

2018 Downtown Revitalization Initiative



From Downtown to the Waterfront, Experience the Momentum!
Work, Live, & Play in North Tonawanda!



City of North Tonawanda



APPLICATION

Applications for the Downtown Revitalization Initiative will be received by the Regional Councils. Applicant responses for each section should be as complete and succinct as possible. Applications should be submitted as Word documents and must be received by the appropriate Regional Council by 4:00 PM on June 1, 2018 at the email address provided at the end of this application. Application guidance is provided in the *Downtown Revitalization Initiative Guidebook* found on the DRI website at www.ny.gov/dri.

BASIC INFORMATION

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

Municipality Name: City of North Tonawanda

Downtown Name: Downtown North Tonawanda

County Name: Niagara

Vision for Downtown. Provide a brief statement of the municipality's vision for downtown revitalization.

North Tonawanda, through the NT Momentum project, envisions Downtown developing into a vibrant mixed-use district centered on the confluence of two waterfronts; the Erie Canal and the Niagara River. Residents will be able to live, work, or relax while taking advantage of abundant commercial opportunities, employment options, restaurants, and recreation assets, all of which capitalize on the natural beauty of the surrounding landscape. Visitors will come not only to enjoy the waterways, but to experience the multitude of landside cultural and recreational amenities offered at this "Gateway to the Erie Canal."

To establish this vision, North Tonawanda has built the NT Momentum plan on the following principles: make the waterfront a destination, offer a dynamic urban experience, design for people, and work collaboratively to define and market the unique

opportunity that is Downtown North Tonawanda. With this guiding philosophy, Downtown North Tonawanda is poised to become an energetic, diverse, high quality, and unique city experience for residents and visitors.

JUSTIFICATION

Provide an overview of the downtown area nominated for the DRI program, highlighting the area's defining characteristics and the reasons for its selection. Explain why the downtown is ready for Downtown Revitalization Initiative (DRI) investment, and how that investment would serve as a catalyst to bring about revitalization.

Downtown North Tonawanda consists of a variety of land uses, building styles, opportunities, and challenges all centered on the dual waterfronts of the Erie Canal and the Niagara River. Historic Webster and Sweeney Streets feature early 20th century architecture, Erie Canal heritage, and a distinct sense of place. Main Street offers in-fill development and brownfield redevelopment opportunities. River Road and Tonawanda Island feature over 100 acres of prime waterfront and some of the most unique development opportunities in Western New York. And Oliver Street is a mixed-use urban corridor with opportunities for affordable housing, adaptive reuse projects, and quality of life improvements.

Through the recent award of the Smart Growth Community Fund, the City of North Tonawanda has initiated efforts to improve the public realm through walkability enhancements, waterfront access, placemaking improvements and green infrastructure. Upon completion, this funding will be instrumental in improving the overall urban fabric our community and preparing the area for future development and implementation of the Momentum plan.

Combining all of the above, Downtown North Tonawanda has the opportunity to become one of the region's most unique and successful downtowns. Upon implementation of the NT Momentum development vision North Tonawanda will be home to waterfront recreation, diverse and affordable housing opportunities, premier entertainment and dining, cultural and arts attractions, and quality employment opportunities.

North Tonawanda has capitalized on past public and private investment, such as the success of the Remington Lofts and the redevelopment of Webster Street, to catalyze growth in Downtown. An overall vision for revitalization has been built through numerous planning initiatives, culminating in the NT Momentum project, and 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. Implementation of the NT Momentum project through the Downtown Revitalization Initiative will succeed through progressive, responsible, community-driven development, allowing the city to become a prime candidate for a fast-tracked Downtown Revitalization Initiative implementation process.

The NT Momentum planning process has helped establish pro-formas, feasibility studies, and concept plans for many Downtown projects. A short list of ready projects which would have a transformative impact on Downtown has been developed, with many of the additional developments in some stage of project development. North Tonawanda’s team of stakeholders have worked together to advance downtown redevelopment for over a decade and is committed to implementing the NT Momentum vision.

The investment of the Downtown Revitalization Initiative will launch the transformative projects within NT Momentum and put Downtown North Tonawanda on a firm path toward long term, sustainable growth and prosperity.

DOWNTOWN IDENTIFICATION

This section should be filled out with reference to the list of desired attributes for participation in the DRI as set forth in the *Downtown Revitalization Initiative Guidebook*.

- 1) Boundaries of the proposed DRI area.** Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be concentrated and well-defined. 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 that clearly delineates the area to be included in the downtown revitalization area.

The City of North Tonawanda, also 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, retail, entertainment, waterfront, manufacturing, commercial, and a historic downtown.

Downtown North Tonawanda is defined by the Niagara River and Tonawanda Island on the west, Robinson Street on the north, Payne Avenue to the east, and the Erie Canal on the south. In total, this area includes approximately 243 acres and a wide variety of land uses and types.

North Tonawanda’s historic core is defined by Webster and Main Streets and is considered the heart of activity for the city. The historic core features the quintessential “Main Street” urban form of buildings close to the street line, active store fronts, on-street parking, sidewalks, streetlights and crosswalks. The area is comfortably walkable and directly adjacent to the Gateway Harbor of the Tonawandas. Throughout the past decade, this area has undergone a renaissance and today is home to numerous gift shops, eateries, and art galleries, all of which are anchored by the Historic Riviera Theatre.



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

WWII development are interspersed with a 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 once was a thriving neighborhood commercial district but has suffered from disinvestment and neglect as the regional and national economy shifted in the late 20th century. The area adjacent to the Historic Downtown core includes Payne Avenue, Sweeney, Robinson, and Vandervoort Streets. This primarily residential neighborhood provides downtown residential density, which is critical to its success. Many residents in these neighborhoods work and shop downtown, as well as take advantage of the vast recreational amenities and events at the waterfront. These neighborhoods provide flexible housing options from luxury living at the Remington Lofts for young professionals and empty

nesters, to affordable multi-unit rentals and single-family homes for growing families. Having this supportive neighborhood helps stabilize and support all of the investments made in Downtown North Tonawanda.

A unique feature to Downtown North Tonawanda is Tonawanda Island, a 80-acre island in the Niagara River, immediately adjacent to the historic Webster Street corridor. Historically, Tonawanda Island was the hub of the local lumber industry as it provided easy

access to the waterfront. Today, Tonawanda Island is underutilized and contains some industrial and marine dependent uses, while much of the island consists of vacant brownfield sites.

2) Description of catchment area. Outline why the proposed DRI area, 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 destination.

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)

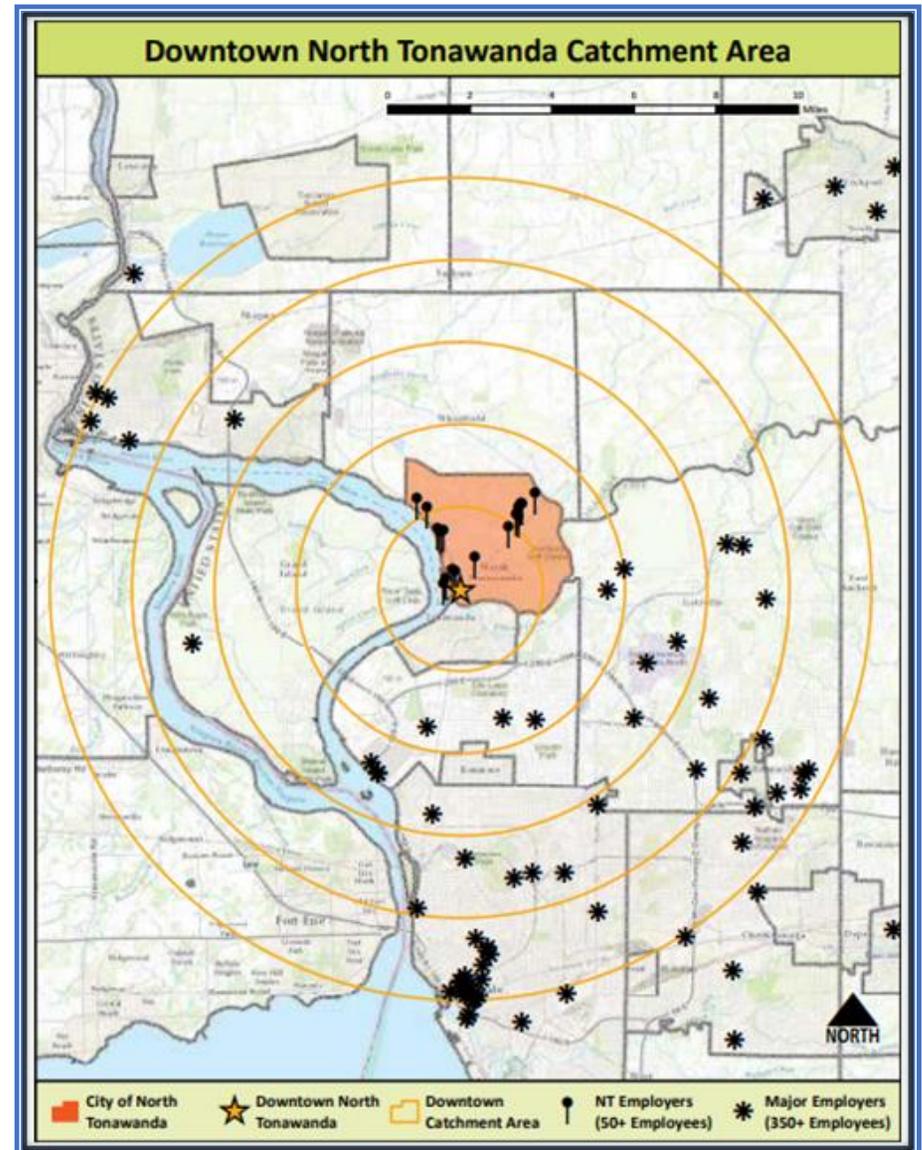
In order to accurately analyze demographic and market trends on a regional scale, the North Tonawanda catchment area was created and is comprised of a 10 mile radius from North Tonawanda to include the City and Town of Tonawanda, Town of Wheatfield, Grand Island, Town of Sanborn, the City of Buffalo and City of Niagara Falls. These areas have been deemed the potential market catchment area, as many individuals from all over the region are traveling to and from 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, 16 of which have greater than 50 employees. In addition to the City of North Tonawanda population, the population beyond city lines can easily access Downtown North Tonawanda via automobile and public

transit along major routes such as Niagara Falls Boulevard, River Road, Colvin Boulevard/Twin City Highway, and the Interstate 290.

Geographically, in the northern suburbs of Erie County and southern Niagara County, North Tonawanda serves as the nearest traditional downtown for many residents. Downtown North Tonawanda is also one of only a few traditional downtowns in Western New York to be located directly on the water.

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.

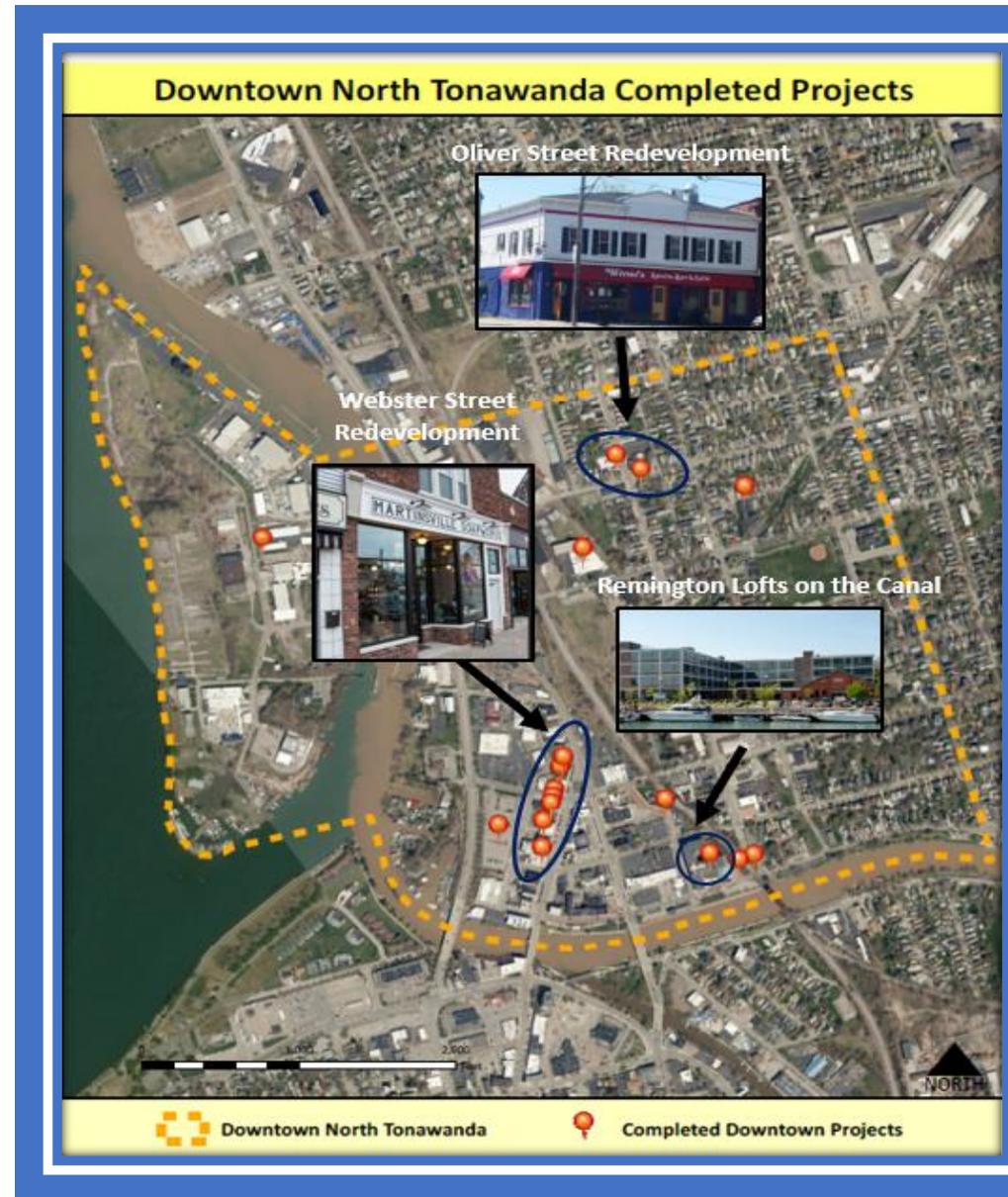
Many global and publicly traded companies call North Tonawanda home, including WestRock, Armstrong Pumps, Taylor Devices, Ascension Industries, Aquasol, Solvaria Specialties, McKesson Corporation, Confer Plastics, and Audubon Machinery. These companies are truly committed to North Tonawanda and have 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.



3. Past Investment, future investment potential. Describe how this DRI area will be able to capitalize on prior private and public investment, or catalyze future investments in the neighborhood and its surrounding areas.

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 catalyzed 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.

Through the Smart Growth Community Fund, the City of North Tonawanda will enhance the public realm through increased walkability, increased waterfront access, pocket parks and street scape improvements. Although still in the planning stages, completion these projects will attract future investment and development while increasing the overall vibrancy of our Downtown and waterfront areas.



Completed Private Projects since 2010			
Project	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 and 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
Webster's Kitchen	\$142,000	\$107,000	\$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
Webster Street Facades	\$380,800	\$130,800	\$250,000
Microenterprise Business Assistance Program	\$1,492,200	\$832,200	\$660,000

Completed Public Improvement Projects	
Projects	Total Project Cost
Webster Street Green Infrastructure	\$575,000
Manhattan Street Green Infrastructure	\$265,000
Downtown Wayfinding Signage	\$15,000
Tonawanda Island Bridge Reconstruction	\$3,000,000
Sweeney Street Improvements	\$750,000
Oliver Street Neighborhood Housing Rehabilitation	\$400,000
Erie Canal Bicycle Path Extension	\$299,000
Erie Canal Public Kayak Launches	\$142,000

Successful Development Projects:

Remington Lofts on the Canal and Remington Tavern and Seafood Exchange:

Opened in 2011, the Remington Lofts converted a 175,000 square foot former factory building in 81 high-end lofts and three 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. As the anchor commercial tenant at the Remington Lofts, the Remington Tavern was opened in 2012 and immediately became one of

*"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*

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.

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.



Webster Street Redevelopment:



Leveraging funds provided by previous State programs including the New York Main Street program, the Yahoo Community Benefit Fund for Niagara County, and the CDBG Microenterprise Assistance program, LCDC has been able to assist façade redevelopment at nineteen 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 Kitchen, Pulp 716, 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.

Oliver Street Redevelopment:

Oliver Street Redevelopment has become a key priority for the City of North Tonawanda and LCDC. Through the leveraging of public funds, LCDC has been able to renovate 9 commercial facades on Oliver Street through the New York Main Street Program in 2015. Furthermore, the CDBG Microenterprise Assistance program has assisted many Oliver Street business owners including Not 2 Shabby, Underground Wraps, and Superior Tool, all of which have added jobs to our local economy. In early 2018, LCDC completed an Oliver Street Community Needs Assessment through the CDBG Planning program. This robust plan analyzed current market conditions and trends and provided action-oriented strategies for revitalization. Included in the analysis were redevelopment scenarios of key anchor properties in the corridor, which all demonstrated a positive return on investment. Many of the recommendations set forth in the plan are currently being implemented in 2018, including a community garden, streetscape enhancements, and public art.

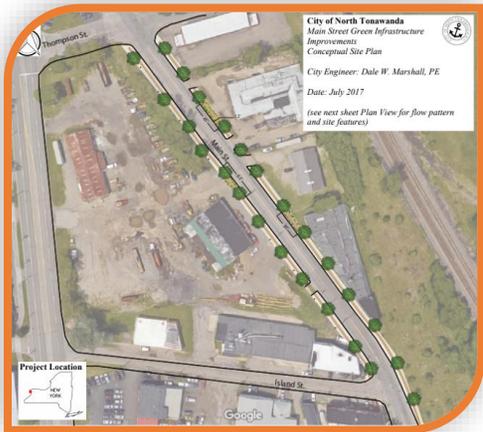
*"We opened Webster's Bistro & Bar in 2013 and have built a successful restaurant on historic Webster Street. We have over 20 employees and we often partner with other local small businesses to support events and outings that bring more patrons to our community. With the success of our business in downtown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





Private development has begun to emerge on Oliver Street, specifically through the Commercial Property Reinvestment Program. This program gave an opportunity to a private developer to invest \$90,000 of private funds into a vacant blighted property, which otherwise would have fell back into the cycle of foreclosure and disinvestment. This mixed-use development will include 2 second floor apartment units, and first floor commercial to include a viable business to serve the surrounding residential community.

In addition, a committed group of small business owners have formed the Oliver Street Merchants Association. Created in 2016, this group has been instrumental in street beautification and community engagement activities in the form of clean up events, “cash mobs”, planter painting, and the installation of 26 “Welcome to Oliver Street” banners sponsored by local businesses.

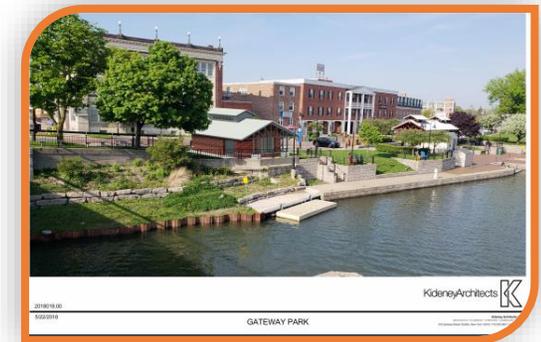


Public Realm Improvements:

In 2017, the Western New York Regional Economic Development Council recognized North Tonawanda’s downtown revitalization efforts by awarding \$2.5 Million through the Smart Growth Community Fund. This funding based on the principle that walkable and attractive downtowns will build prosperity and further fuel the renaissance of Western New York. The City of North Tonawanda has worked in partnership with Empire State Development Corporation to identify transformative projects in the downtown realm and has been working towards implementation and construction. These projects have accelerated development efforts and will be the catalyst for future development. Through the Smart Growth Community Fund, projects include:

Gateway Harbor Enhancements:

Located at the Western Terminus of the Erie Canal, Gateway Harbor has become the centerpiece of Downtown North Tonawanda and a tourist destination for people throughout Western New York. Offering scenic views, direct physical access, recreational amenities and a rich cultural history, Gateway Harbor has become a hub for kayakers, pedestrians, and bicyclists via the adjacent Erie Canal Bike Path. In addition to the vast recreational activities offered, the area is known for its various events including a summer concert series, Canal Fest, Food Truck events and a craft markets featuring local artisans. As Gateway Harbor increases in popularity, there is a critical need for facility improvements in order to handle the increase in visitors and ensure a high quality public experience. Upgrades through the Smart Growth Community Fund include: Expanded dock space to allow for more boaters; utility upgrades for boaters; a new restroom facility; seating areas; and wifi. An engineering firm was hired in March 2018 and construction will begin Fall 2018. These enhancements will continue to allow North Tonawanda to become a regional destination while fostering continued investment in the adjacent downtown area, as well as an increased range of programming opportunities.



Main Street Streetscape Enhancements:

Downtown North Tonawanda is already a uniquely “green” downtown with rain gardens and bio-retention units handling all storm water management on Webster Street and the large municipal parking lot on Manhattan Street. As private development begins to spread north on

Main Street there is a critical need for streetscape

improvements to leverage private investment and further enhance the pedestrian friendliness of the area. Northern Main Street, between Island and Thompson Streets is lacking in both pedestrian amenities and necessary municipal infrastructure. Upgrades through the Smart Growth Community Fund include: a green infrastructure project through the use of permeable pavement, bio-retention units, and rain gardens; installation of new lighting, sidewalks, bicycle lanes, striping and tree plantings. An engineering/landscape architect team was hired in May 2018 and construction will begin Fall 2018 Private developers bringing projects into North Tonawanda will be able to be a part of a progressive and attractive downtown.



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 located on Tremont Street in downtown North Tonawanda has always hosted a number of annual events as well as on-going programming that supports the organization's mission. The YWCA has committed to a redevelopment project at their Downtown North Tonawanda location. The current building is in need of repairs which has limited the programming goals of the organization. This multi-million-dollar project will convert the existing structure into a mixed-use facility featuring 12 studio apartments, programming space, and a social enterprise retail bakery and café space. 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 component 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 café and bakery 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 very successful impacts on the community. Construction is expected to begin early 2019.

Downtown Placemaking Enhancements

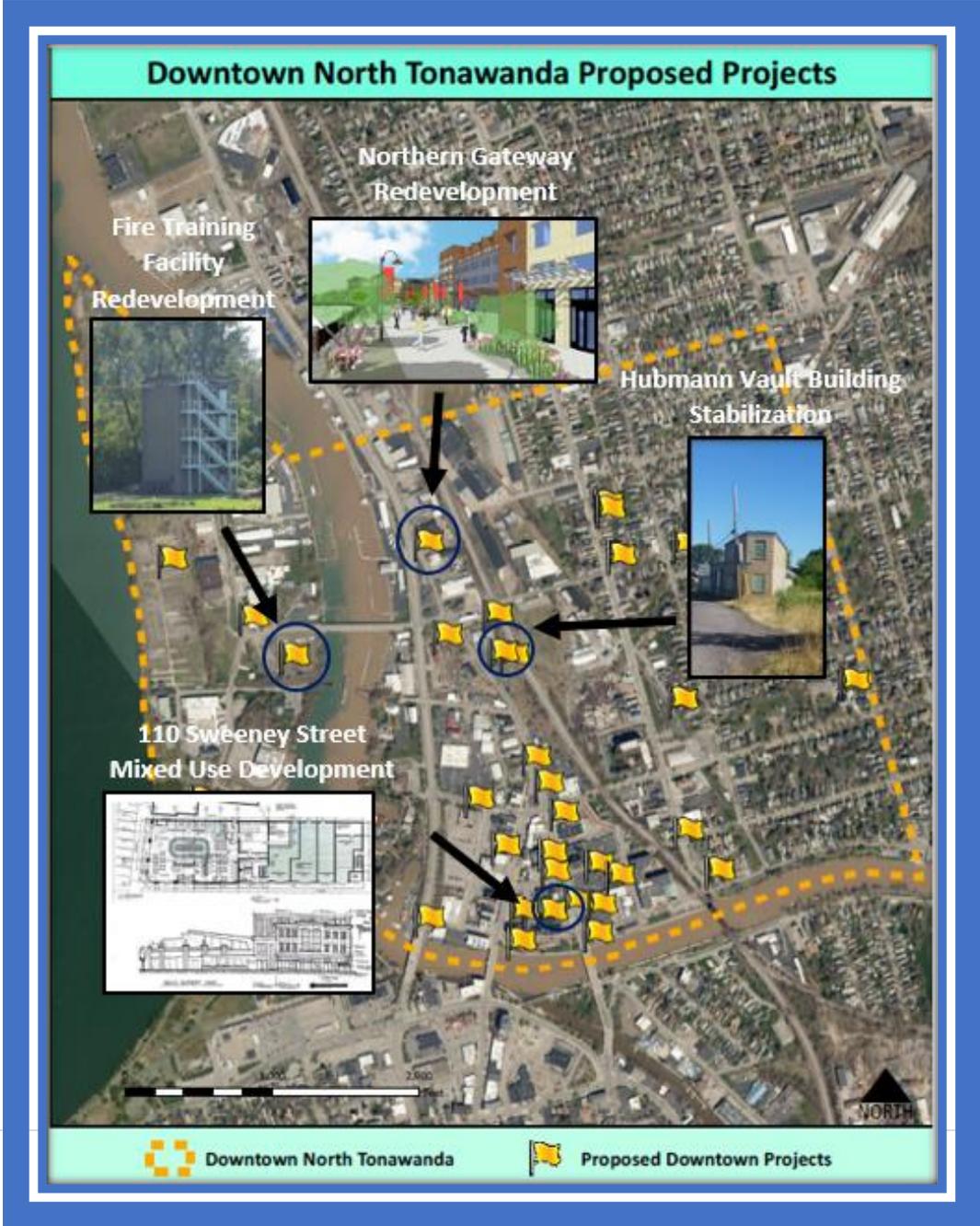
Downtown Placemaking Enhancements through the Smart Growth Community Fund will have the largest impact on the physical environment of North Tonawanda. Through this funding, the City of North Tonawanda hired a professional team of architects and engineers in early 2018 to lead the project. Included in this project is a robust public engagement process which included meetings with the City of Tonawanda to align efforts, an open public meeting held at the Carnegie Art Center, multiple walking tours of Oliver Street, Downtown and River Road and community conversations at local businesses. These public engagement sessions have taken a community driven-new urbanism approach to development and have been well attended by members of the community. Projects to be completed through the Downtown Placemaking Enhancements include: pocket park improvements with landscaping, amenities and signage at Heritage Park and Charles Fleishman park; visual improvements at seven strategic downtown gateway sites; crosswalk



enhancements, additions of trees, benches, and bicycle racks to improve the walkability of Main, Oliver and Webster Streets; implementation of complete streets downtown; and improved pedestrian crossings at four points on River Road to help connect the downtown core to the waterfront. Construction is expected to begin late 2018.

Public Projects- In Progress		
Project	Total Project Cost	Estimated Completion
Gateway Harbor Improvements	\$1,500,000	2019
Main Street Green Infrastructure	\$950,000	2019
Downtown Placemaking Projects	\$1,610,000	2019

Private Projects- In Progress				
Project	Total Project Cost	Private Dollars	Public/State Dollars	Estimated Completion
YWCA of the Niagara Frontier	\$3,000,000		\$300,000	2019
Enterprise Lumber & Silo (211 Main Street)	\$2,300,000	\$2,000,000	\$300,000	2019
110 Sweeney Street- Phase I	\$1,550,000	\$1,300,000	\$250,000	2019
River's Edge Apartments	\$20,600,000	\$19,709,000	\$891,000	2019



Priority Development Projects							
Project	Total Project Cost	Measurable Results	Estimated Completion	Economic Development	Housing	Infrastructure	Community development
Infill Development:							
Fire Training Facility- <i>Mixed use development on Tonawanda Island</i>	\$18 Million	Office & Residential Mixed Use	2020	●	●		
110 Sweeney Street- Phase II- <i>Mixed use development on the Erie Canal</i>	\$3.5 Million	Mixed-use with retail and 12 market-rate residential units	2019	●	●		
Northern Main Street Redevelopment- <i>Mixed use development at 4 acre brownfield site</i>	\$10.2 Million	New mixed-use retail, office and residential development	2020	●	●		
Downtown Infill at 122 Webster Street- <i>Opportunities for mixed-use infill development</i>	\$2.5 Million	New mixed-use with 3 retail units and 6 residential units	2020	●	●		
Tonawanda Island Redevelopment- <i>Remediation and mixed-use development on 22 acres of Tonawanda Island</i>	\$100 Million	Waterfront townhomes, multi-family apartments, and commercial/retail development- 320 total units	2021	●	●		
Waterfront Mixed-Use at The Shores - <i>Development of 2 Bridge Street on Tonawanda Island</i>	\$10 Million	Entertainment, dining, marina, and residential development	2021	●	●		

Adaptive Re-Use:							
Hotel - <i>Downtown Hotel Development</i>	\$8 Million	80 Room Urban Hotel	2019	•			
Oliver Street Revitalization- <i>Redevelopment of underutilized/vacant properties</i>	\$750,000	Property rehabilitation between Tremont & Schenck Streets including: 230 Oliver, 53 Oliver, 200 Oliver, 236 Oliver and 301 Oliver	2020	•	•		•
Hubmann Vault Stabilization- <i>Stabilize dilapidated historic building</i>	\$500,000	Secure a 10,000 sq. ft building in the downtown core	2020	•			•
54 Webster Street Redevelopment- <i>Stabilization and redevelopment of 30,000 sq. ft downtown building</i>	\$3 Million	Support the redevelopment of a 30,000 sq. ft downtown historic building	2020	•			•
Oliver Street Façade Program- <i>Commercial façade program</i>	\$200,000	Renovate 6 commercial building facades	2020	•	•		•
Lofts at 15 Webster- <i>Downtown loft living in a historic building on Webster Street</i>	\$1.5 Million	6 new residential units in historic downtown building	2020		•		•
Public Improvements:							
78 Bridge Street/Tonawanda Island Infrastructure Improvements- <i>Critical infrastructure improvements for future development</i>	\$1.5 Million	Utility service, sidewalks,	2020			•	
Gateway Harbor Bridge Lighting- <i>Decorative lighting on Railroad bridge, Main Street Bridge, and Webster Street Bridge</i>	\$400,000	Decorative lighting	2019				•

Public Art Program- <i>Public art program to celebrate heritage- Oliver Street & Downtown</i>	\$75,000	Permanent art installations	2019				•
Historic Streetscape in the Lumber Baron District- <i>Historic lighting along Goundry and Christiana Streets</i>	\$100,000	Lighting	2019			•	
Pocket Park- <i>Pocket park development on vacant parcel at Tremont and Oliver Streets</i>	\$25,000	Landscaping, street furniture, park design	2019				•
Bicycle Connection to Seymour Street- <i>Bicycle path connecting North Tonawanda to the City of Tonawanda via the Seymour Street Bridge</i>	\$40,000	Dedicated bicycle connection between the North Tonawanda and Tonawanda bicycle paths	2019			•	
Arts & Culture:							
Carnegie Art Center- <i>Lower level renovations at the Carnegie Art Center</i>	\$1 Million	Program space for art classes, kitchen for events	2019				•
Lumber City Village- <i>Waterfront artisan market</i>	\$150,000	Seasonal art & craft market along the Erie Canal	2019	•			•
Herschell Carrousel Museum Expansion- <i>Improvements to existing building & expanded Kiddie Land</i>	\$500,000	New Music room exhibit and expansion of Kiddie Land park	2019				•
Riviera Theatre Expansion- <i>23,000 sq. ft expansion</i>	\$4.5 Million	15,000 new annual visitors, 250 annual events, \$4 million economic impact	2019	•			•
Tonawandas Visitor Center- <i>Visitor center at 3 potential downtown sites to also serve as local cultural organization hub.</i>	\$1.5 Million	Central destination directing visitors to all area attractions	2021				•

Capital DRI Projects:

Former Fire Training Facility Development on Tonawanda Island:



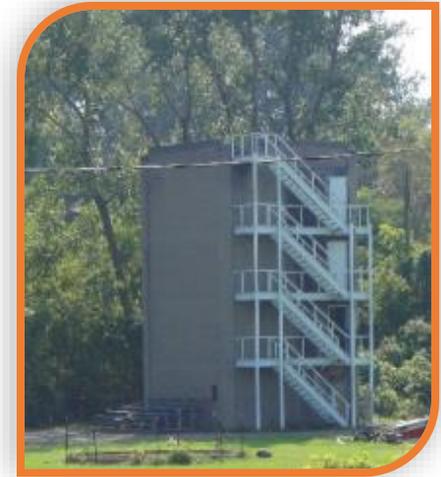
78 Bridge Street is uniquely positioned on a 3 acre site on Tonawanda Island at the foot of the Taylor Drive bridge with 300 feet of Niagara River frontage. This property is owned by the City of North Tonawanda and was formerly a fire training site. Redevelopment of this property is critical to unlocking the potential of Tonawanda Island.

Potential development scenarios for the Fire Training Site include a mixed-use new development with 30 residential units and commercial office space, a full service waterfront hotel development, or a mixed-use lodging and residential development. The

site's unique water access and location would allow residents or employees at this site to experience a picturesque public waterfront, connect to the regional Niagara River bike path, and enjoy a short walk to Downtown North Tonawanda for dining, shopping, and entertainment.

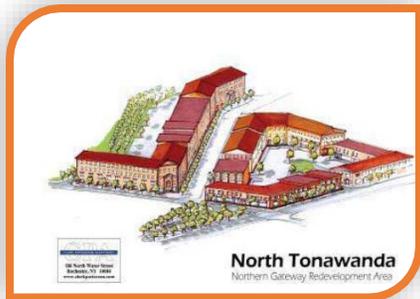
This multi-million-dollar private development would be a catalyst for future developments on Tonawanda Island. With over 30 developable acres and thousands of feet of Niagara River frontage, Tonawanda Island is one of Western New York's most interesting and unique development opportunities.

In March 2018, the City of North Tonawanda was awarded \$161,167 from the Restore New York Program to assist in the demolition of the existing fire training tower. The City is currently drafting a Request for Proposals to attract potential developers to the site. Coupled with existing site control, a preliminary feasibility study, Phase I environmental review, new zoning code, and enhanced BOA tax credits, this project is in a prime position to kick-off a boom of new development along North Tonawanda's beautiful waterfront.



Northern Gateway Mixed-Use Development:

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.



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



This location is envisioned to be transformed into a mixed-use node with office and/or retail on the ground floor with upper story residential units. An appropriate size and massing will fit within the character of the existing Downtown. Redevelopment of this site is critical to the NT Momentum vision as the property sits at the gateway point between Tonawanda Island and the historic downtown core. The project will also be a positive compliment to the adjacent Enterprise Lumber and Silo project and Main Street streetscape enhancements.

Recently, the site owner and the City have opened a dialogue regarding the potential future sale and redevelopment of the site in accordance with the City's NT Momentum vision.

Historic Riviera Theatre Expansion:

The Historic Riviera Theatre is the cultural, artistic, and economic anchor of Webster Street and Downtown North Tonawanda. This performing arts center built in 1926 was saved from demolition in the 1980s, and recently celebrated its 90th anniversary. The Riviera Theatre hosts 175 events annually, from well-known artists such as Kenny G. and The Smashing Pumpkins, to local youth theater groups. Patrons fall in love with this historic gem attracting over 100,000 visitors to the area each year, directly benefiting the numerous restaurants and retailers throughout North Tonawanda.

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 Lumber City Development Corporation, has embarked on an ambitious Riviera Theatre Expansion project. The total project, to be constructed in two phases, is estimated at over \$6 million and will include a 23,000 square foot addition adjacent to the historic theater. This expansion will include full ADA accessibility, modern patron restrooms, much needed equipment storage space, an attractive lobby and bar area, a new grand entrance and marquee, flexible use space, and modern dressing rooms and amenities for performers.





A study completed in 2015 determined that the Riviera Theatre 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 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 annually. 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. The Western New York Regional Economic Development Council has recognized the importance of this project and named it a 2015 Regional Priority Project, awarding \$1.2 million through the Consolidated Funding Application process.

Foit-Albert Architects completed design drawings in 2017 for a modern state-of-the-art facility expansion which will fit seamlessly into Downtown North Tonawanda's historic aesthetic. The City of North Tonawanda, Lumber City Development, the Riviera Theatre, and local community partners and stakeholders are committed to bringing the Riviera Theatre Expansion Project vision to reality.

[Downtown Hotel:](#)

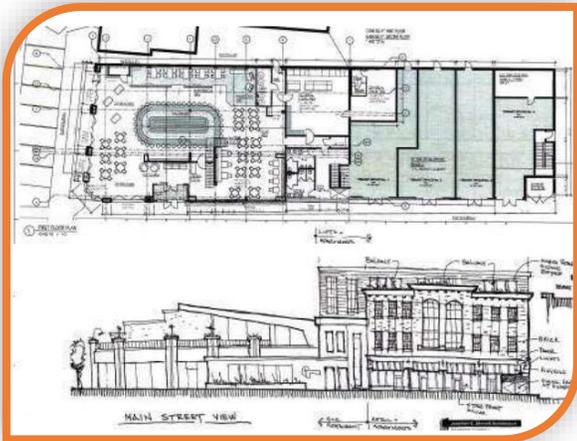
With the growth of tourist activity in Downtown, the impending expansion of the Riviera Theatre, and the growth of many local companies, it became evident that there are no overnight accommodations near Downtown North Tonawanda. A market feasibility study for hotel operations was completed in 2015 with positive results; the market conditions and growing local economy could support new hotel development.

The market feasibility study explored potential sites for the hotel location and determined that numerous sites in Downtown could accommodate a hotel, with 89 River Road being a prime location. This 1.5 acre former automotive parts store is located adjacent to a large municipal parking lot and has fronting on the highly trafficked River Road. Within a short walk of any downtown hotel site there are various types of retail, dining, entertainment, and waterfront recreation options. Additionally, tourists can visit dozens of nearby attractions such as the Hershell Carousel Museum, Carnegie Arts Center, Project 308 Art Gallery, and Platter's Chocolate Factory. Destination Niagara USA has been working to promote North Tonawanda's amenities and "capture" Niagara Falls tourists to explore what else Niagara County has to offer. Providing overnight lodging will enable tourists to visit North Tonawanda and spend their dollars locally, which aligns with the tourism goals set forth by the Western New York Regional Economic Development Council. Further, overnight accommodations will help create a 24/7 downtown and add to the overall density and vibrancy of the North Tonawanda.



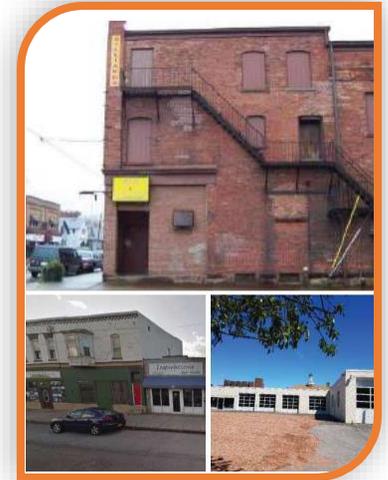
110 Sweeney Street:

This 15,000 square foot site is located at a key Downtown corner with frontage on Sweeney Street, Main Street, and overlooking Gateway Harbor and the Erie Canal. This property is located at a connection point between the historic Webster Street area and the development along the Erie Canal, making this property a critical development opportunity to cohesively tie two thriving subsections of Downtown North Tonawanda together. The draw of the Erie Canal and recent growth of Downtown make this long vacant site prime for infill redevelopment. A current developer's proposal includes a 2-story Canal-front restaurant and a three story mixed use building with 12 market rate apartments, which would add residential and business density to Downtown and bring more activity to our waterfront.



Oliver Street Mixed Use Neighborhood:

As identified in the Oliver Street Community Needs Assessment, the existing Oliver Street corridor is prime for redevelopment, and provides many opportunities for enhanced commercial/retail uses and mixed-use housing specifically at 53 Oliver Street, 301 Oliver Street, and a row of historic buildings between East Oliver and Thompson Streets. Redevelopment of these structures provides a strong anchor to the north east corner of the historic downtown, while strengthening the urban form of this highly trafficked corridor. To complement development in this neighborhood, the street's width provides ample opportunities for streetscape enhancements. The streetscape enhancements completed through the Smart Growth Community Fund including a dedicated bicycle lane, curb bump outs, and additional street trees will enhance the aesthetic quality of this neighborhood.



Carnegie Art Center:

Built in 1903, the Carnegie Art Center has become a neighborhood institution on Goundry Street. The purpose of the Carnegie Art Center, directed by the Tonawandas' Council on the Arts, is to sponsor, promote and encourage the development of contemporary visual and performing arts. Through the presentation of contemporary exhibitions, concerts, performances classes, and other fine art activities, it provides educational and cultural enrichment to the Western New York region.



In 2014 the Carnegie Center underwent a substantial renovation which included new restrooms and main floor ADA accessibility. However, current operations of the Carnegie Art Center are limited to the ground level which has restricted future programming. Proposed lower level renovations include additional classroom space, ADA accessible bathroom renovations, artist work space, installation of an accessible lift, HVAC improvements and air conditioning, and a commercial kitchen. These facility enhancements will assist the Carnegie Art Center in increasing their programming capacity and revenue generating activities through private events while bringing more visitors into this historic building further enhancing the local arts and culture community.

Herschell Carrousel Factory Museum Music Room :

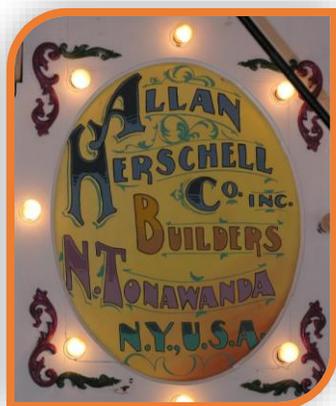
The Herschell Carrousel Factory Museum, operated by the Carousel Society of the Niagara Frontier, is a premier national historic site and community resource for family recreation and learning that fosters an appreciation for the unique heritage of the carousel and related industries in the Niagara Region. Through educational, cultural, and recreational programming, visitors will experience the places, people, stories and artifacts associated with the production of carousels, band organs and amusement devices.

Although there are 4 other carousel museums in the United States, the Herschell Carrousel Factory Museum is the only one housed in and interpreting an original carousel factory building, listed on the NYS and National Registers of Historic sites. It is the only museum to interpret the history of band organ production in the United States. Exhibits include the Carving Shop, Music Roll Shop, Lockman collection of 23 carved animals, and the Roundhouse with Loading Dock. A new exhibit is presented each year in our rotating exhibit room. A full size 1916 carousel and a children's carousel operate year-round, with 4 restored Allan Herschell Kiddie rides outdoors in the summer season.

The museum currently has a collection of band organs and related equipment which has been expanding in the recent years.

Unfortunately, the museum has reached its maximum capacity to display these items. The 5 band organs and two district sets of equipment to produce music rolls are scattered around the museum with no comprehensive interpretation of their significance. Upon expansion of the music room, this project will reconstruct a portion of the complex which collapsed in 1995. Included in the project is a geothermal HVAC, sprinkler system, and security components to keep the 100 year old master rolls in a controlled environment, thus preserving them for future generations.

Completion of this project will increase the capacity of the Carrousel Museum to fulfill its mission and serve its visitors by providing an expanded, authentic cultural tourism experience for our residents as well as visitors from outside of the community. Additionally, the project will enhance the educational programming presented for adults and school children. Adults will benefit from the Carrousel Chats that explain the operation of the band organs and perforator equipment. A new program for the museum's STEM lessons, which is presented to over 1500 school children reach year will use computer coding to



arrange a music song. The music room exhibits will demonstrate the 1900s coding system to create the music rolls, tying history to current technologies.

Visitor Center of the Tonawandas:

North Tonawanda has become a premier tourist destination in Western New York. On an annual basis, thousands of visitors come to North Tonawanda for our vast recreational amenities, cultural institutions, dining and events. The City of North Tonawanda catches many Niagara Falls visitors who are looking for a historic and charming downtown experience. However, many visitors who come to our city are unaware of our diverse cultural amenities such as the Carnegie Art Center, Hershell Carrousel Factory Museum, Riviera Theatre, Ghostlight Theater and the Historical Society of the Tonawandas. Through the implementation of a visitor's center, tourists will be able to receive key information about local attractions and also learn about our rich industrial heritage through interactive displays and exhibits. This Visitors Center will be operated by the Chamber of Commerce of the Tonawandas as they currently serve as the local tourism agency. Amphibious "Canal Duck Boats" will be an included component of this project. These boats designed to look like historic Erie Canal Packet boats will provide a land and water user experience and tours can accommodate a variety of themes including history, ethnic heritage, and private gatherings. This unique experience would be the only type of operation in the region, which will also expand visitor draw to our area.



There are numerous potential sites for the proposed visitor center including 54 Webster Street and 191 Main Street. These sites are centrally located near the waterfront within the downtown district. These buildings are currently underutilized and upon renovation into a visitor center, new life will be brought back into these key historic downtown properties.

North Tonawanda is fully committed to regional tourism. We have recognized that the local economic boost from tourism will keep dollars spent locally while benefitting small business owners. Additionally, a number of employment opportunities will be created to support the influx of visitors. Tourism can also be a way to maintain North Tonawanda's proud cultural heritage, while showcasing it for visitors.

78 Bridge Street Infrastructure:

To support the future compact mixed-use development at 78 Bridge Street, the former Fire Training Facility, there is a critical need for infrastructure improvements including new roads, sidewalks and utilities. The current infrastructure at this site, and Tonawanda Island as a whole is insufficient to meet the demands expected from full build out of the NT Momentum vision.

Strategic Alignment:

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 to 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:



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 29 small entrepreneurs, 13 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.

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 and beyond. Investments in Downtown North Tonawanda utilize existing infrastructure, reuse brownfield and formerly vacant sites, and add density to a traditional urban core. Downtown North Tonawanda has diligently been implementing Smart Growth principles. Through the Smart Growth Community Fund, the city is able to make critical improvements that enhance the walkability, bikeability, wayfinding, and waterfront access downtown, allowing the area to become a premier location where millennials can live, work, and play.

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, an island, 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 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.

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 within the Downtown boundary. 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. The Western New York region as a whole 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.



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, 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 has endeavored to engage the public at every step of the planning process. Interestingly, the public recommendations 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. Upon implementation of the new form-based code, new developments in Downtown North Tonawanda will be required to be compatible with the existing urban form, provide physical waterfront access, 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.

Committed to a Green Downtown:

With the completion of two Green Infrastructure Grant Program projects in 2009 and 2013 Downtown North Tonawanda has become a uniquely green downtown. The large 1.5 acre Manhattan Street public parking lot provides critical parking capacity to downtown, especially during the busy concert and festival season. In 2009 this parking lot was completely redone and includes seven large rain gardens which use natural processes to filter polluted storm-water before it enters the Niagara River watershed.

In 2013 North Tonawanda extended these green practices to Webster Street with the installation of 24 bio-retention units with appropriate street trees. Today, all of the storm-water that falls in the Webster and Manhattan Street core of Downtown is treated by green infrastructure. These projects have beautified Downtown, reduced the pollutants entering the Niagara River, and reduced the strain on municipal infrastructure.

As private development begins to spread north on Main Street there is a critical need for streetscape improvements to leverage private investment and to further enhance the walkability and pedestrian friendliness of the area, as well as to provide municipal infrastructure capable of accommodating this development.

Northern Main Street, between Island and Thompson Streets, is lacking in both pedestrian amenities and necessary municipal infrastructure. Through the Smart Growth Community Fund and other State resources, the City of North Tonawanda will enhance the streetscape of Main Street through the innovative use of permeable pavement, bio-retention units, rain gardens, and solar powered lighting to proactively prepare the area for intensive development. Private developers bringing projects into North Tonawanda will be able to be a part of a progressive and attractive downtown. These improvements are expected to be completed in 2019.



3) Recent or impending job growth. Describe how recent or impending job growth within or near the DRI area will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term.

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

According to the 2012 United States Economic Census, manufacturing still remains a productive industry in North Tonawanda, and employs over 1,400 people. Specialized and custom product manufacturing in 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 in 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.

The retail trade industry remains a strong component of the city’s employment base at 11.3%, which is roughly equivalent to 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.

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

Source: United States Census Bureau (2010) and American Community Survey (2015)



A positive sign for the city is the growth of the 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 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. The Enterprise Lumber and Silo development at 211 Main Street will catalyze upon this effort by becoming a hub for design specific industries such as architecture, planning, and design. Included in the project is a co-working space which will allow for creative collaborations amongst these industries. It is estimated that this development will employ 49 people. Existing market rate housing opportunities at the Remington Lofts, River's Edge Apartments (102 units), and the pending Colonel Payne Apartments (37 units) will further attract these professionals who live an active life downtown and support sustainable long-term growth.

Employment in the tourism industry (arts, culture and recreation) 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 to develop a hotel in the downtown core, which would create more job opportunities 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.

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 safe, convenient, affordable, and high quality atmosphere that attracts a diverse range of businesses and residents.

*"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*



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.

As previously noted, North Tonawanda is still home to a strong manufacturing economy which provides stable, high quality employment opportunities. Many of these companies, located within Downtown North Tonawanda, or in the immediate vicinity to Downtown, are either working towards or have completed 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 newly completed headquarters for Ivy Lea Construction which supports over 40 jobs; a 24,000 square foot relocation and expansion of Platter’s Chocolate Factory which created 39 new jobs; a 6,000 square foot new facility for a local brewery at the Wurlitzer Building which will support 83 new jobs; and a 20,000 square foot expansion planned at Ascension Industries which will create 40 new 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.



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

• First 2 buildings opening 2012-2013
 • Facility investment of \$1.2 million

With so many opportunities for job growth in 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.



- 4) **Attractiveness of physical environment.** Identify the properties or characteristics that the DRI area possesses that contribute, or could contribute if enhanced, to the attractiveness and livability of the downtown for a diverse population of varying ages, income, gender identity, ability, mobility, and cultural background. Consider, for example, the presence of developable mixed-use spaces, varied housing types at different levels of affordability, walkability and bikeability, healthy and affordable food markets, and public parks and gathering spaces.



Over the past decade, North Tonawanda has become more attractive while finding its true identity and sense of place. When walking or biking through the historic district of Webster Street, pedestrians are surrounded by turn of the century brick, mixed-use architecture which is now occupied by a variety of retail shops, restaurants, and residential developments. At Gateway Harbor, visitors can enjoy scenic waterfront views, launch their kayaks, or dock their boat. Downtown North Tonawanda is anchored by the Historic Riviera Theatre, home of the Mighty Wurlitzer Organ. This historic movie house, built in 1926, was once slated for demolition but now has become a regional destination and the “face” of Webster Street.

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, Haunted Harbor, Taste of the Tonawandas, and 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.

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, Herschell Carrousel Factory Museum, Ghostlight Theater, and Project 308 Art Gallery have begun to draw the creative professionals that downtowns thrive on. On any night of the week, a downtown visitor can partake in many classes and workshops including stained glass creations at Gleam & Glimmer Stained Glass Studio, jewelry making at Michele’s Motif, soap making at Martinsville Soap Works, and painting classes at Partners in Art. Webster’s Kitchen, a recent addition to Webster Street hosts a variety of cooking classes, wine tasting events and cooking demonstrations.



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 direct waterfront access. Downtown North Tonawanda is conveniently located adjacent to the recently completed City of Tonawanda Multimodal Transportation Hub which includes bicycle storage and repair. Bicycle racks on Webster and Oliver Street s have been installed to further promote downtown’s bike-ability.

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.

Located directly outside of the downtown boundary, residents can easily access DeGraff Memorial Hospital, which is a 66 bed Kaleida Health facility focusing on sub-acute care and rehabilitation. Downtown North Tonawanda is easily accessible via multiple forms of transportation and is conveniently located along NFTA bus routes. Niagara Rural Transportation also provides transportation services from North Tonawanda to northern portions of Niagara County including Niagara Community College in Sanborn, Town of Lewiston, and City of Lockport.

Downtown North Tonawanda provides a variety of flexible housing options for residents varying in affordability and type. Located directly in the historic downtown, there are approximately 120 residential



units ranging from luxury waterfront lofts and second floor apartment units. For those looking to purchase single family homes, the local housing market is healthy, yet still remains affordable compared to other cities in our region.



Although Downtown North Tonawanda has all the ingredients for a unique sense of place and livability, residential density is critical to the creation of 24/7 vibrancy and the success North Tonawanda hopes to achieve. 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 has begun and will have 102 market rate apartments. Located on the waterfront, the 110 Sweeney Street development will include 12 market rate apartments. There are many other opportunities for downtown mixed use development specifically on Tonawanda Island, 15 Webster Street, and along the Oliver Street corridor.



5) **Quality of Life policies.** 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, comprehensive plans, complete streets plan, transit-oriented development, non-discrimination laws, age-friendly policies, and a downtown management structure. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.



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 the New York State 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.



In 2016, the City of North Tonawanda was awarded a Community Development Block Grant (CDBG) Planning grant from the New York State Office of Homes and Community Renewal to develop an Oliver Street Community Needs Assessment. After an extensive public engagement process and analysis of existing conditions, the plan was completed in early 2018. This assessment identifies the corridor’s strengths and limitations and recommends action-oriented implementation strategies to meet these needs. Upon implementation, the strategies developed have the potential to cultivate and sustain revitalization along the Oliver Street corridor and throughout the dense residential neighborhoods that support our downtown core.

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 program, 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 State-sponsored 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 completed in 2012. 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.

North Tonawanda was one of the first communities in the State to receive Certified Designation for the BOA in 2015. This designation from the 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 the 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.

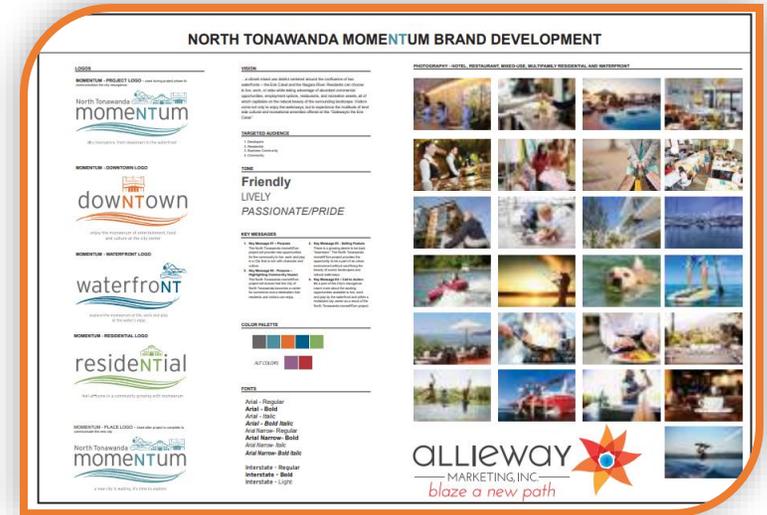


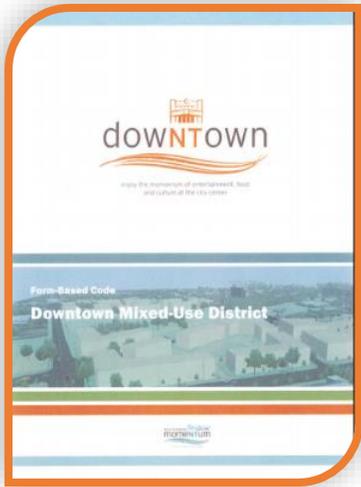
In 2015, the North Tonawanda BOA steering committee began an intensive branding and marketing process to develop a recognizable brand for the BOA plan. Through a series of community meetings with professional input, the NT Momentum brand was developed. This brand is now the moniker for the entire project and emphasizes the resurgence of a downtown community that is built upon waterfront, arts and cultural, and historical assets. The brand is specifically designed to draw attention to the Downtown area and get prospective business and developers excited about the opportunities available in Downtown North Tonawanda.



The NT Momentum project will be a powerful catalyst for private development in the area. Resources that LCDC and City of North Tonawanda will be able to bring to the Downtown North Tonawanda area include the 5% Brownfield Tax Credit bonus, a Generic Environmental Impact Statement for the entire development plan, a local housing market analysis, an interactive 3D model of potential redevelopment scenarios, a local traffic corridor analysis, development pro-formas, and priority status sites in need for environmental assessment and remediation. If these tools can be coupled with the Downtown Revitalization Initiative, the City of North Tonawanda believes the redevelopment of the master plan can be accelerated to make Downtown North Tonawanda a sterling example of community-driven, well planned, Smart Growth development.

The City is able to support and foster the Downtown Revitalization Initiative through the implementation of a modern form-based zoning code. The Downtown Mixed-Use district and Waterfront District was codified through the NT Momentum BOA process and aligns 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 these districts is to reinforce the walkability and livability of downtown while ensuring new developments are sensitive to the historic character, while increasing public waterfront access.

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 with 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 of North Tonawanda has partnered with the recently formed Niagara-Orleans Regional Land Improvement Corporation, a land bank entity. Through this entity the City of North Tonawanda is able combat neighborhood blight perpetuated through abandoned and zombie properties. The Oliver Street neighborhood is the key focus area for the landbank, which is the supportive residential area adjacent to our downtown core. Through this stable and healthy adjacent residential community, it will add to the

success of the Downtown Revitalization Initiative.

The City has also laid out a number of policy areas that direct City activities in the North Tonawanda Comprehensive Plan, Brownfield Opportunity Area (BOA) Plan, Local Waterfront Revitalization Plan. Downtown North Tonawanda is the focus of many of these policies including concentrating economic development efforts downtown, improving the availability and diversity of housing options in the City, foster 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. Smart Growth has become a guiding principle for the City which is evident through the implementation of the Smart Growth Community Fund, further promoting walkability and compact mixed-use development downtown. The inclusion of these policies 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.

6) Public Support. Describe the public participation and engagement process conducted to develop the DRI application, and the support of local leaders and stakeholders for pursuing a vision of downtown revitalization. Describe the commitment among local leaders and stakeholders to preparing and implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a DRI Local Planning Committee to oversee the plan.

LCDC and the City of North Tonawanda 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. 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.

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 in North Tonawanda. LCDC’s overlapping role in community and economic development makes it an ideal organization to lead and implement this initiative.

What is all the momentum going on in North Tonawanda?

North Tonawanda

PLEASE JOIN US

for an informational session to learn more about the vision for North Tonawanda's downtown and waterfront. We are envisioning a vibrant mixed use district centered around the confluence of two waterfronts - the Erie Canal and the Niagara River. Residents can choose to live, work, or relax while taking advantage of abundant commercial opportunities, employment options, restaurants, and recreation assets, all of which capitalize on the natural beauty of the surrounding landscape. Visitors come not only to enjoy the waterways, but to experience the multitude of landside cultural and recreational amenities offered at this "Gateway to the Erie Canal."

MEETING AT A GLANCE

- Get Involved - Learn about our photo contest.
- See concepts depicting the future vision of the waterfront and downtown.
- Share your thoughts, ask questions, get involved and be part of the momentUm.
- Enjoy some authentic theater popcorn and refreshments.

WHEN: Monday, March 2nd, 2015
4:00 - 6:00 PM Open House - Stop In Anytime
6:00 - 7:00 PM Presentation, Questions & Answers

WHERE: Riviera Theatre and Performing Arts Center
87 Webster Street - North Tonawanda, NY 14120

CONTACT: MICHAEL ZIMMERMAN
Executive Director, Lumber City Development
716-695-8580 ext 5515
mzimmerman@lumbercitydc.com

NTMOMENTUM.COM



To help facilitate implementation of this initiative, LCDC has recruited a strong collaboration of business organizations, arts and cultural groups, the faith based community and citizen community groups. A meeting was convened in May 2018 between these groups to further promote collaboration between organizations and the role they play together to advance downtown revitalization. These groups represent a diverse spectrum of community interests and bring a wide variety of skills to assist in project implementation. Specifically:

The Boards and officers 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 the Downtown North Tonawanda area 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.



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.

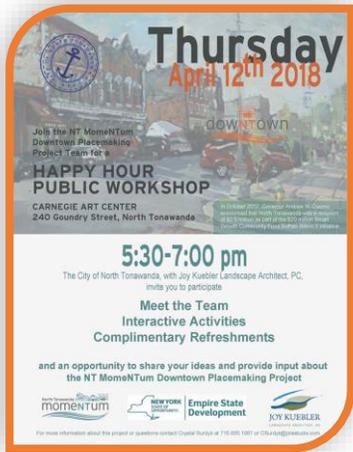
Similar to other planning processes in North Tonawanda, community involvement will be a key component to the Downtown Revitalization Initiative to prevent any unintended consequences of revitalization. The City of North Tonawanda will make every effort to include under-represented groups such as minorities, 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 Lumber City Church. 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.



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.



The most recent community engagement process has been initiated via the Smart Growth Community Fund. Joy Kuebler Landscape Architects and the subconsultant team were hired primarily for their robust approach to community engagement. As opposed to a typical open-forum style meeting, this team is more hands-on and uses other methods to reach the public such as walking tours, community conversations, and games to spark ideas and creativity. After contracting with Joy Kuebler Landscape Architects in early 2018, a steering committee comprised of individuals from the City Council, cultural institutions, city departments, LCDC, business owners, and the faith-based community was formed to establish project scope and process. The consultant team then hosted a joint meeting with the City of Tonawanda. This meeting was very informative for both cities as they share a similar downtown vision. Visitors to the Tonawandas do not know the difference between the twin cities and see the area as one continuous downtown, therefore it is imperative that signage, gateways, wayfinding and streetscapes complement each other. A public meeting was then held at the Carnegie Art Center and featured various activities including giving participants the opportunity to design their ideal downtown gateway. Highly participated walking tours of Oliver Street, River Road, and Webster Street were then held which gave individuals the opportunity to see these areas firsthand via foot and learn more about the proposed street enhancements. Community conversations at the Riviera Theatre, Taste of the Tonawandas and the NT Farmer’s Market will soon begin and will allow for additional members of the community to share their thoughts in a casual conversation-like setting.

North Tonawanda's Downtown Revitalization Initiative Local Planning Committee will include representation from the following groups:

City of North Tonawanda Mayor's office and Common Council

Lumber City Development Corporation

Niagara County Legislature

Niagara County Department of Economic Development

North Tonawanda Historic Preservation Commission

North Tonawanda Waterfront Commission

North Tonawanda Building Inspector's Office

Downtown Merchants Association

Oliver Street Merchants Association

Chamber of Commerce of the Tonawandas

Destination Niagara USA

The East Hill Foundation

The Tonawanda Council on the Arts

Twin Cities Community Outreach

Lumber City Church/Faith Based Community

Citizens on Patrol

Project Pride

Up to 5 private business and property owners

"The transformation of Webster Street over the last ten years has happened in large part to a great collaboration between the City, Lumber City Development, and the Downtown Merchants Association. The Downtown Merchants have worked closely with the City on developing the NT Momentum plan, the new downtown zoning code, and many other projects and events. We are excited to have this opportunity to implement the NT Momentum plan!"

- Jay Soemann

President

North Tonawanda Downtown Merchants Association

7) Project List to Demonstrate Readiness: Describe opportunities to build on the strengths described above by providing a list of transformative projects that will be ready for implementation with an infusion of DRI funds within the first one to two years (depending on the scope and complexity of the project) and which may leverage DRI funding with private investment or other funds. Such projects could address economic development, transportation, housing, and community development needs. While such projects should have demonstrated public support, it is recognized that projects will ultimately be vetted by the Local Planning Committee and the State. Explain how most projects proposed for DRI funding demonstrate their readiness for implementation.

Downtown North Tonawanda is prepared for near-term implementation of the NT Momentum plan. The City of North Tonawanda has identified a broad range of transformative projects that can be completed with an infusion of Downtown Revitalization Initiative funds within 1-2 years of award. These projects advance the vision of downtown development while leveraging private investment. Refer to section 3 for project descriptions:

Priority Development Projects			
Project	Total Project Cost	Project Readiness	Estimated Completion
Fire Training Facility- <i>Mixed use development on Tonawanda Island</i>	\$18 Million	Site control, \$162,000 RESTORE NY funding, Phase I, Pro-Forma	2020
Tonawanda Island Infrastructure Improvements/78 Bridge Street Site Development- <i>Critical infrastructure improvements for future development</i>	\$1.5 Million	Concept plan, site control	2020
Northern Main Street Redevelopment- <i>Mixed use development at 4-acre brownfield site</i>	\$10.2 Million	Concept Plan	2020

Herschell Carrousel Museum Expansion- <i>Improvements to existing building & expanded Kiddie Land</i>	\$500,000	Site control, architectural design	2019
Oliver Street Revitalization- <i>Redevelopment of underutilized/vacant properties</i>	\$750,000	Pro-forma, Community Needs Assessment	2020
110 Sweeney Street- Phase II- <i>Mixed use development on the Erie Canal</i>	\$3.5 Million	Site control, architectural design complete, \$200,000 RESTORE NY funding	2019
Hotel - <i>Downtown Hotel Development</i>	\$8 Million	Feasibility Study	2019
Oliver Street Façade Program- <i>Commercial façade program</i>	\$200,000	Needs assessments, Pro-Formas, Potential Candidates	2020
Lofts at 15 Webster- <i>Downtown loft living in a historic building on Webster Street</i>	\$1.5 Million	Site control	2020
Riviera Theatre Expansion- <i>23,000 sq. ft expansion</i>	\$4.5 Million	Economic impact study, site control, architectural design complete	2019
Carnegie Art Center- <i>Lower level renovations at the Carnegie Art Center</i>	\$1 Million	Site Control	2019
Public Art Program- <i>Public art program to celebrate heritage- Oliver Street & Downtown</i>	\$75,000	Site control, committed partners (Oliver Street Merchants, Project Pride, Downtown Merchants)	2019

In addition to over a decade of planning, Downtown North Tonawanda has the necessary tools and incentives in place to attract future development including:

Form-based zoning code for Downtown District and incentive-based zoning for Waterfront District

Generic Environmental Impact Statement (GEIS) for Downtown and Waterfront

5% bonus to State brownfield tax credit program through designated Brownfield Opportunity Area

Various programs and incentives available from Lumber City Development and Niagara County including PILOT program, low cost hydro-power, low-interest financing, brownfields clean-up program, and microenterprise loan program

State and Federal Historic tax credits

State low-income housing tax credits

Completed economic pro-formas, feasibility studies and marketing analyses for key development sites

3-D Model of NT Momentum redevelopment plan

Completed River Road traffic study and North Tonawanda local housing study

NT Momentum branding

Site control of key development opportunities

8) Administrative Capacity. Describe the extent of the existing local administrative capacity to manage this initiative, including potential oversight of concurrent contracts once projects are selected for award.

The City's redevelopment planning process has been directed by Lumber City Development Corporation (LCDC), the City's economic development agency. Lumber City Development has a Board of Directors of 15 volunteer local citizens with a diverse array of professional experience, including: attorneys, commercial lenders, small business owners, engineers, architects, and CEOs. 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 seven years of experience with LCDC. During those seven 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 six 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. The City also has a number of volunteer committees made up of residents with interest or concern in areas including historic preservation, waterfront policy, and environmental issues. The City of North Tonawanda is prepared to mobilize these diverse resources to assist with the direction and management of the Downtown Revitalization Initiative implementation process.

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

[Click here to enter text.](#)

*Don't forget to attach a map that clearly delineates the proposed DRI Area. (See item 1.)

EMAIL SUBMISSION ADDRESSES

Please submit your application as a Word Document to the Regional Council for your region.

Capital Region	NYS-CapitalDist@esd.ny.gov
Central New York	NYS-CentralNY@esd.ny.gov
Finger Lakes	NYS-FingerLakes@esd.ny.gov
Long Island	LIREDC@esd.ny.gov
Mid-Hudson	NYS-MidHudson@esd.ny.gov
Mohawk Valley	NYS-MohawkVal@esd.ny.gov
New York City	NYC-DRI@esd.ny.gov
North Country	NYS-NorthCountry@esd.ny.gov
Southern Tier	NYS-SouthernTier@esd.ny.gov
Western New York	NYS-WNY-REDC@esd.ny.gov

Office of the Mayor

ARTHUR G. PAPPAS

June 1, 2018

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 round three of the Downtown Revitalization Initiative. The NT Momentum project is a culmination of over ten years of comprehensive planning focused on North Tonawanda's historic downtown.

Downtown North Tonawanda, located at the confluence of the Niagara River and historic Erie Canal, was once a thriving canal commerce district. The bustling lumber yards and mills along with nearby mansions of the lumber industry barons, gave North Tonawanda the 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 into this community annually. New developments are currently in progress including the Enterprise Lumber and Silo project at 211 Main Street and 110 Sweeney Street, along with a wide range of new small businesses on Webster Street.

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 State Department of State has allowed us to create a new zoning code, streamline the development process, and providing the roadmap for a new generation of development in North Tonawanda's downtown and waterfront.

Through support from the Western New York Regional Economic Development Council for the Smart Growth Community Fund, the City has begun to cultivate a successful downtown through a variety of projects to enhance waterfront access, placemaking and walkability. Although this funding has set laid the necessary framework within the public realm, the process is still 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.

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 State.

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

LUMBER CITY

DEVELOPMENT CORPORATION

Your Partner in Success

June 1, 2018

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

Honorable Council;

On behalf of Lumber City Development Corporation I am honored to support the City of North Tonawanda's NT Momentum project submission to the 2018 Downtown Revitalization Initiative.

Lumber City Development Corporation has served as North Tonawanda's economic development agency since 2004. In that time Lumber City has worked closely with the City of North Tonawanda, the Chamber of Commerce of the Tonawandas, the NT Downtown Merchants Association, and many other local and regional partners in an effort to redevelop and revitalize Downtown North Tonawanda. The NT Momentum project is the culmination of that collaborative effort and Lumber City Development is excited to work with the City of North Tonawanda to implement this vision.

The NT Momentum project will leverage North Tonawanda's strengths such as picturesque waterfront property, first-class cultural amenities, popular dining and entertainment venues, and historic architecture to attract new residents, companies, and developments to the area. The projects outlined by the NT Momentum vision will significantly transform Downtown North Tonawanda and positively impact the lives of residents throughout the Niagara Frontier.

Lumber City Development Corporation fully supports the NT Momentum project and is committed to working with the City of North Tonawanda and the Western New York Regional Economic Development Council to implement an NT Momentum Downtown Revitalization Initiative. Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Douglas Taylor', with a long, sweeping horizontal line extending to the right.

Douglas Taylor
Chairman

June 1, 2018

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

Honorable Council,

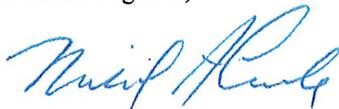
The Niagara County Center for Economic Development is proud to support the NT Momentum project, the City of North Tonawanda's proposal for Round Three of the Downtown Revitalization Initiative.

The City of North Tonawanda has planned for and began to implement a redevelopment strategy aimed at making Downtown North Tonawanda a unique, attractive, and vibrant place to live, work, and play. Niagara County has been proud to welcome new businesses and developments along historic Webster Street and the Erie Canal.

The NT Momentum project is a clear strategy to capitalize on this success to bring new investment into the downtown area. The developments envisioned by the NT Momentum project will bring new life to the Niagara River waterfront, Tonawanda Island, former industrial brownfield properties, and the oldest historic neighborhoods in North Tonawanda. This additional investment will help strengthen the community through a variety of new housing developments, office and professional development, unique retail and entertainment amenities, overnight lodging, and investments in critical public infrastructure and green spaces.

The Niagara County Center for Economic Development looks forward to a continued collaboration with the City of North Tonawanda and all of its partners in downtown development. Thank you for considering the NT Momentum project for the Downtown Revitalization Initiative.

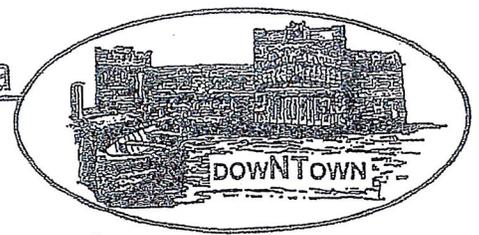
Kindest regards,



Michael A. Casale
Deputy Commissioner of Business Development
Niagara County Department of Economic Development

Downtown Merchants Association of North Tonawanda

NORTH TONAWANDA, NEW YORK 14120



May 30, 2018

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

Honorable Council;

On behalf of the Downtown Merchants Association I would like to express my full support for the City of North Tonawanda's application to Round Three of the Downtown Revitalization Initiative.

Established in 1957, the Downtown Merchants Association comprises of small business owners who are committed to strengthening the downtown corridor and waterfront. Through our beautification efforts and a variety of annual events, we are able to increase the number of visitors to our district while providing unique goods and services in a walkable historic downtown district.

Through this opportunity, the City of North Tonawanda will be able to advance the NT Momentum plan. The developments envisioned in these key planning projects will help bring new life to our Downtown corridor and waterfront while driving new visitors to our area, further leveraging our efforts to enhance our downtown into a vibrant 24/7 destination.

Upon implementation of this project, the Downtown Merchants Association will continue to play a collaborative and supportive role. We are proud to support the City of North Tonawanda's efforts to help restore the pride and vibrancy in these historic neighborhoods.

Sincerely,


Jay Soemann
President



May 29, 2018

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

Honorable Council;

On behalf of the Oliver Street Merchants Association, I would like to express my full support for the City of North Tonawanda's application to Round Three of the Downtown Revitalization Initiative.

The Oliver Street Merchants Association was developed in 2015 and is a volunteer organization that is committed to strengthening the Oliver Street business community and the beautification of this key business corridor. We work closely with the City of North Tonawanda, Lumber City Development Corporation, and Project Pride of North Tonawanda in organizing a number of events such as street clean ups, flower planting, cash mobs to raise awareness of local businesses and much more. We also played a large role in the development of the Oliver Street Community Needs Assessment.

Through this opportunity, the City of North Tonawanda will be able to advance the NT Momentum plan and strategic objectives set forth in the Oliver Street Community Needs Assessment. The developments envisioned in these key planning projects will help bring new life to the Oliver Street corridor, our surrounding dense residential neighborhoods, and the adjacent downtown and waterfront.

The Downtown Revitalization Initiative aligns closely with our mission and we truly believe that the enhancements made in downtown through this opportunity will build upon our current efforts to improve the public experience on Oliver Street. Upon implementation of the Downtown Revitalization Initiative, the Oliver Street Merchants Association will continue to play a collaborative and supportive role.

We are proud to support the City of North Tonawanda's efforts to help restore the pride and vibrancy in these historic neighborhoods.

Sincerely,

Amy Silbo
President



May 29, 2018

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

Honorable Council;

On behalf of Project Pride of North Tonawanda, I would like to express my full support for the City of North Tonawanda's application to Round Three of the Downtown Revitalization Initiative.

Project Pride of North Tonawanda is a twenty-year-old volunteer driven organization that is committed to the beautification of North Tonawanda to enhance community pride. We work closely with the City of North Tonawanda, Lumber City Development Corporation and the Oliver Street Merchants Association in organizing street clean-ups, flower planting events, fundraisers and much more. We have also been involved with the installation of new bicycle racks, planters and street furniture throughout Downtown and the Oliver Street corridor, further leveraging the Smart Growth Community Fund and other various State investments.

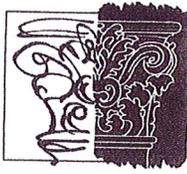
The Downtown Revitalization Initiative aligns closely with our mission and we truly believe that the enhancements made in downtown through this opportunity will build upon our current efforts to improve the public experience in downtown and our waterfront. Upon implementation of the Downtown Revitalization Initiative, Project Pride will play a collaborative role throughout the process is committed to serving on the steering committee.

We are proud to support the City of North Tonawanda's efforts to help restore the pride and vibrancy in these historic neighborhoods.

Thank you for your time and consideration.

Sincerely,

Barbara Hughes
Board President, Project Pride of North Tonawanda



Tonawanda's Council on the Arts
CARNEGIE ART CENTER

May 30, 2018

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

Honorable Council;

On behalf of the Carnegie Art Center, I would like to express my full support for the City of North Tonawanda's application to Round Three of the Downtown Revitalization Initiative.

The purpose of the Carnegie Art Center, directed by the Tonawandas' Council on the Arts, is to sponsor, promote and encourage the development of the visual and performing arts through the presentation of exhibitions, concerts, performances, classes, and other artistic related activities. It provides educational and cultural enrichment to North Tonawanda and the Western New York Region.

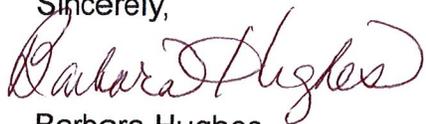
The City of North Tonawanda has found its niche in arts and cultural amenities, which enhances the livability of downtown and contributes to the overall vibrancy of our city. Through this opportunity, the City of North Tonawanda will be able to advance the NT Momentum plan including proposed improvements to the lower level of our 115 year old building donated to the city by Andrew Carnegie. The improvements highlighted in this nomination are as relevant today as they were in 1902 and are in line with Carnegie's philanthropic philosophy:

"The main consideration should be to help those who will help themselves; to provide part of the means by which those who desire to improve may do so; to give those who desire to rise the aids by which they may rise; to assist, but rarely or never to do all."

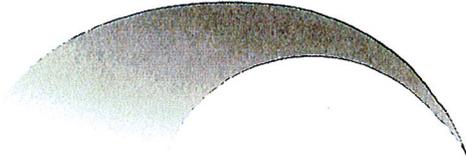
The necessary restoration of this historic site will allow our organization to expand our current programming and generate the revenues necessary for long-term sustainability of the organization. Upon implementation of this project, the Carnegie Art Center will continue to play a collaborative and supportive role with both the city, private sector, and other cultural organizations.

We are proud to support the City of North Tonawanda's efforts to continue the momentum of prior investments that promote livability and vibrancy in our historic neighborhoods.

Sincerely,

A handwritten signature in dark ink, appearing to read "Barbara Hughes". The signature is written in a cursive, flowing style with a large initial "B".

Barbara Hughes
President, Board of Directors
Tonawanda Council on the Arts



CHAMBER of
COMMERCE of the TONAWANDAS

Your Bridge to Success.

May 29, 2018

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

Honorable Council;

On behalf of the Chamber of Commerce of the Tonawandas, I would like to express my full support for the City of North Tonawanda's application to Round Three of the Downtown Revitalization Initiative.

The City of North Tonawanda has planned for and began to implement a redevelopment strategy to aimed at making Downtown North Tonawanda a unique, attractive, and vibrant place to live, work and play. The Chamber of Commerce has been proud to welcome new businesses along historic Webster Street, Oliver Street and the Erie Canal.

Through this opportunity, the City of North Tonawanda will be able to advance the NT Momentum plan. The NT Momentum project is a clear strategy to capitalize on previous success to bring new investment into the downtown area. The developments envisioned by the NT Momentum project will bring new life to the Niagara River waterfront, Tonawanda Island, and former industrial brownfield properties. It will also enhance our arts and culture community thus bringing more visitors into our downtown core.

The Chamber of Commerce of the Tonawandas recognizes the importance of this project and is committed to being a collaborative partner throughout the process.

If you have any questions, please feel free to contact me directly at 716-692-5120.

Sincerely,



Cathy Oddo
Executive Director