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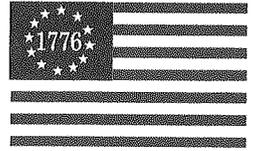
City of Lackawanna

Downtown Revitalization Initiative

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OFFICE OF THE MAYOR CITY OF LACKAWANNA



Hon. Geoffrey M. Szymanski ~ Mayor

June 1, 2016

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

RE: WNY Downtown Revitalization Initiative (“DRI”)

Dear Mr. Schoepflin:

As the Mayor for the City of Lackawanna, it is my distinct pleasure to submit our application for funding through Governor Andrew Cuomo’s Downtown Revitalization Initiative (“DRI”). Although, I might be a bit partisan in my assessment, I cannot believe that there is a community within the Western New York Regional Economic Development Council (the “WNYREDC”) more deserving, in need and/or prepared to undertake the responsibility of redeveloping its central business district.

Upstate communities in general and the City of Lackawanna in particular remains mired in an economic downturn as our good paying jobs lost through the closure of the Bethlehem Steel operation have failed to return and many of our residents suffer from unemployment or underemployment. The time for renewed investment in the City of Lackawanna is long overdue.

The City of Lackawanna is currently engaged in the completion of three (3) extremely important initiatives that will establish a resilient foundation for the future of our City. These initiatives will provide the vision and the basis for the future stabilization and growth for all aspects of the Lackawanna community. It is incumbent upon us to keep in mind that plans, programs and initiatives are only as good as our ability to implement them and remain committed on their long term goals and benefits. However, with broad citizen involvement and the necessary funding sources we can create a sense of community focused directly upon a more resilient future.

- 1.) NYSERDA Comprehensive Plan Initiative (the “Comp Plan”) – we are heading into the final phase of the development of our vision for the future of the City of Lackawanna.
- 2.) Brownfield Opportunity Area (the “BOA”) - public engagement will continue to develop the vision of the future for the First Ward that creates sustainable housing opportunities together with a resilient economic strategy that provides renewed tax revenue and good long-term employment for our residents. Funded through New York State Department of State
- 3.) Local Waterfront Revitalization Program (the “LWRP”) – together a sustainable waterfront program shall be developed to benefit all residents. Funded through New York State Department of State.

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

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Christopher Schoepflin, Regional Director
June 1, 2016
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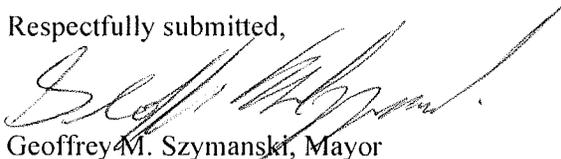
As is evidenced by the numerous public and private investments in and around the Central Business District; from the Basilica & Million Dollar National Shrine Dome restoration project; the restoration and opening of the Mess Hall Restaurant (\$195,000), the improvements to Cury's Restaurant (est. @ \$150,000) and the recent acquisition and redevelopment of the former Cherry Stone Grille in the Ice House Pub (est. to be \$200,000), the resurfacing of Ridge Road and South Park Avenue (\$2.5M) and the proposed restoration and improvements to the Botanical Gardens; the time is right to establish and support programs and policies that promote the opportunities for growth within the CBD.

In addition to these new and exciting projects the City of Lackawanna, in conjunction with our development partners we were justP awarded funding for a new Affordable Senior Housing development at the former Friendship House site on Ridge Road. This project will be funded by a \$2.2 M NYS Trust Fund Loan, \$5.4 M in Low Income Housing Tax Credits (equity investment) and a \$1 M loan through a private lending institution.

Please note that the City of Lackawanna remains fully committed and stands ready to undertake any and all activities necessary and appropriate to assure that the CBD is transformed into a regional destination that provides the opportunity for residents to live, work, play and raise a family.

Thank you in advance for your consideration of our application. In the event there are any questions or I can provide addition information in support of our application I encourage you to contact me.

Respectfully submitted,



Geoffrey M. Szymanski, Mayor

DOWNTOWN REVITALIZATION INITIATIVE – WESTERN NEW YORK

REGIONAL INTRODUCTION

The Downtown Revitalization Initiative (DRI) will invest \$10 million in 10 communities in an effort to develop a downtown in each of the Regional Economic Development Council (REDC) regions that is ripe for development and will accelerate renewal and transform them into vibrant communities where tomorrow's workforce will want to live, work and raise families. Downtown districts in cities and villages all across upstate are experiencing restored vibrancy and increased property values by implementing projects that result in historic preservation, adaptive reuse, mixed use redevelopment with upper floor housing, walkability, traffic calming, and in-fill development.

Rediscovering and reinvesting in our city, town, and village centers is an economic development strategy grounded in smart growth principles and is setting the stage for success across our region. Old business districts that had suffered high vacancy and low valuation are achieving renewal by developing walkable, compact downtowns that have been transformed into places that are attracting retail investors and residents, thus stabilizing property taxes while also improving quality of life.

All of the WNY Counties have experienced sprawl without growth and some rural counties have seen nearly 100% of new homes and retail buildings constructed completely outside of incorporated municipalities. The unintended consequences of continued sprawl without growth can be high property taxes, impoverished municipalities, and village home abandonment. Each DRI proposal is encouraged to demonstrate local community stakeholder and public official support including partnerships with county government, IDA's, and other economic development organizations.

The Downtown Revitalization Initiative (DRI) represents a significant State investment in one community to be recommended by the Regional Economic Development Council. Along with the specific criteria outlined in the guidebook and application, we must ask, "Would I invest there?" because a goal of this initiative is to inspire confidence and pride, ideally leveraging private sector investment which results in a virtuous cycle of self-reinforcing renewal.

Although we can only select one community for this initiative, the NYS Consolidated Funding Application (CFA), which is also open for applications, represents another opportunity to implement your plans with the assistance of State resources. We believe that the effort put forth to win the DRI competition will lay the groundwork for a future CFA because communities will take stock of plans and policies, convene leaders and volunteers, and discover new opportunities for downtown renewal. We hope this competition will encourage municipalities to take action to attract public and private investment with or without the DRI award. Thank you for your interest in the NYS Downtown Revitalization Initiative in Western New York. We look forward to reviewing your submittal.

APPLICATION TEMPLATE

The Western New York Regional Economic Development Council (WNY REDC) is accepting applications from eligible applicants for the Downtown Revitalization Initiative (DRI). Please refer to the preceding attached Downtown Revitalization Initiative Guide for further information on the DRI program.

Eligibility: Only municipalities are eligible to submit an application for consideration.

Deadline: Completed applications must be received to the WNY Empire State Development office by 4:00 p.m. on June 3, 2016. No late submittals.

To submit a proposal: Each applicant must complete this application and include the requested attachments before 4:00pm on June 3, 2016. Completed applications and attachments must be submitted by email to: Christopher Schoepflin, WNY Regional Director, Christopher.Schoepflin@esd.ny.gov .

Questions: Contact, Mo Sumbundu, Mo.Sumbundu@esd.ny.gov , (716) 846-8347

Public Information Session: A public information session for interested DRI applicants will take place on Monday May 16 at 10:30am at Buffalo State College, Bulger Communications Center. For details and registration, visit: <http://regionalcouncils.ny.gov/content/western-new-york>

Applicant interviews: Applicants may be requested to participate in a brief interview regarding their proposal with the DRI Review Committee in Buffalo on June 13 or June 14 between 9:00am-11:00am.

For regional strategies, progress reports, and other regional initiatives referred to in this application, visit: <http://regionalcouncils.ny.gov/content/western-new-york>

BASIC INFORMATION

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

Municipality Name: City of Lackawanna (hereafter referred to as “Lackawanna”)

Downtown Name: City of Lackawanna Central Business District

County: Erie

Point of Contact: Fred K. Heinle

Title: Director of Development

Phone: (716) 827-6421

Email: development@lackny.com

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

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

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

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

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

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

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

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

DOWNTOWN IDENTIFICATION

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

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

Section I – The Downtown Community

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

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

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

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

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

- 2) **Size.** Outline why the downtown, or its catchment area, is of a size sufficient to support a vibrant, year-round downtown, with consideration of whether there is a sizeable existing, or increasing, population within easy reach for whom this would be the primary downtown. *Attach a brief report/map which provides the density, household income and identifies employment centers within the target area.*

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

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

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

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

Links beyond the primary Central Business District

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

Route Name	Segment within CBD and slightly beyond	Lanes	AADT Count	Year
Ridge Road	NYS Route 5 to South Park Avenue	4/2	11,918	2013
Ridge Road	South Park to Abbott Road	2	11,234	2013

South Park	City of Buffalo boundary to Ridge Road	2	8,895	2013
South Park	Ridge Road to Blasdell Village boundary	2	11,186	2013

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

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

- **First Ward:** This residential development, which is among the oldest in Lackawanna, is situated between the railroad corridor and Route 5. This area once housed many employees from the Bethlehem Steel Company. The Bethlehem Park neighborhood, located at Route 5 and Madison Avenue south of Smokes Creek, is a neighborhood of well-kept single-family homes constructed for the steel company’s management. This area has received some regional notoriety over the last few years due to the success of Mulberry Italian Restaurant, which is tucked into the neighborhood.
- **Second Ward:** The CBD is flanked by the Second Ward residential area (see attached map). The Second Ward is comprised of a compact area of single-family or two-family dwellings that are located on urban lots ranging between 25 and 40 feet in width. Also included in the Second Ward are the Parkview Towers (located on the north side of Ridge Road), a 94-unit apartment complex managed by the Lackawanna Municipal Housing Authority, and four mobile home parks located in the south end of Lackawanna near its border with the Village of Blasdell.
- **Third Ward:** The Third Ward residential has more suburban style design elements with larger lots that measure 40 and 60 feet wide, cul-de-sacs and loop roads. Housing in this area is comprised of single-family detached dwellings and senior apartments.
- **Fourth Ward:** The Fourth Ward contains some of the newest housing in the City. Residential lots tend to be among the largest in Lackawanna, often 60 feet in width. Some residential streets in subdivision development developments, south of Martin Road and east of South Park Avenue, are configured in a suburban-style design, with cul-de-sacs. The vast majority of homes in the Fourth Ward are single-family detached dwellings, with smaller apartment buildings found along Abbott Road and South Park Avenue.

Lackawanna's Demographic Information

U.S. Census data estimates the 2014 population for Lackawanna was 17,955 persons. The overall trend for the City shows a reduction in total population from 1990 to 2013. The statistics, however, indicate that the rate of decline is slowing. The average population loss per year, between 2000 and 2010, was 0.51% per year. Based on the American community survey, the average population loss between 2010 and 2013 is 0.13 percent per year. Population projections show that the population in Lackawanna is expected to increase in 2025 and 2030 to over 19,000 persons. Although predominantly white, the diversity of the population in the City is also increasing.

Despite population losses, the number of households in Lackawanna has grown from 8,192 in 2000 to 8,214 in 2013. Household size, on the other hand, has decreased from 2.3 persons to 2.17 persons during the same time period. Approximately 53% of all households are families; a decrease from 2000. Approximately 42% of the population in Lackawanna lives alone, which is an increase from 37% in 2000.

Persons over the age of 65 decreased from approximately 33% in 2000 to just over 17% in 2013. The median age of the population in 2013 was 41.6 years old. In 2013, persons aged 35 to 59 years of age comprised the largest segment of Lackawanna's population (37.3%).

In 2013, Lackawanna had approximately 9,315 housing units, an increase of 364 units or 4.1% from the 2000 Census. The occupancy rate in 2013 was 88.2%. Approximately 41% of existing housing was built prior to 1940; an additional 47% was constructed between 1940 and 1970. Housing prices in Lackawanna are affordable, with the median value of home in 2013 reported at \$84,200.

Based on the U.S. Census American Community Survey data, the estimated 2013 median income level in Lackawanna was \$35,072; in 2000, the median income was \$29,534. In 2013, approximately 23.2% of residents in Lackawanna were estimated to be living below the poverty level (a 2% increase since 2010). Of those living below the poverty level in Lackawanna, 35.7% are under the age of 18 years old, while 9.2% are over the age of 65 years old.

In 2013 (US Census 2013 ACS 5-yr estimate), only 56.9% of the population in Lackawanna was in the workforce, which is well below the 62.40% in Erie County; the unemployment rate was reported at 7.3%, the same as Erie County. Lackawanna has a high percentage of workers employed in the health care and social assistance industries. Baker Victory Services and OLV Mercy Nursing Facility are the largest employers in Lackawanna.

See the attached excerpts from the Safety-Net Community Report prepared by the University at Buffalo Regional Institute for detailed demographic information.

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

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

The Western New York Regional Economic Development Council (WNYREDC), New York State Department of State (DOS), New York State Department of Environmental Conservation (DEC) and various federal agencies have made significant investments in support of the following projects throughout Lackawanna that have a direct impact on the future growth of the **CBD**, including:

- **Bethlehem Steel Redevelopment** – The project consists of acquisition of approximately 100 acres along NYS Route 5, which is the former Bethlehem Steel site. The project will accelerate redevelopment of a long-vacant, major brownfield site in the Lackawanna. This project, along with \$6 million in Capital Bond Funds being provided by Erie County will address the need for vacant industrial-zoned property that will be utilized for the location of new and growing manufacturing companies, **especially Canadian companies** looking to establish a presence in the U.S. marketplace.
- **Empire State Mushrooms** located in Lackawanna, received funding to build the most advanced mushroom growing and mushroom substrate facility in North America. Phase I facilities will include a 57,000 sq. ft. mushroom growing facility and a 50,000 sq. ft. substrate facility. This will be the only sizable fresh mushroom production facility in New York State. The facility will supply upwards of 4 million pounds of fresh mushrooms into the upstate NY retail market. Phase II will sell to target markets in other parts of NY as well as bordering state. This project includes a private investment of \$24,800,000.
- **Brownfield Opportunity Area award (2011)** for \$930,000. This initiative the entirety of the First Ward of Lackawanna and will create a well thought out master plan that addresses the abandoned and under-utilized properties. The BOA is currently in Stage 3 of a multi-year process that is developing plans for the rebirth and redevelopment of five (5) targeted areas within the First Ward. These sites include the former Bethlehem Steel property along the Hamburg Turnpike and the Lackawanna Lake Erie Waterfront; portions of the east side of the Hamburg Turnpike; Ridge Road from the Hamburg Turnpike to the Ridge Road Bridge; the residential neighborhood to the South of Ridge Road; and the Steelwanna Industrial Park to the north of Ridge Road.
- **NYSERDA Cleaner Greener Communities Program (2013)** funding support in the amount of \$60,000 for to develop a **Comprehensive plan** to assess current conditions, set community goals and priorities, and recommendations for public policy changes to achieve these goals. The Plan is currently in draft form and has been presented to the Lackawanna Council for review and comment. The Public Comment Period is set to commence on or about June 1, 2016.
- **Main Street New York (2011)** Building Renovation grant for \$200,00 with additional matching funds and private investment \$100,000 to support unified façade improvements

and rehabilitation of second floor apartments in the Central Business District to enhance the downtown area and promote economic growth.

- **Ridge Road Reconstruction Project (2013)** was supported by \$359,960 in federal funds secured in the federal transportation bill (SAFETEA-LU); \$200,000 in federal Community Development Block Grant funds; and approximately \$250,000 paid by the City of Lackawanna. The work included resurfacing, select replacement of sidewalks and curbs as well as features to upgrade the infrastructure to meet ADA compliance. The improvements stretch .6 miles from South Park Avenue to the new Ridge Road Bridge.
- **Ridge Road Bridge Reconstruction** was jointly funded with over \$17.35 million in federal dollars and more than \$1.08 million from Lackawanna.
- **Ridge Road & South Park Avenue Resurfacing** funded by a \$2.5 M grant through the New York State Dormitory Authority (“DASNY”) in 2015 and 2016.
- **Local Waterfront Revitalization Program (2014)** – The City of Lackawanna received \$30,000 in funding for the state’s EPF program to update its LWRP (adopted in 1989). The amendment to the LWRP will include a review and inventory of existing waterfront conditions, update policies, identify appropriate proposed land and water uses, and revise local laws for implementation. Lackawanna has contracted with Wendel WD Architecture, Engineering, Surveying & Landscape Architecture, P.C. to prepare the LWRP.
- **Bethlehem Shoreline Trail** - Erie County obtained a \$980,000 Transportation Alternatives Program grant from the NYS Department of Transportation to start the change of the façade of this former steel production property. This includes a 10 ft. wide, 8,000 ft. long multi-use pathway with green space that will extend along the west side of NYS Route 5 on the former Bethlehem Steel property. It will originate from the existing trail at the Lackawanna/Buffalo municipal line and continue to the light signal at Dona Street. This section of the Shoreline trail will connect to the previously built Outer Harbor Shoreline Trail, to enable safe access for Erie County residents and visitors to recreational amenities including the proposed Buffalo Harbor State Park, Gallagher Beach, Tiff Nature Preserve and the Times Beach Bird Sanctuary. Preliminary design has begun. It is anticipated that construction will be completed in 2017.
- **Erie County and the Botanical Gardens Society** have made many improvements to the facility to accommodate its renaissance and tremendous growth. In 2016, Erie County has identified substantial funds to completely restore one of the historically significant greenhouses. Greenhouse 3 had been deteriorating over many years and is in desperate need of repair. Additionally, extensive renovations, that began April 27, 2015, will restore greenhouse 3 to its original beauty with modern features. This project is estimated to run through late 2016. When complete, the exhibit will include the popular waterfall, koi pond, our family of koi and new plant displays.

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

The Lackawanna’s CBD represents a mix of commercial, retail, cultural and residential development. Two of the City’s largest employers, Baker Victory Services and the Mercy OLV

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

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

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

- **City of Lackawanna Municipal Facility and Police Department**
- **Lackawanna Public Library**, which is part of the Buffalo and Erie County Public Library System. The Library is a hub for after-school activity and has the physical space for and interest in expanding programming to include potential tutoring, music programs for teens, and job seeking supports. In addition to printed, audio visual materials periodicals and computers, the Library also contains the old City directories and important records with regard to Father Nelson Henry Baker. It also housed a local history and steel plant museum, in tribute to the region's rich industrial heritage.
- **Our Lady of Victory Senior Neighborhood**, which offers Program of All Inclusive Care for the Elderly (PACE); LIFE Center; Mercy Nursing Facility at OLV; Assistance with Daily Living Activities; and Memory Café.
- **Baker Victory Services**, which offers programming such as: Residential Services; Service Coordination; Adaptive Equipment Lending Program; Preventive and Wraparound Services; Early Childhood Care; and Dental Care.
- **Our Lady of Victory Family Care Center**, operates as a department of Mercy Hospital and provides primary care, pediatric and nutrition counseling.
- **Vincent De Paul Society Food Pantry** collects and distributes food resources for area residents.
- **Memorial Field** – 4-acre facility on the north side of Ridge Road, which hosts adult softball league games. Recreational facilities include softball fields with lighting, two tennis courts and passive open space.

- **Franklin Street Playground** – 5-acre facility located in the Second Ward, which features a large open area that can be used for field sports. Recreational facilities include a multi-use field and ball diamond, basketball court and a children’s play area.
- **Van Wyck Street Fields (B.O.Y.S. Association)** is a 14-acre park located in the residential area of the Second Ward within walking distance of the CBD. Facilities (maintained by the Association) include a baseball, field complex with six ball diamonds and a multi-use play field.

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

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

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

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

4) Job Growth. Describe how recent or impending job growth within, or in close proximity to, the downtown will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term. *Attach key statistics to describe job growth (by sector if possible) over the last five years.*

The largest employers in Lackawanna are in the healthcare and social assistance industry with Baker Victory Services and Catholic Health employing approximately 1,500. There are approximately ten establishments in Lackawanna with more than 100 employees. Among the top 10 employers are two manufacturing companies that cater to the energy and the engineered wood products industries. Roughly half of the business establishments in Lackawanna have four or fewer employees (*see attached Economic Trends excerpts from the draft Comprehensive Plan (2016)*). Recent and pending projects in the Lackawanna’s industrial and commercial area will create more job opportunities for local residents, and encourage those employed within close proximity to consider residing in Lackawanna. Recent or pending projects include:

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

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

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

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

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

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

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

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

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

The **CBD** has several unutilized or underutilized mixed-use spaces that present opportunities for redevelopment. Potential redevelopment sites exist on the south west corner of Ridge Road and South Park as well as the north west corner of Ridge and South Park. Potential redevelopment and infill development sites are noted on the Lackawanna CBD concept plan prepared by Wendel Companies. Specifically, numbers 4, 6, 7, 9, and 10 show areas where there are potential CBD opportunities.

The CBD is surrounded by a densely populated residential neighborhood. The Second Ward is comprised of a compact area of single-family or two-family dwellings that are located on urban lots ranging between 25 and 40 feet in width. Also included in the Second Ward are the Parkview Towers (located on the north side of Ridge Road), a 94-unit apartment complex managed by the Lackawanna Municipal Housing Authority, and four mobile home parks located in the south end of Lackawanna near its border with the Village of Blasdell. A recent review of the Western New York Multiple Listing Service (MLS) revealed 17 local residential properties for sale as listed by a real estate agent. The 17 properties ranged in price from a high of \$269,000 for a new build on the Love Terrace subdivision off of Martin Road, to a low of \$10,900 for a bank owned/REO. An estimated 12% of Lackawanna's housing stock is vacant, for various reasons, which presents an opportunity for residential redevelopment. Lackawanna has encouraged infill development and rehabilitation. A 2014 Community Report of Lackawanna, conducted as part of a collaborative effort between the University at Buffalo Regional Institute and the Mobile Safety-Net Team established by the John R. Oishei Foundation, identified the following community strengths:

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

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

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

- **Route 14 – Abbott:** This route operates on Monday through Friday between downtown Buffalo and Erie Community College South Campus in Orchard Park. There is a central stop at Ridge Road and Abbott, with additional stops along Abbott Road to the north and south of Ridge Road.

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

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

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

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

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

Section II – Local Support & Strategic Alignment:

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

- 6) **Policies to Enhance Quality of Life.** Articulate the policies in place that increase the livability and quality of life of the downtown. Examples include the use of local land banks, modern zoning codes, complete-streets plans, transit-oriented development, and the use of historic districts or other designations to provide tax relief for private investors. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.

Attach any relevant comprehensive planning documents highlighting policies that enhance the quality of life.

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

- **Brownfield Opportunity Area** to develop programs, designs and strategies for the redevelopment of the First Ward is currently the site is in Stage 3 (implementation strategy). The Bethlehem Redevelopment Area offers the potential for large amounts of land for new industry and business, which will enhance economic opportunity for local residents.
- **Main Street New York (2011)** Building Renovation funds unified façade improvements and rehabilitation of second floor apartments in the CBD to make the properties code compliant, enhancing the downtown area and promoting economic growth.
- **Partner with the Buffalo Erie Niagara Land Improvement Corporation (BENLIC):** created in 2014 as a 501 C3 Not for Profit Corporation and Public Authority of New York State designed specifically to address the inventory of problem properties discarded or undervalued by the private market. Lackawanna provided the first residential rehab project that was completed and sold to a new home owner for the newly formed land bank and has been working with BENLIC to address the vacant housing units (estimated at 12%) in Lackawanna. Lackawanna is listed in BENLIC's Strategic Plan 2016-2018, as an area of geographic focus.
- **Local Waterfront Revitalization Program** plan is currently underway - the amendment to the LWRP (1989) will include a review and inventory of existing waterfront conditions, update policies, identify appropriate proposed land and water uses, and revise local laws for implementation.
- **Participate in the Mobile Safety-Net Team Initiative**, which conducted significant public outreach and resulted in a report with specific recommendations to strengthen the safety net in Lackawanna for residents who are struggling with issues related to poverty.
- **Update Comprehensive Plan** to assess current conditions, set community goals and priorities, and recommendations for public policy changes to achieve these goals.

Lackawanna is committed to community revitalization and understands that such efforts will require creating and implementing policies that increase livability and enhance quality of life. In 2013, Lackawanna was awarded funding from the NYSERDA Cleaner Greener Communities Program to update its Comprehensive Plan to support a more vibrant, healthy and sustainable community. The selected consultant began the necessary elements of the comprehensive planning process in 2015, including a continuous and effective public participation program. The draft Comprehensive Plan was submitted to the Council for review and revisions. Following the Public Comment Period, the Lackawanna City Council will adopt the Plan by formal resolution (anticipated August 2016). The Comprehensive Plan contains specific recommendations and implementation steps, as well additional information. The priority recommendations include:

- Organization for formalizing the Plan
- Develop Community Outreach Program

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

(See attached Comprehensive Plan Goals, Recommendations and Implementation Matrix)

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

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

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

7) Local Support and Capacity to Execute. Set forth the local and community support that exists for the revitalization of this downtown and the commitment among local leaders and stakeholders to building and implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a local DRI Planning Committee to oversee the plan. *Attach a plan for project implementation, including key team members and outline the team's applicable experience and skills to implement.*

The following community stakeholders have provided letters of support to demonstrate their support of Lackawanna's Downtown Revitalization Initiative application:

- City of Lackawanna Council
- Our Lady of Victory Basilica & National Shrine
- Baker Victory Services
- Lackawanna Community Development Corporation & Lackawanna Housing Development Corporation
- Buffalo & Erie County Botanical Gardens
- Lackawanna Chamber of Commerce
- Hon. Brian Higgins, Member of Congress
- Hon. Timothy M. Kennedy, NYS Senator
- Hon. Michael P. Kearns, NYS Assembly
- ACCESS Western New York
- Joseph Jerge Third Ward Council Member – Local Restaurant Owner Operator
- Ice House Pub – new owner of restaurant on Ridge

(Letters included as attachment)

If funded, Fred K. Heinle, Lackawanna Development Director will assume the role as Project Leader for the DRI. Mr. Heinle has 30 years of experience in developing and implementing community planning initiatives throughout Western New York including: recent activities in Lackawanna implementing Brownfield Opportunity Area Plan, Comprehensive Plan and Local Waterfront Revitalization Plan. See attached *Planning Team Outline and Scope of Work*.

Section III – Strategic Alignment:

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

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

Core Strategies:

Prepare Our Workforce
Foster a Culture of Entrepreneurship
Implement Smart Growth

Industry Strategies:

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

Project Criteria:

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

Lackawanna’s vision for revitalization in the CBD and throughout Lackawanna is consistent and aligned with the WNY Regional Council’s **Core Strategies**. The following are examples of efforts current and/or planned initiatives that will be enhanced by the Downtown Revitalization Plan.

- **Prepare Our Workforce:** Recent community planning documents (Comprehensive Plan & Mobile Safety-Net Team Initiative) have outlined the problem of unemployment/under-employment for Lackawanna residents. Given the severity of the issue, a fundamental goal of the completed DRI should include strategies for improving high school graduation; workforce training; and assistance for those seeking employment. Some of these efforts are currently being supported on a local and regional level. Recently, Governor Cuomo expanded the “**Unemployment Strikeforce**” to the Western New York naming Lackawanna as a target municipality. There are two (2) outreach locations 1 at the Lackawanna Public Library and 1 at the Willie Cotton Community Center. The Strikeforce initiative local job seekers find job opportunities by providing the following services: resume development, intensive job placement services, training, career services, jobs express, and business engagement. The Lackawanna City School District, Erie 1 Boces, Trocaire College and Catholic Health have collaborated to offer a program that allows students to complete high school and work toward a free associates degree, and be career ready by the time they graduate. The **Pathways in Technology Early College High School program (P-TECH)** prepares participating students for a career in Health, Information Technology, Radiology, Technology, Nutrition & Dietetics, and Surgical Technology.

- **Foster a Culture of Entrepreneurship:** In addition to recommended investments to the built environment, the Lackawanna’s DRI will include a section on investing in human capital, which will include strategies for boosting high school graduation rates and encouraging college and/or a technical trade certificate. A recent study conducted by the National League of Cities (funded by the Kaufmann Foundation) finds that innovation comes from human relationships, and recommends four things that cities can do to boost entrepreneurship and advance economic development: 1) Build Connections (infrastructure that helps entrepreneurs go from idea to implementation); 2) Welcome immigrants (Lackawanna has a large Arab population with a high unemployment rate); 3) Support Women and Minorities (this population may lack the tools and resources); and 4) Develop Human Capital. The LCDC and the Lackawanna Chamber of Commerce will be instrumental in developing and implementing strategies for entrepreneurs and new start-ups.
- **Implement Smart Growth:** Lackawanna’s Comprehensive Plan, Brownfield Opportunity Area Plan, Local Waterfront Revitalization Plan, and proposed Downtown Revitalization Plan (hereafter collectively the “Plans”) are consistent with the New York State Department of Environmental Conservation’s Principles of Smart Growth as follows:
 - **Foster strong, sustainable businesses in community centers:** The proposed project will enhance the infrastructure in an existing downtown and encourage compact development.
 - **Preserve open spaces, forests, farmland, natural beauty and critical environmental areas:** The Plans focus on reclaiming, revitalizing and enhancing Lackawanna’s resources including efforts to attract clean energy projects on former brownfield sites.
 - **Strengthen & direct development toward existing communities:** The Plans utilize existing infrastructure and resources for revitalization.
 - **Foster distinctive, attractive communities with a strong sense of place:** Revitalization efforts will be directed to create places that are inviting, attractive and resilient. Public spaces that draw people to live, work and play.

- **Create walkable neighborhoods:** Revitalization efforts will include making the CBD more attractive by creating a community that walkable, bikable where people feel a sense of connection to their neighborhood.
- **Take advantage of green building design:** The Plans will focus development activities that incorporate green infrastructure and sustainability.
- **Create a range of housing opportunities and choices:** The Lackawanna CBD currently provides access to a range of housing stock for all income levels redevelopment effort should inspire the creation of housing opportunities and choices for all incomes and families structures in a compact sustainable CBD.
- **Encourage community and stakeholders collaboration in development:** The Plans involved a comprehensive public input program that engaged the broad community to come together to plan a vision for their collective future.
- **Mix land uses:** The Lackawanna CBD currently includes a mix of commercial uses, residential, recreation and open space. Future development plans will continue to build upon this strength.
- **Make development decisions predictable, fair and cost-effective:** One of the key goals of the Downtown Revitalization Plan is to guide Lackawanna's government/leaders in creating an environment where business can be successful and encourage additional growth and innovation. An open transparent planning and development process is incumbent to assure growth and a sustainable future
- **Provide a variety of transportation choices:** All of the Plans and the proposed DRI will provide recommendations and action steps for smart growth to promote multi-model transportation in the CBD and surrounding area.
- **Foster long term comprehensive planning:** Lackawanna will utilize the plans to target investment, increase local capacity and increase intergovernmental efficiency.
- **Industry Strategies:**
 - **Advanced manufacturing:** Lackawanna has 11.70% of workers in the manufacturing industry, which is slightly higher than Buffalo (10.60%). Lackawanna has made great efforts to transition from a steel manufacturing economy to advanced manufacturing, which is evident with recent projects such as: CertainTeed, Welded Tube, Cobey Inc., and Steel Works Industrial Park. Lackawanna is also located less than three miles from advanced manufacturing sites in South Buffalo (Lakeside Commerce Park and Riverbend) that create job opportunities for local residents.
 - **Health and life science:** Lackawanna's highest percentage of workers in the health care and social assistance industries. Bake Victory and Catholic Health (OLV), located in the CBD, employ 1,500 workers. The Lackawanna Public school is supporting this career path for students through the **Pathways in Technology Early College High School program (P-TECH)** prepares participating students for a career in Health, Information Technology, Radiology, Technology, Nutrition & Dietetics, and Surgical Technology.
 - **Tourism and arts:** Lackawanna's CBD and immediate surrounding area possesses unique cultural attractions that attract thousands of visitors each year, including: historic Holy Cross Cemetery, OLV Basilica, Frederick Law Olmsted's South Park and

Buffalo and Erie County Botanical Gardens, Lackawanna Public Library, and Curl's Restaurant & Banquet Center, Mess Hall Restaurant a popular eatery in the region.

- **Agriculture:** Lackawanna is home to a very unique agricultural project, which will help to redefine the former Bethlehem industrial site. **Empire State Mushrooms** received state funding assistance to build the most advanced mushroom growing and mushroom substrate facility in North America. Phase I facilities will include a 57,000 sq. ft. mushroom growing facility and a 50,000 sq. ft. substrate facility. This will be the only sizable fresh mushroom production facility in New York State. The facility will supply upwards of 4 million pounds of fresh mushrooms into the upstate NY retail market. Phase II will sell to target markets in other parts of NY as well as bordering state. This project includes a private investment of \$24,800,000.
- **Bi-National logistics:** Lackawanna's location is advantageous for attracting Canadian companies looking to establish a presence in the U.S. marketplace, such as Welded Tube. The **Bethlehem Steel Redevelopment** project consists of acquisition of approximately 100 acres along NYS Route 5, which is the former Bethlehem Steel site. The project will accelerate redevelopment of a long-vacant, major brownfield site in Lackawanna. This project, along with \$6 million in Capital Bond Funds being provided by Erie County will address the need for vacant industrial-zoned property that will be utilized for the location of new and growing manufacturing companies, especially Canadian companies.
- **Energy:** Steel Winds (Phases I & II) is a wind energy project, located along the shoreline of Lake Erie in the Lackawanna. The first phase of the wind farm became operational in 2007; the second phase came online in 2012, for a combined production capacity of 35 megawatts of power. This project can generate enough electricity to service the needs of approximately 6,000 average new homes. Steel Winds is one of the largest urban wind farms in the world, using turbines to harness the power of the steady winds that blow across Lake Erie. The electricity generated at the site is being sold into the local grid for sale to retail customers. The project is owned by First Wind, which is part of SunEdison. Steel Winds was built on a 30-acre brownfield site on the former Bethlehem Steel property, which encompasses approximately 1,100 acres of brownfields under the DEC Brownfield Cleanup Program. By using much of the existing infrastructure, including roads and transmission lines, costs for this project were reduced. Where Bethlehem Steel once supported an earlier industrial revolution, the steel winds project is bringing new clean energy technology to the region. Lackawanna intends to promote this area to attract additional clean energy projects. Future projects include Steel Sun, a solar energy project that will be constructed on approximately 25 acres at the former Bethlehem Steel site, east of the Steel Winds. The project includes 13,000 ground mounted 3 ft. by 5 ft. panels and will further elevate Lackawanna's status in the international power generation industry.

- **Professional Services:** Lackawanna is currently home to 15 establishments that fall into the “Professional, Scientific, and Technical Services” industry description. The Lackawanna’s Comprehensive Plan and CBD Revitalization Plan will identify opportunities for growing Lackawanna’s professional services sector to include financial services, business support and IT operations.
- **Project Criteria:**
 - **Creates/Retains/Fills Jobs:** One of the key goals of the Lackawanna CBD Revitalization initiative is to create economic opportunity for area residents by: strengthening the local business climate; encouraging redevelopment of vacant/underutilized sites; foster a culture of entrepreneurship; encourage a transit oriented community that better connect residents to local and regional economic opportunities.
 - **Maximize Return on Investment:** Lackawanna has leveraged past federal, state and local funding assistance to remediate, enhance and promote Lackawanna; thereby, stimulating the economy and attracting additional investment in the key areas of clean-energy and advanced manufacturing.
 - **Ready for implementation:** Lackawanna has vast recent experience in developing and implementing major planning documents including: Brownfield Opportunity Area Plan, Comprehensive Plan and Local Waterfront Revitalization Plan. Lackawanna leadership and stakeholders have exhibited a strong willingness to be engaged and ready for change.
 - **Inclusive:** The Plans involved an extensive public input programs that included forming steering committees; public meetings; and visioning workshops. The 2014 Community Report assembled by the WNY Mobile Safety-Net Team also involved extensive public outreach including: resident surveys, focus groups, agency interviews & focus groups, and a review of existing data sources. Lackawanna remains fully committed to take what it has learned from each of these projects to ensure that every effort to engage the public in the decision making process and give full consideration to the input provided.
 - **Promotes Smart Growth:** The project will result in sensible, planned growth that integrates economic development and job creation while enhancing quality of life by preserving the built and natural environment. See more detailed Smart Growth response noted under Core Strategies.
 - **Oriented to Young Adults:** By 2020 millennials will comprise half of the workforce in the U.S.; therefore, the Downtown Revitalization Plan will need contain recommendation and action steps with this in mind. The Plan must address:
 - **Access** – quality multi-modal transportation choices
 - **Culture** – music, sports, art, entertainment, restaurants
 - **Affordability** – affordable rents and modest home prices to accommodate those in the beginning or their careers, who also may be starting families

- **Entrepreneurship and Technology** – develop programs that foster start-ups for aspiring entrepreneurs.
- **Builds upon strengths** – Lackawanna’s Revitalization Plan proposes to build on the local and regional strengths. Lackawanna’s vision is consistent with the WNY Regional Economic Development Council and the One Region Forward land planning document.
- **Regional Impact** – Lackawanna’s goals are very much tied to the regional goals – it is located in close proximity to key regional projects such as Riverbend and Lakeside Commerce Park. Also, the state is invested in the First Ward BOA redevelopment plan. Rising tides lift all boats – the entire region will benefit from efforts to revitalize Lackawanna with increased job opportunities, affordable housing choices, increased tourism and a renewed quality of life for all residents.
- **Improve Region’s Image** – Lackawanna took a leading role in shifting the region’s image from “Rust Belt” to “Clean-Energy” with the Steel Winds project in 2012. The Steel Winds project has been a catalyst for changing the image of Lackawanna from industrial wasteland to innovation. Lackawanna will continue to move forward with goals to advance clean-energy and advanced manufacturing projects to fill the economic void (loss of jobs, tax revenue) left by the loss of the steel industry. Efforts are currently underway for the installation of utility grade solar formation on the former Bethlehem Steel Site, creating the only former brownfield site in the US to house both a utility grade wind and a utility grade solar installation.
- **Veterans’ participation in the workforce:** According to the U.S. Census 2010-2014 American Community Survey, approximately 1,234 veterans reside in Lackawanna. The Mayor of Lackawanna, Geoffrey Szymanski, is a veteran himself and understands the specific challenges they face. Recently Lackawanna and community placed a memorial dedicated to veterans from all branches of military service at the Veterans Stadium (former Ron Jaworski Stadium), a 12-acre facility located on South Park Avenue, just south of the CBD. Lackawanna has also worked with the Lackawanna Chamber of Commerce to implement programs to encourage veterans’ participation in the workforce, including: host educational webinars; waive fees associated with business registration/ordinance; offer veterans a reduced chamber membership rate; and, help spotlight veterans businesses. A Veterans One Stop Center was opened in the Abbott Road Plaza in 2015.

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

The 2014 Community Report for Lackawanna prepared by the WNY Mobile Safety-Net Team provided City leaders with valuable information regarding the gaps in the human service system and barriers to connecting with residents and promising developments. The insights and recommendations contained in the Community Report closely mirror the priorities in the 2015 State Priorities Opportunities Agenda. The Report recommended the following:

- Building on existing synergy, create a coalition of human service providers to strengthen information channels and **facilitate partnerships**.
- Encourage business investment and **innovation** to grow the number of **jobs**.
- Increase the availability of **out-of-school activities for youth**, especially those living in the First Ward.
- Expand opportunities for **vocational training** and **workforce development**;
- Expand supports for affordable and flexible **transportation**.
- Expand **supports for families**, especially those living in the First Ward.
- Establish a forum for **mobilizing and empowering residents** to advance priority issues.
- Strengthen support for **food and health** promotion.

According to the Mobile Safety-Net Report, nearly 3,635 Lackawanna residents live on income under the federal poverty level and another 4,395 are close to poverty, with incomes between 100%-200% of the poverty level. Of those living below the poverty level in the City, 35.7% are under the age of 18 years old. A January 2014 report published by the Pew Charitable Trust entitled *“Spotlight on Poverty: Making Economic Mobility a Priority,”* concludes that Americans raised at the top or bottom of the economic ladder are highly likely to stay there as adults. Seventy percent of children raised in the bottom fifth of income distribution will remain below the middle of the income ladder as adults. If the Downtown Revitalization Plan is to be successful, it must address removing the barriers to economic mobility. Focusing on education, jobs, affordable housing, and a transit oriented city will help Lackawanna break the cycle of poverty.

Lackawanna acknowledges that it needs to do a better job including vulnerable populations such as: seniors, minorities, veterans and those living in poverty. To include all residents, including the under-represented, Lackawanna is proposing to use the Neighborhood Planning Principles recommended by the Urban Land Institute as follows:

1. **Start with Community Building:** A cohesive, strong community is key basis for neighborhood planning. It will provide momentum that successful collaborative planning requires as well as the commitment to see the process through to implementation. Action steps include:
 - Identify and understand the neighborhoods demographic and cultural influences (the Safety-Net report gives us some good insight in this regard);
 - Involve residents, businesses, civic group and institutions early on (these groups are already engaged in the Comprehensive Planning process);
 - Establish trust and treat all people with respect (host a public session in each of the four Wards to meet people on their own turf; include someone who can interpret in areas where language may be a barrier);
 - Know who is affected by, but not represented in the collaborative process and provide them with a voice (the numerous local social service providers can assist with identifying the unrepresented population);
 - Resist being distracted by those who oppose change; and
 - Obtain frequent feedback.

2. **Foster Leadership:** A collaborative process that brings together many stakeholders needs someone who is accountable at the end of the day. It is important to make clear the policy and decision-making framework of the planning process, and to specify who will be responsible for implementing agreed goals and plans.
 - Appoint a local entity to champion the planning effort (the Director of Development for Lackawanna has experience in community planning and will assume this role);
 - Decide on responsibility for each neighborhood goal (include in the implementation matrix);
3. **Plan for Implementation:** The purpose of the planning is to set the stage for action; without implementation, planning becomes an empty exercise. If people perceive that collaborative neighborhood planning is meaningless, they will likely become disheartened and chose not to cooperate in the future. The following action steps will help ensure planning implementation with the neighborhood:
 - Set short and long-term goals and establish milestones;
 - Do not set the community's sights too low;
 - Energize the long-term vision with short-term success;
 - Establish priorities;
 - Learn from what other communities have done;
 - Keep the plan flexible enough to capitalize on opportunity; a Neighborhood planning does not require sophisticated tools and technologies. Sometimes even the simplest tools can be quite effective. A variety of tools and resources that can facilitate the planning process may be right at hand; and,
 - Create a sustainable planning and implementation process.
4. **Take Advantage of Available Tools and Resources:** Neighborhood planning does not require sophisticated tools and technologies. Sometimes even the simplest tools can be quite effective. A variety of tools and resources that can facilitate the planning process are readily available:
 - Offer hospitality ("Feed them and they will come");
 - Use visual aids (pretty pictures of what is possible);
 - Map the neighborhood assets (helps residents realize all their community strengths); and
 - Put together a toolbox of best practices.
5. **Be Financially Realistic:** The planning and implementation process costs money. Stakeholders should know from the outset what financial or other local resources are available to advance their goals.
 - Know what things cost and how much money is available;
 - Be creative at filling in the gaps in financing (leverage funding; look for partnerships and collaborations); and
 - Involve developers in the process (market perspective can add a healthy dose of reality).
6. **Communicate the Planning Process Effectively:** Selling the planning process to constituents requires actions as well as words, such as:
 - Market neighborhood planning efforts;
 - Deliver tangible results early on;
 - Be honest about what the planning process can and cannot achieve;
7. **Make the Neighborhood's "Social" Capital Grow:** Making the "right" people – people who can contribute wealth, wisdom and work – aware of the plan and interested in its outcome can materially assist the implementation of a neighborhood plan. Often, neighborhood leaders and

residents can foster this interest and awareness by making the most of people they already know.

- Know the city's political culture and structure; and,
- Engage community decision makers in the planning process; Engage corporate and civic leaders in the planning process.

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

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

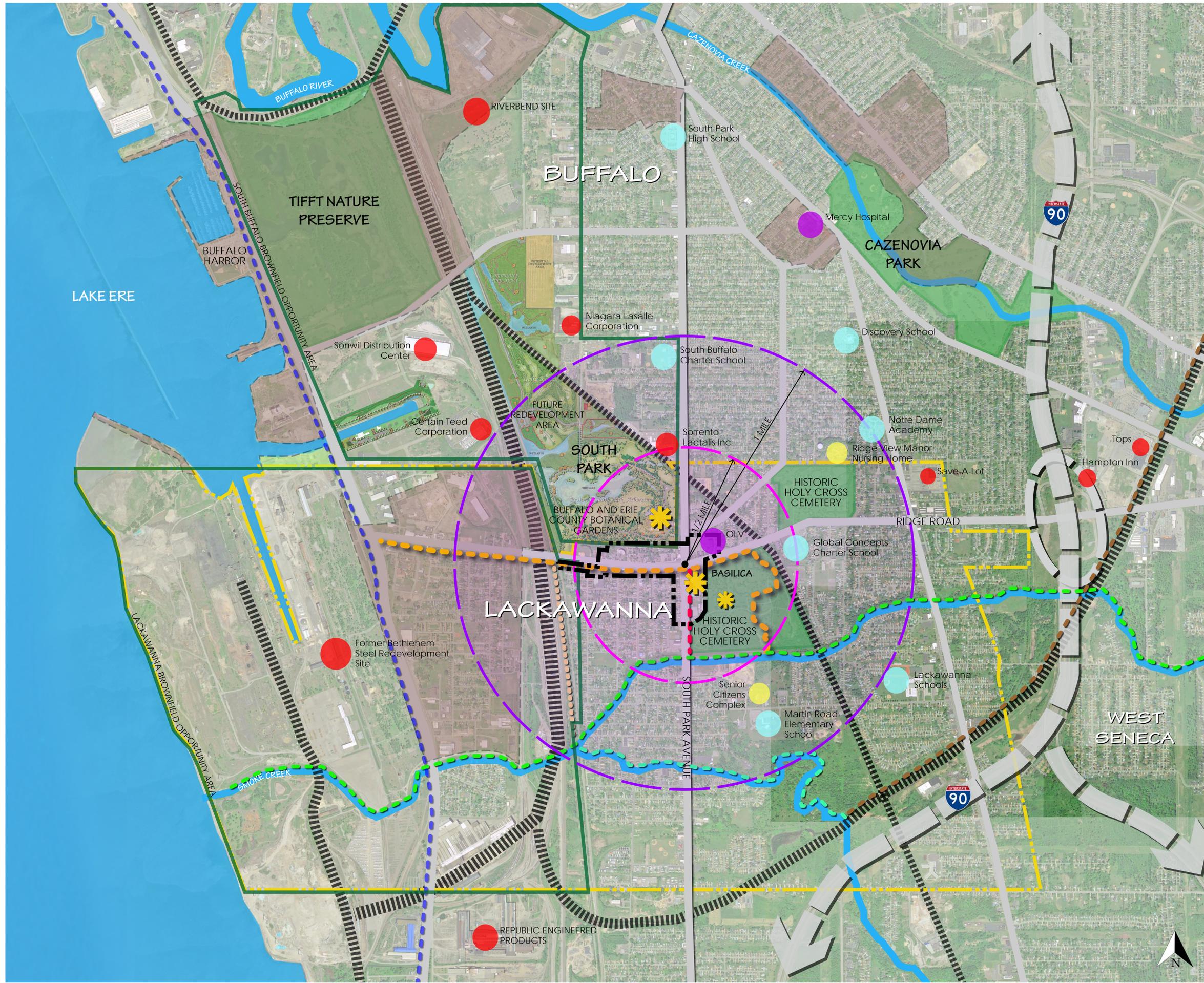
The future success of our CBD is directly impacted and is subject to the development of a strategic plan that incorporates factors that evolve into the "perfect balance". This would represent a planning initiative that speaks directly to a balance design factors, functionality, utility and sustainability. The initiative would address the complexity of urban redevelopment and sustainability through storm-water management, support infrastructure and provide incentives for business development, job creation as well as housing issues and broad based community renewal.

Lackawanna intends to undertake all necessary and appropriate steps to provide for the articulation of a plan associated with the CBD, which is identified as being Ridge Road commencing at the railroad bridge to the west through the intersection of South Park east of the Basilica. The north south axis along South Park will commence at the City Line adjacent to the Botanical Gardens and run south to Crescent Place. This would create a compact and identifiable downtown that would build off existing assets and provide opportunity for business growth and housing opportunities providing a 24- 7 activity center.

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

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

create jobs and income through the development of small local businesses with the potential to radically change the future of the CBD.



CONTEXT PLAN

- Commercial/Industrial/Factories/Businesses
- Schools
- Senior living
- Hospital/Medical
- Former Industrial Site
- 1 Mile Proximity to Jobs/Businesses
- 1/2 Mile Proximity to Jobs/Businesses
- Approximate Lackawanna Downtown District Boundary
- DEC Environmental Justice Areas
- Brownfield Opportunity Area
- Approximate Lackawanna City Boundary
- Existing Railroads
- Existing Parks

FUTURE TRAILS: 2020 LACKAWANNA COMPREHENSIVE PLAN

- SMOKE CREEK NORTH BRANCH TRAIL
- SMOKE CREEK SOUTH BRANCH TRAIL
- SEAWAY TRAIL: ROUTE 5
- RIDGE ROAD PATH
- SMOKE CREEK LINK TO LACKAWANNA BUSINESS DISTRICT
- SECOND WARD RAILROAD RIGHT-OF-WAY
- RAILROAD RIGHT-OF-WAY LINK TO WEST SENECA



LACKAWANNA DOWNTOWN BUSINESS DISTRICT

POTENTIAL DOWNTOWN OPPORTUNITIES

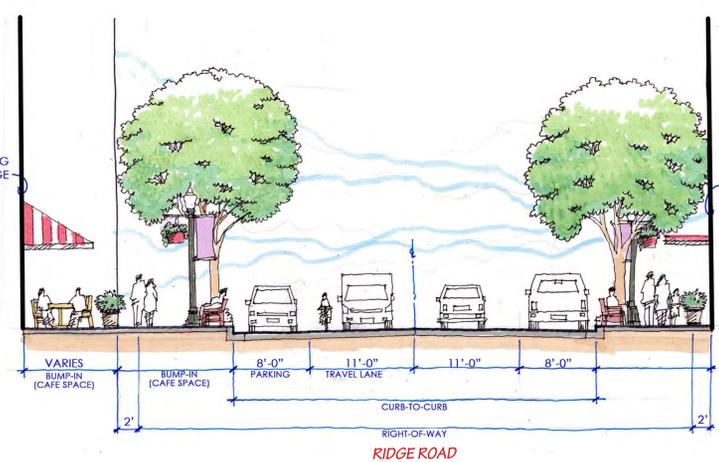
- ① Potential landscaped medians incorporated into South Park Avenue within Business District.
- ② Future streetscape enhancements along Ridge Road and South Park Avenue. General pedestrian improvements to enable visitors to comfortably access downtown amenities and businesses.
- ③ Potential enhanced crosswalk improvements and treatment at intersections.
- ④ Potential future development for mixed-use building (with parking below?).
- ⑤ Potential repurpose of parking for adjacent businesses.
- ⑥ Potential redevelopment for future business infill or small pocket park.
- ⑦ Potential future infill mixed-use development.
- ⑧ Potential park expansion area and courtyard with direct access to public library.
- ⑨ Excess parking - Future redevelopment possibilities.
- ⑩ Underutilized parking - Potential future infill opportunity.



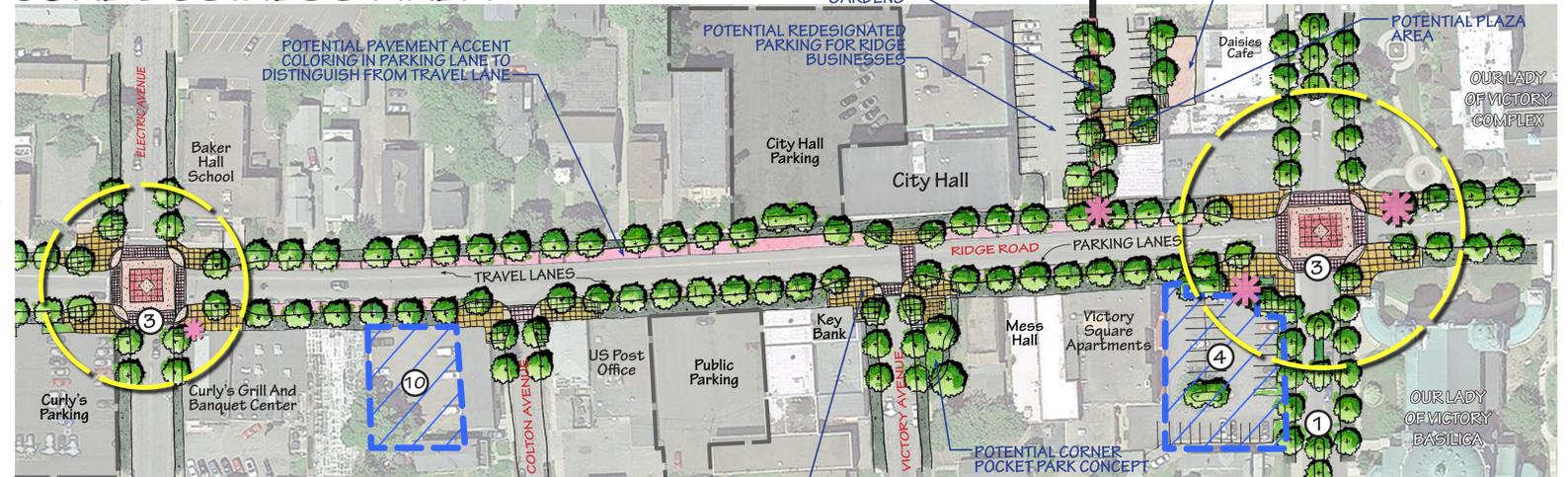
LEGEND:

- [Red dashed line] APPROXIMATE LACKAWANNA BUSINESS DISTRICT BOUNDARY
- [Blue hatched box] POTENTIAL AREAS OF INFILL ECONOMIC REDEVELOPMENT
- [Green hatched box] POTENTIAL AREAS FOR OPEN SPACE/PLAZAS/COURTYARDS...
- [Yellow circle] KEY GATEWAYS: POTENTIAL IMPROVEMENTS WITH ENHANCED CROSSWALKS, CURB BUMPS-OUTS, AND PAVEMENT DETAILS
- [Green dashed line] RIDGE ROAD IMPROVEMENTS: TRAFFIC CALMING MEASURES, PEDESTRIAN-ORIENTED ENHANCEMENTS, BUMP-OUTS, STREET TREES, AND WIDER SIDEWALKS
- [Green dashed line] POTENTIAL NEW ENHANCED PEDESTRIAN LINKAGES
- [Green dashed line] POTENTIAL LANDSCAPING ENHANCEMENTS/BUFFERS
- [Orange circle] POTENTIAL NEIGHBORHOOD PEDESTRIAN/BIKE ENHANCEMENTS: CROSSWALKS, LIGHTING, BENCHES, SIGNAGE, ETC.
- [Yellow star] POTENTIAL LACKAWANNA GATEWAY SIGNAGE FOR BUSINESS DISTRICT
- [Pink star] POTENTIAL DESTINATIONS FOR ART/SCULPTURE/WAY-FINDING SIGNAGE
- [Yellow star] HISTORIC LANDMARKS
- [Red box] COMMERCIAL BUSINESSES
- [Purple box] RELIGIOUS USE
- [Blue box] MUNICIPAL BUILDINGS
- [Yellow box] RESIDENTIAL USE
- [Orange box] OUR LADY OF VICTORY
- [Light blue box] SCHOOL USE
- [Brown box] VACANT/UNOCCUPIED/ FOR SALE?

STREETScape ENHANCEMENTS



CORE BUSINESS AREA



Context for Action

Lackawanna's Most Vulnerable



Demographics,
service usage,
urgent needs
and barriers

Assessing the Need

263 Lackawanna residents responded to the Mobile Safety-Net Team Community Needs Assessment.

This one-page questionnaire gathered data and information on demographics, urgent needs, concerns and barriers experienced by residents in getting human services.

Assessments were completed at a variety of sites including Catholic Charities - Lackawanna Food Pantry, Lackawanna Public Library, Monarch Little Learners Center, Lackawanna Senior Center, Second Baptist Church, Lackawanna Municipal Housing Authority, Truman Elementary, Martin Road Elementary, ACCESS, Lackawanna Islamic Mosque and Bethel Presbyterian Church Dinner.

What human services are residents receiving?

Two-thirds of those surveyed at a variety of sites and venues across Lackawanna report receiving some form of human services support or living in a household with someone who does.

The most common types of benefits reported by those who receive support

Food Stamps	75%
Medicaid Insurance	75%
HEAP	31%
Rental Assistance	27%
SSI/SSD	27%

67% of those receiving some form of public assistance qualify for and receive more than one kind of benefit.

Pending applications. In addition, 8% of those not receiving any benefit at this time say they have an application for public assistance pending. The majority of pending applications are for HEAP and food stamps.

Are there indicators of greater need?

The need for support with food, health insurance, housing costs and cash assistance is probably greater than indicated by the current number of recipients. Both those receiving benefits as well as those who don't report having experienced access barriers. Altogether, 21% say they have encountered difficulty getting services. Income limits and travel difficulties are among the most frequently reported barriers.

13%

of survey takers report having an urgent concern.

The most urgent concerns of those surveyed

Utility Shut-Off/ No Money for Food	10%
Foreclosure or Eviction	5%

Urgent Concerns: The large majority of residents surveyed didn't identify any urgent concerns. Only about one out of ten survey takers (13% of the total) reported having an urgent concern. Yet these desperate needs are reported by both those receiving services as

well as those who don't. This suggests that current levels of support that residents and their families are connecting with are not sufficient.

Lack of Health Insurance. About one in ten reported that at least one person in their household lacks health insurance. For every survey taker who said there is an uninsured child in their home, about 3 said there was at least one uninsured adult.

What's causing this situation?

A confluence of factors are at play in the lives of Lackawanna residents who are in need of services or at risk, including factors affecting their capacity to work and be self-sufficient as well as factors that weigh heavily on the needs of individuals and families.

The most pressing identified by the survey include:

Unemployment/ Underemployment. While 78% of those surveyed are in their working prime between the ages of 18 and 64, only 20% reported working full time. The others are unemployed (20%), disabled (16%), retired (17%), working part-time (16%), a student (6%) or in another situation (5%). Compounding matters is that only 18% said that other adults in their household are employed full time.

Low Income. Slightly more than half of those who reported their income on the survey said their household has less than \$1,250 a month to live on. This is less than the

263 surveyed

poverty level for a household of two, the median household size for those surveyed.

Limited education and skills. Only 22% of those surveyed say they have completed at least a two-year degree or trade school, even though most jobs in today's economy that pay a living wage require a college degree or vocational skills.

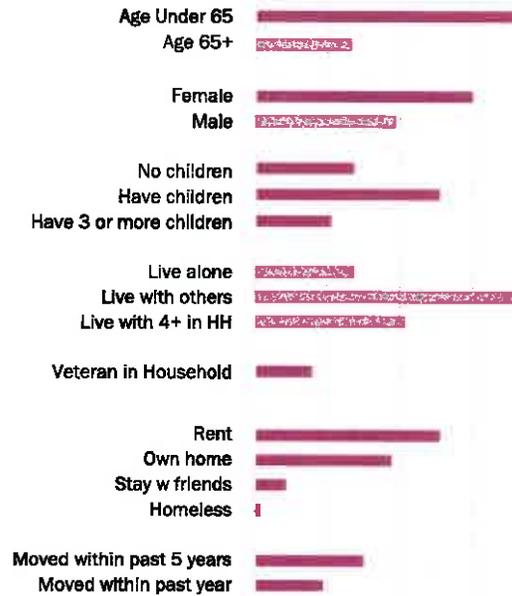
Transportation. 42% report they depend on a mode of travel other than a vehicle they own. Riding public transit and walking/biking were most commonly reported, options that tend to limit the radius residents can travel for work, education and to connect with human services. Among the issues said to be a barrier to using public transit more often are cost (too expensive), frequency of service (not frequent enough), and duration of trip (takes too long to get places).

Is there evidence of persistent poverty?

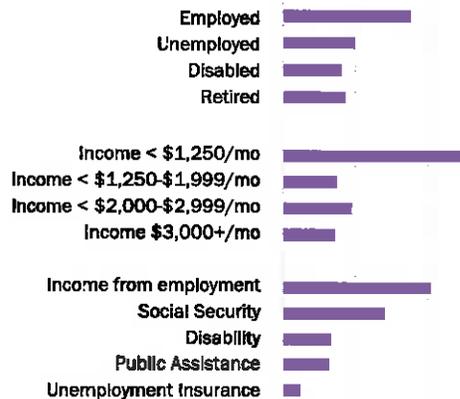
Asset poverty. Three out of ten survey takers own their home, suggesting that the large majority of those now struggling either lost a home due to financial conditions or were never in a position to purchase one. Nearly one out of three are also without a car.

Expired unemployment insurance. 35% of survey takers say either they or an adult in their household is unemployed. Yet, only 5% receive unemployment insurance as one of their income sources, suggesting their unemployment is long-term and has extended past the eligibility period for benefits.

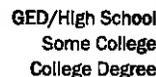
Individuals and Families



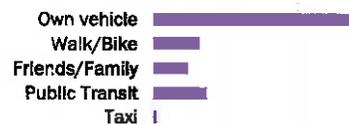
Work and Income



Education



Transportation



Source: Mobile Safety-Net Team Community Needs Assessment, 2023 0% 20% 40% 60% 80% 100%

Barriers Residents Face

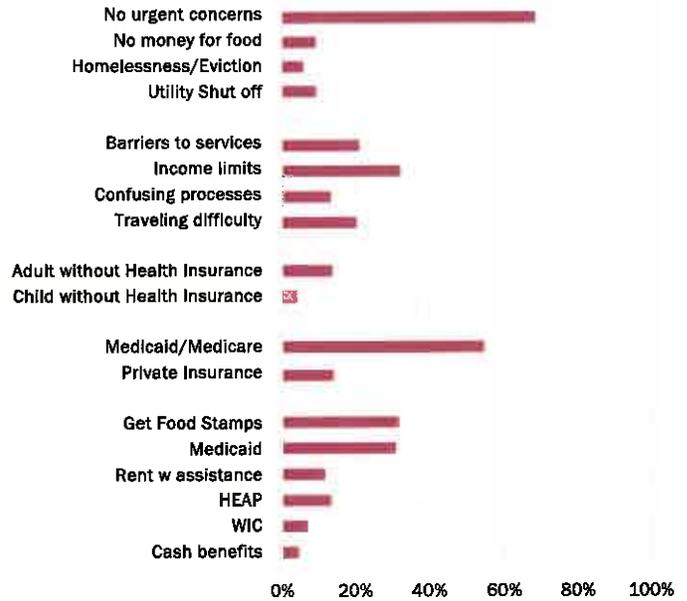
One out of five residents reports encountering barriers to the program and services they and their families need. Being turned away because of income limits was the most frequently reported kind of obstacle, encountered by 10% of those surveyed. Traveling difficulties were the second most common, affecting 6%. Fewer reported trouble accessing programs and services due to confusing processes (4%), physical difficulty leaving home (3%), language barriers (2%) or being unable to get to an agency during their normal business hours (2%).

An analysis of the 81 surveys completed by Lackawanna's Yemenite population (out of the total survey pool of 263) reveals these families are equally likely to experience barriers, with income limits posing the most common obstacle.

Conversations with residents at Lackawanna Public Library, the Senior Citizens Center and Second Baptist Church shed light on these and other barriers vulnerable residents face.

Transportation: Except at the senior center where some described the senior van as "great," a common thread running through the other two groups was the difficulty in relying on public transportation and other options for getting to jobs, health care, shopping and DSS: buses that don't run in the evening on Saturday or Sundays; no easy way to get to the Galleria; the need to walk over the bridge to catch the No. 16 bus; unshoveled sidewalks; dangerous crossings and a lack of pedestrian safety on Ridge Road, and the lack of any

Needs & Barriers



Source: Mobile Safety-Net Team Community Needs Assessment, 2013

representation from Lackawanna on NFTA's advisory board, while routes have been cut.

A Voice from the Community

At Second Baptist in the First Ward seniors

were not as positive as those at the senior center about the senior van. One said the van won't come here; another said you need to catch the van over the bridge; while a third observed that there simply may not be enough vans to meet demand and how some may not be able to accept how the van needs to be reserved three days in advance.

Senior Needs: The need for more information, particularly about weatherization and housing supports such as STAR was a key

need voiced by the group at the senior center. A newsletter to every house would help. Outside the center, seniors said they could use more "good Samaritans" to help with snow shoveling.

Out-of-school options for youth: Consensus exists that options for youth have declined, especially since the closing of the Friendship House. Located in the First Ward, this resource kept kids off the street with tutoring and other after-school activities. Some would like to see Friendship House or something like it rebuilt. Other parents simply desire greater communication from the school. One disappointed mom described how the school has never even asked for her e-mail.

1 out of 5 residents surveyed in Lackawanna say they have encountered difficulty getting services.



Voices from the Community

Insights and perspectives from those with first-hand experience

These are stories about real people*, individuals in Lackawanna who agreed to talk with us and share some of their personal accounts. We asked them about the challenges they face, about the services and supports that have been helpful to them, barriers, and their goals for the future. Through these individuals, this study's findings are humanized, and a clearer picture emerges as to the interconnectedness of issues.

*Names have been changed for privacy purposes



Dorothy

Support services are crucial to aging in place

Dorothy and her friend go to the Lackawanna senior citizens center every day for lunch. It's a good place to see some familiar faces and keep up with the local news. She has also enjoyed some of the exercise classes they offer there from time to time.

Dorothy worked for 35 years in a variety of jobs: clerk in an insurance company, telemarketing for a while, as a personal care aide, mostly low-paying jobs. So, she earned a modest Social Security retirement and fills in the gaps with food stamps, home heating assistance and HMO coverage through Medicare.

She owns her own home – an inheritance from her late mother – and she's still able to drive, a blessing that makes everything easier.

A Voice from the Community

But she worries about politicians who want to cut programs like SNAP, HEAP and Social Security.

"They don't seem to have a heart for poor people," she said, then corrected herself. "I shouldn't say poor people because I don't feel poor. But lower income people."

Dorothy also worries about what happens later on in life, when a person's mental ability begins to go down hill. Seniors are vulnerable enough to scams and bilkers. What if your children or your siblings aren't around? What if there's no one else to help you sort through all the paperwork?

"You almost have to be a lawyer to understand," she said. "And I'm going to get there someday."



Hattie

Diminished bus service makes ordinary errands a trial

Hattie is a senior citizen with a good place to live and a secure retirement income. She has friends and neighbors who check in on her. She eats well and is in good health. But she doesn't have a car, and it's a major trial to do the weekly shopping on the public buses.

There are no stores in the First Ward, where she lives. So, one day it's the bus to Southgate Plaza for some items. Another day it's Tops and K-Mart for other things. A third day it's the Save-a-Lot and Aldi for more things and her prescriptions, "because you can't carry but so much."

There is a van from the senior center but the service is limited. "If you're not one of the regulars or you don't call up in time, you don't get a chance to ride the van."

Otherwise, it's a long walk to catch the bus and another walk once she gets to her destination, plus a busy street to cross.

A Voice from the Community

"Then I gotta wait another two and a half hours to get back home," Hattie says.

She testified at a public hearing on proposed service reductions by NFTA Metro Bus and she thinks she made a pretty good argument. It makes her angry that people with good jobs and big salaries are making decisions that have such a bad impact on people trying to piece together part-time jobs.

"This was the only way people had to get to work," she said, "and when you take our transportation away, you hurt us."

Hattie worries about children in the neighborhood with nothing to do. And she feels the tensions in a multi-ethnic city. But more than anything else things would be better if the buses ran more often and to more places.



Sophia

Secure, affordable housing is the foundation for a decent life

Sophia is unemployed living in subsidized low-income housing and getting by on Social Security Disability benefits – two facts that make it possible for a woman with multiple health problems to have a decent life.

She suffers from sleep apnea, diabetes, heart problems, shortness of breath. Sophia can walk but not very far. She used to work as a bus aide and as housekeeper in a hotel, and she'd like to return to work, but her health needs to improve first.

A Voice from the Community

Like everyone without a car, getting around is a challenge. Sophia knows the bus routes and schedules by heart: the 42 Lackawanna on Ridge Road, the 36 Hamburg, the 16 South Park.

"In the morning they run pretty regular," she says. "After 3:00 they stink."

She carries her "granny cart" to go shopping and rides the No. 16 to the clinic in Buffalo's Old First Ward to see her doctors. It gets her out of the house.

There is a van to take seniors places. But she doesn't qualify.

"I'm only 52," she said. "You have to be 55 to register for the van."

The apartment is great. There are pull strings in each unit that alert the police in case of emergency. There's bingo, trivia and DJs, in the community room. HUD pays for all but 30 percent of her rent. She pays the rest (putting her at the threshold for being cost burdened).

It's close to the public library where she can find a book to read or get on the computer to read the newspaper. Sometimes they have plays and other programming at the library.

"That's a good outlet," Sophia says. "Somewhere to go."

2.4 SOCIO-DEMOGRAPHICS

2.4.1 Population Characteristics

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

Table 2-6: Change in Population 1990 -2014

	<i>Population 1990¹</i>	<i>Population 2000²</i>	<i>Population 2010³</i>	<i>Population 2014⁴</i>	<i>Percent Change in Population from 1990 to 2000</i>	<i>Percent Change in Population from 2000 to 2010</i>	<i>Percent Change in Population from 2010 to 2014</i>
Lackawanna	20,585	19,064	18,141	17,955	-9.0%	-5.1%	-1.0%
Erie County	968,584	950,265	919,040	919,230	-1.9%	-3.4%	0.02%
New York State	17,990,778	18,976,457	19,378,102	19,746,227	5.2%	2.1%	1.9%

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

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

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

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

Population Projections

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

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

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

Table2-7: Population Projections Years 2025 and 2030

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

¹ U.S. Census Bureau, 2010 Census.

² Greater Buffalo Niagara Regional Transportation Council.

Ethnicity and Age Characteristics

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

Table 2-8: Ethnicity - 2013

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

* Not Hispanic or Latino

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

Age

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



Table 2-9: Age Distribution - 2013

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

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

Households and Household Characteristics

Census information on household characteristics in the City indicates that there is great diversity in the community. As shown in Table 2-10, in 2013, approximately 52.8 percent of households in the City were families, while non-family households comprised approximately 47.3 percent. This data shows that the number of family households has decreased since 2000 and non-family households increased during that same period. Householders living alone make up approximately 41.6% of all households in the City; of these, 16 percent are over the age of 65. Data for Erie County indicate a similar trend, but to a lesser degree. The number of persons per household in 2013 was estimated to be 2.17; this is a decrease from the 2000 figure of 2.30 persons.

Table 2-10: Household Characteristics

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

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

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

2.4.2 Income and Labor Force Characteristics

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

Table 2-11 and Figure 2-3 summarize the income levels and distribution in the City of Lackawanna, Erie County and New York State. The percentage of household incomes above \$100,000 in the City is considerably lower than Erie County and New York State, as well. In Lackawanna, approximately

7.5% of households have incomes over \$100,000 (an increase over the 2000 rate of 3.5%), as compared to Erie County with approximately 12.3% of its households over \$100,000 and New York State with just above 14%.

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

Table 2-11: Income Distribution

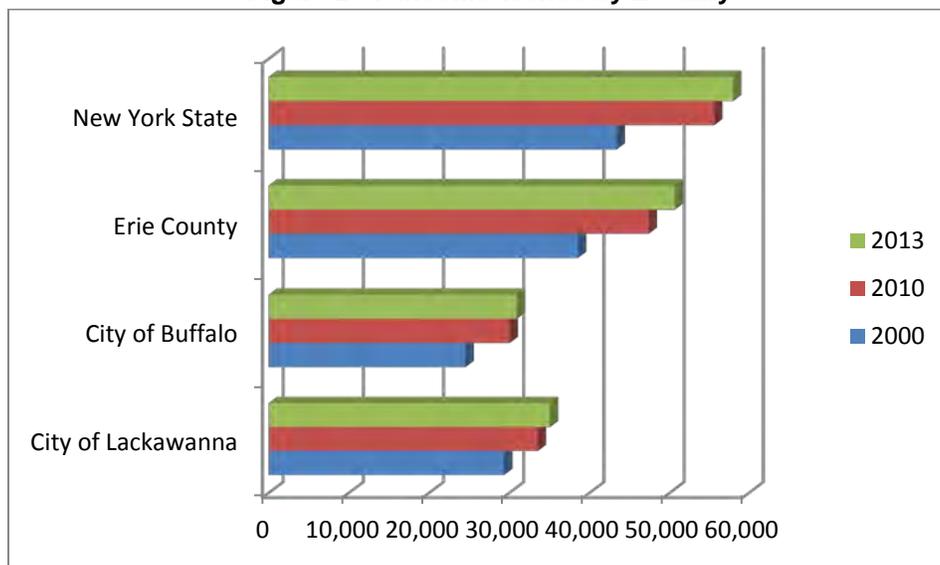
Income Levels	Lackawanna	Lackawanna	City of Buffalo	Erie County	New York State
	2000	2013 ¹			
Less than 10,000	15.3%	9.5%	17.3%	8.5%	7.8%
10,000 - 14,999	11.5%	8.3%	9.4%	5.8%	5.2%
15,000 – 24,999	15.8%	19.8%	15.9%	11.6%	10.0%
25,000 – 34,999	14.4%	12.3%	12.2%	10.3%	9.1%
35,000 – 49,999	18.3%	15.7%	12.8%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

¹2013 Inflation Adjusted Dollars

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

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

Figure 2-3: Income Trends by Locality



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

Table 2-12: 2013 Poverty Status

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

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

Labor Force Characteristics

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

Table 2-13: 2013 Labor Force Characteristics

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

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



Table 2-14: Employment Sectors

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

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

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

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

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

occupations were the second most prominent occupational sectors when compared to the City and State.

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

Table 2-15: Occupational Sectors

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

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

2.4.3 Housing

Total units

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

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

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

*Due to an error in the 2013 estimates on the housing count for the City of Lackawanna, 2014 estimates were used

Source: U.S. Census, 2013 & 2014 ACS 5-yr estimates

Occupancy/Vacancy Status

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



Table 2-17 – Occupancy/Vacancy 2013

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

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

Table 2-18 presents the status of the vacant units. The category of “Other Vacant” includes abandoned housing units. More than half of the vacant units fall into this category in all of the communities with the exception of the Town of Tonawanda. Lackawanna’s percentage in this category is less than that of the City of Buffalo and equivalent to the Town of Cheektowaga and Erie County as a whole.

Table 2-18 – Vacancy Status 2013

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

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

Housing Value

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

Table 2-19 – Housing Value

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

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

Rent

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

Table 2-20 –Monthly Rent

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

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



Affordability

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

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

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

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

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

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

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

Units in Structure

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



units. The following table displays the percentage of housing units by the type of housing in terms of units in structure.

Table 2-23 – Units in Structure

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

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

Year Structure Built

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

Table 2-24 – Year Housing Built

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

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

Year Moved In

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



Table 2-25 – Year Moved In

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

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

Community Development

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

Lackawanna Municipal Housing Authority (LMHA)

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

- 270 units – Baker Homes
- 125 units – Glover Gardens
- 94 units – Parkview Towers (Seniors only)

City of Lackawanna
Community Investment Log (2011-2016)

Location and Description of Investment/Project	Start Date	Finish Date	Percentage of Completion	Total Project Cost	Federal	State	Local	Other
Ridge Road & South Park Road resurfacing	Spring 2015	Summer 2016	90%	\$2.5M		100%		
First Ward Brownfield Area ("BOA")	2014	2017	15%	\$958,289		90%	10%	
Local Waterfront Redevelopment Program (LWRP)	2015	2017	5%	\$60,000		80%	20%	
New York State Energy Research and Development ("NYSERDA") Comprehensive Plan	2015	2016	80%	\$80,000			15%	85% NYSERDA
Electric Avenue Resurfacing	2015	2015	100%					
Mess Hall Restaurant 717 Ridge Road	2015	2015	100%					100% Private
Curly's Restaurant 647 Ridge Road	2015	2016	100%	\$1M				100% Private
Ice House Pub (former Cherry Stone Restaurant) 715 Ridge Road	2016	2016	65%	\$350,000				100% Private

2.5

ECONOMIC TRENDS

2.5 ECONOMIC TRENDS

2.5.1 Labor Force/Unemployment

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

Table 2-26 – Labor Force & Unemployment 2013

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

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

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

2.5.2 Industry

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

Table 1-27 – Industry of Employment

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

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

Lackawanna has the highest percentage of workers in the health care and social assistance industries (Individual and Family Services; Community Food and Housing, and Emergency and Other Relief



Services; Vocational Rehabilitation Services; Child Day Care Services) as well as public administration. The lowest percentage of workers can be found in arts, entertainment, recreation and information industries.

Occupation

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

Table 2-28 – Occupations

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



Healthcare support occupations	4.40%	1.74	2.90%	4.90%	2.40%	2.80%	3.10%
Fire fighting and prevention, and other protective service workers including supervisors	1.60%	1.32	1.20%	1.60%	2.20%	1.00%	1.10%
Law enforcement workers including supervisors	2.80%	2.83	1.50%	1.10%	0.80%	1.60%	1.20%
Food preparation and serving related occupations	7.40%	1.3	6.10%	7.70%	5.40%	6.60%	5.70%
Building and grounds cleaning and maintenance occupations	4.40%	1.1	3.40%	4.90%	3.60%	3.70%	3.30%
Personal care and service occupations	4.00%	1.09	3.40%	4.40%	2.20%	3.80%	3.00%
Sales and related occupations	12.70%	1.16	11.20%	9.80%	12.00%	11.90%	12.20%
Office and administrative support occupations	15.80%	1.15	15.40%	15.00%	22.20%	19.40%	18.90%
Farming, fishing, and forestry occupations	0.00%	0	0.10%	0.10%	0.00%	0.20%	0.10%
Construction and extraction occupations	3.80%	0.75	3.40%	3.30%	3.00%	3.40%	3.30%
Installation, maintenance, and repair occupations	3.20%	0.96	2.70%	2.10%	3.10%	2.80%	2.60%
Production occupations	7.80%	1.31	5.80%	6.90%	6.50%	7.50%	4.90%
Transportation occupations	3.90%	1.09	3.40%	3.90%	5.90%	3.70%	3.20%
Material moving occupations	3.70%	1.45	2.00%	2.40%	2.50%	2.70%	1.70%

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

The City has more than double the proportion of workers in the law enforcement occupations than the comparison communities including the nation as a whole. The City also has a higher proportion of



workers in material moving occupations; production occupations; and sales occupations. A large proportion of Lackawanna workers are in healthcare support occupations, although the City of Buffalo has a slightly more. Lackawanna has a lower proportion of workers in arts and entertainment related occupations; management occupations; legal occupations; and healthcare practitioner and diagnosis occupations. In general, the City has a stronger blue collar than white collar workforce.

2.5.3 Income

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

Table 2-29 – Income

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

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

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

2.5.4 City-Based Employment

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

Table 2-30 – Lackawanna Employment Sectors

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

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

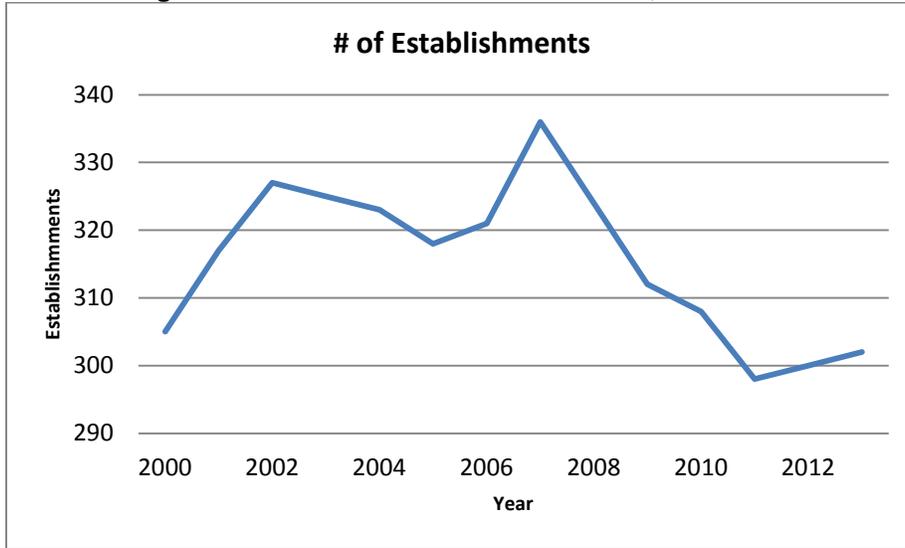
The largest employer in Lackawanna is in the healthcare and social assistance industry. Baker Victory Services operated several institutions in the City. There are nine other establishments in Lackawanna with more than 100 employees. Roughly half of the business establishments in the City have four or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

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



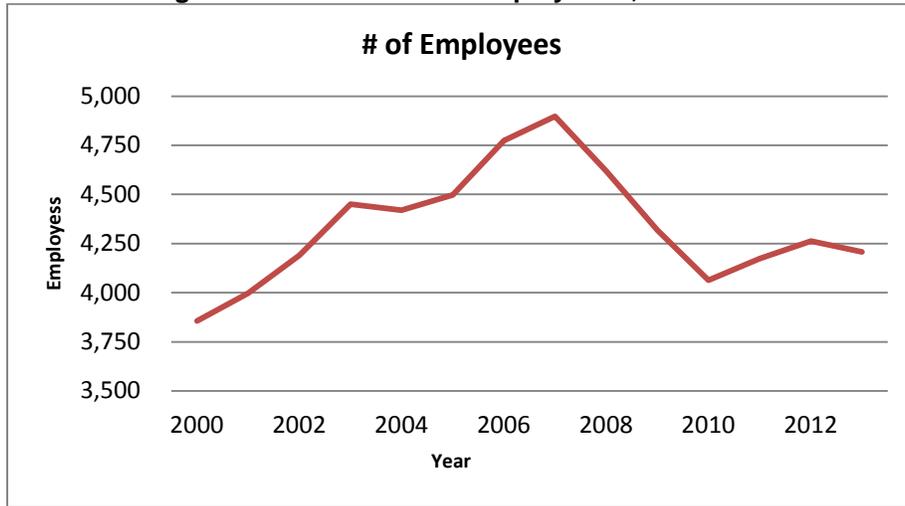
These graphs present a City that has been trying to recover from the closing of the Bethlehem Steel plant in the 1980's that was again set back by the recession of 2007. The City has been on the rise again in recent years.

Figure 2-4 – Lackawanna Establishments, 2000-2012



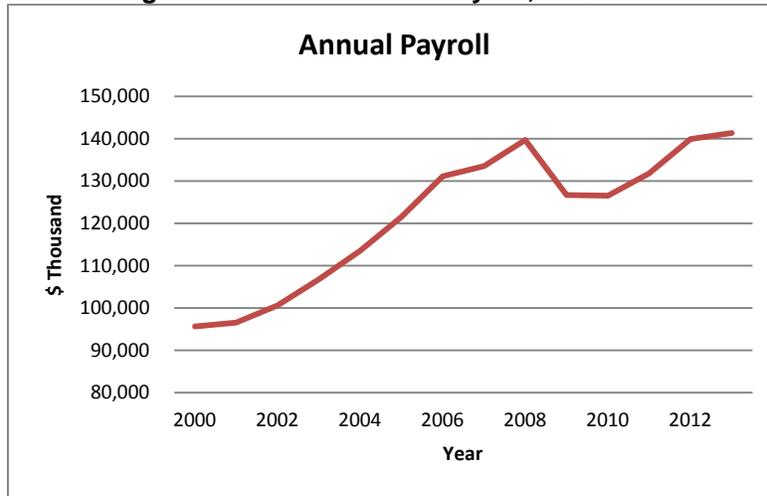
Source: U.S. Census, 2013 Zip Code Business Patterns (14218)

Figure 1-5 – Lackawanna Employment, 2000-2012



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

Figure 2-6 – Lackawanna Payroll, 2000-2012



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

2.5.5 City Budget

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

2.5.6 Homestead/Non-Homestead Tax

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

2.5.7 Bethlehem Redevelopment Area

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



**Photo's of Significance
in the
Lackawanna Central Business District**

1. The Historic Our Lady of Victory Basilica & National Shrine
(south east corner of South Park & Ridge Road)
2. 2719 South Park Avenue
(underutilized 2 story mixed use structure across from the
Basilica) (north west corner of South Park & Ridge)
3. 717 Ridge Road
Mess Hall Restaurant
(before 2014 & after 2016 photo's)
4. Ice House Pub (currently undergoing a complete restoration)
711 & 715 Ridge Road
(before 2016 & current photo's)
5. 727, 731 & 739 Ridge Road (former Lackawanna Hotel)
(currently low income housing and vacant storefronts)
(south west corner of South Park & Ridge across from the Basilica)
6. Curly's Restaurant 671 Ridge Road
(south east corner of Ridge & Electric)
7. 666 Ridge Road Powers Security Systems
(before 2015 & after 2016 photo's)
(rear yard abuts the Historic 19 Century Reed Cemetery)

The Historic Our Lady of Victory Basilica @ National Shrine
SE corner of South Park & Ridge



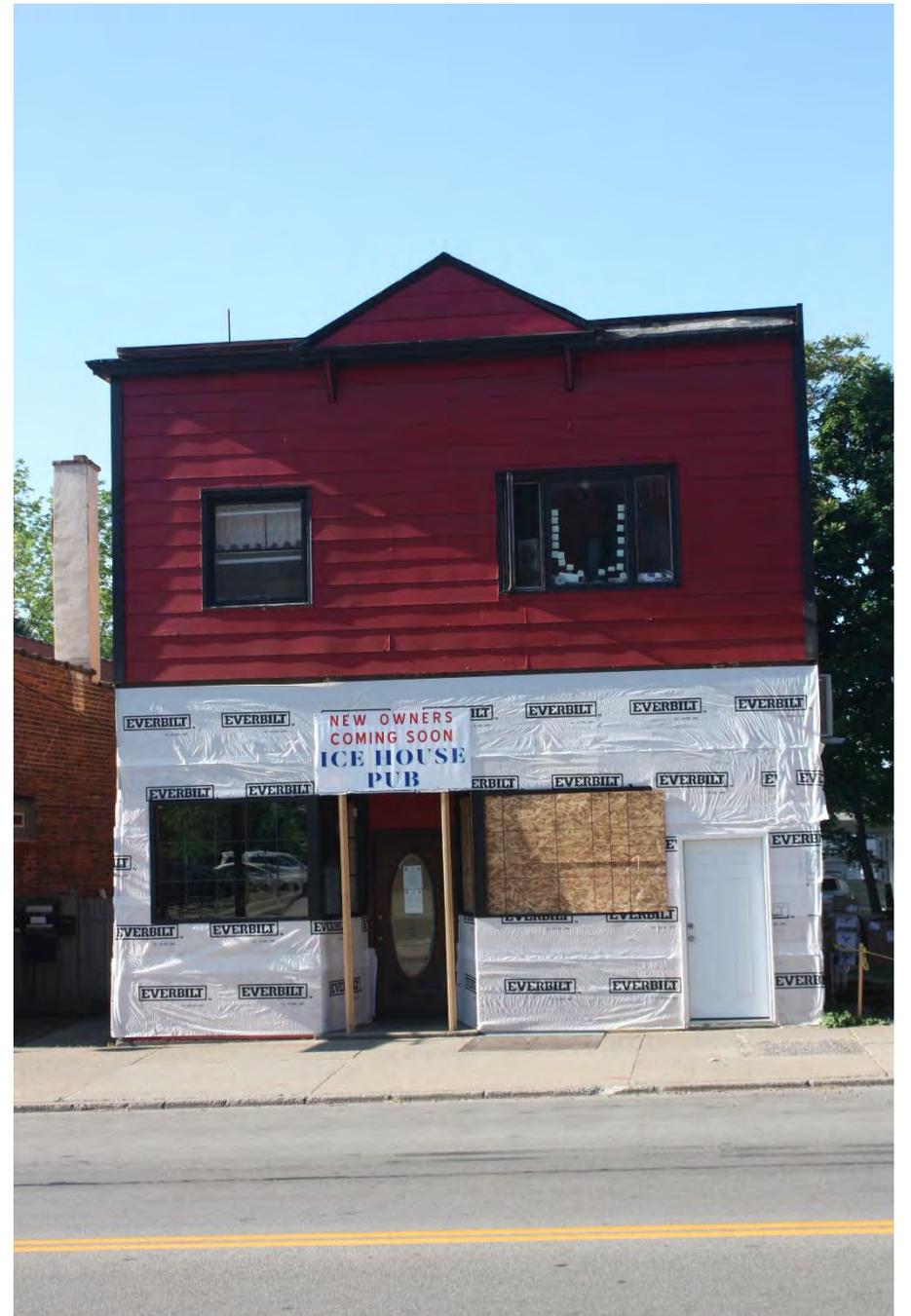
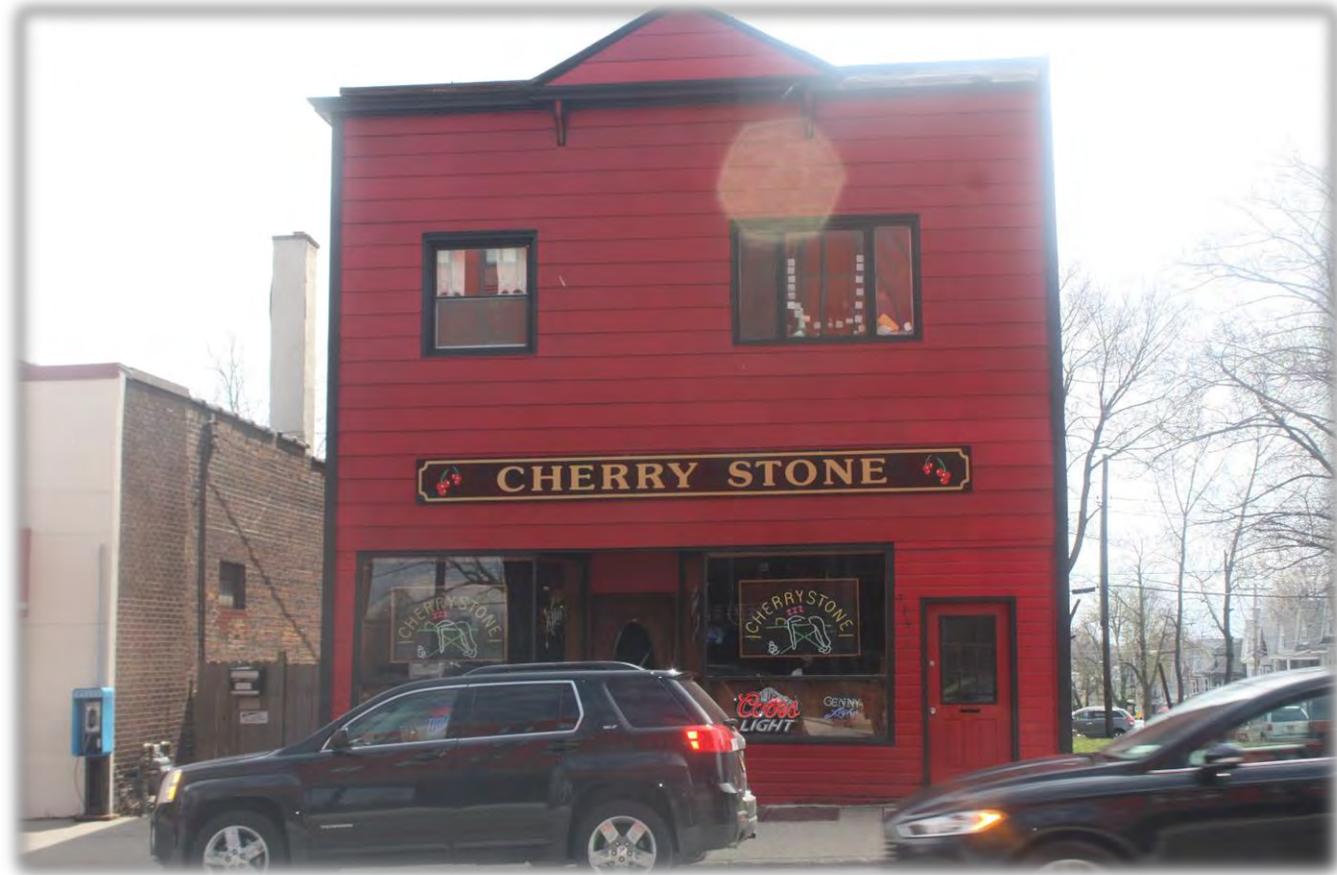
2719 South Park Ave.



717 Ridge Rd – Mess Hall Restaurant



711 & 715 Ridge Rd. - Ice House Pub



727, 731 & 739 Ridge Rd. (former Lackawanna Hotel)



671 Ridge Rd – Curly's Restaurant



666 Ridge Rd. – Powers Security Systems



718 Ridge Road	142.38-2-25	40 X 52		Ahmad Yamin	former Sterling Photography
2719 South Park	142.38-2-14	52 X 100		Nasir Afif	2 story with 4 storefronts
2717 South Park	142.38-2-23.2	30 X 140		Ahmed Ali Alaharg	deli
2711 South Park	142.38.2-22.1	60 X 140		John Ryan	Daisy's
2707 South park	142.38-2-21.1	29 X 97.15		2707 SP Properties, LLC	pharmacy
2705 South Park	142.38-2-20.1	29 X 115.15		Mary Anna Tanner	vacant land
2703 South Park	142.38-2-19	56 X 110		SP Ave Properties, LLC	Front Page & Art Voice
2693 South Park	142.38-2-18	60.5 X 50		Fruci Apt, LLC	diner & apts at corner of Nason
727 Ridge	142.38-3-14.1	102 X 115.98		Adolf Development Co. LLC	former Hotel
713-719 Ridge	142.38-3-19.1	108 X 150		Adolf Development Co. LLC	parking lot at corner of SP
2747 South Park	142.38-3-21	30 X 143.63		Dawn Kaney	2 family
2751 South Park	142.38-3-22	38 X 143.63		Donald Kustreba	single family
2755 South Park	142.38-3-23.1	80 X 143.63		John Borowski	2 family
2761 South Park	142.38-3-25	30 X 143.63		William Fuller	2 family
2763 South Park	142.38-3-26	40 X 143.63		Luke Perison	2 family
2769 South Park	142.38-3-27	40 X 143.63		George Sarach	2 family
2773 South Park	142.38-3-28	30 X 143.63		Mary Byrne	vacant land
2777 South Park	142.38-3-29	30 X 112.23		Ed Connors	2 family
2779 South Park	142.38-3-30	30 X 112.23		Abdulhamid Albaneh	single family
2781 South Park	142.38-3-31	30 X 112.23		Joseph Gunner	2 family
2785 South Park	142.38-3-32	30 X 112.23		kathy Coons	2 family
539 Ridge Road	142.37-4-1.11	1.26 Acres		City of Lackawanna	Vacant land @ corner of Ridge & Center
689 Ridge Road	142.38-4-3.11	83 X 147.5		City of Lackawanna	Parking Lot adjacent to Post Office.
500 Ridge Road	142.37-1-1	300 X 100		City of Lackawanna	est. parking lot in front of ballfield

Prior Comprehensive Planning in City of Lackawanna

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

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

This report, prepared by the University at Buffalo Regional Institute for the John R. Oishei Foundation was one of a dozen representative communities across Erie and Niagara Counties that were profiled in an effort to assess social services needs in the two counties. The focus of the report was on assessing how the economic downturn has affected residents, and what resources are available within the community. In Lackawanna, outreach to residents included a resident survey completed by 263 residents; four focus group meetings; and a series of interviews with service providers. The report found significant evidence of need within the City. Of 18,170 residents, approximately 20% fall below the poverty line, with another 24% classified as near poverty (between 100% to 200% of the poverty line), meaning that 44% of the population is in economic distress. Furthermore, the number of residents in poverty grew by 14%, at the same time as the City's population declined by 5%. Overall, the City has experienced significant population decline, losing 12% of its population between 1990 and 2010.

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

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

The report identified several gaps in services faced by Lackawanna residents. Reduction in bus service has created hardships for residents without access to cars. While there are three bus lines running through the City, service is infrequent, and two of the lines do not run at all on the weekends. There are no major grocery stores within the City of Buffalo. Afterschool programs are limited, and the public school system is ranked as one of the poorest performing in the State outside of New York City.

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

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

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

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

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

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

The Vision for the future of the First Ward BOA is its restoration as a key employment center for the region. Redevelopment of the former Bethlehem Steel site for new businesses and industry is a priority, and would help spur revitalization of local business districts along Route 5, Ridge Road and Steelawanna Street, and encourage reinvestment in the adjacent residential neighborhoods, as well. The intent of the First Ward BOA is to serve as a catalyst for redevelopment city-wide.

The Nomination Study included significant public outreach, including two public open house events, and a series of one-on-one and small group interviews with stakeholders. Outreach was targeted to try to reach several groups, including elected officials, local landowners, potential developers, community leaders, neighborhood groups and the general public. A local Steering Committee, made up of a

representative mix of elected officials, business leaders, residents and City and County departments, worked closely with the consultant team throughout the process.

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

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

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

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

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

- Economic Opportunity (focusing on a diversified economic base, and emphasizing local opportunities for employment and small business development)

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

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

1. Ridge Road

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

2. Steelawanna

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

3. Hamburg Turnpike

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

4. First Ward Neighborhood

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

5. Smokes Creek

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

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

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

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

environmental concerns, or design of supporting infrastructure improvements to facilitate implementation. The report will also assess cost estimates and potential funding mechanisms for these projects, and identify the regional, state and federal partnerships that can help accomplish the City's goals.

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

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

City of Lackawanna Comprehensive Plan

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

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

The Comprehensive Plan sets forth twelve goals for the City:

- A. Beautify the Community, Creating an Enhanced Sense of Place and Identity
- B. Improve Commercial Corridors with Mixed-Use Opportunities and Streetscapes
- C. Create a Community that is Mobile, Linked and Accessible
- D. Improve Housing Quality, Quantity and Diversity
- E. Diversify and Grow the Economy, Offering Entrepreneurial Opportunities
- F. Develop the Downtown and Waterfront as Visitor Attractions in a Growing Tourism Economy

- G. Employ Modern Urban Design in Building a New Community
- H. Improve the Linked System of Waterfront, Parks and Open Space
- I. Improve the Ecology, Wildlife and Natural Environment
- J. Diversify and Improve Waterfront Land Use and Access
- K. Keep the Community Engaged in the Decision Making Process Regarding the Future of the City
- L. Improve the availability, accessibility and quality of community services.

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

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

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

City of Lackawanna Local Waterfront Revitalization Program (LWRP)

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

4.3 Goals, Recommendations and Implementation

Projects/Recommendation	Implementation Steps	Key Partners	Priority/Timing	Cost Type	Cost Amount	Funding Source	Objectives Targeted
Organization for Moving Forward	Adopt Comprehensive Plan	CC	High Priority, Immediate	Administrative	N/A	N/A	All
	Appoint an Implementation Committee	CC	High Priority, Short Term	Administrative	N/A	N/A	
	Develop a relationship with regional agencies to coordinate & cooperate on mutual initiatives	Mayor	High Priority, Ongoing	Administrative	N/A	N/A	
Develop Community Outreach Program	Hold semi-annual community involvement meetings	CC	High Priority, Ongoing	Administrative	N/A	N/A	All
	Continue to support & communicate with neighborhood associations and neighborhood watch groups	CC, PD	High Priority, Ongoing	Administrative	N/A	N/A	
	Develop and distribute educational pamphlets about city services and events and post on City's website	CC, Clerk	Medium Priority, Ongoing	Production Cost	\$	N/A	
Complete Current Planning Initiatives	Complete and implement recommendations of the BOA Study	Development, DEC, DOS	High Priority, Short Term	Consulting Fees	\$\$	DOS	F1, F4, G4-5, H1-5, K1-5
	Complete and implement recommendations of the LWRP	Development, DEC, DOS	High Priority, Short Term	Consulting Fees	\$\$	DOS	
Zoning Update	Appoint a zoning update steering committee	CC, CEO, ED	High Priority, Short Term	Administrative	N/A	N/A	A1-6, B1, B3, B4, C5, D1-4, E1-2, F4-5, G1, G3-5, I-1-3
	Retain consultant	CC, CEO, ED	High Priority, Short Term	Consulting Fees	\$\$	LWRP, NYSERDA	
	Rezone for higher density mixed use corridors	ZC, Consultant	High Priority, Medium Term				
	Create historic preservation regulations						
	Prepare design standards						
	Establish "green" regulations						
	Incentivize infill development						

Projects/Recommendation	Implementation Steps	Key Partners	Priority/Timing	Cost Type	Cost Amount	Funding Source	Objectives Targeted
	Develop storm water regulations						
	Adopt new zoning regulations	CC	High Priority, Medium Term	Administrative	N/A	N/A	
Develop Complete Streets Program	Adopt a Complete Streets Ordinance	CC	High Priority, Short Term	Administrative	N/A	N/A	B1-2, C1-3, C5-6, F4-5, G1, G4, I3, I5
	Retain consultant	CC	High Priority, Short Term	Consulting Fees	\$\$	DOT, USDOT	
	Develop street designs based on hierarchy	DPW, Consultant	High Priority, Medium Term				
	Prioritize street improvements with Ridge Road as the highest priority		High Priority, Medium Term				
	Adopt Complete Streets Ordinance	CC	High Priority, Medium Term	Administrative	N/A	N/A	
	Construct improvements	DPW, ECDPW, DOT	High Priority, Long Term	Capital Improvement	\$\$\$\$	DOT, USDOT	
Preserve Historic Resources	Develop historic preservation regulations as part of zoning update	ZC, Consultant	High Priority, Medium Term	Include in Zoning Update			A2, A6, B3, F2, F4
	Develop mechanism for historic review	ZC, Consultant	High Priority, Medium Term	Include in Zoning Update			
	Establish an Historic Review Board	ZC, Consultant	High Priority, Medium Term	Include in Zoning Update			
	Inventory the community's historic resources	CEO, Historic Review Board	Medium Priority, Medium Term	Administrative	N/A	N/A	
	Nominate buildings and districts to the state and national registers	Historic Review Board	Medium Priority, Medium Term	Administrative	N/A	N/A	
	Become a Certified Local Government	CC, Development	Medium Priority, Medium Term	Administrative	N/A	N/A	
	Utilize State & Federal resources to preserve historic resources	CC, Development	Medium Priority, Medium Term	Administrative	N/A	N/A	

Projects/Recommendation	Implementation Steps	Key Partners	Priority/Timing	Cost Type	Cost Amount	Funding Source	Objectives Targeted
Downtown Revitalization	Retain consultant	CC, Development	High Priority, Short Term	Administrative	N/A	N/A	A2-6, B1, B4, E2, F1-2, F4
	Develop a Downtown Revitalization Plan	CC, Development, Consultant	High Priority, Short Term	Consulting Fees	\$\$	CDBG, ESD	
	Implement plan strategies	CC	High Priority, Medium Term	Varies	\$\$\$	CDBG, ESD	
	Construct public realm improvements to support commercial revitalization	DPW	High Priority, Medium Term	Capital Improvement	\$\$\$\$	CDBG, ESD	
Park Development	Establish public/private partnership	CC, Recreation, Development, Private Business, NYSPRHP, DOS	High Priority, Short term	Administrative	N/A	LWRP, NYSPRHP, Business Sponsors	A1, F1-5, H1-5, I1, I5, J1-4
	Design Waterfront/Alternative Energy Park		High Priority, Medium Term	Consulting Fees	\$\$		
	Acquire land for a waterfront park		High Priority, Medium Term	Acquisition	\$\$		
	Construct improvements to establish a waterfront park		High Priority, Medium Term	Capital Improvement	\$\$\$\$		
	Develop designs for a nature park around Smokes Creek (South of Martin Road)		Medium Priority, Long Term	Consulting Fees	\$\$		
	Construct improvements for Smokes Creek Nature Park		Medium Priority, Long Term	Capital Improvement	\$\$\$\$		
Attract Business to Increase Tax Base	Address the impacts of the current homestead/non-homestead tax system and recommend potential alterations to the system that will increase the economic vitality and sustainability of the City of Lackawanna	CC	Medium Priority, Medium Term	Consulting Fees	SS	ESD	A1, A4, A7, E1-4, G3, K-4
	Work With Tecumseh Development Inc. to make more employment lands available	Development, Tecumseh	High Priority, Ongoing	Administrative	N/A	N/A	
	Market available space & alternative energy cluster	Development, ECIDA	High Priority, Short Term	Administrative	N/A	ESD	

Projects/Recommendation	Implementation Steps	Key Partners	Priority/Timing	Cost Type	Cost Amount	Funding Source	Objectives Targeted
	Establish revolving loan for business façade improvement	Development, ECIDA	High Priority, Short Term	Funding & Loan Program	\$\$\$	ESD	
	Establish a Business Improvement District in the downtown area	Development, ECIDA	High Priority, Short Term	Administrative	N/A	ESD	
	Develop incentive programs aimed at attracting new businesses	Development, ECIDA, ESD	High Priority, Short Term	Funding & Loan Program	\$\$\$	ESD	
Neighborhood Redevelopment	Target CDBG funds to address home repairs	Development, EC Community Development	High Priority, Short Term	Funding & Loan Program	\$\$	CDBG	A1-3, D1-4
	Enforce property maintenance regulations	CEO	High Priority, Short Term	Administrative	N/A	N/A	
	Support the work of the Lackawanna Housing Development Corp.	CC	High Priority	Ongoing	N/A	N/A	
	Work with Buffalo-Niagara Land Bank to address abandoned properties	CEO, BENLIC	High Priority, Short Term	Administrative	N/A	N/A	
Trail Network Development	Construct Phase I of the Erie County Shoreline Trail	ECL, ECDPW, DPW	High Priority, Short Term	Capital Improvement	\$\$\$	NYSDOT, NYSPRHP, LWRP	B3, C2-3, F1, F3-5, G5, H2-5, J1-4
	Connect Erie County Shoreline Trail to Waterfront Park	ECL, ECDPW, DPW	Medium Priority, Medium Term	Capital Improvement	\$\$	NYSDOT, NYSPRHP, LWRP	
	Acquire easements along Smokes Creek for trail development	CC, DPW, Tecumseh	Medium Priority, Medium Term	Acquisition	\$\$	NYSDOT, NYSPRHP, LWRP	B3, C2-3, F1, F3-5, G5, H2-5, J1-3
	Construct trail along Smokes Creek	CC, DPW, Tecumseh	Medium Priority, Medium Term	Capital Improvement	\$\$\$\$	NYSDOT, NYSPRHP, LWRP	
	Negotiate with the Catholic Diocese to extend trail to downtown through Holy Cross Cemetery	CC, DPW	Medium Priority, Long Term	Capital Improvement	\$\$\$	NYSDOT, NYSPRHP, LWRP	
Transportation Improvements	Increase influence and participation on the NFTA Safety Board	Mayor, NFTA	High Priority, Ongoing	Administrative	N/A	N/A	C2-4, F1, I6
	Increase bus service on weekends	NFTA	High Priority, Ongoing	Administrative & Funding	\$\$	N/A	C2-4, F1, I6

Projects/Recommendation	Implementation Steps	Key Partners	Priority/Timing	Cost Type	Cost Amount	Funding Source	Objectives Targeted
Develop a Community Center	Acquire Lincoln School	CC	Low Priority Long Term	Acquisition	\$	CDBG	K5 L3 L4
	Create redevelopment plan to transform school property into community center	Public Works, Engineering	Low Priority Long Term	Consulting Fees	\$\$	CDBG	
	Construct improvements	Public Works	Low Priority Long Term	Capital Improvement	\$\$\$	CDBG	
	Budget programming	Parks	Low Priority Long Term	Budget Allocation	\$	N/A	
Improve Community Services	Develop a Youth Engaged in Service (YES) Program	Youth Bureau	High Priority Short Term	Budget Allocation	\$	N/A	L1
	Increase afterschool programming for youth	City, School Districts, ECSS	High Priority, Short Term	Administrative, Budget Allocation, Funding	\$ - \$\$	CDBG, private	L1
	Improve/increase food options for residents	City, ECSS	Medium Priority, Ongoing	Varies	\$	N/A	L2
	Better Utilize Catholic Charities Community Center	City, Catholic Charities	High Priority, Short Term	Varies	\$	N/A	L1, L3, L4
Sanitary Sewer Repair	Work with ECSD 6 to ensure that sewers are continually being maintained	Public Works	High Priority, Ongoing	Administrative	N/A	N/A	G4, I2, G5
	Construct necessary improvements and upgrades	ECSD 6	High Priority, As Needed	Capital Improvement	\$\$\$\$	NYS Water Grants	

Acronyms		Relative Cost
BENLIC - Buffalo Erie Niagara Land Improvement Corporation	ECL - Erie County Legislature	N/A - No Cost
CC - City Council	ECSD - Erie County Sewer District	\$ - under 25K
CDBG - Community Development Block Grants	ED - Should have been Development	\$\$ - 25K - 100K
CEO - Code Enforcement Officer	ESD - Empire State Development Corp.	\$\$\$ - 100K-500K
DEC - New York State Department of Environmental Conservation	LWRP - Local Waterfront Revitalization Program	\$\$\$\$ - Over 500K
DOS - New York State Department of State	NFTA - Niagara Frontier Transportation Authority	
DPW - Department of Public Works	NYS DOT - New York State Department of Transportation	
EC - Erie County	NYS PRHP - New York State Office of Parks Recreation & Historic Preservation	
ECDPW - Erie County Department of Public Works	PD - Police Department	
ECIDA - Erie County Industrial Development Agency	USDOT - U.S. Department of Transportation	
ECSS – Erie County Department of Social Services	ZC- Zoning Committee (created)	

City of Lackawanna Central Business District Revitalization Plan

Purpose and Outcomes

Introduction and Scope of Work

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

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

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

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

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

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

Lackawanna is seeking funding to support the preparation of revitalization plan for its Central Business District ("CBD"). The overall objective of this effort is to provide a comprehensive guide for Downtown development that fosters sustainable economic growth over the next 10-20 year period. The plan will refine broad city-wide goals for sustainable development into focused, actionable, area-

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

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

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

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

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

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

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

Livability Principles

- ***Provide More Transportation Choices***

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

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

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

- ***Enhance Economic Competitiveness.***

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

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

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

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

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

- ***Support Existing Neighborhoods.***

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

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

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

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

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

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

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

This planning process also comes at a time where there is an opportunity for collaboration with one of the most important community infrastructure projects Lackawanna has experienced. The Bethlehem Steel Redevelopment project, being spearheaded by Erie County, consists of acquisition of approximately 100 acres along NYS Route 5, which is the former Bethlehem Steel site. The project will accelerate redevelopment of a long-vacant, major brownfield site in the Lackawanna. This project will address the need for vacant industrial-zoned property that will be utilized for the location of new and growing clean-energy companies, especially bi-national companies looking to establish a presence in the U.S. marketplace.

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

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

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

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

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

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

Work Plan

(1) Proposed Activities.

Task 1: Existing Conditions Analysis

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

Sub-task 1.1: Development Inventory and Modeling

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

Sub-task 1.2: Urban Form & Design Analysis

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

Sub-task 1.3: Housing Analysis

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

Sub-task 1.4: Economic Analysis

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

Sub-task 1.5: Existing Infrastructure Analysis

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

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

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

Sub-task 1.7: Waterfront Revitalization Plan Update

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

Sub-task 1.8: Climate Change and Energy Considerations

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

Sub-task 1.9: Cultural and Arts Facilities Needs Assessment

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

Sub-task 1.10: City Organizational/Operations Analysis

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

Task 2: Downtown Revitalization Master Planning Process

VISION for Central Business District

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

Downtown Master Planning

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

Implementation Plan

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

Drafting the Plan

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

Task 3: Form-Based Code Development

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

Performance Measures and Outcomes

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

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

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

- ***Travel changes***

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

City Of Lackawanna Planning Team Outline

Name	Title/Position	duties or responsibilities	background &/or experience
Fred K. Heinle	City of Lackawanna of Development Director	responsible for day-to-day operations & implementation of planning process & development activities	over 30 years experience in both private and public community and economic development activities
Frank E. Krakowski	City of Lackawanna Assessor	guidance on parcel identification and ownership	In addition to serving as assessor, Frank also served on the Board of Buffalo Niagara Land Improvement Corp (BENLIC) and has experience in strategic planning
Antonio Savaglio	City of Lackawanna Attorney	guidance on all legal issues, property acquisition, funding and development contracts	Experience in drafting proposed legislation, local laws, ordinances, regulations and policies for Lackawanna
Anthony DeSantis	City of Lackawanna Commissioner of Public Works	over sight of all public infrastructure improvements and activities	Experienced in local issues with public infrastructure and improvements
Joseph G. Geyer	City of Lackawanna Code Enforcement officer	guidance on all code related issues and property structure issues associated with the redevelopment of the downtown planning	27 year experience in the enforcement of NYS Building Codes
Wanda Turner	Administrative Assistant to the Development Director of	assist with all documentation and correspondence associated with all planning and development activities	Has experience in providing admin. Support for Comp. Plan and BOA
Phil Lowrey	Executive Director Lackawanna Housing Development Corp. & Lackawanna Community Development Corp.	Provide development and design support	Active in integrated and coordinated urban revitalization initiatives for decades in Lackawanna
Michael J. Sobaszek	Executive Director Lackawanna Area Chamber of Commerce	Provide Business Development Support and outreach	Active in developing programs and influencing local policy to assist the development and retention of small business
Rev. Msgr. Paul J.E. Burkard	Pastor, OLV Basilica & National Shrine and President of Baker Victory Services	Development & Public Support	Active in the community providing education, mental health and social services support to individuals & families since 2007
Jeffrey P. Bell	Director of Community Development Baker Victory Services	Community & Development Support	Experience in developing and executing marketing strategies; manage capital budget plans; local/state government relations; and community advocacy
Joseph L. Jerge	Council Member and Owner Local Business	Business & Community Support	Councilman and owner of two successful restaurants (Mulberry & Mess Hall) - experience with business planning and community planning

Letters of Support for the City of Lackawanna Downtown Revitalization Initiative

1. Members of the City Council
2. Our Lady of Victory National Shrine & Basilica
by: Msgr. Paul J.E. Burkard
3. Lackawanna Housing Development Corporation &
Lackawanna Community Development Corporation
by: Philip A. Lowrey, Executive Director
4. Hon. Brian Higgins, Member of Congress
5. Our Lady of Victory Homes of Charity by:
Richard L. Heist, Executive Director
6. Hon. Timothy M. Kennedy, NYS Senate
7. Hon. Michael P. Kearns, NYS Assembly
8. Buffalo and Erie County Botanical Gardens Society, Inc.
by: David J. Swarts, President /CEO
9. Lackawanna Area Chamber of Commerce, Inc.
by: Michael J. Sobaszek, Executive Director
10. Joseph Jerge, Council Member & Local Business Owner
11. Ice House Pub, new establishment under renovation of Ridge Road
12. ACCESS WNY by: Gamileh Jamil, Executive Director

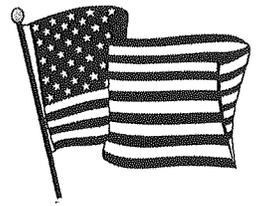


Lackawanna City Council

714 Ridge Road - Room 217

Lackawanna, NY 14218

Tel: (716) 827-6660 Fax: (716) 827-6453



May 25, 2016

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

RE: WNY Downtown Revitalization Initiative (“DRI”)

Dear Mr. Schoepflin:

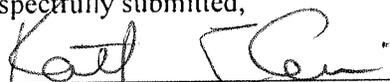
Please be advised that individually and collectively the members of Council of the City of Lackawanna are in complete support of the Department of Development’s efforts in putting together a thorough and competitive DRI grant application.

Based upon the public and private investment dollars that have taken place within the Central Business District (the “CBD”) the infusion of funding at the magnitude proposed through the DRI would provide the foundation for the redevelopment of the CBD as well the abutting neighborhoods. Working with the local business community the Department of Development has commenced activities associated with the redevelopment of our CBD. The CBD is strategically situated to capitalize on the regional growth and would be positioned to attract and support new small business operators, tourism, entertainment and broad housing opportunities. This funding would drive the initiative to create a dense, sustainable and attractive CBD where residents want to live, work and enjoy a renewed quality of life.

The City of Lackawanna is currently in the process of completing a Comprehensive Plan that will provide the city wide vision for the future of Lackawanna; is engaged in a Brownfield Opportunity Area (“BOA”) Grant that will lay the ground work for the First Ward and is completing a Local Waterfront Revitalization Program update to assure community access and quality of life improvements for years to come.

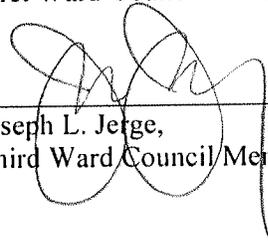
Please note that it is without reservation or pause that each of the members of the Council hereby acknowledges their support for this application by affixing their signature hereto.

Respectfully submitted,


Keith E. Lewis, Council President


Abdulsalam K. Noman,
First Ward Council Member


Annette Iafallo,
Second Ward Council Member


Joseph L. Jerge,
Third Ward Council Member


Jeffrey P. DePasquale
Fourth Ward Council Member

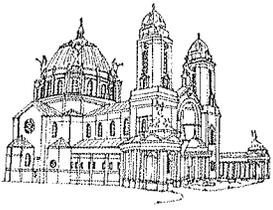
Keith E. Lewis
Council President

Abdul Noman
First Ward

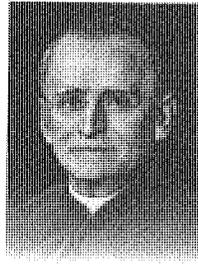
Annette Iafallo
Second Ward

Joseph L. Jerge
Third Ward

Jeffrey P. DePasquale
Fourth Ward



OUR LADY OF VICTORY NATIONAL SHRINE & BASILICA



Final Resting Place of Venerable Nelson Baker

767 Ridge Road, Lackawanna, NY 14218 † (716) 828-9444 † Fax (716) 828-9429

May 31, 2016

Mr. Fred Heinle, Director of Development
City of Lackawanna
714 Ridge Road, Room 309
Lackawanna, NY 14218

Dear Mr. Heinle:

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

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

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

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

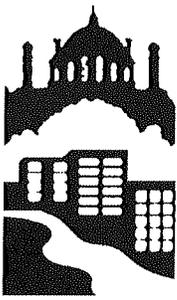
But it is one of my other titles that I feel is most relative to this application. I am honored to serve as Vice Postulator for Venerable Nelson Baker's Cause of Canonization. Much has happened since the cause began in 1987, including the 2011 announcement that Father Baker had been named "Venerable"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

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

Sincerely,

Msgr. Paul J. E. Burkard

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



LHDC
LCDC

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

May 25, 2016

Dear Mr. Schoepflin:

Please be advised that the Lackawanna Community Development Corporation (the “LCDC”), is a not-for-profit development corporation operating in the City of Lackawanna for the past 37 years. The LCDC is located at 640 Ridge Road in the very heart of the City of Lackawanna’s Central Business District, (CBD).

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

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

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

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

Respectfully submitted,

Philip A. Lowrey

Executive Director



LACKAWANNA HOUSING DEVELOPMENT CORPORATION | LACKAWANNA COMMUNITY DEVELOPMENT CORPORATION

640 RIDGE ROAD | LACKAWANNA, NEW YORK 14218-1442

TEL: (716) 823-5124 | FAX: (716) 823-5947 | EMAIL: lhdcorp@aol.com

BRIAN HIGGINS
26TH DISTRICT, NEW YORK

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WASHINGTON, DC 20515
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(202) 226-0347 (FAX)

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SUBCOMMITTEE ON EUROPE,
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May 31, 2016

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

Re: The City of Lackawanna's Application to the WNY Downtown Revitalization Initiative

Dear Dr. Tripathi and Mr. Belt:

I am pleased to write to convey my support for the application which will soon be submitted by the City of Lackawanna, NY under the Western New York Downtown Revitalization Initiative.

Downtown Lackawanna certainly meets the seven criteria for this program as spelled out in the solicitation jointly issued by your agency, the Department of State and the Division of Housing and Community Renewal. Consistent with the requirements spelled out in that solicitation, Downtown Lackawanna is compact enough that the proposed investment would clearly make an appreciable and substantial difference. Also consistent with the requirements of this solicitation, with Lackawanna this program would not have to start from scratch, as Downtown Lackawanna already scores highly for walkability, for mixed-use development, and for proximity to green space and other urban resources.

The timing of this solicitation dovetails nicely with ongoing efforts by the Lackawanna's city government, as they had already been well into a concerted planning exercise designed to identify targeted investments to further improve the urban fabric of this Lackawanna's downtown core. I am confident that this proposed investment would more-than satisfy the program's statewide objectives and would improve the City of Lackawanna in a lasting and tangible way.

Thank you very much for your leadership and your consideration.

Sincerely,



Brian Higgins
Member of Congress



OUR LADY OF VICTORY HOMES OF CHARITY
Continuing Father Baker's Legacy of Caring

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



May 31, 2016

Mr. Fred Heinle, Director of Development
City of Lackawanna
714 Ridge Road, Room 309
Lackawanna, NY 14218

Dear Mr. Heinle:

I am writing with enthusiastic support for the revitalization of the Lackawanna Business District. As the executive director of Our Lady of Victory (OLV) Homes of Charity, I oversee an organization that has roots that go back to the mid-1800s. One of the missions of the Homes is to raise funds for the agencies that make up the OLV Institutions – OLV Basilica & Parish and Baker Victory Services. Our campus, which stands at the corner of Ridge Road and South Park Avenue has been a part of Lackawanna for many years. We would be thrilled to have a part in its resurgence!

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

- The OLV Basilica, already a destination for more than 2,000 visitors and religious pilgrims a month, expects to become much busier as Venerable Nelson Baker, the founder of our organization, continues down the historic path to Sainthood.
- Baker Victory Services, the City of Lackawanna's largest employer (1,100+ staff members), is headed down an ambitious path with its \$16.75 million Residential Treatment Facility project and a multi-million dollar reimagining of its administrative headquarters located at 790 Ridge Road. Caring for more than 5,000 children and individuals each year, its impact on the community – which is already significant – will only become larger.
- At the Homes of Charity, we are planning a handful of capital projects, including improvements to our administrative building at 780 Ridge Road. We are currently exploring ways to make our 50+ employees happier and more efficient and our 60,000 donors worldwide more connected to us and our mission.

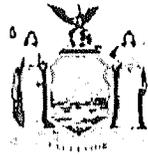
Combine all of that energy with what is happening in places such as Veteran's Park and the Botanical Gardens, and there is no doubt that federal support of the efforts already being made will go a long way toward restoring this area's glory. Either myself, or a member of my staff, would be proud to serve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

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

Sincerely,


Richard L. Heist, Executive Director

THE SENATE
STATE OF NEW YORK



TIMOTHY M. KENNEDY
SENATOR, 63RD DISTRICT

RANKING MINORITY MEMBER
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& SMALL BUSINESS
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2239 SOUTH PARK AVENUE
BUFFALO, NEW YORK 14220
(716) 826-2683 OFFICE
(716) 826-2793 FAX
E-MAIL ADDRESS:
KENNEDY@NYSenate.GOV

June 1, 2016

Fred K. Heinle
Director of Development
City of Lackawanna
714 Ridge Road, Room 309
Lackawanna, New York 14218

Dear Mr. Heinle:

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

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

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

Again, I strongly support the City of Lackawanna's application for \$10 million in funding from the WNYREDC's Downtown Revitalization Initiative. Such a grant would allow for a once-in-a-lifetime change in the city to take place. Should you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Timothy M. Kennedy". The signature is written in a cursive style with a large, stylized initial 'T' and 'K'.

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



THE ASSEMBLY
STATE OF NEW YORK
ALBANY

COMMITTEES
Banks
Cities
Housing
Oversight, Analysis & Investigation

MICHAEL P. KEARNS
Assemblyman 142nd District

June 1, 2016

Fred K. Heinle
Director of Development
City of Lackawanna
714 Ridge Road, Rom 309
Lackawanna, NY 14218

Dear Mr. Heinle:

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

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

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

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

Sincerely,

MICHAEL P. KEARNS – NYS Assembly 142nd District



May 31, 2016

Mr. Fred K. Heinle
Director of Development
City of Lackawanna
714, Ridge Road, Room 309
Lackawanna, New York 14216

Dear Mr. Heinle:

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

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

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

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

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

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

Sincerely,

A handwritten signature in black ink that reads "David J. Swarts". The signature is fluid and cursive, with a long horizontal stroke at the end.

David J. Swarts
President/ CEO

The Home of Father Baker

LACKAWANNA AREA CHAMBER OF COMMERCE, INC.

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

June 1, 2016

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

Dear Mr. Schoepflin:

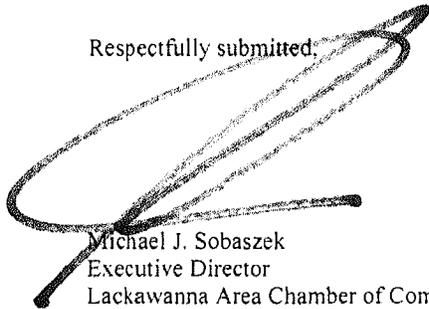
As the Executive Director of the Lackawanna Area Chamber of Commerce (the "Chamber") I am pleased to submit on behalf of the membership of the Chamber a letter of support for the City of Lackawanna's application the Western New York Economic Development Council's Downtown Revitalization Initiative ("DRI").

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

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

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

Respectfully submitted,



Michael J. Sobaszek
Executive Director
Lackawanna Area Chamber of Commerce



June 1, 2016

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

RE: WNY Downtown Revitalization Initiative (“DRI”)

Dear Mr. Schoepflin:

Please be advised that I have been asked to submit a letter of support for the City of Lackawanna Department of Development’s efforts of putting together a competitive DRI grant application to the WNY Regional Economic Development Council. As a City Council Member and more importantly as a local businessman I hereby submit my full and complete support for this application.

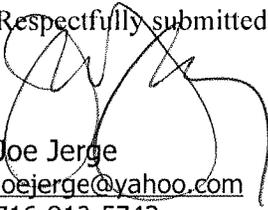
I have recently invested a substantial amount of money developing, opening and operating The Mess Hall Restaurant. The Mess Hall is located at the very heart of the proposed Central Business District (the “CBD”) in the shadows of the iconic Our Lady of Victory Basilica and the Lackawanna City Hall. Locally owned and operated businesses are the backbone and very lifeblood of a successful CBD.

Working together with the Department of Development; supported by such a grand infusion of capital; the CBD would be provided with the opportunity to realize a perfect balance between design factors, functionality, utility, and sustainability through creative placemaking . These efforts to rebuild and renew the CBD must be a public/private partnership of all stakeholders coming together to strategically reshape the face of our CBD.

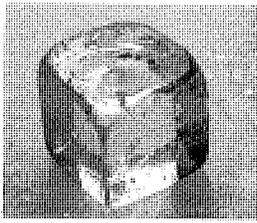
The CBD is strategically situated to capitalize on the regional growth and would be positioned to attract and support new small business operators, tourism, entertainment and broad housing opportunities. This funding would drive the initiative to create a dense, sustainable and attractive CBD where residents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

This support on behalf of the City’s application is made without reservation and should there be any questions I would encourage you to contact me.

Respectfully submitted,



Joe Jerge
joejerge@yahoo.com
716-812-5742



Ice House Pub

715 Ridge Road - Lackawanna, NY 14218

May 27, 2016

Fred K. Heinle
Director of Development
City of Lackawanna
714 Ridge Road
Room 309
Lackawanna, NY 14218

LETTER OF SUPPORT – Lackawanna Downtown Business District Revitalization

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

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

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

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

Sincerely,
Ice House Pub

Ronald Vanyo
Owner

Lanette Welch
Owner

Daniel Welch
Owner



Arab American Community Center for Economic and Social Services
609 Ridge Rd Lackawanna NY 14218

Phone 716-332-5901

Fax 716-332-5924

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

Dear Mr. Schoepflin:

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

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

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

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

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Gamileh Jamil".

Gamileh Jamil

Executive Director