steadily lost population due to a number of factors including loss of industry, outmigration of residents to warmer climates, and better employment opportunities. As a result, the City now stands at just over 31,000 residents, and possesses a significant inventory of older, underutilized and vacant properties.

The Jamestown region has lower income levels than state and national averages. Income levels in the Greater Jamestown area (within a 30 mile radius) are \$41,000, compared to \$58,000 in New York State and \$53,000 for the United States.

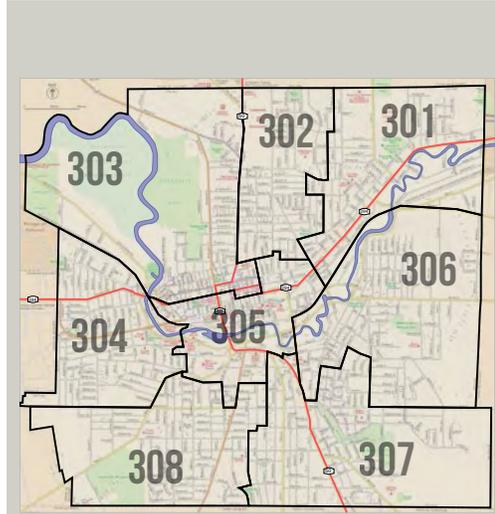
Age distribution in the City of Jamestown is slightly younger than state averages, with a higher percentage of young children and fewer adults between the ages of 35 to 65. The greater Jamestown area also has a high percentage of people above the age of 65, implying that the area is attractive for young families and retirees.

Jamestown has lower education levels than state national averages with approximately 30% of the population having college and advanced degrees as compared to 38% in the United States.

Although employment in the Southern Tier has seen a gradual decline since 2000, most of the job losses have been in Chautauqua County. Total employment in the County has declined moderately over this time period from 59,400 in 2000, to 52,300 in 2014. The employment mix includes trade, transportation, utilities, manufacturing, government, education and health services, and leisure & hospitality.

The NYS Department of Labor projects growth in employment for the broader Western New York region of 7.5 percent by 2022, which is positive news for Jamestown as it seeks to attract weekend visits from the broader region.

Even though this is a common story among cities in small upstate cities, Jamestown possesses two unique and powerful tools that have made a positive impact on the economic and community development of the City. The first is a strong spirit of collaboration between the public and private sectors, and the second is the existence of more than 10 local well-endowed foundations.



| Subject                             | Census Tract 305, Chautauqua County, New York |                                   |   |                                       |
|-------------------------------------|---|-----------------------------------|---|---------------------------------------|
|                                     | Total<br>Estimate                             | Native, born in state<br>Estimate | Native, born in other state in the U.S.<br>Estimate | Native, born outside U.S.<br>Estimate |
| Total population                    | 3,281   | 2,276                             | 890   | 115                                   |
| AGE                                 |   |                                   |   |                                       |
| Under 5 years                       | 8.5%  | 12.3%                             | 0.0%  | 0.0%                                  |
| 5 to 17 years                       | 13.0%   | 14.1%                             | 7.4%  | 25.0%                                 |
| 18 to 24 years                      | 8.4%  | 7.2%                              | 20.6%   | 12.7%                                 |
| 25 to 34 years                      | 20.6%   | 15.3%                             | 27.5%   | 43.5%                                 |
| 35 to 44 years                      | 17.9%   | 17.2%                             | 26.8%   | 3.5%                                  |
| 45 to 54 years                      | 12.8%   | 14.2%                             | 12.6%   | 12.2%                                 |
| 55 to 64 years                      | 6.0%  | 3.5%                              | 8.9%  | 7.6%                                  |
| 65 years and over                   | 15.0%   | 16.3%                             | 5.9%  | 4.4%                                  |
| Median age (years)                  | 45.8  | 45.8                              | 48.0  | 51.1                                  |
| SEX                                 |   |                                   |   |                                       |
| Male                                | 49.4%   | 49.2%                             | 50.7%   | 48.6%                                 |
| Female                              | 50.6%   | 50.8%                             | 49.3%   | 51.4%                                 |
| RACE AND HISPANIC OR LATINO         |   |                                   |   |                                       |
| One race                            | 98.1%   | 95.0%                             | 97.6%   | 100.0%                                |
| White                               | 95.1%   | 94.8%                             | 98.4%   | 95.7%                                 |
| Black or African American           | 2.2%  | 4.9%                              | 0.5%  | 4.4%                                  |
| American Indian and Alaska Native   | 1.7%  | 1.0%                              | 0.2%  | 4.4%                                  |
| Asian                               | 0.0%  | 0.0%                              | 0.0%  | 0.0%                                  |
| Native Hawaiian and Other Pacific   | 0.0%  | 0.0%                              | 0.0%  | 0.0%                                  |
| Some other race                     | 3.9%  | 3.4%                              | 0.0%  | 37.8%                                 |
| Two or more races                   | 3.2%  | 5.0%                              | 0.2%  | 0.0%                                  |
| Hispanic or Latino (of any race)    | 14.5%   | 8.2%                              | 1.1%  | 100.0%                                |
| White alone, not Hispanic or Latino | 77.1%   | 85.2%                             | 98.5%   | 0.0%                                  |
| Median income (dollars)             | 11,688  | 17,082                            | 19,878  | 19,241                                |

| Subject  | Census Tract 305, Chautauqua County, New York |                            |                      |                        |
|--|---|----------------------------|----------------------|------------------------|
|  | Total<br>Estimate                             | In labor force<br>Estimate | Employed<br>Estimate | Unemployed<br>Estimate |
| Population 16 years and over                       | 2,545   | 48.0%                      | 32.7%                | 29.0%                  |
| AGE  |   |                            |                      |                        |
| 16 to 19 years                                     | 95  | 67.4%                      | 25.3%                | 62.5%                  |
| 20 to 24 years                                     | 218   | 65.9%                      | 55.0%                | 47.6%                  |
| 25 to 34 years                                     | 676   | 74.9%                      | 54.7%                | 26.0%                  |
| 35 to 44 years                                     | 587   | 47.2%                      | 36.5%                | 24.2%                  |
| 45 to 54 years                                     | 420   | 22.6%                      | 19.6%                | 12.6%                  |
| 55 to 64 years                                     | 164   | 8.5%                       | 8.5%                 | 0.0%                   |
| 65 years and over                                  | 425   | 5.6%                       | 5.6%                 | 0.0%                   |
| RACE AND HISPANIC OR LATINO                        |   |                            |                      |                        |
| One race   | 2,514   | 45.1%                      | 31.4%                | 20.5%                  |
| White  | 2,500   | 44.3%                      | 31.3%                | 20.2%                  |
| Black or African American                          | 117   | 58.1%                      | 55.6%                | 4.4%                   |
| American Indian and Alaska Native                  | 40  | 0.0%                       | 0.0%                 | 0.0%                   |
| Asian  | 0   | 0.0%                       | 0.0%                 | 0.0%                   |
| Native Hawaiian and Other Pacific Islander         | 0   | 0.0%                       | 0.0%                 | 0.0%                   |
| Some other race                                    | 77  | 68.8%                      | 7.8%                 | 88.7%                  |
| Two or more races                                  | 77  | 78.1%                      | 83.4%                | 16.7%                  |
| Hispanic or Latino (of any race)                   | 286   | 61.5%                      | 22.7%                | 63.1%                  |
| White alone, not Hispanic or Latino                | 2,099   | 43.1%                      | 32.1%                | 28.6%                  |
| Population 20 to 64 years                          | 1,807   | 57.2%                      | 40.6%                | 29.0%                  |
| SEX  |   |                            |                      |                        |
| Male   | 889   | 51.6%                      | 42.4%                | 31.4%                  |
| Female   | 913   | 32.2%                      | 38.7%                | 25.6%                  |
| With own children under 6 years                    | 157   | 66.2%                      | 39.5%                | 40.4%                  |
| POVERTY STATUS IN THE PAST 12 MONTHS               |   |                            |                      |                        |
| Below poverty level                                | 1,145   | 64.0%                      | 22.4%                | 49.0%                  |
| DISABILITY STATUS                                  |   |                            |                      |                        |
| With any disability                                | 784   | 27.8%                      | 13.6%                | 30.9%                  |
| EDUCATIONAL ATTAINMENT                             |   |                            |                      |                        |
| Population 25 to 64 years                          | 1,893   | 55.2%                      | 39.4%                | 24.5%                  |
| Less than high school graduate                     | 255   | 38.9%                      | 12.4%                | 65.4%                  |
| High school graduate (includes equivalency)        | 640   | 49.8%                      | 45.3%                | 15.2%                  |
| Some college or associate's degree                 | 547   | 84.7%                      | 50.6%                | 21.1%                  |
| Bachelor's degree or higher                        | 147   | 54.6%                      | 46.1%                | 15.6%                  |
| PERCENT IMPLOYED                                   |   |                            |                      |                        |
| Employment status for population 16 years and over | 11.2%   | (X)                        | (X)                  | (X)                    |

## Section I — The Downtown Community

## Extent of Jamestown's Downtown Core Area (cont)

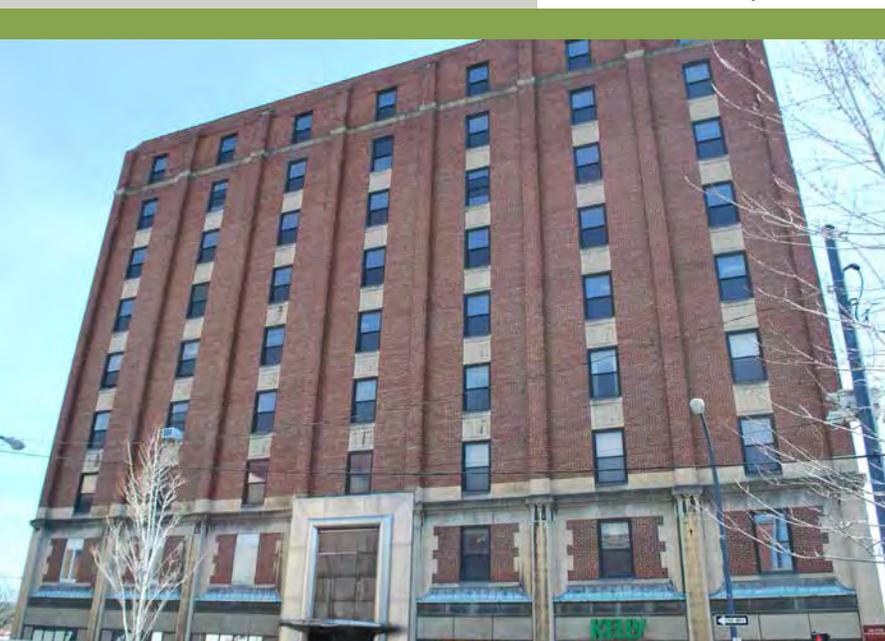
**Evidence of Need:**

Recent gains in the City of Jamestown cannot conceal the fact that signs of disinvestment and deferred maintenance – which accrued in the decades after 1950 – still remain and serve as inhibitors of downtown vitality. The fact is that the City of Jamestown is in a highly tenuous financial position, which makes it difficult to sustain high levels of private investment. The following realities reveal the fact that Jamestown needs this investment from the State if it is going to fulfill its mission of becoming a vibrant, successful hub of activity for the region:

- The City of Jamestown has a high poverty rate (28%, rising to over 50% in the downtown census tract) and a high local tax burden due to the suburbanization of most of Greater Jamestown's commercial and industrial functions to modern space in adjacent towns (urban sprawl).
- The City of Jamestown has experienced a proliferation of tax-exempt entities locating in its downtown core, which has placed a greater demand on services without the tax revenues to pay for it.
- The City of Jamestown is rapidly approaching its constitutional taxing limit.
- Although downtown Jamestown is compact and walkable, its streetscapes are of a decidedly uneven quality. Some streets are far too wide for the automotive traffic they currently handle; others haven't had major improvements to street furnishings and lighting since the 1970s. This needs to be addressed for downtown to be a pleasant and safe place for visitors and residents to walk – and to instill further confidence in the downtown real estate market.
- Several large and underutilized structures loom over downtown's streets, serving as dead spots to street life and sources of considerable uncertainty. Prime among them are the large Furniture Mart Building (see picture left), the shuttered Ramada Inn Hotel and unused space in several other buildings in the downtown core.



**Spire Theater**  
317 E. Third Street



## Section I — The Downtown Community

**Extent of Jamestown’s Downtown Core Area (cont)****Employment**

Downtown Jamestown was once the hub for all types of commerce and employment for southwestern New York in the 1900’s. There were a number of large multi-floor department stores and a large number of independently owned retail stores and shops, especially women’s and men’s clothing, regional banks with large back office operations, and the telephone company which was under local control employing over 300 professional people in their offices into the 1990’s. Most of those large employment drivers that were in once in Downtown Jamestown are gone for good, which has also occurred in other similar small cities in the northeast.

Downtown Jamestown has had to reinvent itself in the twenty-first century with a measure of success. There is an emerging group of digital and media based companies that have located in Downtown Jamestown because of the beautiful urban architecture and dramatic space that our redeveloped buildings have inherent to them. A collaboration of significant private investment, Main Street Anchor Grants through NYS DHCR, CDBG grants along with historic tax credits, and low-interest loans by JLDC, and JRC grants has made historic district redevelopment very appealing for the developers that are attracting companies such as Digitell (below) and the Connections. The City and its partners at JRC are working to bring more of these type of businesses into Downtown Jamestown.



***Digitell Inc. world headquarters  
at the Signature Center***



Section I — The Downtown Community

Extent of Jamestown’s Downtown Core Area (cont)

Employment (Cont)

There is also a great deal of human services employers in Downtown Jamestown from: Chautauqua County Social Services and Health Department as well as Mental Health; a new Department of Motor Vehicles Office in a privately owned redeveloped building; Legal Assistance of (WNY LawNY); Jamestown Area Medical Associates which is one of the largest medical practices in Western New York at the Riverwalk Center.

Downtown Jamestown also has and is building a vibrant tourism economy sector that includes the Lucy-Desi Museum, and will include the National Comedy Center which will employ many new people both directly and indirectly through economic development around the attraction. A new DoubleTree Hotel and Conference Center will also significantly add to Downtown Jamestown employment in 2017. Downtown Jamestown has witnessed the opening of a number of new restaurants that are very diverse ethnically with new Cuban, Caribbean, Italian, and home-cooking soul food as well as traditional and eclectic fine dining.

The City of Jamestown is working closely with the Chautauqua County Industrial Development Agency to site companies from outside of the

area for light manufacturing and assembly type of operations just outside of the defined downtown core in vacant former industrial and commercial buildings that are easily walkable. An announcement for a new company locating to Jamestown with 50 new jobs in one of the important gateways into Jamestown will be made in late May or early June.

An expansion of a current large downtown employer is also in the design and final negotiation stage for buildout to accommodate additional 300-400 employees for their expanded operations is also anticipated.



**JAMA Internal Medicine Suite**  
**\$9.365M Redevelopment of former**  
**Ames Department Store**



**Proposed \$14M DoubleTree by Hilton**  
**Hotel & Conference Center**  
**2017 Opening**



- City of Jamestown, NY**  
**Largest Downtown Employers**
1. Jamestown YWCA [-65 Employees]
  2. Chaut. Co. Office Bldg. [-90 Employees]
  3. The Connections [300+ Employees]
  4. Signature Center [-90 Employees]
    - Digitell
    - M & T Bank
    - Workforce Investment Board
  5. Municipal Building [-200 Employees]
    - City of Jamestown
    - NYS Court System
    - Chaut. Co. Mental Health
  6. Lynn Building [200+ Employees]
    - U.S. Post Office
    - Striders / Infinity / Other Offices
  7. Post Journal [-75 Employees]
  8. Jamestown High School [100+ Employees]
  9. JAMA [65+ Employees]
  10. Jamestown BPU [155 Employees]

Section I — The Downtown Community

Past Investments & Future Investment Potential

The City of Jamestown is uniquely positioned to work with NYS and third party planning experts to undertake transformative projects aimed at revitalizing the City due, in part, to long-standing private/public partnerships, past investments, and professionally prepared plans that have already been undertaken and implemented. The Mayor’s office and department heads maintain solid working relationships with community development organizations such as the Jamestown Renaissance Corporation (JRC), Chautauqua Home Rehabilitation & Improvement Corporation (CHRIC), the Chautauqua County Land Bank Corporation (CCLBC), Citizens Opportunity for Development & Equality, Inc. (CODE), Chautauqua Opportunities, Inc. (COI) and many others. The Greater Jamestown area is very fortunate to have almost a dozen foundations by which it can leverage its resources (financial capital and human capital), to successfully complete a range of development projects. As a result of this inimitable relationship, numerous projects, both large and small, have been completed in the last 5 years within the DRI target area.

Major Investments Since 2011 (5 years)

**Gateway Center** (Erie Train Station): a \$14 million redevelopment of the former Erie Train Station in 2012. The project had multiple public funding sources such as Federal Transportation Authority (FTA) ,NYS DOT, CDBG, NYS EPF, NYS ESDC, as well as historic tax credits. This development will be leveraged into the **National Comedy Center’s** footprint that will bring about \$20 million dollars in a new additional investment. *{Rendering Below Left}*

**Wellman Building (2012):** a \$7,400,000 adaptive re-use development that took a 5-story building on the National Historic Register that was completely vacant and transformed the building into sought after 44 market rate apartments, two new commercial storefronts, and the offices for the Gebbie Foundation. Historic Tax Credits, RestoreNY \$1 million



grant, CDBG, and \$5.5 million dollars of private capital has transformed this building and the block. The right storefront is now leased to Univera Healthcare as a local office, and there are several potential occupants for the corner space.

**Downtown Context**

The City of Jamestown was a vibrant urban center in the in the 1930's with a population of just over 45,000. Since that time, like many rust-belt cities, Jamestown has steadily lost population due to a number of factors including loss of industry, outmigration of residents to warmer climates and greater opportunities for employment with higher compensation. As a result, the City now stands at 31,148 people with a significant inventory of older, underutilized and vacant buildings.

Even though this is a common story among cities in small upstate cities, Jamestown possesses two unique and powerful tools that have begun to make a positive impact on the economic and community development of the City. The first is a strong spirit of collaboration between the public and private sector, and the second is the existence of over 10 local foundations.

Page 2 | August 2016

**Downtown Context (continued)**

Together, these two factors have resulted in a number of redevelopment projects with strategic investment:

- Jamestown Savings Bank Arena – \$21 million multipurpose arena opened in 2002, with dual ice pads, walking track, and restaurant areas. Beyond hockey and ice skating, the Arena hosts events such as Jay Leno and Jerry Seinfeld performances, roller derby events, wedding reception, and conventions.
- Best Western Plus Downtown – \$3 million, 61-room, private investment adjacent to the Arena
- BWB Professional Office Center – Premier \$7.25 million office building adjacent to the Arena
- Renaissance Square – Public space adjacent to BWB and Arena for performances and events.
- Winkler Garden Plaza – Former site of a vacant movie theater; redeveloped in 2010 as a pocket park used for outdoor movie showings and other community events.
- Wellman Apartments – \$7.4 million restoration of two vacant buildings to house 44 market-rate apartments. Completed in July 2012.
- Gateway Train Station – \$14 million restoration of the historic Erie Lackawanna Railroad Station that will be the future home of the National Comedy Center.
- Dr. Lillian Vilmarz Hwy Renaissance Center – Renovated in 2010, currently houses the Jamestown Renaissance Corporation and offers public space for meetings and social events.
- Jamestown Renaissance Corporation – A non-profit corporation formed in 2006 through private-public partnerships to support the development and implementation of revitalization strategies in downtown.
- Lyons Building – Former Federal Building, the 65,800 square foot multi-level structure has been renovated to house professional offices and non-profit tenants.
- Façade Restoration – Over 30 historic facades have been renovated since 2008
- Alley Enhancement Projects – 7 alleys have been restored (2008-2013) making them safer for pedestrian traffic.

Page 3 | August 2016

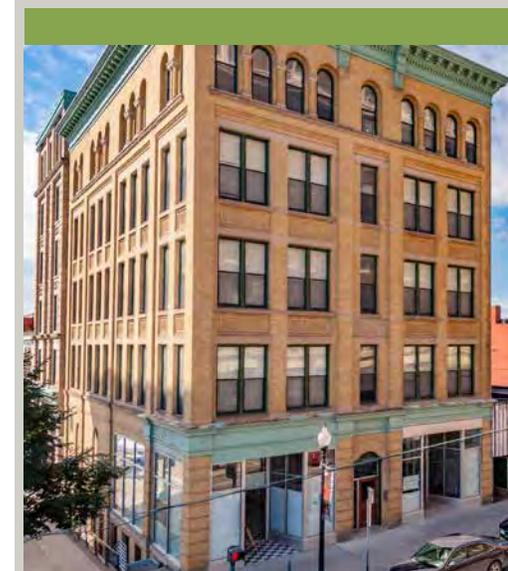
**Downtown Context (continued)**

There are a number of projects currently under development downtown:

- Construction of a \$19.5 million National Comedy Center includes the repurposing of key buildings and new construction adjacent to the Arena and other west-side developments.
- Development of the area around the river, including the municipal Riverwalk, landscaping, Comedy Park, two pedestrian bridges connecting the north and south sides of the Chautauque River, and trail connections to Chautauque Lake.
- Exploration of passenger rail service between Jamestown and Buffalo.
- Improvements by the Ray Lenna Center for the Arts to their portion of the Arts District. A Master Plan to reorganize their 7 buildings has been professionally developed to maximize revenue streams, efficiencies and amenities to the public. Restoration of the Plan will result in a \$6 million investment in the west-side of Jamestown, scheduled for completion in 2019. The historic theater hosts events for the annual LucyFest, a variety of professional performances, movies, and community events.
- Renovation of the former Ramada by the Hamister Group to develop a 144-room Double Tree.
- \$1.2 million renovation of the M & T Bank Building in the center of the business district.

There are also a number of citywide events, including the Christmas Parade, Riverwalk Festival, LucyFest, Motor Mayhem, and the Farmers Market.

Page 4 | August 2016



## Section I — The Downtown Community

## Past Investments &amp; Future Investment Potential (cont)

## Major Investments Since 2011 (cont)



*Signature Center Ground Breaking  
September 2015*

**Signature Center (2016):** Former M&T Bank Main Branch that has been redeveloped into the Signature Center by GPATTI Development. This building not only was the home to the retail branch, but lending offices, back-office operations, and the top floors was occupied by Phillips-Lytle, LLP. The newly branded Signature Center is the home to Digitell, Inc., with over 60 high-tech employees, an M&T Commercial Lending Office, and will become the new home for the Workforce Investment Board (WIB). Some of the public funding was attained through a Main Street Anchor Grant secured by Jamestown Renaissance Corporation, CDBG facade and handicap accessibility grants, and historic tax credits. The Signature Center will also be the first Downtown Jamestown building to have solar panels on the roof and other green initiatives. Total project cost is **\$2.5 million**.



*Greater Jamestown Riverwalk Trail  
Comedy Center Park (2015)*

**Greater Jamestown Riverwalk Trail:** The Riverwalk is one of the key development drivers that has leveraged additional significant private investment as well as additional public investment in the last ten years. The City of Jamestown was awarded a \$500,000 CFA grant in 2013 for Phase 6, which helped to create a closed loop that not only traversed both sides of the Chadakoin River, but also included McCrae Point at the outlet to Chautauqua Lake which was leveraged with another \$500,000 investment by the City. **Comedy Center Park** was also built and dedicated in 2015 which was the benefit of over **\$800,000** in private investment by local and regional foundations such as Gebbie, Sheldon, Lenna, CRCF, and Oishei Foundations to create a park area behind the Gateway Center and the National Comedy Center that is designed to attract people to activate the waterfront, that will bring additional private economic development investment. Total five year investment of **\$2.3 million**.



**Facade Rehabilitation Program:** The City of Jamestown has assisted over 100 facade restoration projects in the downtown core in the last 25 years by offering a successful facade rebate program using CDBG funds to eliminate slums & blight. This very successful program has made a significant impact in helping to restore the legacy architectural buildings in which many date back to the 1800's to their original glory. The program became even more successful when the Jamestown Renaissance Corporation was formed and private funds from local foundations leveraged the public funds as well as an investment by the building owners. In the last five years, (36) facade projects have been completed with a total investment of \$3.5 million.

## Section I — The Downtown Community

**Past Investments & Future Investment Potential (cont)****2017 Development Projects**

**Pedestrian Bridges - 2014 TAP Grant:** The City of Jamestown was awarded a grant for \$1.6 million in 2014 for the Transportation Alternatives Program to build two pedestrian bridges over the Chadakoin River on the Greater Jamestown Riverwalk. The City has pledged at least \$400,000 as a match for the \$2.0 million project. Once completed, a new transportation system will be in place to connect residents in the south and west side neighborhoods with the employment centers across the river in the central business district, the attractions and theater districts as well as the extended districts. Currently, the project is in the design and regulatory approvals stages, with construction and installation slated to take place in the Spring of 2017. The City is working with Clark Patterson Lee as the project engineering and management team for the project. Total project cost is **\$2.0 million**.



**DoubleTree Hotel & Conference Center by Hilton:** 150 W. 4th Street was built circa 1979 as a Holiday Inn, and enjoyed many years of high occupancy and always had events scheduled in their ball rooms and meeting rooms. Years of disinvestment and new ownership that didn't have the ability to operate the hotel with a high level flag was finally closed as a result of a foreclosure by their bank in 2013 as a Ramada Inn. The property was auctioned and acquired by Hamister Group, LLC. The development is back on track after a delay due to an environmental issue with the Phase 2 environmental assessment. The hotel will become a completely renovated with 140 rooms and new restaurants and ballrooms, and is a critical for the success of the National Comedy Center. This hotel is also critical for the Jamestown Savings Bank Arena to attract hockey tournaments and to provide a full service hotel for Lucy Fest and other large events in Downtown Jamestown. The City (JLDC) and Chautauqua County IDA as well as Western Region Corporation are providing public financing for the project. Total Investment of **\$14.0 million**.



**150 W 4th Street in its current vacant condition.**

**Jamestown Micro-Brewery & Restaurant Project:** The former W.T. Grant Department Store, which has been largely vacant and underutilized since the late 1970s, is slated to become a combination brewery and restaurant in 2016-17, to be operated by the McClellan Group in Buffalo. This \$2.4 Million redevelopment project will utilize a combination of owner equity, a New York State Main Street Grant, historic preservation tax credits, and other forms of public and private assistance. This development is also a critical project for the success of the **National Comedy Center**, and to create another unique destination for visitors and residents living in the urban core. The project will also be eligible for low-interest loans from Jamestown Local Development Corporation as well as some CDBG funding for facade and handicap accessibility.



**Micro-Brewery Rendering**

Section I — The Downtown Community

Past Investments & Future Investment Potential (cont)

| Name  | Address               | Year      | Description  | Investment Amount      |                        |                        |
|---|-----------------------|-----------|--|------------------------|------------------------|------------------------|
|   |                       |           |  | Private                | Public                 | Total                  |
| Greater Jamestown Riverwalk Trail & 2014 TAP Grant-(2) Pedestrian Bridges | Chadakoin River Basin | 2015      | Buildout for Phases 4-6  | \$95,000.00            | \$1,364,500.00         | \$1,459,500.00         |
|   |                       | 2017      | Design & Bridges construction  |                        | \$2,000,000.00         | \$2,000,000.00         |
| Train Station & National Comedy Center                                    | 211 W. 2nd Street     | 2012      | Complete restoration of train station  | \$7,500,000.00         | \$6,500,000.00         | \$14,000,000.00        |
|   |                       | 2017      | National Comedy Center   | \$13,000,000.00        | \$7,000,000.00         | \$20,000,000.00        |
| Lynn Building   | 301 E. 2nd Street     | 2015      | Buildout of Striders & Infinity, and additional professional space   | \$1,200,000.00         |                        | \$1,200,000.00         |
|   |                       | 2017      | Buildout 30K sq. ft. for New Company. <i>Possible public funds such as ADA Accesibility &amp; façade grants</i>    | \$1,450,000.00         |                        | \$1,450,000.00         |
| Wellman Building  | 221 Cherry Street     | 2012      | Complete renovation to create 44 market rate apartments  | \$5,500,000.00         | \$1,900,000.00         | \$7,400,000.00         |
| DoubleTree Hotel  | 150 W. 4th St.        | 2013      | Purchase & stabilize building  | \$2,000,000.00         |                        | \$2,000,000.00         |
|   |                       | 2017      | Complete renovation of 140 Room hotel & conference center  | \$9,500,000.00         | \$2,500,000.00         | \$12,000,000.00        |
| LVN RC & Jamestown Micro-Brewery  | 119-121 W. 3rd Street | 2015      | Renovate & upgrade space   | \$225,000.00           |                        | \$225,000.00           |
|   |                       | 2017      | Micro-Brewery Buildout & start-up  | \$3,300,000.00         | \$1,125,000.00         | \$4,425,000.00         |
| Brazil/Labyrinth  | 10 E. 4th Street      | 2015      | Purchase & Create restaurant & craft beer & wine space   | \$245,000.00           | \$185,000.00           | \$430,000.00           |
| BWB Center  | 201 W. 3rd Street     | 2011      | Construction of a three story class A professional office building on a formerly vacant surface parking lot        | \$5,750,000.00         | \$1,500,000.00         | \$7,250,000.00         |
|   |                       | 2016      | Buildout last remaining space for new tenant   | \$250,000.00           |                        | \$250,000.00           |
| Willow Bay Building   | 117 E.3rd St.         | 2014      | Built 10 new market rate apartments and renovated theater and ballet studios                                       | \$1,200,000.00         |                        | \$1,200,000.00         |
| M&T (Signature Center)  | 4 E. 3rd Street       | 2016      | Complete renovation of the building. Digitell Inc, M&T WIB occupants   | \$650,000.00           | \$1,950,000.00         | \$2,600,000.00         |
| The Pub   | 209 N. Main Street    | 2015      | Complete rebuild after devastating fire  | \$325,000.00           | \$75,000.00            | \$400,000.00           |
| Covenant Manor  | 23 W 3rd Street       | 2016      | Renovation of all apartments as well as the exterior and infrastructure upgrades                                   | \$2,200,000.00         |                        | \$2,200,000.00         |
| 4th & Pine  | 9-21 E. 4th Street    | 2016      | Purchase & redevelop building for new tenants  | \$436,000.00           | \$85,000.00            | \$521,000.00           |
| Reg Lenna Center for the Arts   | 116 E. 3rd Street     | 2018      | Proposed Phase 1 & Phase 2 for their Master Plan   | \$2,400,000.00         | \$1,400,000.00         | \$3,800,000.00         |
| Best Western Hotel  | 200 W. 3rd Street     | 2014      | New Paint job & facade improvements  | \$200,000.00           |                        | \$200,000.00           |
| Fenton Building   | 2-6 E. 2nd Street     | 2015      | Renovation of ground floor space for restaurant & elevator   | \$585,000.00           | \$145,000.00           | \$730,000.00           |
| Former Maynards Building  | 405-409 W. 3rd Street | 2016      | Buildout for new tenant  | \$175,000.00           | \$30,000.00            | \$205,000.00           |
| 36 Downtown Facade Enhancement Projects                                   |                       | 2011-2016 | CDBG & JRC Downtown Block Grants for Façade Enhancements to remove blight  | \$2,963,000.00         | \$607,000.00           | \$3,570,000.00         |
| 15 Handicap Accessibility Projects  |                       | 2011-2016 | CDBG & JRC Downtown Block Grants to assist building owners to make handicap assessibility improvements             | \$942,000.00           | \$364,000.00           | \$1,306,000.00         |
| Downtown Alley Program  |                       | 2011-2014 | A reconstruction program to dig up numerous alleys in Downtown Jamestown, and reconstruct them with stamped brick. | \$250,000.00           | \$200,000.00           | \$450,000.00           |
|   |                       | 2011-2016 | <b>TOTALS</b>  | <b>\$32,441,000.00</b> | <b>\$14,905,500.00</b> | <b>\$47,346,500.00</b> |
|   |                       | 2017+     | <b>TOTALS</b>  | <b>\$29,650,000.00</b> | <b>\$14,025,000.00</b> | <b>\$43,675,000.00</b> |

## Section I — The Downtown Community

## Job Growth

Jamestown has over a decade of strategic investment to Leverage when considering its future job growth potential. Since the adoption of the City of Jamestown’s Urban Design Plan in 2006, a combination of private and public resources have been invested in implementing recommendations from the plan. These initiatives have noticeably changed market perceptions of downtown Jamestown and have primed the urban core environment for new investment. This economic activity has resulted in new and impending job growth within the downtown, which in turn is attracting more young professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term. Some of these new investments include the following:

- National Register of Historic Places in 2014 listed Downtown Jamestown as an historic district, creating instant value in the downtown real estate market by making historic preservations tax credits a financing option for the owners of the district’s 101 component properties.
- Over 60 market-rate apartments have been completed (including 44 in the Wellman Building), diversifying a downtown residential market that was previously dominated by subsidized housing for seniors. This new residential component has been popular with doctors, engineers, and other professionals who have relocated to the area. The Willow Bay building added 10 sought after apartments with large rooms and windows. *(See picture right)*
- Over a dozen restaurants opening or expanding since 2014 has created a growing cluster of new food-related businesses. These new businesses are creating a “buzz” in the Theater District and have had a symbiotic effect of bringing more people to attractions and attractions bringing people to restaurants.
- 36 facade enhancement projects were stimulated by a combination of local foundation funding through the Jamestown Renaissance Corporation, CDBG allocations from the City of Jamestown, and property owner investments. This initiative helped to address chronic weak market conditions that had discouraged private reinvestment in downtown properties for years and produced a very tired-looking central business district.
- Public spaces increased and improved such as: 7 city alleys reconstructed; Blighted theater converted into a multi-use outdoor performance space; plaza, and urban park Installation of a public art collaboration that uses building walls as outdoor exhibit space.



Photo Credit: Brandon Schuster

**Willow Bay Building**  
17 E. 3rd Street



**Renaissance Square**  
BWB Building  
201 W. 3rd Street

## Section I — The Downtown Community

## Job Growth (cont)

**Sustaining Momentum**

**Jamestown Savings Bank Ice Arena**  
\$22 million dual ice pad arena and performance venue

Recent public and private sector investments in the downtown have been occurring for over a decade and amount to nearly \$100 Million. The community is optimistic that these activities will continue to have a positive impact on job growth within, or in close proximity to, the downtown. There are clear signs that this activity is attracting young professionals to an active life in the downtown, is supporting redevelopment, and is likely to result in continued job and economic growth into the future. The list of projects that have been undertaken through public and private sector investments include the Jamestown Savings Bank Ice Arena (\$22 Million project), BWB Center (\$7.25 Million project), Gateway Rail Depot (\$13.5 Million project), Best Western Hotel Plus Downtown Jamestown (\$3.0 Million project) and the Wellman Building (\$7.4 Million project).

When coupled with the careful assemblage of tools to support downtown development, there are compelling signs that the private sector is willing to invest in downtown Jamestown in a substantial way, adding to a growing list of projects that have garnered recent state and philanthropic support.

- **The Signature Center:** Redevelopment of the former M&T Main Branch has been the driver for Digitell, Inc., deciding to stay in Downtown Jamestown. The owner of the company, James Parker, would like to see a downtown that can attract the talent he needs to stay competitive, and the environment that is being created has made recruiting talent a great deal easier. New digital start-up companies such as **SlickText** located in the Lynn Building also reports that Downtown Jamestown's urban life has created the vibe necessary to grow and expand their operations.



- **The National Comedy Center:** will employ a new group of highly trained hospitality and technology skilled individuals to operate and

maintain this high-tech attraction with holograms and exhibits that are electronic and custom-made for this attraction. AECOM estimates over \$22.7 million per year of direct economic benefit from the National Comedy Center.

## Section I — The Downtown Community

**Job Growth** (cont)

The National Comedy Center (\$40 Million total project cost that has been awarded \$3.75 Million from NYS in the 2014 & 2015 CFA rounds) will build on the success of the Lucille Ball Comedy Festival, a high-quality annual event that attracts over 10,000 visitors, and the legacy of Lucille Ball to build a center that celebrates comedy.

With an estimated annual economic impact of \$22.7 million (output and wages), the creation of 184 permanent direct and indirect jobs and annual attendance projections of 114,000, the Project will serve as a cultural and economic anchor that complements other downtown and riverfront investments and accelerates the redevelopment of vacant and underutilized space. The National Comedy Center will offer all full-time employees quality, livable wage jobs with medical benefits (subsidized by the organization) and 75% of the direct, full time jobs will be accessible to local residents. The impact that the Project will have to the local region can be evidenced by the broad and unparalleled support the project has received.

**Greater Jamestown Riverwalk Trail** investments will link the northern and southern neighborhoods of the city with the construction of two pedestrian bridges across the Chadakoin River. The Riverwalk improvements, which are being funded through the State, offer greater public access to the previously “invisible” river, thereby creating an environment where private development of restaurants, boutique hotels, market-rate apartments, and water-related activities are possible. The bridges make it possible for potential employees that are vehicle and transportation challenged to have a safe and walkable route to the employment centers in Downtown Jamestown.



Section I — The Downtown Community

Job Growth (cont)

**The Reg Lenna Center for the Arts**

The Reg Lenna Center For The Arts was created in the fall of 2013 through a merger of two existing organizations :

- The Arts Council for Chautauqua County
- The Reg Lenna Civic Center.

“The Reg,” located in downtown Jamestown, New York, prides itself on being the “heart of Jamestown’s arts and cultural district,” and their goal is to create both an entertainment destination and a location for educational opportunities, business development, social events, and integrated residential living. Their existing facilities, located within eight interconnected buildings on a single block along East Third Street, currently include a beautifully restored 1,269-seat historic theater, a 60-seat studio theater, an art gallery, WRFA Radio studios, MediaWorks video production facilities, and administrative offices. The majority of the structures that comprise the facilities were erected in the late 19th and early 20th centuries.

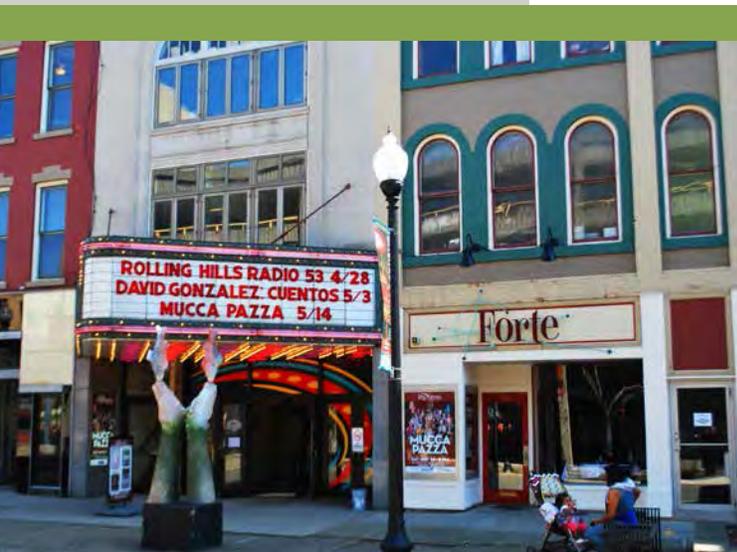
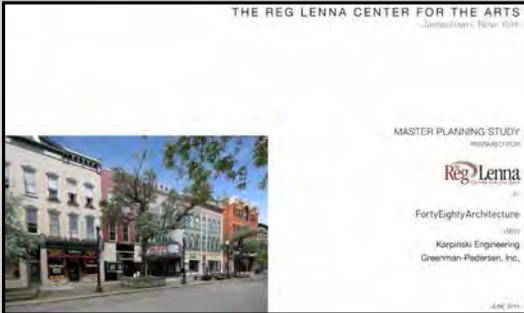
The Reg Lenna Center for the Arts is comprised of the following buildings:

- |                             |                             |
|-----------------------------|-----------------------------|
| • The Reg Lenna Theater     | • 116 East Third Street     |
| • 108 East Third Street     | • 118 East Third Street     |
| • 110 East Third Street     | • 120-122 East Third Street |
| • 112-114 East Third Street | • 215 Spring Street         |

While the theater was restored in 1990 and several renovations have been conducted within the individual properties over the past several years, all have been undertaken without the guidance of a comprehensive plan for consolidating The Reg’s operations into a unified, cohesive facility. As a result, in late 2014 The Reg Lenna Center for the Arts selected a team

of design professionals, led by FortyEighty Architecture, to undertake a Master Plan Study process to evaluate their existing facilities and develop a clear organizational strategy for renovations that would leverage the assets of their existing buildings and create new facilities that would accommodate current operational needs, provide long-term flexibility, and anticipate future growth. [June 2015 Master Planning Study]

The “Reg” has been and continues to be an economic development driver for restaurants, shops, and boutiques in and around their campus footprint. The “Reg” has also attracted many artists that now live in the apartments and work at their craft in their buildings and surrounding businesses.



### Job Growth by Sector

| Change 2010 to 2015   |       |          |          |          |           |
|---|-------|----------|----------|----------|-----------|
| NAICS TITLE   | ESTAB | MNTH1EMP | MNTH2EMP | MNTH3EMP | TOTWAGE   |
| Total, All Industries   | 32    | -2210    | -1865    | -1525    | 5002238   |
| Total, All Private  | -7    | -1826    | -1995    | -1067    | 4436823   |
| Agriculture, Forestry, Fishing and Hunting  | 5     | 27       | 10       | 12       | 745797    |
| Crop Production   | 2     | 16       | 10       | -1       | 318209    |
| Animal Production and Aquaculture   | 3     | 32       | 18       | 30       | 411035    |
| Forestry and Logging  | 1     | 2        | 1        | 0        | 6033      |
| Support Activities for Agriculture and Forestry   | -1    | -23      | -19      | -17      | 10520     |
| Mining, Quarrying, and Oil and Gas Extraction   | -9    | -157     | -153     | -161     | -2791435  |
| Support Activities for Mining   | -6    | -53      | -47      | -49      | -477072   |
| Utilities   | 5     | -8       | -10      | -6       | 854418    |
| Utilities   | 5     | -8       | -10      | -6       | 854418    |
| Construction  | -35   | 129      | 104      | 106      | 4332139   |
| Construction of Buildings   | -4    | 19       | 18       | 3        | 449166    |
| Heavy and Civil Engineering Construction  | 1     | -8       | -13      | -11      | -43817    |
| Specialty Trade Contractors   | -32   | 118      | 99       | 114      | 3926790   |
| Manufacturing   | -11   | -391     | -453     | -673     | -15105430 |
| Food Manufacturing  | -2    | -1113    | -1095    | -1096    | -23595945 |
| Beverage and Tobacco Product Manufacturing  | 2     | 87       | 83       | 79       | 1299469   |
| Wood Product Manufacturing  | 1     | -13      | -3       | -2       | 51367     |
| Printing and Related Support Activities   | 0     | -2       | -2       | -4       | 22689     |
| Petroleum and Coal Products Manufacturing   | 1     | 22       | 20       | 20       | 695620    |
| Plastics and Rubber Products Manufacturing  | 0     | -18      | -3       | -17      | -738      |
| Fabricated Metal Product Manufacturing  | -9    | -85      | -51      | -94      | 88779     |
| Computer and Electronic Product Manufacturing   | 1     | 5        | -3       | -19      | 61632     |
| Transportation Equipment Manufacturing  | -1    | 69       | 56       | 2        | -360466   |
| Furniture and Related Product Manufacturing   | -3    | -143     | -130     | -145     | -812035   |
| Miscellaneous Manufacturing   | -4    | -1       | -2       | -2       | 47406     |
| Wholesale Trade   | -8    | 148      | 183      | 194      | 2858205   |
| Merchant Wholesalers, Durable Goods   | -2    | 46       | 64       | 69       | 905407    |
| Merchant Wholesalers, Nondurable Goods  | -5    | -4       | 11       | 16       | 661705    |
| Wholesale Electronic Markets and Agents and Brokers                                     | -1    | 106      | 108      | 109      | 1291093   |
| Retail Trade  | -9    | -81      | -92      | -82      | 3158145   |
| Motor Vehicle and Parts Dealers   | 0     | 22       | 13       | 13       | 851371    |
| Furniture and Home Furnishings Stores   | -2    | -21      | -10      | -21      | -39856    |
| Electronics and Appliance Stores  | 0     | 7        | 12       | 16       | 220102    |
| Building Material and Garden Equipment and Supplies Dealers                             | 3     | -123     | -126     | -94      | -494776   |
| Food and Beverage Stores  | -6    | -28      | -24      | -37      | 699172    |
| Health and Personal Care Stores   | 4     | -1       | -21      | -8       | 370273    |
| Gasoline Stations   | -5    | 10       | 23       | 42       | 161890    |
| Clothing and Clothing Accessories Stores  | -7    | -43      | -46      | -36      | 75362     |
| Sporting Goods, Hobby, Musical Instrument, and Book Stores                              | -2    | 41       | 42       | 37       | 102570    |
| General Merchandise Stores  | 9     | 28       | 13       | 40       | 649018    |
| Miscellaneous Store Retailers   | -5    | -42      | -19      | -13      | -1842     |
| Nonstore Retailers  | 2     | 69       | 51       | -21      | 564861    |
| Transportation and Warehousing  | -10   | -33      | -42      | -32      | 849665    |
| Truck Transportation  | -3    | -77      | -84      | -81      | 194710    |
| Transit and Ground Passenger Transportation   | -3    | 39       | 41       | 45       | 324918    |
| Support Activities for Transportation   | 0     | 11       | 11       | 13       | 196875    |
| Couriers and Messengers   | 0     | -13      | -16      | -13      | -23061    |
| Warehousing and Storage   | 0     | 21       | 20       | 17       | 232833    |
| Information   | -1    | -129     | -119     | -106     | -810795   |
| Publishing Industries (except Internet)   | -2    | -15      | -11      | -18      | 172246    |
| Broadcasting (except Internet)  | 0     | -9       | -11      | -11      | -32335    |
| Telecommunications  | 0     | -69      | -75      | -67      | -878632   |
| Other Information Services  | 3     | -11      | -2       | 1        | 7888      |
| Finance and Insurance   | -11   | -62      | -60      | -49      | 863303    |
| Credit Intermediation and Related Activities  | -9    | -62      | -60      | -46      | 32751     |
| Securities, Commodity Contracts, and Other Financial Investments and Related Activities | 0     | 10       | 14       | 13       | 950608    |
| Insurance Carriers and Related Activities   | -2    | -10      | -14      | -16      | -119594   |
| Real Estate and Rental and Leasing  | -5    | -40      | -37      | -62      | 97749     |
| Real Estate   | -3    | -26      | -26      | -41      | -13952    |
| Rental and Leasing Services   | -2    | -14      | -11      | -21      | 111701    |
| Professional, Scientific, and Technical Services  | 15    | -8       | -6       | -3       | 1158021   |
| Professional, Scientific, and Technical Services  | 15    | -8       | -6       | -3       | 1158021   |
| Management of Companies and Enterprises   | -5    | 86       | 85       | 98       | 576109    |
| Management of Companies and Enterprises   | -5    | 86       | 85       | 98       | 576109    |
| Administrative and Support and Waste Management and Remediation Services                | 12    | -675     | -656     | -497     | -3378947  |
| Administrative and Support Services   | 10    | -670     | -648     | -495     | -3196624  |
| Waste Management and Remediation Services   | 2     | -5       | -8       | -2       | -182323   |
| Educational Services  | 6     | -301     | -216     | 341      | 3863636   |
| Educational Services  | 6     | -301     | -216     | 341      | 3863636   |
| Health Care and Social Assistance   | -18   | -288     | -316     | -284     | 4597158   |
| Ambulatory Health Care Services   | -26   | 78       | 87       | 68       | 3874310   |
| Hospitals   | 0     | -608     | -633     | -644     | -3068017  |
| Nursing and Residential Care Facilities   | 3     | 136      | 145      | 126      | 3554615   |
| Social Assistance   | 5     | 106      | 85       | 166      | 236250    |
| Arts, Entertainment, and Recreation   | 7     | 107      | 115      | 68       | 368827    |
| Performing Arts, Spectator Sports, and Related Industries                               | 1     | 39       | 34       | 16       | 133707    |
| Museums, Historical Sites, and Similar Institutions                                     | 2     | 14       | 15       | 14       | 122157    |
| Amusement, Gambling, and Recreation Industries  | 4     | 54       | 66       | 38       | 112963    |
| Accommodation and Food Services   | 1     | 25       | -110     | 308      | 2822721   |
| Accommodation   | -2    | 39       | 10       | 84       | 524963    |
| Food Services and Drinking Places   | 3     | -14      | -120     | 224      | 2297758   |
| Other Services (except Public Administration)   | 8     | -286     | -333     | -344     | -1097719  |
| Repair and Maintenance  | 5     | 34       | 32       | 15       | 469097    |
| Personal and Laundry Services   | -7    | -157     | -155     | -158     | -685403   |
| Religious, Grantmaking, Civic, Professional, and Similar Organizations                  | 2     | -164     | -210     | -204     | -853345   |
| Private Households  | 8     | 1        | 0        | 3        | -28068    |
| Total, All Government   | 39    | -384     | 130      | -458     | 565415    |
| Federal Government  | -5    | -149     | -102     | -56      | -121216   |
| State Government  | 43    | 274      | 319      | 326      | 2888457   |
| Local Government  | 1     | -509     | -87      | -728     | -2201826  |
| Unclassified  | 56    | 111      | 111      | 105      | 475256    |

Section I — The Downtown Community

**Attractiveness of the Downtown**

The attractiveness of Downtown Jamestown is defined by the physical setting comprised of the bricks and mortar and the land use that can be molded into an aesthetically pleasing, vibrant environment that attracts people. The physical environment is “what we have to work with”.

The attractiveness also looks forward on “what we can be” described in many planning studies completed by the community over the last twelve years. All of these studies have defined a pathway to get us there, from improvements to the physical setting to the addition of land uses that will support downtown housing and the National Comedy Center; a significant tourism draw, to promoting the community assets through a Branding Study. The studies have given the direction.

Another way to indicate the attractiveness is in terms of “how we can get things accomplished”. Since the community embarked on a major planning process for the Urban Design Plan there have been substantial inroads in creating public/private partnerships and collaborations that have proven quite successful for the community. A “buzz” has begun in the development world for the community that will be expanded upon to successfully carryout the direction established in the plans. Buffalo has experienced this shift in has been great inroads that would not have been feasible a few decades before. Jamestown has taken a page from their playbook and is beginning their own success story.

***Physical environment-“What We Have to Work With”***

At one time Downtown Jamestown was the commercial, employment, cultural and entertainment center of the southern Chautauqua County region. It provided the goods and services required by the areas people. Jamestown, typical of many cities experienced the anti-smart growth erosion that occurred with the development of green field sites within the communities on the edge of the city. This has taken its’ toll on the downtown as it has on many communities, leaving buildings vacant and underutilized as the people followed the Greenfield development. This negative result has created an opportunity to reinvent the downtown into a vibrant place where people desire to be. Unlike the greenfield areas that are “suburban” in character and automobile-centric in nature, the downtown is of an “urban” character that presents a unique appeal to build on, creating a very vibrant area that in itself is an attraction to visit. Downtown Jamestown is fortunate that many of the buildings with significant architectural character remain intact and in place. This opens the door for the use of historic tax credits for redevelopment.



***Downtown Jamestown is rich in that it still has much of it’s historic architecture in place. Most of the buildings in this postcard still remain intact today.***  
(N. Main St. looking south)



***Potential Adaptive Mixed-Use Historic Redevelopment of former Key Bank Main Office***  
(N. Main St. looking east)

## Section I — The Downtown Community

**Attractiveness of the Downtown (cont)**

The vast majority of the Jamestown's present downtown follows the traditional pattern of compact, high density development within a district with a very high percentage of the structures devoted to mixed-use. A majority of the building stock is of an earlier vintage; mid- 1850's to the 1920's, that creates a strong "sense of place" that is appealing with many people. Many of these buildings were constructed of brick similar in coloration creating a strong consistent historic character. As a rule, these buildings were built up to the build-to line and are of sufficient height creating a unique environment at a comfortable pedestrian scale which is an important factor in promoting "walkability".

The downtown area has some missing pieces in the building fabric but this is an ideal opportunity to be capitalized on by creating context-sensitive infill that maintains the pedestrian scale and reinforces the "walkability" by having active first floor spaces with a high percentage of transparency to maintain pedestrian interest. AECOM suggests an infill development at 3rd & Main Streets.

The buildings within the downtown can be rehabilitated using sound preservation principles but introduce unique, creative interiors such as loft spaces with exposed brick wall interiors creating the "funky" appeal that is quite desirable.

The "urban" character of Jamestown and the uniqueness of Jamestown as a place is an excellent base to build upon to create the vibrant, active area that attracts not only the local residents but residents from the surrounding region as it will provide a distinct contrast with the typical automobile dominated environment throughout the southern Chautauqua County region. Downtown Jamestown will again be the center of the region as it once was providing a unique "urban" physical environment with a mixture of one-of-a-kind entertainment, cultural, learning and sports destinations with distinctive retail and commercial activity woven in.

The downtown core area contains two pocket parks; one on E. 3rd Street at Potters Alley between Spring Street and N. Main Street, the other at the corner of Cherry and West Second Streets. It also has two outdoor plazas; Tracy Plaza at the Municipal Building the other on the site of the former Wintergarden Theater (picture above right) on N. Main Street between West 3rd and West 4th Streets. Tracy Plaza (rendering right) is undergoing a \$3.0M restoration to address water infiltration into the police department offices as well as the underground garage at City Hall. The project will be phased in stages, and includes "green" features that will reduce the urban "heat island" effect, improve storm-water management, improve water quality, and promote green cutting edge technology.



3rd Street Looking East Toward Main Street

**AECOM - August 2015**

*Suggests a multi-story infill development at the corner of N. Main and Third Streets.*

**Wintergarden Plaza**

*Owned by the JRC, can be enhanced with additional funding from the CFA with more physical built features such as a shading structure.*

TRACY PLAZA  
at the Municipal Building  
Jamestown, NYREDEVELOPMENT  
CONCEPT  
for  
CFA International  
Grant Program

GPI International Planning, Inc.

SUSANILLA

LEGEND

A. Automobile Traffic and Street

B. Sidewalk

C. Landmark Signage

D. Existing Building

E. Existing Plaza

F. New Plaza

G. New Building

H. New Signage

I. New Street Signage

J. New Street Signage

Section I — The Downtown Community

Attractiveness of the Downtown (cont)

**Downtown Housing**

Downtown Jamestown has benefited from new market-rate apartments at the Wellman Building (44 apartments) and Willow Bay (10 apartments) on Third Street, as well as the \$2.2 million renovation of 87 units of subsidized housing at the Covenant Manor by Millennia Companies on West 3rd Street. Additional new market-rate apartments have also been developed that have the desired high ceilings and large windows in other mixed-use developments within the downtown core. The success and high occupancy rates in these projects have also spurred interest in creating new affordable and market-rate apartments within the defined downtown area.

The historic Hotel Jamestown is one such property in which a new adaptive mixed-use development can be made possible with Jamestown receiving the Downtown Revitalization Initiative award. This unique building is basically split in half with the rear portion of the building owned by Jamestown Housing Authority as HUD Section 8 subsidized housing, and the front portion on the south side of the building is privately owned. The 3rd Street side of the nine story building was primarily professional office space that can be converted to apartments with commercial space on the ground floor. The top floor of the building has very dramatic views of downtown, and will be ideal for watching the Christmas Parade.



Photo Credit: Brandon Schuster

**The Historic Hotel Jamestown**



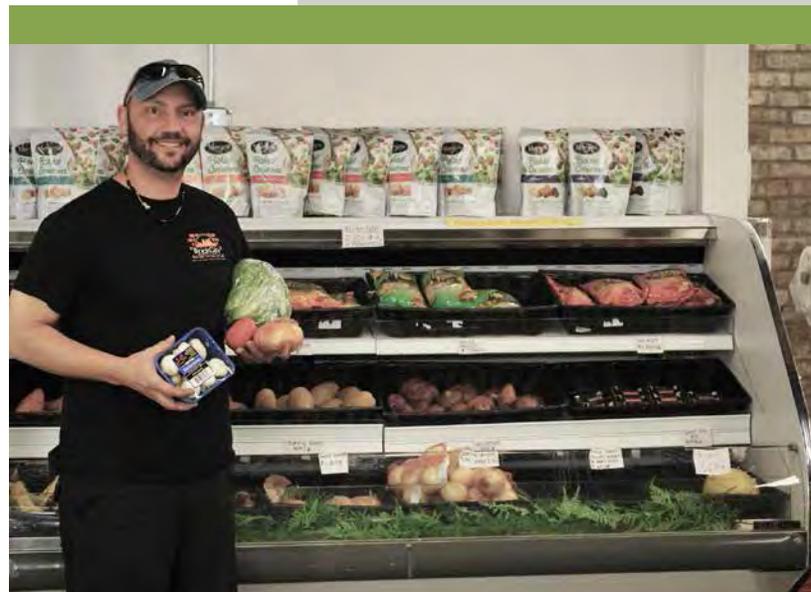
## Section I — The Downtown Community

**Attractiveness of the Downtown (cont)****Affordable Food Markets**

The Jamestown Renaissance Corporation has operated a Farmers Market in Downtown Jamestown for many years, and now has a home on Cherry Street that is next to a pocket-park. Local farmers and growers of fresh produce, baked goods, gourmet coffees, and fresh flowers bring are available from June through October. The Farmers Market also accepts EBT, WIC, and Senior FM Coupons as well as credit cards for greater accessibility to fresh food for those that live and work in Downtown Jamestown.

WCA Hospital is the presenting sponsor for the Farmers market. “Serving as this year’s presenting sponsor is perfectly aligned with WCA Hospital’s Mission to keep our community healthy and well,” said Betsy T. Wright, FACHE, WCA Hospital President/CEO. “Our goal is to continuously strive to adopt new ways to educate residents on approaches to stay well. Our collaborative partnership with the Jamestown Farmers Market provides a platform to increase community awareness about the value of buying fresh, locally grown produce and our continuing efforts to work together toward creating healthier communities,” said Wright. “Each week, health professionals from WCA will be available at the market to inform patrons of the latest services and programs available at our hospital and the benefits of disease prevention and good nutrition,” adds Toni DeAngelo, R.N., WCA Hospital Community Health & Wellness Director. “From free screenings to valuable information on preventing and managing chronic disease, our staff will empower shoppers to make healthy choices that can help them stay well over their life time,” said DeAngelo.

**Brick City Market** is a new grocery store and restaurant that opened in 2015; located within the Hotel Jamestown complex and offers fresh fruit and produce year round with an eat-in deli that utilizes fresh local grown produce for their offerings and has a license for their patrons to enjoy a Southern Tier beer locally produced on the premises. The owners are from a growing cadre of young entrepreneurs that moved back to Jamestown to be close to their family and have found niches available because of the revitalization of downtown, and are building their respective businesses to be able to capture the increased tourism that will result from the National Comedy Center and the synergies created by the clustering of new and unique shops.

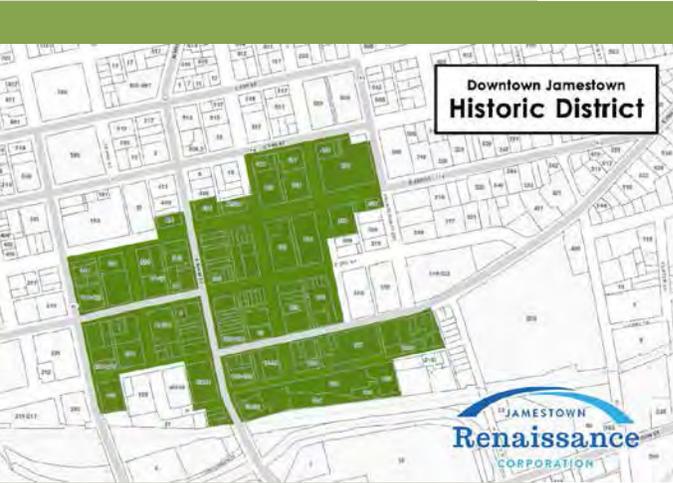


## Section I — The Downtown Community

## Attractiveness of the Downtown (cont)

**Downtown Jamestown Historic District**

The Jamestown Downtown Historic District is significant under Criterion A in the areas of commerce and industry and under Criterion C in architecture as a collection of historic buildings that represent the evolution of Jamestown's downtown from a period of late nineteenth century industrialization through its emergence as a specialized central business district in the early twentieth century to the end of its expansion in the mid-1950s. The buildings in the district first emerged during the era of rail-based industrial development and reflect a series of physical changes that took place over 80 years as a result of technological, economic, and social change experienced in Jamestown. This near-century of development and redevelopment included the rapid growth of the local furniture and textile sectors, centralization of commercial activity resulting from intercity railroads and local trolley systems, enlargement of buildings due to enhanced construction technologies, demand for space and changes in architectural styles. Also apparent are



**Over 100 buildings in downtown Jamestown were added to the National Register of Historic Places in 2014 through the creation of the Downtown Jamestown Historic District.**

**The JRC prepared the nomination documents for the district and now works closely with property owners and prospective investors to realize the benefits of listing a building on the National Register. These benefits include:**

- **20% federal income tax credit for the substantial rehabilitation of historic, income producing properties**
- **20% state income tax credit to be used in tandem with federal tax credits**

functional divisions of space within the district. This includes the emergence of industrial, large retail, large office, and entertainment components, representing an unusual level of geographic specialization for a small city downtown in Western New York. The development of the first large-scale worsted mill on E. 1st Street in 1873 marked the beginning of rapid industrialization of the street and riverfront and marked a shift from small, localized manufacturing to large scale mass production made possible by access to a railroad system and steam-driven modes of manufacturing. The growth of the industrial sector spurred the expansion of the city's population and the development of the city's center as a specialized business district. This was an era of sustained growth and development in the industrial and commercial sectors of Jamestown's core that resulted in the construction of numerous commercial buildings. Prosperity was reflected in a wide range of architectural styles extending outward from the oldest part of the district at North Main and 3rd Streets. Growth slowed tremendously during the Great Depression and World War II, as evidenced by fewer extant buildings from the 1930s and 1940s. The downtown continued in its role as a commercial center during those decades and into the first half of the 1950s, but only a handful of new office and commercial buildings were being built. After 1956, construction and commercial activity made a noticeable shift to the city's outlying areas as a period of decentralization and suburbanization took hold. The buildings in the district represent the largest grouping of properties that are evidence of the city's historic past and are important in shaping the character of the current commercial core. [\[www.nps.gov\]](http://www.nps.gov)

## Section I — The Downtown Community

**Attractiveness of the Downtown (cont)****Design Guidelines & Planning**

From 2004 to 2006 the community went through a planning process with a nationally and internationally recognized consulting firm; Goody Clancy, which culminated in our award winning Urban Design Plan adopted by the City in 2006. This firm was teamed up with a number of other consultants; the Waterfront Center, W-ZHA and Bergman Associates.

Goody Clancy is an Architecture and Planning firm that specializes in urban design, the Waterfront Center from Washington, D.C. specializes in transforming water and riverfronts, W-ZHA of Annapolis, MD specializes in market and economic analysis and Bergmann Associates of Rochester, NY specializes in transportation and streetscapes.



The description used here was identified in the plan arrived at by the analysis based on urban design criteria. The plan identified the downtown; the heart of the community, as made up of five sub-districts; the Downtown Core, the West End, the Extended Downtown, the Riverfront and Brooklyn Square. The five sub-districts cover an area of approximately 0.51 sq. miles.

The Urban Design Plan set out six Urban Design Principles meant to enhance “walkability” and to create the vibrant core that attracts locals and regional people. These principles were further detailed throughout the plan. (See slide above)

The Urban Design Plan established design guidelines that are used to review proposed plans for new development in both of these areas. The guidelines also inform perspective developers and design professionals what the community is looking for. Knowing ahead of time as to the community’s expectations helps to streamline the approval process.

In 2012, another important study was commissioned with a sub-consultant on the Urban Design Plan for a more in-depth analysis and direction supporting downtown revitalization and a major focus sustaining the residential development that was happening. The study identified a number of principles needed to aid in reversing the trends anti-smart growth that had been happening for a number of decades. These principles have guided and united partners in revitalization.

## Section II — Local Support & Strategic Alignment

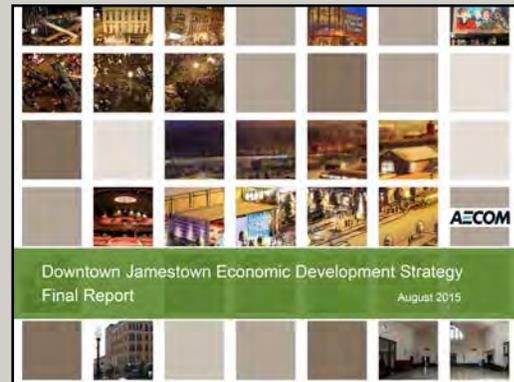
### Policies to Enhance Quality of Life

The City of Jamestown has a number of policies in place that are effective in improving the livability and quality of life of the downtown while working with community partners to design new, and re-visit out-dated, policies to meet the ever-changing needs of current society. The following is a summary of such policies:

#### Downtown Plans

A coordinated effort to marshal and bring to bear the full impact of human and financial resources of the Jamestown community has resulted the development of important plans that have been, and are currently, being put to use:

- **Jamestown Urban Design Plan, 2006**
- **Traffic and Streetscape Enhancement Plan, 2008**
- **Neighborhood Revitalization Study – 2010**
- **Jamestown BrandPrint, 2010**
- **Business Mix Study, 2011**
- **National Comedy Center Market Analysis, 2013**
- **Local Waterfront Revitalization Plan & Brownfield Opportunity Area Plan, 2014**
- **Downtown Jamestown Economic Development Strategy, 2015**



***Motor Mayhem in Downtown Jamestown is a JRC event that attracts thousands of regional residents. The event includes hot-rods, vintage cars, motorcycles, vendors, local restaurants setting up booths, and live music on the street and at Wintergarden Plaza. Scheduled for August 14, 2016.***

All of these planning studies have been based on the reuse of the existing historic buildings and context-sensitive infill structures that will accomplish two things needed for revitalization; encourage “walkability” and to create a vibrant “urban” downtown that will attract local residents and residents from the micro-region. The reuse and re-purposing of the downtown promoted in these plans and the reuse of former brownfield sites directly speaks to “smart growth” principles as Jamestown’s strategy for revitalization.

The Local Waterfront Revitalization Plan (LWRP) strategy focused on drawing people to the riverfront area through building infrastructure and programming on both sides of the river in the area behind the National Comedy Center. This has been a proven strategy in many communities, like Buffalo, to revitalize the waterfront and connected areas of downtowns.

Public input, buy-in from public and private partnerships, and collaboration between governments, businesses, foundations, building and business owners all have contributed to the successful revitalization projects that Jamestown has completed over the past decade.

## Section II — Local Support &amp; Strategic Alignment

**Policies to Enhance Quality of Life** (cont)

Spurred by the DRI announcement, community leaders and stakeholders came together on April 7, 2016 to identify key projects. Goody Clancy, a national urban planning firm that developed the award-winning Jamestown Urban Design Plan, facilitated the workshop and will provide a report that synthesizes the findings with the expertise garnered from years of working in the field. Attached is a draft of the deliverable in the appendix: **Jamestown, NY – Identifying Priority Transformative Projects**. This exercise will be useful in planning for the future with other potential funding sources.

**Modern Zoning Standards** – The City of

Jamestown has an active Planning Commission and Zoning Board of Appeals that are consistently reviewing and acting on policies to be responsive to the needs of the community. Most recently, the Commission addressed updating the zoning code to reflect the use of electronic signs.

The Urban Design Plan created design guidelines to be implemented through the city's site plan review process. These guidelines along with financial incentives that can be offered can strongly encourage the results identified in the Plan and desired by the community. The use of form-based zoning codes have been discussed to assure the outcomes will be implemented. These types of codes give more predictable results but require a stronger development market not to be a disincentive to prospective developers.

**Parking** – To address the need to revisit parking policies, in December 2015 the Mayor named and met with an Ad Hoc Parking Advisory Board made up of city employees, downtown business people, the Jamestown Renaissance Corporation, and the Gebbie Foundation, with plans to add additional members of the community.

**Management Structure** – The City of Jamestown's Department of Development works closely with an organization that was formed to implement the Jamestown Urban Design Plan codified in 2006. The Mayor serves as co-chair of the revitalization organization, namely the Jamestown Renaissance Corporation (JRC). Staff from the City and JRC collaborate on virtually every downtown revitalization project.

**Task Force Workshop – April 7, 2016**

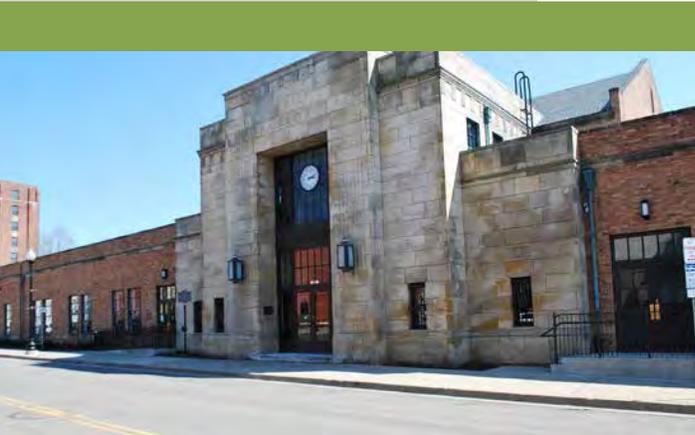
*A Jamestown Downtown Task Force workshop was held on April 7, 2016 at the Reg Lenna Center for the Arts. The purpose of the workshop was to gather Jamestown's civic and community leaders to engage in a thorough discussion about recommendations for the downtown and to identify near-term priority transformative projects for implementation. The recommendations from the workshop build on the 2015 AECOM Downtown Jamestown Economic Development Strategy report and the 2016 Jamestown Downtown White Paper and other foundational plans and studies for Jamestown. The half-day workshop was facilitated by planning/urban design consultant Goody Clancy, creators of the Jamestown Urban Design plan.*



Section II — Local Support & Strategic Alignment

**Policies to Enhance Quality of Life (cont)**

**Complete Streets and Laws** — On June 25, 2012 the Jamestown City Council added a policy of Complete Streets to the City Code in Chapter 252 STREETS AND SIDEWALKS. As a result the municipality has been working to improve “...sidewalks, crosswalks, curb ramps, accessibility features for people with disabilities, paved shoulders for biking, designated bike lanes, off-road paths, signage and traffic calming measures.” (Section 1: Article IV, Complete Streets).



**Transit-Oriented Development (TOD)** — Since the development of the Urban Design Plan, the City and its partners have been working toward TOD in Jamestown’s downtown core. The rehabilitated former train station (Gateway Center picture left) is a multi-modal hub for transportation; overland buses, local buses, pedestrians and bicyclists will be accommodated by this facility. This building will also house the National Comedy Center and it is anticipated that additional development will be spurred on in the West End due to the combination. Another important component being studied for an implementation plan is passenger excursion trains that would bring hundreds of visitors and tourists to the National Comedy Center and Comedy Center Park. Feasibility plans for redeveloping an engine barn once used to repair locomotives at the former Erie Train Station can serve as a depot for arriving and departing passengers.



**Several initiatives have been or are being undertaken to work toward this end:**

- 7 city alleys were reconstructed to improve connectivity, walkability, and bikeability
- SMART growth practices are utilized in infilling downtown spaces and creative re-use of historic buildings including the recent addition of 60 market-rate apartments, renovation of the historic Train Station and former Board of Public Utility Buildings to be home of the National Comedy Center, the M&T Bank Building renovated to house a technology firm, and the former W.T. Grant Department Store building to be redeveloped into a brewery and restaurant
- Two pedestrian/bicycle bridges are to span the Chadakoin River that runs through the City core. These bridges (running north/south) will connect residents and visitors to neighborhoods and businesses including a number of attractions and the municipal Riverwalk.

*Rendering of the “train barn” to be redeveloped as a Train Museum and Excursion Train Depot*

## Section II — Local Support &amp; Strategic Alignment

**Policies to Enhance Quality of Life (cont)**

**Chautauqua County Land Bank (CCLBC)** — In 2012 the CCLBC was chosen by NYS as one of the first five designated Land Banks. The City of Jamestown has been working closely with the Land Bank, completing 18 residential property demolitions with CCLBC funding. This work is essential as the City has excess housing that is in poor condition that is bringing down house values in key neighborhoods, reducing the number of people who want to live in Jamestown. In addition to demolition, the City has worked with the Land Bank to acquire 6 properties through the Chautauqua County Tax Foreclosure Auction. With CCLBC funding, arrangements were made for rehabilitation of the properties, including the purchase and rehabilitation of a zombie property located near a junior-high school and in an otherwise invested neighborhood.

**The Importance of the Chautauqua County Land Bank Corporation for Neighborhoods**

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

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



**215 Prospect St.  
Before (above) & After (below)**



**215 Prospect Street in Jamestown is a two-family house in a transitional neighborhood that was "Condemned" because it was in such disrepair. The CCLBC acquired this property in the tax foreclosure auction and eventually sold it to a developer that completely rehabilitated the property with assistance from the City's CDBG rental rehabilitation program.**

Section II — Local Support & Strategic Alignment

**Policies to Enhance Quality of Life (cont)**



**Removing blight through targeted demolitions of Condemned Properties**

*A very effective collaboration between the Chautauqua County Land Bank Corporation and the City of Jamestown has removed 40 of the most blighted properties in Jamestown’s neighborhoods. Many of these properties are in neighborhoods just beyond the downtown core area. Funds for the demolitions are a combination of a grant from the NY Office of Attorney General and the City’s CDBG and a budget line in the City’s General Fund for targeted demolitions.*

Jamestown has been the recipient of the lion’s share of the Land Bank’s attention and investment, with almost 75% of the Land Bank’s monies being spent here. This close collaboration between the City and the Land Bank has resulted in more than 30 residential properties being acquired in Jamestown, of which a dozen have been sold, thereby resulting in over a million dollars in private investment in Jamestown. Additionally, almost 30 residential and mixed-use demolitions have been undertaken between the Land Bank and the City’s Community Development Block Grant Program, resulting in an investment of approximately \$750,000 in blight removal. Almost a dozen 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. It is important to note that all of the Land Bank and the City’s investments have been in accord with the City’s Neighborhood Housing Plan which was conducted by czb and adopted by the City in 2012.

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

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

**Energy-efficiency** — The City addresses energy-efficiency on a number of levels including:

- In 1981, the City Council created the non-profit Jamestown Local Development Corporation (JLDC) which offers fixed, low interest rate loans for many purposes including energy efficiency improvements to commercial and industrial buildings.
- The Board of Public Utilities (BPU), a municipally-owned utility, has a mission statement that reads: “The purpose of the Jamestown Board of Public Utilities is to provide environmentally sound, efficient, cost effective electric, water, solid waste, wastewater and district heating utility services while actively encouraging the economic growth and development of its community.” The BPU has expanded the operation of the Residential and Small Business Energy Efficiency Programs.



Section II — Local Support & Strategic Alignment

**Policies to Enhance Quality of Life (cont)**

**Energy-efficiency — (cont)**

- The City is currently working with the NYS Financial Restructuring Board to explore opportunities to install new energy efficient LED lighting in the City’s Downtown Parking Facilities and the replacement of more than 3,700 street lights with new energy/cost-efficient LED fixtures.

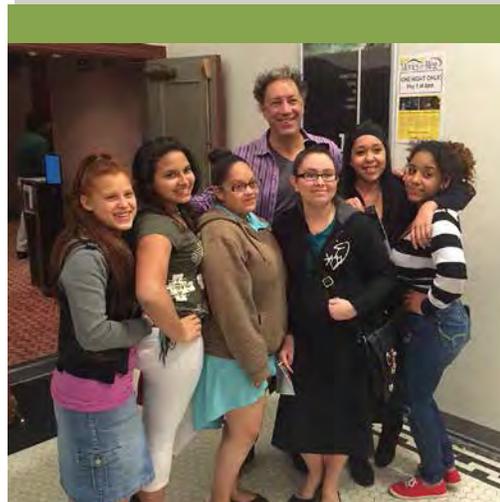
**Smart Cities innovation** — The City has a number of “smart solutions” that add to citizens’ accessibility to information, services, and confidence in public safety and are working to include more innovations that appeal and serve those living and visiting Jamestown.

- **Accessibility** — Beyond the annual walking tours conducted by the Mayor, the City maintains and is currently working to update a municipal website. A New York State Department of State grant made it possible for a website that offers a calendar of events and information on where to stay, eat, and visit in Jamestown. Jamestown Renaissance Corporation operates the website, Jamestown Up Close ([www.jamestownupclose.com](http://www.jamestownupclose.com)) and maintains an accompanying Facebook page.
- **Services** — Those with wireless devices may access a community wireless access portal in the downtown core. The City recently upgraded its on-line utilities payment which includes paperless billing and credit card payments.
- **Public Safety** — The Jamestown Police Department has installed cameras at seven designated high-traffic areas that historically have had higher criminal activity. Due to the success of the Neighborhood Block Grant program operated by Jamestown Renaissance Corporation in partnership with the City, a number of groups have developed Neighborhood Watch organizations.

**Inclusive Environment for New Americans** — Jamestown has a growing Latino population, primarily from Puerto Rico, that is not fully reflected in Census data. The Jamestown Strategic Planning and Partnership Commission, a body of community stakeholders that provide input to the City on current issues, has formed the Cultural Bridges Action Team. The Commission is concerned with the spectrum of issues ranging from reducing the challenges faced by those who do not speak English as their primary language to assisting in opening up leadership opportunities for those interested in serving on community Boards of Directors. The book by Esmeralda Santiago, *When I was Puerto Rican*, was reviewed by the Commission to be used in a community “Jamestown Read” event. Most recently, the local historic theater, Reg Lenna Center for the Arts, brought in actor/storyteller, David Gonzalez, for two performances, one for school children and one open to the community.



**Mayor Sam Teresi on his weekly walking tour meeting a neighborhood resident.**



## Section II — Local Support &amp; Strategic Alignment

## Policies to Enhance Quality of Life (cont)

## Unite N. Main Street Corridor Project:

The Unite North Main Street Corridor project is a local foundation and County-funded project that is being administered by the Jamestown Renaissance Corporation in conjunction with the City of Jamestown, Foundations and other stakeholders.

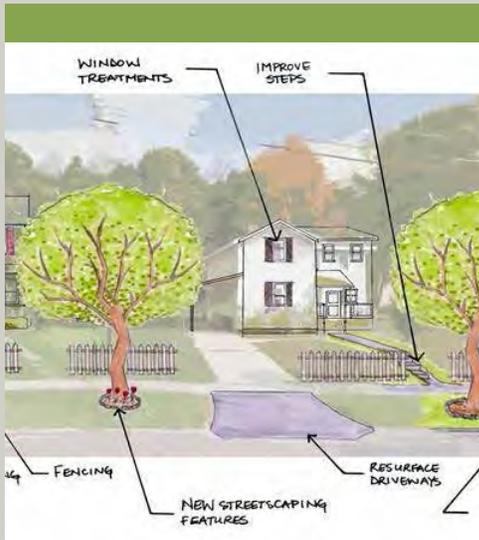
Unite North Main is a multi-year effort to transform North Main Street into a great gateway to Greater Jamestown, Northside neighborhoods, and Downtown Jamestown.



The master plan for the North Main Street corridor — the first phase of the Unite North Main project — is now underway. Clark Patterson Lee, a design firm with an office on North Main, is developing a plan that will provide a blueprint to advance the following goals:

- Distinctive: Develop a positive, distinctive, and memorable identity for North Main Street.
- Vibrant: Promote interaction and a sense of community — a true “Main Street”.
- Safe: Make the street user-friendly for pedestrians, bicyclists, and motorists.
- Beautiful: Enhance the street’s curb appeal through landscaping and exterior reinvestment.
- Welcoming: Greet visitors with helpful and attractive orientation signage.

The Gateway Corridor Improvement Plan is the first phase of a comprehensive, multi-year effort to make the 1.5 mile stretch of North Main Street between I-86 and downtown Jamestown a more attractive gateway corridor for the entire city and a safer, more vibrant, more distinctive “Main Street” for adjacent neighborhoods. The Plan will serve as a blueprint for physical and economic improvements along the corridor, as a partnership framework for numerous stakeholders (including institutions, businesses, and residents), and a template for similar initiatives along other gateway corridors in the City of Jamestown.



### Conceptual streetscape and property improvement rendering

Several tools of neighborhood revitalization have been developed in Jamestown and will be integrated for maximum impact along North Main Street. These include: City of Jamestown’s CDBG primary target area in the 2015-2019 Five Year Comprehensive Strategic Plan, JRC’s Renaissance Block program, “GROW Jamestown” beautification initiatives, and programs of the Chautauqua County Land Bank, and numerous local housing agencies such as CODE.

## Section II — Local Support &amp; Strategic Alignment

**Policies to Enhance Quality of Life (cont)**

The process of developing the Gateway Corridor Improvement Plan, and the Plan itself, are expected to result in several short- and long-term outcomes. Immediate outcomes contained within the plan will include:

- A prioritized list of projects to improve the North Main Street corridor, each with designated project leaders.
- A well-defined set of projects to implement or begin in 2016, 2017, and 2018.
- A partnership framework for the corridor, developed during the planning process and formalized with the plan's completion.
- Visual themes to implement along the North Main Street corridor on public and private property to give the corridor a stronger, more engaging identity.
- Preliminary engineering and designs for upgrades to lighting (including replacement of existing fixtures with period-style fixtures) and roadway improvements that will boost pedestrian and bicycle safety.
- Increased likelihood of receiving project funding (especially from state and federal sources) by linking projects to recommendations in an adopted corridor plan.
- Enhanced coordination and cooperation resulting from the plan will lead to faster and more effective implementation of corridor improvement projects than would happen without a plan.
- Comprehensive stakeholder engagement during the planning process will result in a more sustainable corridor-wide effort, with progress being driven equally by small stakeholders (individual property owners) and large ones (the City, BPU, and other agencies).



*Conceptual entryway and traffic circle at Jamestown's city border*



*Brian Kulpa, Senior Associate at CPL at a public meeting on 5/4/2016 for Unite North Main as seen on WICU-TV 12*

## Section II — Local Support & Strategic Alignment

### Local Support and Capacity to Execute

New York State can have confidence that its investment in Jamestown will have success. Veteran urban planner/designer, David Spillane, of the nationally renowned firm, Goody Clancy, recently returned to Jamestown, New York to conduct a workshop among community stakeholders to receive input on “priority transformative projects”. During 2005-2006, Spillane was part of the team of Goody Clancy that worked with the City and partners to develop the award-winning Jamestown Urban Design Plan. Ten years later, Spillane’s tour of downtown Jamestown made a deep impression. At the workshop on April 7, 2016 Spillane began by stating, “In all my years of working in urban design, with cities from Vermont to Texas, I have never seen a community implement a plan as successfully and as quickly as you have done in Jamestown.” He later went on to encourage the City to submit the plan for an urban design Implementation award.

One of Jamestown’s primary strengths is the ability of leaders to work across sectors to see revitalization efforts through to completion. (Please see attached letters of support in Appendix). These Jamestown partners, public and private, work together to undertake and complete challenging projects such as:

- Jamestown Savings Bank Arena — \$21 million (Public/private partnerships)
- Best Western Hotel — \$3 million – (Private financing)
- BWB Center — Professional Office Building - \$7.25 million (RE STORE, NY, Empire Zone Tax Credits, Private financing)
- Erie Lackawanna Train Station Building - \$14 million (Federal, NYS, private funding)
- Downtown Façade Program – 36 facades refurbished infusing over \$1 million into downtown core (City of Jamestown and private funding through building owners & the Gebbie Foundation)
- National Register of Historic Places Designation for Historic District in 2014
- Greater Jamestown Riverwalk Trail & Pedestrian Bridges — \$3.5 million. NYS, City of Jamestown)
- Wellman Apartment Building – 44 market-rate apartments — \$7.4 million – (Public/private partnerships)
- Comedy Center Park — \$900,000 (Private investment, collaboration with railroad)

Jamestown, NY

### Identifying Priority Transformative Projects



GOODYCLANCY  
ARCHITECTURE PLANNING DESIGN

Jamestown, NY  
Identifying Priority Transformative Projects  
Task Force Workshop – April 7, 2016

F2. Workshop photos



Getting a sense of priorities for further discussion during the Task Force Workshop, April 7, 2016

Page | 16

**Section II — Local Support & Strategic Alignment**

**Local Support and Capacity to Execute  
DRI Planning Committee**

It is understood that, should Jamestown be selected as the WNY DRI Community, planners from the state and private sector will be engaged with a local DRI Planning Committee to launch the DRI Fast Track Planning Initiative. Work on the strategic investment plans will be overseen by Jamestown’s DRI Planning Committee which will have representation from a broad range of interest groups and organizations, including the REDC for the WNY Region, local and regional government officials, neighborhood associations, property owners, chamber of commerce, educational and cultural institutions, faith-based organizations, local not-for-profits, community foundations, workforce development, local development corporations, and other stakeholders as may be deemed necessary. At a minimum, Jamestown has assembled the following DRI Planning Committee Members; however, this is subject to the inclusion of additional members as the initiative evolves:

| <b>DRI Planning Committee</b>     |                                  |                       |                         |
|-----------------------------------|----------------------------------|-----------------------|-------------------------|
| <b>Organization or Individual</b> | <b>Sector</b>                    | <b>Representative</b> | <b>Title</b>            |
| City of Jamestown                 | Government                       | Samuel Teresi         | Mayor                   |
| City of Jamestown                 | Government                       | Vince DeJoy           | Development Director    |
| City of Jamestown                 | Government                       | Bill Rice             | Principal Planner       |
| Chautauqua County                 | Government                       | Vince Horrigan        | County Executive        |
| Jamestown Renaissance             | Non-Profit Community Development | Greg Lindquist        | Executive Director      |
| Jamestown Renaissance             | Non-Profit Community Development | Mark Geise            | Senior Planner          |
| Chamber of Commerce               | Business                         | Todd Trantum          | Executive Director      |
| Chamber of Commerce               | Business                         | Jason Toczydlowski    | Chamber Coordinator     |
| Chautauqua County IDA             | Public Authority                 | Kevin Sanvidge        | COO                     |
| Gebbie Foundation                 | Philanthropic                    | Greg Edwards          | CEO                     |
| Jackson Center                    | Cultural                         | Greg Peterson         | Founder                 |
| Chautauqua County Health Network  | Health                           | Ann Abdella           | Executive Director      |
| St. Lukes Church                  | Faith Based                      | Luke Fudor            | Pastor                  |
| Lynn Development                  | Real Estate Development          | Jason Spain           | President               |
| Kristopher Sellstrom              | Resident                         |                       |                         |
| Reg Lenna Center for the Arts     | Cultural                         | Kathleen Eads         | Executive Director      |
| National Comedy Center            | Tourism                          | Tom Benson            | President               |
| Workforce Investment Board        | Workforce Development            | Katie Geise           | Executive Director      |
| Chautauqua County Land Bank       | Public Authority                 | Gina Paradis          | Administrative Director |
| YMCA                              | Health & Youth Development       | Mark Eckendorf        | Executive Director      |



## Section III — Strategic Alignment

## Alignment with Regional Strategies

## Core Strategies:

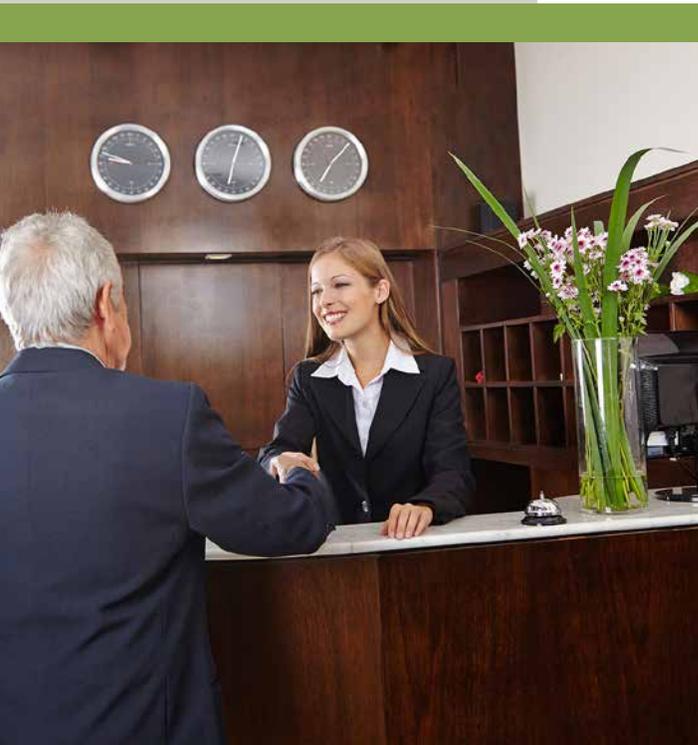
**Prepare our Workforce**

The catalyst for much of the projected economic and employment growth in downtown Jamestown focuses on the National Comedy Center and the businesses that are emerging to take advantage of the influx of tourists it is projected to generate. That being said, many of the employment opportunities created from this new addition to downtown (and its spin-offs) will include tourism and hospitality components. We plan to work closely with the (Chautauqua Works, an American Job Center) and the Chamber of Commerce to collaborate on the development and implementation of a Tourism, Hospitality, and Customer Service Training program. The Tourism and Hospitality Training will encompass customer service skills, office skills, tourism service skills, community asset discovery, and additional related topics.

We intend to leverage Workforce Innovation and Opportunity Act (WIOA) training funding and Chautauqua County Department of Health and Human Services training funding, in addition to DRI training funding to undertake the aforementioned initiatives. Additionally, the team will

incorporate basic Tourism and Hospitality Training modules into the Job Readiness Training classes which are conducted daily at the Chautauqua Works offices on behalf of Department of Health and Human Services-referred clients. This job-readiness venue will provide a foundation for and interest in Tourism and Hospitality Training to job seekers who truly need additional assistance to become work-ready. The goal is to have a workforce that not only provides excellent customer service, but is well versed in the attractions and assets of the community.

If Jamestown is established as a DRI community and additional workforce development funding is made available, the DRI Team will work closely with the Workforce Investment Board and Chautauqua Works to identify and utilize any available hiring incentive programs intended to assist businesses with their hiring needs. Chautauqua Works will also offer recruitment services to interested businesses. Coordinating with Chautauqua Works throughout the DRI projects' implementation will ensure that available programs are fully utilized by the workforce and businesses, resulting in an efficient community effort.



**Chautauqua Works**  
one-stop workforce services

**Economic Development**

*Chautauqua Works is committed to helping business succeed and thrive in today's global marketplace. We are dedicated to supporting all businesses of various industries, of any size, whether it is providing assistance in starting-up, growing or remaining in Chautauqua County as it relates to workforce issues.*

Section III — Strategic Alignment

**Alignment with Regional Strategies (cont)**

**Core Strategies:**

**Foster a Culture of Entrepreneurship**

Investments made in the targeted urban core of Jamestown will foster entrepreneurship through the continuation and expansion of small business startup funding and technical assistance that is currently available through the City of Jamestown (Jamestown Urban Renewal Agency) and the Jamestown Renaissance Corporation. The JRC offers small business startup assistance through access to funding that subsidizes a portion of the lease expenses for new businesses for the first 18 months of operation, thereby allowing the entrepreneur to concentrate on ramping up business growth to assure success. The JRC also offers grants of up to \$20,000 on a dollar to dollar matching basis to assist building owners and businesses to renovate new or existing storefronts in the urban core of Jamestown. Eligible expenses include build out, façade improvements, signage, furniture, fixtures, and equipment. In order to take advantage of this program, the building owner and business must agree to sign a five year maintenance agreement.

The Jamestown Urban Renewal Agency offers façade and handicap accessibility grants to building owners on a 50% matching rebate basis utilizing CDBG funds with Jamestown being an “Entitlement Community”. Low cost business financing is readily available through Jamestown Local Development Corporation and the Greater Jamestown Zone Capital Corporations. Additionally, close working relationships are maintained with the NYS Small Business Development Center, Small Business Administration and New York Business Development Corp., as well as Jamestown Community College’s Small Business Development Center, all of which are striving to create an atmosphere that attracts and retains new businesses to locate in Jamestown.



*In December 2015 two young entrepreneurs, Jeff James & Frank Besse, purchased the building where their businesses were located at Thurston Terrace in the Downtown Jamestown Historic District. They invested their savings and sweat equity and built a hip, and very popular craft beer and wine lounge as well as a vegan restaurant and coffee bar that utilizes locally sourced produce. Brazil features locally brewed Southern Tier Brewery and Chautauqua County Wines. The financing was made possible by the collaborative effort of the following:*

- Jamestown Local Development Corporation
- Greater Jamestown Zone Capital Corporation
- Jamestown Renaissance Corporation
- Western Region Corporation



**Brazil's Draft Menu featuring regional craft beers**



## Section III — Strategic Alignment

## Alignment with Regional Strategies (cont)

## Core Strategies:

***Implement Smart Growth***

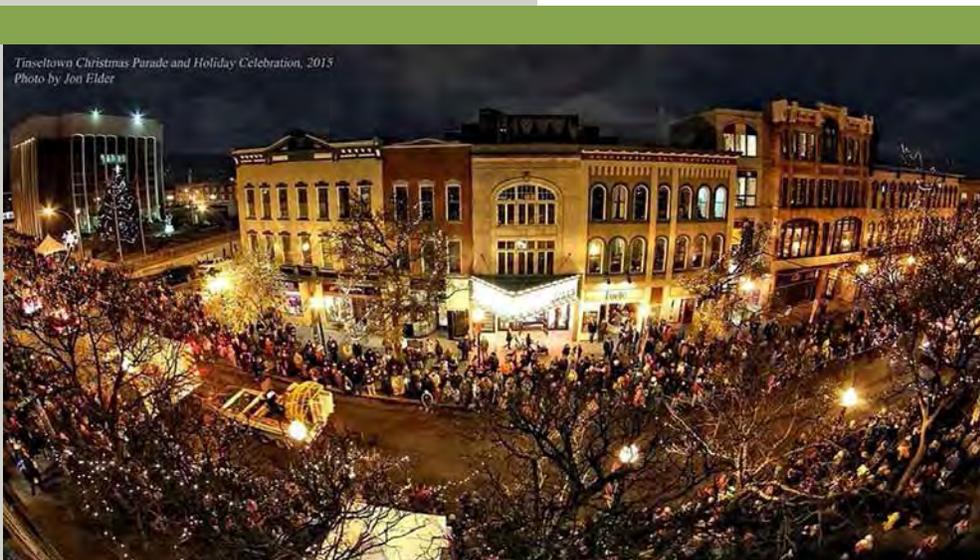
The leadership team in Jamestown recognizes the significance of Smart Growth as it pertains to the long-term sustainability of the City, and understands the negative consequences that could accrue if Smart Growth principles are not adhered to. If one traces the history of North American cities back to the mid-twentieth century, it becomes clear that, in most cases, their demise was tied directly to the decentralization and suburbanization of their City's urban core including that of Jamestown.

Whereas there was a time when it was desirable to live, work, and shop in Downtown Jamestown and its urban core; people began to flee our city in the 1970's to suburbs (urban sprawl). The City through its municipally owned utilities made it easy for this to occur by extending our services which led to the further out migration. This shift in population required expensive infrastructure upgrades, and led directly to the gutting of our city centers. It has taken a while, but we are now taking action to reverse this trend that has led directly to expensive legacy costs with fewer taxpayers to carry the

load. It is clear that supporting and encouraging projects that contradict Smart growth principles will only exacerbate this problem.

The Jamestown decision makers are ever cognizant of impacts to the City Core when planning for and making development decisions. The mayor, planning and zoning officials, and other decision makers carefully evaluate new projects to ascertain to what extent they add to or detract from the concentration of activities in the city center, and to what extent they embrace Smart Growth principles. Projects that result in people living, working, playing and spending money in our downtown urban core areas are encouraged and supported, while projects that do not are carefully scrutinized. More and more, the local stakeholders are making decisions to ensure that projects, whether they are community development, transportation, commercial, industrial, housing, quality of life or public health oriented, incorporate Smart-Growth elements.

***The annual Christmas Parade in Downtown Jamestown is a collaboration of the JRC, City of Jamestown, and many corporate sponsors. Thousands of people from throughout the region come to parade that features an impressive fireworks display, and an opportunity for downtown merchants and non-profits to capture the economic benefit that comes from the large crowds.***



Tinseltown Christmas Parade and Holiday Celebration, 2015  
Photo by Jon Elder

Section III — Strategic Alignment

Alignment with Regional Strategies (cont)

Core Strategies:

**Implement Smart Growth (cont)**

Projects are evaluated based on whether they add to or detract from walkability, creating a sense of community and place, using natural elements, and offering a range of transportation choices. To an ever-increasing extent, local decision makers are educating other stakeholders and the public about the significance of Smart Growth. Whether it is funders, municipal leaders, or zoning/planning boards, they are increasingly becoming aware of the potential impacts that given projects are having or will have on Jamestown’s Central Business District.



Massive crowds of people assembling for the 2014 **Lucy Fest** to set a record for people Grape Stomping in the Guinness Book of World Records.

Industry Strategies:

The City of Jamestown has witnessed a new interest in companies looking to locate light manufacturing in the City bringing new jobs with 100% export value. Large cavernous buildings that are currently vacant in Downtown Jamestown such as the former Key Bank building could attract companies that utilize advanced manufacturing with 3-D printing and lasers.

Our goal is to break this cycle by creating the “climate” that attracts new business and industry. Quality of life is a major factor when new business investigate areas to locate. The intention is to develop a “vibrant” urban downtown and riverfront as a means of attracting the attention of potential new business, be it in the high-tech industry or other sectors until we reach a sustainable level of growth.

Expansion of Manufacturing Technology Institutes project will help JCC expand its advanced manufacturing courses and create a new Manufacturing Technology Institute that will extend manufacturing programs. ESD grant funds will provide necessary classroom equipment and supplies, technology infrastructure, and classroom and office furnishings. These expansions will increase program enrollment by 50%, educating an additional 190 students annually.



**Manufacturing Technology Institute** expansion at Jamestown Community College. MTI is a dynamic facility adjacent to JCC’s Jamestown Campus that provides a simulated manufacturing environment complemented by the college’s state-of-the-art facilities and total collegiate experience.

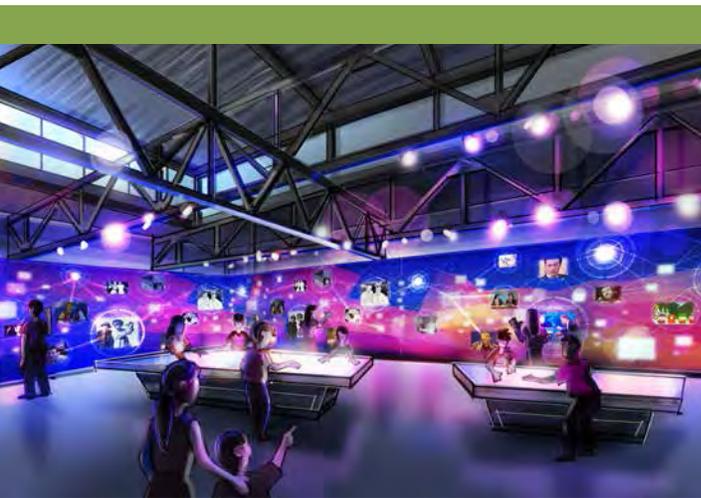
Section III — Strategic Alignment

Alignment with Regional Strategies (cont)

Tourism and Arts

Jamestown is the host of a number of attractions that are not only unique within the Western New York Region but on a national scale.

The National Comedy Center is a \$20 million development (\$40 million total investment); our latest addition, creates a unique interactive experience for those interested in the art of comedy or for those who just want to have fun. Visitors will be able to experience comedy acts through a hologram simulating the comedy of new and past comedians. The experience will be so unique that visitors will want to repeat visits.



The community also has a number of other unique venues for tourists that when packaged together will keep tourists in the community for extended periods of time. The Roger Tory Peterson Institute is a center focused on birding and ornithology named after a local person that created the detailed birding guides. The **Robert H. Jackson Center**, named after a justice at the Nuremberg Trials was also a home town person. The Center located in Downtown Jamestown has just signed an agreement with **St. Bonaventure University** as a place for research and for the study of Law under their auspices.

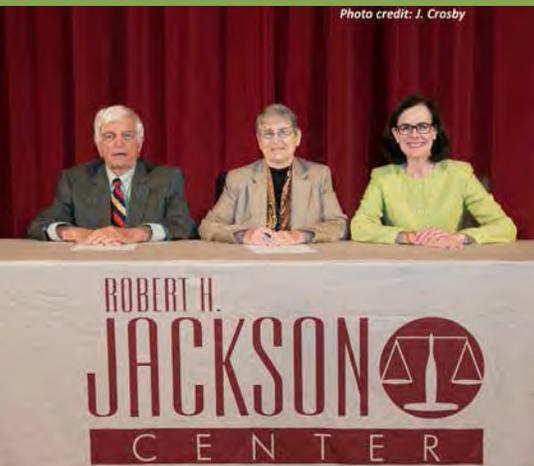


Photo credit: J. Crosby

The **Lucy-Desi Museum** is another place of tourist interest. Lucille Ball was another local national and international celebrity from the community. The museum has much memorabilia and a stage set from the “I Love Lucy Show” that reruns are still being seen today. Tour buses bring in throngs of visitors to Downtown Jamestown on a daily basis as well people from every state and numerous foreign countries to pay homage to Lucille Ball and Desi Arnez.



Chief Justice John Roberts visit and address in 2013.



Section III — Strategic Alignment

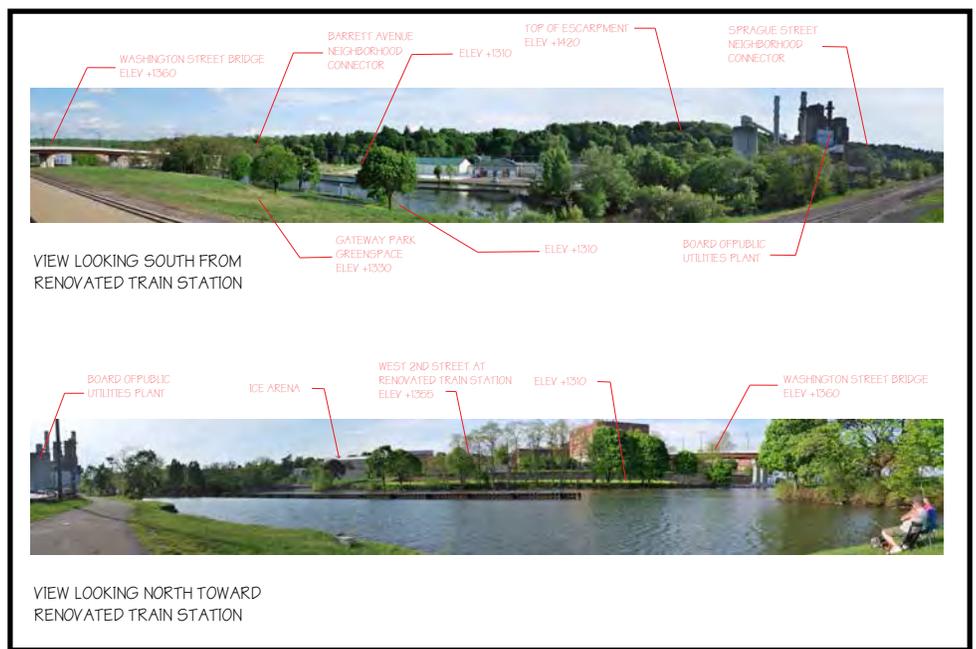
**Alignment with Regional Strategies (cont)**

Presenting quality attractions is critical in getting tourists but also in getting repeat visits to these venues. Extending the visitors stay is vital in realizing the greatest economic impact from this industry. Additional community venues when marketed together with the major attractions will add to the visitors’ experience. The Reg Lenna Center for the arts has a restored plush theater that has been the host of a number of nationally recognized comedy stars in conjunction with the Lucy-Desi Museum during yearly festival held in August. This venue can work with the National Comedy Center and host more acts. A twin-pad ice arena was developed in the early 2000s in the West End adjacent to the National Comedy Center. This arena not only hosts hockey tournaments and a team but has been used in the past for concerts and professional wrestling.

All of these venues when looked at together can provide a unique tourism attraction for the community and the Western New York Region. Packaging tourism attractions throughout the region is an important way to appeal to wider range of visitors be for family entertainment or for other age or interest-related groups. Chautauqua Institution appeals to people that want to expand their knowledge and learning, Jamestown is presently studying how a class I wetlands area in the northwest part of the city may be used for nature education. ECO-tourism has become a very hot topic in the tourism industry and could be at the forefront for Western New York with all of the natural wonders and landscapes we have.

Working together as a region will enhance the Western New York Region’s attractiveness in the tourism sector. For the Jamestown community, enhancing our tourism attractions will create demand for new support business like hotels and restaurants. Quality cultural and entertainment venues add another level of vibrancy creating the type of environment that will attract new business and entrepreneurial endeavors.

The City of Jamestown will focus much attention on our riverfront as a catalyst for redevelopment with an eye toward creating an active riverfront as a major amenity and attraction. Both the Jamestown Urban Design Plan and the Local Waterfront Revitalization Plan stressed the importance the riverfront will be in the revitalization of the City. The strategy we are employing is to develop the infrastructure and program activities to attract people as a way to transform the riverfront from the post-industrial character into an area more conducive to public access and use, an asset to be enjoyed by residents and visitors.



**CITY OF JAMESTOWN INTERMODAL TRANSPORTATION CONNECTOR PROJECT**  
 Jamestown, New York 14701  
 City of Jamestown - Department of Development  
 NYSDOT Transportation Alternatives Program  
 June 10, 2014



Section III — Strategic Alignment

**Alignment with Regional Strategies (cont)**

This strategy has been employed in many urban areas like the City of Buffalo and has proven to be quite successful. The City is also pursuing a study looking at the opportunity of excursion trains from the Buffalo/Niagara Falls area which would connect the attractions offered in that area with the attractions in Jamestown. It is anticipated that riders on these excursion trains would disembark the trains directly behind the National Comedy Center.

All of the projects described are meant to leverage additional private sector development that will also contribute to the riverfront transitioning into a compelling public destination for residents and visitors alike. Quality design and construction are paramount in attracting visitors; we are competing with areas outside of our region and need to enhance the image.

One such project has emerged that the City is trying to make happen. A Riverfront boutique hotel project that will also contain restaurant space on the first floor with an outdoor patio located adjacent to the Riverwalk as suggested by the 2015 AECOM study. This type of mixed-use development paired with amenities planned by the community will create a very active riverfront destination.



*Rendering of the current engine barn redeveloped into a train museum and excursion train depot by Clark Patterson Lee. The train depot can disembark tourists from the Buffalo-Niagara Region to the National Comedy Center and Comedy Center Park.*

*The riverfront transition will begin with careful, well thought out development that will enhance the riverfront as a public space enjoyed by all and a true destination. Currently there is a lumber yard on this site, however a hotel, retail shops, and recreation tourism activities are possible. Rendering prepared by Clark Patterson Lee.*



Clark Patterson Lee  
ARCHITECTS

RIVERWALK BOUTIQUE HOTEL  
APRIL 2016

Section III — Strategic Alignment

Alignment with Regional Strategies (cont)

Project Criteria:

**Creates and Retains Jobs**

The creation and retention of jobs is a primary concern when Jamestown decision makers evaluate potential projects as well as other factors such as how a project either contributes to or detracts from creating the vibrant, walkable urban environment that we need to attract jobs and new business growth.

There are specific projects that do not create a high number of jobs to operate a run a facility but the job growth is projected in the “spin-off” business that will create the growth in terms of indirect numbers. As example, the National Comedy Center feasibility study prepared by the AECOM Company analyzed and projected the number of direct jobs, indirect jobs and induced that will be created by this project using the IMPLAN model. The model projected 52 jobs created for the National Comedy Center operations with a projected total of 184, which includes the number created off-site, on an annual basis.

The temporary jobs and economic impact created during the construction phase and outfitting of the facility was also projected in their study. During the construction phase of the project it was estimated that the National Comedy Center is expected to generate \$55.2 million in output, \$24.4 million in wages, and over 450 jobs for the region. These impacts are spread over the construction period.

The annual recurring economic impact of the National Comedy Center is derived from the operations of the institution as well as the induced off-site visitor spending. As shown below in Figure 6, the National Comedy Center is expected to create 184 jobs, nearly \$17 million in output, and \$5.7 million in wages in the three county region. These economic impacts are all benefits that would not exist were it not for the National Comedy Center.

**Figure 6. Annual Economic Impact of the National Comedy Center**

| Economic Impact     | NCC Operations     | Induced Visitor Spending | Total               |
|---------------------|--------------------|--------------------------|---------------------|
| <b>Output</b>       |                    |                          |                     |
| Direct Effect       | \$2,717,000        | \$7,090,000              | \$9,807,000         |
| Indirect Effect     | \$1,568,000        | \$1,777,000              | \$3,345,000         |
| Induced Effect      | \$1,263,000        | \$2,254,000              | \$3,516,000         |
| <b>Total Effect</b> | <b>\$5,547,000</b> | <b>\$11,121,000</b>      | <b>\$16,668,000</b> |
| <b>Wages</b>        |                    |                          |                     |
| Direct Effect       | \$1,059,000        | \$2,300,000              | \$3,359,000         |
| Indirect Effect     | \$578,000          | \$633,000                | \$1,211,000         |
| Induced Effect      | \$394,000          | \$703,000                | \$1,098,000         |
| <b>Total Effect</b> | <b>\$2,031,000</b> | <b>\$3,637,000</b>       | <b>\$5,668,000</b>  |
| <b>Jobs</b>         |                    |                          |                     |
| Direct Effect       | 30                 | 101                      | 131                 |
| Indirect Effect     | 12                 | 13                       | 25                  |
| Induced Effect      | 10                 | 18                       | 28                  |
| <b>Total Effect</b> | <b>52</b>          | <b>132</b>               | <b>184</b>          |

Source: IMPLAN and AECOM

**Economic and Community Benefits of the Proposed National Comedy Center**  
[AECOM November 2013]

**Figure 4. Estimated Off-Site Visitor Expenditures (annual)**

|                             | Day Trippers     | Overnight (induced half day) | Overnight (induced full day) | Overnight (induced two day trip) | Total              |
|-----------------------------|------------------|------------------------------|------------------------------|----------------------------------|--------------------|
| Visitors by Category        | 16,675           | 22,695                       | 37,825                       | 15,130                           | 92,300             |
| <b>Spending by Category</b> |                  |                              |                              |                                  |                    |
| Lodging                     | n/a              | \$488,000                    | \$1,626,000                  | \$1,300,000                      | \$3,414,000        |
| Recreation                  | \$0              | \$0                          | \$0                          | \$170,800                        | \$171,000          |
| F&B                         | \$295,741        | \$310,000                    | \$1,034,000                  | \$827,000                        | \$2,467,000        |
| Retail & Srv Station        | \$249,732        | \$263,000                    | \$875,000                    | \$700,000                        | \$2,088,000        |
| Transport                   | \$133,499        | \$139,000                    | \$464,000                    | \$371,000                        | \$1,107,000        |
| <b>Total Spending</b>       | <b>\$678,972</b> | <b>\$1,328,000</b>           | <b>\$4,426,000</b>           | <b>\$3,540,000</b>               | <b>\$9,247,000</b> |

Source: AECOM

## Section III — Strategic Alignment

**Alignment with Regional Strategies (cont)*****Creates and Retains Jobs (cont)***

Much of the focus for Jamestown will be on the indirect job creation as a major contributor to the local economy. As an example the money for developing the infrastructure for Riverwalk and amenities will not create a significant amount of direct jobs other than for City Parks Department personnel that will maintain the area but the potential of indirect jobs created by spin-off business can be substantial for the local economy.



The riverfront area when properly developed with the right amenities and programmed well will be an asset in attracting new business to the community and as an additional tourist destination. The economic return on this investment may not fully be realized for some time but this has been a proven strategy that is successful in many cities including the City of Buffalo with what has been experienced through waterfront development.

*Riverfront activation at Comedy Center Park and the Greater Jamestown Riverwalk Trail will spur additional economic development that can include recreational activities such as kayaking and Eco-tourism as well as a new boutique hotel and retail shops.*

An investment in these types of projects cannot rely strictly on jobs created directly for the project but in terms of indirect jobs caused by the project. Other factors also are extremely important to consider; the non-tangible impact these changes can create, boosting the community's self-esteem.

***A positive impression will be developed impacting the mindset and level of expectation – positive changes can happen!***

***Maximize Return on Investment***

When evaluating the return on investment, tangible and intangible factors should be analyzed. Job creation and the positive economic results from new development are very important to understand when maximizing the return on investment but the importance of changing the community's and the region's self-image is critical for sustained growth and the well-being of the area. This is what creates the desire to live in the area. Instead of the depopulation trends that Jamestown and Western New York has faced over many decades the positive attitude can help reverse what has been happening for years.

## Section III — Strategic Alignment

**Alignment with Regional Strategies (cont)****Maximize Return on Investment (cont)**

All the proposed projects, either directly or indirectly, are meant to create the vibrant urban experience Jamestown is working toward. Strengthening the tourism sector adds an additional level of interest and uniqueness to this experience, attracting visitors which adds to the desired environment. This strategy is intended to create a magnet to attract people from the immediate region around Jamestown and is also intended to create the type of environment that is appealing to a younger generation who are engaged in the creative and knowledge based sector and a generator of jobs. The environment based on a strong sense of place is a desirable place to live, work and enjoy life and very appealing to this age group.

These strategies are “setting the table” as a way of nurturing the developing and expanding industry sectors particularly the creative and knowledge based area and entrepreneurship.

Evaluation criteria should be based not only in hard numbers of job growth and direct economic impact but should rely substantially on the positive intangible affects created by a proposed project.

**Ready for Implementation**

The community has completed a number of major planning studies in the past ten years and has been working toward the goals and objectives described in these plans with substantial progress being made. However there is much more that needs to be accomplished to realize the desired results.

A number of the proposed projects are in the “infancy” or conceptual stage of their development. Others like the National Comedy Center have begun construction but still with needs to be addressed to reach the projected outcome for the facility.

A comprehensive vision for the riverfront needs to be developed to realize the most potential the area can achieve. The Local Waterfront Revitalization Plan creates the framework but specific design work is needed to translate the framework into a reality. The addition of two pedestrian/bicycle bridges connects the Riverwalk on the south side to the north side of the river is

**Forte**

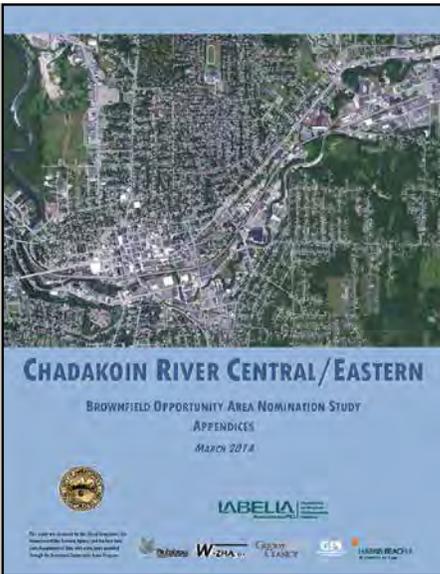
*at the Reg Lenna Center for the Arts*

**AN ECLECTIC TAKE ON AMERICAN CUISINE**

*Forte welcomes guests into its warm inviting atmosphere. Established in 2004, our focus to deliver fresh and unique ingredients, incorporate local products and showcase local artists, still continues to this day. They are happy to share with you our love of food, drinks and a relaxing good time!*

Section III — Strategic Alignment

Alignment with Regional Strategies (cont)



**Ready for Implementation (cont)**

a major improvement toward creating the waterfront destination and a pathway that can be used to employment centers in the downtown. These bridges have been funded through TAP funds administered by NYSDOT major project for the community has been funded through a with a construction start anticipated later this year.

A comprehensive vision and design work is needed for the streetscape in front of the National Comedy Center. Much discussion has been had to date but with the additional analysis and design work needed to meet the logistical needs of traffic generated by the center.

This entire area is within the **Local Waterfront Revitalization Plan** and **Brownfield Opportunity Area** Study and has the tools and incentives of those programs available to use for redevelopment activities.

**Inclusive**

All of the planning studies done in the past ten years have had well-rounded advisory committees to direct them. Various perspectives and points of view result in a richer end product and more acceptable and appealing to a large majority of the community. All of these studies were conducted with teams of consultants from multiple firms under a prime consultant. The importance of seeing a community through varying lenses as diverse as design and economics resulted in more realistic expectations to aim for that still implemented will modify the present conditions to a positive direction.

**Smart Growth**

These studies were all based on the principles of smart growth which the Jamestown decision makers have embraced. The results anticipated when fully implemented will improve the community’s image and economic vitality, guiding development projects that will drive sustainable development, but will also have a positive impact within the region.



Goody Clancy led **Identifying Priority Transformative Projects** meeting at the Reg Lenna Center for the Arts 4/7/2016.

Section III — Strategic Alignment

**Alignment with Regional Strategies (cont)**

**Regional Impact**

As these major tourist attractions are developed in Jamestown they are a positive impact on the local economy but they also have a part to play within the region as part of what Western New York has to offer. The intent of all marketing for the region is to attract tourists and to find various ways to extend their stay. These venues being as unique as projected will add additional appeal to visitors helping to fulfill the regional strategy, improving the local and regional economies.



**2nd Annual Lucy Town Half Marathon held in October**

**Improves Region's Image**

When connections are strengthened between each of the parts, the results will be a more cohesive place whose parts create a stronger and more unified whole. This holds true at both the community level and at the regional level as Jamestown is a part of Western New York the image projected by the city reflects on the Region. Reversing the image of a depressed area with a bad self-image and with an attitude that positive things can be achieved creates the feel of success that attracts more success.

A notable quote from the National Comedy Center groundbreaking in 2015 tells the Jamestown story. Howard Zemsky, President and CEO of Empire State Development said, "The National Comedy Center deserves a standing ovation for showcasing the region, by placing Jamestown on a worldwide stage, and instilling a sense of pride in all of us who love Lucy."

"New York is proud to be home to many legends in entertainment, and building the new National Comedy Center in the hometown of Lucille Ball is a great honor that will bring both visitors and economic growth," Governor Cuomo said. "This administration and the Regional Economic Development Council is committed to moving Western New York forward, and we're proud to help fund and host this incredible new attraction."



## Section III — Strategic Alignment

### Opportunity Agenda, Inclusivity and Context-Sensitive Planning

In keeping with the intention of the Opportunity Agenda, we take the moral and ethical obligation to be inclusive in our planning processes very seriously. The Planning projects cited in this submission that were directed by City of Jamestown staff put that statement into practice.

The goal of all the projects undertaken in the past and planned for the future is to better the quality of life for those living and working in the Jamestown area. Developing businesses such as the National Comedy Center, the Pearl City Brewery and Restaurant, hotels, and small businesses are designed to increase the availability of jobs and opportunities for entrepreneurship. To this end, workforce development is key. Those involved with job preparedness and training such as Chautauqua Works, Jamestown Community College, Jamestown Business College, and the Small Business Development Corporation are critical partners in creating a workforce to meet the demands of increased opportunities. Described as the Cabela effect, the National Comedy Center will spur the development of other businesses and services requiring employees who will act as ambassadors to the region.

As mentioned in other parts of this proposal, the City of Jamestown takes planning and inclusion seriously. The Urban Design Plan began a lengthy eighteen month process to elicit problems and opportunities from community residents and stakeholders. The process far exceeded the mandatory requirements of public hearings to adopt the plan and took public participation to a high degree with formal and informal sessions over that period of time garnering a significant amount of input that was synthesized into the plan. The consultants, who have a strong propensity for public participation and involvement rented a storefront in the downtown and invited people to drop in and discuss issues, the process and

direction the plan was taken additional to the formal and informal sessions.

A great deal of insight was provided for the consultants to digest and understand and factor into the final outcome. The openness, unencumbered by a governmental agency, produced very candid and insightful information that was quite useful in developing the plan.

All the planning processes have had steering committees or advisory boards to direct the consultants through the planning process. These groups are made up of individuals directly and indirectly affected by the outcome of the plan. Each plan had a well-balanced group of representatives from varying sectors and at times of opposing viewpoints which created lively discussions with fruitful results.

As an example, a current Brownfield Opportunity Area Plan for the Chadakoin Park area of the City has a number of representatives from the surrounding neighborhood that includes a minister, from the faith-based neighborhood community. The surrounding neighborhood is characterized by people of ethnic background and of a lower socio-economic status which are typically under-represented and not heard in a public process.

Discussions with the neighborhood community occurred at a local neighborhood church to get their input and issues regarding the subject at hand with many additional neighborhood sessions planned for the future. The neighborhood representatives sit on the project advisory board along with representatives from the commercial and industrial sectors from this localized area. This is representative of all of our planning processes which have sought a balanced representation for the committee that guides the project.

## Section III — Strategic Alignment

**Opportunity Agenda, Inclusivity and Context-Sensitive Planning (cont)**

***Planning process for the BOA Chadakoin West at Blackwell Chapel AME Zion Church April 2016***

Additional input is also encouraged by holding multiple meetings and interviews with the people that are directly affected by the outcome the each plan. Different methods for discussion are used making the situation as comfortable as possible to help facilitate a dialogue to overcome reticence or inability of people to speak publicly. Great success has been attained with much insight garnered.

We have embraced bottom-up planning with significant public participation not only to be inclusive; which is our obligation, but to get the varied viewpoints in the open to discuss and take into account while formulating a plan for implementation. The two-way interaction encourages open and frank discussions but also can dispel myths and inaccuracies in what the community is trying to achieve. A great planning process results in a harmonious balance between the objectives of the plan with the needs of those affected. The by-product of this approach creates

buy-in concerning the process and in the results. Stronger advocacy and support is given by those involved as they have been a part of the process. Implementation then becomes easier to achieve!

Communities are very complex in nature and developing a plan needs to mimic this complexity with a wide array of issues to be studied and analyzed in order to define a solution and direction to implement. Many planning projects look at land use alone to determine compatibility with adjoining properties; this is not enough. The physical characteristics of the architecture and patterns of development need to be at the forefront of all great plans. Understanding the urban design context in a downtown in particular is critical in creating context-sensitive new infill development and the creative reuse of existing structures. Compatibility in residential areas needs to analyze the form, massing and scale of the existing buildings and patterns before proposed projects are deemed appropriate

## Section III — Strategic Alignment

### Opportunity Agenda, Inclusivity and Context-Sensitive Planning (cont)

For physical design issues, a true understanding of the complexities at both the architectural and urban design scales is essential to identify appropriate development and patterns of development.

Additional to the physical realm are issues regarding micro-economics and market forces and in building and development economics that play a significant role in creating the desired outcome.

All of these elements affect strategies like “walkability” and “creating a vibrant downtown” and an in-depth understanding of the relationships is paramount to getting the calculated results. Personnel with proper training in a number of areas is mandatory to be able to achieve the community’s desired goals, established in the plan, with the market forces and local trends that come into play; something that often times requires compromise. A complete understanding of the complex issues helps to identify and prioritize in the give-and-take process of development. At the present time, the City of Jamestown staff has professional training and education and a substantial number of years of experience equipping them to be quite able to evaluate and implement development proposals. Staff needs to maintain the level of knowledge and experience as attrition takes place.

The Urban Design Plan; adopted in 2006, was accompanied with design guidelines for appropriate development in each of the sub-districts described earlier. Guidelines have some level of assurance associated with them to get the desired results but they are not a mandated, codified into a “you shall do this”. They are flexible and due to the present development climate for the community a “carrot and stick” approach may be the best approach to use. Unlike other communities where the demand for developing or redeveloping is high, Jamestown at the present time does not share that high demand. Development economics do not work out and projects need to be subsidized to be successful. The key to this is to understand when those

economics change toward a greater demand; the “buzz” is beginning. When the time is ripe a switch to form-based codes for the downtown, in particular, will be warranted. Assurance of the desired results will be more predictable at that time.

Jamestown possesses all the components and is well-positioned to become a western New York success story. As the southwestern gateway into New York State, we are geographically situated to draw visitors from nearby Cleveland, Ohio; Pittsburgh and Erie, Pennsylvania. World-class cultural institutions are in our midst such as Chautauqua Institution, the Roger Tory Peterson Institute, and the Robert H. Jackson Center, and soon our name will be synonymous with Comedy. Natural amenities such as Chautauqua Lake and Chadakoin River offer a wide variety of opportunities for recreation and Smart Growth development. Fortunately, the Urban Renewal initiatives of the past did not dramatically impact our downtown core. For a city of its size, Jamestown possesses a rich collection of brick and stone architectural treasures, ripe for adaptive reuse.

Community Development can be messy at times and even though all of the stakeholders in Jamestown deeply want, and tirelessly work, for a more livable and economically healthy city, we do not always agree on how to make it so. Still, we are unique in the fact that we work past our inevitable differences and collaborate to make significant projects happen. This proposal is full of examples of how this city has created public-private partnerships to invest in its future. Jamestown, a once thriving furniture design and manufacturing center, has endured tough challenges throughout the years, but we demonstrate a resiliency born from a tradition of hard work, creativity, and love of place. We keep persevering, and with the State providing expertise and financial assistance, we can take the progress that has been made over the past several years and realize a successful transformation of the city.

## Adaptive & Mixed Use Development

The City of Jamestown is fortunate to have a building in stock in Downtown Jamestown that wasn't decimated by urban renewal in the 1970's and 1980's, and still retains the old world charm and beautiful architecture in the downtown core. Many buildings that date to the late 1800's are still standing, and their facades have been restored in the last ten years by a collaboration with the City of Jamestown using Community Development Block Grant (CDBG) funds as well as an investment by the Gebbie Foundation through the Jamestown Renaissance Corporation. Many of these buildings had vacant floors above the ground floor commercial and retail space that sat fallow, but have been transformed into modern urban market-rate apartments with high ceilings, large windows and modern surface treatments, while retaining the historic elements that gave these buildings their charm and splendor. Downtown Jamestown's core is in the National and NY State Register as a designated Historic District because there is a significant number of historically significant structures.

The Wellman Building at the corner of West Third and Cherry Street (picture right) is a perfect example of a developer taking advantage of historic tax credits, foundation assistance, and public funds including CDBG funds to transform an entirely vacant six story building into 44 market rate apartments with a nearly full occupancy. The ground space has added Univera's Jamestown office recently, and the corner space has the potential for new restaurant or retail location with buildout incentives available.

DRI funds could be used to establish a Low Interest Redevelopment Loan Fund to assist developers with hard construction costs on a "take-out" loan basis. A specific grant fund can also be established for certain aspects of the adaptive re-use redevelopment as match funding for existing CDBG programs that are offered by the City through the Jamestown Urban Renewal Agency for program activities such as

Greenlining Façade Program and the Downtown Handicap Accessibility Rebate Program.

Loan Repayment from the adaptive re-use redevelopment projects could also be utilized to establish dedicated funds to facilitate additional projects and activities to draw tourism and high quality shows to downtown attraction venues:

- Riverwalk Downtown Activity Fund administered by JRC.
- Micro-loan Enterprise Fund to JLDC and Jamestown Renaissance Corporation dedicated to attracting businesses in the ground floor retail space for the mixed-use developments to support the downtown living space for buildout.
- Theater District Events Fund—to help with programming costs associated with bringing in live performances that local sponsorships cannot fully fund.



## Potential Development Projects

### ***Historic Hotel Jamestown at 110 West Third Street***

This beautiful brown brick building on the corner of West Third and Cherry Streets is a 10 story concrete structure completed in 1924 as a renaissance revival style building that was used as a hotel until the 1970's. The hotel has a large venue available for weddings that was once an opulent ballroom and was named the Crystal Ball Room. In 1969, the Jamestown Housing Authority (JHA) purchased the north side of the building which was split in two by deed, with the south side of the building being utilized as commercial and professional space until recently when it was sold and has become vacant. The JHA manages more than a hundred remodeled one and two bedroom apartments with many fully handicap accessible. The apartments are subsidized by HUD, and many of the tenants are elderly and or disabled.

There has been interest by several capable developers to purchase the south side (front 3rd street side) of the building with the intention of converting the top nine floors to market-rate apartments. This could give the building a new life with a mixed-use emphasis for incomes of those renting apartments and use as professional and retail space on the lower floors. The building needs a new elevator system and upgrades to the HVAC systems as well as a façade makeover.

Additional downtown apartments has be a catalyst for attracting many young and middle aged professionals that enjoy an urban environment and lifestyle. This increase in market-rate apartment's downtown has also created a need for additional supporting retail shops including restaurants and food markets with fresh produce and meats.

A prominent local developer in Jamestown recently met with City officials and the Jamestown Housing Authority Board Chair, JHA legal counsel, and



*Photo Credit: Brandon Schuster*

their Executive Director to begin discussions for transformation of the property to a mixed-use redevelopment if they were able to purchase the property from the present owner. This building would qualify for historic tax credits to bring additional capital to the potential development. The Historic Hotel Jamestown building has great promise for redevelopment in the next three years if there are enough incentives to make the numbers work.

## Potential Development Projects

### ***The Furniture Mart Building at 111 West 2nd Street***

The Furniture Mart Building is a 10 floor steel structure building completed in 1917 as the Furniture Expo Building built by the Jamestown Furniture Marketing Association to showcase the wares of local furniture manufacturing companies. The building served as a showcase to furniture dealers and stores from across the country with the numerous local hardwood furniture manufacturers that was built by the Jamestown Furniture Manufacturing Association.

As with many buildings in Downtown Jamestown, the broad die-industrialization and manufacturing base and loss of the of hardwood furniture manufacturers in Jamestown has left this once proud building largely vacant, with their largest tenant, the Call Center, is also looking to leave the building for a more conducive environment for their employee morale and retention. Lack of modern space and a dated physical environment is not a winning formula for tenant retention.



The Gebbie Foundation has retained an exclusive first option on the purchase of the building from its present owner. The Furniture Mart Building (FMB) is located on the next block east from the National Comedy Center, and is at the north end of the

Washington Street Bridge. The AECOM Downtown Jamestown Economic Development Strategy Final Report states, "This historic structure boast fantastic river views and offers significant opportunities for unique development." Some AECOM suggestions include a food market hall, antique mart, classrooms, visitor's center, and galleries, showrooms and artist studios. The dramatic views can also lend itself to either market-rate apartments or condominiums to create a truly mixed-use occupancy.



## Potential Development Projects

### *Key Bank Building at 202 North Main Street*



This iconic four floor building that originally was the home of the Jamestown Savings Bank that was built in 1921. The beautiful plaster ceilings in the main concourse give a sense of dramatic flair for this mixed-use development. The massive stainless steel vaults are still in place. Key Bank occupied the majority of the building until September of 2015 as their main branch in Downtown Jamestown. The property is currently being marketed by Pyramid Brokerage Company with several interested developers with potential tenants such as law firms and a not-for-profit that needs 10,000 square feet of space. The building is in the historic district and is thus eligible for historic tax credits.

The south side of the building has a law firm on the 4th floor with the second and third floors being vacant and not lease-able in the current state. One strong potential developer that has submitted a letter of intent to purchase the building has plans for apartments and or condominiums on the south side of the building with professional offices in the main section.

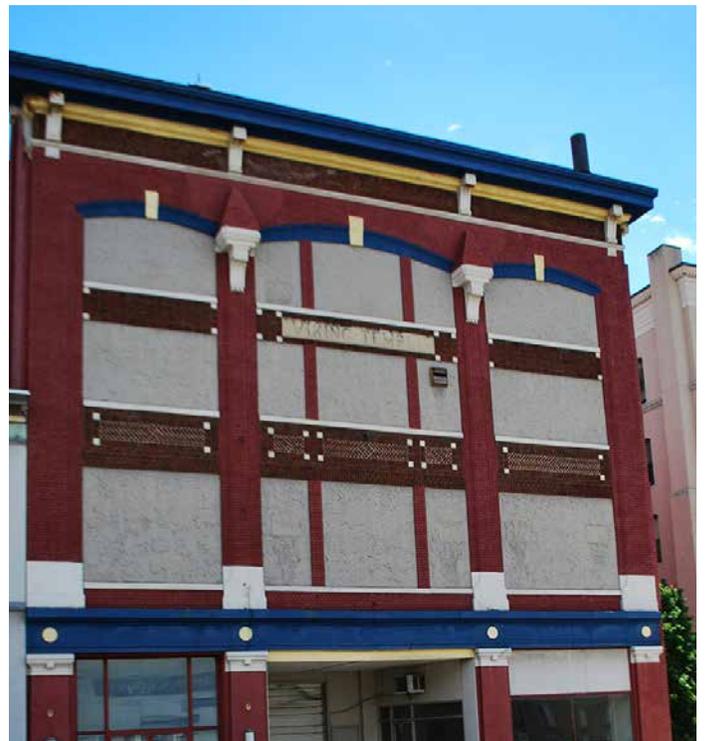
This building could also be utilized for high-tech manufacturing using 3-D printers and lasers.

### *Former Viking Temple Lodge at 318 Washington St.*

The Historic 4-story, 24,700 sq ft bldg in excellent condition that has been the home of the Jamestown Vikings Ingjald Lodge #65 sine May 1941 until the building was auctioned off in January 2007. The Vikings Building is a multi-purpose structure with a small garage on the street-level as well as storefront space, office spaces, a kitchen, a stage and box seats. Located in the Downtown Jamestown District, access to historic tax credits will be an incentive that can assist in the redevelopment.

Some Special Features: Decorative ballroom w/ stage & surrounding balcony; full Island bar, two unequipped kitchens, walk-in cooler & Freezer, working 5 floor elevator, 4 floor fire escape, Decorative woodwork & paneling.

The building is around the corner from the proposed DoubleTree Hotel and conference Center, and within a short walk to the National Comedy Center. The building is currently for sale at a price of \$110,000.



Potential Development Projects

**Shawbucks — The Mindful Eatery -212 West 2nd St.**



Shawbucks has been a restaurant and night club since the mid 1990’s. The business and building owner, Kurt Johnson, is looking to take the business in a new direction, as it is situated across the street from the National Comedy Center and the Jamestown Savings Bank Ice Arena.

**The Mindful Eatery**- a Place to Learn Positive Habits of Mind and Body is a 501(c)3 nonprofit organization dedicated to innovative ways to strengthen our community while promoting public health. The organization is housed in the historic Journal Press building, at the heart of recent efforts to revitalize Jamestown: the Jamestown Savings Bank Arena, Gateway Train Station, National Comedy Center and Chadakoin Riverwalk System. On this unique campus you can experience history; exercise in or out; enjoy a concert, sporting event or comedy at its best. And soon, you also will be able to:

- Prepare and flash-freeze meals made from fresh local produce for convenient, clean eating at home;
- Enjoy dining on a locavore gourmet meal you’ve just watched chefs prepare up-close;
- Learn to grow healthful, nutrition-packed organic fruits and vegetables.

Today the ground floor houses a thriving restaurant, performance venue and sports bar. Now plans are underway for the Mindful Eatery to advance its mission through two key programs:

1. To transform the second floor into a public event venue. An exterior elevator with see through glass and dramatically lighted to be added to reach all three floors.
2. To transform the roof into the PEARL CITY LEARNING GARDEN, a unique organic rooftop garden where cultivating healthy food and community education for all ages grow together year round.



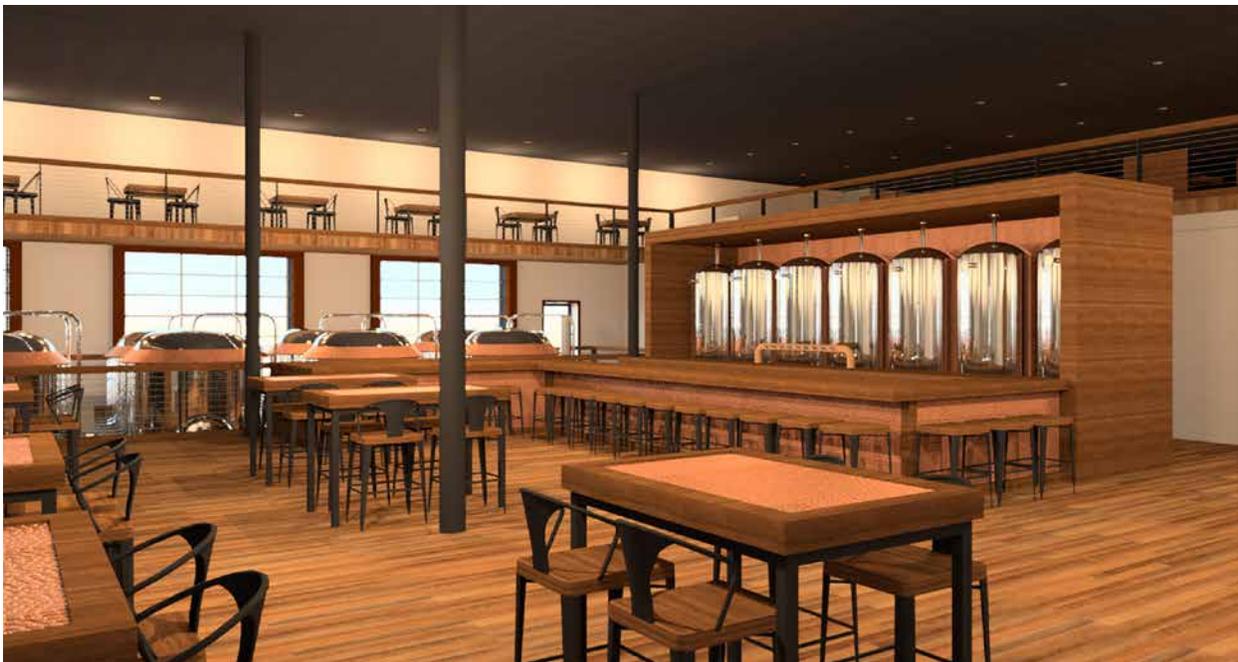
## Jamestown Brewing Company

The Grants Building located at 119-121W. 3rd Street in downtown Jamestown will be completely renovated into the Jamestown Brewing Company. This ambitious \$5 Million project will consist of renovation of this underutilized and mostly vacant building for use as mix of manufacturing (brewing) and retail restaurant space. The project is strategically located at the west end of the central business district in close proximity to the BWB building, the Jamestown Savings Bank Ice Arena, and the National Comedy Center. The basement and part to the first floor will be home to the McLellan Brewing Company, Inc. Owned by Jon McLellan Sr., this start-up brewery will operate under a New York State Farm Brewery license. Signed into law by Governor Cuomo to assist companies in promoting use of New York Agricultural products, McLellan Brewing will purchase hops and other ingredients from New York growers and producers under this license.

The Grants Building located at 119-121W. 3rd Street in downtown Jamestown will be completely renovated into the Jamestown Brewing Company. This ambitious \$5 Million project will consist of renovation of this underutilized and mostly vacant



building for use as mix of manufacturing (brewing) and retail restaurant space. The project is strategically located at the west end of the central business district in close proximity to the BWB building, the Jamestown Savings Bank Ice Arena, and the National Comedy Center. The basement and part to the first floor will be home to the McLellan Brewing Company, Inc. Owned by Jon McLellan Sr., this start-up brewery will operate under a New York State Farm Brewery license. Signed into law by Governor Cuomo to assist companies in promoting use of New York Agricultural products, McLellan Brewing will purchase hops and other ingredients from New York growers and producers under this license.



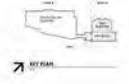
*Interior Perspective Study*

National Comedy Center – Gap Funding

Without a doubt, the most significant project that requires additional funds and that possesses the most powerful and imminent potential to catalyze Jamestown’s revitalization, is the completion of the National Comedy Center (NCC). Lead investments made by the Gebbie Foundation (\$6M), Empire State Development (\$2.5M), NYS Parks (\$.5M), Market New York (\$.525M), the John R. Oishei Foundation (\$2 M) and other local foundations (\$2.3 M) demonstrate confidence in the anticipated impact of this transformative economic development initiative.



3D OVERVIEW  
NATIONAL COMEDY CENTER  
PHASE 2 ACQUISITION AND RENOVATION



Clark Patterson Lee  
DESIGN PROFESSIONALS



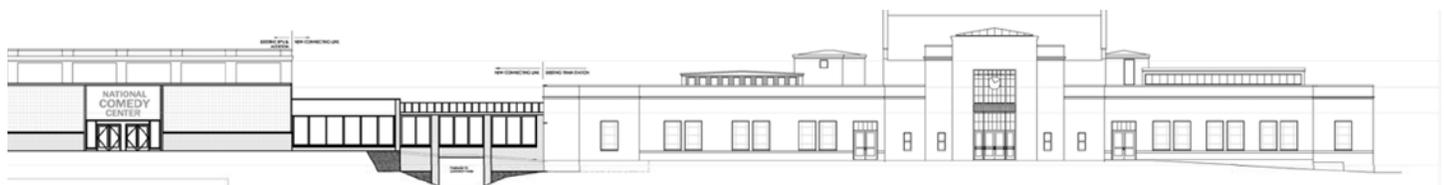
A conservative professional financial analysis conducted by the international firm, AECOM, estimated that the world-class attraction would draw over 114,000 visitors per year that will catalyze \$17M in goods and services purchased, \$6M in new wages and 184 new jobs in Chautauqua, Cattaraugus, and Erie counties. Employment impacts will primarily be created by businesses in Jamestown and the surrounding region such as hotels, restaurants, retail operations and services as well as open opportunities for entrepreneurs interested in capitalizing on the influx of visitors to the region.

Just having made national headlines with the acquisition of George Carlin’s archives, the NCC is close to assembling the complete financial construction package by pursuing the generation and syndication of Federal New Market Tax Credits (\$4M), a federal Economic Development Agency grant (\$3M), and additional donations from foundations, individuals

and corporations. In addition, the NCC hired a full-time experienced development director from Manhattan who has moved to Jamestown to raise funds for an endowment fund that will sustain the daily operations of the attraction.

At a recent workshop facilitated by Goody Clancy, area leaders gathered to discuss priority and transformative projects for Jamestown. As a result, the group of nearly 30 stakeholders indicated that “The NCC is the most important ongoing project at this time for downtown. Gap funding to push the project over the finish line is fundamental to completing this regional destination...” [Jamestown, NY: Identifying Priority Transformative Projects Report – April 19, 2016].

***The project funding gap for the National Comedy Center presently stands at approximately \$1.5 million.***



## Property Acquisition & Site Preparation

Waterfront activation is a key and critical component of Downtown Jamestown’s Revitalization initiative plan. In the AECOM Downtown Jamestown Economic Development Strategy Final Report in August 2015 suggested that a key waterfront design strategy should, “Create a compelling South Bank District,” that includes a new hotel, waterfront restaurant, among other visitor experiences. A site does exist on the Greater Jamestown Riverwalk Trail on the east side of the Washington Street Bridge that has been identified in this study. Chautauqua Brick Company, Inc., which is a lumberyard and hardware store that sells predominately to local contractors with origins back over 100 years has a small retail store with a lumber mill and a storage barn with an extensive lumber lay down area that is visible from the Riverwalk trail. This type of business is not particularly well suited for waterfront activation, and a higher and better use for this valuable waterfront property is indicated.

The current owner of the parcel and the business is amenable to relocating his business within the city on a parcel that would still be in the heart of the city approximately one mile down the road on an open and available parcel. This site is also in the Brownfield Opportunity Area (Chadakoin River Central/ Eastern BOA) and Local Waterfront Revitalization Plan (LWRP) area which studied the revitalization of the Chadakoin River through improved uses, connectivity with the City, and redevelopment of brownfield and underutilized commercial and industrial sites.

The Jamestown Urban Renewal Agency has engaged Clark Patterson Lee (CPL) to develop concept drawings and renderings for a potential tourism related businesses for this site in March 2016 as well as a new home for Chautauqua Brick Company, Inc. CPL is additionally developing concept site plans to be used to market the hotel to potential hotel developers that would seek to retain the rights to a mid-level flag such as a Marriott , Hilton, or other comparable hotel flag. Currently development is still in the conceptual phase and we believe that interest will be very strong from hotel developers given the fact that pedestrian bridges will be constructed and in place by early 2017 as part of the 2014 Transportation Accessibility Program (TAP) grant that awarded the City of Jamestown \$1.6M as a part of a \$2.0M bridge project. The pedestrian bridges will be dramatically lit with LED lighting designed to capture attention from all directions. The proposed hotel would be directly behind and across the river and a short walk to the National Comedy Center by way of Comedy Center Park.

### Physical and Urban Design Analysis and Recommendations

#### Key Waterfront Design Strategies

1. Connect to the river
2. Develop a rail connection with a programmed experience
3. Develop a ‘river walk’ trail
4. Develop a comprehensive active ‘water plan’ for the river and lake (ECO tours, kayaking, paddleboats, dinner/floating restaurant, educational programs, fishing, etc.)
5. Develop a waterfront restaurant
6. Create a compelling South Bank District (lighting program for the power station, new hotel, local & visitor experiences, events, etc.)
7. Create an Events Park (concert lawn/amphitheater)
8. Develop a new waterfront attraction (bird or nature themed)



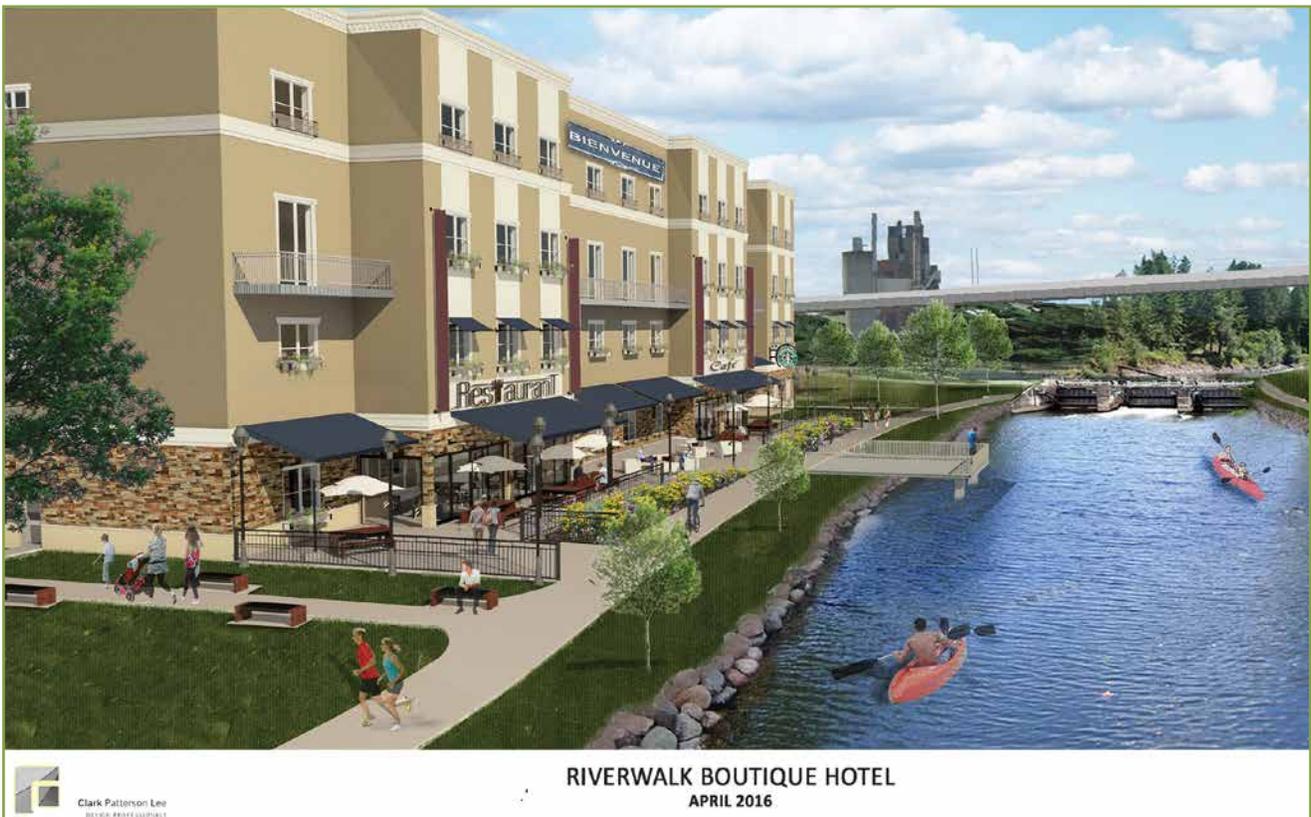
**Property Acquisition & Site Preparation**

**Downtown Jamestown Revitalization Initiative potential program funding:**

1. A site acquisition grant to the Jamestown Urban Renewal Agency (JURA) to purchase Chautauqua Brick Company site in which JURA could begin the site preparation and initiate the process for developers to take advantage of Brownfield Opportunity Area additional brownfield credits. The Fair Market Value (FMV) purchase price would be used by the current owner of Chautauqua Brick Company to assist construction costs for a new facility in an area that is more conducive to their operational needs such as easier truck access to the site and lumberyard.
  - The City of Jamestown has commissioned a Phase I Environmental Assessment (February 2016) of this site utilizing USEPA grant funding for a 2014 Brownfield Area Grant (BAG) to perform environmental assessments community-wide. The City also has the ability to apply to USEPA to conduct a Phase II assessment on the parcel if approved.
  - Demolition of the current buildings and any site

environmental remediation and preparation to make the site “shovel-ready” for an RFP process to determine the best use and development project for the site.

2. Sale of the Chautauqua Brick parcel through RFP could be used to purchase adjacent site to the west, which is a key parcel on the Riverwalk that is currently a storage business.
3. An infusion of capital to the Jamestown Local Development Corporation to loan into the project(s) to the “developer” as dedicated “Waterfront Business Development” low interest loan fund.
  - A portion of the repayment of the loan proceeds could be directly utilized to fund a “Waterfront Activity Fund” (WAF) used to produce live entertainment events at Comedy Park as well as festivals and other related events that would attract a large volume of visitors and local residents to the waterfront. This fund could potentially be administered by the JRC and or the Downtown Jamestown Development Corporation in conjunction with the Jamestown Riverwalk Commission.



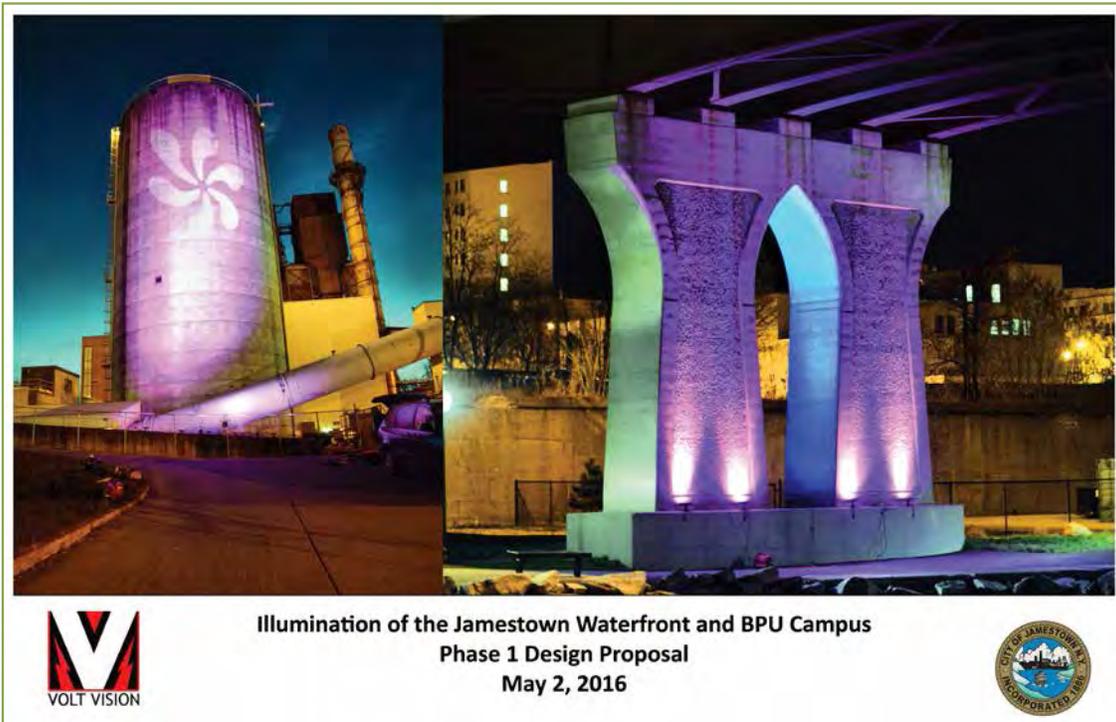
## Riverwalk Lighting Program

The Greater Jamestown Riverwalk Trail has been a key development strategy that isn't fully developed, but is to a point where many of the key elements and components are currently being built or are in the design phase such as the two pedestrian bridges (2017) that will cross the Chadakoin River. Since 2013, the City of Jamestown has received a total \$2.0M in grant awards that is being invested with a local match of over \$900,000 in the Greater Jamestown Riverwalk Trail.

A 2013 CFA award for Phase VI of the Greater Jamestown Riverwalk Trail (\$500,000) and \$1.60M for a Transportation Accessibility Program (TAP 2014) grant awarded by NYSDOT. Additionally, local and regional foundations such as Gebbie, Oishei, Sheldon, CRCF, and the Rotary Club of Jamestown invested over \$800,000 to develop Comedy Center Park in 2015, which is directly behind the restored Gateway Train Station and the National Comedy Center, and will be used for performance events and other activities to stimulate people using the Riverwalk for recreation and entertainment purposes that will drive economic development.

In the AECOM Downtown Jamestown Economic Development Strategy August 2015 Final Report, the concept of lighting the Jamestown Board of Public Utilities (JBPU) power generating station was suggested as a recommendation in their Physical and Urban Design Analysis for Key Waterfront Design Strategies. A lighting test was recently performed using exterior LED lighting fixtures by Volt Vision and a JBPU electrical engineer in which they placed the lighting under the Washington Street bridge abutments and lit the a coal silo with high intensity light.

The results were stunning for the demonstration test project, and the effects have the potential to have a greater "wow effect" when lighting that would be custom designed and installed permanently. The new pedestrian bridges also have the potential to be lit up brightly with LED lighting that is energy efficient, doesn't require a great deal of maintenance, and is very flexible in terms of colors that can be used for different times of the year or events.



## Rail Museum & Excursion Train Depot

The former Erie Train Station that was transformed and restored to its original splendor with a \$12M private and public investment completed in 2012 is being developed into a national attraction by the National Comedy Center that will encompass both the east and west wings of the building. Behind the National Comedy Center is Comedy Park which is directly connected to the Greater Jamestown Riverwalk Trail that leads to the waterfront and two pedestrian bridges (2017) that will be utilized to attract many visitors and local residents to programmed activity and recreation. One of the key signature features is a state of the art at-grade-railroad-crossing for pedestrians at Comedy Park. Just west of Comedy Park is an engine barn that is owned by the railroad and will be leased to a 501(c)3 entity. The engine barn was originally built and used to repair locomotive engines when there was scheduled passenger rail service on the line by the Erie Lackawanna Rail Road.

A local group of volunteers have taken it upon themselves with the permission of the WNYP RR to clean-up the site area of debris and overgrowth that has arisen from the lack of activity on the site. A private fund has also been established at the Chautauqua Community Regional Foundation (CRCF) to help restore the engine barn into a rail museum. This blighted building is in the footprint and view of what will become the National Comedy Center, and if nothing is done in regards to the current state of the building, it will become a blighted blemish to visitors and local residents that will be attracted to Comedy Center Park, NCC, and the Greater Jamestown Riverwalk Trail.

The Rail Museum would become the new home for a restoration project by local train enthusiasts of Trolley Car #93 that was used by the Jamestown Street Railway Company. A local master carpenter and his team of volunteers has been doing a complete restoration that could potentially include a means of actually using the trolley on tracks

still remaining behind the train station that could run to attractions such as McCrae Point on the Greater Jamestown Riverwalk Trail and Southern Tier Brewery in the Town of Busti or be pulled by a special tractor.



## Rail Museum & Excursion Train Depot

Concurrently, a passionate group of local and regional train enthusiasts have been trying to establish excursion trains that would bring hundreds of visitors to Jamestown from Buffalo and Niagara Falls, and could also be used to bring Jamestown residents to the Buffalo-Niagara Region as well. The City of Jamestown has been working with Stone Consulting of Warren, Pennsylvania, a specialist in rail road consulting that also has vast experience developing feasibility and implementation plans for excursion passenger trains around the nation.

The City has committed \$30,000 to fund an implementation plan with Stone Consulting, and is still seeking the remaining \$20,000 to fund the study.

The Jamestown Urban Renewal Agency (JURA) has engaged Clark Patterson Lee (CPL) to develop concept drawings and renderings as well as a project scope for the adaptive re-use of the engine barn to a rail museum and excursion train depot. The concept is to bring hundreds of people to the doorstep of

the NCC by way of train that would have the added benefit of promoting additional lodging nights in the hotels in Downtown Jamestown. Excursion train packages could be developed with the numerous attractions, restaurants, and hotels within walking distance of the proposed depot.

The City of Jamestown has been encouraged by operators and curators of train equipment and artifacts that they have intense interest in partnering in this endeavor.

Downtown Jamestown Revitalization Initiative potential program funding:

- Fund a grant to JURA/DJDC for planning, design, site preparation, and use as match funding for additional grants necessary to develop and rehabilitate and construct the rail museum and excursion train depot utilizing the engine barn as the base building.



Reg Lenna Center for the Arts

Master Plan Implementation

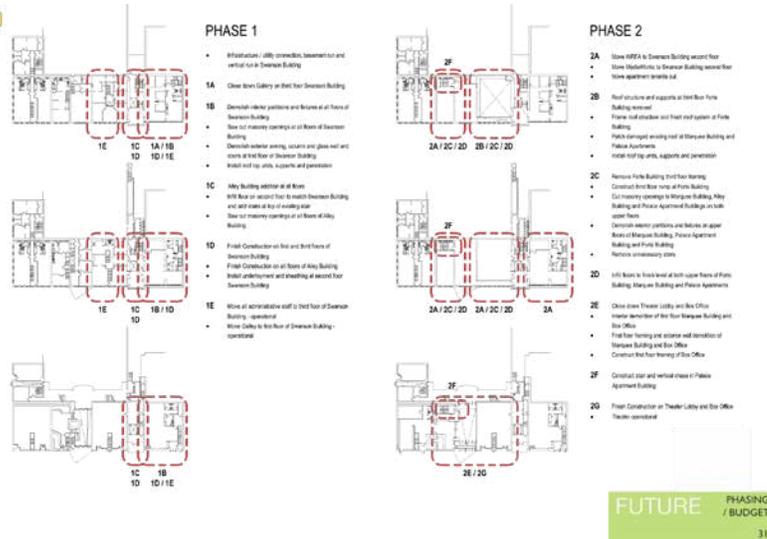
The design team from FortyEightArchitecture saw the principal challenge for Master Plan Study was to create a distinctive new identity for The Reg Lenna Center for the Arts that enhances functional effectiveness, improves operational efficiencies, and sensitively responds to the contextual character of downtown Jamestown. To achieve this, a holistic, integrated process was undertaken that engaged the entire project team - including The Reg’s administration, staff, and members of its board, key community stakeholders and funders, and the design professionals – in collaborative investigation and testing of ideas that were unique to the specific context of the institution.

At the outset of the Master Plan Study, the existing structures, building systems, and other conditions of the group of buildings that comprise The Reg’s facilities were thoroughly investigated to provide the design team with a solid frame of reference for the planning work to be performed. These investigations identified and quantified the facility’s essential infrastructural and operational features, with an emphasis on recognizing the qualitative characteristics of the existing buildings. Key systems and components were identified, so that potential constraints could be recognized, performance

and operational goals established, and potential implementation plans organized to maximize the outcome of any future renovations.

Early in the Study process, a series of workshops (“charrettes”) were conducted at The Reg to “frame the vision” of the project. These workshops established a clear understanding of the project team’s belief, philosophy, and principles for the project, aligned the entire team around the project’s purpose and goals, and served to develop design concepts and strategies and test and verify early program and planning studies. The outcome of these workshops led to clear consensus about the appropriate direction for the Master Plan Study. To conclude the process, the design team then analyzed potential phasing plans for Implementation of the design plan and proposed building infrastructure improvements; these strategies recognized the need to maintain uninterrupted operations of the various components of The Reg during the construction period to the greatest extent possible. These plans were then matched to a conceptual construction time frame and cost model as the basis for developing an overall budget for the project.

40 80



The “Reg will take a phased approach as they leverage funds that they have committed thus far with any potential grant funding award that would arise through the planning process should Jamestown be awarded the DRI, and or the CFA process.

The Reg Lenna Center for the Arts is responsible for the igniting the spark for Downtown Jamestown’s revitalization a little over twenty-five years ago. They remain the anchor on the east side of downtown, and that fact is why local foundations such as Gebbie are investing their future.

## Streetscape, Traffic Calming & Wayfinding

### Traffic Calming

Link the east and west sides of downtown, particularly between the areas of the Jamestown Savings Bank Arena and the National Comedy Center and the Reg Lenna and City Hall. The arena and future comedy center are major downtown destinations, yet feel separated from the core of the City by the barrier of Washington Street and 2nd and 3rd Street environments. Physical improvements to the street and buildings in these areas will connect the entire downtown and leverage key investments. [Goody Clancy 2016]

Washington Street is a wide state road and a barrier between the JSB Arena/NCC area and downtown, with fast moving traffic and limited pedestrian attraction. Working with NYSDOT to improve a targeted, first-phase two to three block area of this roadway for pedestrians while calming traffic would connect downtown and multiple attractions: the Arena, NCC, Pearl City Brewery, BWB Center, 3rd Street, and the future DoubleTree Hotel.



Create cohesive, walkable, full-service streetscapes and clear wayfinding. Jamestown's sidewalks and streetscapes are in need of rehabilitation to promote a walkable, bikable, active downtown and to link destinations. Wayfinding will be critical for the influx of visitors anticipated with the National Comedy Center. [Goody Clancy 2016]

### Streetscape Improvements



- *Develop an ICONIC marquee or signage element*
- *In-fill corner with a new café or sports bar*
- *Curb-less Plaza in front of NCC*
- *Provide infrastructure for out-door events and festive lighting* [AECOM 2015]



- *Redevelop northeast corner lot in conjunction with the entire block*
- *New marquee or signage element for Lucy Desi building*
- *Active ground floor retail* [AECOM 2015]



201605A18

BY COUNCILWOMAN ECKLUND:

WHEREAS, as part of Governor Andrew Cuomo's Regional Economic Development Councils, the Downtown Revitalization Initiative (DRI) that is to be administered by the New York Department of State is an opportunity for one downtown from each of the ten (10) regional economic development councils to be nominated by their respective council for the award for which the submission must come from the respective municipal government entity; and

WHEREAS, in conjunction with the Downtown Revitalization Initiative process, up to \$10 million in each of 10 communities will be made available to aid in the transformation of communities toward the reinforcement of workforce infrastructure and employment. The initiative will place emphasis on the reinvestment of public and private funds into the downtown neighborhoods and surrounding areas; and

WHEREAS, the Jamestown Urban Renewal Agency has prepared for submission on or before June 3rd 2016, the Downtown Revitalization Initiative application for the City of Jamestown, as part of a collaborative community-wide stakeholder effort for said grant application that will outline strategies for waterfront activation, adaptive re-use development projects, streetscape redesign, site acquisition and preparation for development, and traffic calming; and

WHEREAS, said application is consistent with and in support of the City of Jamestown's Comprehensive Plan (1998), and other studies regarding riverfront development and its importance to downtown redevelopment including the Downtown Jamestown Community Redevelopment Plan (2001) and City of Jamestown Urban Design Plan (2006); now therefore be it

RESOLVED, that the City Council is in full support for the submission to the WNY Regional Economic Development Council an application for the 2016 Downtown Revitalization Initiative for the revitalization of Jamestown's Downtown area and stimulation of the community's workforce with comprehensive community involvement in the planning and implementation process should the City of Jamestown be nominated and awarded; and be it further

RESOLVED, that the City Council hereby authorizes the Mayor to execute all necessary documents with The New York State Regional Economic Development Councils and The New York State Department of State, should the City of Jamestown be successful in securing funding for said downtown revitalization efforts.



119-121 West Third Street  
Jamestown, NY 14701  
(716) 664-2477  
[jamestownrenaissance.org](http://jamestownrenaissance.org)

May 27, 2016

Christopher Schoepflin, WNY Regional Director  
Empire State Development  
95 Perry Street, Suite 500  
Buffalo, NY 14203-3030

Dear Mr. Schoepflin:

The Jamestown Renaissance Corporation (JRC) fully supports the City of Jamestown's application for the Downtown Revitalization Initiative. JRC is a steadfast partner with the city, local foundations, other non-profits and the private sector working towards the mutual goal of downtown and community development.

The JRC was formed as a public-private entity after the adoption of the City of Jamestown Urban Design Plan. Since 2006 JRC has co-led the effort to bring private capital, residency, and businesses to the urban core of Jamestown. Over the last ten years in excess of \$100 million in private and public capital has been invested in the urban core. This investment is starting to make a difference in the choice of businesses and people to locate in an urban environment once again.

The access to \$10 million in state investments is a necessary component to continue the momentum that we have seen over the last decade. The ability to leverage these funds with private capital and tax credits is a standard operating procedure with all development entities and projects that have been successful. The JRC has successfully garnered two NYMain Street Anchor grants that have a leverage ratio of 10:1 private capital to state investment. The City leveraged private investment in the Erie Rail Depot through the syndication of Historic Tax Credits and the National Comedy Center is attracting the first use of New Markets Tax Credits in Chautauqua County.

Teamwork and collaboration will continue this trend and rest assured that the investment of \$10 million in state resources will be a wise investment; one that will reap many times the initial investment. Together we are making a difference in the urban core of Jamestown!

Thank you for taking the time to review the application and all of the supporting documentation. Please do not hesitate to contact me should you have any questions or if JRC can be of any assistance as you and your team complete the DRI review process.

Sincerely,

A handwritten signature in black ink that reads "Gregory Lindquist". The signature is written in a cursive style.

Gregory S. Lindquist  
Executive Director



This seal confirms compliance with all standards and policies for U.S. Community Foundations



May 17, 2016

*Enriching the Quality of Life in the Chautauqua Region*

Christopher Schoepflin, WNY Regional Director  
Empire State Development WNY Regional Office  
95 Perry Street, Suite 500  
Buffalo, New York 14203-3030

Dear Mr. Schoepflin:

As Chautauqua Region Community Foundation executive director, I am writing to express my full endorsement for the City of Jamestown's Western New York Downtown Revitalization Initiative application. If awarded, \$10 million dollars will have an immeasurable impact on our community, spurring interest, not only in terms of private and corporate investment, but local foundational support, and property-holder development.

The Community Foundation targets approximately \$3.2 million dollars annually for regional improvements. Its goal is to balance a strong economic base with collective artistic, cultural, educational, and recreational opportunities. The Governor's initiative, aimed at assisting communities, is completely in line with our passionate devotion to making this area an exceptional place in which to live, work, and raise families.

Positive momentum is building throughout Chautauqua County, but is, perhaps, nowhere more evident than in Jamestown. Public and private partnerships are improving downtown housing, public spaces, natural amenities, healthcare, and education. Always historically rich in cultural diversity, we are more fully embracing and enjoying our ethnic heritages.

This is not to say Jamestown, like so many Northeastern cities, is not facing challenges. Once a thriving mecca for the furniture industry, it is re-inventing itself for today's economy. This award will give the city a significant boost as it returns to a vibrant and thriving community. Local committees are looking forward to and are fully committed to working with expert planners provided in conjunction with this award.

Beyond financial ramifications, the \$10 million dollars will give Jamestown's citizens hope, not only now, but for generations to come. I strongly urge your support for this initiative.

Sincerely,

Randall J. Sweeney, Executive Director  
Chautauqua Region Community Foundation

NATIONAL  
COMEDY CENTER  
JAMESTOWN, NY

Lucy Desi  
MUSEUM &  
CENTER for COMEDY  
JAMESTOWN, NY

Lucille Ball  
COMEDY  
FESTIVAL

National Comedy Center, Inc.  
2 West 3rd Street  
Jamestown, NY 14701

P- 716.484.0800  
F- 716.484.9373

info@comedycenter.org

[www.NationalComedyCenter.org](http://www.NationalComedyCenter.org)

[www.Lucy-Desi.com](http://www.Lucy-Desi.com)

[www.LucyComedyFest.com](http://www.LucyComedyFest.com)

May 31, 2016

Dear Mayor Teresi:

I cannot imagine a downtown more precisely situated for the investment described in the Downtown Revitalization Initiative than that of Jamestown, New York. It is as if the evaluation criteria and identification target principles were written about this community, at this very point in time.

From the perspective of the National Comedy Center development, the Lucy Desi Museum, and the exponentially-growing Lucille Ball Comedy Festival, this city is in absolute need of a \$10 million investment in its downtown. Growth of these initiatives – in particular the construction of the National Comedy Center – has now reached a tipping point of potentially outpacing the development of the downtown in which it is embedded.

Fortunately, Jamestown stands ready.

Gold-standard outside professional analysis has been done, the strategies and principles ripe for consideration and review by the Fast Track Planning Initiative process – and most importantly – the team of savvy, dedicated people standing together, ready to act as one cohesive unit, moving Jamestown forward.

When Cesar Perales (current DRI Chair) visited Jamestown in 2012, he described the world-wide splash made by a *New York Times* piece about the NCC vision as “an ad one could never afford to buy.” In 2016, the *Times* announced Jamestown’s acquisition of the George Carlin archive, and the world responded – the news “trending” on both Twitter and Facebook, with “Guess I’m heading to Jamestown!” the common reactionary sentiment.

Carlin’s daughter, Kelly (*The Kelly Carlin Show*, SiriusXM) described Jamestown to Dan Aykroyd as “Gorgeous, with this energy like its coming back to life, and a vibe that’s somehow both vintage Americana, and extremely hip.”

The DRI Program can ensure that Jamestown truly becomes the place tomorrow’s workforce will want to live, work and raise families.

With this investment, the REDC and the Governor’s office can bank on standing witness to a downtown coming to life in a way that will become the posterchild for revitalization for decades to come.

With gratitude for your work,



Journey Gunderson  
Executive Director  
National Comedy Center, Inc.

# NATIONAL COMEDY CENTER JAMESTOWN, NY

May 31, 2016

Hon. Samuel Teresi, Mayor  
City of Jamestown  
200 E. 3<sup>rd</sup> Street  
Jamestown, NY 14701

Dear Mayor Teresi:

This letter serves as an expression of absolute support for the City of Jamestown's application to the Downtown Revitalization Initiative.

As the Chairman of the National Comedy Center project, and a Jamestown native, I see first-hand the need for development of the downtown to transform it into a vibrant community where tomorrow's workforce will want to live, work and raise families.

Even more than need, however, I see opportunity, potential, and preparedness. This is a community standing at the brink of doing something on a national scale; a community that stands together, ready to deliver game-changing improvements to downtown quality of life, necessarily concurrent with the launch of a game-changing tourism asset that is the National Comedy Center.

It's difficult to imagine a downtown better positioned to take advantage of the DRI at this very moment than that of Jamestown, New York.

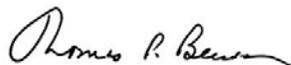
The ability to capitalize on prior, and catalyze future public and private investment is certain. The continuity with the REDC's vision for the region is seamless. Our goals and ideals for downtown, and the DRI's Identification criteria, are perfectly aligned.

With years of careful, significant development preceding this moment and uniquely strong partnership among the public and private sectors, the non-profits, cultural institutions and local government, this community stands ready to enter the DRI Fast Track Planning Initiative running.

The momentum is here; the team is assembled, the time is right.

With the investment of \$10 million from the DRI program, Jamestown will become an exciting case study in downtown revitalization for generations to come.

Sincerely,



Tom Benson  
Chairman

CHAUTAUQUA  
COUNTY

LandBANK

CORPORATION 

May 24, 2016

Mr. Sam Terisi, Mayor  
City of Jamestown  
200 E. 3<sup>rd</sup> Street  
Jamestown, NY 14701

Dear Mayor Rosas,

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

As you know, the Chautauqua County Land Bank Corporation has worked collaboratively with the City of Jamestown since 2013, and together we have done some great things. This partnership has resulted in more than 30 residential properties being acquired in Jamestown, of which a dozen have been sold, thereby resulting in over a million dollars in private investment in Jamestown. Additionally, almost 30 residential and mixed-use demolitions have been undertaken between the Land Bank and the City's Community Development Block Grant Program, resulting in an investment of approximately \$750,000 in blight removal. Almost a dozen side lots, many of which were abandoned and neglected, were also purchased by the Land Bank, and were cleaned up, sold to responsible neighbors, and merged with their properties thereby adding to the tax base. It is important to note that all of the Land Bank and the City's investments have been in accord with the City's Neighborhood Housing Plan which was conducted by czb and adopted by the City in 2012.

We hope that, should the City of Jamestown receive the DRI designation from the State, we could ramp up our operations in Jamestown, especially in the City's urban core. That being said, we have the experience, tools and resources to assist the City in their efforts to revitalize their downtown and waterfront. The DRI award would certainly help the City to solidify a vision for their downtown, and would provide the means by which to undertake projects to realize this vision.

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

Sincerely,



Mark Geise

Executive Director

Chautauqua County Land Bank Corporation

[mgeise@chautauqualandbank.org](mailto:mgeise@chautauqualandbank.org)

May 26, 2016

Christopher Schoepflin, WNY Regional Director  
Empire State Development  
95 Perry Street, Suite 500  
Buffalo, NY 14203-3030

Dear Chris;

From our work together advancing the growth and development of the WNY Region through economic development initiatives, you know that the Gebbie Foundation has a virtually laser like focus on the rejuvenation of the City of Jamestown.

To that end the Gebbie Foundation has invested over 40 million dollars into the City over the last 15 years, and has ongoing commitments to projects including the National Comedy Center that continue that same level of investment going forward. The approximate 3.5 million dollars we invest annually has been following strategies that closely align with Governor Cuomo's initiatives through the CFA process. All of these investments are intentionally focused on helping the City of Jamestown achieve the goal of becoming a City where more people want to live, work, and raise their families, ultimately the vibrant center of economic activity in our Region.

We have not been alone in our efforts. We have many partners including the Federal, State, County and City Governments, other Foundations, Not-for-Profit entities, and private sector businesses who have all committed to this effort, guided by the award winning Urban Design Plan ratified by the City in 2006. This plan has been implemented so effectively that we have been asked to submit the Plan to a National competition to recognize the quality and significance of the results.

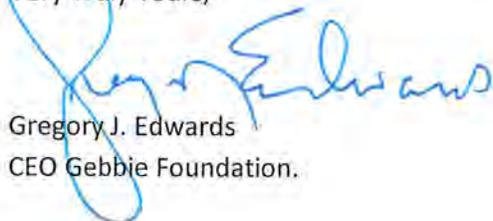
All of these efforts have created momentum in the City accelerating the growth and development to a point where we are poised to turn the corner from "rust-belt legacy city" to the "Gig-City" (gigabyte) of the future. One professional I was working with who has worked all over the Nation described Jamestown as a "small market with big market capacity to deliver". That encapsulates very accurately who we are now and what we can become.

To make this desired result a reality we need the dramatic impact of precisely what the Governor has stated he has envisioned from the DRI, 10 million dollars of State investment that leverages private investments, regional foundations and others into the transformative revitalization of a City. Jamestown

has the right plan, a proven track record of implementation, and a committed team that the Gebbie Foundation is proud to be part of. Together with your help, and the work of your professionals from NYS, this team will invest the award in a way to set the standard for how NYS Cities can regain the role as the Economic Engine for the families and businesses who call our State home, and all those who will want to come to NYS to share in these successes.

Thank you for your personal commitment to us across the spectrum of help that NYS EDS has provided to our collective efforts, and I am excited about the prospect to work with NYS EDS implementing the DRI.

Very Truly Yours,



Gregory J. Edwards  
CEO Gebbie Foundation.

*Ralph C.* SHELDON Foundation, Inc.

May 19, 2016

Christopher Schoepflin, WNY Regional Director  
Empire State Development WNY Regional Office  
95 Perry Street-Suite 500  
Buffalo, NY 14203-3030

Dear Mr. Schoepflin,

The Ralph C. Sheldon Foundation enthusiastically supports the City of Jamestown's application for the 2016 Western New York Downtown Revitalization Initiative. Our Foundation invests approximately \$2.2 million annually in southerly Chautauqua County, the majority of which is invested in not-for-profit organizations located in Historic Downtown Jamestown.

Approximately 40% of our annual grant making is for capital facility improvements, which include adaptive reuse of historic buildings, as well as new construction. Given the dramatic increase in construction costs over the past few decades, none of the projects undertaken thus far would have been possible without the collective partnership of the area foundations, private investment and public dollars.

The improvements we have collectively made to our Downtown has truly been a renaissance for our small town, but we have more work to do to achieve our shared vision. The impact of an additional \$10 million in our compact Downtown, for projects already underway and those planned, cannot be underestimated. Our public-private partnerships have already invested the time, money and effort to plan for the long-term, and are well underway to implementing those plans. Local philanthropy has already committed significant dollars in multi-year grants to a myriad of projects in Downtown. The addition of another \$10 million will immediately be put to use and will allow us to complete projects underway, as well as those that are "shovel ready." Completing those projects simultaneously, in a compressed timeframe, will go a long way towards generating the desired synergy of economic activity that is so desperately needed in our impoverished city.

I urge your support for the City's application.

Sincerely yours,



Linda V. Swanson

Executive Director

---

217 North Main Street • PO Box 417 • Jamestown, NY 14702-0417

Phone: 716.664.9890 • Fax: 716.483.6116

[www.rcsheldonfoundation.org](http://www.rcsheldonfoundation.org) • [info@rcsheldonfoundation.org](mailto:info@rcsheldonfoundation.org)



JAMESTOWN  
PUBLIC  
SCHOOLS

TRADITION OF EXCELLENCE SINCE 1867

SUPERINTENDENT OF SCHOOLS

May 25, 2016

Hon. Samuel Teresi, Mayor  
City of Jamestown  
200 E. Third Street  
Jamestown, NY 14701

Dear Mayor Teresi:

I write in support of the City's \$10 million application for the Downtown Revitalization Initiative. Given the investments the City has already made and with the new National Comedy Center soon to be built, the Jamestown Public Schools applauds your continued efforts to improve the city's core.

While we appreciate the plans to repurpose some of Jamestown's iconic buildings, increase the inventory of downtown housing, and improve access to the river, we are most excited about your efforts to calm traffic and make downtown safer and more friendly for pedestrians. The overwhelming majority of our 5,000 students walk to school, and two of our buildings – Love Elementary and Jamestown High School – fall within the footprint of downtown.

Jamestown High School, as you know, also serves as a venue for many community performances and meetings. Thousands of area residents come into Jamestown to attend one or more of these special community programs. As a resource to many organizations outside of our school system, the Jamestown Public Schools consider ourselves a significant community asset and a full community member.

We consider the city to be a laboratory for our students. We appreciate the varied partnerships we have forged with the City, and we stand ready to continue our support of your efforts to improve and revitalize our community.

Very truly yours,

Tim O. Mains  
Superintendent of Schools



**CHAUTAUQUA COUNTY  
OFFICE OF THE COUNTY EXECUTIVE**

---

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

VINCENT W. HORRIGAN  
County Executive

May 18, 2016

Christopher Schoepflin, WNY Regional Director  
Western New York Regional Economic Development Councils  
95 Perry Street - Suite 500  
Buffalo, NY 14203-3030

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

Dear Mr. Schoepflin,

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

The City and its partners have completed a planning study to capitalize on what will be the future success of the National Comedy Center and are ready to improve the downtown area to accommodate the expected 100,000 visitors to the Comedy Center when it opens in 2017.

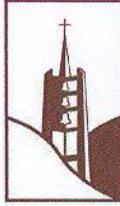
The City of Jamestown is uniquely qualified to benefit from this revitalization effort and already has the commitment of local leaders and stakeholders to build on and implement the recent strategic plan for the City. They clearly have the capacity to execute this award initiative through a robust collaboration with the Gebbie Foundation and Jamestown Renaissance Corporation and have already seen renewed interest in businesses and investment in the downtown corridor.

The Downtown Revitalization Initiative will allow the City to make improvements to streetscape, historic preservation efforts, and riverfront development, which will help push forward Jamestown's efforts to provide a cohesive and unique experience to those who spend time within Chautauqua County.

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

Respectfully yours,

Vincent W. Horrigan  
Chautauqua County Executive



**ST. BONAVENTURE**  
UNIVERSITY

**Sr. Margaret Carney, O.S.F, S.T.D**  
**University President**  
St. Bonaventure University  
St. Bonaventure, NY 14778  
716-375-2222

**New York State Downtown Revitalization Initiative**  
**Letter of Support**

Dear Western New York Regional Economic Develop Council,

St. Bonaventure University (SBU) and The Robert H. Jackson Center, in downtown Jamestown, have recently developed and signed a Memorandum of Understanding (MOU) with the goal of “enhancing scholarly research, educational opportunities, advocacy, and expansion of the Jackson legacy”. The ethics which Robert H. Jackson embodied are “at the heart of the Jackson Center’s mission and these principles of equality, fairness, and justice resonate with the mission of St. Bonaventure University as well.” Therefore, this partnership, which will explore the Jackson legacy, has the potential to advance and enrich the fabric of each institution and the communities they serve.

The activities described in our MOU focus on the development of SBU courses taught through the Jackson Center, linking the two institutions through new technological platforms, and developing research projects and scholarly papers focused on Jackson and his legacy. Additional collaboration also aims to enhance exposure and advocacy for the Jackson Center.

St. Bonaventure is excited to enter into a partnership with the Jackson Center, not only to enhance and explore the history and impact of Robert Jackson, but to be an academic presence in Jamestown and provide additional resources to the local community. We are committed to the advancement of this understanding and, with the successes we anticipate, enter into a deeper and closer relationship with the Jackson Center and the Jamestown Community.

Therefore, St. Bonaventure is very supportive of the city of Jamestown’s application for the NYS Downtown Revitalization Initiative grant proposal, as we represent a University partner that brings an enhanced academic and educational component to the Jackson Center and downtown Jamestown.

Sincerely,

Sr. Margaret Carney, O.S.F  
President of the University

May 18, 2016

Hon. Sam Teresi, Mayor  
City of Jamestown  
Municipal Building  
200 E. 3<sup>rd</sup> Street  
Jamestown, NY 14701

Board of Directors

Matt Hanley, *President*

Matt Kindberg, *Vice President*

Vanessa Weinert, *Treasurer*

Deborah Bolling, *Secretary*

Alison Barry

John Bauer

Tammara Hodges

Lana Huston

Margaret Johnson

Sheryl Johnson

Mary Kohl

Max Martin

Angie Peck

Jeanne Shedd

Chris Switala

Dear Mayor Teresi,

It is with great enthusiasm that I write to support the City's application for the Downtown Revitalization Initiative. This particular opportunity will be just the catalyst to drive and complete much of what Jamestown has already been working on diligently. The underpinnings are all in place, we just need the means!

The Reg Lenna Center for the Arts is the cornerstone of the arts district, and close neighbor to City Hall. The work that will happen because of such funds will allow us to fully realize the "arts district", creating viable streetscape, which will bring new shops and restaurants and bars to the downtown core. The Reg is poised to be a major destination for the community as well as the visitors who will follow to visit and enjoy the National Comedy Center, and also many of the other attractions that are already in place.

In addition, the downtown will continue to grow, especially with new residents moving downtown, and then the market rate value increases with each new apartment. As the owner of seven apartments in the downtown it will mean additional revenue for the organization, which as a not-for-profit will be significant.

This is such an exciting time in Jamestown. In the two short years I have been here, I see progress and change and a lot of hope. It is an extremely gratifying time to be here and be a part of this significant phase. I know the City will use the funds in the most effective way possible to further the priorities and needs of the City and really thrust Jamestown onto the National scene.

Anything we at the Reg Lenna can do, please do not hesitate to call upon us.

Sincerely,



Kathleen Eads  
Executive Director

May 25, 2016

Hon. Sam Teresi, Mayor

City of Jamestown

Municipal Building

200 E. 3<sup>rd</sup> Street

Jamestown, NY 14701

---

Dear Mayor Teresi:

I am writing you this letter on behalf of Lynn Development, Inc. (LDI), a Jamestown, NY commercial real estate developer.

LDI is in support of the City of Jamestown's pursuit of the **New York State Downtown Revitalization Initiative (DRI)**. As one of the primary private investors and developers in the downtown Jamestown market, we see this opportunity as essential to the continued investment and realization of the Downtown Jamestown Master Plan.

Our corporation has benefited from the leadership and foresight of the City of Jamestown providing much needed business tools and resources, while spearheading the collective involvement of the community. These activities have attracted local and regional private investors, providing a landscape that welcomes passion, creativity, and entrepreneurship. This landscape also creates a community acumen designed to recruit, retain, and grow jobs and opportunity within Downtown Jamestown.

While the City of Jamestown has done an amazing job creating this culture and providing resources, without the assistance of the State of New York, they cannot escalate the development of the Downtown at a rate necessary for Jamestown's arrival on the National and World stage - The National Comedy Center.

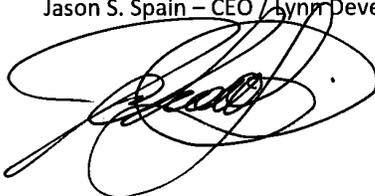
This once in a lifetime opportunity for Western New York to become a National and World attraction for comedy must be met with the full commitment of New York State in order to showcase **The Downtown of Tomorrow** – the symbol for Downtown Economic Resurgence.

The Downtown of Jamestown, New York, will be on a stage typically reserved for the elite of communities. Our unique position requires the collaboration of government and private resources. New Yorkers have an opportunity to demonstrate our passion for excellence – our ability to rise to the expectations of a World platform – and our humble example how to link the past with the present.

It is to answer this **Call-To-Action** that Lynn Development strongly endorses the seeking of the **Downtown Revitalization Initiative**.

Respectfully,

Jason S. Spain – CEO / Lynn Development, Inc.





May 25, 2016

Western New York Regional Economic Development Council  
c/o Hon. Samuel Teresi, Mayor  
City of Jamestown  
200 E. Third Street  
Jamestown, NY 14701

Re: Downtown Revitalization Initiative Letter of Support

Dear Western New York Regional Economic Development Council,

The Robert H. Jackson Center fully and enthusiastically supports the City of Jamestown's application for Governor Cuomo's Western New York Downtown Revitalization Initiative. The Jackson Center is proud to call downtown Jamestown home and contribute to the revitalization efforts the city proactively pursues, especially as Jamestown played such a major role in Justice Jackson's life. Work undertaken by the city and its various community partners, particularly over the past 10 years, has already resulted in remarkable transformational successes and brought within grasp a prolonged and sustainable turnaround for the downtown area. Plans developed for adaptive re-use development of key iconic buildings, streetscape and traffic re-design, waterfront activation and much more will further enhance our compact, well-defined downtown's ability to support a vibrant, year-round community, and attract increasing numbers of residents, businesses, and visitors.

Established 15 years ago, the Robert H. Jackson Center is a non-profit dedicated to promoting liberty under law through the examination of the life and work of Supreme Court Justice Robert H. Jackson and its relevance to current events and issues. The Jackson Center's exclusive collections, exhibits, program and meeting facilities, and administrative offices are housed in an historic 1858 Italianate mansion in downtown Jamestown. Between our wide range of program offerings and our physical Jamestown facilities, we attract in excess of 20,000 people each year. We invite and engage students of all ages, scholars, educators, national officials, and international dignitaries to analyze contemporary issues of liberty and justice through the lens of Justice Jackson's body of work. Our work informs the dialogues taking place in classrooms, at community and corporate leadership tables, and within institutions of higher learning and public policy around the nation and the world. We initiate education, training, and research resulting in informed scholarship, improved practices, and productive partnerships with regional, national, and international organizations and institutions of higher learning.



Our partnership with St. Bonaventure University is one such significant, formal arrangement which brings an enhanced academic and educational component and resources to the Jackson Center and downtown Jamestown. This partnership facilitates scholarly research, educational opportunities, advocacy, and expansion of the Jackson legacy. The focus is on creating opportunities for preparation for college study, undergraduate education and scholarship, taking advantage of existing educational expertise, and developing research projects and scholarly papers. Additional possibilities for benefits to both institutions and the communities we serve continue to be explored and will serve to enhance our educational offerings.

Therefore, the Robert H. Jackson Center is very supportive of the City of Jamestown's application for Governor Cuomo's \$10 million investment in our community, as we are an employer, educator, and inspiration for investment and philanthropic support and will continue to support the City of Jamestown's revitalization efforts to our best ability.

Sincerely,

A handwritten signature in blue ink that reads "Susan Moran Murphy". The signature is fluid and cursive.

Susan Moran Murphy  
Executive Director  
The Robert H. Jackson Center



# Digitell inc

Content Capture ♦ Live Streaming

4 E 3rd St, Suite 300  
Jamestown, NY 14701  
(800) 679-3646

May 16, 2016

Dear Sam

I want to take this opportunity to thank the City of Jamestown, NY for their continued support and assistance in relocating Digitell to the Signature Building (Old M & T Bank building). The work that was accomplished to renovate this old building and make it available for Digitell, Inc., a nationally known industry leading technology company, was what allowed Digitell to remain in Jamestown and not be persuaded to move our company to Erie, PA. Thank you on behalf of all of our employees!

To update you on our first 4 months in operation in the new location, we have been able to bring several high level potential new clients to the area for a tour of our new facility and we have secured three (3) of them in the first 4 months of this year, of which the state-of-the-art facility certainly had much to do with their decision.

I understand that the City is applying for funding through the WNYREDC program. I would be more than willing to be part of your application process if there is an opportunity for me to share my experience with the City and how I believe that Jamestown is on the verge of exciting growth. I believe that this began several years ago with the Façade and neighborhood programs coordinated through the city and the JRC and this resurgence has certainly gained momentum over the past 10 years that I have been in town. I have seen so much progress over the past couple of years and I can just feel the excitement in so many of the business leaders throughout town.

It is with great pride that Digitell competes on a national level from a small city in Western New York. It always makes me smile when we beat out our competition, which is usually from Silicon Valley or San Francisco, and when published in our industry's national publications, their first response from competitors is "Where is Jamestown, NY?"

Thank you again for all that you did to help us relocate to this building and let me know if I can be of any assistance throughout the application process.

James A. Parker, President

Digitell, Inc.



Content Capture



Live Streaming



Webinars



On-demand



Tina Scott, Executive Director ~ 509 Cherry Street, Jamestown, NY 14701-5098 ~ Phone 716-484-7135 ~ Fax 716-487-1148 ~ [www.prendergastlibrary.org](http://www.prendergastlibrary.org)

May 26, 2016

Hon. Samuel Teresi, Mayor  
City of Jamestown  
200 E. 3<sup>rd</sup> Street  
Jamestown, NY 14701

Dear Mayor Teresi,

On behalf of the Prendergast Library Board of Trustees, I want you to know that the City of Jamestown has the library's full support for a state Consolidated Funding Application outlining projects that could enhance the community.

The future of the City of Jamestown is looking brighter than ever, thanks to the cooperative efforts of many individuals and organizations interested in new and exciting ideas to nurture economic development and related projects. The library is proud to be celebrating its 125<sup>th</sup> anniversary this year in such a forward-looking and hopeful atmosphere. The library itself is currently involved in a local mural project with at-risk youth, working with the Department of Social Services, and serving on the Jamestown Planning and Partnership Commission. As we focus on the future, we look forward to an even more active role outside of our own organization.

The library has had a solid long-term relationship with the City of Jamestown. We have benefitted from annual financial support, the participation by government officials in library programming, and the expertise of city officials in the role of a sounding board on issues such as whether to proceed with a 259 Funding Initiative.

We wish you success in your development of a Consolidated Funding Application, and we look forward to working with you in new ways that will enhance our corner of Western New York.

Sincerely,

Tina Scott  
Executive Director  
James Prendergast Library  
509 Cherry St  
Jamestown, NY 14701

## Completed Planning Studies

**City of Jamestown Comprehensive Plan (1998)**

*The Comprehensive planning process began with goal-setting, followed by an inventory and analysis of existing conditions. The focus of the Comprehensive Plan is an in-depth analysis of particular issues influencing the current condition of the city and a series of recommendations for policies to guide the growth of the community in a direction to meet the established goals.*

**Jamestown Urban Design Plan (2006)**

*This plan outlines a vision for renewing downtown Jamestown, identifies the actions needed to accomplish the vision, and defines the roles and responsibilities of the institutions and people that can make it happen. It grew out of an extraordinarily collaborative effort involving city government, business and community leaders, foundations, downtown businesses, and city residents.*

**Chadakoin River Corridor BOA Pre-Nomination Study (2008)**

*Through the efforts of the City of Jamestown and the Jamestown Urban Renewal Agency (JURA), the New York Department of State (NYS DOS) and New York Department of Environmental Conservation (NYS DEC) awarded the City of Jamestown a Brownfield Opportunity Area (BOA) grant. This grant program provides municipalities and community-based organizations with the resources to develop a vision for brownfield redevelopment and to prepare the implementation strategies that are necessary to realize the successful reuse of these properties. (Project area: Chadakoin River through downtown areas).*

**City of Jamestown Traffic and Streetscape Enhancement Plan (2008)**

*This effort is intended to provide a strategy for improving vehicular and pedestrian circulation throughout the downtown core, as well as recommendations for improving and enhancing the downtown streetscape to make it more attractive, welcoming, and safe. The recommendations and guidelines are considerate of the unique characteristics and development conditions that exist within downtown Jamestown, including the existing railroad line, the waterfront, and its signature topography.*

**City of Jamestown, A Livable Community (2010)**

*This report lays the groundwork and develops a blueprint to strategically revitalize Jamestown's neighborhoods, create a vision for making Jamestown a more livable community, and to establish implementation plans and policy actions necessary to do so. It is a collaborative effort between City of Jamestown, JURA, Jamestown Planning Commission, and the Jamestown Strategic Planning and Partnerships Commission.*

**Jamestown Tourism Branding Project (2011)**

*The Jamestown Tourism Branding Project identifies the City of Jamestown's tourism niche – the attraction of quality that differentiates the city as a tourist destination. The project identified Jamestown's "lure" for visitors and laid out a detailed marketing plan that builds on its identified brand. This is a crucial step toward the realization of Jamestown's Urban Design Plan.*

## Completed Planning Studies

### **Downtown Jamestown Business Mix (2012)**

*W-ZHA was retained to identify a target business mix for Downtown Jamestown given Downtown's brand of "Up Close and Wonderful". The branding study identified Downtown's target market as those households that are interested in an urban vibe as well as an accessible creative center.*

### **Chadakoin River West BOA Pre-nomination Study (July 2013)**

*Through the efforts of the City of Jamestown and the Jamestown Urban Renewal Agency (JURA), the New York Department of State (NYSDOS) and New York Department of Environmental Conservation (NYSDEC) awarded the City of Jamestown a Brownfield Opportunity Area (BOA) grant. This grant program provides municipalities and community-based organizations with the resources to develop a vision for brownfield redevelopment and to prepare the implementation strategies that are necessary to realize the successful reuse of these properties. (Project Area: Chadakoin Park and wetland areas)*

### **City of Jamestown Active Transportation Plan (2013)**

*The ATP is a long-term action plan to help make Jamestown a healthier and more livable community. The plan recommends policies, programs, design considerations, and projects that will further enhance pedestrian safety, comfort, and access in all of Jamestown's neighborhoods. It is intended to complement the Urban Design Plan but also Jamestown Schools, CARTS, adjacent municipalities, and others with a stake in transportation.*

### **Local Waterfront Revitalization Program (2014)**

*The City of Jamestown Local Waterfront Revitalization Program (LWRP) is a locally prepared comprehensive land and water use plan for the City's natural, public, and developed waterfront resources along the Chadakoin River. The LWRP refines and supplements the State's Coastal Management Program and provides a framework within which critical waterfront issues can be addressed, and planned waterfront improvement projects can be pursued and implemented.*

### **Chadakoin River Central / Eastern BOA Nomination Study (July 2014)**

*Through the efforts of the City of Jamestown and the Jamestown Urban Renewal Agency (JURA), the New York Department of State (NYSDOS) and New York Department of Environmental Conservation (NYSDEC) awarded the City of Jamestown a Brownfield Opportunity Area (BOA) grant. This grant program provides municipalities and community-based organizations with the resources to develop a vision for brownfield redevelopment and to prepare the implementation strategies that are necessary to realize the successful reuse of these properties. (Project Area: Chadakoin River in Eastern/Central areas)*

### **City of Jamestown Consolidated Plan 2015-2019 (2015)**

*The Consolidated Plan represents a collaborative process whereby a community establishes a unified vision for community development actions. On the most basic level, the completion of a Consolidated Plan is an application requirement by the U.S. Department of Housing and Urban Development (HUD) for funding through the Community Development Block Grant (CDBG) and HOME programs. The plan focuses on the allocation of funds to help improve low-moderate income families' quality of life.*

**Completed Planning Studies****Downtown Jamestown Economic Development Strategy [AECOM] (2015)**

*In preparation for the opening of the National Comedy Center in Jamestown, New York, the Gebbie Foundation engaged AECOM Technical Services, Inc. (AECOM) evaluated strategic economic development opportunities downtown that would help maximize the economic impact of the National Comedy Center in downtown. The study reviewed and analyzed existing conditions and market conditions, including the performance of downtown Jamestown, considering hotel occupancy, residential development, retail demand, hotel demand.*

**Illumination of the Jamestown Waterfront and BPU Campus: Phase1 [Volt Vision] (May 2016)**

*The purpose of this document is to explore preliminary concepts and budgets for lighting up the Waterfront/ Riverwalk and BPU Campus in Jamestown, NY. Upon the request of the City of Jamestown and the Jamestown Renaissance Corporation, Volt Vision was asked to develop a conceptual plan, which could be employed to seek funding to implement the project. In my mind, the Conceptual Plan identifies 1) the location of the lighting and other peripheral equipment, 2) what it will generally look like, 3) an inventory of equipment needed for the project and their associated costs, 4) the approximate cost to install the equipment, 5) the annual cost to keep the lights on, including electricity and maintenance, and 6) major challenges to implementation.*

***For access to the complete planning documents, please follow:***

***[tiny.cc/JamestownPlansAndDocs](http://tiny.cc/JamestownPlansAndDocs)***

## 2016 Consolidated Funding Applications

### **Restoration of Tracy Plaza - City of Jamestown:**

*The City will likely be seeking funding to totally renovate Tracy Plaza, which is the public space surrounding City Hall in downtown Jamestown. This \$5 million project, which will likely be implemented in phases, will incorporate green technology innovations and will convert this underutilized area into a usable, environmentally friendly public space.*

### **Jamestown Waterfront and BPU Illumination - City of Jamestown:**

*Similar to the grain silo illumination project adjacent to the Skyway in downtown Buffalo, this initiative will light up Jamestown's waterfront area, including the Main and Washington Street bridges, the Riverwalk pedestrian bridges and trees, and some of the key industrial features of the BPU plant including the silos and steam plume. Approximately \$190,000 will be sought through the NYS DOS LWRP program.*

### **Reg Lenna Center for the Arts Building Restoration - Jamestown Renaissance Corporation:**

*JRC will partner with The Reg Lenna Center for the Arts in applying for a New York State Anchor Grant for assistance in filling a funding gap in their \$4 million Master Plan project. JRC will also work in coordination with the "Reg" and ESD in applying for additional funding for other aspects of the project, i.e., construction of a multimedia studio.*

### **Wintergarden Plaza Upgrade Project, Phase II - Jamestown Renaissance Corporation:**

*Since the completion of Phase I in 2011, Winter Garden Plaza has become the site for a series of summer concerts and other programming, including the Lucille Ball Comedy Festival. This project, which will be seeking \$111,000 of DOS EPF funding, will result in the installation of a new canopy system to cover a small stage area (thereby enhancing the plaza's usability as an outdoor performance venue), the installation of up-lighting, bicycle racks, and additional picnic tables & landscaping, which will enhance downtown Jamestown by improving its visual appeal and safety.*

### **2nd Street Buildings Restoration - Jamestown Renaissance Corporation:**

*JRC will be seeking funding through the New York Main Street Downtown Stabilization Program and the Main Street Program to assist in environmental remediation, building stabilization, construction, roof stabilization, and similar activities.*

### **Up Close Branding Initiative – Jamestown Renaissance Corporation:**

*JRC will be applying for up to \$80,000 in funding through Empire State Development's Market New York program to promote the Up Close Jamestown branding initiative on a regional basis by leveraging funding already committed locally by the Gebbie Foundation.*

### **North Main Street Adaptive Reuse Project – Chautauqua County Land Bank Corporation:**

*The Chautauqua County Land Bank will seek funding to acquire and renovate the buildings located at 1052 N. Main St., which is located on the main thoroughfare entering Jamestown from the south. The Land Bank will likely be applying for around \$225,000 through NYS DOS to restore an historic structure, add parking in the rear, and develop greenspace utilizing green technologies.*

Likely to be Submitted in Jamestown

**Workforce Development Capacity Building – Infinity:**

*Infinity will likely be seeking funding from NYSCA to fund a part-time administrative position, which will require a 25% cash match.*

**Various Projects, National Comedy Center:**

1) Gap Funding: NCC will be seeking funding from ESD to fill a funding gap to complete construction of the NCC Campus; 2) Tourism Capital Project: NCC may be applying for Market NY funding to assist in their marketing and tourism capital initiatives; 3) Archival Infrastructure: NCC is considering applying for arts and cultural funding through NYSCA to develop the infrastructure they need to properly store and catalogue acquisitions from the comedy community; and 4) Upgrades to Comedy Park: NCC is likely to apply for funding to purchase and install amenities to Comedy Center Park, including an amphitheater, bathrooms, benches, lighting, etc.

**Handicapped Accessibility and Historic Preservation of Original Porches at the Fenton History Museum - Fenton History Museum:**

*The Fenton History Museum will be applying for funding, most likely through the Environmental Protection Fund, to install a new elevator to make it more handicapped accessible, and to restore the porches to their original state.*

**Special Events Marketing - Jamestown Savings Bank Ice Arena:**

*JSBIA is considering applying for Market NY funding to assist with their regional marketing efforts for new special events.*

Jamestown, NY

# Identifying Priority Transformative Projects



Jamestown, NY

# Identifying Priority Transformative Projects

**Task Force Workshop – April 7, 2016**

**Report – April 19, 2016**

*A Jamestown Downtown Task Force workshop was held on April 7, 2016 at the Reg Lenna Center for the Arts. The purpose of the workshop was to gather Jamestown’s civic and community leaders to engage in a thorough discussion about recommendations for the downtown and to identify near-term **priority transformative projects** for implementation. The recommendations from the workshop build on the 2015 AECOM Downtown Jamestown Economic Development Strategy report and the 2016 Jamestown Downtown White Paper and other foundational plans and studies for Jamestown. The half-day workshop was facilitated by planning/urban design consultant Goody Clancy, creators of the Jamestown Urban Design plan. The following report is a summary of the Jamestown planning context and the April 7 workshop.*

## Introduction

The health and vitality of Jamestown’s downtown has long since been recognized as critical to the success of the City and the Chautauqua region.

Over the last fifteen years, elected officials and civic and community leaders have dedicated themselves to working collaboratively to advance this goal. Much progress has been made, but many challenges remain to be addressed if the downtown is to meet its full potential.

This report documents the findings of a community task force workshop, comprised of civic and community leaders, which was convened in April 2016 to reiterate key long-term goals for downtown Jamestown and to prioritize near-term initiatives and funding needs to advance these goals.

In the immediate term, these recommendations represent a critical part of Jamestown’s application to the State of New York for implementation funding under Governor Cuomo’s Downtown Revitalization Initiative (DRI) program.

## Report Organization:

The report is organized in the following sections:

|  |              |
|--|--------------|
| <i>A. Jamestown Progress.....</i>                  | <i>p. 3</i>  |
| <i>B. Downtown Challenges.....</i>                 | <i>p. 7</i>  |
| <i>C. Recent Planning.....</i>                     | <i>p. 8</i>  |
| <i>D. Workshop Process .....</i>                   | <i>p. 8</i>  |
| <i>D1. Workshop attendees</i>                      |              |
| <i>D2. Workshop agenda</i>                         |              |
| <i>E. Workshop Findings.....</i>                   | <i>p. 11</i> |
| <i>E1. Big Goals for Implementation</i>            |              |
| <i>E2. Priority Projects for Near-Term Funding</i> |              |
| <i>F. Appendix.....</i>                            | <i>p. 15</i> |
| <i>F1. Downtown Jamestown diagrams</i>             |              |
| <i>F2. Workshop photos</i>                         |              |
| <i>F3. Overview presentation</i>                   |              |

## A: Jamestown Progress

The City of Jamestown's urban design plan, completed in 2006, focuses on the city's downtown and related portions of its Chadakoin River waterfront. The planning process engaged a wide cross-section of the community who contributed to and supported the plan. Since adoption of the Urban Design Plan ten years ago, a combination of private and public resources have been invested in implementing recommendations from the plan, through collaborative actions of the City, its foundation and non-profit partners, state government, and local businesses and developers. Major accomplishments include:

- **Creation of the Jamestown Renaissance Corporation** to implement recommendations
- **36 façade enhancement projects** stimulated by a combination of local foundation funding through the Jamestown Renaissance Corporation, CDBG allocations from the City of Jamestown, and property owner investments
- **Public spaces increased and improved:**
  - 7 city alleys reconstructed
  - Blighted theater converted into a multi-use outdoor performance space, plaza, and urban park
  - Installation of a public art collaboration that uses building walls as outdoor exhibit space
  - Jamestown Riverwalk system expanded
- **Over 60 market-rate apartments** completed, diversifying a downtown residential market that was previously dominated by subsidized housing for seniors
- **Development of the BWB mixed-use project** on an existing surface parking lot at corner of Third Street and Washington Street
- **National Comedy Center** planning and predevelopment activities
- **Historic train station building** rehabilitation
- **Over a dozen restaurants opening or expanding since 2014** creating a growing cluster of new food-related businesses.
- **National Register of Historic Places in 2014** listed Downtown Jamestown as an historic district, creating instant value in the downtown real estate market by making historic preservations tax credits a financing option for the owners of the district's 101 component properties.

Jamestown, NY  
Identifying Priority Transformative Projects  
Task Force Workshop – April 7, 2016



*Jamestown Urban Design Plan (rendering), 2006*



*Relaxing along the new Jamestown Riverwalk under the Washington St. bridge, 2015*



*Completed façade renovations on Main Street in Downtown Jamestown, 2014 (courtesy JRC)*

New public and private sector investments in the downtown have been occurring for over a decade and amount to nearly \$100 Million. Renewed private sector interest point to serious signs that the private sector is willing to invest in downtown Jamestown in a substantial way, adding to a growing list of projects that have garnered recent state and philanthropic support:

- **M&T Bank Building:** The largely vacant M&T Bank Building is undergoing the final phases of a \$2.5 Million redevelopment project that included the relocation and expansion of Digitel, Inc., which brought over 60 high-paying positions to the center of downtown Jamestown.
- **Brewery/Restaurant:** The former W.T. Grant Department Store (aka Renaissance Center), which has been largely vacant and underutilized since the late 1970s, is slated to become a combination brewery and restaurant in 2016-17.
- The **National Comedy Center** (\$20 Million project that has been awarded \$3.75 Million from NYS in the 2014 & 2015 CFA rounds) will build on the success of the **Lucille Ball Comedy Festival/** When the Center opens in 2017 in the refurbished Jamestown Gateway Station, it will initially draw an estimated annual attendance of 114,000 and will be configured in a way that maximizes downtown pedestrian traffic to help support downtown businesses and the Chadakoin River.

Jamestown, NY  
Identifying Priority Transformative Projects  
Task Force Workshop – April 7, 2016

- The **Reg Lenna Center for the Arts** has a master plan to improve its facilities and make it a strong eastern anchor to downtown development
- **Greater Jamestown Riverwalk** investments will link northern and southern neighborhoods of the city with the construction of two pedestrian bridges across the Chadakoin River. The Riverwalk improvements offer greater public access to the previously “invisible” river, creating an environment where private development of restaurants, hotels, market-rate apartments, and water-related activities are possible.

Past and current initiatives have created powerful momentum and have noticeably changed market perceptions of downtown Jamestown, priming the downtown environment for a range of new investment.



*The National Comedy Center, slated to open in 2017*



*The Renaissance Center, formerly the W.T. Grant Department Store will become a brew pub in 2017*

## B: Downtown Challenges

Recent gains cannot conceal the fact that signs of disinvestment and deferred maintenance – which accrued in the decades after 1950 – still remain and serve as inhibitors of downtown vitality:

- Although downtown Jamestown is compact and walkable, **its streetscapes are of a decidedly uneven quality**. Some streets are far too wide for the automotive traffic they currently handle; others haven't had major improvements to street furnishings and lighting since the 1970s. This needs to be addressed for downtown to be a pleasant and safe place for visitors and residents to walk – and to instill further confidence in the downtown real estate market.
- Several **large and underutilized structures** loom over downtown's streets, serving as dead spots to street life and sources of considerable uncertainty. Prime among them are the large Furniture Mart Building, the shuttered Ramada Inn Hotel and unused space in several other buildings in the downtown core.
- The City of **Jamestown has a high poverty rate (28%, rising to over 50% in the downtown census tract)**, a high local tax burden due to the suburbanization of most of Greater Jamestown's commercial and industrial functions to modern space in adjacent towns, and a proliferation of tax-exempt entities locating in the downtown core, which all contribute to the fact that the City of Jamestown is rapidly approaching its constitutional taxing limit. These factors put the city in a highly tenuous financial position and make it difficult to sustain high levels of local public investment.
- Downtown Buffalo has benefitted over the past several years from the Buffalo Billion program and the work of the Erie Canal Harbor Development Corporation. Downtown Niagara Falls has been stimulated through millions of dollars invested by the state at Niagara Falls State Park and through the USA Niagara Development Corporation. While it is great news that Northern Chautauqua County was recently informed that Athenex, a cancer pharmaceutical manufacturer, will be building a new plant in the Town of Dunkirk, this is expected to have a minimal positive impact on Jamestown. While projects in Jamestown have recently been approved for some state support (National Comedy Center, New York State Main Street Grants, and Riverwalk pedestrian bridges), **Jamestown has lacked the sustained and focused support received by its regional peers**.

## **C: Recent Planning:**

### ***Downtown Jamestown Economic Development Strategy, 2015 and Jamestown Downtown White Paper, 2016***

Most recently, in conjunction with the anticipated opening of the National Comedy Center in 2017, the Gebbie Foundation engaged the consultant AECOM to prepare a “**Downtown Jamestown Economic Development Strategy**” to evaluate economic development opportunities that would help to maximize and advance the positive economic impact of recent investment. The Economic Development Strategy report from August 2015 outlines a range of potential initiatives that would foster compact growth, support a vibrant, year-round economy, capitalize on recent investment, grow jobs, enhance the quality of life in downtown and enable the community and stakeholders to visualize and target these opportunities.

Following the AECOM report, the City, Gebbie Foundation and Jamestown Renaissance Corporation determined collaboratively that a **stakeholder workshop** was required to identify a list of priority transformative projects from the range of initiatives identified in the AECOM study, and to highlight other projects or programs that would contribute to improving Jamestown’s downtown. Preceding the workshop, the groups prepared the “**Jamestown Downtown White Paper**” that highlighted past accomplishments, current initiatives, and a preliminary list of priority projects for discussion at the workshop.

A Task Force of decision makers, organizational leaders, and agency representatives was established to participate in the workshop to review these two documents and the larger Jamestown downtown planning context, to identify the priority projects, and to determine tangible next steps for implementation.

## **D: Workshop Process**

The Task Force workshop was held on April 7, 2016 at the Reg Lenna Center for the Arts in downtown Jamestown. The purpose of the workshop was to gather Jamestown’s civic and community leaders and decision makers to engage in a thorough discussion about recommendations for the downtown from the Downtown Jamestown Economic Development Strategy report and the Jamestown DRI White Paper to identify the near-term **priority transformative projects** for implementation. The half-day workshop was facilitated by planning/urban design consultant Goody Clancy, creators of the Jamestown Urban Design plan.

### **D1. Workshop Attendees**

The workshop agenda was attended by the following civic and community leaders:

- Vince DeJoy - Development Director, City of Jamestown/JRC Board
- June Diethrick, Chautauqua Region Community Foundation
- Dennis Drew, WRFA
- Kathleen Eads, Reg Lenna Center for the Arts
- Greg Edwards – CEO, Gebbie Foundation
- Mark Geise - Senior Planner, Jamestown Renaissance Corporation/Executive Director, Land Bank
- Matthew Hanley, City of Jamestown
- Rhoe Henderson, Gebbie Foundation
- Craig Hinderleider, JSB Arena
- Vince Horigan - Executive, Chautauqua County
- Tory Irgang, Gebbie Foundation
- Deke Kathman, Gebbie Foundation
- Kristy Kathman, Jamestown Renaissance Corporation
- Greg Lindquist - Executive Director, Jamestown Renaissance Corporation
- Andrea Magnuson – Associate Director, Gebbie Foundation
- Paul Marlinski – President, 4<sup>th</sup> and Pine Development Corporation
- Mary Maxwell, Jamestown Renaissance Corporation
- Lillian Ney - Co-Chair, Jamestown Renaissance Corporation
- Andrew Nixon – President, Chautauqua County Visitors Bureau
- Bill Rice - Principal Planner, City of Jamestown
- Christopher Rodgers – Jamestown Board of Public Utilities
- Edwin Rodriguez, Jamestown Renaissance Corporation
- Kris Sellstrom, Jamestown Board of Public Utilities
- Alexis Singleton, El Greco Woodworking
- Todd Trantum – President, Northern Chautauqua Chamber of Commerce
- Paul Whitford – Chautauqua County Legislator

### **D2. Workshop Agenda**

The workshop agenda was organized around three topics:

1. **“Setting the Stage”**. After introductions and review of goals, Goody Clancy gave an overview Powerpoint presentation on the Downtown Planning Context/Accomplishments in Jamestown since 2006 while highlighting a number of planning initiatives since that time:
  - Urban Design Plan, 2006
  - Traffic and Streetscape Enhancement Plan, 2008
  - Neighborhood Study – Reinventing Itself, 2010
  - Jamestown Brand Print, 2010
  - Business Mix Study, 2011

Jamestown, NY  
Identifying Priority Transformative Projects  
Task Force Workshop – April 7, 2016

- National Comedy Center, 2015-2017
- Downtown Jamestown Economic Development Strategy, 2015
- Jamestown White Paper: Identifying Priority Projects/Programs, 2016

The overview presentation can be found in the appendix of this document. The Jamestown White Paper was then discussed with particular emphasis and additional information on projects and programs defined in Section B: Strategy for Future Investment and Growth.

2. **“Setting Priorities”**. The second part of the agenda focused on defining the “Big Goals” for implementation and identifying/confirming preliminary list of priority projects and potential additional projects. This was followed by a green dot voting exercise indicating each stakeholder’s Top 5 Priority Projects in order to get a sense of preliminary direction. The results of the voting were then discussed to examine areas of agreement as well as points of difference.
3. **“Next Steps”**. Next steps included discussion on the preparation and distribution of this summary report as well as steps needed to undertake future grant responses.



*Facilitating a group discussion during the Task Force Workshop, April 7, 2016*

## E: Workshop Findings

### E1. Big Goals for Implementation

Building on the 2015 Downtown Jamestown Economic Development Strategy report, the Jamestown White Paper, and other foundational reports, workshop attendees discussed overarching goals for downtown that would advance earlier recommendations. These broad goals capture a range of activities and projects that will help Jamestown “be strategically prepared to capture economic development”, “build on the current momentum of public investment and private investor interest”, “prepare for current and future funding streams” and focus on “sustained investment in quality-of-life characteristics that entrepreneurs and skilled workers demand”.

The three big goals described below are followed by relevant programs or initiatives (referenced to State of New York Downtown Revitalization Initiative criteria) that would serve to achieve that particular goal:

#### **Goal #1: Implement critical infrastructure/public projects to improve the physical environment**

- **Create cohesive, walkable, full-service streetscapes and clear wayfinding (DRI #5 and #6).** Jamestown’s sidewalks and streetscapes are in need of rehabilitation to promote a walkable, bikable, active downtown and to link destinations. Wayfinding will be critical for the influx of visitors anticipated with the National Comedy Center.
- **Focus on continued enhancement of the Riverfront (DRI #5).** New bridges, paths, and public spaces are the first stage of a long-range effort to improve Jamestown’s waterfront. Additional connections, event spaces, and amenities are needed, as well as connections to the NCC and downtown.
- **Link the east and west sides of downtown, particularly between the areas of the Jamestown Savings Bank Arena and the National Comedy Center and the Reg Lenna and City Hall (DRI #2).** The arena and future comedy center are major downtown destinations, yet feel separated from the core of the City by the barrier of Washington Street and 2<sup>nd</sup> and 3<sup>rd</sup> Street environments. Physical improvements to the street and buildings in these areas will connect the entire downtown and leverage key investments.
- **Prioritize public investments which leverage private sector investment (DRI #3).** Investment in Jamestown’s infrastructure, streets, riverfront, and physical environment can catalyze critical private sector dollars. Recent and upcoming investments in the riverfront are a good example.

#### **Goal #2: Provide public support to leverage key private sector investments in downtown, including incentives, gap funding, and other measures**

- **Pursue adaptive re-use of key vacant structures (DRI #3).** Jamestown has a wealth of buildings that could be considered for adaptive re-use projects. There are several ongoing projects

(Holiday Inn, Renaissance Center) that could serve as models for future adaptive re-use efforts of key downtown buildings into mixed-use developments of housing, hotel, and/or retail.

- **Support redevelopment of four key downtown building sites identified in the recently completed Economic Development Strategy report (DRI #3 and #6).** Four key projects were identified in the AECOM study that would have significant benefits to the downtown. They include infill redevelopment, streetscape, and building improvements in the vicinity of: 3<sup>rd</sup> Street and Main Street; 3<sup>rd</sup> Street and Cherry Street; 2<sup>nd</sup> Street and Washington Street; and the southeast corner of the Jamestown Savings Bank arena.
- **Support a compact Arts District from the Reg Lenna Center to the JSB Arena (DRI #1).** The Reg Lenna Center has the potential to serve as the heart of an emerging, compact, and walkable Arts District in Jamestown. Improvements to the building itself as well as surrounding streetscape should be a focus to promote the identity of the district.

### **Goal #3: Recognize the need for ongoing planning and management moving forward**

- **Be prepared for future funding and next generation of downtown development (DRI #4).** Upcoming grant programs will help push Jamestown “over the top” in terms of implementing and promoting critical projects. Leveraging future dollars will ensure a sustained pattern of growth in the long term, positioning Jamestown as a local, regional, and statewide destination and a valuable location for a diverse range of residents and businesses.
- **Undertake planning efforts and public engagement for key future projects/programs (DRI #7).** Planning should be considered an ongoing endeavor to capture new opportunities to enhance the downtown and to prepare Jamestown for funding and implementation of key future projects. Public outreach and engagement should be central to these efforts.

## **E2. Priority Projects for Near-Term Funding**

Stakeholders identified a number of priority transformational projects in the near-term that align with the larger goals for implementation. Many of these initiatives (described below) were identified in AECOM’s Economic Development Strategy report and are also referenced in the Jamestown White Paper. The identified projects and programs provide a targeted and collaborative road map towards an application for near-term grant funding from the State of New York’s through its Downtown Revitalization Initiative (DRI) program. Estimates of funding levels to achieve maximum positive impact on the downtown are included for further discussion:

### **Category #1: Infrastructure/public projects - \$4,000,000**

- **Washington Street Streetscape between 2<sup>nd</sup> and 4<sup>th</sup> Streets.** Washington Street is a wide state road and a barrier between the JSB Arena/NCC area and downtown, with fast moving traffic and limited pedestrian attraction. Working with NYDOT to improve a targeted, first-phase two to three block area of this roadway for pedestrians while

Jamestown, NY  
Identifying Priority Transformative Projects  
Task Force Workshop – April 7, 2016

calming traffic would connect downtown and multiple attractions: the Arena, NCC, Pearl City Brewery, BWB Center, 3<sup>rd</sup> Street, and the Holiday Inn (approximately \$2,000,000)

- **Waterfront Enhancement adjacent to National Comedy Center site.** The Chadakoin River waterfront through downtown has seen successful but partial improvements in the last 5 years. Additional funding for waterfront enhancements directly adjacent to the NCC would capitalize on the investment in that facility, enhance this primary natural resource, and attract potential nearby private investment (approximately \$1,500,000)
- **Wayfinding/Signage.** Implement new wayfinding/signage has been an ongoing priority in downtown Jamestown. Obtaining implementation funding now would catalyze much needed improvements in the areas of Main Street, 3<sup>rd</sup> Street, 2<sup>nd</sup> Street, and Washington Street in anticipation of the NCC opening in 2017 (approximately \$500,000)

**Category #2: Resource pool for key downtown initiatives - \$3,000,000.**

Jamestown is experiencing renewed private sector interest in redevelopment of downtown properties. Some projects are viable without public funding support while others would benefit from gap funding which would leverage significant private sector investment.

- **Private sector initiatives.** Several private sector projects are currently under review and development, including the Hamister Holiday Inn hotel redevelopment and the Renaissance Center re-use as the Pearl City brew pub. Future projects may include the Furniture Mart redevelopment, identified as a key downtown property, and others.
  - **Furniture Mart.** The Furniture Mart building is located directly across the street from the NCC at the Washington Street gateway to downtown. Acquisition and redevelopment of this property would provide needed housing and vibrancy. (approximately \$1,000,000)
- **Non-profit initiatives:**
  - **National Comedy Center.** The NCC is the most important ongoing project at this time for downtown. Gap funding to push the project over the finish line is fundamental to completing this regional destination that will attract over 100,000 visitors per year. (approximately \$1,000,000)
  - **Reg Lenna Center for the Arts.** At the heart of Jamestown's emerging "Arts District", the Reg Lenna building needs additional planning, renovations and programming to fulfill its mission and potential as an arts hub and arts incubator. (approximately \$1,000,000)

**Category #3: Management and Marketing – \$2,700,000**

- **Business Recruitment/Small Business Fund.** Recruiting businesses to locate in Jamestown takes focused resources, one-on-one outreach, and extensive time and coordination. Recruitment should be fully integrated with other Jamestown’s marketing efforts. A small business fund would provide incentives or grants for redevelopment of underutilized storefronts. (approximately \$1,500,000)
- **Marketing.** As the largest urban center in Chautauqua County, marketing Jamestown as a key component in attracting new business and new talent to the County is a major priority. New attractions and investments should be reflected in the marketing strategy. (approximately \$1,200,000)

**Category #4: Planning – \$300,000**

- **Planning.** Additional planning efforts should be supported to study several important issues for Jamestown: supply and demand of downtown parking; integration of the medical district to downtown; and development economics/guidelines for the waterfront. (approximately \$300,000, based on DRI program limit)

## F: Appendix

### F.1. Downtown Jamestown diagrams

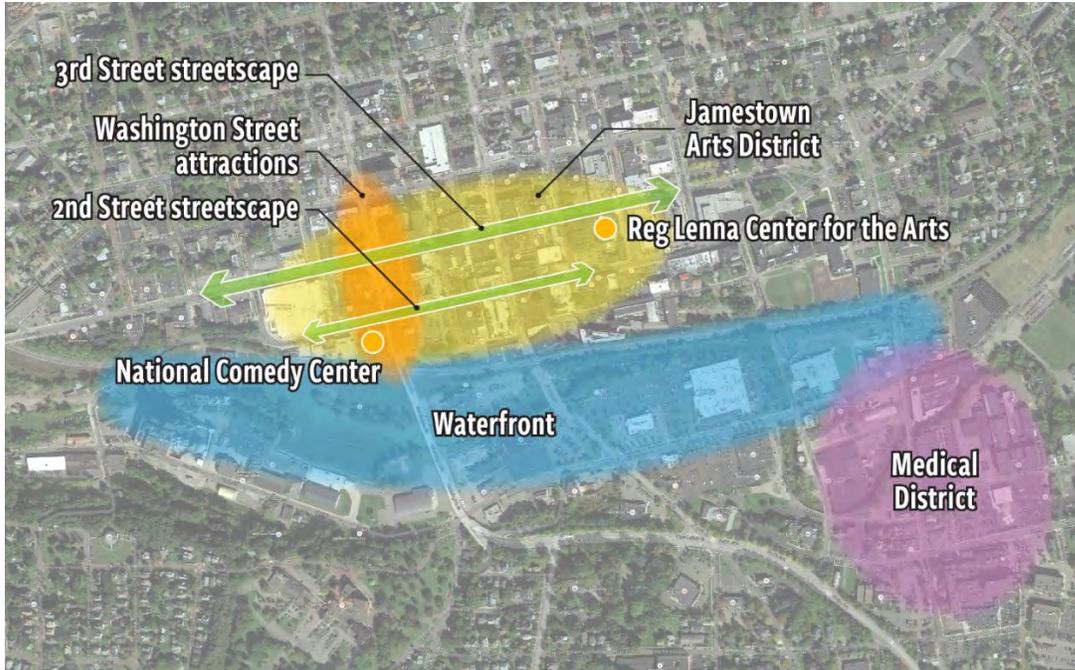


Figure 1. Focus Planning Areas in Downtown Jamestown



Figure 2. Specific Location of Ongoing or Priority Projects

F2. Workshop photos



*Getting a sense of priorities for further discussion during the Task Force Workshop, April 7, 2016*

**F3. Overview presentation**



1

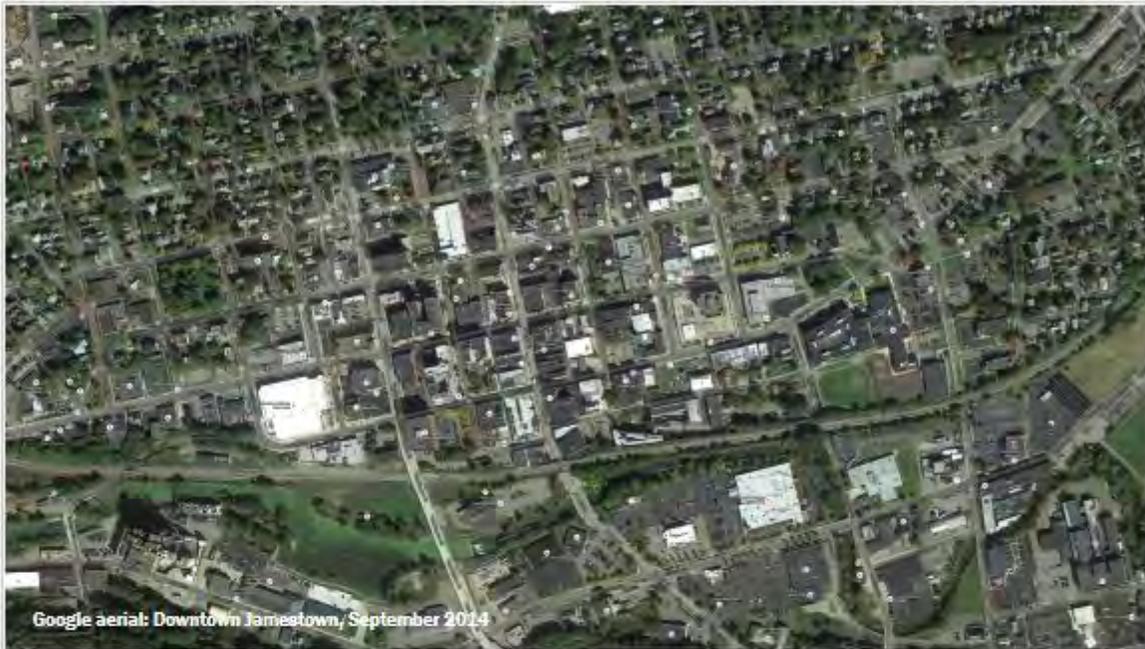


## Setting the Stage: Noon to 12:40pm

- Welcome and Introductions
- Workshop Goals
- Presentation: Downtown Planning Context/Accomplishments
- Q&A/Discussion

2





3



## Overview: Downtown Planning Context

- [Urban Design Plan, 2006](#)
- [Traffic and Streetscape Enhancement Plan, 2008](#)
- [Neighborhood Study – Reinventing Itself, 2010](#)
- [Jamestown Brand Print, 2010](#)
- [Business Mix Study, 2011](#)
- [National Comedy Center, 2015-2017](#)
- [Downtown Jamestown Economic Development Strategy, 2015](#)
- [Jamestown White Paper: Identifying Priority Projects/Programs, 2016](#)

4



## Urban Design Plan, 2006

Goals:

- Harness power of Chadakoin River
- Focus on core Downtown
- Quality of design



5



### 2 Illustrative plan



6



## Urban Design Plan, 2006

Selected outcomes/achievements:

- Jamestown Renaissance Corporation
- 36 façade enhancements
- Public spaces:
  - 7 city alleys reconstruction
  - Multi-use outdoor performance space/plaza/park
  - Public art installations on buildings
  - Jamestown Riverwalk
- 60 market-rate apartments
- Over a dozen restaurants opening/expanding
- Gateway Rail Depot renovation
- BWB Center
- Riverfront attraction



7



## Jamestown Brand Print, 2010

- Identify a Jamestown Brand
- Develop identity that furthers Jamestown's position as a regional hub
- Elevate downtown revitalization and economic development with attractive messaging and programming
- Enhance programs and plans in place
- Present graphic design suggestions/wayfinding
- Cultivate community pride and confidence
- Complement the Chautauqua County brand as the World's Learning Center
- Identify a common position to replace inter-organizational conflict



8



## National Comedy Center, 2015-2017

### Overview

- World-class attraction
- New 6,000 sf building
- 28,000 sf of space total
- Groundbreaking summer 2015
- Opening in 2017
- Drawing over 114,000 visitors/year
- Generating more than \$23M in economic activity
- Links Downtown and riverfront
- Fills role of major attraction identified in 2006 UD plan



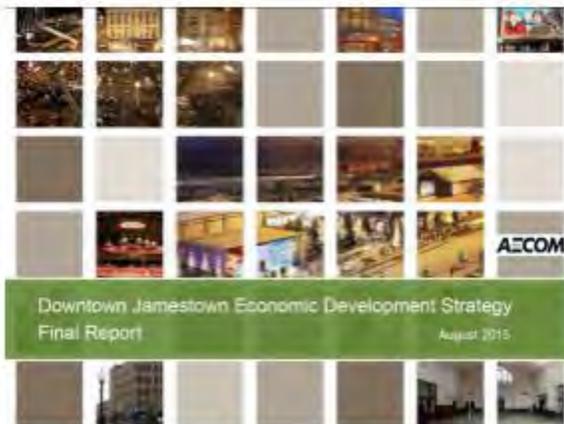
9



## Downtown Jamestown Economic Development Strategy, 2015

### Summary

- Downtown context
- Economic overview
- Tourism/real estate analysis
- Findings on Attractions
- Findings on Retail/Restaurant
- Findings on Hotel
- Findings on Housing/Office
- Development recommendations



10



## Development Recommendations

Priority sites for development and/or tenants include:

- Aviation Museum site at the northeast corner of Main and 3<sup>rd</sup>
- City parking structure at the southwest corner of Main & 2<sup>nd</sup>
- Renaissance Building, parking lot and the 3 small retail storefront buildings on 3<sup>rd</sup> Street
- Office building on 3<sup>rd</sup> Street and the parking lot next to Shawbucks
- Furniture Mart building
- Arena site across from NCC



Priority tenants types:

- Brewery with indoor/outdoor space
- Restaurant with breakfast/brunch service, possibly with a themed 'comedy brunch' in conjunction with the NCC
- Café / coffee shop
- Artisan hamburger or similar restaurant
- Food Market Hall project



11



## Physical and Urban Design Analysis and Recommendations

### Key Development Sites

1. River Park (North & South Bank)
2. South Bank re-development opportunity sites
3. Viking Building Performance/ creative office space)
4. Furniture Mart Building & Parking (4b) - showrooms, creative office, etc.
5. Aviation Museum - Consolidated development block
6. Arena in-fill/landmark site
7. City Parking Structure - full site new development
8. Brewery building
9. Comprehensive development opportunity
10. Parking structure and active street-level uses
11. Urbanize Street front @ hotel
12. North Bank development site



12



**Physical and Urban Design Analysis and Recommendations**

**Key Waterfront Design Strategies**

1. Connect to the river
2. Develop a rail connection with a programmed experience
3. Develop a 'river walk' trail
4. Develop a comprehensive active 'water plan' for the river and lake (ECO tours, kayaking, paddleboats, dinner/float restaurant, educational programs, fishing, etc.)
5. Develop a waterfront restaurant
6. Create a compelling South Bank District (lighting program for the power station, new hotel, local & visitor experiences, events, etc.)
7. Create an Events Park (concert lawn/amphitheater)
8. Develop a new waterfront attraction (bird or nature themed)

Key Waterfront Design Strategies

13



**Physical and Urban Design Analysis and Recommendations**

**Key Downtown/Urban Design Strategies**

1. Connect N-S Streets to the river
2. Expand 3rd Street street-calming & streetscape to the west
3. Develop a Streetscape plan for 2nd Street and a plaza in front of the Comedy Museum
4. Create an ICONIC landmark on 2nd Street for the Museum and Arena District (vertical lighting & signage, street bar/café)

Key Downtown/Urban Design Strategies

14



## **Jamestown White Paper, 2016: Part B: Strategies for Further Investment and Growth**

### **Getting the Details Right**

|  |                |
|--|----------------|
| • Streetscape/Entry Corridor Enhancements (traffic flow, safety, aesthetics) | <b>\$2M</b>    |
| • Wayfinding/Signage (short/long term into and around downtown)              | <b>\$5M</b>    |
| • Parking – Creating Additional Spaces/Bus Parking and Shuttle               | <b>\$1.25M</b> |
| • Job Training in Hospitality Industry                                       | <b>\$5M</b>    |
| <hr/>  |                |
| • Total  | <b>\$4.25M</b> |

15



## **Jamestown White Paper, 2016: Part B: Strategies for Further Investment and Growth**

### **Reactivating Priority Spaces**

|   |                |
|---|----------------|
| • Waterfront Enhancement  | <b>\$1.5M</b>  |
| • Hamister Group/Former Holiday Inn Redevelopment (gap funding if needed) | <b>\$1M</b>    |
| • National Comedy Center (gap funding/marketing/other)                    | <b>\$5M</b>    |
| • Downtown Jamestown Pearl City Brewery (gap funding if needed)           | <b>\$5M</b>    |
| • Furniture Mart Building (acquisition/redevelopment)                     | <b>\$1M</b>    |
| • Business Recruitment  | <b>\$0.25M</b> |
| • Downtown Jamestown Small Business Development Fund                      | <b>\$1M</b>    |
| <hr/>   |                |
| • Total   | <b>\$5.75M</b> |

16



## Q&A and Discussion

17



## Setting Priorities: 12:40pm to 2:40pm

- “Big Goals” for Implementation
- Identify/Confirm Preliminary List of Priority Projects
- Group votes on Top 5 Priority Projects 
- Other considerations and initiatives
- Confirm priorities

18



DOWNTOWN JAMESTOWN, NY  
**Identifying Priority Transformative Projects**  
April 7, 2016



- Using the Map on the wall, please put a **GREEN** dot next to the TOP 5 projects or programs you believe should be the priorities for Jamestown.

19



### **Next Steps: 2:40pm to 3:00pm**

- Prepare and Distribute Summary Report
- Prepare for DRI Grant Response

20



# Poised for Success!



*Jamestown DRI Writing Team  
Mark Geise, Bill Rice, Greg Lindquist, Andrea Magnuson, Vince DeJoy*



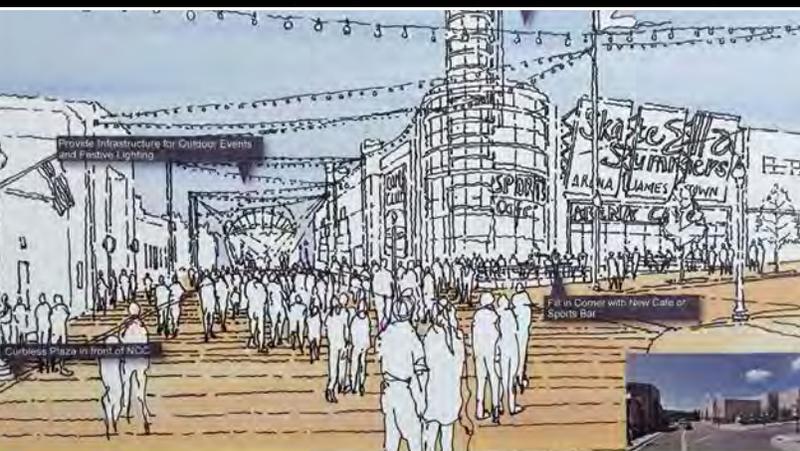
## RENAISSANCE BUILDING REDEVELOPMENT

*Due to the proximity of the Renaissance Building to the NCC, AECOM recommends an upscale restaurant or a Brewery. AECOM 2015*



## WATERFRONT ACTIVATION

*Engine Barn Redevelopment to a train museum and excursion train depot. (Develop a rail connection with a programmed experience) AECOM 2015*



## STREETSCAPE & MARQUEE SIGNAGE

*Grant funding match program for targeted attraction signage & street redesign. SE Corner Arena Site Looking West (AECOM 2015)*



## TOURISM THROUGH ADAPTIVE REUSE

*Redevelopment loan fund to support theater and waterfront activation activities. Example: \$14 M complete renovation of closed Ramada to a 140 room DoubleTree Hotel & Conference Center.*

