



North Tonawanda 
momentum

city resurgence, from downtown to the waterfront

Downtown Revitalization Initiative
Submitted by: The City of North Tonawanda

WE WELCOME YOU.

WORK, LIVE AND PLAY, FROM DOWNTOWN TO THE WATERFRONT



CITY OF NORTH TONAWANDA

Office of the Mayor

ARTHUR G. PAPPAS

June 3, 2016

Western New York Regional Economic Development Council
Empire State Development
95 Perry Street – Suite 500
Buffalo, New York 14203

Honorable Council;

On behalf of the City of North Tonawanda, I am honored to present you with NT Momentum, our proposal for the Downtown Revitalization Initiative. The NT Momentum project is the culmination of ten years of comprehensive planning focused on North Tonawanda's historic downtown.

Downtown North Tonawanda, perched on the confluence of the Niagara River and the historic Erie Canal, was once a thriving canal commerce district. The bustling lumber yards and mills, along with the nearby mansions of the lumber industry barons, gave North Tonawanda its moniker of "The Lumber City". Unfortunately, North Tonawanda's downtown has felt the same effects many upstate New York communities have over recent decades including disinvestment, property neglect and abandonment, and population decline. Strong architecture and infrastructure assets remained and in recent years North Tonawanda has begun to invest in and leverage those assets to spark resurgence in downtown.

New business growth and investment have begun to reshape downtown North Tonawanda. Attractions such as the Remington Lofts on the Canal, the Riviera Theatre, Webster's Bistro, and Gateway Harbor bring thousands of people to this community every year and new businesses are under construction in 2016. People are beginning to notice North Tonawanda as a successful new business market.

And with the assistance of New York State, downtown North Tonawanda is positioning itself to thrive long-term. The NT Momentum project, a plan developed in partnership with the New York Department of State, will be implementing a new zoning code, streamlining the development process, and providing the roadmap for a new generation of development in North Tonawanda's downtown and waterfront.

Through assistance provided by numerous State agencies and support from the Western New York Regional Economic Development Council, North Tonawanda has begun to cultivate a successful downtown. But that process is far from complete. There are still many areas that need development, many opportunities for new business, and many challenges to overcome to build a renewed downtown.

**City Hall, 216 Payne Avenue, North Tonawanda, NY 14120 · 716-695-8540 · 716-695-8541 (Fax)
artpappas@northtonawanda.org**

The Downtown Revitalization Initiative is the opportunity to implement the NT Momentum project and invest in a great downtown. If awarded, this initiative for North Tonawanda would mean development along the Niagara River and Erie Canal waterfronts anchored by a historic downtown filled with culture, arts, recreation, tourism, and a great atmosphere in which to live and work. I strongly believe in this community and the potential it has to blossom into one of the great small downtowns in New York.

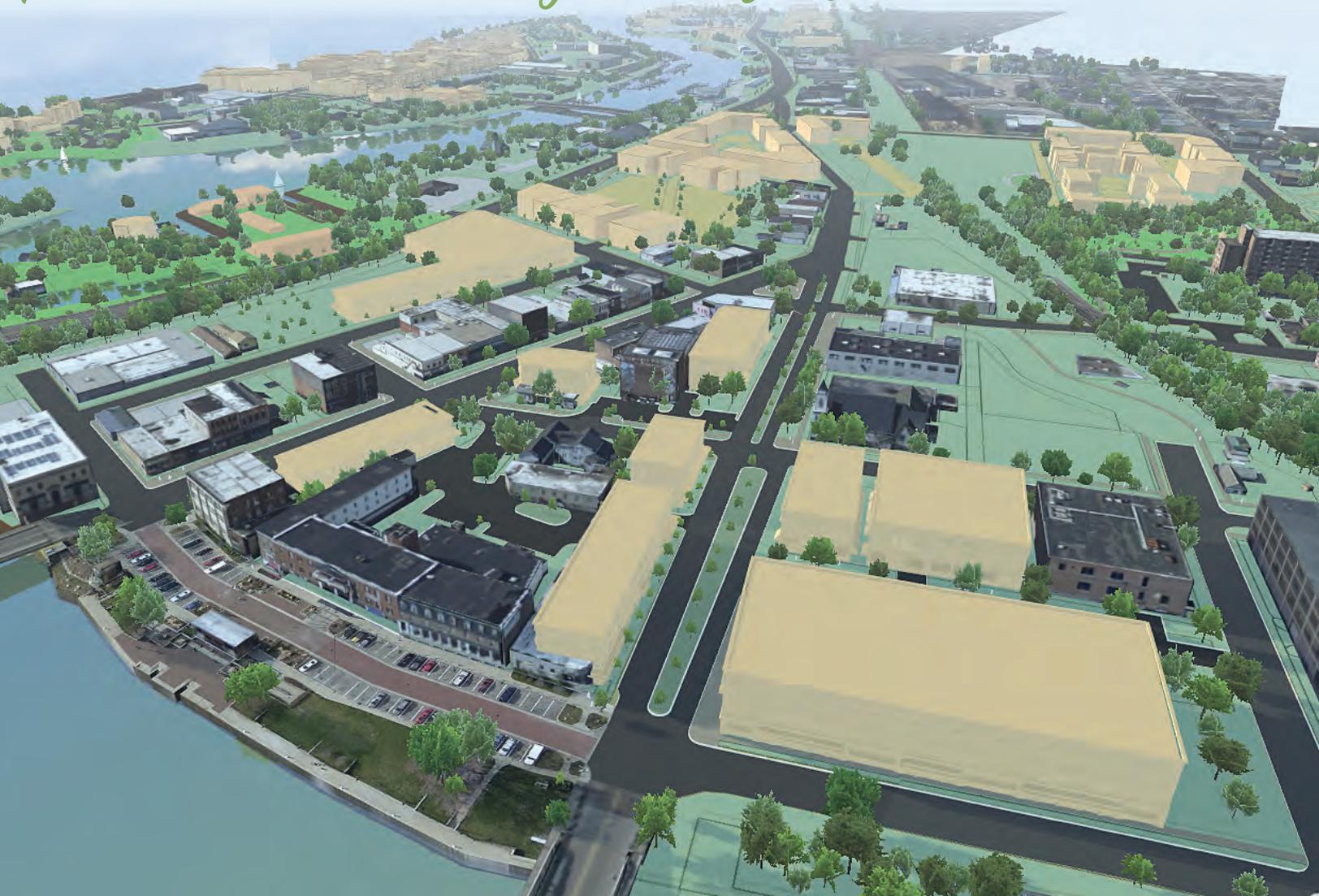
Thank you for all of the support North Tonawanda has received from this Council and for the opportunity to be considered for the Downtown Revitalization Initiative.

Sincerely,



Arthur G. Pappas
Mayor

And here we go, enjoy the story...



WE WELCOME YOU.

WORK, LIVE AND PLAY, FROM DOWNTOWN TO THE WATERFRONT



EXECUTIVE SUMMARY

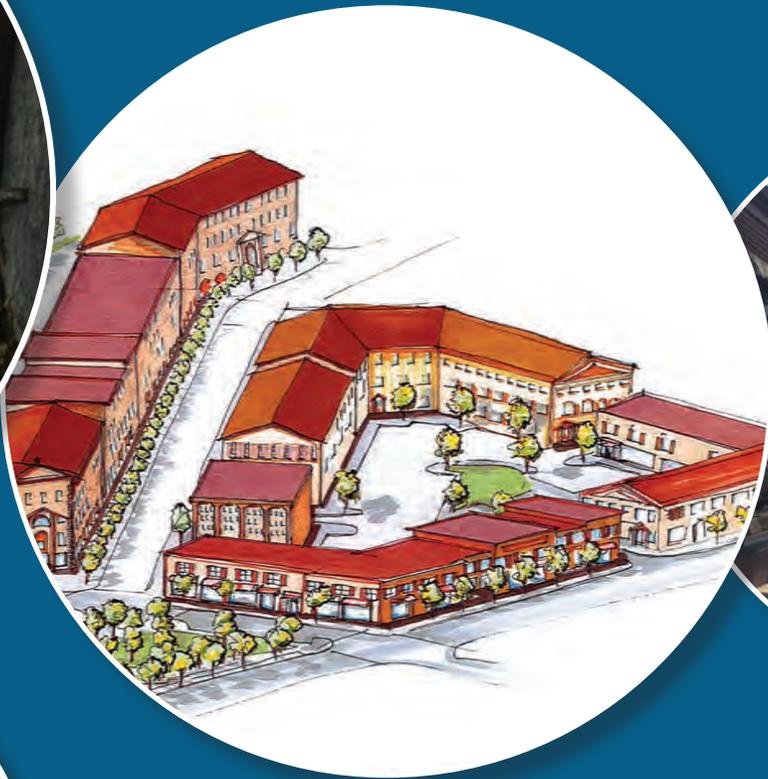
Downtown North Tonawanda is a historic, waterfront, destination community primed for redevelopment and investment. North Tonawanda's downtown development vision, the NT Momentum project, has broad community support, abundant cultural assets, and is led by a team with the experience and capacity to implement successful projects. With a master plan in place and priorities for redevelopment identified, Downtown North Tonawanda is uniquely positioned to quickly and efficiently capitalize on the Downtown Revitalization Initiative opportunity.

North Tonawanda's downtown district is centered on Webster Street and overlooks the confluence of the Erie Canal and the Niagara River. This historic district features turn of the century architecture, a traditional mixed-use urban form, and a walkable streetscape. Downtown North Tonawanda is anchored by the historic Riviera Theatre, a beautifully restored performing arts center in the midst of a major expansion project set to bring even more events and patrons to the area. Downtown has also seen numerous successful developments in recent years including the Remington Lofts on the Canal and Webster's Bistro & Bar, as well as significant public enhancements to Gateway Harbor Park and along Webster and Manhattan Streets. These success stories have attracted new investment to the area and a number of new projects are currently in development including new restaurants, housing projects, and business expansion projects.

Accelerated implementation of the NT Momentum project will complement the initiatives and vision of the Western New York Regional Economic Development Council. North Tonawanda has focused its economic development efforts on fostering new entrepreneurs and supporting the growth of the local workforce by collaborating with partner agencies to create a supportive, successful business environment in North Tonawanda. The NT Momentum plan also envisions a dense, vibrant downtown built in accordance with Smart Growth principles. To facilitate this vision the City is focused on streamlining the development process, updating to a new form-based zoning code, and aligning economic development incentive programs with Downtown's critical priority projects.

THE NT MOMENTUM PROJECT IS THE CULMINATION OF A CONSENSUS DRIVEN, COMMUNITY PLANNING PROCESS WITH THE GOAL OF MAKING DOWNTOWN NORTH TONAWANDA A PREMIER DOWNTOWN DESTINATION. NORTH TONAWANDA HAS THE VISION, THE PLAN, THE LOCAL ASSETS, THE COMMUNITY SUPPORT, AND THE CAPACITY TO MAXIMIZE THE DOWNTOWN REVITALIZATION INITIATIVE.

a vibrant community



BASIC INFORMATION

Regional Economic Development Council: Western New York

Municipality Name: City of North Tonawanda

Downtown Name: Downtown North Tonawanda

County: Niagara

Point of Contact: Michael Zimmerman

Title: Director of Community Development

Phone: 716-695- 8580 x.5515

Email: mzimmerman@lumbercitydc.com

Downtown North Tonawanda is a vibrant community full of unique historic and waterfront amenities, successful developments, and opportunities for new investment. The community is supported by dedicated local stakeholders, a strong business community, and a planning and development team committed to the community's vision for a dense, walkable, livable downtown. Through a collaborative, long term planning effort, the community has developed the NT Momentum project: a progressive vision for revitalization ready for implementation, making Downtown North Tonawanda a prime candidate for the Downtown Revitalization Initiative.

Section 1- The Downtown Community



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**Downtown North
Tonawanda is a vibrant,
year-round community
boasting historic
architecture, waterfront
access, and the quality
of life amenities to
enhance downtown
livability.**

These characteristics will attract diverse populations to live an active life downtown, support redevelopment, and make growth sustainable in the long term.

North Tonawanda has capitalized on past public and private investment, which has become a catalyst for future growth. An overall vision for revitalization has been built through numerous planning initiatives, allowing the city to become a prime candidate for a fast tracked Downtown Revitalization Initiative implementation process.

BOUNDARIES AND SIZE OF DOWNTOWN NORTH TONAWANDA

The City of North Tonawanda, known as the Lumber City, is a traditional small city located on the eastern banks of the Niagara River at the present day western terminus of the Erie Canal. North Tonawanda is geographically located 10 miles north from the City of Buffalo, and 14 miles south from the Canadian border.

Nestled between two bodies of water, the City of North Tonawanda is approximately 15 square miles and is rich in natural, cultural, and historic resources. Within the city, there is an array of different land uses including residential, waterfront, manufacturing, commercial, and a historic downtown.

The core of North Tonawanda's central business district is defined by Webster Street and Main Street, and is considered the heart of activity in the city. This area of the city includes properties bounded by River Road on the west, Thompson Street on the North, the former railroad and Oliver Street on the east, and the Erie Canal on the south. In total, this area includes approximately 97 acres of land of which 69 acres are real property. The district beyond the Webster-Main Streets corridor includes areas of commercial activity that provide employment and services to the surrounding residential community and this activity will help facilitate the redevelopment of underutilized properties.

Downtown North Tonawanda features the quintessential "Main Street" urban form of buildings close to the street line, active store fronts, on-street parking, sidewalks, street lights and crosswalks. The area is comfortably walkable and is directly adjacent to Gateway Harbor of the Tonawandas. Throughout the

WWII development are interspersed with more post-war suburban-style development. This area also includes some former industrial properties which are no longer compatible with the Downtown sense of place.

The Oliver Street corridor, between the active and inactive rail lines, began as a neighborhood commercial district, and has since experienced sporadic redevelopment of more post-war style mixed-use commercial establishments. The area adjacent to the downtown core is bound by Sweeney Street, Twin Cities Highway, Wheatfield Street, and River Road. This primarily residential area provides the direct population density which is critical to downtown's success. Many residents living in the adjacent neighborhoods work and shop downtown, as well as take advantage of the recreational amenities and various events at the waterfront. The neighborhoods surrounding downtown

provides residents with numerous housing options, from luxury living at the Remington Lofts for young professionals and empty nesters, to affordable single family homes for growing families. Having this supportive neighborhood helps to stabilize and support investments made in Downtown North Tonawanda.



past decade, this area has undergone a renaissance and today is home to gift shops, eateries, and art galleries, all of which is anchored by the Historic Riviera Theatre.

The area north of Goundry Street is a transitional space that contains significant commercial activity within a development pattern that spans many time periods. Areas of pre-

Warm, Friendly and Inviting

According to the 2010 United States Census, the City of North Tonawanda has a total population of 31,568 and a population density of 2,865 people per square mile. Similar to many small rust belt cities in our region, there has been a slight decrease in population since 2000. Despite a 5.1% population loss within a 10 year period, the City of North Tonawanda and its trade area provide the population density needed to support a year-round vibrant downtown.

NORTH TONAWANDA DEMOGRAPHIC INDICATORS

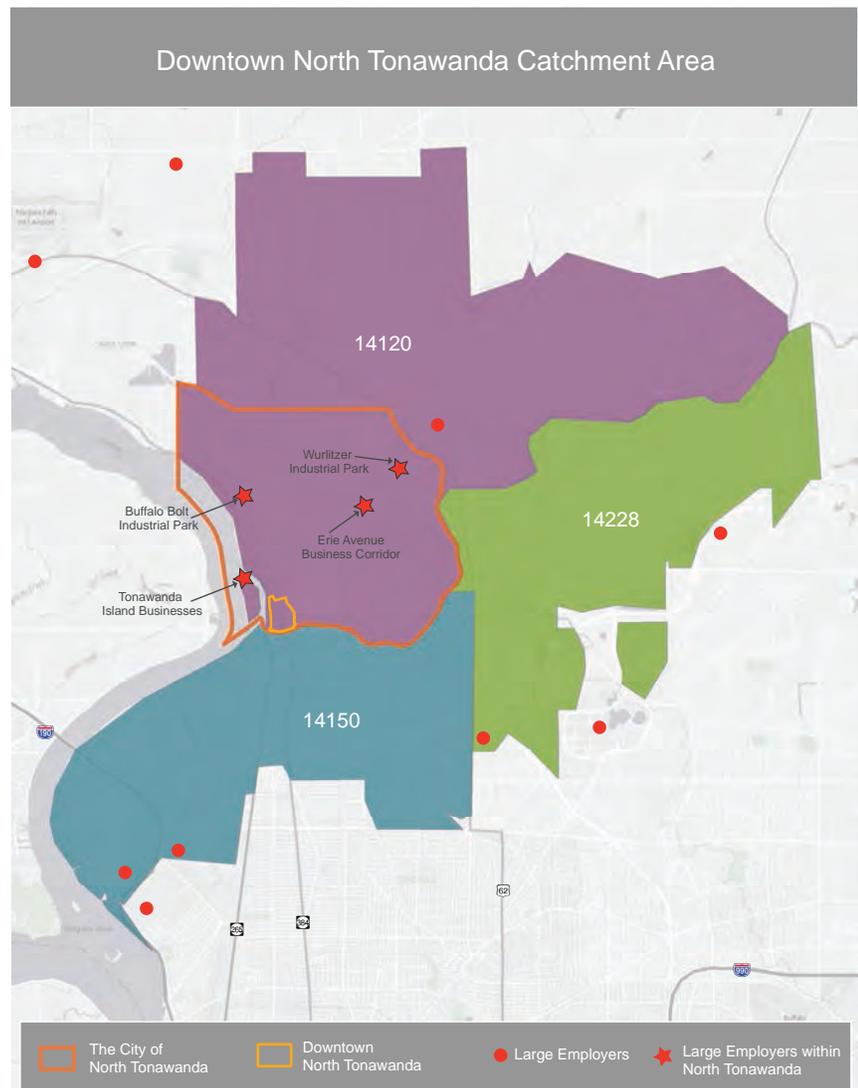
	2010	2014
Population	31,568	31,245
Owner Occupied Housing Units	9,365	9,316
Renter Occupied Housing Units	4,639	4,623
Median Age	42.4	42.6
Median Household Income	\$45,278	\$47,604
Unemployment	4.0%	5.1%

United States Census Bureau (2010) and American Community Survey (2014)

In order to accurately analyze demographic and market trends on a regional scale, the North Tonawanda catchment area was created and is comprised of zip codes 14228, 14150, and 14120, and includes the City and Town of Tonawanda, Town of Amherst, Town of Wheatfield, and Town of Sanborn. These outlying areas have been deemed the catchment area because from a geographic perspective, Downtown North Tonawanda serves as their nearest traditional downtown.

In addition to the City of North Tonawanda population, the population beyond city lines can easily access Downtown North Tonawanda via major routes such as Niagara Falls Boulevard, River Road, Colvin Boulevard/Twin City Highway, and the Interstate 290 as well as NFTA public transit.

This population density helps support the success of the downtown core, as many of these individuals are coming to Downtown North Tonawanda for employment opportunities, waterfront amenities, and entertainment. The average travel time to work for those living within this catchment area is 20 minutes and 80% of these individuals are working outside of where they live, many of whom are working at one of the 1,760 companies in North Tonawanda.



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Thriving Growth in NT!

The median household income within the North Tonawanda catchment area is growing more quickly as compared to Upstate New York and the rest of the United States. As median household incomes grow, the spending power and disposable income of these individuals increases. With a stable base of arts, cultural, and entertainment options, Downtown North Tonawanda is poised to capture and thrive off of this local income growth.

MEDIAN HOUSEHOLD INCOME

	City of North Tonawanda	New York State	United States
2000	\$39,154	\$43,393	\$41,994
2010	\$47,604	\$58,687	\$53,482

Source: United State Census Bureau, 2010



Many global and publically traded companies call North Tonawanda home!

Including WestRock, Armstrong Pumps, Taylor Devices, Ascension Industries, Confer Plastics, and Audubon Machinery. These companies are truly committed to North Tonawanda and have been integral in driving the local workforce by providing job opportunities and on-site training. Beyond the borders of North Tonawanda, some of Western New York's largest employers are located within the adjoining catchment area including GM Powertrain, Praxair, Geico, University at Buffalo, Calspan, Vantage International Point, and many others.





INVESTMENTS

PAST AND POTENTIAL FUTURE

Downtown North Tonawanda has been the beneficiary of a number of public investments in recent years in infrastructure, real estate development, and business assistance which have leveraged millions of dollars of private development.

Coordinated by Lumber City Development Corporation (LCDC), the City's economic development agency, these investments have had a significant transformative impact on the area by bringing new vibrancy and economic activity to Downtown and their success has led to new investments as evidenced by the

projects currently under development. The NT Momentum project seeks to accelerate the development of Downtown by leveraging these past investments, focusing on the unique existing assets, and highlighting and incentivizing the redevelopment of key opportunities in Downtown. The end result will be economic development projects that feed one another, strengthening the local economy and building a sense of place in Downtown North Tonawanda that is attractive to new residents of all ages, income levels, and backgrounds.

Projects Completed Since 2010	Total Project Cost	Private Dollars	State and/or Public Dollars
Remington Lofts on the Canal	\$30,000,000	\$18,850,000	\$11,150,000
Remington Tavern	\$1,000,000	\$650,000	\$350,000
Webster's Bistro & Bar	\$550,000	\$415,000	\$135,000
Canal Club 62	\$500,000	\$365,000	\$135,000
64 Webster Redevelopment	\$660,000	\$350,000	\$310,000
Canalside Creamery	\$50,000	\$31,500	\$18,500
Uncorked Café	\$90,000	\$55,000	\$35,000
Dockside Bar & Grill Renovation	\$600,000	\$600,000	\$0
88 Webster Redevelopment	\$150,000	\$100,000	\$50,000
New York Main Street - Oliver Street Redevelopment Projects	\$335,000	\$190,000	\$145,000
Riviera Theatre Site Remediation	\$440,000	\$0	\$440,000

Projects Currently in Development	Total Project Cost	Private Dollars	State and/or Public Dollars
Pirson Building redevelopment	\$950,000	\$750,000	\$250,000
YWCA	\$3,000,000	TBD	TBD
River's Edge Apartments	\$14,000,000	\$13,400,000	\$600,000
Riviera Theatre Expansion Project	\$6,000,000	TBD	\$1,340,000
211 Main	\$1,100,000	TBD	TBD

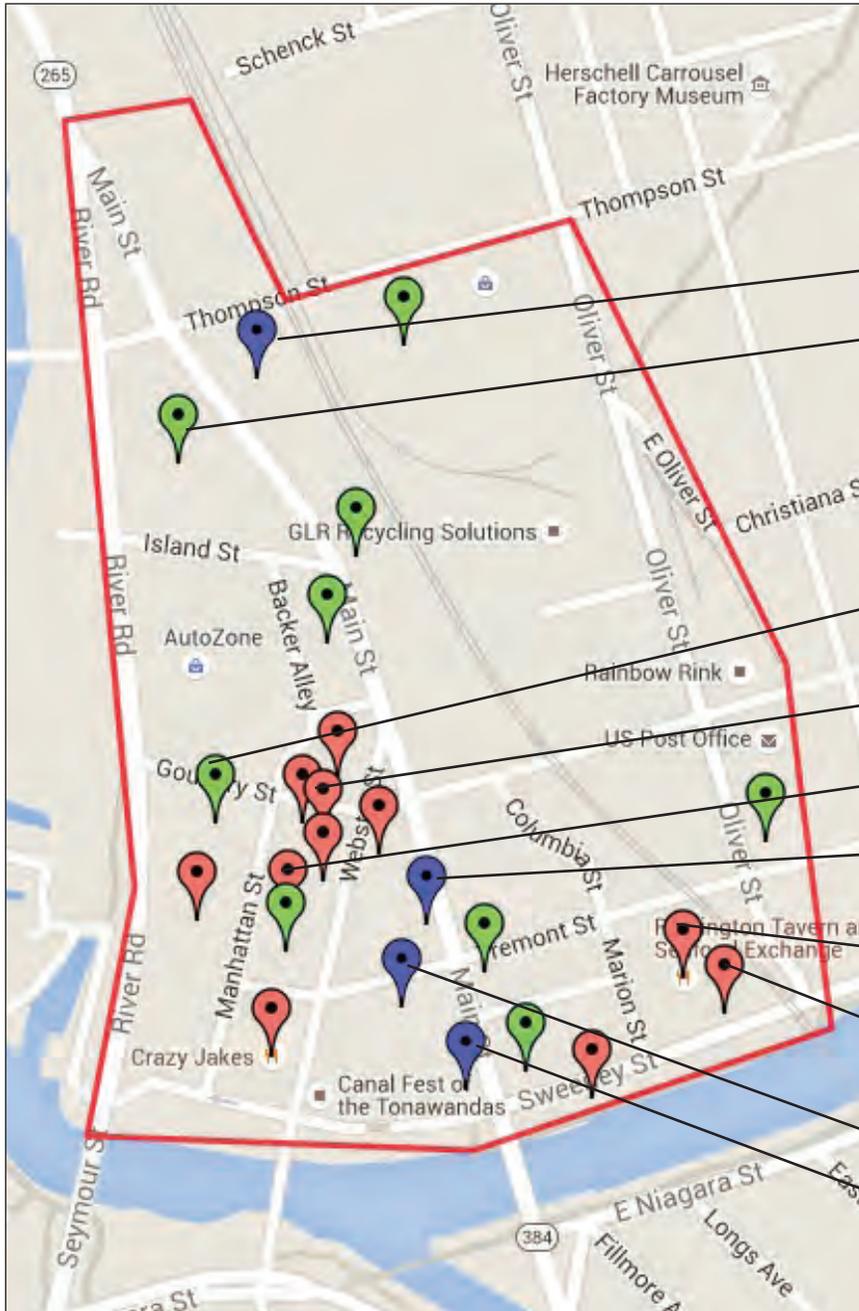
Public Infrastructure Improvements	Total Project Cost
Webster St. Green Infrastructure	\$575,000
Manhattan St. Green Infrastructure	\$265,000
Downtown Wayfinding Signage	\$15,000
Sweeney St. Improvements	\$750,000
Oliver St. Neighborhood Housing Rehab	\$400,000
Erie Canal Bike Path Extension	\$299,000
Erie Canal Public Kayak Launches	\$142,000

STRENGTHENING THE LOCAL ECONOMY AND BUILDING A SENSE OF PLACE IN DOWNTOWN NORTH TONAWANDA THAT IS ATTRACTIVE TO NEW RESIDENTS OF ALL AGES, INCOME LEVELS, AND BACKGROUNDS.

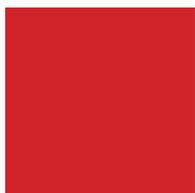
PROJECT INVESTMENT

DEVELOPMENT PROJECTS IN DOWNTOWN NORTH TONAWANDA

At a Glance



- 211 Main Street
- Northern Gateway Redevelopment
- 89 River Road
- Webster's Bistro & Bar
- Canal Club 62
- Riviera Theatre Expansion
- Remington Lofts on the Canal
- Remington Tavern and Seafood Exchange
- YWCA
- Pirson Auto Building



COMPLETED PROJECTS



PROJECTS IN DEVELOPMENT



FUTURE POTENTIAL PROJECTS

SUCCESSFUL DEVELOPMENT PROJECTS:



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REMINGTON LOFTS ON THE CANAL

Opened in 2011, the Remington Lofts converted a 175,000 square foot former factory building in 81 high-end lofts and three anchor commercial spaces. Over \$1 million in public investment and access to both historic and brownfield tax credit programs leveraged over \$20 million worth of private investment into a critical historic property on the Erie Canal. The Remington Lofts has established a new, viable market for living in Downtown North Tonawanda and has attracted the interest of new businesses and developers to the area.



"I had never been to North Tonawanda in my life. But when I got to the building and got on the roof, you could see the plume from Niagara Falls. You could see the Erie Canal, and all the people surrounding it. I knew there would be problems. I didn't know what they would be, but I knew in the end it would be great, and it's better than I thought it would be."

*– Anthony Kissling, The Kissling Interests,
discussing the Remington Lofts on the Canal*



WEBSTER STREET REDEVELOPMENT

Leveraging funds provided by previous State programs including the New York Main Street program and the CDBG Microenterprise Assistance program, LCDC has been able to assist façade redevelopment at ten commercial properties and have also assisted in the start-up or expansion of eleven small businesses on Webster Street. These State assistance programs allowed LCDC to support a group of entrepreneurs including Webster's Bistro & Bar, Martinsville Soapworks, and Partners in Art, who have developed a strong and committed business community on Webster Street. Through their efforts, the positive atmosphere and activity on Webster Street has attracted new small businesses to the community.

"We opened Webster's Bistro & Bar in 2013 and have built a successful restaurant on historic Webster Street. We have over 20 employees and we often partner with other local small businesses to support events and outings that bring more patrons to our community. With the success of our business in downtown North Tonawanda, we have begun to invest in new business opportunities on Webster Street."

– Barbara Hughes, Webster's Bistro & Bar

SUCCESSFUL DEVELOPMENT PROJECTS:



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TEDDY BEAR BUILDING REDEVELOPMENT AND CANAL CLUB 62

A 10,000 square foot former Masonic lodge in the heart of Webster Street sat vacant and dilapidated for close to ten years. In dire need of significant renovation, assistance provided by multiple agencies was able to attract a developer and restaurateur to take on this challenging project. \$445,000 worth of grants and low-interest loans leveraged a total redevelopment of close to \$1.5 million. Today this historic property is home to a beautiful restaurant and unique office space.



REMINGTON TAVERN AND SEAFOOD EXCHANGE

As the anchor commercial tenant at the Remington Lofts, the Remington Tavern was opened in 2012 and immediately became one of Western New York's hottest restaurants. This 9,000 square foot facility is an adaptive reuse of the oldest portion of the Remington complex, the historic "Power house" building. Development of this restaurant was over \$1 million and was supported by \$250,000 worth of State assistance. Today, the Remington Tavern employs over 40 people and has helped put Downtown North Tonawanda on the map as a go-to place for dining and entertainment in the region.

Live, Play and Work in NT!

PROJECTS IN DEVELOPMENT



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**WNY Regional
Priority Project
Awarded
\$1.2 million
through
2015 CFA**

HISTORIC RIVIERA THEATRE EXPANSION

The Historic Riviera Theatre is the cultural, artistic, and economic anchor of Webster Street and Downtown North Tonawanda. This 1926 performing arts center hosts 175 events annually and attracts over 100,000 visitors to the area each year. The growth and success of the Theatre directly benefits the numerous restaurants and retailers in the area.

The Riviera Theatre, however, lacks modern amenities for both patrons and performers, limiting the facility's ability to grow and continue to host national acts. Hence the Riviera Theatre, in partnership with LCDC, began the "Set the Stage" capital campaign for the Riviera Theatre Expansion project. This project, estimated at \$6 million, will allow the Theatre to construct a 23,000 square foot addition adjacent to the historic Theatre.

This expansion will include a small black-box theater, full ADA accessibility, modern patron restrooms, a new lobby and concession space, flexible event and meeting space, much need equipment storage space, and modern dressing rooms and amenities for performers.

The economic impact of the Riviera's expansion cannot be understated. A study completed in 2015 determined that the Riviera currently has a \$3 million annual impact on the local economy. Following the expansion, this total impact will exceed \$4 million annually, including over \$600,000 of new sales generated in Downtown North Tonawanda every year. With the expanded ability to host over 250 events and over 150,000 visitors per year, the Riviera's expansion will generate the growth of 14 new jobs in the area every year. The expansion of the Riviera Theatre is critical to the sustainability of the organization, as well as the long-term economic health of Downtown North Tonawanda.



PROJECTS IN DEVELOPMENT



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YWCA OF THE NIAGARA FRONTIER

The YWCA of the Niagara Frontier is well respected as an organization that strives to empower women, strengthen families, and promote social justice in our communities. The YWCA location in Downtown North Tonawanda has always hosted a number of annual events as well as on-going programming that supports the organization's mission. Today, the YWCA has committed to a redevelopment project at their Downtown North Tonawanda location. This multi-million dollar project will convert the existing structure into a mixed-use facility featuring 12 studio apartment units, programming space, and a social enterprise retail bakery and café space.

This project aligns with the priorities of the NT Momentum campaign in multiple ways. The addition of new housing units in the area, which will be affordable permanent housing for women, adds critical density as well as adding to the diversity of housing options available in Downtown North Tonawanda. The project also features a unique social enterprise opportunity in the retail space which will foster the job skills of disadvantaged members of the community. The YWCA, through its robust workforce training capabilities, plans to staff this bakery and café with women in their programs who will be receiving assistance with job training, skills development, and future job placement. This model has been very successful at other YWCA projects in both Niagara Falls and Lockport and has proven to have a very positive impact on the local community.



"The YWCA of the Tonawandas and now the YWCA of the Niagara Frontier has a rich history of providing services and programs to the women and families of the Tonawanda's. For over 100 years, the YWCA has been supported by the community with financial investment, leadership and volunteers. It is a special community that the YWCA is very proud to be part of. The YWCA's commitment to the community is exemplified by its current plans to upgrade its downtown footprint to be an integral part of the downtown revitalization."

– Kathy Granchelli, YWCA of the Niagara Frontier

A Stronger Community

PROJECTS IN DEVELOPMENT



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211 MAIN STREET

Situated just north of Webster Street in a formerly industrial corridor, this 17,000 square foot building was built as a lumber storage facility during the height of North Tonawanda's lumber industry era. Currently vacant, this dilapidated structure was close to demolition before a partnership of two local architects formulated plans to purchase and redevelop the property.

Once completed, this project will restore a historic brick structure to its full potential and provide new employment and business opportunities in Downtown North Tonawanda. The space will be converted into first-class leasable office space with approximately 7,000 square feet occupied by the partner architecture firms and the remainder available for lease. This project will add day-time jobs to the downtown area which supports the NT Momentum vision for downtown as a dense, year-round, "work, live, and play" community.



RIVER'S EDGE APARTMENTS

Just north of Downtown North Tonawanda on River Road is a 6-acre waterfront site with beautiful vistas of the Niagara River. Purchased by a local developer in 2012, this property successfully completed the State DEC's brownfield clean-up program in 2015 and a site plan has been approved for the construction of 102 market rate apartment units as well as retail and office space. Ground breaking for the first phase, to include 36 apartment units, is expected in 2016.

This highly anticipated project will add market rate housing adjacent to the Downtown core and bring new life to the Niagara River waterfront. In addition, the site plan includes public waterfront access and opportunities to improve the shoreline, bringing an important public benefit to this private development.



JOB GROWTH

The success and viability of a community is closely tied to population indicators and the various types of employment opportunities available in an area. North Tonawanda's employment base is diverse and includes well-paying jobs in a variety of industry sectors.



NORTH TONAWANDA TOP EMPLOYMENT SECTORS BY INDUSTRY

	2007 jobs	2012 jobs
Manufacturing	1,468	1440
Professional and Management	533	590
Wholesale Trade	1071	640
Retail Trade	741	804
Education, Health Care and Social Assistance	700	755
Administrative Support Services	239	432
Arts, Entertainment and Recreation	93	155
Food Service	624	642

MANUFACTURING still remains a productive industry in North Tonawanda, and as of 2012 employed over 1,400 people. Specialized and custom product manufacturing is strong in North Tonawanda and accounts for 18.2% of employment. By comparison, manufacturing accounts for 7.5% of employment in New York State, and 11.3% nationally. County-wide, manufacturing is still the largest economic driver, bringing 953 million dollars annually into our region.

EDUCATION, HEALTH, AND SOCIAL SERVICES

account for 25.5% of jobs in North Tonawanda, according to US Census Bureau estimates. This is a 3.6% increase from 2000, and is well above the nation's current 21.3% level of employment for the industry type. DeGraff Memorial Hospital is one of the largest and most stable employers in North Tonawanda with over 500 employees.



RETAIL TRADE INDUSTRY

remains a strong component of the city's employment base at 11.3%, which is roughly equivalent to the nation's retail trade employment level of 11.5% for the 2006-2008 period. Growth in Downtown North Tonawanda, anchored on a burgeoning arts and culture economy, will drive future retail growth in the area.

A SIGN

A positive sign for the city is the growth of professional and management industries, which now account for 9% of employment, and nearly equal to the national industry level of 10.3%. Professional and management industries typically offer a higher pay and greater benefits, offering a potential increase in disposable income for households and an improved quality of life. Downtown North Tonawanda aims to attract these types of industries who are typically comprised of young professionals who want to live, work, and play in downtown as well as spend their dollars locally. Existing market rate housing opportunities at the Remington Lofts and the pending River's Edge Apartments will attract these professionals who will live an active life downtown and support sustainable growth long term.

EMPLOYMENT GROWTH SUMMARY

	2009 Jobs	2012 jobs	Change	% Change	Annual Earnings per Worker
Niagara County Total	80,798	80,599	(199)	(0%)	\$41,459
Upstate Total	3,323,326	3,444,094	120,768	4%	\$45,291
New York State Total	10,197,823	10,785,479	587,656	6%	\$66,721
National Total	164,738,962	179,686,037	14,947,075	9%	\$50,847

EMPLOYMENT IN THE TOURISM INDUSTRY HAS GROWN SIGNIFICANTLY SINCE 2012.

The opening of new downtown stores, restaurants, and businesses has brought over 100 new jobs to Downtown North Tonawanda. Completion of the Riviera Theatre expansion project, a 2015 priority project for the Western New York Regional Economic Development Council, is projected to create 14 new jobs in Downtown North Tonawanda.

There have been ongoing efforts in North Tonawanda to develop a hotel in the downtown core which would create jobs and compliment the growing tourism industry. According to a professional study, the economic impact of an 80 room hotel would create 21 direct and indirect jobs, as well as invest over \$1.3 million dollars into the local economy.



"Ivy Lea Construction is excited to build a new company headquarters in North Tonawanda in 2016. The city has been very welcoming and supportive of our company and we are looking forward to becoming members of this community. The growth we see in North Tonawanda is very exciting and Ivy Lea Construction is proud to be a part of it. We look forward to a long run of the being the leading home improvement company in all of western NY based in the City of North Tonawanda!"

– Mike Washington, Ivy Lea Construction

In the greater North Tonawanda catchment area there will be an increase in the number of new jobs available in the next five years. According to a 2009 market analysis performed by Camoin Associates, it is projected there will be a 2% increase in job opportunities across various industry sectors. The future economy of North Tonawanda will not likely be driven by one single industry, but will grow and prosper through the provision of a safe, convenient, affordable, and high quality atmosphere that attracts

a diverse range of businesses and residents.



JOB DIVERSITY

Job diversity is abundant in North Tonawanda, as

there are many opportunities available for those with different skill levels and salary levels. The Tonawandas have a history of a strong workforce and North Tonawanda strives to become a beacon in workforce development. Many companies provide valuable on the job training, but also partner with local agencies such as Niagara BOCES, Niagara Worksource One, Niagara Community College and the Small Business Development Center to provide job training and a strong labor pool for local companies.



“Audubon Machinery relocated to North Tonawanda for a number of reasons. In 2005 we were given an opportunity to develop a remediated brownfield site in the city and ending up building the first LEED Certified Factory in New York State on the site. The Lumber City Development Corp. provided some low cost financing that enabled us to build a larger facility than we originally planned, and was again helpful in 2008 when we sought to acquire and relocate an additional business into our facility. As a result of their assistance we were able to grow the business successfully and created dozens of new jobs in the area.”

- Joe McMahon, Audubon Machinery

TOP NORTH TONAWANDA EMPLOYERS

	Number of Employees
DeGraff Memorial Hospital	500
North Tonawanda School District	470
Tops Friendly Markets	312
Armstrong Pumps	175
First Student	150
Confer Plastics	150

Taylor Devices, Inc. Manufacturing Facility Project at Buffalo Bolt Business Park

- First 3 buildings opening 2012-2013
- Facilities investment of \$2.5 million



“Taylor Devices was founded in 1953 at a residence in North Tonawanda with 2 employees. By 2010, the company’s employment was 81 workers; predominately engineers and skilled machinists, producing custom fluid power components for the aerospace, defense, and construction markets. Our latest expansion in 2011 added a 9 acre remediated brownfield purchased from the City, where the company has invested \$3.5 million in buildings and machinery.

The company’s two facilities in North Tonawanda today employ 117 skilled workers, with sales in excess of \$30 million. We’ve stayed in North Tonawanda because of the available work force, and the fact that the city is experiencing a renaissance in retail, service, and manufacturing sectors, making it more attractive and less costly than out-of- state sites which we have considered.”

- Doug Taylor, Taylor Devices

North Tonawanda is still home to a strong manufacturing economy which provides stable, high quality employment opportunities.



Many of these companies, located in the immediate vicinity to Downtown, are either working on or considering facility expansions.

These projects include:

- a major facility expansion at Armstrong Pumps which would support over 200 jobs;
- a 40,000 square foot new facility for Taylor Devices;
- a 25,000 square foot facility expansion at Aquasol Corporation which will support 30 new jobs;
- a new headquarters currently under construction for Ivy Lea Construction which will support over 40 jobs;
- a 2015 facility expansion by WestRock which created 10 new jobs;
- the recent relocation to North Tonawanda of Isolations Systems, bringing with it 5 jobs.



These companies, large and small, are bringing new jobs to North Tonawanda and it is imperative that North Tonawanda's downtown be prepared to provide the best opportunities for these employees to live, work, and play all in their own community.



With so many opportunities for job growth in close proximity to Downtown North Tonawanda it is critical to the success of the Buffalo-Niagara region as a whole that these employees have access to the type of traditional downtown that is so attractive to the next generation of the American workforce. Downtown North Tonawanda's accessible location, cultural amenities, waterfront features, and quality of life make it an ideal area for public investment that will support significant private development.



GROUND BREAKING PROJECTS!

ATTRACTIVENESS OF DOWNTOWN

Over the past decade, Downtown North Tonawanda has found its true identity and developed a charming sense of place. When walking or biking through the historic district of Webster Street, pedestrians are surrounded by brick, mixed-use architecture which is now occupied by a variety of retail shops, restaurants, and residential developments.

Downtown North Tonawanda is anchored by the Historic Riviera Theatre, home of the Mighty Wurlitzer Organ. This historic building, built in 1926, was once slated for demolition but has now become the “face” of Webster Street, bringing in over 100,000 visitors annually to its 175 events. The Riviera Theatre has become a regional destination and holds events ranging from children’s dance recitals to national touring artists such as The Smashing Pumpkins and Kenny G.

Although Downtown North Tonawanda sees its greatest influx of visitors during the summer months, there is certainly no lack of events year round. In addition to Canal Fest, Taste of the Tonawandas, weekly concerts and car shows, the Downtown Merchants Association has been instrumental in organizing well attended events such as WinterWalk, Food Truck Thursdays, Small Business Saturday and many more.



WE WELCOME YOU.

WORK, LIVE AND PLAY, FROM DOWNTOWN TO THE WATERFRONT



North Tonawanda has found its niche in arts and culture amenities, which has become a point of pride in the community. In addition to the Riviera Theatre the newly renovated Carnegie Art Center, Hershell Carrousel Factory Museum, North

Tonawanda History Museum, Buffalo Film League and various art galleries have begun to draw the creative professionals that downtowns thrive on. To draw even more downtown growth, the city has focused its efforts on improving the overall quality of life for existing and future residents by providing a variety of amenities unique to North Tonawanda.

There are numerous recreational activities including boating, bicycle paths, kayak launches, and physical

waterfront access. The North Tonawanda Farmer's Market, located in the residential neighborhood that supports downtown is one of the largest year round farmer's markets in Western New York. Bustling with local vendors, residents of North Tonawanda are able to easily obtain healthy and affordable food.

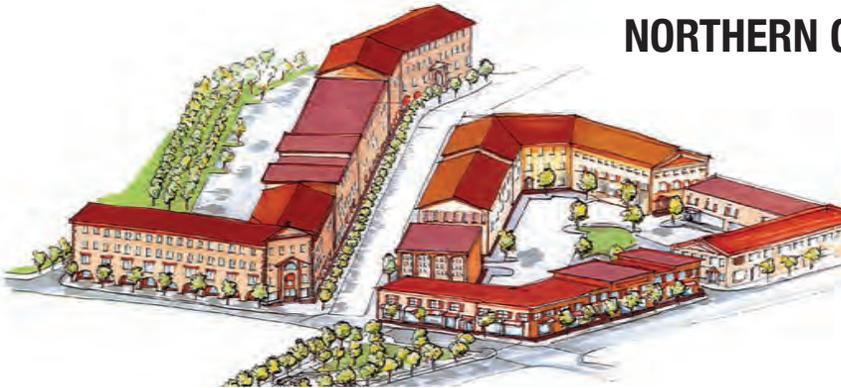
North Tonawanda has all the ingredients to create a unique sense of place and livability, but residential density is critical to the creation of 24/7 vibrancy and the success downtown hopes to achieve. Currently, there are approximately 120 residential apartment units downtown, with room for future development. All of the city's comprehensive planning documents recommend adding more residential density downtown to support all of the community assets North Tonawanda has, while making it an attractive place to live for all levels of affordability.

To boost the residential density downtown, the YWCA has been actively working on redeveloping their Tremont Street property to include 12 affordable housing units for single women. Nearby, construction at the River's Edge Apartments is set to begin, which will have 102 market rate apartments.

With so many strengths off which to build, Downtown North Tonawanda is primed for additional investment and redevelopment. With that in mind, the numerous redevelopment plans for Downtown have highlighted the following projects as examples of the unique development potential of the area.

Ohhh the Opportunities

DOWNTOWN NORTH TONAWANDA IS FULL OF UNIQUE AMENITIES, SUCCESSFUL NEW DEVELOPMENTS, AND GREAT OPPORTUNITIES FOR INVESTMENT. WITH A STRONG TRACK RECORD OF CAPITALIZING ON PAST PUBLIC AND PRIVATE INVESTMENT TO LEVERAGE CONTINUED GROWTH AND A VISION FOR REVITALIZATION HAS BEEN BUILT THROUGH COLLABORATIVE PLANNING INITIATIVES, NORTH TONAWANDA IS WELL POSITIONED TO PUT THE DOWNTOWN REVITALIZATION INITIATIVE INTO IMMEDIATE ACTION.



NORTHERN GATEWAY REDEVELOPMENT AREA

Situated in an approximate triangle between River Road, Main Street, and Island Street, this collection of parcels is over four acres in size and strategically located at a gateway entrance point to Downtown North Tonawanda.

The site is formerly industrial and is currently used as a materials and equipment storage yard. Given the site size, location in Downtown, and opportunity as a brownfield redevelopment, this site has been identified as a critical redevelopment opportunity to add commercial and residential density to the Downtown.

Current redevelopment plans propose a neighborhood-scale mixed-use development with appropriate size and massing to fit the atmosphere and character of the existing Downtown.

DOWNTOWN INFILL OPPORTUNITIES

Downtown North Tonawanda is a mixture of historic early 1900's buildings, muddled post-war era buildings, and various vacant or underutilized sites. Numerous properties along Main, Manhattan, Tremont, and Goundry Streets are currently underperforming but have the potential to be redeveloped and begin contributing to the economic vitality of the area.



89 RIVER ROAD

At 1.5 acres in size, this vacant former auto parts retail site has potential to have a significant impact on Downtown North Tonawanda. This property is located one block from Webster Street, adjacent to a large municipal parking lot, and has fronting on the heavily trafficked River Road, giving the site quality visibility and amenities to be attractive for redevelopment. The site's size and location make it ideal for a hotel development, a feature which has been identified as feasible by a recent market analysis.

DOWNTOWN HOTEL ACCOMMODATIONS

With the growth of tourist activity in Downtown, the impending expansion of the Riviera Theatre, and the growth of many local companies, it became evident that there are no overnight accommodations in or near Downtown North Tonawanda. A market and feasibility study for hotel operations was completed in 2015 with positive results: the market conditions and growing local economy could support a new hotel development. With multiple potential sites and unique assets including waterfront opportunities, Downtown North Tonawanda is poised to support a new hotel development, which would add to the density and vibrancy to the area..

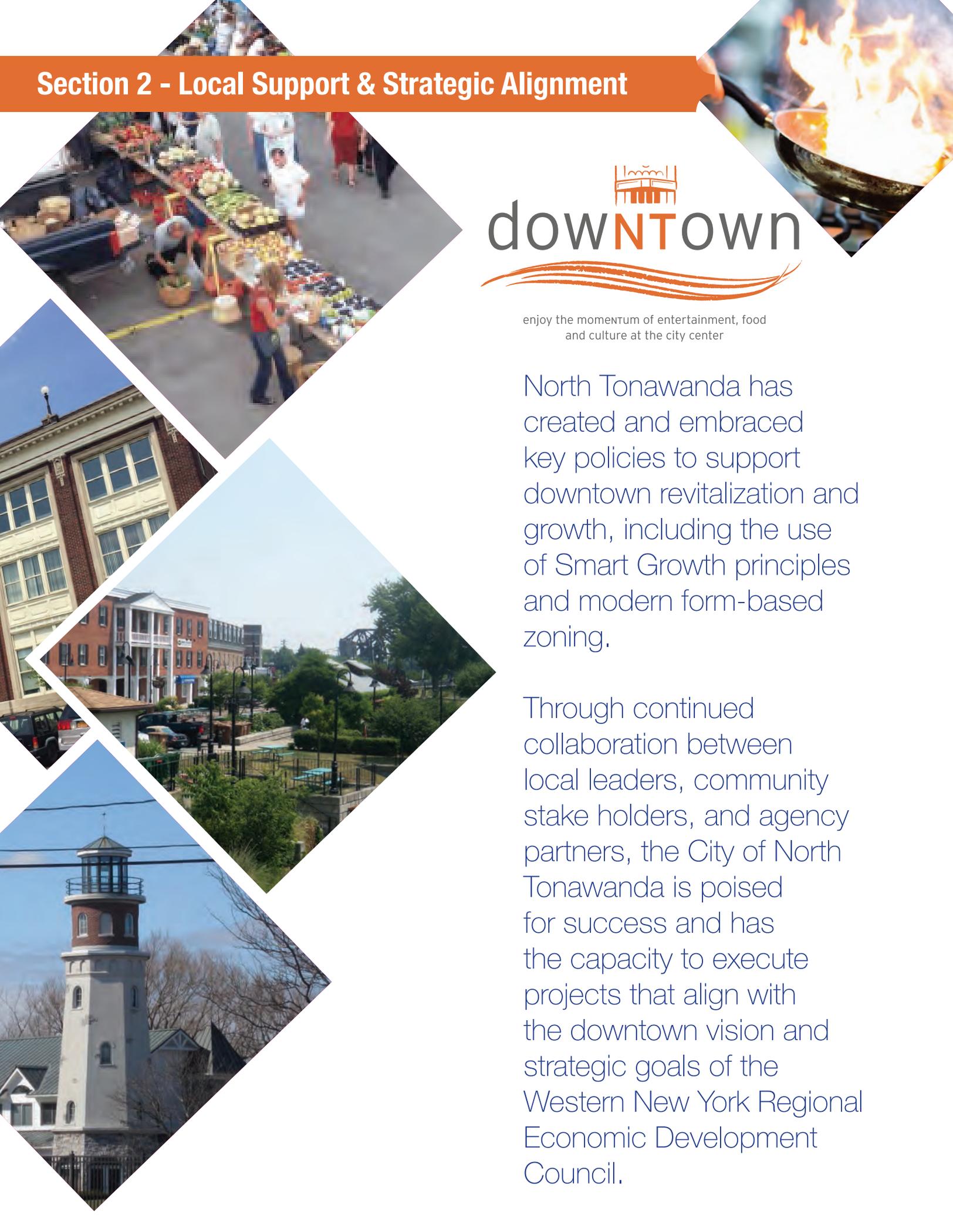
Section 2 - Local Support & Strategic Alignment



enjoy the momentum of entertainment, food
and culture at the city center

North Tonawanda has created and embraced key policies to support downtown revitalization and growth, including the use of Smart Growth principles and modern form-based zoning.

Through continued collaboration between local leaders, community stake holders, and agency partners, the City of North Tonawanda is poised for success and has the capacity to execute projects that align with the downtown vision and strategic goals of the Western New York Regional Economic Development Council.



POLICIES TO ENHANCE QUALITY OF LIFE

COMMITMENT TO PLANNING

The City of North Tonawanda has committed to planning for and implementing the redevelopment of Downtown North Tonawanda. Planning began in 2006 with the Downtown Redevelopment Plan, which gave the City a basic analysis of existing conditions and laid a roadmap for redevelopment. This was followed by a city-wide Comprehensive Plan in 2009 and an updated Local Waterfront Revitalization Program in 2011.

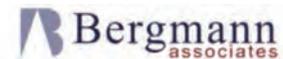
Most importantly, the City partnered with Bergmann Associates and the New York Department of State on

the Brownfield Opportunity Area (BOA) program. The BOA Nomination Step was completed in 2012 and the Implementation Step began in 2014. Each of these plans has emphasized the importance of undertaking projects that improve the quality of life for North Tonawanda residents. Policies focusing on improvements to parks, waterfront amenities, school and youth programs, and housing equity can be found throughout these planning documents.

The most significant plan for redevelopment that the City has undertaken is through the New

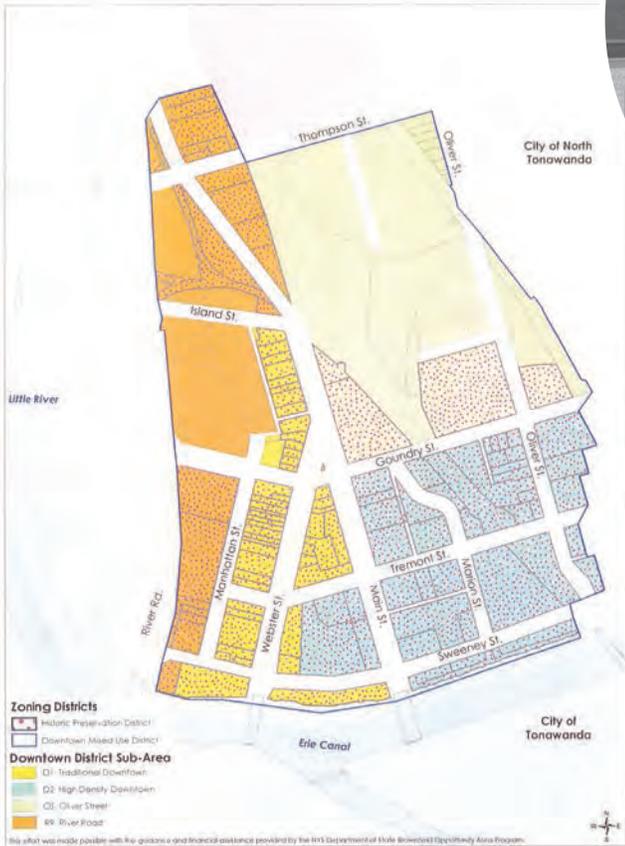
York State Brownfield Opportunity Area program. This program allows communities to develop a comprehensive redevelopment strategy for an area that has been negatively impacted by the presence of brownfield sites. North Tonawanda's downtown and waterfront areas were selected as a BOA through the nomination process and beginning in 2014 the City initiated the Implementation Phase of the BOA, which allows communities to further refine their strategic plan and begin to implement a number of the critical policies to catalyze the redevelopment plan.

momentum master plan 2015-2035



North Tonawanda was one of the first communities in the State to receive Certified Designation for the BOA in 2015. This Designation from New York Department of State certifies that the BOA redevelopment plan meets the State standards for the program and officially designates projects within the BOA plan as priorities for State funding. The Designation also qualifies projects applying for State Brownfield Cleanup Tax Credits to receive a bonus 5% development tax credit, further incentivizing development projects that are consistent with the community's redevelopment vision.

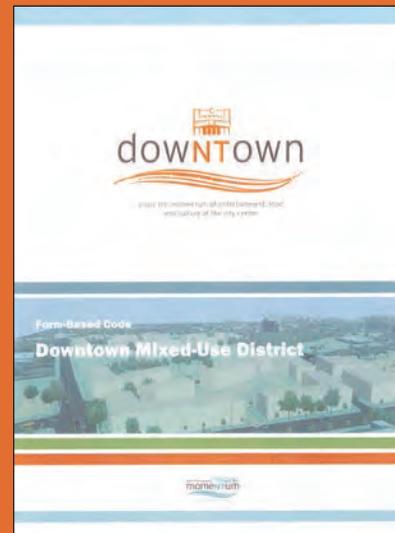
Downtown Mixed-Use District Subarea Map



Downtown North Tonawanda is also a local historic preservation district governed by the North Tonawanda Historic Preservation Commission.

The Commission follows guidelines set forth by NYSHPO in determining if property developments in the area are consistent with the historic integrity. Marrying this Commission's expertise with compatible zoning codes will ease the burden on developers and provide anyone interested in investing in Downtown North Tonawanda with a clear, concise road map to successfully complete their project.

The City expects to be able to support and foster the Downtown Revitalization Initiative through the implementation of a modern, updated form-based zoning code in 2016. The Downtown Mixed-Use District, currently being drafted as a part of the NT Momentum BOA process, will align the City's zoning code with the community's long-term vision for a vibrant downtown that offers a mix of housing choices, retail and services all while maintaining the local historic character. The intent of this new district is to reinforce the walkability and livability of downtown while ensuring new developments are sensitive to the historic character.



The City has also laid out a number of policy areas that direct City activities in the North Tonawanda Comprehensive Plan (2009).

Downtown North Tonawanda is the focus of a number of these policies including concentrating economic development efforts in downtown, improving the availability and diversity of housing options in the City, fostering the

City's identity as a waterfront destination community, enhancing North Tonawanda's small city atmosphere and character, and maintaining a walkable and accessible community. The inclusion of these policies in the Comprehensive Plan has ensured that all departments and activities of City government are consistent and compatible with the community's desire to encourage appropriate development in the Downtown corridor.

COLLABORATION AT IT'S BEST

The City's redevelopment planning process has been directed by Lumber City Development Corporation (LCDC), the City's economic development agency. LCDC and the City have strived to make community planning an inclusive process and at each step have convened citizen steering committees to direct the planning process.

These committees have included local business leaders, non-profit organizations, community groups, and concerned citizens. Countless workshops and design charrettes have been held with these committees to direct all local planning activities, ensuring that the plan produced for the redevelopment of North Tonawanda is driven by a community consensus and has strong local support.

Ohh what a Difference



Canalside Creamery
2010



Remington Lofts
2011



Witter's Sports Bar
2015





LOCAL SUPPORT AND CAPACITY TO EXECUTE

PROJECT IMPLEMENTATION PLAN:

To implement the Downtown Revitalization Initiative the City will enlist a team of local professionals and citizens with diverse skill sets and a vested interest in the growth of Downtown North Tonawanda. The team will be led by Lumber City Development Corporation. LCDC's mission is to stimulate economic and community development in North Tonawanda by creating new employment opportunities, strengthening existing businesses, fostering entrepreneurship, revitalizing the downtown core, and planning for future growth. LCDC's overlapping role in community and economic development makes it an ideal organization to lead and implement this initiative.

Michael Zimmerman is LCDC's Executive Director while simultaneously serving as Director of Community Development for the City. In this dual role, Mr. Zimmerman oversees all planning, grant administration, economic development, and community development activities throughout the City. Mr. Zimmerman has his Master's in Urban Planning and five years of experience with LCDC. During those five years, Mr. Zimmerman has managed a robust revolving loan fund, housing rehabilitation programs, millions of dollars' worth of grant-funded initiatives, as well as the City's redevelopment planning process through the Brownfield

Opportunity Area. LCDC is also staffed by Laura Bernsohn, Planning and Development Specialist. Ms. Bernsohn also has a Master's in Urban Planning and four years of experience managing community and economic development programs in Western New York communities.

The City of North Tonawanda will also bring the direction of numerous City departments to this project including the City Engineer, Building Inspection, Public Works, and Parks & Recreation departments. The directors of these departments each have over 20 years of experience in their respective fields and will provide valuable input on the redevelopment initiative, project feasibility, and the impact of the project on the City as a whole.

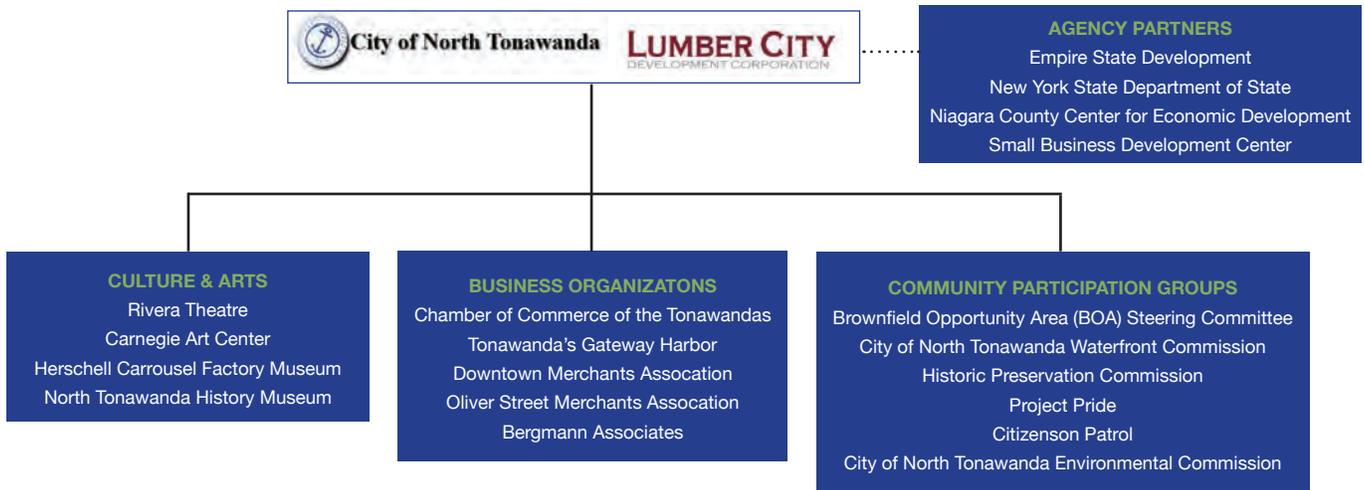


A STRONG TEAM = RESULTS

To help facilitate implementation of this initiative, LCDC has recruited a strong collaboration of business organizations, arts and cultural groups, and citizen community groups. These groups represent a diverse spectrum of community interests and bring a wide variety of skills to assist in project implementation.

SPECIFICALLY:

The Directors of the Carnegie Art Center, Herschell Carrousel Museum, and Riviera Theatre have combined decades of experience in tourism and hospitality. Their work and perspective supports the artistic economy in North Tonawanda and bring hundreds of thousands of visitors to the area each year. Recent collaboration between these organizations has helped brand Downtown North Tonawanda as a cultural center and each organization has seen record levels of attendance.



The Downtown Merchants Association and Tonawanda's Gateway Harbor organizations are primarily responsible for organizing dozens of annual events in the downtown area and driving the year-round tourism sector. These groups, along with the Chamber of Commerce of the Tonawandas, also provide critical business support to new and growing Downtown businesses and act as advocates to the

City on behalf of the Downtown community to ensure responsible growth and development of the area.

COMMUNITY COMMITMENT

Local community groups, including the Historic Preservation Commission and the Brownfield Opportunity Area Steering Committee, are important volunteer organizations that drive the local planning process.

These dedicated citizens assist the City by providing review, oversight, and input into development plans and projects to ensure that the public interest is at the heart of North Tonawanda's future. Citizen interest in being a part of North Tonawanda's redevelopment is on the upswing as evidenced by the recent reorganization of Project Pride, a volunteer community beautification group, and the Oliver Street Merchants Association, a new merchants group working to improve business conditions in the Oliver Street corridor.

LCDC and the City also work on a daily basis with a number of State, County, and local agencies. These partners will play a vital role in ensuring that the Downtown Revitalization Initiative in North Tonawanda is consistent with and beneficial to the on-going developments in Niagara County and throughout the region.



Section 3- Strategic Alignment



WEBSTERS
BISTRO + BAR



enjoy the momentum of entertainment, food
and culture at the city center



The NT Momentum project accelerates the core strategies and goals set forth by the Western New York Regional Economic Development Council. By preparing our workforce, fostering a culture of entrepreneurship, and implementing smart growth,



North Tonawanda will be able to attract the key industry sectors which will have impacts thorough out the region. Implementation of the NT Momentum project will ensure equity, diversity, and opportunity for all members of our community accompanied by sustainable growth.



ALIGNMENT WITH REGIONAL STRATEGIES

The NT Momentum project aligns closely with the priorities of the Western New York Regional Economic Development Council, specifically the three core strategies of fostering a culture of entrepreneurship, preparing our workforce, and implementing smart growth.

CORE STRATEGIES: FOSTER A CULTURE OF ENTREPRENEURSHIP



North Tonawanda's local economy is built on the strength, stability, and growth of small businesses and entrepreneurs.

Lumber City Development has made supporting new businesses and entrepreneurs a critical part of the organization's mission. Through a micro-enterprise assistance program LCDC has assisted 22 small entrepreneurs, 12 of which were first-time business owners.

All businesses in this program graduated from a required small business training course hosted by Niagara Small Business Development Center.

This program has helped build LCDC's capacity and commitment to fostering small business growth and our desire to make an environment in North Tonawanda where small business owners are

supported and have the opportunity to thrive.

The redevelopment of Downtown North Tonawanda will provide ample opportunities to support new businesses and entrepreneurs in a wide variety of fields. Projects currently under construction, coupled with future development projects, will create new opportunities in the retail, restaurant, arts and culture, tourism, hospitality, and professional office sectors.

LCDC looks forward to implementing new business support programs to foster and encourage the growth of these small businesses and ensure that the new developments in Downtown North Tonawanda are successful.



NORTH TONAWANDA IS UNIQUELY POSITIONED TO CAPITALIZE ON THE DOWNTOWN REVITALIZATION INITIATIVE AND IMPLEMENT SMART GROWTH PRINCIPLES.

CORE STRATEGIES: IMPLEMENT SMART GROWTH

Downtown North Tonawanda is a historic small urban center and acts as the hub of the “Twin Cities”, serving as a downtown destination for thousands of residents of the Tonawandas. Investments in Downtown North Tonawanda utilize existing infrastructure, reuse brownfield and formerly vacant sites, and add density to a traditional urban core. In recent years North Tonawanda has made incremental improvements in downtown to improve the transportation options in the areas, including: extending new bike paths in the area, implementing wayfinding signage, and reorganizing some parking alignments to better allow the area to be accessed by visitors using all forms of transportation.



Downtown North Tonawanda has many of the ingredients necessary to build a unique sense of place for residents and visitors. Few other communities are lucky enough to be home to historic architecture, an arts and cultural anchor like the Riviera Theatre, both canal and river waterfronts, a strong festival and event calendar, a summertime population of boaters and tourists, and a robust core of local businesses. Couple these assets with existing development opportunities and a strong infrastructure of vested local stakeholders, and North Tonawanda is uniquely positioned to capitalize on the Downtown Revitalization Initiative and implement Smart Growth principles.

CORE STRATEGIES: PREPARE OUR WORKFORCE



North Tonawanda is home to a diverse range of jobs in many sectors including retail and tourism, professional office, the service industry, healthcare, and basic and advanced manufacturing. Developing the variety of skills necessary for these industries to thrive is vital to the success of North Tonawanda’s economic development efforts. North Tonawanda is proud to partner with Niagara Worksource One, Niagara County’s center for workforce development and training, to provide workforce development assistance to many of North Tonawanda’s growing companies.

Workforce development is also critical to one of the central projects in development in Downtown North Tonawanda. The redevelopment and repurposing of the YWCA’s site in Downtown North Tonawanda is centered on the YWCA’s mission to provide job skills training and employment placement

Strong Partnerships



to their clientele. The social enterprise commercial component of this project will provide critical entrepreneurial and job skills to an underserved, at risk population and help to strengthen Downtown North Tonawanda’s social fabric.

LEADING THE WAY FOR REDEVELOPMENT



Beyond the core strategies, implementation of the NT Momentum project will also bolster a number of benchmarks for successful regional development set by the Western New York REDC. The NT Momentum project is a redevelopment plan that is ready for implementation as evidenced by the existing master plan, pending implementation of new zoning code and development procedures, and quality of projects that are already in development.

The plan is centered on the concept of building on and leveraging the strengths of the great assets already in place, such as waterfront access and an arts and cultural district, and the early returns on these assets have been tremendous. Investments in the public waterfront space such as the facilities at Gateway Harbor attracted the Remington Lofts project, and support of a cultural anchor like the Riviera Theatre has directly led to growth and success of many downtown businesses.

North Tonawanda sees the best opportunity for continued business growth focused on three of the key industry sectors: advanced manufacturing, tourism and arts, and professional services. North Tonawanda's downtown economy today is clearly driven by the tourism and arts industries.



Anchored by the Riviera Theatre, the district also is home to multiple art galleries and artisan retailers. Regional tourists, brought to the area to see the waterfront amenities and cultural historic sites such as the Herschell Carrousel Factory Museum and the Carnegie Art Center, drive the daily retail activity in downtown.

Continued investment in this sector, most notably the expansion of the Riviera Theatre, will develop the

critical sense of place of Downtown North Tonawanda as a historic small downtown rooted in rich cultural attractions. The NT Momentum project also forecasts growth in this sector, necessitating the development of hotel accommodations and further developing the hospitality industry in Downtown.

As noted elsewhere in this nomination, advanced manufacturing has a key place in North Tonawanda's economy. Manufacturers producing high quality, specialized, and custom products are located throughout the community and many are located just outside of Downtown. Many of these companies are growing and adding jobs here in North Tonawanda, strengthening the local employment base and bringing more jobs into the vicinity of the Downtown amenities.

Professional services are a key employment sector for North Tonawanda's larger trade catchment area, generally northern Erie and southern Niagara counties. This sector is also an area which Downtown

North Tonawanda expects to see grow as the NT Momentum project is advanced. Some of the recent and current development projects in Downtown are adding office space to the market, and the NT Momentum project anticipates the development of more office and professional space on the strategic development sites.

Downtown North Tonawanda's location and ability to have an impact across numerous municipalities and two counties uniquely positions the NT Momentum project to have a significant impact within the region. Downtown North Tonawanda is equidistant from Buffalo and Niagara Falls and attracts patrons from all across northern Erie and Niagara Counties.



PUBLIC ENGAGEMENT AT EVERY STEP OF THE PLANNING PROCESS!

Western New York prides itself on the region's extensive waterfront and the opportunities to capitalize on that globally recognizable asset. Downtown North Tonawanda is fortunate to have two historic waterfronts and a tremendous opportunity to combine downtown and waterfront development in a progressive, forward-thinking way that few other communities can.

North Tonawanda has endeavored to engage the public at every step of the planning process and significant public input led to a plan rooted in the principles of Smart Growth. Public forums for the NT Momentum master plan overwhelmingly rejected any type of auto-centric, suburban style of land use and development in and around Downtown North Tonawanda. This led to the idea of a form-based zoning code update, focused on the form and performance of a building relative to the public realm, which has been received favorably as the draft code is moving to a final version in 2016. When the form-based code is adopted, new developments in Downtown North Tonawanda will be required to be compatible with the existing urban form and have a positive impact on the historic character of the area.

THE ACCELERATION OF THE NT MOMENTUM PROJECT THROUGH THE DOWNTOWN REVITALIZATION INITIATIVE WILL MAXIMIZE THE IMPACT OF THE STATE INVESTMENT IN THE AREA. THE PRIVATE DEVELOPMENT MARKET HAS SHOWN INTEREST IN THE OPPORTUNITIES AVAILABLE IN DOWNTOWN NORTH TONAWANDA AND IS POISED TO IMPLEMENT NEW AND EXCITING ECONOMIC DEVELOPMENT PROJECTS WITH THE ASSISTANCE OF INTELLIGENT, STRATEGIC, TARGETED PUBLIC INVESTMENTS.

OPPORTUNITY AGENDA & CONTEXT-SENSITIVE PLANNING

Similar to other planning processes in North Tonawanda, community involvement will be a key component to the Downtown Revitalization Initiative to prevent any unintended consequences of revitalization.

The City of North Tonawanda will make every effort to include under-represented groups such as minorities, senior citizens, low income individuals, families living in poverty, and individuals with disabilities in the planning process. In order to coordinate this, Lumber City Development Corporation will collaborate with key local non-profit service organizations such as the John R. Oishei Mobile Safety Net Team, Twin

City Community Outreach, City of North Tonawanda Senior Center, the YWCA, the Dale Association, and Fair Havens Community Center.

In alignment with the Western New York Opportunity Agenda, education, transportation, and affordable housing will be key discussion themes to ensure context-sensitive planning, equity, diversity and opportunity for the entire community.



Key to Success...

POISED TO HAVE SUCCESS IN A NUMBER OF THE KEY FOCUS AREAS OF THE WESTERN NEW YORK STRATEGY FOR PROSPERITY, THE NT MOMENTUM PROJECT ACCELERATES THE CORE STRATEGIES AND GOALS SET FORTH BY THE WESTERN NEW YORK REGIONAL ECONOMIC DEVELOPMENT COUNCIL. IMPLEMENTATION OF THE NT MOMENTUM PROJECT THROUGH THE DOWNTOWN REVITALIZATION INITIATIVE WILL SUCCEED THROUGH PROGRESSIVE, RESPONSIBLE, COMMUNITY-DRIVEN DEVELOPMENT.

North Tonawanda has had many successes with community driven planning processes including the launch of the “Re-Imagine Oliver Street” initiative in 2015. Oliver Street is a depressed, lower income area of our city and revitalization has become a priority for Lumber City Development Corporation and City officials.

In order to truly investigate the strengths, weaknesses, and opportunities of the corridor, a series of public forums were held. With over 75 residents in attendance, these forums were targeted towards underrepresented groups by holding the meeting at a community anchor on Oliver Street, as well as targeted advertising at the local library, Carousel Apartments, and free community newspapers. The community meetings were just the starting point for Oliver Street revitalization.

Since the meetings, Oliver Street businesses have created an Oliver Street Merchants Association which has been successful in street beautification projects, clean up events and other various events to boost community pride.

Another example of successful community planning in North Tonawanda was through a unique public forum held for the Brownfield Opportunity Area program. Following numerous traditional public meetings, the NT Momentum team collaborated on holding a unique ‘hands-on’ public event to better help the public explore the NT Momentum master plan. In order to share the plan and vision with the public, bicycle trolley tours were held which visited key redevelopment sites within the area. These tours were very impactful and helped the public understand the plans in a physical manner. Residents and stakeholders experienced their community from a new perspective which will allow the City to further refine the redevelopment plan.

