

DOWNTOWN JAMESTOWN

DOWNTOWN REVITALIZATION INITIATIVE STRATEGIC INVESTMENT PLAN



Prepared for the New York State
Downtown Revitalization Initiative
Western New York



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FOREWORD

FIGURE i-1. NYS DRI LOCATIONS



Source: New York State Department of State

“A thriving downtown can provide a tremendous boost to the local economy. The Downtown Revitalization Initiative will transform selected downtown neighborhoods into vibrant places for people to live, work and raise a family, which will also help attract new investments and business for years to come.”

— Governor Andrew M. Cuomo

Recognizing that companies are increasingly seeking to relocate and invest in vibrant, walkable Downtowns in an effort to attract and retain a talented workforce, Governor Cuomo launched the Downtown Revitalization Initiative (DRI), a \$100 million effort to improve the vitality of urban centers across New York State.

Ten communities were identified by the Governor’s Regional Economic Development Councils (REDCs) to participate in the DRI because their Downtowns were deemed ripe for development into vibrant areas in which to live, work and raise families. Ten million dollars will be invested in each of these communities.

Led by former Secretary of State Cesar Perales and supported by current Secretary of State Rossana Rosado, the DRI is a multi-agency approach to Downtown revitalization conducted by staff from the Department of State Office of Planning and Development and the Homes and Community Renewal Office of Community Renewal.

The State facilitated a community planning process to develop the key ingredients needed for successful Downtown revitalization:

- a vision for the Downtown;
- goals and strategies to accomplish the vision;
- an action plan; and
- a strategic investment plan that identifies specific catalytic projects that align with the unique vision of their Downtown area.

The program emphasizes using DRI investments to reinforce and secure additional public and private investment within and near Downtown neighborhoods, building upon growth supported by the REDCs. To fully leverage the impact of the DRI, Local Planning Committees identified projects that totaled in excess of the available DRI funds to ensure a continued pipeline of projects ready for funding within the community in the event that alternate funding sources are identified for projects; additional State funds become available; or projects drop from consideration. The most transformative and catalytic projects from those identified for each Downtown will receive DRI funding.

With the assistance of the State, leadership from within the communities, and public and private investors, these ten communities will become vibrant communities where people will want to live, work and raise families.

Executive Summary

The Jamestown Downtown Revitalization Initiative Strategic Investment Plan is the culmination of an intensive community-based planning process and is driven by the local knowledge and collaboration of Jamestown residents. New York State’s Downtown Revitalization Initiative (DRI) seeks to “transform communities ripe for development into vibrant neighborhoods where the next generation of New Yorkers will want to live, work, and raise a family.” The program allocates \$10 million to support the implementation of catalytic investment projects in Downtown Jamestown and the development of a longer-term strategy that will attract additional public and private investment to support Downtown revitalization.

Building on a long history of local planning and crafted under the leadership of a 17-person Local Planning Committee (LPC), the City of Jamestown’s Strategic Investment Plan advances physical improvements that establish Downtown destinations for residents, workers, and visitors; support secondary activities to extend and enrich the Downtown stay; strengthen connections between destinations and other amenities; and increase the capacity to implement and sustain DRI investments.

FIGURE i-2: REG LENNA CENTER FOR THE ARTS



Source: The City of Jamestown

HISTORICAL CONTEXT & OPPORTUNITY

Jamestown, the largest population center in Chautauqua County and the largest urban center in Western New York outside of the Buffalo-Niagara Falls area, is situated between Lake Erie and Allegheny National Forest, and is home to a rich local history. The City was once called the “Furniture Capital of the World,” with major advanced woodworking and furniture craftsman contributing to a vibrant local economy. The City counts among its past residents U.S. Supreme Court Justice Robert H. Jackson and famed comedian Lucille Ball, and celebrates this history with local museums and events. The City’s historic district includes 103 buildings with architectural styles ranging from Gothic Revival to Art Deco.

Largely as a result of national trends of deindustrialization over the past four decades, Jamestown and the broader Western New York region have experienced significant contractions in employment and population in recent decades. This has led to an erosion of the local tax base and overall disinvestment in public and private assets, which in turn has impacted the desirability and function of Downtown. Despite these challenges, major planning efforts and development projects in the Downtown and the City are underway, and are working to add jobs and improve local assets for residents, workers, and visitors.

The National Comedy Center, a \$35 million interactive exhibition space, is under construction at the recently renovated Jamestown Gateway train station. The center is slated for completion in mid-2018 and is projected to draw 114,000 annual visitors and create more than 184 jobs. Recent investments along the Chadakoin River, including development of a continuous Riverwalk, have begun to reclaim a once-forgotten natural asset, and open up opportunities to reactivate the waterfront. The Downtown's historic built environment has benefited from significant recent attention and improvement, including the designation in 2014 of the Jamestown Downtown Historic District, more than 100 façade reconstructions, and the adaptive reuse of several historic properties for residential and office use.

Looking ahead, the revitalization of Downtown Jamestown and economic development will occur in the context of three primary observations:

- **Global shifts have redefined the local economy, but several industries show promise for growing the local job base.** Between 2002 and 2014, the Downtown Jamestown area lost approximately 345 jobs with over 50% job losses in the manufacturing, retail trade, information, and hospitality sectors. Yet regional growth industries, including digital communications and health care, have begun to show interest in Downtown Jamestown, leading to the addition of more than 300 jobs since 2010. Entrepreneurs are also emerging in Jamestown, fostered by small-business support programs, with over a dozen restaurants opening in Downtown Jamestown since 2014. Ongoing investment in tourism and related services presents an additional opportunity to grow the local job base.
- **The Downtown lacks all-hours, all-season vibrancy, but demand is growing among potential users.** Downtown Jamestown features an assortment of mixed-use and commercial real estate along major corridors within the study area, yet the age and physical condition of the building stock does not meet the needs of new or potential users. Recent development of market-rate housing in Downtown has demonstrated latent demand among young and mid-career professionals seeking an urban experience. Growth in food retail and dining options has helped attract and retain residents and workers in Downtown.
- **Regional assets are strong, but connectivity among these assets is limited.** Jamestown is home to significant historical, recreational, cultural, and community assets, with more on the way. Complementing these assets is a network of open space and historic sites that provide recreation and respite for residents and visitors. Yet poor connectivity among these assets, including wide roads, vacant lots, and poor wayfinding, limits the likelihood that residents, workers, or visitors will explore Downtown.

STUDY AREA

The DRI Study Area is the “Core Downtown,” defined broadly as the area between 5th Street and the Chadakoin River, as well as south side of the Chadakoin River down to Steele and Washington Streets. This study area, outlined in Figure ii-2, is based on historic boundaries, matches the study area proposed in the City of Jamestown’s DRI application, and reflects a desire by the Local Planning Committee (LPC) to consider connectivity between the Downtown core and the riverfront. In addition to this focus area, context from the broader City, Chautauqua County, and Western New York region guided the consideration of DRI investment opportunities.

FIGURE i-3. JAMESTOWN DRI STUDY AREA



Source: MJ Engineering & Land Surveying

COMMUNITY VISION STATEMENT

The Downtown Revitalization Initiative will support investments that leverage Downtown Jamestown's recent momentum; bolster its cultural, recreational, and economic assets; and create an urban, walkable, vibrant Downtown core attractive to new and existing residents, workers, businesses, investors, and visitors.

A COMMUNITY DRIVEN PROCESS

Jamestown's Strategic Investment Plan builds on significant local planning efforts, including recent engagement and priorities established under the Local Waterfront Revitalization Program. The LPC – composed of residents, civic leaders, and business owners – led the DRI planning process and created a unified vision for the role that DRI investment should play in shaping Jamestown's future. The LPC guided an extensive community engagement process, which included five LPC meetings, three public meetings, door-to-door outreach with business owners, written and online comments from the public, and a public online survey on local priorities. Each public meeting drew approximately 75 community members, and more than 100 residents participated in the online survey; this input helped the LPC and the Consultant Team develop this Plan.

GOALS AND STRATEGIES

Investments in Downtown that are consistent with the Community Vision Statement will catalyze economic growth and increase Downtown's appeal to residents, workers, and visitors; increase the time and resources they spend Downtown; and attract private investment, further strengthening the Downtown experience. To this end, and in recognition of Downtown Jamestown's existing challenges and opportunities, the Committee identified three primary goals for DRI investment:

1. **Create a place where businesses want to locate and people want to work.**
Investment in Downtown should support regional job growth and attract businesses, workers, and entrepreneurs to Downtown.
2. **Support smart growth and strengthen existing fabric with mixed-use development.**
DRI funding should support development feasibility to catalyze investment in existing residential and commercial assets, and to leverage underutilized land to create new residential, commercial, and retail uses.

- 3. Leverage cultural and natural assets to create a cohesive Downtown experience and boost visitation.** DRI investments should enhance Downtown vibrancy by providing activities that appeal to residents, workers, and visitors; reinforce a cohesive identity; and leverage cultural and natural assets.

These goals build on and are aligned with the goals articulated by the Western New York Regional Economic Development Council (WNYREDC). Specifically, areas of alignment include implementing smart growth strategies, investing in local tourism, fostering entrepreneurship, focusing on growth industries, and training workers for well-paying, career-track jobs.

Within this context, the projects recommended for DRI investment represent four core strategies to achieve Downtown revitalization:

- **Establish Downtown destinations for visitors, workers, and residents.** The City of Jamestown has the opportunity to invest in public and private developments that will create new regional and local destinations and introduce new activity and additional populations in Downtown, in turn catalyzing additional future growth and private investment.
- **Support secondary activities to extend and enrich the Downtown stay.** Investments in retail, restaurants, and activities that build on the new destinations and existing population centers increase the breadth of experiences available to visitors of the historic Downtown core area, supporting key Downtown assets and institutions.
- **Strengthen connections between destinations and amenities to enhance the Downtown experience.** Wayfinding and placemaking investments will enhance the environment and support the unique identity of the historic Downtown core area to make it more appealing to residents and visitors, attract activity and spending, and strengthen existing retail and institutional offerings.
- **Build capacity to implement and sustain DRI investments.** Achievement of the goals and strategies identified for Downtown Jamestown requires dedicated capacity focused on the Downtown in the short- and long-term. Growth of capacity within the City and at nonprofit business and cultural organizations will ensure the sustainability of DRI investment impacts, and promote the future revitalization of Downtown.

STRATEGIC INVESTMENT PLAN AND PROJECTS

Consistent with the vision, goals, and strategies above, the LPC recommended 12 transformative projects for DRI funding that represent a holistic approach to revitalization in Downtown Jamestown. These projects have been prioritized based on their relative impact and public support, and with consideration of their total cost, ability to leverage other sources of funding, and feasibility in the near term.

Table 1: Priority Projects for DRI Funding

#	Project Name	Project Description	DRI Funding Request
ESTABLISH DOWNTOWN DESTINATIONS FOR VISITORS, WORKERS, AND RESIDENTS			
1	Redevelop the Former Key Bank Building	Redevelop the Key Bank building into a mixed-used building with office, retail and residential uses.	\$1,000,000
2	Redevelop the Furniture Mart Building	Redevelop the 10-story Furniture Mart Building into a mixed-use building and adjoining parking structure.	\$1,500,000
3	Acquire Riverfront Development Property	Provide the resources necessary for acquiring a strategic waterfront property, the Chautauqua Brick Company, to facilitate Riverfront redevelopment.	\$1,400,000
4	Implement Excursion Train Infrastructure Support	Install necessary rail infrastructure to support the advancement of a regional excursion train connecting to Buffalo and Niagara Falls.	\$670,000
SUPPORT SECONDARY ACTIVITIES TO EXTEND AND ENRICH THE DOWNTOWN STAY			
5	Develop the Hilton DoubleTree Hotel	Convert the former Ramada hotel site into a Hilton DoubleTree, returning a full-service hotel to Downtown Jamestown.	\$2,500,000
6	Develop the Jamestown Brewing Company	Support the redevelopment of the Jamestown Renaissance Center into the home of Jamestown Brewing Company.	\$1,000,000
7	Fund Downtown Programming	Fund and execute all-season programming to attract a range of audiences to the Downtown and Riverwalk through a fund that would coordinate and supplement efforts currently undertaken by individual cultural attractions and local foundations.	\$600,000
STRENGTHEN CONNECTIONS BETWEEN DESTINATIONS AND AMENITIES TO ENHANCE THE DOWNTOWN EXPERIENCE			
8	Improve Streetscape & Pedestrian Environment	Implement pilot infrastructure investments in three targeted locations Downtown to facilitate pedestrian activity.	\$610,000
9	Enhance the Riverwalk Experience	Enhance waterfront lighting, improve river access with new kayak/canoe launches, and install a catchment system on Warner Dam.	\$325,000
BUILD CAPACITY TO IMPLEMENT AND SUSTAIN DRI INVESTMENTS			
10	Rehabilitate the Reg Lenna Center for the Arts	Implement Reg Lenna Center for the Arts infrastructure improvements, including safety upgrades, renovated retail and studio space, an improved theater lobby, and renovated office and apartment space.	\$1,500,000
11	Improve Robert H. Jackson Center	Stabilize and improve building infrastructure and support future program expansion opportunities.	\$1,500,000
12	Upgrade Lucille Ball Little Theatre of Jamestown	Fund the installation of a new air conditioning system to support summer programming and collaboration with the National Comedy Center.	\$265,000
Subtotal			\$12,870,000

IMPLEMENTATION

Jamestown has a strong network of public and institutional entities that will work together to implement recommended DRI priority projects, led by the City of Jamestown and in partnership with Chautauqua County, private property owners and developers, the Jamestown Renaissance Corporation, and local cultural organizations including the Reg Lenna Center for the Arts, the Robert H. Jackson Center, and the Lucille Ball Little Theatre of Jamestown.

Timeframes for project implementation, if granted DRI funding, are projected to proceed as follows:

Table 2. Timeline for Implementation

#	Project	1-3 Months	6-12 Months	1-3 Years
1	Redevelop the Former Key Bank Building	Groundbreaking	Complete Office / Infrastructure Upgrades	Complete Residential / Retail Upgrades
2	Redevelop the Furniture Mart Building	Pre-Development		Construction
3	Acquire Riverfront Development Property	Preliminary Negotiations	Property Acquisition & Pre-Development	
4	Implement Excursion Train Infrastructure Support	Complete Passing Rail & Covered Walkway	Plan & Implement Future Infrastructure Connections	
5	Develop the Hilton DoubleTree Hotel	Groundbreaking	Construction	Hotel Opening
6	Develop the Jamestown Brewing Company	Groundbreaking	Complete Bar & Restaurant / Infrastructure Upgrades	Complete Banquet Hall & Patio Space
7	Fund Downtown Programming	Develop Eligibility Criteria & Selection Process	Implementation	
8	Improve Streetscape & Pedestrian Environment	Define Priority Investments	Design and Implement Streetscape Improvements	
9	Enhance the Riverwalk Experience	Design & Implement Lighting Displays / Dam Catchment System		Install Kayak Launch
10	Rehabilitate the Reg Lenna Center for the Arts	Finalize Design and Complete Phase One		Phase Two
11	Improve Robert H. Jackson Center	Construction		Phase Two
12	Upgrade Lucille Ball Little Theatre of Jamestown	Needs Assessment	Construction and Completion of Phase One	

PART ONE:

Jamestown Downtown Vision Plan



SECTION I:

Downtown Profile and Assessment

OVERVIEW

Jamestown, NY (pop. 31,146) is the largest city in Chautauqua County and the largest city in the Western New York region outside of the Buffalo-Niagara Falls metropolitan area. As such, Downtown Jamestown serves as the primary urban center for the approximately 60,000 residents of Greater Jamestown (the city and its adjacent towns), the 134,894 residents of Chautauqua County, and the 264,000 residents of the western Southern Tier.¹

After Jamestown's founding, the city's population grew to over 40,000 as advances in woodworking and furniture craftsmanship made Jamestown the furniture capital of the world. After the stock market crash in 1929, closures of the furniture factories and mills of the city brought sharp job losses, though metal fabrication contributed to economic recovery through the 1950s. Industrial decline since the mid-20th century has led to steady population losses and employment reduction. Though the pace of this decline has diminished in recent years, the economy has not recovered to previous levels.

GEOGRAPHY OF THE DRI STRATEGIC INVESTMENT PLAN

The primary focus of the Jamestown DRI is the core Downtown, defined broadly as the area between 5th Street and the Chadakoin River, as well as south side of the Chadakoin River down to Steele and Washington Streets. This study area, outlined in Figure I-1, is based on historic boundaries, matches the study area proposed in the City of Jamestown’s DRI application, and reflects a desire by the Local Planning Committee (LPC) to consider connectivity between the Downtown core and the riverfront. This area measures 0.48 square miles.

In addition to this core area, context from the broader City, Chautauqua County, and Western New York region guided the consideration of DRI investment opportunities. As such, the existing conditions analysis contained in the following section benchmarked Downtown trends against citywide, countywide, and in some cases regional trends.

FIGURE I-1. MAP OF JAMESTOWN DRI STUDY AREA



Source: MJ Engineering & Land Surveying

PAST PLANNING EFFORTS AND RECENT INVESTMENTS

Significant recent planning efforts have laid the groundwork for Downtown Jamestown revitalization and economic development. These plans emphasized increased walkability and re-urbanization of the Downtown core, and proposed projects and initiatives in various stages of planning, predevelopment, and completion. The studies include:

- **Jamestown Comprehensive Plan, 1998:** In the City’s last comprehensive plan, prepared by Saratoga Associates in 1998, the City conducted an inventory and analysis of land uses and resources, utility capacity, circulation, housing, economic and demographic conditions, and provided a summary of primary issues and recommendations.
- **Jamestown Urban Design Plan, 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. In the Urban Design Plan the downtown and immediate areas around it were defined into sub-districts based on physical characteristics recognized by urban designers that contribute to the identity of an urban area, and design guidelines were formulated.
- **Traffic and Streetscape Enhancement Plan, 2008:** This plan set out goals and objectives, existing conditions, conducted a traffic analysis and proposed modifications, and resulted in the development of general guidelines and recommendations for outlined specific enhancement areas. Particular areas of emphasis included pedestrian and bicycle connections and integration into street design, traffic calming, installation of street amenities, and convenient transit stops.
- **Chadakoin River Corridor Brownfield Opportunity Area Pre-Nomination Study, 2008:** Consultants for this study conducted a preliminary analysis of the brownfield area, which included analysis of existing land use and zoning, land ownership, natural resources, and brownfield sites, and provided recommendations and strategies for strategic intervention.
- **City of Jamestown, A Livable Community, 2010:** This Neighborhood Revitalization Plan outlined a vision and planning principles, collaborative actions, and specific recommendations for interventions in Jamestown proper and Downtown. A key takeaway was the stated goal, which encouraged the City to “invest in growing the ‘Sense of Neighborhood’ through the physical realm with streetscape design, not merely infrastructure improvements, that make accessibility work for all age groups with varying levels of mobility... [and to] invest in educating the residents as a means to empower them to be part of the solution to neighborhood revitalization.”
- **Target Business Mix Analysis & Recommendations 2012:** This plan established revitalization principles for Jamestown, identified market niches, and described a business recruitment plan. The City explored the creation of three distinct downtown districts to accommodate different user groups and concentrate businesses to support a variety of

activities and user groups. This report posited that Downtown Jamestown's future will not rely on appealing to new comers, but instead appealing to existing residents and tourists.

- **Economic and Community Benefits of the Proposed National Comedy Center, 2013:** To support investments in the National Comedy Center project, AECOM Technical Services, Inc. (AECOM) analyzed the proposed development and its one-time and annual impacts, as well as the benefits of the project for regional competitiveness, social and civic engagement, and education, and its impact on revitalization efforts.
- **Chadakoin River West Brownfield Opportunity Area Pre-Nomination Study, 2013:** This study focused recommendations for potential investment within the Chadakoin River West area, and suggested that the City work to make the river a destination, increase tourism, improve connectivity and integration, and to address brownfield and underutilized sites.
- **Chadakoin River Central-Eastern Brownfield Opportunity Area Nomination Study, 2014:** This study focused recommendations for potential investment within the Chadakoin River Central-Eastern area, and suggested that the City “develop a plan to encourage development, cleanup and reinvestment in the area; enhance the City’s connections to the Chadakoin River; and generate jobs and tax revenues.”
- **A Strategy for Prosperity Progress Report, 2015:** This development plan and regional progress report described past priority projects, past CFA-funded projects, current state priorities and key regional priorities, and listed proposed projects that would further expand the materials and machinery manufacturing cluster, implement start growth strategies, foster a spirit of entrepreneurship, and provide and train workers for “good jobs.”
- **FY 2015-2019 Consolidated Plan & FY 2015 Annual Action Plan, 2015:** This housing report summarized a housing needs assessment and market analysis, setting a strategic plan for delivery of quality housing units and special needs facilities and services.
- **Downtown Jamestown Economic Development Strategy, 2015:** To support the opening of the National Comedy Center, the Gebbie Foundation engaged AECOM to evaluate strategic economic development opportunities Downtown that would help maximize the economic impact of the National Comedy Center for revitalization. Consultants noted that developers and other stakeholders sensed a general “buzz” and excitement for development Downtown, coinciding with a notable uptick in activity and projects, and that poor wayfinding and connectivity – along with short fair weather seasons – remain a challenge.
- **Illumination of the Jamestown Waterfront and BPU Campus - Phase I, 2016:** This study described preliminary concepts and budgets for lighting the waterfront and riverwalk as well as the BPU campus in Jamestown.

- **Downtown Jamestown Revitalization Initiative Plan, 2016:** This plan described the city's existing conditions and core challenges while illustrating the many strengths of the City and the Downtown, and developed core strategies targeted toward specific growth areas to further economic development and revitalization under partnerships with public and private sector entities.
- **2016 CDBG and HOME Annual Action Plan, 2016:** This Annual Action Plan builds on the Consolidated Plan by identifying and developing specific housing and community activities to support implementation of the City's neighborhood and community development strategy.
- **The City of Jamestown Local Waterfront Revitalization Program (LWRP), 2017:** This is a locally prepared comprehensive land and water use plan for the City's natural, public, and developed waterfront resources along the Chadakoin River with the goal of improving the economic, health, and aesthetic conditions of the city. The LWRP refines and supplements the State's Coastal Management Program and provides a framework to help address critical waterfront issues.

These planning efforts, along with significant investment by and partnerships with local and regional entities, have resulted in more than \$200 million in investment recent adaptive reuse, waterfront reclamation, infrastructure and complete streets projects in Downtown Jamestown, including:

- **Gateway Center (Erie Train Station):** a \$14 million redevelopment in 2012 of the former Erie Train Station, within the National Comedy Center footprint, to restore the center concourse and building envelope.
- **Wellman Building:** a \$7.4 million adaptive re-use by Jamestown Development Company IV in 2012 that transformed a vacant 5-story building on the National Register of Historic Places into 44 market-rate apartments, two commercial storefronts, and the offices of the Gebbie Foundation.
- **Signature Center:** a \$2.5 million redevelopment in 2016 of a former M&T Bank Main Branch into the Signature Center by GPATTI Development, which houses the Chautauqua Works Workforce Development Board's office and the digital services firm Digitell.
- **Greater Jamestown Riverwalk Trail and Comedy Center Park:** a \$2.3 million City investment, leveraging public and private funding, to create a closed loop on both sides of the Chadakoin River and improvements at McCrae Point's outlet to Chautauqua Lake. The initiative created a park area behind the Gateway Center and the National Comedy Center to enhance waterfront access.
- **Downtown Parking Infrastructure:** \$10 million invested in Downtown parking structures at 3rd and Spring Streets; Cherry and 4th Streets; and 2nd and Main Streets.

- **Façade Rehabilitation Program:** more than \$3.5 million spent over the last five years by the City of Jamestown and the Jamestown Renaissance Corporation to assist more than 100 façade restoration projects to legacy architecture in the Jamestown Downtown core.
- **Pedestrian Bridges:** a \$2.0 million project that was awarded federal Transportation Alternatives Program (TAP) funding in 2014 to build two pedestrian bridges over the Chadakoin River on the Greater Jamestown Riverwalk to connect residents in the south and west side neighborhoods with the employment centers across the river in the central business district, as well as Downtown attractions and the theater district. The bridges will begin construction in 2017.
- **BWB Center:** a \$7.5 million development of a three story, class A office building on a vacant surface parking lot on West 3rd Street, completed in 2016.

Other projects of note include the **Northwest Arena** at 3rd and Lafayette Streets, the **Chadakoin Center** on West 3rd Street, and the **Riverwalk Center** in Brooklyn Square.

FIGURE I-2: JAMESTOWN HISTORIC BUILDING STOCK



Source: The City of Jamestown

REGIONAL SIGNIFICANCE OF LOCAL REVITALIZATION

In addition to locally driven studies and investments, Jamestown revitalization efforts build on, and are aligned with, the goals articulated by the Western New York Regional Economic Development Council (WNY REDC). Specifically, areas of alignment on economic development goals include:

- **Implement smart growth strategies** – Through programs such as Cleaner, Greener Communities, the WNY REDC has funded projects to improve town and village centers, to enhance waterways, and to support the creation of sustainable communities attractive to creative talent driving regional job growth. The City of Jamestown has advanced this strategy through implementation of more than \$100 million in public, private, and non-profit investment in adaptive reuse projects, complete streets strategies, and waterfront reclamation activities.
- **Invest in tourism industry** – Enhancements to the quality and increases in the quantity of tourism venues and infrastructures throughout the region represent the WNY REDC’s goals to draw visitors from around the globe to celebrate regional assets and character and support local economies. The City of Jamestown has advanced this goal through investment in and support of local development projects that will support additional tourist activity, such as at the Reg Lenna Center for the Arts and the National Comedy Center, and through support of the development of Downtown hotel accommodations.
- **Foster a spirit of entrepreneurship** – Through the funding of additional research and development throughout the region and in coordination with state programs like the Innovation Hot Spot, the WNY REDC aims to build an ecosystem that facilitates knowledge exchange and attracts venture capital. The City of Jamestown has worked with local agencies, including the Jamestown Urban Renewal Agency, the Jamestown Renaissance Corporation, the Jamestown Community College’s Small Business Development Center, and the NYS Small Business Development Center, U.S. Small Business Administration, and New York Business Development Corporation to provide small business assistance, matching grants, and low cost business financing to small businesses and entrepreneurs.
- **Provide and train workers for “good jobs”** – The WNY REDC and the Department of Labor have funded workforce projects and strategic training programs to grow the regional talent pool of workers and employees needed to fulfill the needs of growth industries. Through encouraging and supporting the development of job-creating projects such as the National Comedy Center, and through ongoing support to small businesses, the City of Jamestown has committed to creating additional and enhanced opportunities for local residents to connect to higher wage jobs along chosen career paths.
- **Connectivity** – Another major focus of the WNYREDC is physical connectivity within the community, as well as connectivity to other communities. To that end, the City of Jamestown has focused on creating a Riverwalk system on the north and south sides of

the Chadakoin River, featuring a pair of pedestrian bridges to be built in 2017, connecting both banks of the river to Downtown. There are plans for the Riverwalk to continue north along Jones and Gifford Avenue, connecting Jamestown to the neighboring Village of Celoron and Chautauqua Lake outlet. Finally, a pedestrian and bike path will be finished in 2017 that will run north along the Chadakoin River from 8th Street to Route 430. Cyclists will be able to ride from Route 430 to the Village of Bemus Point. Plans to install new rail infrastructure near the National Comedy Center and Riverwalk could allow for train excursions to destinations like Buffalo and Niagara Falls.

HISTORIC DECLINE & CHALLENGES

Largely because of deindustrialization over the past four decades, Jamestown and the broader Western New York region have experienced significant contractions in employment and population. This has led to an erosion of the local tax base and overall disinvestment in public and private assets, which in turn has impacted the desirability and function of Downtown.

In particular:

- Downtown Jamestown suffered an 8% job loss, equivalent to approximately 345 jobs, between 2002 and 2014.²
- The makeup of the economy also shifted during this time, as manufacturing and information jobs were replaced by administrative, health care, and cultural-sector jobs, as indicated in Figure I-5.
- A lack of core economic growth drivers – Jamestown is not located along an interstate, and is the only city among the state’s 10 most populous without a four-year college or university – has limited the ability of Jamestown to attract new jobs.
- Jamestown’s demographic composition has seen significant redistribution over the past 15 years, with population losses in all age groups except ages 55-74. The existing Downtown housing stock is aging and predominated by senior housing, leaving little availability for new Downtown residents.
- A decline in activity and spending Downtown has resulted in high vacancy in key retail locations, detracting from the quality and consistency of the Downtown environment. Market rents do not justify the cost of refurbishing outdated storefront spaces, and new leaseholders often face high fit-out costs in older buildings.
- Major community assets are not directly connected to one another or to local commercial activity, creating challenges for visitors and locals seeking to explore Downtown. Wide roads, vacant parcels, and poor wayfinding create barriers to Downtown exploration.

RENEWED INTEREST AND OPPORTUNITIES FOR DOWNTOWN REVITALIZATION

Despite challenges, recent public and private investments in Downtown Jamestown have laid the groundwork for revitalization of the core Downtown and the creation of new employment opportunities. In summary:

- The Downtown is home to several of Western New York's most prominent entertainment and cultural assets, including the Northwest Arena (opened in 2003), the Reg Lenna Center for the Arts (reopened in 1990), the Robert H. Jackson Center (opened in 2002), and the Lucille Ball & Desi Arnaz Museum, which hosts the annual Lucille Ball Comedy Festival.
- The National Comedy Center, a \$35 million, 28,000-square-foot interactive exhibition space, is under construction at the recently renovated Jamestown Gateway Center train station and an adjacent structure. The center is slated for completion in mid-2018 and projected to draw 114,000 annual visitors and create more than 200 jobs.
- Recent investments along the Chadakoin River, including development of a continuous Riverwalk, have begun to reclaim a once-forgotten natural asset and open up opportunities to reactivate the waterfront. Brownfields and other vacant sites offer additional opportunities to activate the Downtown and connect to nodes of activity along and across the river.
- The Downtown's historic built environment has benefited from significant recent attention and improvement, including the designation in 2014 of the Jamestown Downtown Historic District, more than 100 façade reconstructions, and the adaptive reuse of several historic properties for residential and office use.
- Regional growth industries, including digital communications and health care, have begun to show interest in Downtown Jamestown, leading to the addition of more than 300 jobs since 2010. Entrepreneurs are also emerging in Jamestown, fostered by small business support programs, with over a dozen restaurants opening in Downtown Jamestown since 2014.³
- Recent development of market-rate housing Downtown, including at the Wellman Building and the Willow Bay Theater, has demonstrated latent demand among young and mid-career professionals seeking an urban experience.

EXISTING CONDITIONS

DEMOGRAPHIC OVERVIEW

Downtown Jamestown serves residents, workers, and visitors with differing needs for Downtown amenities, real estate, and physical assets. These audiences also predominantly use the Downtown at different times of day, week, and year. At present, the limited concentration of each group limits the ability of the Downtown to support mixed-use, all-hours activity, including retail, nightlife, entertainment, and other programming, but growing demand among all three groups may present an opportunity to enhance Downtown vibrancy. The three groups are:

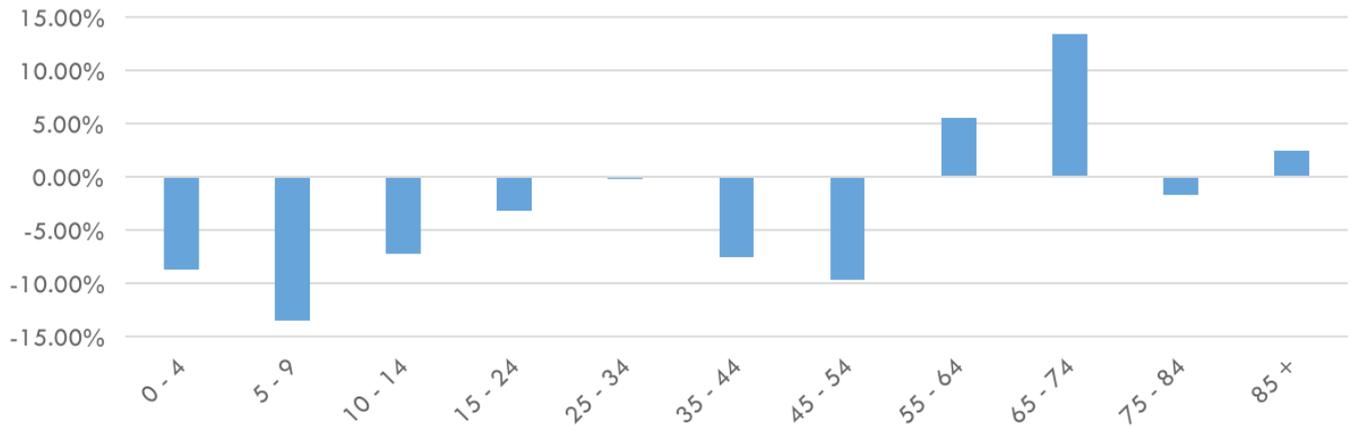
- 1. Residents:** 1,420 people call Downtown home. The Downtown population has seen a small decline since 2000 (-2%) that is in line with the declines experienced by the City and County (-3% and -1%, respectively). The population is getting older, with all population gains occurring in populations greater than 55. All other age cohorts have seen total population fall or remain flat. Residents of newly developed Downtown housing, however, tend to be young and middle-age professionals. In addition to Downtown residents, residents of Greater Jamestown also make use of the Downtown and represent a broader population mix, including 30% of households that are families with children.
- 2. Visitors:** A Chautauqua County Visitors Bureau analysis based on hotel inventory and occupancy data estimated annual county visitation of 730,000. Visitation is highly seasonal, with few visitors November through April and a short peak season of July through August. Occupancy rates for existing hotels are more than 70 percent during the summer months, and less than 40 percent during the winter months. Hotels that depend solely on Lake Chautauqua activity are frequently closed during the off-season. Chautauqua County is often a repeat destination for tourists: 23% visit once, and 37% visit five or more times. Chautauqua County attracts relatively affluent visitors, with 28% reporting a household income greater than \$100,000. Visitors trend older; 62% are over the age of 55.
- 3. Workers:** Downtown Jamestown's approximately 4,000 jobs are primarily concentrated between Jefferson Street and Prendergast Avenue, with clusters at large office buildings. Nearly all Downtown workers live outside of Downtown and commute in; only 75 Downtown workers also reside Downtown. An additional 245 residents of the Downtown commute out for work. After work hours, Downtown Jamestown typically sees a large drop in foot traffic as workers depart.

FIGURE I-3: INTERSECTION OF 2ND STREET AND NORTH MAIN STREET



Source: MJ Engineering & Land Surveying

FIGURE I-4. CHANGE IN DOWNTOWN POPULATION BY AGE, 2000-2015



Source: ESRI Business Analyst Online

KEY CHALLENGES AND OPPORTUNITIES

Downtown Jamestown's existing economic and physical context – and the near-term opportunities for Downtown revitalization and economic development – are characterized by three primary observations:

- **After historic economic decline, growth sectors are emerging:** Global and regional shifts have redefined the local economy and severely impacted Jamestown, but several industries show promise for growing Jamestown's local employment base.
- **The Downtown lacks vibrancy, but demand is growing among potential users:** The Downtown resident and visitor populations remain small, but recent activity has signaled renewed interest among residents, workers, and businesses that can enhance vibrancy.
- **Regional assets are strong, but connectivity is limited:** Jamestown is home to significant historical, recreational, cultural, and community assets, with more on the way – but lacks inviting and user- friendly connections among them.

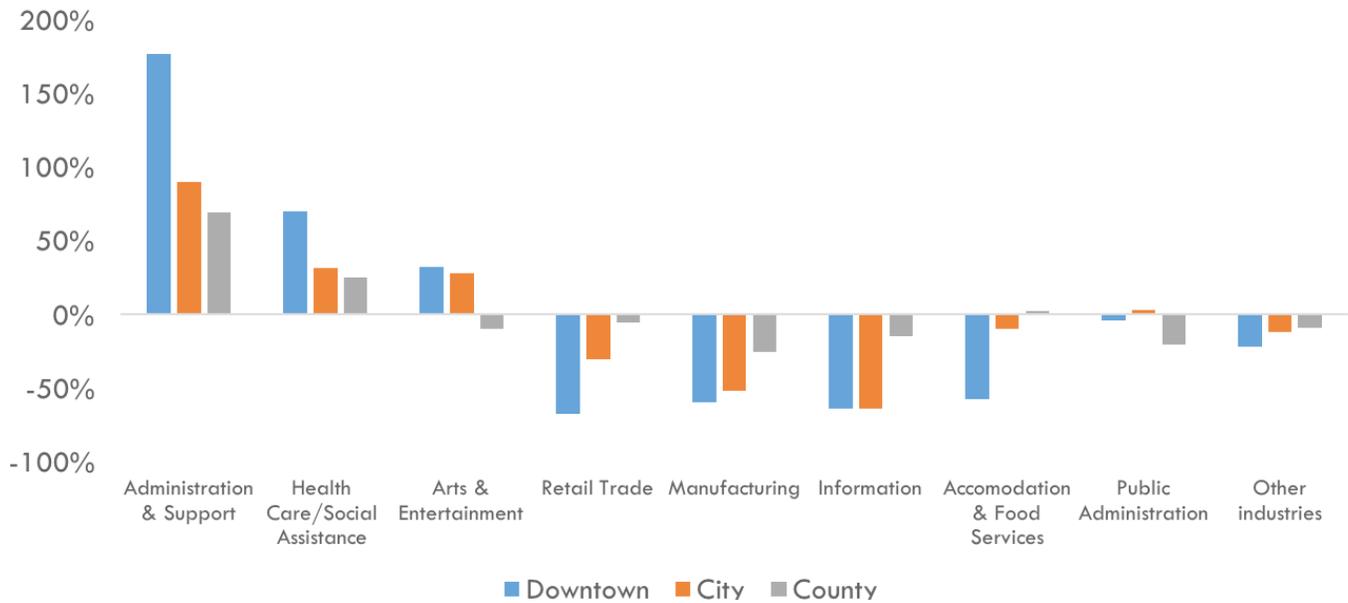
AFTER HISTORIC ECONOMIC DECLINE, GROWTH SECTORS ARE EMERGING

The regional and local economies have experienced significant decline in recent decades. Between 2002 and 2014, the Downtown Jamestown area lost approximately 345 jobs with over 50% job losses in retail trade, manufacturing, information, and accommodation and food services industry sectors. These trends fall largely in line with citywide and countywide trends, though there was a lesser drop in Downtown jobs versus citywide jobs (8% versus 13%, respectively). At 25%, unemployment within the Downtown is more than twice the rate of both the city (8%) and the county (5%). Over 20% of Downtown residents have not attained a high school diploma compared to the city and county graduation rates of 88% and 90%.

The makeup of the economy has also shifted during this time, with manufacturing jobs being replaced by white-collar administrative and health care jobs. These sectors (along with arts and entertainment) represent more than 50% of all new jobs created in Downtown Jamestown between 2002 and 2014. Major employers in Downtown Jamestown include:

- The City of Jamestown
- Chautauqua County Social Services
- NYS Department of Motor Vehicles
- Legal Assistance of Western New York
- Jamestown Area Medical Associates
- The Connection
- WCA Hospital (Women's Christian Association)

FIGURE I-5. JAMESTOWN CHANGE IN EMPLOYMENT BETWEEN 2002 AND 2004 BY SECTOR



Source: ESRI Business Analyst Online

Several sectors represent growth opportunities for Downtown employment based on recent and expected activity, including:

- Health Care:** Future growth in the local health care industry is supported by the late 2015 takeover of WCA Hospital in Jamestown by the University of Pittsburgh Medical Center (UPMC), which agreed to contribute approximately \$25 million to relieve the hospital's debts and meet pension obligations, freeing up funds for local investment. The local hospital will be integrated into the \$12 billion UPMC network in coming years.
- Digital Communications:** Several tech company relocations have provided high-wage jobs and anchor commercial tenancies in Downtown. These include Digitell, Inc., The Connection, and SlickText. With offices in Boston, Washington, DC, Las Vegas, and San Diego, Digitell's headquarters in Jamestown employ more than 50 staff members in programming, virtual event technology, web design, graphic design, marketing, audio/video support, tech support, administration, and management. Offering call center services, training, and consulting, The Connection employs more than 300 people at its location in Jamestown. SlickText.com, driven by young entrepreneurs, is an SMS marketing industry leader. Communications professionals in the city noted that Jamestown's strong internet infrastructure is a vital asset for information technology firms, though the lack of an established technology cluster and shortage of area talent can be a limiting factor for growth.

- **Tourism:** Several high-profile, in-progress investments stand to establish a strong cultural draw for Downtown. The National Comedy Center is expected to generate \$55.2 million in annual economic output, \$24.4 million in annual wages, and more than 450 jobs for the region through the construction period and, on a permanent basis, to create 184 jobs, nearly \$17 million in annual output, and \$5.7 million in annual wages in the three-county region.⁴ Because of the Comedy Center and similar investments in arts, culture, and the public realm, including the Reg Lenna Center for the Arts, and in open space, amenities, and improvements to the downtown, the local hotel market has seen new additions to the market, including the Best Western Plus Downtown and Holiday Inn Express. Several property owners have expressed plans to explore new boutique hotel and/or restaurant/retail development to capitalize on this momentum.
- **Entrepreneurship:** Recent investments in food and retail in Downtown Jamestown illustrate the potential to attract new audiences to downtown and fill market gaps. Entrepreneurs have recently opened more than 12 dining establishments, including the Havana Café and Brazil Craft Beer and Wine Lounge. Downtown Jamestown’s lack of grocery and food options presents an opportunity for entrepreneurship in growing sectors such as food business.
- Preparing Jamestown’s unemployed and underemployed population for new job opportunities amid economic restructuring increases the importance of workforce training. Skills training and certification courses may be particularly important given the high percentage of Jamestown residents without a college degree (68% of city residents, 77% of Downtown residents) and the significant percentage without a high school diploma or equivalent (14% of city residents, 20% of Downtown residents).

Jamestown organizations providing workforce development services include:

- **Jamestown Community College (JCC):** Part of the State University of New York system, JCC offers a variety of workforce development and training classes and services, including online and in-person classes and technical degree programs such as nursing to build both technical and soft skills to ready students to enter the workforce. Partnerships with regional employers and the City have led to development of a Manufacturing Technology Institute (MTI), an initiative to build local advanced manufacturing skills to support manufacturing sector growth in the area. The MTI is currently undergoing a \$4 million expansion that will add more than 10,000 square feet. Program options include certificates and associate degrees in computer-aided design and computer numerical control, engineering science, industrial equipment technology, machine tool technology, mechanical technology (design and machine tool specializations), and welding technology.
- **Chautauqua Works, an American Job Center:** Housed in a “one-stop” center in Downtown Jamestown, Chautauqua Works provides a variety of comprehensive services and labor market information for job seekers, employers, and workers. It offers skill assessment services, job placement services, financial aid for job training programs, and referrals to other education, training, and social services.

FIGURE I-6: NATIONAL COMEDY CENTER RENDERING



Source: The City of Jamestown

The **National Comedy Center (NCC)** is a \$35 million comedy venue, museum and performing arts center under development in Downtown Jamestown. Many local stakeholders view the NCC as the most important ongoing project for revitalization efforts, with the potential to transform Jamestown into a regional destination. The project leverages the comedy tradition of Jamestown, home to beloved figure Lucille Ball who went onto to become nationally recognized comedians. When completed in late 2018, the NCC will include approximately 28,000 square feet of exhibit and entertainment space.

- **144,000 visitors**
- **184 jobs**
- **\$9.5 million NY State Funding**
- **\$6.5 million Charitable Foundation Funding**

THE DOWNTOWN LACKS VIBRANCY, BUT DEMAND IS GROWING AMONG POTENTIAL USERS

Consistent with its historic nature, Downtown Jamestown features an assortment of mixed-use and commercial uses along major corridors, yet the age and physical condition of the building stock does not meet the needs of new or potential users. In contrast, new developments catering to growing user segments have performed well.

Residential

The limited number of Downtown residents limits evening and weekend foot traffic, which is critical to healthy urban cores. Only 4% of the city’s population resides in the Downtown’s aging housing stock. Of the approximately 1,000 housing units in the study area, 70% were built before 1950. Approximately 400 units (housing 500 residents) are rental apartments⁵, with 70% of rentals in multifamily buildings of 3+ units.

The Downtown is dominated by subsidized units, many of which serve senior residents, with 7 properties providing 240 senior units. The City provides 223 units of public housing in three developments – Hotel Jamestown, Senior High Rise, and Chadakoin Apartments, all Downtown – as well as 254 vouchers. There are 829 federally assisted rental housing units citywide receiving assistance through Section 8, Low-Income Housing Tax Credits, Section 202, Section 811, and Public Housing, across 19 properties. The need for this housing is significant; 400 households are on the City’s affordable housing waitlist, and most are elderly or in need of accessible space.

Development of new market-rate housing has demonstrated a viable market Downtown, at least at a small scale. More than 60 market-rate apartments have been recently delivered⁶, including:

- 44 units at the Wellman Building on 3rd Street. Average rents in the Wellman Building ranged from \$900 to \$1,100 per unit, and were typically filled by those in the medical community, engineers, and other young professionals who have relocated to the area.⁷
- 10 units at Willow Bay Theater on 3rd Street. Rents for Willow Bay apartments ranged from \$500 to \$700 per unit, with unit sizes ranging between 620 and 1,100 square feet.

Office

The Downtown includes 877,000 square feet of office space, 5% of which is vacant⁸; the inventory, much of it on upper levels above storefronts, is generally in poor physical condition and obsolete by contemporary office standards – a long-term challenge since average office rents are \$12 to \$13 per square foot and cannot support the development costs required to renovate.⁹

Despite modest demand, several new office renovations and developments have been largely successful. Recent projects include the following:

- M&T Bank – the G. Patti Construction-led rehabilitation and redesign of a former bank building at the corner of Main and 3rd Streets, along with façade restoration, repositioned this building to house commercial businesses in the downtown, including Digitell. This project was funded in part by New York Main Street Anchor Grant from NYS Homes and Community Renewal, Jamestown Renaissance Corporation’s Building and Business Improvement Grant, the Chautauqua County Industrial Development Agency, New York State Historic Tax Credits, Federal Historic Tax Credits, and Jamestown Façade and ADA Improvement Grants through the NYS Community Development Block Grant (CDBG).
- BWB Professional Office Center – A Krog Corporation office building was constructed for \$7.25 million adjacent to the Arena, and in 2016 leased space to the Chautauqua County Industrial Development Agency for an annual rate of \$22 per square foot.
- Lynn Building – Former Federal Building, located at Prendergast Avenue and E. 2nd Street. The 65,800-square-foot multi-level structure has been renovated to house professional offices and non-profit tenants.

Retail

Retail businesses are scattered across the Downtown, but growth in food retail and dining options has helped attract and retain residents and workers Downtown. The Downtown’s approximately 20 retail stores represent a variety of shopping options including convenience, furniture, gifts, hobby, jewelry, and sporting goods, spread across the Downtown. The Jamestown Renaissance Corporation operates a longstanding Farmers Market in the Downtown during spring and summer months, and Brick City Market opened in 2015 in the Hotel Jamestown complex as a new grocery store and restaurant to help address a shortage of Downtown grocery options. Restaurant activity has been strong in the Downtown area, with three other new openings including Havana Cuban Café & Pizzeria, Landmark Restaurant, and Fresco’s Pizza & Wings. While 3rd Street and Main Street are primary retail corridors, there is not a significant focal point for retail activity, with uses scattered across the Downtown. Annual rents for most retail space range from \$5 to \$10 per square foot, depending on the location and the quality of the space.

While the retail vacancy rate has remained consistently low since 2007 (at 5% to 7%), key vacancies on main corridors such as 3rd Street detract from the quality and consistency of the Downtown retail environment. Vacancies have been challenging to fill as market rents do not justify the substantial cost of refurbishing outdated retail space, and new leaseholders are unable to afford high fit-out costs in older buildings.

FIGURE I-7: DOWNTOWN JAMESTOWN 2ND STREET RETAIL



Source: MJ Engineering & Surveying

New retail openings have been fostered by small business support programs offered by the City and Jamestown Renaissance Corporation (JRC). Since 2011, 36 façade enhancement projects were funded through partnerships among JRC, the City, and property owners. JRC also offers startup loans to support space improvements and upfront lease expenses. Spending on retail and food places has increased at a rate greater than inflation since 2002, supporting additional supply coming online.

The Downtown has been identified as a “Low Income – Low Access” area according to the Food Access Research Atlas through the U.S. Department of Agriculture (USDA), signifying that area residents do not have appropriate access to grocery retail. A census tract has low access status if a certain number or share of individuals in the tract live far from a supermarket, supercenter, or large grocery store. Low-income tracts are defined as where:

- The tract’s poverty rate is greater than 20 percent;
- The tract’s median family income (MFI) is less than or equal to 80 percent of the statewide MFI; or
- The tract is in a metropolitan area and has an MFI less than or equal to 80 percent of the metropolitan area’s MFI.

In Jamestown, there are Tops Friendly Markets locations on Foote Avenue and Washington Street, as well as a Farm Fresh Foods on 3rd Street across the 3rd Street Bridge. These grocers are too far to walk from the Downtown core especially with the topography. Brick City Market and Deli, at the corner of 4th and Cherry Streets, has a small grocery section and deli that serves the Downtown, but has limited offerings. Residents have noted in public meetings that many drive to grocery locations 3 miles from the DRI study area on Route 394. Within city boundaries, a Save-A-Lot, an ALDI, and a Wegman's are the only grocery locations to serve the local populations.

While the vacancy rate has remained consistently low since 2007 (at 5% to 7%)¹⁰, key vacancies on main corridors such as 3rd Street detract from the quality and consistency of the Downtown retail environment. Vacancies have been challenging to fill as market rents do not justify the substantial cost of refurbishing outdated retail space, and new leaseholders are unable to afford high fit-out costs in older buildings.

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Hotel

Growth in the hotel sector is underway to support major recent investments, and the subsequent development of supportive amenities and retail options will support additional foot traffic in the Downtown. Currently, the county has over 1,500 hotel rooms across 31 hotels, with 5 located in Jamestown with an average size of 70 rooms each; most are upper midscale class. Occupancy at these hotels is highly seasonal, with occupancy rates in the summer months reaching above 70% and dropping below 40% in the winter, with lake activity-dependent hotels closing during the off-season.¹² Hotel development supports investment in the tourism industry, enabling further visitor travel to events and venues, and encouraging through-travelers to extend stays in the Jamestown area.

In 2015 a new Holiday Inn Express and Suites opened close to the interstate and near the Hampton Inn Suites, signaling health in the Jamestown submarket. Additional hotel development in the Downtown would help draw foot traffic to key retail corridors. The average daily rate (ADR) and revenue available per room (RevPAR) in Chautauqua County, according to an AECOM study, range from \$85 to \$102 and \$29 to \$74, respectively. While the older hotel inventory likely depresses these market metrics, these rates are insufficient to justify the development of new hotel product in Jamestown without public sector support.

REGIONAL ASSETS ARE STRONG, BUT CONNECTIVITY IS LIMITED

As a major urban hub of Western New York, Jamestown is home to some of the region's most prominent entertainment venues and cultural assets. Complementing these assets is a network of open space and historic sites that provide recreation and respite for residents and visitors. The centerpiece of the open space network is the once-forgotten Chadakoin River, where development of a continuous Riverwalk by the City of Jamestown with State partners has created opportunities for waterfront reactivation and closer linkages between the River and the Downtown. The LWRP created a strategic framework for thinking about investing in the riverfront as a catalyst for redevelopment, setting forth a plan to create an active riverfront as both a major attraction and a local amenity to help revitalize the city by developing infrastructure and implementing programming to attract different user groups. This strategy would help to transform the waterfront from the existing postindustrial character into an area for use by residents, visitors, and workers.

Two buildings within the study area, the Wellman Building and the Erie Railroad Station, are listed in the National Register of Historic Places for representing unique architectural characteristics of the late 1800s and early 1900s. Many other historic structures are designated under the City's Historic Overlay District and through the Historical Marker program, which highlights unique local history in the Downtown, with a walking tour provided by the Fenton History Museum and Research Center. The designation of the Jamestown Downtown Historic District signifies the existing historic fabric of the Downtown, and provides an opportunity to leverage cultural history to support area restoration.¹³

Poor physical connections between these major assets and core commercial areas pose significant challenges for visitors and locals seeking to explore Downtown.

Outside of the central core, Downtown Jamestown consists of three major hubs of activity:

1. The Employment Center east of Main Street, which houses most of Jamestown's public sector, administrative, and health care jobs, as well as the Reg Lenna Center for the Arts;
2. The West End, home to Northwest Arena and the pending National Comedy Center; and
3. The Waterfront, including the recently completed Riverwalk.

In addition to its value as a destination driver, the designation of the Jamestown Downtown Historic District is a major resource to property owners and potential investors to offset the high costs of renovating historic buildings. This designation offers a federal income tax credit equivalent to 20% of project cost for the substantial rehabilitation of historic, income-producing properties, and a 20% state income tax credit to be used in tandem with federal tax credits.

Connecting these centers are three main east-west thoroughfares – 2nd, 3rd, and 4th Streets – and two main north-south corridors: Washington Street and Main Street. Past planning efforts (including the Streetscape Enhancement Plan) have concluded that existing streetscapes, particularly on Washington, 2nd, and 3rd Streets, need improvement, and have represented a barrier to Downtown walkability. Major issues include:

FIGURE I-8. PARKS, RECREATION AND HISTORIC RESOURCES



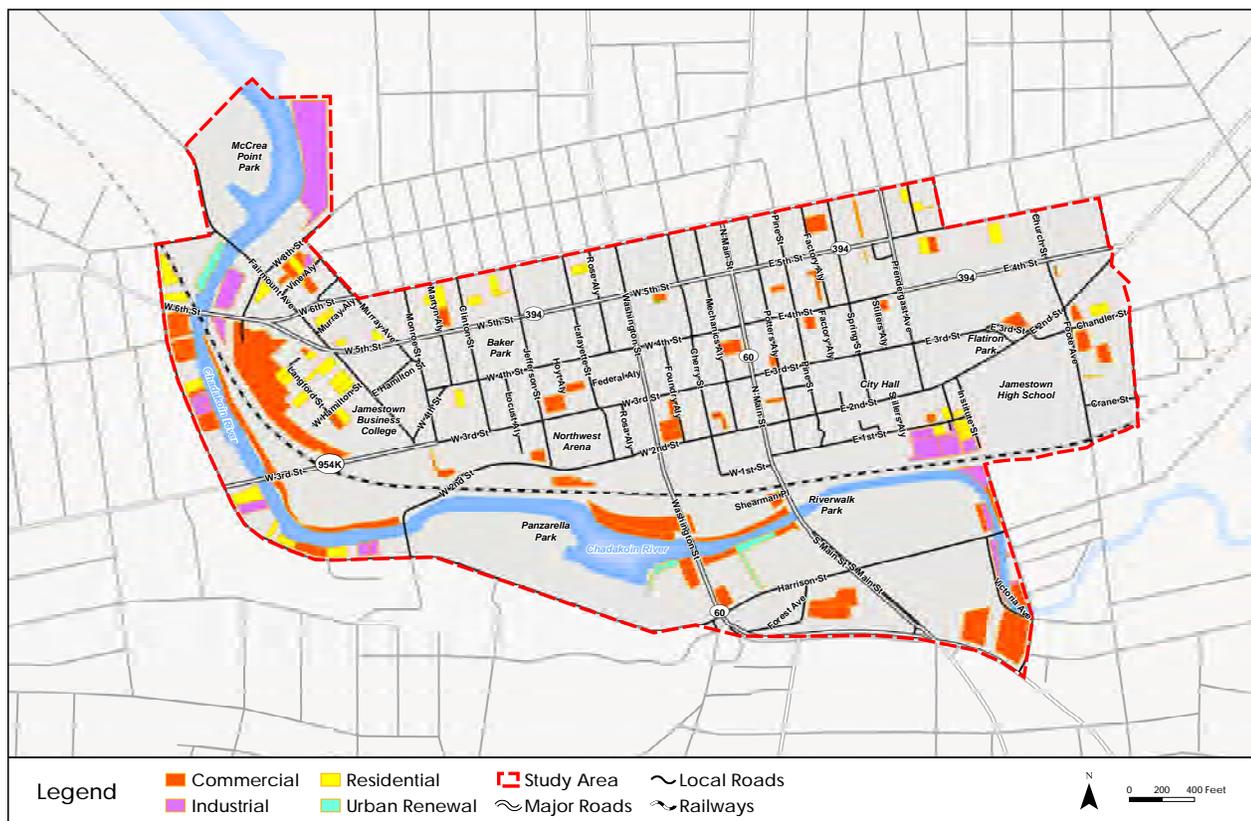
Source: MJ Engineering & Land Surveying

- **Wayfinding** – Proper wayfinding is critical to helping Downtown visitors locate area destinations. Multiple studies, including the City of Jamestown: Streetscape Enhancement Plan (2005) and the Downtown Traffic Analysis and Pedestrian – Streetscape Master Plan (2008) also concluded that parking in the Downtown was adequate, but improved signage to identify available parking would help visitors to better navigate.
- **Vehicular and Pedestrian Street Redesign** – Circulation and pedestrian experience studies have noted that narrow sidewalks, wide traffic lanes, one-way streets, and limited bike infrastructure detract from the flow of pedestrians and vehicles throughout the Downtown, and improvements would minimize conflicts to improve the experience for all users.
- **Vacant and Underused Parcels** – Vacant and underused parcels throughout the Downtown, illustrated in Figure I-9, create dead zones at critical intersections that detract visually and programmatically from the Downtown environment and pedestrian experience, discouraging foot traffic outside of established retail corridors and limiting Downtown spending. Overlap between these properties and publicly owned sites represents an opportunity for expedient redevelopment or interim repositioning.

In addition, investments in area connectivity would improve rail and road infrastructures and parking availability to better connect assets and enhance the experience of both vehicular and pedestrian traffic along major roads and thoroughfares outlined in Figure I-10 below. While I-86 runs through the City, Downtown Jamestown is not well connected to the Federal Highway system, and the higher-volume I-90 routes traffic along Lake Erie, with the nearest connection approximately 60 minutes away. The Downtown is home to the historic Jamestown Erie Railroad Station, and currently the Chautauqua Area Regional Transit System and Coach USA use the facility. The station does not provide Amtrak rail or commuter service. Buses, operated by Amtrak’s Thruway Motorcoach service, use the station to provide service to Buffalo’s Exchange Street Station approximately 90 minutes away.

In addition to projects recently completed and underway, a significant number of vacant, underutilized, and/or publicly owned sites in Downtown Jamestown represent opportunities for redevelopment. Among them are several historic buildings at critical intersections, including the Furniture Mart Building at 2nd and Washington Streets, and the former Ramada Inn Hotel at 4th and Washington Streets. These key development sites either lie

FIGURE I-9. VACANT LAND AND UNDERBUILT SITES, PUBLIC OWNERSHIP



Source: MJ Engineering & Land Surveying

along primary pedestrian corridors or have potential to strengthen the area retail corridors by providing additional destinations for area workers, residents, and visitors. Across the Chadakoin River from the historic Downtown core area are low-density sites with potential for redevelopment to take advantage of river access and promote connections between the Downtown and nearby neighborhoods.

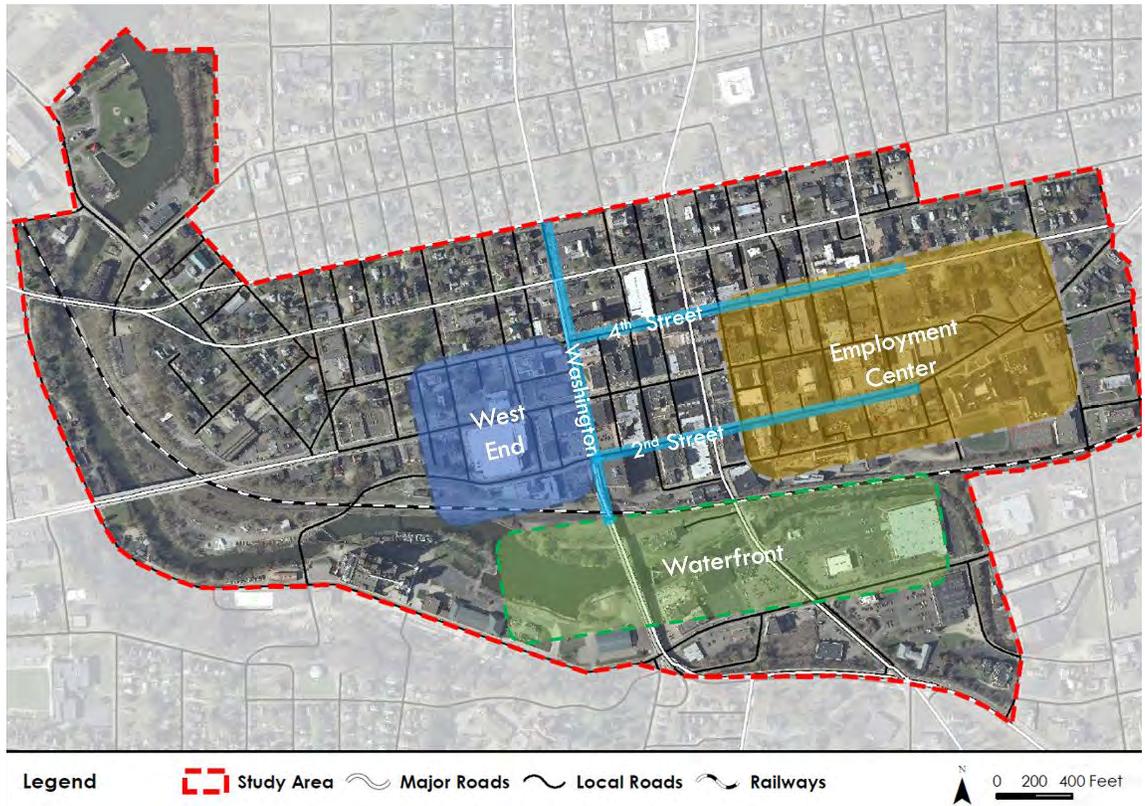
Jamestown's land use regulations permit a mix of residential, commercial, and mixed-use structures along the major corridors within the Study Area; regulations are flexible and consistent with market demand, and therefore have not been cited as a barrier to Downtown redevelopment. There are 8 different zoning designations located in the historic Downtown core, including Central Business – Downtown (C3), Central Commercial (C4), Community Commercial (C2), Land Conservation (LC), Light Manufacturing (LM), Manufacturing (M), Multiple-Family Residential and Professional Office (RC), and Two-family Residential (R2). The majority of land in this core area is zoned as Community Commercial (29%), Central Business (22%), Central Commercial (20%), and Light Manufacturing (15%). This zoning mix can help the city to shape development within what can be approved “as-of-right,” although additional permissions for residential development within the historic Downtown core area, and other desired uses, may require adjustments.

FIGURE I-10. TRANSIT NETWORK AND PARKING



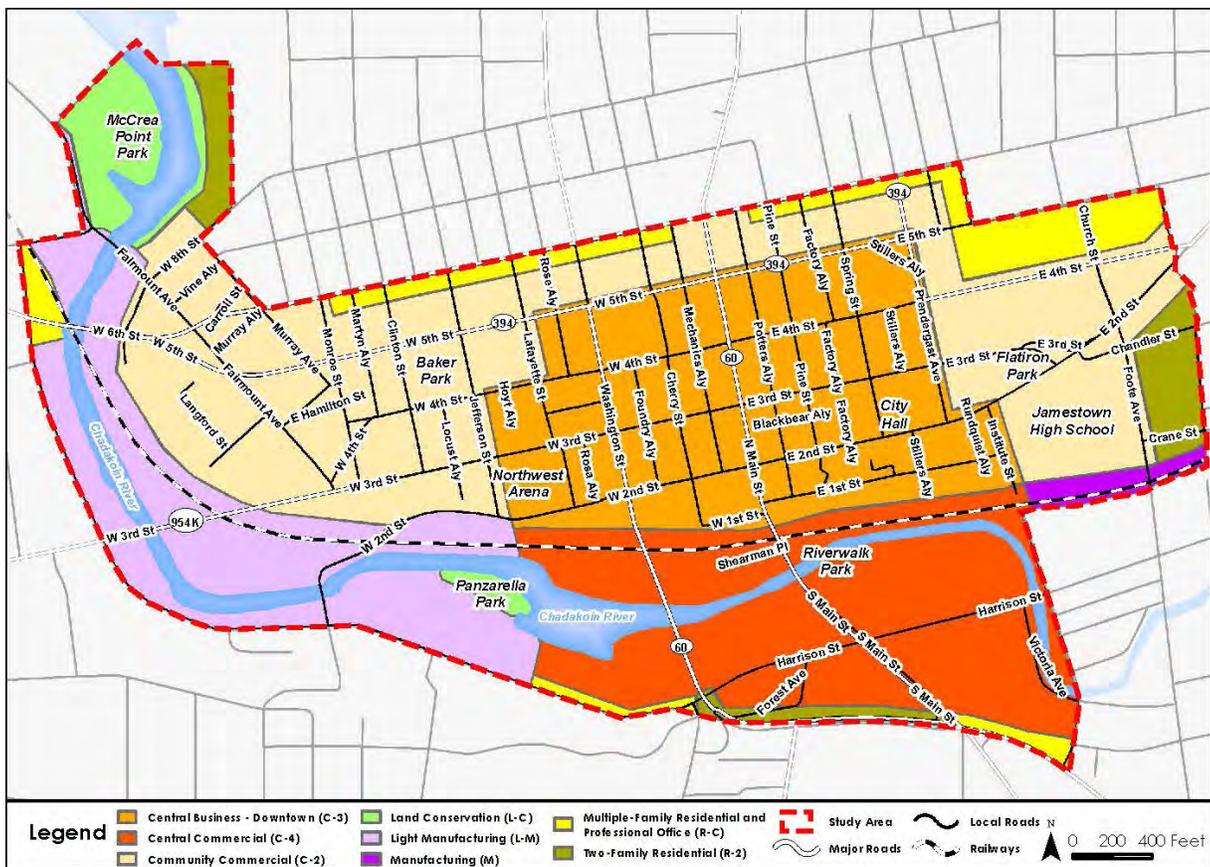
Source: MJ Engineering & Land Surveying

FIGURE I-11. CONNECTIVE CORRIDORS



Source: MJ Engineering & Land Surveying

FIGURE I-12: ZONING MAP



Source: MJ Engineering & Land Surveying

Similarly, environmental conditions do not significantly limit Downtown redevelopment.

Narrow strips of the Chadakoin Riverfront sit within the 100-year flood plain and may be prone to flood damage in the event of heavy precipitation or another river-swelling event, but no development is proposed in these areas. A larger section of the riverfront, particularly south of the Chadakoin, sits within the 500-year flood plain and is likely to see increasing vulnerability due to climate change. City and State officials should be mindful of this broader area when considering permanent structures and other major developments along the Riverwalk.

Protected animal and plant species, the Eastern spiny softshell turtle and the endangered Burdick's wild leek, were identified in or near the study area, and removal of the leek is prohibited. The LWRP study area also includes Archaeologically Sensitive Areas along Washington Street. City and state officials should also be mindful of the presence of historically or environmentally sensitive and protected areas as outlined in the LWRP.¹⁴

SECTION II:

Downtown Vision, Goals and Strategies

VISION FOR DOWNTOWN JAMESTOWN REVITALIZATION

The Local Planning Committee developed the following vision for revitalizing Downtown, building on past planning efforts in Jamestown:

The Downtown Revitalization Initiative will support investments that leverage Downtown Jamestown's recent momentum; bolster its cultural, recreational, and economic assets; and create an urban, walkable, vibrant downtown core attractive to new and existing residents, workers, businesses, investors, and visitors.

Investments in Downtown that are consistent with this vision will catalyze economic growth and should increase appeal to Downtown's three user groups: residents, workers, and visitors. Investment in the Downtown will increase Jamestown's appeal to these groups; increase the time and resources they spend Downtown; and attract private investment, further strengthening the Downtown experience.

FIGURE I-13: THE CYCLE OF INVESTMENT



Source: HR&A Advisors

GOALS AND STRATEGIES FOR DOWNTOWN REVITALIZATION

Informed by the challenges and opportunities identified in Section I of this document, investments in Downtown Jamestown should seek to support three primary goals:

1. **Create a place where businesses want to locate and people want to work.** Investment in Downtown should support regional job growth strategies and attract businesses, workers, and entrepreneurs Downtown.
2. **Support smart growth and strengthen existing fabric with mixed-use development.** DRI funding should support development feasibility to catalyze investment in existing residential and commercial assets, and to leverage underutilized land to create new residential, commercial, and retail uses.
3. **Leverage cultural and natural assets to create a cohesive downtown experience and boost visitation.** DRI investments should enhance Downtown vibrancy by providing activities that appeal to residents, workers, and visitors; reinforce a cohesive identity; and leverage cultural and natural assets.

Jamestown DRI goals build on and are aligned with the goals articulated by the Western New York Regional Economic Development Council (WNY REDC). Specifically, areas of alignment on economic development goals include:

- **Implement smart growth strategies**
- **Invest in tourism industry**
- **Foster a spirit of entrepreneurship**
- **Expand and support materials & machinery manufacturing, health care industries**
- **Provide and train workers for “good jobs”**

Within this context, projects recommended for DRI investment represent four core strategies to achieve Downtown revitalization:

- **Establish Downtown destinations for visitors, workers, and residents.** The City of Jamestown has the opportunity to invest in public and private developments that create new regional and local destinations and introduce new activity and additional populations in Downtown, in turn catalyzing additional future growth and private investment.
- **Support secondary activities to extend and enrich the Downtown stay.** Investments in retail, restaurants, entertainment, and other activities that grow up around the demand drivers and new population centers increase the breadth of experiences available for visitors to the historic Downtown core area, supporting key Downtown assets and institutions.
- **Strengthen connections between destinations and amenities to enhance the Downtown experience.** Wayfinding and placemaking investments will enhance the environment and support the unique identity of the historic Downtown core area to make it more appealing to residents and visitors, attract activity and spending, and strengthen existing retail and institutional offerings.
- **Build capacity to implement and sustain DRI investments.** Achievement of the goals and strategies identified for Downtown Jamestown requires dedicated capacity focused on the Downtown in the short- and long-term. Growth of this capacity within the City and at nonprofit business and cultural organizations will ensure the sustainability of DRI investment impacts, and promote the future revitalization of Downtown.

SECTION III:

Action Plan

MAKING STRATEGIES ACTIONABLE: PRIORITY PROJECT OVERVIEW

Consistent with the Vision, Goals, and Strategies identified in Section II, the LPC recommended 12 transformative projects for DRI funding that represent a holistic and coordinated approach to revitalization in Downtown Jamestown. These projects have been identified on the basis of:

- A legacy of significant previous planning efforts that served as a roadmap of community aspirations and a bedrock for project evaluation analysis;
- Careful consultation with Jamestown community members and key stakeholders;
- Alignment with Downtown revitalization goals from the City, WNYREDC, and the State; and
- Significant analysis undertaken by the Consultant Team to coordinate alignment among key stakeholders, evaluate existing conditions and prioritize needs, and assess potential projects for catalytic potential on an individual and collective basis and for alignment with DRI prioritization criteria.

Recommendations for DRI funding include the following priority projects that align with Jamestown's Downtown revitalization goals and strategies. The projects outlined in the following table have been developed to enhance coordination of timing, costs, potential funding sources, and expected project benefits.

Table 3: Priority Projects Summary

#	Project Name	Project Description	Total Project Cost	Responsible Parties
ESTABLISH DOWNTOWN DESTINATIONS FOR VISITORS, WORKERS, AND RESIDENTS				
1	Redevelop the Former Key Bank Building	Redevelop the Key Bank building into a mixed-used building with office, retail and residential uses.	\$2,840,000	Duke of Jamestown LLC
2	Redevelop the Furniture Mart Building	Redevelop the 10-story Furniture Mart Building into a mixed-use building and adjoining parking structure.	\$19,000,000	Ellicott Development
3	Acquire Riverfront Development Property	Establish a fund for acquiring a strategic waterfront property, the Chautauqua Brick Company, to facilitate Riverfront redevelopment.	\$1,400,000	City of Jamestown
4	Implement Excursion Train Infrastructure Support	Install necessary rail infrastructure to support the advancement of a regional excursion train connecting to Buffalo and Niagara Falls.	\$670,000	City of Jamestown
SUPPORT SECONDARY ACTIVITIES TO EXTEND AND ENRICH THE DOWNTOWN STAY				
5	Develop the Hilton DoubleTree Hotel	Convert the former Ramada hotel site into a Hilton DoubleTree, returning a full-service hotel to Downtown Jamestown.	\$19,600,000	Hamister Group
6	Develop the Jamestown Brewing Company	Support the redevelopment of the Jamestown Renaissance Center into the home of Jamestown Brewing Company.	\$4,330,000	G. Patti Development
7	Fund Downtown Programming	Fund and execute all-season programming to attract a range of audiences to the Downtown and Riverwalk through a fund that would coordinate and supplement efforts currently undertaken by individual cultural attractions and local foundations.	\$600,000	The Jamestown Local Development Corporation

Time-frame for Implementation	Goal 1. Create a place where businesses want to locate and people want to work.	Goal 2. Support smart growth and strengthen existing fabric with mixed-use development.	Goal 3. Leverage cultural and natural assets to create a cohesive downtown experience and boost visitation.	DRI Funding
12-24 Months	X	X		Y
24 Months		X		Y
12-24 Months			X	Y
24 Months			X	Y
12-24 Months	X			Y
12-24 Months		X		Y
3-12 Months			X	Y

#	Project Name	Project Description	Total Project Cost	Responsible Parties
STRENGTHEN CONNECTIONS BETWEEN DESTINATIONS AND AMENITIES TO ENHANCE THE DOWNTOWN EXPERIENCE.				
8	Improve Streetscape & Pedestrian Environment	Implement pilot infrastructure investments in three targeted locations Downtown to facilitate pedestrian activity.	\$610,000	City of Jamestown
9	Enhance the Riverwalk Experience	Enhance waterfront lighting, improve river access with new kayak/canoe launches, and install a catchment system on Warner Dam.	\$325,000	City of Jamestown Jamestown Renaissance Corporation
BUILD CAPACITY TO IMPLEMENT AND SUSTAIN DRI INVESTMENTS				
10	Revitalize the Reg Lenna Center for the Arts	Implement Reg Lenna Center for the Arts infrastructure improvements, including safety upgrades, renovated retail and studio space, an improved theater lobby, and renovated office and apartment space.	\$4,000,000	Reg Lenna Center for the Arts
11	Improve Robert H. Jackson Center	Stabilize and improve building infrastructure and support future program expansion opportunities.	\$2,300,000	Robert H. Jackson Center
12	Rehabilitate the Reg Lenna Center for the Arts	Fund the installation of a new air conditioning system to support summer programming and NCC collaboration.	\$265,000	Lucille Ball Little Theatre, Inc
Total:			\$56,690,000	

Time-frame for Implementation	Goal 1. Create a place where businesses want to locate and people want to work.	Goal 2. Support smart growth and strengthen existing fabric with mixed-use development.	Goal 3. Leverage cultural and natural assets to create a cohesive downtown experience and boost visitation.	DRI Funding
12-24 Months		X		Y
12-24 Months		X		Y
24 Months			X	Y
12-24 Months			X	Y
3-12 Months			X	Y

SECTION IV:

Management Structure

The City of Jamestown will leverage a network of public, private, and institutional entities to implement projects to establish Downtown destinations for visitors, workers and residents; support secondary activities to extend and enrich the Downtown stay; and strengthen connections between destinations and amenities to enhance the Downtown experience. Specific responsibilities include acquisition and developer solicitation for the **Riverfront Development Property**; construction of **Excursion Train Infrastructure Support & Rail Depot Upgrades, Streetscape & Pedestrian Improvements**, and **Enhancement of the Riverwalk Experience**; and funding and implementation of **Downtown Programming**. The largest catalytic development initiatives – including development of the **Hilton DoubleTree Hotel**, the **Former Key Bank Building**, the **Furniture Mart Building** and the **Jamestown Brewing Company** – will be led by private developers, with oversight by the City. Local cultural institutions will take responsibility for the implementation of initiatives to **Rehabilitate the Reg Lenna Center for the Arts**, **Improve the Robert H. Jackson Center** and **Upgrade the Lucille Ball Little Theater**.

The City has substantial capacity for DRI project execution through several experienced local development agencies, with the ability to manage third-party consultants where necessary for projects that require additional capacity or expertise. The City of Jamestown has a long and successful history of managing and implementing a diversity of economic development and revitalization initiatives including publicly funded projects and projects developed through public/private partnerships. The two primary local government entities of the City of Jamestown and Chautauqua County work to coordinate and oversee other involved agencies and institutions.

Projects will be implemented in partnership with local partners, as follows:

City of Jamestown

- **The Department of Development** oversees the development of Jamestown's industrial, commercial, and residential property, maintains the safety of the city's housing and building stock, and connects developers with funding opportunities.
- **The Jamestown Local Development Corporation (JLDC)** acts as the lending arm of the City, providing low-interest loans to Jamestown businesses and industry to encourage private sector investment via the expansion of existing firms and the establishment of new businesses.
- **The Jamestown Urban Renewal Agency (JURA)** performs a variety of services, including planning; zoning; code enforcement (residential and commercial); administration of Federal, State, and philanthropic grants; processing grant applications for City endeavors; coordination of neighborhood and housing rehabilitation initiatives; marketing of commercial and residential properties; and administration of the City's revolving loan program.
- **The Department of Public Works** is responsible the management and construction supervision of all City projects. These projects include street reconstruction, parks improvements, City-owned facilities, and all other infrastructure projects.

Chautauqua County

- **The Jamestown Renaissance Corporation (JRC)** is a public-private partnership created in 2006 to guide Downtown revitalization investments and programming. JRC is currently co-chaired by Jamestown Mayor Samuel Teresi and Dr. Leonard E. Faulk, Jr., PhD., founder of the Chautauqua Home Rehabilitation and Improvement Corporation (CHRIC), and employs a staff of six. Key programs include building renovations for Downtown and historic properties; business development services; programming and event management; neighborhood reinvestment; and marketing.
- **The Department of Planning and Economic Development** holds a broad range of responsibilities to support economic development throughout the county. Duties include but are not limited to grant administration and oversight; oversight and development of comprehensive and watershed management plans; planning project coordination; and provision of land use development and environmental planning assistance to public and private entities.
- **The County of Chautauqua Industrial Development Agency (CCIDA)** is an economic development organization authorized by the State to aid in the execution of tax abatements, low-interest loans, and bond financing to attract new businesses and retain and expand existing businesses.

- **The Chautauqua County Land Bank Association** is a nonprofit operating under State authority to help County communities address issues of blight by creating a County-wide, State-designated land bank to control and manage strategically selected dilapidated residential and commercial properties.

PRIVATE PARTNERS

Real Estate Developers

- **The Duke of Jamestown LLC** is a private real estate developer, led by Arnold Duke. Its past work includes the successful restoration of the Tew Building in Downtown Jamestown, which it purchased from the Gebbie Foundation. The Duke of Jamestown LLC has partnered with CJM Construction Consulting for its proposed renovation of the former Key Bank Building.
- **Ellicott Development** is a Buffalo-based private real estate developer managing over \$1 billion in real estate with a concentration in the Western New York region. It has more than 500 employees and contains an in-house design team and construction management office. It is the largest landlord in New York west of Albany, and specializes in adaptive reuse redevelopment projects.
- **G. Patti Development** is a Jamestown-based private real estate developer. Its redevelopment portfolio includes the M&T Bank Building in Jamestown. The Duke of Jamestown LLC has partnered with CJM Construction Consulting for its proposed redevelopment of the Renaissance Center into home of Jamestown Brewing Company.
- **The Hamister Group** is a Buffalo-based private real estate developer. It has developed 11 hotels in New York, Pennsylvania, Tennessee, Mississippi, and Indiana, including a recent Hilton property in Buffalo, and a Hyatt property under construction in Niagara Falls. The Hamister Group has also developed senior living residences and home healthcare facilities in New York, Pennsylvania, and Maryland.

Cultural Institutions

- **Reg Lenna Center for the Arts** strives to enrich the community by providing a grand, historic theater for local, regional and national performing artists, and to provide a dynamic range of arts programming that inspires, stimulates, educates, challenges and empowers a culture in which the arts thrive. The Reg Lenna Center has contracted with 40 80 Architecture, Greenman-Pederson for structural engineering, Karpinski Engineering for mechanical engineering, and Lehigh Construction as construction managers.

- **The Robert H. Jackson Center** is a museum located in Jamestown dedicated to the life and legacy of former U.S. Supreme Court Justice Robert H. Jackson. The Robert H. Jackson Center contracted architectural engineer Clark Patterson Lee to conduct a five-year capital facilities master plan and building conditions survey.
- **The Lucille Ball Little Theater of Jamestown** is a cultural institution dedicated to celebrating the performing arts through live theater, entertainment, education, and community involvement. The leadership of Lucille Ball Little Theatre of Jamestown, Inc. has solicited bids from contractors with experience installing comparable systems.

Charitable Foundations

- **The Gebbie Foundation** was established in 1964 and has a current strategic focus to revitalize Downtown Jamestown through investments in community and economic development issues.

A number of local and regional foundations invest in projects and programs in Jamestown, including but not limited to the:

- **John R. Oishei Foundation**
- **Chautauqua Region Community Foundation**
- **Ralph C. Sheldon Foundation**, and;
- the **Lenna Foundation**

SECTION V:

Public Involvement

The consultant team developed a Community Engagement Plan in October 2016 to guide the DRI public participation process. The strategies used included five LPC meetings, door-to-door outreach, three public meetings, opportunities for written and online comments, and an online survey about community priorities for revitalization. Each of these strategies was advertised through social media posts, press releases, meeting notices, and e-mail blasts.

LOCAL PLANNING COMMITTEE MEETINGS

Five Local Planning Committee (LPC) meetings were held between November 2015 and February 2016. The purpose of these meetings was to develop goals for the DRI, review the list of potential projects, provide an opportunity for LPC members to ask questions and discuss relevant issues, and ultimately to recommend projects for inclusion in the Strategic Investment Plan and for DRI funding. Each LPC meeting was open to the public and received an average of 30 attendees from the LPC, the State team, the Consultant Team and members of the public.

DOOR-TO-DOOR OUTREACH

Door-to-door engagement took place on October 27, 2016. Two members of the Consultant Team and one City staff person visited approximately 55 businesses in Downtown Jamestown. The purpose of the outreach was to notify business owners of the DRI planning process and encourage them to attend the first public meeting. Names and e-mail addresses were collected for future communications.

PUBLIC MEETINGS

Three public meetings took place between November 2016 and February 2017.

The first was held on November 4, 2016, at the Willow Bay Theater. Approximately 75 people attended the meeting. The meeting began with three stations that encouraged attendees to envision the future of Jamestown. The Consultant Team gave a presentation to outline the purpose of the DRI, the goals and strategies for Jamestown, and specific projects for consideration. After the presentation, meeting attendees broke into six small groups to discuss three questions:

- Do you agree with the DRI goals and strategies? Did we miss anything?
- Which goal or strategy is most important? Why?
- What projects or investments should be supported with DRI funding? Be specific.

At the end of a 45-minute breakout period, the discussion at each table was summarized to the larger group. Notes from each breakout session were collected and incorporated into the public meeting summary. Key themes included the need to enhance walkability Downtown, the desire to accommodate tourists and residents alike, and to support the arts.

The second public meeting was held on December 13, 2016, at the Robert H. Jackson Center. The purpose of the meeting was to review 36 projects for potential funding. There were more than 65 meeting attendees. After a brief presentation, the group broke into five groups to discuss each project. Each group reported the important points of their discussion. The meeting ended with a sticker exercise, which allowed meeting participants to indicate their highest priorities for DRI funding. The projects that were most supported were the Reg Lenna Center for the Arts master plan, the National Comedy Center (which was subsequently funded in whole by the State), Riverwalk lighting displays, and the acquisition of riverfront parcels by the City.

The third and final public meeting was held on February 16, 2017, at the Willow Bay Theater. The purpose of the meeting was to present the 12 projects recommended for DRI funding by the LPC and address questions from the public about the selection process and next steps.

WRITTEN COMMENTS

During the project, 11 comment cards were submitted to the project team. Each card was reviewed and incorporated into the public input summary. Written comments were also received via website for review and analysis.

SURVEY

The consultant team developed a short survey to solicit input from members of the public who might not otherwise be engaged in the DRI process. The survey was open from November 18, 2016, to January 17, 2017, and was advertised through the City, through partner social media accounts, and at public meetings. The survey received 215 responses.

The survey asked respondents to rank 10 goals in order of priority. The top three goals were:

- Leverage economic growth sectors (e.g.: digital communications, healthcare, tourism, etc.) to attract and retain businesses downtown.
- Improve retail space and support existing businesses.
- Improve the desirability and vitality of the “walkable downtown” through increased activity and event programming in both indoor and outdoor venues.

When asked, “How can Jamestown best invest the DRI funding in the Downtown?” respondents most frequently chose:

1. More business (48 responses)
2. Improving Jamestown’s image (39 responses)
3. Tourism (24 responses)
4. Improved infrastructure (23 responses)

CITATIONS

- 1** 2010 US CENSUS
- 2** NEW YORK STATE DEPARTMENT OF LABOR
- 3** NEW YORK STATE DOWNTOWN REVITALIZATION INITIATIVE APPLICATION
- 4** AECOM FINAL ECONOMIC IMPACT REPORT
- 5** DRI APPLICATION WHITE PAPER
- 6** DRI APPLICATION
- 7** DRI APPLICATION
- 8** WILLOW BAY APARTMENTS COMING TO THIRD STREET
- 9** COSTAR
- 10** AECOM DEVELOPMENT STRATEGY
- 11** AECOM 2015
- 12** AECOM 2015
- 13** AECOM 2015
- 14** LOCAL WATERFRONT REVITALIZATION PROGRAM, 2016

PART TWO:

Jamestown Strategic Investment Plan

Statement of Community Vision

The Local Planning Committee developed the following vision for revitalizing Downtown, building on past planning efforts in Jamestown:

The Downtown Revitalization Initiative will support investments that leverage Downtown Jamestown’s recent momentum; bolster its cultural, recreational, and economic assets; and create an urban, walkable, vibrant downtown core attractive to new and existing residents, workers, businesses, investors, and visitors.

FIGURE II-O. DOWNTOWN JAMESTOWN DURING MOTOR MAYHEM



Source: Jamestown Up Close

SECTION I:

Profiles of Priority Projects Proposed for DRI Funding

SELECTION CRITERIA

New York State’s Downtown Revitalization Initiative (DRI) seeks to “transform communities ripe for development into vibrant neighborhoods where the next generation of New Yorkers will want to live, work, and raise a family.” For each potential project, the Local Planning Committee considered the following selection criteria when determining relative priority for DRI funding request proposals:

FIGURE II-1. COST, IMPACT, FEASIBILITY, PUBLIC SUPPORT



1. PROJECT ASSEMBLY

The Consultant Team identified over 100 projects referenced in past plans, Local Planning Committee conversations, and public meetings. Past plans included 14 studies for the City of Jamestown, Chautauqua County, and the region.

2. PROJECT REFINEMENT AND CONSOLIDATION

The Consultant Team refined and consolidated the initial list of projects to 36 potential projects for review, based on conversations with stakeholders and a review of project similarities. Project consolidation was driven by project completion, and similarity and overlap between projects.

3. PROJECT ANALYSIS AND EVALUATION

The Consultant Team produced a preliminary evaluation of the 30 potential projects based on project impact, cost, feasibility and public support selection criteria. The LPC reviewed this evaluation at its meeting in December 2016. The evaluation informed project discussion and subsequent prioritization then, and at the LPC's January and February meetings. The LPC also reviewed iterations of these projects with members of the public at the December, January and February public meetings.

4. PROJECT RECOMMENDATIONS

Based on this evaluation, the LPC recommended advancing ten projects through DRI as shown in the below map of projects and project summary table, and detailed in Section I: Profiles of Priority Projects Proposed for DRI Funding.

Additional projects were identified as important to Downtown's and Jamestown's revitalization and thus priorities for continued planning and discussion, though were not included in the final projects list for consideration through the DRI program because they not eligible for DRI funding and/or not situated within the DRI boundary. Such initiatives include the following:

- **Improve Traffic, Parking, & Circulation** – Prepare the City of Jamestown for the design and implementation circulation and parking improvements to enhance the Downtown experience.
- **Develop Food Hub / Destination Farmers' Market** – Acquire property and relocate the Jamestown Farmers Market to expand permanent operations.
- **Improve the Connection Between the National Comedy Center & Northwest Arena** – Improve the connection between the National Comedy Center and Northwest Arena to provide additional retail and food service space and interactive children's programming
- **Downtown Student Housing Development** – Find a suitable location in the downtown core for student housing serving Jamestown Business College, Jamestown Community College, or another college. Student housing could be a standalone dormitory, or incorporated into an existing redevelopment.

- **Medical Area Opportunity Zone Study** – Advance the Medical Area Opportunity Zone through the creation of a comprehensive medical corridor plan in the Harrison-Foote-Institute area, where a cluster of major medical facilities are located. The plan would aim to identify a coordinated approach for addressing the range of medical and support services located within the district, sites for future expansion, circulation, parking, and transit links within the district.
- **Shawbucks** – The Mindful Eatery Enhancements – Renovate Shawbucks and create a space for a healthy lifestyle-focused dining, retail, and activities space.
- **Hospitality/Culinary Training Program** – Develop a workforce development program housed downtown to provide hospitality or culinary training for local residents. The program, potentially in partnership with a local college, would seek to prepare a new local workforce for newly created visitor-serving jobs, and increase the student population Downtown.
- **Major Entry Installations** – Create “gateways” at major city entry points to improve visitor arrival experience. Potential sites include:
 - 3rd and Washington streets
 - Jamestown High School
 - Intersection of 4th and 3rd streets
- **Transit Improvements** – Launch a shuttle service to connect key Downtown assets like the National Comedy Center and the Reg Lenna Center, and study options to connect Jamestown Community College and the Downtown to enhance the visitor and student experience.
- **West End Design Principles Study** – Fund a study to establish design principles that will create a cohesive built environment on the West End.
- **Enforcement and Monitoring of Vacant or Underused Sites** – Expand city capacity for projects that could include updated boarding requirements and vacant building penalties, a Sponsor-A-Lot program for vacant parcels, or a Sponsor-A-House program for seniors and the disabled.
- **Maker Space** – Develop a co-working or incubator space for light manufacturing (i.e. maker) businesses downtown. The space would provide shared equipment (e.g. drills, saws, etc.) to provide capacity for professional-grade production, defray startup costs, and provide a network for skill and resource sharing.
- **Broadhead Mills & Arts Center Redevelopment** – Redevelop the brownfield and underutilized properties on East 1st Street, including the Broadhead Mills site and Arts Center, to create a portion of an Arts and Heritage Trail, connecting to locations throughout Downtown. The redevelopment could include upper-floor housing units and retail frontage such as cafes. Vacant lots could be repurposed into community gardens, greenspace, and an industrial heritage park.
- **10-12 West 2nd Street Redevelopment** – Renovate 10-12 West 2nd Street for retail space on the ground floor, boutique hotel use on the upper levels, a cocktail lounge on the roof, and a stone’s course below grade. The project would entail a full interior and exterior renovation.
- **509 W. 3rd Street Redevelopment** – Renovate 309 W. 3rd into a mixed-use building with artist apartments and studio space, short-term rentals marketed to NCC performers, and

professional offices.

- **Willow Bay Renovation** – Renovate ground floor of Willow Bay Building to create a new street-level office space for the Jamestown Renaissance Corporation. The space would include a visitors center, a multipurpose space, and a conference room. The property will also house a commercial real estate brokerage.
- **Business and Development Loan Funds** – Enhance local revolving loan funds to attract businesses into ground-floor retail spaces, including spaces needing rehab and new spaces in mixed-use development. Create a growth fund for small to mid-sized businesses to fund capital improvements, working capital, and market expansions. Funds could be managed by JRC or other organizations.
- **National Comedy Center Piazza** – Build a well-lit piazza next to the National Comedy Center that would contain a bandshell, and connect the piazza to the Riverwalk.
- **Local Business Association** – Strengthen an existing local business association or create a new association to help small businesses share resources, achieve cost savings through volume, partner in marketing efforts, and otherwise access resources.

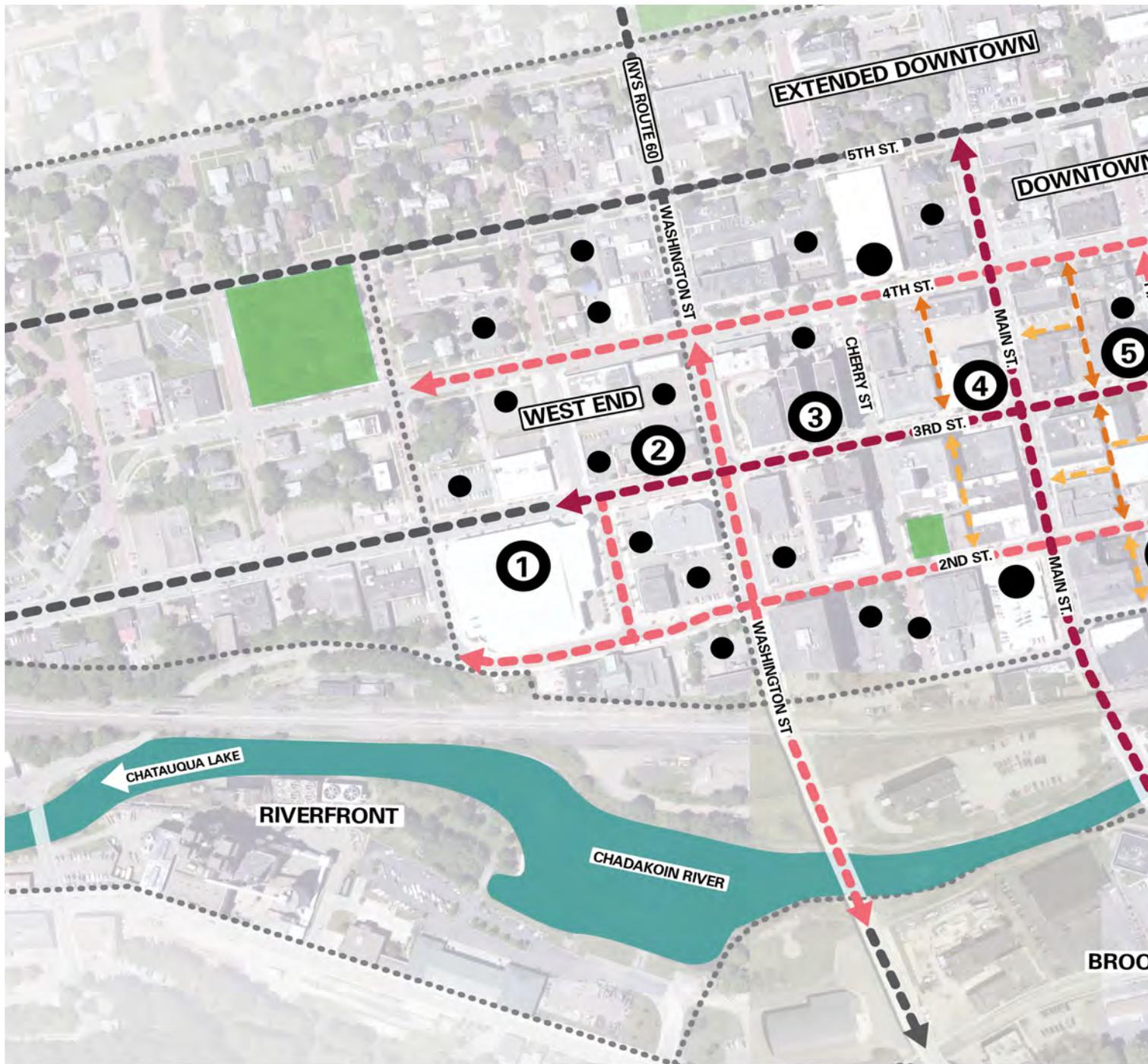
FIGURE II-2. REVIEWED PLANS AND DOCUMENTS

Reviewed Plans and Documents	
Traffic and Streetscape Enhancement Plan - 2008	Urban Design Plan - 2006
Chadakoin River Corridor Brownfield Opportunity Area Pre-Nomination Study - 2008	Local Waterfront Revitalization Program - 2014
City of Jamestown, A Livable Community - 2010	Jamestown Business Mix - 2012
Illumination of the Jamestown Waterfront and BPU Campus: Phase I (BPU Costing Analysis) - 2016	Comprehensive Plan - 1998
Downtown Jamestown Economic Development Strategy: Final Report - 2015	Chadakoin River West BOA Pre-Nomination Study - 2013
2016 CDBG and HOME Annual Action Plan - 2016	Chadakoin River Central-Eastern BOA Nomination Study -2014
FY 2015-2019 Consolidated Plan & FY 2015 Annual Action Plan - 2015	A Strategy for Prosperity Progress Report - 2015

PRIORITY PROJECTS RECOMMENDED FOR DRI FUNDING

#	Project Name	Project Description	DRI Funding Request
ESTABLISH DOWNTOWN DESTINATIONS FOR VISITORS, WORKERS, AND RESIDENTS			
1	Redevelop the Former Key Bank Building	Redevelop the Key Bank building into a mixed-used building with office, retail and residential uses.	\$1,000,000
2	Redevelop the Furniture Mart Building	Redevelop the 10-story Furniture Mart Building into a mixed-use building and adjoining parking structure.	\$1,500,000
3	Acquire Riverfront Development Property	Provide the resources necessary for acquiring a strategic waterfront property, the Chautauqua Brick Company, to facilitate Riverfront redevelopment.	\$1,400,000
4	Implement Excursion Train Infrastructure Support	Install necessary rail infrastructure to support the advancement of a regional excursion train connecting to Buffalo and Niagara Falls, as well as enhancing existing opportunities from east, west, and south.	\$670,000
SUPPORT SECONDARY ACTIVITIES TO EXTEND AND ENRICH THE DOWNTOWN STAY			
5	Develop the Hilton DoubleTree Hotel	Convert the former Ramada hotel site into a Hilton DoubleTree, returning a full-service hotel to Downtown Jamestown.	\$2,500,000
6	Develop the Jamestown Brewing Company	Support the redevelopment of the Jamestown Renaissance Center into the home of Jamestown Brewing Company.	\$1,000,000
7	Fund Downtown Programming	Fund and execute all-season programming to attract a range of audiences to the Downtown and Riverwalk through a fund that would coordinate and supplement efforts currently undertaken by individual cultural attractions and local foundations.	\$600,000
STRENGTHEN CONNECTIONS BETWEEN DESTINATIONS AND AMENITIES TO ENHANCE THE DOWNTOWN EXPERIENCE			
8	Improve Streetscape & Pedestrian Environment	Implement pilot infrastructure investments in three targeted locations Downtown to facilitate pedestrian activity.	\$610,000
9	Enhance the Riverwalk Experience	Enhance waterfront lighting, improve river access with new kayak/canoe launches, and install a catchment system on Warner Dam.	\$325,000
BUILD CAPACITY TO IMPLEMENT AND SUSTAIN DRI INVESTMENTS			
10	Rehabilitate the Reg Lenna Center for the Arts	Implement Reg Lenna Center for the Arts infrastructure improvements, including safety upgrades, renovated retail and studio space, an improved theater lobby, and renovated office and apartment space.	\$1,500,000
11	Improve Robert H. Jackson Center	Stabilize and improve building infrastructure and support future program expansion opportunities.	\$1,500,000
12	Upgrade Lucille Ball Little Theater of Jamestown	Fund the installation of a new air conditioning system to support summer programming and NCC collaboration.	\$265,000
			Total: \$12,870,000

FIGURE II-3 EXISTING ASSETS

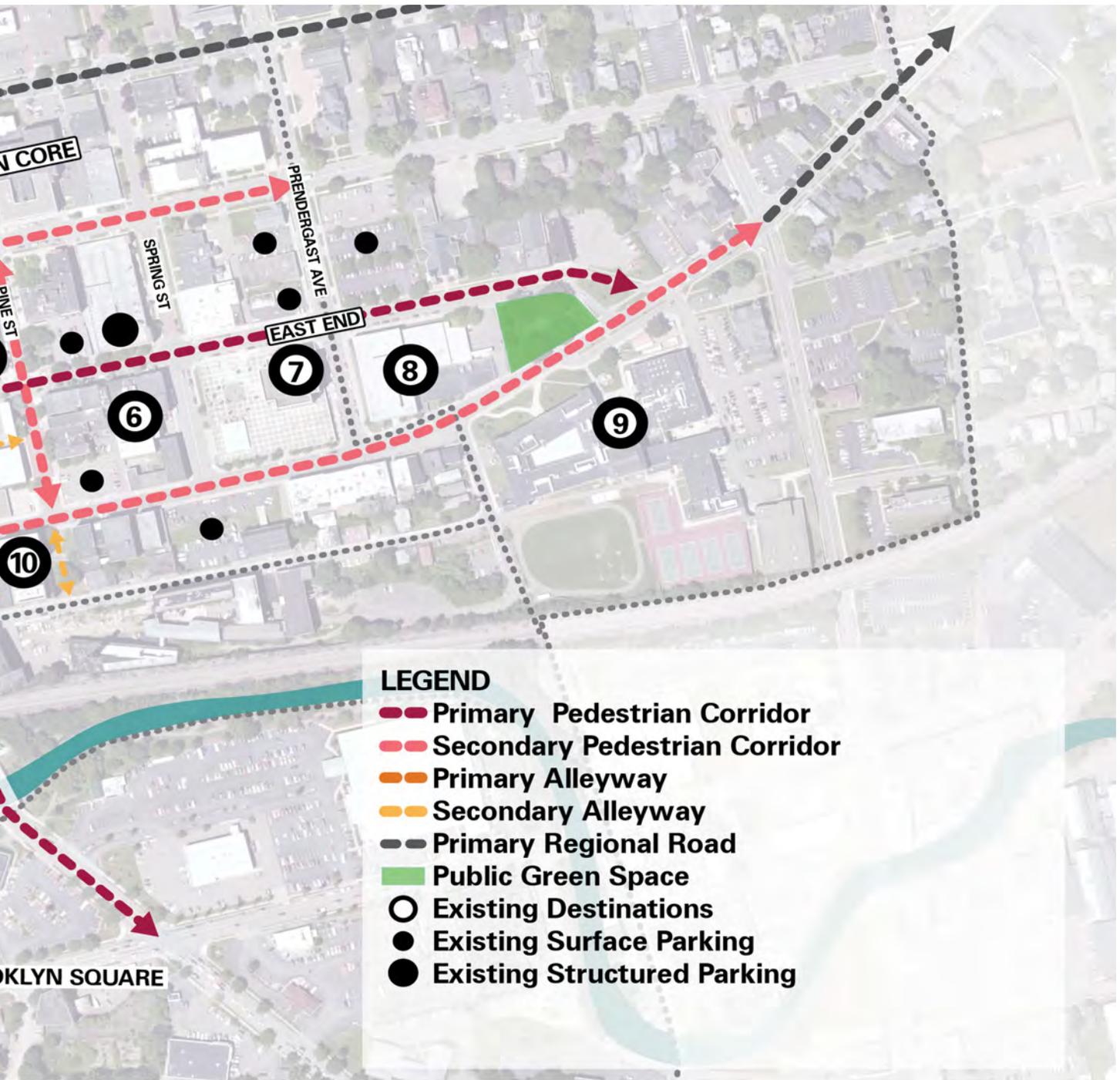


EXISTING DOWNTOWN DESTINATIONS

- 1. Jamestown Savings Bank Ice Arena
- 2. Best Western Downtown Jamestown
- 3. Historic Hotel Jamestown
- 4. Lucy Desi Museum & Center for Comedy

- 5. Willow Bay Theater
- 6. Reg Lenna Center for the
- 7. Jamestown City Hall
- 8. US Post Office

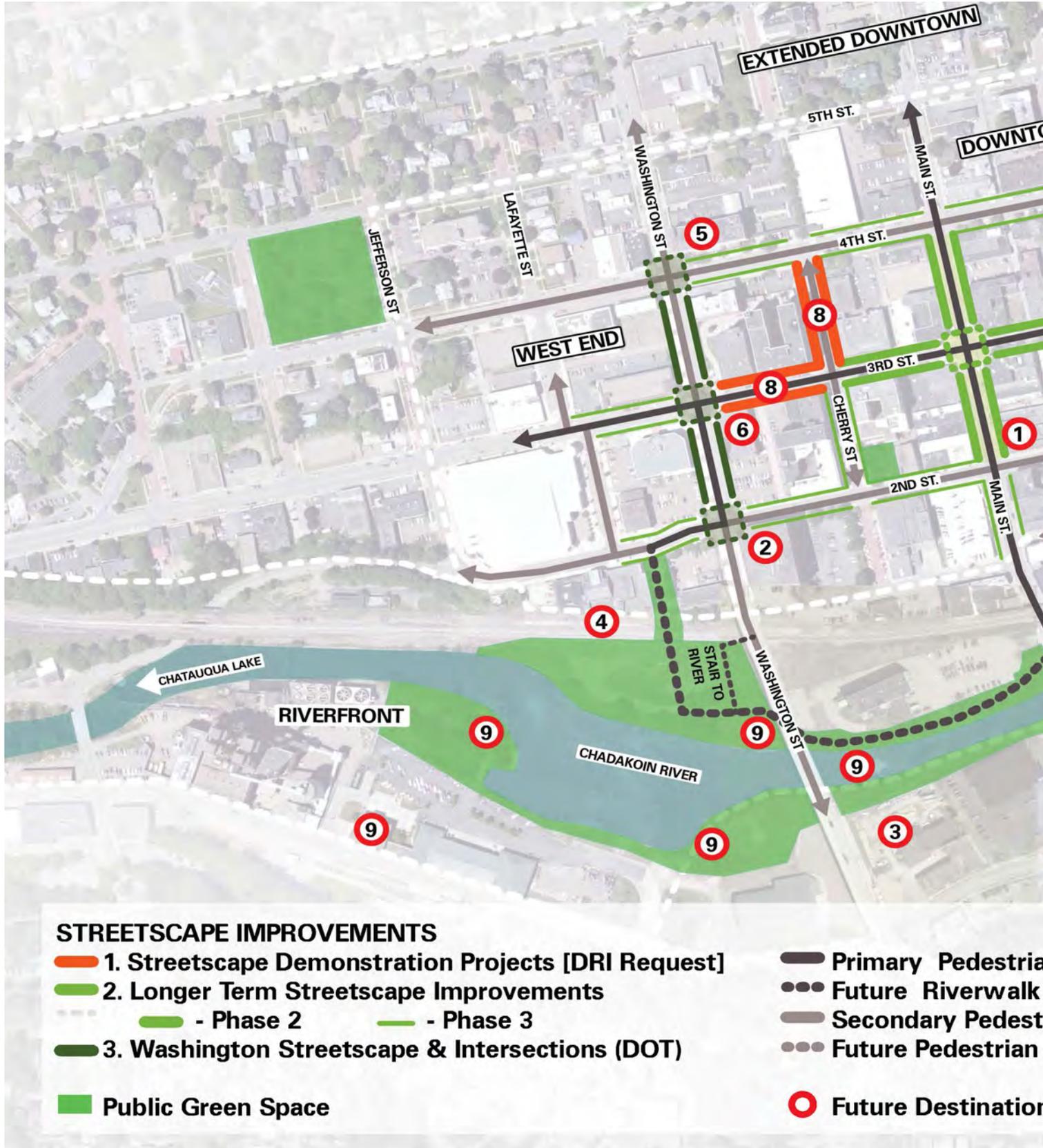
Source: Cooper Robertson



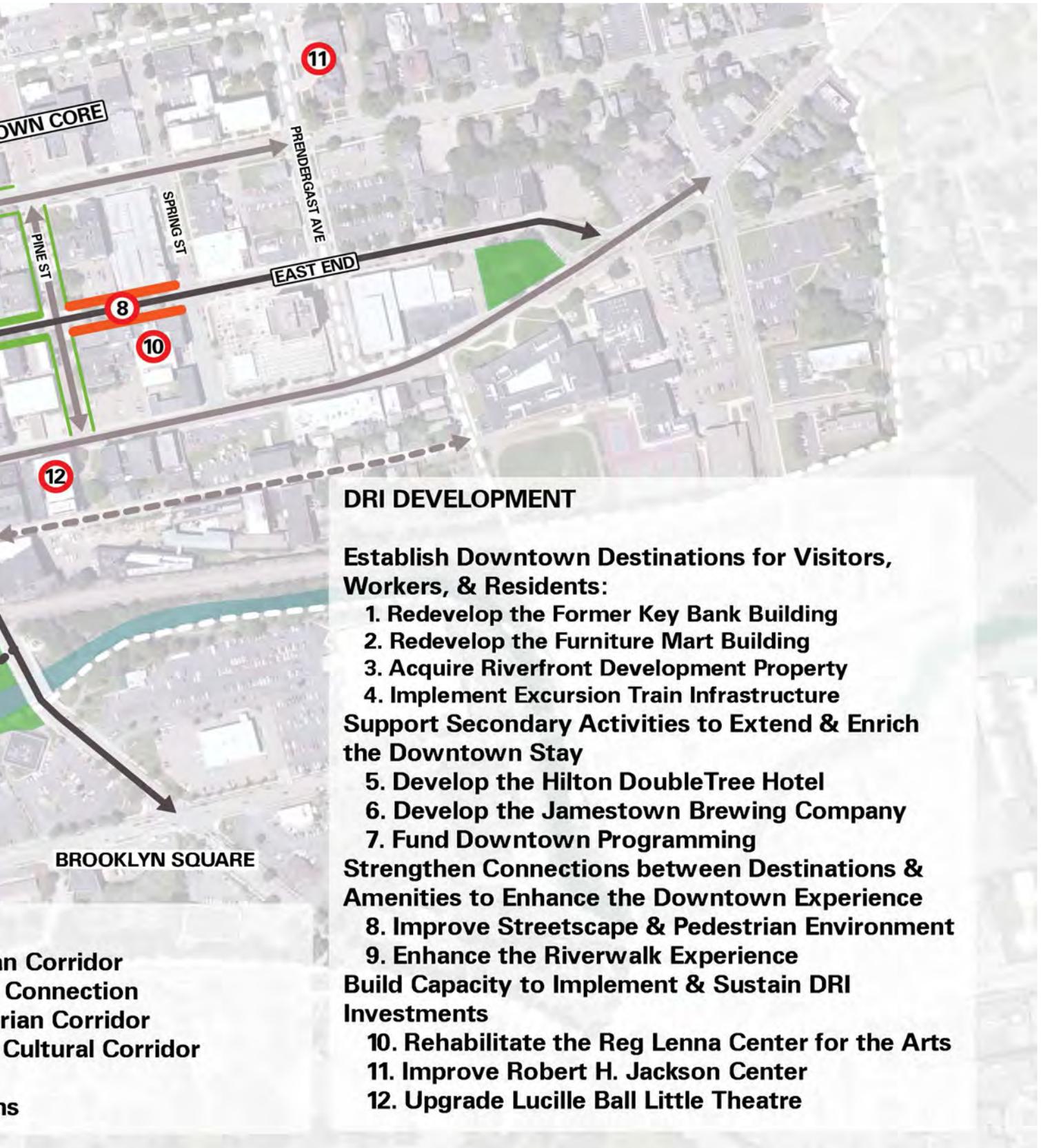
9. Jamestown Senior High School
 10. Lucille Ball Little Theater

Arts

FIGURE II-4 PROPOSED PROJECTS



Source: Cooper Robertson



DRI DEVELOPMENT

Establish Downtown Destinations for Visitors, Workers, & Residents:

1. Redevelop the Former Key Bank Building
2. Redevelop the Furniture Mart Building
3. Acquire Riverfront Development Property
4. Implement Excursion Train Infrastructure

Support Secondary Activities to Extend & Enrich the Downtown Stay

5. Develop the Hilton DoubleTree Hotel
6. Develop the Jamestown Brewing Company
7. Fund Downtown Programming

Strengthen Connections between Destinations & Amenities to Enhance the Downtown Experience

8. Improve Streetscape & Pedestrian Environment
9. Enhance the Riverwalk Experience

Build Capacity to Implement & Sustain DRI Investments

10. Rehabilitate the Reg Lenna Center for the Arts
11. Improve Robert H. Jackson Center
12. Upgrade Lucille Ball Little Theatre

in Corridor
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 rian Corridor
 Cultural Corridor
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PRIORITY PROJECT PROFILE

Redevelop the Former Key Bank Building

FIGURE II-5 KEY BANK BUILDING RESTAURANT RENDERING



Source: The Duke of Jamestown, LLC

SUMMARY DESCRIPTION

Redevelop the Key Bank building into a mixed-used building with office, retail and residential uses.

RECOMMENDATION FOR DRI FUNDING

\$1,000,000 requested through DRI Funding

LOCATION

The Former Key Bank Building, 200-206 North Main Street.

Responsible Parties

The Duke of Jamestown LLC is responsible for redevelopment efforts.

Capacity of Responsible Party

The Duke of Jamestown LLC, led by Arnold Duke as the owner, successfully restored the Tew Bank Building after purchasing it from the Gebbie Foundation.

Project Partners

CJM Construction and Consulting will provide general contracting and project management services.

Strategies

This project aligns with the following DRI goals:

- Support smart growth and strengthen existing fabric with mixed-use development
- Create a place where businesses want to locate and people want to work
- Establish Downtown destinations for visitors, workers, and residents.
- Support secondary activities to extend and enrich the Downtown stay.

The project supports the following REDC strategy:

- Implement smart growth strategies
- Foster a spirit of entrepreneurship

This project achieves the goals articulated in the following plans: City of Jamestown, A Livable Community (2010), FY 2015-2019 Consolidated Plan & FY 2015 Annual Action Plan (2015), Comprehensive Plan (1998).

Project Description

Project Type: Development or redevelopment of real property

Description: This project proposes to fund a portion of the Key Bank building redevelopment costs. 200-206 N. Main Street is a four-story, 35,000 SF building that was once the home of

the Bank of Jamestown, and then of a branch of Key Bank. The north building, 206 N. Main St., was previously the back-office operations center and as technology replaced branch back office operations, the upper floors of that space were largely abandoned. While the back space fell into disrepair, the lobby area retained its character.

The proposed project will fund the redevelopment of the whole building into a mixed-use space. The initial priority is to redevelop 10,000 square feet of vacant office space in the north building for Libera, a software development company. Following phases will create 8 new market-rate apartments in the upper floors of the south building, fitting out restaurant space in the former bank branch area, 4-6 pop-up retail spaces in the former bank branch atrium space, a wine tasting room, and an escape the room-type attraction. The initial phase will also include substantial upgrades to the building's mechanical, electrical, and plumbing systems and improve the building's ADA accessibility.

CJM Construction and Consulting will provide development management services while the building is under construction, and building management services after development is complete.

This project supports the DRI and REDC goals of supporting smart growth. The project will bring technology jobs Downtown, and encourage Downtown living.

Estimated Project Costs

The development team estimates total project costs of **\$2,840,000**, including:

- \$1,000,000 for building infrastructure
- \$500,000 for office rehab
- \$525,000 for residential conversion and FF&E
- \$300,000 for a restaurant
- \$200,000 for an escape the room-type attraction
- \$125,000 for a wine tasting lounge
- \$190,000 for soft costs

Funding Sources

DRI Funding: \$1,000,000 is being recommended for funding through DRI.

Public Funding:

- \$500,000 Empire State Development Restore NY Program
- \$90,000 ADA Improvement grants
- Application submitted for State & Federal historic tax credits
- Mortgage and county sales tax abatements could be part of the public assistance package.

Private Funding: The remaining project cost will be financed through a mix of private debt and equity contributions from Duke of Jamestown LLC.

Site Ownership and Legal Jurisdiction

Duke of Jamestown LLC owns the site outright, and there are no major legal issues.

Regulatory Requirements

The building is in the Jamestown Brownfield Opportunity Area. There is minor asbestos contamination that will require abatement.

Public Support

The project has received public support in the form of the City of Jamestown submitting a Restore NY grant on behalf of the developer. Additionally, the project received moderate support from public participants and very strong support from Local Planning Committee members, and saw above average support from the LPC survey as the #4 highest priority project.

Anticipated Revitalization Benefits

Short Term: During the renovation period, expenditures for the renovation will create construction jobs and associated revenues for local businesses.

Medium Term: Once the renovation is complete, Libera will move into the space, bringing at least 35 well-paying jobs into the Downtown. These jobs, beyond immediately providing employment, will increase the daytime population in the Downtown, boost the customer base of Downtown businesses, and further establish Downtown as an attractive home for technology-oriented companies, joining Digitell and The Connection.

Long Term: With the completion of additional phases, additional benefits will accrue such as the provision of quality retail space for residents and visitors, and a new dining option in the lobby restaurant.

Beneficiaries

Project beneficiaries include Downtown residents and visitors, who will benefit from new shopping and dining options, and job seekers, who will have another centrally located potential employer.

Cost-Benefit Analysis

As described above, redevelopment efforts at the Former Key Bank Building will provide a variety of benefits to Downtown Jamestown, including historical preservation and reuse, increased access to retail and dining, and job creation. It is estimated that the \$1,000,000 DRI contribution will allow the project to break ground, resulting in 62 total jobs and 8-10 new housing units. The DRI funding will leverage \$590,000 in other public funding sources and an undisclosed private contribution. Residents and workers will add to the vibrancy of Downtown, supporting local retail offerings and year-round activity. Advancement of the Key Bank redevelopment will furthermore increase the tax base for Jamestown which currently earns only \$20,000 in property taxes from the property.

Public funding is needed to make the project feasible. This assessment was based on current income, cost, and financing assumptions; changes in these assumptions would impact

the funding gap and the required size of public contribution to this project.

Jobs Created

The Key Bank redevelopment will bring a total of 62 jobs to Downtown Jamestown, including:

- 36 Libera jobs
- 10 restaurant jobs
- 4 special event/dinner theater jobs
- 4 wine tasting room jobs
- 6 escape the room jobs
- 2 building cleaning and maintenance jobs

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3 months): JCM anticipates starting initial construction with roof repairs in Spring 2017.

Mid-term steps (3-12 months): The office component in the north wing is the priority, with expected completion in Fall 2017. During this phase, general infrastructure for the whole building will be installed, including a sprinkler and fire suppression system, and ADA retrofits.

Longer-term steps (12-24 months): Later phases will address the corporate apartments, retail space and restaurant space.

Project Metrics

- Number of year-round new residents and workers in Downtown Jamestown.
- Total jobs created upon completion of each phase.
- Number of year-round new residents and workers in Downtown Jamestown.

FIGURE II-6 KEY BANK BUILDING BAR RENDERING



Source: The Duke of Jamestown, LLC

PRIORITY PROJECT PROFILE

Redevelop the Furniture Mart Building

FIGURE II-7 FURNITURE MART EXTERIOR DAYTIME RENDERING



Source: Ellicott Development

SUMMARY DESCRIPTION

Redevelop the 10-story Furniture Mart Building into a mixed-use building and adjoining parking structure.

RECOMMENDATION FOR DRI FUNDING

\$1,500,000 requested through DRI Funding

LOCATION

The Furniture Mart Building, 111 West 2nd Street.

Responsible Parties

Ellicott Development is responsible for redevelopment efforts.

Capacity of Responsible Party

Ellicott Development manages over \$1 billion in real estate with a concentration in the Western New York region. It has over 500 employees and contains an in-house design team and construction management office. It is the largest landlord in New York west of Albany, and specializes in adaptive reuse redevelopment projects. Example projects include the Example projects include the United Office Building in Niagara Falls and the Swan Tower in Buffalo.

Project Partners

Gebbie Foundation holds an exclusive option to purchase the building.

Strategies

This project supports the following DRI goal:

- Support smart growth and strengthen existing fabric with mixed-use development

This project aligns with the following REDC goals:

- Invest in tourism industry
- Implement smart growth strategies

This project achieves the goals articulated in the following plans:

Downtown Jamestown Economic Development Strategy: Final Report (2015), FY 2015-2019 Consolidated Plan & FY 2015 Annual Action Plan (2015), Chadakoin River Central-Eastern BOA Nomination Study (2014), Urban Design Plan (2004).

Project Description

Project Type: Development or redevelopment of real property

Description: The Furniture Mart Building located at 111 West 2nd Street was constructed in 1917 as a showcase for furniture dealers and stores around the country. Amid broader national deindustrialization, the building became increasingly vacant. The primary existing tenant of the building, The Connection, a call center service, is looking to expand, but has expressed concerns about the building's deteriorating physical condition.

The Gebbie Foundation has a first option to purchase the building from its current owner. Gebbie has partnered with Ellicott Development, a major regional development company, to explore redeveloping the Furniture Mart Building into a mixed-use space and adjacent parking. The conceptual development program has office space spread over two floors, a 100-room hotel spread over five floors, and 40-50 rental apartments on the remaining three floors.

The adjacent lot would house a new five-level, 90,000 SF parking structure with 354 spaces, with approximately 90 spaces available to the public. The parking structure would have an indoor connection to the redeveloped Furniture Mart Building, giving the building access to indoor, weather-protected parking and drop off, with spaces reserved for The Connection, residents, and hotel guests.

The project would keep a major employer with 350 local employees located in the downtown. Additionally, the project may create space for new employees. Refurbished apartments could draw new residents into the Downtown, and a new hotel option in the core of Downtown may extend the time visitors stay in the area, bolstering Downtown activity. The proposed parking garage, hotel and ground-floor retail will complement the nearby National Comedy Center by creating a more inviting pedestrian experience for guests, and allowing them to stay or park close by.

Estimated Project Costs

The full cost is expected to be approximately **\$19,000,000**. Each part of the program is estimated to cost:

- Acquisition: \$2,000,000

- Parking: \$5,600,000
- Hotel: \$7,800,000
- Residential: \$2,200,000
- Office: \$1,100,000

Funding Sources

DRI Funding: Up to \$1,500,000 is being recommended for funding through DRI.

Public Funding: Total proposed public funding is \$2,200,000, composed of State & Federal historic tax credits. Mortgage and county sales tax abatements could be part of the public assistance package.

Private Funding: Total private funding is \$15,267,600, including:

- \$4,267,600 Ellicott Development equity contribution
- \$11,000,000 private debt

Site Ownership and Legal Jurisdiction

Gebbie Foundation is in contract for both parcels; neither has closed.

Regulatory Requirements

The site will likely require environmental remediation, but exact actions are unknown.

Public Support

The project anticipates public support in the form of state and federal historic tax credits granted to the developer.

Anticipated Revitalization Benefits

Short Term: During the construction phase, expenditures would support local businesses and provide employment.

Medium to Long Term: The activation of a significantly underutilized Downtown asset would have positive implications for the creation of a vibrant, active Downtown. The renovated office space would allow a significant Downtown employer to remain in

the Downtown, preserving a vital source of local activity. New residential units would increase the Downtown population, expanding the customer base for Downtown businesses and further efforts to make the area more attractive. A hotel would give visitors to the region a new option in the Downtown, potentially lengthening the time visitors spend to the area, and thus increasing local spending.

Beneficiaries

Job seekers would benefit from the retention and potential expansion of a major Downtown employer. Residents would benefit from new downtown housing options. Visitors to the region would benefit from new hotel options.

Cost-Benefit Analysis

The redevelopment of the former Furniture Mart Building would provide numerous benefits to the Downtown, including historic preservation and reuse, increased access to parking, and job creation. It is estimated that

the \$1,500,000 DRI contribution will allow the project to break ground, preserving 350 jobs at The Connection and creating approximately 70 new jobs and housing 60-80 new residents. The DRI funding will leverage \$15,267,600 in private funding, and \$2,050,000 in other public funding sources. Advancement of the Furniture Mart Building redevelopment will increase the tax base for Jamestown.

Based on the assessment of financial materials submitted by Ellicott Development, public funding is needed to make the project feasible. This assessment was based on current income, cost, and financing assumptions; changes in these assumptions would impact the funding gap and the required size of public contribution to this project.

Jobs Created

The Furniture Mart Building will preserve 350 jobs at The Connection, while adding approximately 70 total jobs, including:

- 50 Hotel jobs, based on an industry

standard of 0.5 jobs per room

- 10 Retail jobs, based on an industry standard of 1 job per 600 SF
- 5 New office jobs, based on an industry standard of 1 job per 250 SF
- 4 building cleaning and maintenance jobs, based on an industry standard of 1 job per 10 units"

Timeframe for Implementation and Project Readiness

The development team has conveyed an intention to advance design work and begin construction shortly after acquiring the property.

Project Metrics

- Number of tourists, workers and residents in Downtown Jamestown.

FIGURE II-8 FURNITURE MART EXTERIOR NIGHTTIME RENDERING



Source: Ellicott Development

PRIORITY PROJECT PROFILE

Acquire Riverfront Development Property

FIGURE II-9 RENDERING OF RIVERWALK BOUTIQUE HOTEL



Source: The City of Jamestown

SUMMARY DESCRIPTION

Establish a fund for acquiring a strategic waterfront property, the Chautauqua Brick Company, to facilitate Riverfront redevelopment.

RECOMMENDATION FOR DRI FUNDING

\$1,400,000 requested for DRI funding

LOCATION

30-34 Harrison Street, on the south bank of the Chadakoin River, east of the Washington Street Bridge.

Responsible Parties

The **City of Jamestown** is the contracting entity with overall responsibility for the implementation and long-term sustainability of this project.

Capacity of the Responsible Party

The **City of Jamestown** has a long and successful history of managing and implementing a diversity of economic development and revitalization initiatives including site packaging, publicly funded projects and projects developed through public/private partnerships.

Project Partners

This project will involve both private and public sector partners. Property acquisition will require a partnership between the **City of Jamestown** and the **Chautauqua Brick Company**, which owns the property to be acquired. The City and property owner have identified a more suitable site for relocation of the exiting business. This identified site is in a manufacturing zone, publicly controlled, and is a prospective Brownfield Opportunity site.

Strategies

This project aligns with the following DRI strategy:

- Support secondary activities to extend and enrich the Downtown stay.

The project supports the following REDC strategies:

- Invest in tourism industry
- Implement smart growth strategies

This project achieves the goals articulated in the following plans: the Jamestown Urban Design Plan, the Local Waterfront Revitalization Program, the BOA Nomination Study and the Downtown Jamestown Economic Development Strategy.

Project Description

Project Type: Development or redevelopment of real property.

Description: This project will fund the acquisition of a strategic privately owned

waterfront property to facilitate more appropriate commercial and recreational riverfront redevelopment along the south bank of the Chadakoin River. The property houses the existing Chautauqua Brick Company property and consists of two parcels (387.48-1-32.2 and 387.48-1-33) that total 1.55 acres immediately east of the Washington Street bridge.

The Chautauqua Brick Company property, located at 30-34 Harrison Street, is bounded by Harrison Street to the south, Washington Street bridge to the west and the Riverwalk and Chadakoin River to the north. The site is south of the Warner Dam. The site contains an existing 23,959 SF building used for the sale of construction and home improvement materials, and houses a small lumber mill. The site is assessed at a value of \$234,900. Funds will be required to purchase the property (including fees associated with its acquisition) and to relocate the current occupant to a suitable alternative location. The estimated cost for acquisition and relocation is \$1.4 million.

The redevelopment of this property will create more interaction and movement of people between the north side of the river and the south side. This movement of people will be facilitated by the planned construction of two New York State DOT Transportation Alternatives Program (TAP)-funded pedestrian bridges across the River just west of this property and the Washington Street bridge. Redevelopment may include some form of mixed-use development, such as residential, hotel, and/or retail use, as well as recreational components that would expand public access to the river and create a cohesive experience on the north and south banks of the Riverwalk. This property has been identified in previous studies as a potential catalyst for further redevelopment of the waterfront. The proposed development of this property will initiate the transition of the riverfront area into a destination accessible to the public.

Estimated Project Costs

Total project costs total **\$1,400,000**.

Funding Sources

DRI Funding: \$1,400,000

Upon acquisition of the site and relocation of the Chautauqua Brick Company, the City of Jamestown may be able to leverage Brownfield Opportunity Area program funds and other sources of New York State financing to prepare the site for redevelopment and reuse.

Site Ownership and Legal Jurisdiction

The property to be acquired is privately owned, and the current owner has expressed a willingness to partner with the City of Jamestown on site reuse.

Regulatory Requirements

Redevelopment of the property will be subject to City zoning and permitting requirements.

Public Support

Public support for the components of this project was expressed during the City's BOA Nomination Study and the LWRP planning process. The project received moderate support at public and LPC meetings.

Anticipated Revitalization Benefits

Short Term: Not applicable.

Medium to Long Term: Creation of a new anchor along the waterfront would formally preserve public access to and activation of the Chadakoin Riverfront over the long term, and work to continually draw visitation and foot traffic across the River into the Downtown.

Beneficiaries

Beneficiaries of this project include riverfront visitors, Riverwalk users, Downtown and waterfront event participants, local businesses including the National Comedy Center and their patrons, the Comedy Park and recreationists.

Cost-Benefit Analysis

Ultimately upon its redevelopment the project will attract Downtown visitors, residents, business patrons and employees, and residents to the Chadakoin River waterfront. Waterfront

redevelopment will attract people to participate in active and passive riverfront recreation, special events and other local celebrations and social activities. In doing so, the project will result in health, social and environmental benefits to the community.

A market analysis of the project area was conducted as part of the BOA Pre-Nomination Study in 2013. The market analysis stated, "The Chadakoin Riverfront and Riverwalk in the Central (project) section could be an important anchor to draw locals to the Downtown area. The Riverfront needs to continue to evolve into a recreational asset. Extending the Riverwalk to link with the historic train station and regional bike trails as well as the development of complementary land uses would help to make the River a regional destination." Further market studies are anticipated once the property is available and subject to developer interest and investment.

Jobs Created

The acquisition of the site along the Riverfront is with the intent that it will be developed in the future and will create the potential for employment opportunities upon its redevelopment.

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3 months): Preliminary conversations and negotiations with property owners.

Mid-term steps (3-12 months): Not applicable.

Longer-term steps (12-24 months): Implementation depends on the availability of sufficient funding to initiate the legal process and formal negotiations with the property owner. Some preliminary discussion has already occurred, but the property acquisition and business relocation process is anticipated as a long-term, possibly multi-year process.

Project Metrics

- Qualitative improvement to Riverwalk experience by user groups
- Number of visitors to Riverwalk

PRIORITY PROJECT PROFILE

Implement an Excursion Train Infrastructure Support & Rail Depot Upgrades

FIGURE II-10 RENDERING OF EXCURSION TRAIN



Source: The City of Jamestown

SUMMARY DESCRIPTION

Install necessary rail infrastructure to support the advancement of a regional excursion train connecting to Buffalo and Niagara Falls, as well as enhancing existing opportunities from east, west, and south.

RECOMMENDATION FOR DRI FUNDING

\$670,000 requested for DRI funding

LOCATION

The proposed location is at, and adjacent to, 211-217 West 2nd Street. This is the location of the Jamestown multimodal center, formerly known as the Jamestown Erie Railroad Station. The National Comedy Center is expanding at this location and is receptive to hosting the passenger train disembarkment facility.

Responsible Parties

The **City of Jamestown** will be responsible for implementing the necessary infrastructure investments.

Capacity of the Responsible Party

The **City of Jamestown** has a long and successful history of managing and implementing a diversity of economic development and revitalization initiatives including publicly funded projects and projects developed through public/private partnerships.

Project Partners

The following list identifies potential project partners to support the responsible party:

- New York & Lake Erie Railroad (NY&LE)
- Western New York Railway Historical Society
- Western New York & Pennsylvania Railroad (WNYP)
- Southern Tier Extension Railroad Authority (STERA)
- Chautauqua County Industrial Development Agency (IDA)
- New York State Department of Transportation (NYSDOT)
- New York State Department of Environmental Conservation (NYSDEC)
- United State Army Corps of Engineers (USACE)

Strategies

This project aligns with the following DRI strategy:

- Establish Downtown destinations for visitors, workers, and residents

The project supports the following REDC strategies:

- Invest in tourism industry
- Promoting activity within and across communities in WNY

Project Description

Project Type: Public Infrastructure

Description: This project involves addressing gaps in infrastructure within the City of Jamestown needed to support the advancement and expansion of excursion

train service. The excursion train infrastructure support project will comprise three components, including: (1) installing passing rail siding, (2) providing a walkway from the disembarkment area to the Jamestown multimodal center, and (3) providing necessary utility connections.

This project is part of a larger regional effort. Other components are currently underway to provide regional connectivity between sub-regions and major cities in Western New York. Sub-regions include the Villages of Gowanda, South Dayton and Cattaraugus, the Towns of Cherry Creek and Conewango, and the Hamlet of Waterboro. The three (3) significant cities include Niagara Falls, Buffalo, and Jamestown. Ultimately, project sponsors envision a direct route from Jamestown to Buffalo and Niagara Falls (and possibly Toronto) via the smaller communities listed above, as well as enhancing connectivity to the east, west, and south. There was a successful excursion train outing to Jamestown from New Jersey during the summer of 2016.

Upon entering Jamestown, excursion train passengers disembarking at the new station would be encouraged to explore the City's Downtown and visit key destinations such as the National Comedy Center and Jamestown Brewing Company. The intent is to encourage visitors to patronize local restaurants, visit various retail destinations downtown, and stay in Jamestown for multiple nights.

This project is anticipated to enhance tourism locally and regionally. As the excursion train continues to gain recognition and support, larger events can be coordinated and implemented. Similarly, the excursion train will aim to attract new visitors each year, and cater to an anticipated returning visitor base.

Estimated Project Costs

Total project costs are \$670,000 including:

- Passing Rail Siding Total: \$363,000
 - Soil Erosion Control: \$5,000
 - New Track Construction: \$178,000
 - Install New #10 Turnout: \$170,000
 - Deraill: \$10,000

- Disembarkation Walkway Total: \$185,000
 - Pathway: \$55,000
 - Landscaping: \$30,000
 - Design and Construction Documents: \$100,000
- Utility Connections: \$84,000
 - Bring Utility on Site Water: \$11,000
 - Bring Utility on Site Sanitary Sewer: \$23,000
 - Bring Utility on Site 3 Phase Electric: \$35,000
 - Locomotive HEP Outlet Box: \$15,000

Engineering and Surveying: \$38,000

Funding Sources

DRI Funding: \$670,000

Potential funding sources for subsequent phases include:

- NYS Consolidated Funding Application (CFA)
- Empire State Development
- New York Markets
- United States Department of Transportation (USDOT)
- Transportation Investment Generating Economic Recovery (TIGER) Grants
- New Starts Program
- Rail Line Relocation and Improvement Capital Grant Program
- Intercity Passenger Rail Investment
- Railroad Rehabilitation & Improvement Financing Program
- Metropolitan & Statewide Planning and Nonmetropolitan Transportation Planning

Site Ownership and Legal Jurisdiction

Properties located in Downtown Jamestown that will receive infrastructure investment are owned by the Jamestown Urban Renewal Agency and Southern Tier Extension Rail Authority (STERA) (operated by WNYP, which has the legal ability to make these investments.

Regulatory Requirements

The construction of the passing rail siding will be required to comply with state and federal inspections and standards as they

relate to railroad construction, rehabilitation, and improvements. Additionally, the design engineer will establish, implement, and inspect all applicable construction standards. The covered walkway will be subject to local City regulatory requirements as well as accessibility standards and ADA compliance. Utility connection processes are to comply with local City permitting procedures as moderated by the City of Jamestown Department of Public Works. Overall, it is anticipated that the components of this project will contribute to less than one (1) acre of disturbance.

Public Support

This project received positive support at public meetings and was identified as a community priority.

Anticipated Revitalization Benefits

Short Term: Not applicable.

Medium to Long Term: The implementation of an Excursion Train within the City of Jamestown is projected to attract visitors with disposable income to the Downtown to shop, dine, and stay. This increase in visitors would

lead to increased business and increased employment opportunities. This project would support existing and new attractions Downtown.

Beneficiaries

In addition to Jamestown residents, business owners, visitors, and the National Comedy Center, communities in the towns, villages, and hamlets located along the Excursion Train corridor are anticipated to become beneficiaries of this project.

Cost-Benefit Analysis

This project is a part of a greater regional effort to attract visitors to Western New York, and to connect major regional population centers. The intent is to attract new visitors with disposable incomes to patronize local restaurants, visit various retail destinations Downtown, and stay in Jamestown for multiple nights. Project implementation would allow for a faster and more convenient connection within the County and the Region, and would work to both increase visitation to Jamestown and enhance the character of the Downtown.

Jobs Created

This project has potential to support rail operator jobs, with specific numbers to be estimated upon further study.

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3 months): The Passing Rail Siding and Walkway components may be initiated immediately upon funding availability. Improvements would need to be coordinated with the larger regional excursion train project implementation.

Mid-term and long-term steps (3-24 months): Following completion of funded improvements, the City of Jamestown and project advocates will continue to seek funds for other project components required to complete infrastructure connections and launch excursion train service. These include utility connections and track repairs and improvements north of Jamestown.

Project Metrics

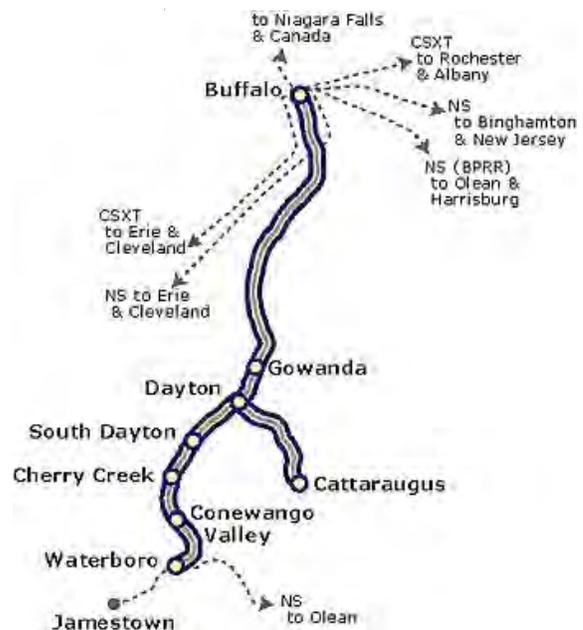
- Number of riders
- Amount of spending
- Number of hotel room-nights

FIGURE II-11 EXCURSION TRAIN DEPOT AERIAL



Source: The City of Jamestown

FIGURE II-12 EXCURSION TRAIN MAP



Source: The City of Jamestown

PRIORITY PROJECT PROFILE

Develop the Hilton DoubleTree Hotel

FIGURE II-13 RENDERING OF HILTON DOUBLETREE



Source: The Hamister Group

SUMMARY DESCRIPTION

Convert the former Ramada hotel site into a Hilton DoubleTree, returning a full-service hotel to Downtown Jamestown.

RECOMMENDATION FOR DRI FUNDING

\$2,500,000 requested through DRI Funding

LOCATION

The former Ramada site, 150 West 4th Street.

Responsible Parties

The **Hamister Group** is responsible for development efforts.

Capacity of Responsible Party

The **Hamister Group** has developed eleven hotels in New York, Pennsylvania, Tennessee, Mississippi, and Indiana, including a recent Hilton property in Buffalo, NY and a Hyatt property under construction in Niagara Falls, NY. The Hamister Group has also developed senior living residences and home healthcare facilities in New York, Pennsylvania, and Maryland.

Project Partners

Hilton DoubleTree, as the proposed flag, is involved in design, management, and project timeline decisions among other important development considerations.

Strategies

This project aligns with the following DRI goal:

- Support secondary activities to extend and enrich the Downtown stay

This project aligns with the following REDC goals:

- Tourism sector focus
- Implement smart growth strategies

This project achieves the goals articulated in the following plans: Urban Design Plan (2006), Chadakoin River Central-Eastern BOA Nomination Study (2014), Downtown Jamestown Economic Development Strategy: Final Report (2014).

Project Description

Project Type: Development or Redevelopment of real property.

Description: The Hilton DoubleTree Hotel Refurbishment is a rehabilitation of the former Ramada hotel at 150 West 4th Street into a full-service 144-key Hilton DoubleTree. The redeveloped Hilton DoubleTree will contain a 4,000 SF banquet space intended for weddings and other events. In addition, the site will be home to two restaurants and a bar along the portion of the building that is currently a solid

street wall facing 4th Street, substantially enhancing the street-level experience in the area.

The project would bring a full-service hotel into the Downtown, providing a place for Jamestown visitors to stay in the Downtown. Currently, there is only one hotel located in the Downtown, and it is a limited-service facility. The Hamister Group has conducted a market analysis indicating there is demand for a higher-end hotel located in the Downtown, particularly with the opening of the National Comedy Center and the associated increase of visitors the NCC would provide. The project adds to the critical mass of people both daytime and nighttime needed to support Downtown businesses. At the design level the project can have an effective influence on the pedestrian activity and vibrancy in the immediate area.

The primary obstacle to the project moving forward is a financing gap. Once the gap is addressed, the Hamister Group has stated they can begin construction immediately.

Estimated Project Costs

Total project costs are estimated to total \$19,600,000, including:

- \$2,023,450 acquisition costs
- \$14,964,350 construction costs
- \$1,853,700 soft costs
- \$758,500 financing costs

Funding Sources

DRI Funding: Up to \$2,500,000 is being recommended for funding through DRI.

Public Funding: Total public funding is \$2,050,000, including:

- \$900,000 County of Chautauqua IDA AL Tech Loan
- \$500,000 Western Region Corporation Downtown Revitalization Program
- \$350,000 Jamestown Local Development Corporation Loan, among others
- \$1,000,000 in other City project support

Private Funding: Total private funding is \$14,100,000, including:

- \$3,320,000 Hamister Group equity contribution
- \$10,780,000 First mortgage

Site Ownership and Legal Jurisdiction

The Hamister Group controls the site and there are no known legal issues.

Regulatory Requirements

Unanticipated environmental issues at the property created a year-long delay. The site is ready for vertical development today.

Public Support

There is strong public support for the project. The City and County have both committed funds to the project. Additionally, the project received strong support from participants in Public Meeting #2, as well as the Local Planning Committee members.

Anticipated Revitalization Benefits

Short-Term: Provides construction jobs and an infusion of outside investment to the Downtown.

Medium-Term: Activation of a dormant building. Increases hospitality sector jobs, boosting employment in the area and providing Downtown businesses with an expanded customer base.

Long-Term: Brings a full-service hotel into the Downtown, which could increase the amount of times visitors to the region spend in the Downtown area.

Beneficiaries

Beneficiaries of the hotel redevelopment include visitors to the region who will have improved lodging options within the Downtown, small business owners, who will have access to a larger potential pool of visitors to the Downtown, and job seekers who have new opportunities for employment, and the Northwest Arena and National Comedy Center who will benefit from enhanced tourism.

Cost-Benefit Analysis

As described above, the development of the proposed Jamestown Hilton DoubleTree would provide numerous benefits to the Downtown, unlocking tourism, providing year-round banquet space and revitalizing an obsolete

building in prime Downtown. It is estimated that the \$2,500,000 DRI contribution will create approximately 70 direct jobs, based on an industry standard rate of 0.5 jobs per room. The DRI funding will leverage \$14,100,000 in private funding, and \$3,050,000 in other public funding sources. The hotel will be particularly important for capturing group bookings who spend more on average, and would help add to the vibrancy of Downtown, supporting local retail offerings and year-round activity. Advancement of the DoubleTree development will furthermore increase the tax base for the City of Jamestown, which currently earns marginal property tax from the vacant Ramada building.

Based on the assessment of financial materials submitted by the Hamister Group, public funding is needed to make the project feasible. This assessment was based on current income, cost, and financing assumptions; changes in these assumptions would impact the funding gap and the required size of public contribution to this project.

Jobs Created

The Hilton DoubleTree development will bring an estimated 70 total jobs to Downtown Jamestown, based on an industry standard rate of 0.5 jobs per room.

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3 months): Hamister Group has stated construction could begin in March 2017.

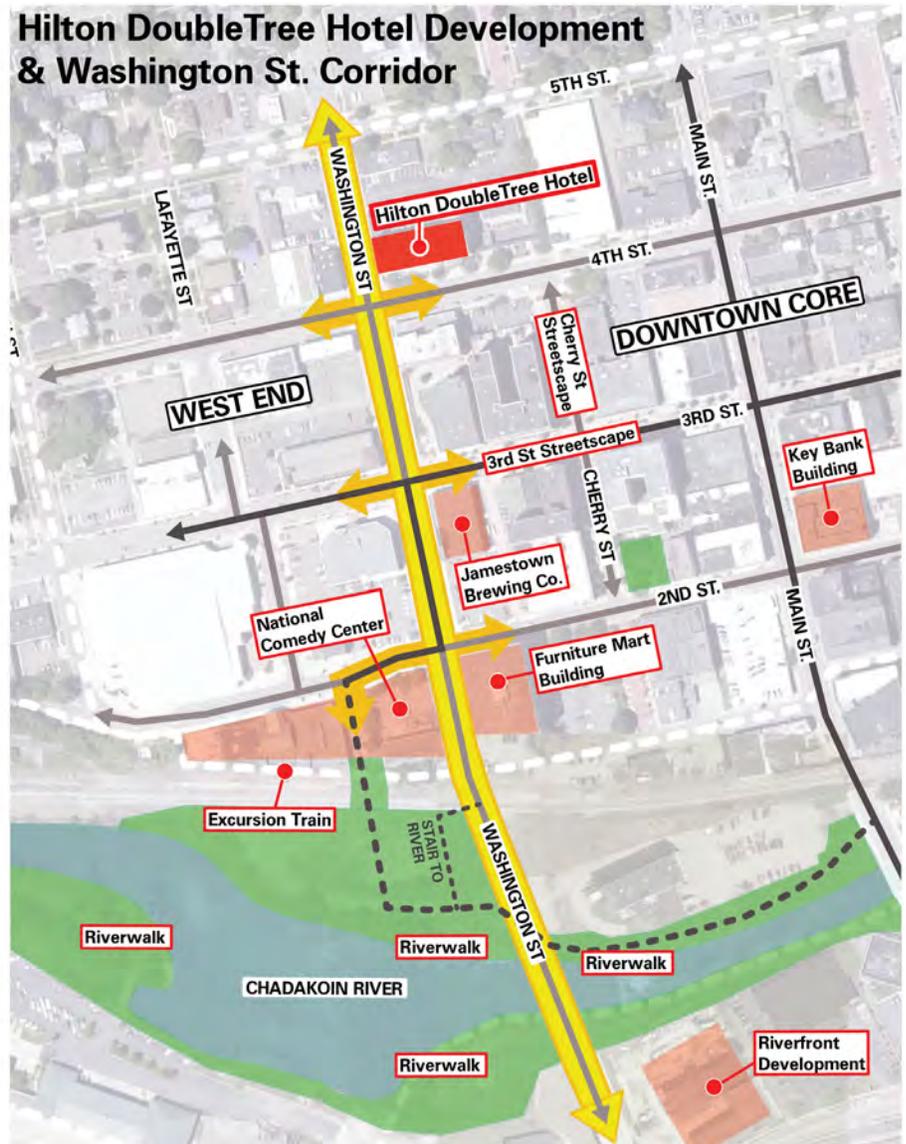
Mid-term steps (3-12 months): Construction phase.

Longer-term steps (12-24 months): The hotel is projected to open in Spring 2018.

Project Metrics

Number of leisure and business tourists in Downtown Jamestown.

FIGURE II-14 HILTON DOUBLETREE HOTEL DEVELOPMENT & WASHINGTON ST. CORRIDOR



Source: The Hamister Group

PRIORITY PROJECT PROFILE

Develop the Jamestown Brewing Company Facility

FIGURE II-15 RENDERING OF JAMESTOWN BREWING COMPANY EXTERIOR



Source: G. Patti Development, Jamestown Brewing Company

SUMMARY DESCRIPTION

Support the redevelopment of the Jamestown Renaissance Center into the home of Jamestown Brewing Company.

RECOMMENDATION FOR DRI FUNDING

\$1,000,000 requested through DRI Funding

LOCATION

Jamestown Renaissance Center, 119 West 3rd Street.

Responsible Parties

G. Patti Development is responsible for redevelopment efforts. **Jamestown Brewing Company** will be the sole tenant and has signed a lease agreement for the planned space.

Capacity of Responsible Parties

G. Patti Development has successfully developed or redeveloped several sites in the region, including the M&T Bank Building in Jamestown.

Jamestown Brewing is led by Jon McLellan Sr., who has been homebrewing for 13 years and has owned and managed a restaurant for two years. The Jamestown Brewing Company has also hired an experienced brewing and restaurant team.

Project Partners

CJM Construction and Consulting will provide general contracting and project management services.

Strategies

This project supports the following DRI goal:

- Support secondary activities to extend and enrich the Downtown

This project aligns with the following REDC goals:

- Foster a spirit of entrepreneurship
- Implement smart growth strategies

This project achieves the goals articulated in the following plans:

- Downtown Jamestown Economic Development Strategy: Final Report (2015),
- FY 2015-2019 Consolidated Plan & FY 2015 Annual Action Plan (2015),
- Chadakoin River Central-Eastern BOA Nomination Study (2014).

Project Description

Project Type: Development or redevelopment of real property

Description: The project is a redevelopment of the Jamestown Renaissance Center into space for the Jamestown Brewing Company, a pub/

restaurant, and craft brewery. The property is owned and will be redeveloped by G. Patti Development, and will provide to Jamestown Brewing Company the interior restaurant and exterior building enhancements. The Jamestown Brewing Company is the tenant, and will be responsible for brewery equipment and all infrastructure related to such, and providing all of the restaurant kitchen, front of house, and all banquet furniture, fixtures, and equipment.

The redevelopment of the Jamestown Renaissance Center will make the surrounding area significantly more attractive to visitors and will complement the National Comedy Center with regard to the high quality of the building envelope, the interior space, and the product. The presence of the Jamestown Brewing Company in what is currently a vacant space will give visitors and residents additional dining options in the Downtown and create a draw for visitors from the region. The Jamestown Brewing Company will benefit significantly from the increased regional visitation caused by the opening of the National Comedy Center and other Downtown Jamestown attractions. The National Comedy Center is projected to have an average of more than 2,000 visitors per week, and the Jamestown Brewing Company anticipates that it can draw at least 10% of those visitors to drink and dine at their pub.

Development Costs:

- Interior Buildout Costs \$545,000
- Façade & Structural decks \$455,000

There will also be an outdoor dining and lounge experience with the addition of decks attached to the rear of the building at the mezzanine and banquet levels that will face the National Comedy Center to be built and funded by G. Patti utilizing requested funds. This would enhance the overall attractiveness of the redevelopment, and enlarge the capacity of the bar and restaurant. G. Patti Development would also be responsible for the interior build out and all finishes for the first-floor level restaurant as per Jamestown Brewing Company design, the mezzanine level, and the banquet space. The \$1,000,000 funding request would support the interior buildouts and the outdoor decks. At the design level the project can have an

effective influence on the pedestrian activity and vibrancy in the immediate area.

Estimated Project Costs

Total project costs attributable to the landlord, G. Patti Development, are estimated at \$4,329,760. Total project costs attributable to the tenant, Jamestown Brewing, are estimated at \$750,000.

Funding Sources

DRI Funding: \$1,000,000 is being recommended for funding through DRI.

Public Funding: Total proposed public funding is \$2,311,904, including:

- \$1,731,904 State & Federal historic tax credits
- \$475,000 NYS Main Street grant
- \$60,000 ADA grant
- \$45,000 Façade grant
- Mortgage and county sales tax abatements could be part of the public assistance package.

Private Funding: The remaining gap will be financing through a mix of private debt/equity and other public funds.

Site Ownership and Legal Jurisdiction

The site is currently owned by the Gebbie Foundation. G. Patti Development has a contact to purchase the property and there are no known legal issues.

Regulatory Requirements

The Jamestown Brewing Company applied for a liquor license, and expects to receive one by April 2017, well in advance of their scheduled November 2017 opening. Due to Main Street grant requirements, the redevelopment must undergo an environmental review process.

Public Support

The project has received public support in the form of loans from the Greater Jamestown Zone Capital Corporation and the Chautauqua County Industrial Development Agency. It also expects to receive historic tax credits and Main Street, ADA and façade improvement grants.

The project received moderate support during Public Meeting #2.

Anticipated Revitalization Benefits

Short Term: During the construction period, expenditures for renovation will create jobs and revenue for local businesses.

Medium to Long Term: The Jamestown Brewing Company will provide employment to brewers, servers, cooks, and other hospitality industry employees. The Brewery will represent an additional dining option and experience for residents and visitors to the region, which will draw people into the Downtown and make visitors stay in the area longer, thus improving vibrancy. The renovation will also improve the Downtown visual arrival experience, enhancing the overall experience to people coming into the Downtown.

Beneficiaries

The redevelopment will benefit residents by giving them additional dining options Downtown, job seekers by giving them new opportunities for employment, and visitors to the Downtown by giving them additional activities to partake in while visiting the area. Additionally, the project will benefit the regional agricultural community, as the brewery has committed to sourcing as many ingredients as

possible from local growers, and will sell back used hops to farmers for pig feed.

Cost-Benefit Analysis

The redevelopment of the former Renaissance Center into the new home of Jamestown Brewing would provide numerous benefits to the downtown, providing a complementary use to existing Downtown cultural and entertainment venues, creating a tourism attraction, and adding to downtown vibrancy. It is estimated that the \$1,000,000 DRI contribution will create 77 total jobs. The DRI funding will leverage \$2,311,904 in public funding, and an undisclosed private contribution. Advancement of the Jamestown Brewery project will increase the tax base for Jamestown, which currently earns only marginal property taxes from the existing vacant property.

Based on the assessment of financial materials submitted by G. Patti Development, public funding is needed to make the project feasible. This assessment was based on current income, cost, and financing assumptions; changes in these assumptions would impact the funding gap and the required size of public contribution to this project.

Jobs Created

The Jamestown Brewery will bring a total of 77 jobs to Downtown Jamestown when it reaches stabilization, including:

- 30 Production line jobs
- 19 Wait staff jobs
- 11 Kitchen jobs
- 3 Security jobs
- 5 Management jobs
- 2 Utility jobs
- 2 Brewery Staff jobs

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3 months): Project construction begins.

Mid-term steps (3-12 months): Initial stages of construction will focus on infrastructure, and making the basement ready for the Brewers to occupy in early fall 2017. The bar and restaurant space on the first floor is scheduled to open with the Brewery in November 2017

Longer-term steps (12-24 months): Additional space like the banquet hall and balcony patio will open pending additional funding

Project Metrics

Number of tourists and residents in Downtown Jamestown.

FIGURE II-16 RENDERING OF JAMESTOWN BREWING COMPANY PATIO



Source: G. Patti Development Jamestown Brewing Company

PRIORITY PROJECT PROFILE

Fund Downtown Programming

FIGURE II-17 JAMESTOWN FIREWORKS DISPLAY



Source: Jamestown Up Close

SUMMARY DESCRIPTION

Fund and execute all-season programming to attract a range of audiences to the Downtown and Riverwalk through a fund that would coordinate and supplement efforts currently undertaken by individual cultural attractions and local foundations.

RECOMMENDATION FOR DRI FUNDING

\$600,000 requested through DRI funding

LOCATION

Programming and activation would be located throughout the DRI Study Area.

Responsible Parties

Jamestown Local Development Corporation (JLDC) is responsible for project implementation.

Capacity of the Responsible Party

The JLDC has demonstrated the capacity to distribute funding to individual institutions to implement a myriad of internal programming initiatives.

Project Partners

Potential project partners and users of this fund would include local cultural producers and heritage organizations, including the **Reg Lenna Center for the Arts**, the **Robert H. Jackson Center**, the **National Comedy Center**, and the **Northwest Arena**; sponsorship entities such as local businesses and philanthropic organizations.

Strategies

This project aligns with the following DRI strategy:

- Build capacity to implement and sustain DRI investments

This project aligns with the following REDC strategies:

- Invest in tourism industry

This project achieves the goals articulated in the following plans: City of Jamestown Comprehensive Plan (1998)

Project Description

Project Type: Arts or cultural programming

Description: Jamestown benefits from a vibrant history and engaged local organizations that currently deliver a range of programming, as well as various marketing initiatives that have been led by local institutions, the Jamestown Renaissance Corporation (JRC), and Jamestown Up Close. However, there is limited funding available to support the implementation or expansion of local programming due to constraints on ticket prices, member fees, and corporate sponsorships. Local institutions have independent funding and marketing campaigns for discrete locations and events. There is a

significant gap in programming during the fall season as well as room for additional events in every season. Increased programming would impact the success of existing incentives by encouraging an influx of patrons to Downtown businesses.

There is potential to enhance and expand local programming through the creation of an events fund, which would help enhance the Downtown experience during off-peak times and seasons. To support these goals, DRI funding would support a grant and revolving loan program to fund new or existing passive and active Downtown programming and activation efforts.

Estimated Project Costs

Total project cost is \$600,000.

Funding Sources

DRI Funding: \$600,000

DRI funding will leverage existing and future sources of programming support in the Downtown, including foundation grants and corporate sponsorships.

Site Ownership and Legal Jurisdiction

Not applicable.

Regulatory Requirements

Not applicable.

Public Support

There has been strong support at public and LPC meetings for this project.

Anticipated Revitalization Benefits

Short Term: Additional programming, enhanced marketing and fundraising efforts, and investment in joint interventions will support the creation of a more vibrant Downtown cultural and programming alliance that is cohesive to achieve greater impact and is in alignment with community aspirations.

Medium Term: These projects will increase the number of people in the Downtown and boost the customer base of Downtown businesses.

Long Term: Implementation measures will generate increased visitation to Downtown, fueling the consumer base for retail, and contribute to a more vibrant Downtown while contributing to a strengthened and cohesive identity for Downtown that builds upon existing strengths, creating a pleasant experience and amenity for residents, workers and visitors.

Beneficiaries

Beneficiaries of this project include City residents, visitors, and local businesses and their patrons.

Cost-Benefit Analysis

The project will attract Downtown visitors, business patrons and employees, and City and regional residents to the Downtown core to participate in special events and local celebrations and social activities. There is potential for ticketed events and profits from events to be recycled back into this programming fund, which would help to support larger and more wide-ranging programming. Such increases in programming and activation of the Downtown will encourage high amounts of foot traffic and visitation to support local businesses, build community pride, and generate interest in future development.

Jobs Created

Not Applicable.

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3 months): This project is ready for immediate implementation.

Project Metrics

- Number of annual events
- Number of event attendees

PRIORITY PROJECT PROFILE

Improve Streetscape & Pedestrian Environment

FIGURE II-18 STREETScape IMPROVEMENTS



Source: MJ Engineering and Land Surveying

SUMMARY DESCRIPTION

Implement pilot infrastructure investments in three targeted locations Downtown to facilitate pedestrian activity.

RECOMMENDATION FOR DRI FUNDING

\$610,000 requested for DRI funding

LOCATION

Targeted demonstration projects will occur at 3rd Street between Cherry and Washington Streets; Cherry Street between 3rd and 4th Streets; and 3rd Street between Pine and Spring Streets.

Responsible Parties

The City of Jamestown Department of Public Works (DPW) and Department of Development will be responsible for project implementation.

Capacity of the Responsible Party

The City of Jamestown DPW and department of development are currently responsible for the planning, design, and implementation of streetscape improvements, and have in-depth knowledge of previous planning studies and potential challenges.

Project Partners

A planning and/or engineering consultant will be required to complete the design and is anticipated to be secured by the City through a request for proposal (RFP) bid process.

Strategies

The DRI strategies that the project/initiative addresses:

- Strengthen connections between destinations and amenities to enhance the Downtown experience.

Alignment with REDC strategies, and other existing local plans or initiatives:

- Implement smart growth strategies.

This project achieves the goals articulated in the following plans: Active Transportation Plan for the City of Jamestown 2013, City of Jamestown: Streetscape Enhancement Plan 2005, Jamestown Urban Design Plan Volume I – Shaping Our Downtown's Future 2006, Downtown Traffic Analysis and Pedestrian – Streetscape Master Plan 2008.

Project Description

Project Type: Public Infrastructure

Description: This project will make incremental investments in Downtown streetscapes and pedestrian circulation, focusing on initial investment at strategic locations in the Downtown to have maximum impact with expedient implementation timeframes.

A pilot program would select and implement selected streetscape interventions with designs that can be implemented immediately with minimal interagency coordination across right-of-way boundaries. Investments will include street trees, planting beds, and accent paving in the furniture zone to enhance the aesthetics of the streetscape. Pedestrian amenities such as benches, bike racks, and trash cans will be distributed throughout the streetscape, with the majority located adjacent to the primary attractions.

Implementation would support connections between existing and new Downtown destinations, such as the Reg Lenna Center for the Arts, the National Comedy Center, and one or more proposed Downtown hotels and meeting facilities.

Locations for intervention include:

- 3rd Street between Cherry and Washington Streets
- Cherry Street between 3rd and 4th Streets
- 3rd Street between Pine and Spring Streets

Critical traffic and pedestrian improvements are also desired for Washington Street, with emphasis on the intersections at 2nd Street and 3rd Street, to improve the ability of residents and visitors to West End destinations such as the National Comedy Center and Northwest Ice Arena to safely patronize shops and restaurants east of Washington Street. The initial step in project identification, per City of Jamestown officials, is a comprehensive corridor study of Washington Street within the City of Jamestown. Because Washington Street is an arterial road, jurisdiction falls under the NYS Department of Transportation (NYSDOT), corridor improvements will require coordination among City departments such as DPW and the Planning Department, parking officials, Downtown business owners, and NYSDOT, as well as the owners of any non-city-owned rights of way. This type of coordination is expected for any type of street reconstruction or improvement. The City currently holds maintenance agreements with both the County and State. City departments and officials are familiar and experienced with such coordination.

Estimated Project Costs

Total project cost is \$610,000 including:

- \$185,000 for Cherry Street between 3rd & 4th St.
- \$235,000 for 3rd Street between Cherry & Washington Streets
- \$190,000 for 3rd Street between Pine & Spring Streets

Funding Sources

DRI Funding: \$610,000

Future investments in Downtown streetscapes and pedestrian improvements, including to the Washington Street corridor, may leverage a combination of the following sources of public funds:

- U.S. DOT (TIGER)
- Main Street Program
- NYSDOT capital budget
- Cleaner, Greener Communities

Site Ownership and Legal Jurisdiction

The majority of streetscape improvements exist in the city-owned right of way.

Regulatory Requirements

Streetscape improvements exist within the public realm and must adhere to ADA requirements. Street improvements would need to meet NYSDOT regulatory requirements.

Public Support

Previous Streetscape Improvement Plans suggest public interest and support. Additional outreach may be needed to understand preferred areas of investment.

Anticipated Revitalization Benefits

Short Term: Will create a sense of place and character within the Downtown, and attract locals and tourists to be more present and active on the street.

Medium Term: Additional foot traffic will increase the consumer base, benefit existing local businesses, and encourage economic development. Streetscape improvements between the primary tourist destinations and Downtown core will allow tourism and local businesses to be mutually beneficial.

Long Term: An investment in Downtown character and vibrancy will impact both residents and tourists. Locals gain a sense of pride and commitment to their city, incentivizing them to stay and contribute to Jamestown's growth. A strong image of the city will attract tourists, improve their impression of the place, and incite them to visit again and to recommend the city to others.

Beneficiaries

Local residents, visitors, local business owners and employees will benefit from the improved character, safety, amenities, and atmosphere of the street.

Cost-Benefit Analysis

Streetscape improvements encourage travel by foot over vehicle, thereby activating key corridors and supporting local businesses. Key corridors identified in this project aim to direct pedestrian activity toward and between existing and future retail, attractions, and economic drivers. Increased time spent in an enhanced Downtown experience builds a community's sense of place and supports added investment potential in the future.

Jobs Created

Not Applicable.

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3 months):

- Define priority investments and secure a design/engineering consultant

Mid-term steps (3-12 months):

- Design priority streetscape improvements

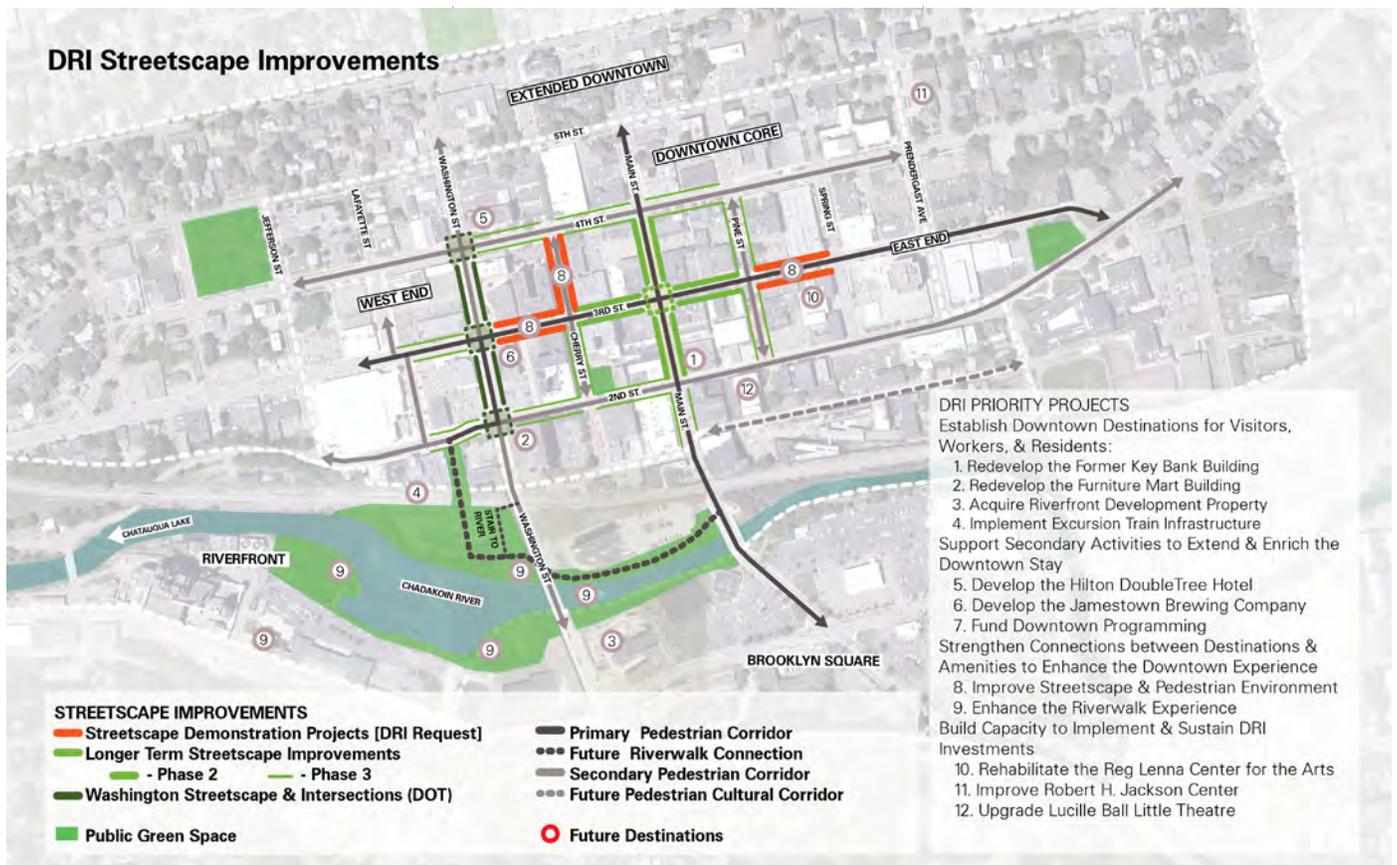
Longer-term steps (12-24 months):

- Begin implementation of improvements

Project Metrics

- Number of pedestrians on and around affected corridors.

FIGURE II-19 STREETScape IMPROVEMENTS MAP



Source: Cooper Robertson, MJ Engineering and Land Surveying

PRIORITY PROJECT PROFILE

Enhance the Riverwalk Experience

FIGURE II-20 RENDERING OF RIVERWALK ENHANCEMENTS



Source: City of Jamestown

SUMMARY DESCRIPTION

Enhance waterfront lighting, improve river access with new kayak/canoe launches, and install a catchment system on Warner Dam.

RECOMMENDATION FOR DRI FUNDING

\$325,000 requested for DRI funding

LOCATION

Chadakoin Riverfront and Riverwalk in Downtown Jamestown.

Responsible Parties

The **City of Jamestown** is the contracting entity with overall responsibility for the development, implementation, management, and monitoring of each of the three components of this project.

The **Jamestown Renaissance Corporation** will oversee and fund operations and maintenance of interventions.

Capacity of the Responsible Party

The **Jamestown Renaissance Corporation** has existing capacity to support this project.

The **City of Jamestown** has a long and successful history of managing and implementing a diversity of economic development and revitalization initiatives including publicly funded projects and projects developed through public/private partnerships.

Project Partners

The Riverwalk Lighting component involves collaboration with the **City of Jamestown Board of Public Utilities (BPU)** and **Department of Public Works**.

The Boat Launch and Warner Dam components will require the City to partner with the NYS Department of Environmental Conservation (NYSDEC) to construct and improve formal kayak/canoe boat launches, complete a canoe portage around the Warner Dam, and resolve floating debris accumulation near the dam.

Strategies

This project aligns with the following DRI strategy:

- Strengthen connections between destinations and amenities to enhance the Downtown experience.

The project supports the following REDC strategies:

- Implement smart growth strategies

This project achieves the goals articulated in the following plans: the Jamestown Urban Design Plan, the Local Waterfront Revitalization Program, the BOA Nomination Study and the Downtown Jamestown Economic Development Strategy.

Project Description

Project Type: Capital improvements to existing, or creation of new, community facilities

Description: Enhancing the experience for a variety of user groups along the Chadakoin River in Downtown Jamestown will encourage additional visitation to key anchors and improve public access to a primary City asset. Project implementation will consist of the following components:

1. Riverwalk Lighting - This component is to implement a program for lighting waterfront features along the Riverwalk based on an illumination study conducted by Volt Vision and the City in April 2016. Initial lighting tests were highly successful in improving visual aesthetics designed to activate interest in the waterfront of Downtown Jamestown as a destination. The project will install state-of-the-art LED lights along the waterfront, including the Control Center, Coal Silo, and Steam Tower of the city's electronic powerplant utility; as well as the Main Street Bridge, Washington Street Bridge and Riverfront concrete wall.

2. Small Boat Launch and Improvements - This component includes construction of two kayak and canoe launch sites, improvements to an existing launch site, and completion of improvements to a kayak/canoe portage around the Warner Dam. A canoe/kayak launch will be constructed on the south bank of the River approximately 300 feet upstream of the Warner Dam, a new launch at Clinton Avenue, and small watercraft launch improvements at McCrea Point. The Chadakoin River between McCrea Point and the Warner Dam is generally navigable for small power boats and non-motorized recreational watercraft including canoes, kayaks, and pedal boats. Warner Dam is a barrier to points downstream and no formal boat launch or complete portage for canoeists and kayakers exists near the dam. Near Panzarella Park, which is adjacent to the BPU power facility, the River broadens to a basin that is suitable for small shallow watercraft, particularly paddle boards, canoes and kayaks. Although some sheet piling exists within this basin as a remnant of the City's power plant water release channel, the basin is envisioned as an active water destination. The

River upstream of the dam is generally confined in much of this reach by steep banks, bulkheads and high concrete walls. Downstream of the dam the River narrows and under normal flows is more shallow, but is still suitable for canoeing and kayaking.

3. Warner Dam Catchment System - A catchment system for containing and removing floating debris in the Chadakoin River at the Warner Dam has been identified as an important action item for enhancing the Riverwalk experience for Downtown visitors, business patrons, and City residents. The dam is a flood control structure under the jurisdiction of the NYSDEC. Currently, floating debris and wind-blown refuse collect above the dam, particularly in areas of stagnant surface water. This debris is flushed downstream when the dam gates open to manage water levels. Debris collects along the downstream riverbanks and areas of shallow, slow water. The result is a visually unattractive and environmentally degraded condition that can be seen from the Riverwalk and along the banks of the River. This condition will also be visible from planned pedestrian bridges being installed across the Chadakoin River. A catchment system, possibly using floating booms or a debris net boom, will need to be installed above the dam to contain debris for its safe removal and disposal. The best type of containment system will need to be determined that can feasibly be maintained by the City on a regular basis and during periods of fluctuating flows.

These improvements will contribute in transitioning the riverfront into a public destination area

Estimated Project Costs

Total project costs would total \$325,000, including:

- \$200,000 for riverfront illumination
- \$100,000 for boat launches and portage improvements
- \$25,000 for Warner Dam catchment system

Funding Sources

DRI Funding: \$325,000 is being recommended for funding through DRI, covering full project costs.

Site Ownership and Legal Jurisdiction

Riverwalk Lighting: Areas to be illuminated through programmed lighting may include The City of Jamestown Board of Public Utilities (BPU) power facility campus, City-owned waterfront areas, and NYSDOT Washington St. bridge abutments.

Small Boat Launch and Improvements: Specific riverbank locations for the kayak launches and portage access to the river need to be determined, but are likely on City-owned property.

Warner Dam Catchment System: Jurisdiction of navigable surface waters include NYSDEC and U.S. Army Corps of Engineers (USACE).

Regulatory Requirements

Riverwalk Lighting: N/A

Small Boat Launch and Improvements: NYSDEC Protection of Waters Permit w/possible NYSDEC/USACOE joint permit

Warner Dam Catchment System: NYSDEC w/ possible NYSDEC/USACOE joint permit

Public Support

Public support for the components of this project was expressed during the BOA Nomination Study and the LWRP planning

process. The Warner Dam Catchment System was identified as a high priority action for implementation in the City's LWRP. The project received moderate support at public and LPC meetings.

Anticipated Revitalization Benefits

Short Term: Expedient implementation of the program components will improve Downtown and Riverwalk aesthetics and usability for a diverse set of user groups, increasing interest and potentially visitation to the area.

Medium Term: These projects will attract a greater number of residents and visitors to the Riverwalk, and subsequently to the Downtown core, boosting the customer base of Downtown businesses.

Long Term: An enhanced Riverwalk experience will support Downtown and river-adjacent development projects, helping to create an attractive and vibrant area, which helps to generate interest in other development projects in the area.

Beneficiaries

Beneficiaries of this project include Riverwalk users, Downtown and waterfront event participants, local businesses including the National Comedy Center and their patrons, the Comedy Park and recreationists including canoeists and kayakers.

Cost-Benefit Analysis

The project will attract Downtown visitors, business patrons and employees, and City/regional residents to the Chadakoin River waterfront to participate in active and passive riverfront recreation, special events and other local celebrations and social activities. In doing so, the project will result in health, social, and environmental benefits to the community.

A market analysis of the project area was conducted as part of the BOA Pre-Nomination Study in 2013. The market analysis stated, "The Chadakoin Riverfront and Riverwalk in the Central (project) section could be an important anchor to draw locals to the Downtown area. The Riverfront needs to continue to evolve into a recreational asset. Extending the Riverwalk to link with the historic train station and regional bike trails as well as the development of complementary land uses would help to make the River a regional destination."

Jobs Created

Not Applicable.

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3 months): Secure a lighting consultant to design and execute initial hardware installation and software programming;

FIGURE II-21 RIVERWALK EVENING LIGHTING



Source: Volt Vision, Inc.

FIGURE II-22 RIVERWALK AERIAL VIEW



Source: Environmental Design & Review

Mid-term steps (3-12 months): Select final design and construct Riverfront Lighting. Coordinate with NYSDEC to determine appropriate catchment system.

Longer-term steps (12-24 months): Identify specific launch and trailhead locations near McCrea Point, Clinton Ave and on the south bank of the River west of the Washington Street bridge and secure approvals and permits from NYSDEC and USACOE.

Project Metrics

- Riverwalk Lighting: Number of visitors to the Riverwalk.
- Small Boat Launch and Improvements: Amount of use of the Chadakoin River.
- Warner Dam Catchment System: Reduction in floating debris.

PRIORITY PROJECT PROFILE

Rehabilitate the Reg Lenna Center for the Arts

FIGURE II-23 FUTURE VISION: REG LENNA CENTER FOR THE ARTS



Source: Reg Lenna Center for the Arts

SUMMARY DESCRIPTION

Implement Reg Lenna Center for the Arts infrastructure improvements, including safety upgrades, renovated retail and studio space, an improved theater lobby, and renovated office and apartment space.

RECOMMENDATION FOR DRI FUNDING

\$1,500,000 requested through DRI funding

LOCATION

The Reg Lenna Center for the Arts encompasses multiple buildings on East 3rd Street from Pine Street to Spring Street, including 108, 110, 112-114, 116, 118, 120-122 East 3rd Street, as well as 215 Spring Street.

Responsible Parties

The **Reg Lenna Center for the Arts** will oversee project implementation.

Capacity of the Responsible Party

The **Reg Lenna Center for the Arts** has contracted 40 80 Architecture, Greenman-Pederson for structural engineering, Karpinski Engineering for mechanical engineering, and Lehigh Construction as construction managers.

Project Partners

The **Gebbie Foundation**, **Sheldon Foundation**, and **Lenna Foundation** have provided funding for the project. Additionally, the Reg Lenna Center for the Arts has retained a well-qualified team of contractors for the project.

Strategies

This project aligns with the following DRI strategy:

- Establish Downtown destinations for visitors, workers, and residents

This project aligns with the following REDC strategies:

- Invest in tourism industry
- Implement smart growth strategies

This project achieves the goals articulated in the following plans: City of Jamestown Comprehensive Plan (1998); Downtown Jamestown Economic Development Strategy (2015)

Project Description

Project Type: Development or redevelopment of real property

Description: The Reg Lenna Center for the Arts has under its control seven connected multi-use buildings along East 3rd Street between Pine Street and Spring Street containing almost 40,000 SF of space. While the theater was restored in 1990, and several of the buildings have been renovated piecemeal, there has not historically been any comprehensive plan for consolidating and improving the facilities under the Reg's control. In late 2014, the Reg Lenna Center for the Arts retained a team of design professionals

to guide a master plan study for the complex. The master plan was published in June 2015.

The master plan starts with improvements to the infrastructure of the buildings, including hook-up to the local District heating system, a new HVAC system, floor leveling for ADA accessibility, and sprinkler installation. The improvements will also address lingering structural issues. Moreover, there will be substantial improvements to the streetscape and façades of the buildings.

The plan also calls for renovating street-level space to better serve the Reg and the community. The Gallery, currently located on upper floor space, will be moved to the street level. The theater lobby will be improved and made ADA compliant. Additionally, a new café will be built adjacent to the lobby with the capacity to support pre-function activities prior to theater events. In the upper floors, the master plan includes usable office space for the Reg Lenna Center staff, renovated apartments, a multi-media studio, a radio station and improved facilities for the existing arts.

The space will be managed by two organizations under the umbrella of the Reg Lenna Center. A limited liability corporation has been created to operate concessions, merchandising, and food and beverage services, and following completion of the renovation will likely house the property management services. The existing 501c3 nonprofit will run all programming in the facility.

Estimated Project Costs

Total project cost is \$4,750,000, including:

- \$3,750,000 for capital and implementation costs
- \$700,000 for soft costs
- \$200,000 for furniture and equipment costs
- \$150,000 for technology system costs

Funding Sources

DRI Funding: \$1,500,000

Private Funding:

- Sheldon Foundation: \$1,500,000
- Gebbie Foundation: \$900,000
- Lenna Foundation: \$850,000

Site Ownership and Legal Jurisdiction

The Reg Lenna Center for the Arts owns the sites outright and there are no known legal issues.

Regulatory Requirements

The buildings need to be brought up to existing building and fire code, as well as ADA compliance. There are also known asbestos contaminations that are taken into account in the project budget.

Public Support

The Reg Lenna Center is considered a significant community asset, and received substantial support by the public.

Anticipated Revitalization Benefits

Short Term: During the construction period, interest generated in the Downtown due to investment will support increased visitation.

Medium Term: The new space made usable by the renovation will increase the capacity the Reg Lenna Center for the Arts to provide programming, giving residents and visitors to the region additional reasons for spending time in the downtown. The renovated Gallery and Café space will improve the street environment on East 3rd Street, enhancing the overall experience of people in the area.

Long Term: The expanded capacity presented by the renovated space, and the additional revenue generated by that space will allow the Reg Lenna Center to flourish as one of the premier cultural institutions in the region, creating a longer-term draw and identity for Jamestown.

Beneficiaries

The cultural community will benefit from increased funding and activity space presented by an improved Reg Lenna Center. Visitors and residents will benefit by having additional activities to consider when visiting the Downtown.

Cost-Benefit Analysis

Improvements made to the Reg Lenna Center would further support this key Downtown institution and enhance the experience of residents, visitors, and other attendees at local programs. Improvements to key Jamestown cultural institutions will encourage additional visitation and will lengthen stays while minimizing long-term maintenance costs. The \$1,500,000 in DRI funding will leverage \$3,250,000 in private funding from local foundations.

Jobs Created

The Reg Lenna Center expects to expand its staff once renovations are completed, but has not yet estimated how many new jobs will be created, though new full-time retail/restaurant positions will be created once storefronts are tenanted.

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3 months): acquire building permits, complete bidding process, begin construction.

Mid-term steps (3-6 months): Address all mechanical, fire safety and structural issues. Complete work in all basements, and street level spaces, including the theater lobby, gallery and coffee bar and two retail spaces.

Longer-term steps (6-12 months): Complete second and third floor spaces including radio station, admin office, multi-media studio and pre-performance space.

Project Metrics

- Number of visitors

PRIORITY PROJECT PROFILE

Improve Robert H. Jackson Center

FIGURE II-24 ROBERT H. JACKSON CENTER EXTERIOR



Source: Robert H. Jackson Center

SUMMARY DESCRIPTION

Stabilize and improve building infrastructure and support future program expansion opportunities.

RECOMMENDATION FOR DRI FUNDING

\$1,500,000 requested through DRI funding.

LOCATION

Robert H. Jackson Center, 305 East 4th Street.

Responsible Parties

The **Robert H. Jackson Center** would lead renovation and expansion efforts.

Capacity of the Responsible Party

The **Robert H. Jackson Center** contracted architectural engineer Clark Patterson Lee to conduct a five-year capital facilities master plan and building conditions survey.

Project Partners

St. Bonaventure University and various Jamestown foundations

Strategies

This project aligns with the following DRI strategy:

- Establish Downtown destinations for visitors, workers, and residents

This project aligns with the following REDC strategies:

- Invest in tourism industry

This project achieves the goals articulated in the following plans: City of Jamestown Comprehensive Plan (1998)

Project Description

Project Type: Community Facility Capital Improvements

Description: Established 15 years ago, the Robert H. Jackson Center is a non-profit cultural institution dedicated to the life and work of U.S. Supreme Court Justice Robert H. Jackson and his relevance to historical and current events. The Center is housed in a historic 1858 Italianate mansion in Downtown Jamestown, offering exclusive collections, exhibits, programs, and meeting facilities. The Jackson Center's physical facilities are housed in a building that is divided into two main areas, currently referred to as the "mansion" and the "non-mansion addition." The mansion portion features the majority of the historic home and houses administrative offices, while the non-mansion portion houses a theatre, banquet facilities, archival and exhibit space on the site of the former stables and carriage house. The facilities also include a 350-seat lecture and performance theater.

The Jackson Center envisions that the proposed physical upgrades will not only improve the facility's visitor experience, but enable more productive partnerships with local, regional, national, and international strategic affiliations and the broader Downtown Jamestown community to facilitate a variety of academic, co-curricular, continuing education, and life-long learning experiences, and expansion of the Jackson legacy. The focus includes creating educational opportunities for preparation for college study, undergraduate and graduate education, scholarly research and writing, taking advantage of existing resources and educational expertise and building more of the same.

Funds would support Phase I of the Jackson Center Master Plan, with the following goals:

- Maximize usability and flexibility of total square footage
- Meet basic standards and expectations for physical comfort, accessibility, technology, safety, and security
- Improve guest reception, archive accommodations, facility access and administrative office formats
- Upgrade IT capabilities, e.g. wireless, broadband, data, distance learning and video streaming

The Jackson Center envisions that the proposed physical upgrades will not only improve the facility's visitor experience, but enable more productive partnerships with local, regional, national and international strategic affiliations and the broader Downtown Jamestown community to facilitate a variety of academic, co-curricular, continuing education, and life-long learning experiences.

Estimated Project Costs

Total project cost (Phase I) is \$2,300,000, including:

- \$2,080,350 for ADA compliance, air conditioning upgrades, new security and access control systems, expanded facility entrance, expanded archival and display space, reconfigured back stage, improved signage and wayfinding, building wide mechanical, plumbing and electrical upgrades, and IT improvements.

- \$216,540 for Site and Existing Building Renovations/Upgrades Renovations

The cost of Phase II is estimated to cost \$2.6 million, including \$800,000 for building renovations/upgrades and \$1.8 million for a 3,100 SF addition. Phase II remains unfunded with no request for DRI funding.

Funding Sources

DRI Funding: \$1,500,000

Potential Public Funding Sources include:

- Local Jamestown foundations

Site Ownership and Legal Jurisdiction

The Robert H. Jackson Center owns their facility and has the legal authority to make improvements.

Regulatory Requirements

Originally built in 1858, many features of the Jackson Center's facilities do not comply with existing city building codes.

Public Support

This project received positive feedback and was prioritized during community conversation and received moderate support during Public Meeting #2.

Anticipated Revitalization Benefits

Short-term: The renovations will create interest in Downtown assets and venues, and will support increased visitation.

Medium-term: Completion of the first phase of work will provide the necessary infrastructure for the Jackson Center to move forward with expansion of programming with numerous strategic affiliations.

Long-term: The renovation and expansion of the Jackson Center will provide a platform for the future partnership opportunities with other major cultural centers in the Jamestown area, including the National Comedy Center as well as the Reg Lenna Center for the Arts.

Additionally, the proposed addition will provide future meeting, conference and classroom space for the continued growth of strategic affiliation programming at the Jackson Center, such as with St. Bonaventure University.

Beneficiaries

Visitors and residents will enjoy rehabbed exhibition and events space, which presently draw 20,000 attendees each year.

Cost-Benefit Analysis

Improvements made to the Robert H. Jackson Center would further support this key Downtown institution and enhance the experience of residents, visitors, and other attendees at local programs. Improvements to key Jamestown cultural institutions will

encourage additional visitation and will prolong visitation while minimizing long-term maintenance costs.

Jobs Created

In the longer term, there will be new jobs supporting additional education opportunities.

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3 months): Receive building permit and begin construction.

Mid-term steps (3-12 months): Phase one completion.

Longer-term steps (12-24 months): Given an uncertain funding outlook, a start date for

Phase 2 construction has not been determined. The site’s master plan assumes both phases could be completed within five years.

Project Metrics

- Enhanced user experience at the Robert H. Jackson Center
- Number of visitors
- Increased use of the facility by researchers
- Increased programmatic offerings
- Increased employment opportunities.

FIGURE II-25 PROPOSED ROBERT H. JACKSON CENTER SITE PLAN



Source: Robert H. Jackson Center

PRIORITY PROJECT PROFILE

Lucille Ball Little Theatre of Jamestown

FIGURE II-26 LUCILLE BALL LITTLE THEATRE OF JAMESTOWN EXTERIOR



Source: Lucille Ball Little Theatre of Jamestown

SUMMARY DESCRIPTION

Fund the installation of new air conditioning and fly systems to support programming and collaboration with the National Comedy Center.

RECOMMENDATION FOR DRI FUNDING

\$265,000 requested through DRI funding.

LOCATION

18-24 East 2nd Street.

Responsible Parties

Lucille Ball Little Theatre of Jamestown, Inc would be responsible for project implementation and maintenance.

Capacity of the Responsible Party

The leadership of **Lucille Ball Little Theatre of Jamestown, Inc.** has solicited bids from contractors with experience installing comparable systems.

Project Partners

Mazza Mechanical Services has placed a bid to install the air conditioning system, pending funding.

Strategies

This project aligns with the following DRI strategy:

- Establish Downtown destinations for visitors, workers, and residents

This project aligns with the following REDC strategies:

- Invest in tourism industry

This project achieves the goals articulated in the following plans: City of Jamestown Comprehensive Plan (1998)

Project Description

Project Type: Community Facility Capital Improvements

Description: The history of the Lucille Ball Little Theatre of Jamestown extends back to 1920 with the founding of a theatre company called “The Players Club.” The Players Club was where Lucille Ball cut her teeth as a performer, and remained close with Lucille even after she catapulted into stardom. Over time, the Club became the Little Theatre of Jamestown, and then in 1990, the Lucille Ball Little Theatre of Jamestown. The current home of the Theatre, 18 East 2nd Street, was constructed in 1881 as an opera house and received an extensive renovation in 1925. After the building fell into disrepair in the 1950s, the Little Theatre was opened in 1969 as a 400-seat auditorium. Today, the Little Theatre operates as the largest volunteer theatre in New York State and

contains the largest arts group membership in Southern Chautauqua County.

The building lacks an air conditioning system, hindering the ability of the Theatre to put on shows, and limiting the appeal of the space to potential visitors. This project would fund the installation of a modern air conditioning system in the auditorium and lobby area. Theatre leadership has indicated that installation of an air conditioning system is key to their ability to put on shows, draw an audience, and potentially expand their programming, including through partnerships with the National Comedy Center, which has stated a need for overflow event space during peak visitor seasons.

There is also a need to invest in improvements to the Theatre’s fly system to move curtains, scenery, and electric lines either up, down or laterally to create various settings on the stage. The components of this system are the battens, guide wires, pulleys, blocks, arbors and weights. A theater equipment supply company inspected the rigging and indicated that the entire system was unsafe.

A needs assessment will determine if additional improvements are needed to sustain the structure. A structural assessment of the building will verify its existing condition, note deficiencies and investigate potential repair/replacement options, including for consideration the exterior façade, building foundation, floor and roof framing and overall condition of the roof. The assessment will be visual in nature and will not include destructive or non-destructive testing. An architectural assessment of the building will include a code review, ADA compliance check, and notation of architectural deficiencies, including the exterior façade, building fenestration, interior finishes, and roofing system.

The assessment will include a description of the building system, a list of structural deficiencies, a list of architectural code items and deficiencies, recommendations for repair, a budgetary cost estimate for repairs and photos documenting the conditions.

Lucille Ball Little Theatre of Jamestown, Inc. will continue to manage the space during and after

the installation of the air conditioning system. The key obstacles preventing this project moving forward are finding funding for the project, and hiring a contractor for installation of necessary electrical wiring.

Estimated Project Costs

Total project cost is \$265,000, including:

- \$130,000 for installation of the air conditioning system
- \$50,000 for electrical wiring
- \$9,000 for a structural assessment
- \$6,000 for an architectural assessment
- \$25,000 for improvements to fly system
- \$45,000 for space planning and facilities programming

Funding Sources

DRI Funding: \$265,000

Future improvements to the Lucille Ball Little Theater would most likely leverage funding from past supporters, including:

- Gebbie Foundation
- CRCF
- Lenna Foundation
- Hultquist Foundation
- Dilbert Foundation.

Additional capital funding requests include funding for a study on the upper stage wall masonry integrity, a renovation of the fly system and purchase of stage curtains, modernization of the fire and security alarm system, and display cases outside the building.

Site Ownership and Legal Jurisdiction

The Lucille Ball Little Theatre of Jamestown, Inc. owns the site and there are no known legal issues.

Regulatory Requirements

The project would require a building permit to complete construction.

Public Support

The project received moderate support during Public Meeting #2.

Anticipated Revitalization Benefits

Short Term: The installation of air conditioning would immediately improve the audience and performer experience at the Lucille Ball Little Theatre of Jamestown.

Medium to Long Term: The improved audience experience could increase interest in Theatre programming. Additionally, the Theatre could increase the number of performances and events it hosts, increasing the number of people traveling to the Downtown and improving area vitality.

Beneficiaries

Beneficiaries include residents and visitors to the Little Theatre.

Cost-Benefit Analysis

Improvements made to the Lucille Ball Little Theatre of Jamestown would further support this key Downtown institution and enhance the experience of residents, visitors, and other attendees at local programs. Improvements to key Jamestown cultural institutions will encourage additional visitation and will prolong usage while minimizing long-term maintenance costs.

Jobs Created

Not Applicable.

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3 months):

Complete facility needs assessment.

Mid-term steps (3-12 months): Phase one completion. Theatre leadership has received a bid for the air conditioning installation, and has indicated construction could commence immediately once funding is received.

Longer-term steps (12-24 months): Not applicable.

Project Metrics

- Number of annual events
- Number of event attendees

SECTION III:

Summary Table

#	Project Name	Responsible Party	Total Project Cost	Funding Sources
ESTABLISH DOWNTOWN DESTINATIONS FOR VISITORS, WORKERS, AND RESIDENTS				
1	Redevelop the Former Key Bank Building	Duke of Jamestown LLC	\$2,840,000	<p>DRI Funding: \$1,000,000</p> <p>Public Funding: \$590,000 in additional public funding will be granted through the Restore NY Program and ADA Improvement grants.</p> <p>Private Funding: The remaining gap will be financing through a mix of private debt/equity and other public funds.</p>
2	Redevelop the Furniture Mart Building	Ellicott Development	\$19,000,000	<p>DRI Funding: \$1,500,000</p> <p>Public Funding: : \$2,200,000 in additional public funding through historic tax credits and other programs</p> <p>Private Funding: Total private funding is \$15,300,000, including:</p> <ul style="list-style-type: none"> · \$4,300,000 Ellicott Development equity contribution · \$11,000,000 First mortgage
3	Acquire Riverfront Development Property	City of Jamestown	\$1,400,000	DRI Funding: \$1,400,000
4	Implement Excursion Train Infrastructure Support	City of Jamestown	\$670,000	DRI Funding: \$670,000
SUPPORT SECONDARY ACTIVITIES TO EXTEND AND ENRICH THE DOWNTOWN STAY				
5	Develop the Hilton DoubleTree Hotel	Hamister Group	\$19,600,000	<p>DRI Funding: \$2,500,000</p> <p>Public Funding: \$3,050,000 In grants and loans</p> <p>Private Funding: \$14,050,000 through a mix of private debt and equity</p>

Proposed Start Date	Proposed Completion Date	Jobs Created
Immediate	Late 2017 (Phase I) 2018-19 (Later Phases)	<p>The Key Bank redevelopment will bring a total of 62 jobs to Downtown Jamestown, including:</p> <ul style="list-style-type: none"> • 36 Libera jobs • 10 restaurant jobs • 4 special event/dinner theater jobs • 4 wine tasting room jobs • 6 escape the room jobs • 2 building cleaning and maintenance jobs
Late 2017	2019 (est.)	<p>The Furniture Mart Building will preserve 350 jobs at The Connection, while adding approximately 70 total jobs, including:</p> <ul style="list-style-type: none"> • 50 Hotel jobs, based on an industry standard of 0.5 jobs per room • 10 Retail jobs, based on an industry standard of 1 job per 600 SF • 5 New office jobs, based on an industry standard of 1 job per 250 SF • 4 building cleaning and maintenance, based on an industry standard of 1 job per 10 units
Mid 2017	Mid 2017	To be determined pending identified development program.
Immediate	2017	This project has potential to support rail operator jobs, with specific numbers to be estimated upon further study.
Immediate	Spring 2018	The Hilton DoubleTree development will bring 32 total jobs to Downtown Jamestown.

#	Project Name	Responsible Party	Total Project Cost	Funding Sources
6	Develop the Jamestown Brewing Company	G. Patti Development	\$4,329,760	<p>DRI Funding: \$1,000,000</p> <p>Public Funding: \$2,311,904 in additional public funding is being sought through historic tax credits and Main Street, ADA and façade improvement grants.</p> <p>Private Funding: The remaining gap will be financing through a mix of private debt/equity and other public funds.</p>
7	Fund Downtown Programming	Jamestown Local Development Corporation	\$600,000	<p>DRI Funding: \$600,000</p>
STRENGTHEN CONNECTIONS BETWEEN DESTINATIONS AND AMENITIES TO ENHANCE THE DOWNTOWN EXPERIENCE				
8	Improve Streetscape & Pedestrian Environment	City of Jamestown	\$610,000	<p>DRI Funding: \$610,000</p>
9	Enhance the Riverwalk Experience	City of Jamestown	\$325,000	<p>DRI Funding: \$325,000 is being recommended for funding through DRI.</p> <p>Public Funding:</p> <ul style="list-style-type: none"> • City funds • Environmental Protection Fund • Rivers Trails and Conservation Assistance Program • Local Waterfront Revitalization Program • NYSDEC
BUILD CAPACITY TO IMPLEMENT AND SUSTAIN DRI INVESTMENTS				
10	Rehabilitate the Reg Lenna Center for the Arts	Reg Lenna Center for the Arts	\$4,750,000	<p>DRI Funding: \$1,500,000</p> <p>Private Funding:</p> <ul style="list-style-type: none"> • Sheldon Foundation: \$1,500,000 • Gebbie Foundation: \$900,000 • Lenna Foundation: \$850,000
11	Improve Robert H. Jackson Center	Robert H. Jackson Center	\$2,300,000	<p>DRI Funding: \$1,500,000</p> <p>Private Funding:</p> <ul style="list-style-type: none"> • Local Jamestown foundations
12	Upgrade Lucille Ball Little Theatre of Jamestown	Lucille Ball Little Theatre, Inc	\$265,000	<p>DRI Funding: \$265,000</p>
<p>Total: \$56,689,760</p>				

Proposed Start Date	Proposed Completion Date	Jobs Created
Immediate	Late 2017	<p>The Jamestown Brewery will bring 77 jobs to Downtown Jamestown when it reaches stabilization, including:</p> <ul style="list-style-type: none"> • 30 Production line jobs • 19 Wait staff jobs • 11 Kitchen jobs • 3 Security jobs • 5 Management jobs • 2 Utility jobs • 2 Brewery Staff jobs
Immediate	2019	Not Applicable.
Immediate	2018	Not Applicable.
Immediate	2018	Not Applicable.
Immediate	Early 2018	This project has potential to support jobs, in education with specific numbers to be estimated upon further study.
Immediate	Early 2018	Not Applicable.
Immediate	Late 2017	Not Applicable.