



Downtown Revitalization Initiative

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 Tonawanda

Downtown Name: City of Tonawanda

County Name: Erie

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

Making a DRI investment in the City of Tonawanda will clearly help the City to achieve its vision as set forth in the City of Tonawanda Comprehensive Plan Update - -

“Tonawanda is a historically rich waterfront community in the Buffalo Niagara Region where the Erie Canal meets the Niagara River. We engage with our residents, businesses, schools and community leaders and look ahead to make our neighborhoods and businesses vibrant. By capitalizing on our assets, both natural and man-made, we strive to be a sustainable City, a community for a lifetime.”

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.

Located along the shoreline of three major waterways, the City of Tonawanda's downtown has extraordinary opportunity to capture tourists and residents and entice them to visit, work and live in and around this walkable downtown community. These waterways are home to public parks and open space that supports extensive tourist and recreational activity year-round. In recent years, the City has recognized the integral role that the downtown and waterfront plays in the community, investing in the development of its Main Street Program, as well as its foundational planning programs, including the Local Waterfront Revitalization Program Update, the Comprehensive Plan Update and a Community-wide Housing Strategy, among other things. These efforts, combined with improvements to the built environment, such as the downtown's new Blueways – Greenways Intermodal Hub, have spurred excitement in the community about the potential for revitalizing the downtown

area and improving its connection to the waterfront. It is the City's vision to foster a unified, distinctive, attractive community with a strong sense of place in the Niagara River and Western New York region, and it has been working hard to achieve this goal.

This request for DRI program investment seeks to improve opportunities for providing wider-ranging and better organized access to waterfront and downtown amenities, attracting higher volumes of residents and visitors to the downtown area and increasing tourism and economic activity. As the only location in Western and Central New York where three major waterways, regional multi-use trails and a central business district all come together, this project will build on the existing strengths of the community and region to create and improve the City's image as a desirable destination. The projects proposed under this DRI investment would help to bring transformative change to the City of Tonawanda and support Tonawanda Main Street's vision of an attractive, abundant, historic downtown area that will serve as the heart of the City and encourage pride, engagement and growth within the community at large.

The DRI program investment is also important as a means of helping to catalyze economic development, as the City of Tonawanda is a highly distressed economic area with a high percentage of low-to-medium income residents. The City's median household income of \$46,026 is \$5,024 below the Erie County average (2010-2014 American Community Survey 5-Year Estimates). Tonawanda has a growing rate of individual poverty, over 32.5% unemployment among residents who are at or below poverty level, and over 500 vacant housing units throughout the City that are currently being addressed through the Local Initiative Service Committee (LISC) Zombie Housing Initiative. This DRI investment project will capitalize on the City's recent efforts to address the challenges and barriers that characterize the City's underserved downtown area (Main Street and central business district) and to help reverse the trend of deterioration, neglect and disinvestment in this area.

This priority investment program pulls together both public and private outreach that helped shape a series of real-world project concepts that will offer the options the City needs to make the essential Main Street and the central business district a true contributor and enabler for the City's revitalization and economic development efforts. The DRI investment will contribute to furthering and sustaining community revitalization and fostering economic growth by improving the overall accessibility for thousands of visitors to the City's local businesses, cultural attractions and community events. The issues facing the City and the opportunities for improvement have been well documented and planned for in the City of Tonawanda Comprehensive Plan and Local Waterfront Revitalization Program updates, which provide a strong foundation for success, and this is why this area was selected for DRI investment.

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 boundaries for the proposed DRI program investment area encompass the area that lies south of Broad Street, east of Clinton Street, north of the shoreline of the Niagara River and the Erie Canal/Tonawanda Creek and west of the shoreline of Ellicott Creek. This area delineates the heart of the central business district in the City of Tonawanda.

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.*

The City of Tonawanda is a densely developed, compact municipality about 3.7 square miles in size with over 15,000 residents. The City of Tonawanda has the benefit of being located at the confluence of the Niagara River, the Erie Canal (Tonawanda Creek) and Ellicott Creek. These waterways are home to public parks and open space that support extensive tourist and recreational activity. This includes biking, boating, walking and other passive activities. The river, creeks, canal and trails bustle with activity throughout much of the year, bringing numerous visitors and residents to the waterfront and downtown area by land and water. The central business district is situated very close to the waterfront, the Blueways-Greenways Intermodal Hub, and Gateway Harbor Park, which is a popular boating destination, and is accessible to regional multi-use trail system. The downtown and Main Street area includes shopping, commercial and service establishments, including a grocery store, that satisfy certain needs of residents, youth, seniors, workers and others. Tonawanda's Main Street, with its traditional street pattern and historic buildings, set within a context of a dense residential community, is ripe with opportunities for improvement and growth. The DRI program investment will help the City move forward and implement the many planning efforts and initiatives it has accomplished over the past three years to realize its vision as a unified, connected, prosperous and harmonious community and destination.

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.*

Over the past two years the City has ambitiously undertaken several projects, initiatives and investments that are focused on waterfront and downtown revitalization, economic development, and other improvements to the community. These efforts provide a solid foundation that the City can capitalize on to catalyze and incentivize future investments in the community. These efforts include:

- Update to the City of Tonawanda Local Waterfront Revitalization Program (LWRP) – funded by NYSDOS; update to be adopted in 2018
- Update to the City of Tonawanda Comprehensive Plan – funding by the City of Tonawanda; update to be adopted in 2018
- Niagara Street Corridor Feasibility Study – funded by ESD; in progress
- Tonawanda Main Street Program – funded by NYSDOS; project completed
- ADA Fishing Pier – funded by NYSDOS; project completed
- Blueways – Greenways Intermodal Hub – funded by DASNY, Niagara River Greenway and CDBG; project completed

- Urban Forestry City-wide Tree Inventory, Tree Planting of over 200 trees – funded by NYSDEC; project completed. New application for 400 more trees in development.
- Invasive Species Control for Emerald Ash Borer treatments – funded by NYSDEC; in progress
- Ives Park Improvements – funded by NYSOPRHP; in progress
- Public Dock Expansions on the Niagara River and Ellicott Creek – funded by (DOS and Niagara River Greenway); in progress
- Rails to Trails Expansion (Kenmore to Erie Canal) – funded by NYSDOT; phase 1 complete, phase 2 in final design
- Zombie/Vacant Housing Initiative – funded by NYS Housing Fund, Local Initiative Service Committee; study in progress
- Waterfront Interpretive Signage – funded by Niagara River Greenway; in progress
- Niawanda Park Shoreline Stabilization – funded by DASNY; project completed
- Incorporation of the Tonawanda Local Development Corporation – funded by the City of Tonawanda and NYSDOS; incorporation completed
- Tonawanda Main Street Vacant Property Abatement Report – funded by the City of Tonawanda and NYSDOS; study completed
- Main Street Area Market and Economic Analysis – funded by the City of Tonawanda and NYSDOS; study completed
- Housing Conditions Report and Code Enforcement Assessment— funded by Local Initiative Service Committee; in progress
- Complete Streets Policy Guide and Action Plan – funded by the City of Tonawanda and NYSDOS; completed
- Preservation Pocket Guide – Design Guidelines and Historic Preservation Reference Guide – – funded by the City of Tonawanda and NYSDOS; completed

4) 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.*

In its heyday, the Erie Canal was the source of significant industry and employment activity in the City of Tonawanda. As activity on the canal ceased, job growth in the City declined. Although there are still businesses and industries actively operating in the City, opportunities have diminished, and City residents look to employment centers in outside areas in the region for work. The City of Tonawanda functions as a bedroom community for these other locations, which include the Cities of Buffalo, North Tonawanda and Niagara Falls and the nearby Towns of Tonawanda and Amherst, where professional and manufacturing job growth is more significant and employment opportunities more readily available. Continuing commercial and light industrial development in the nearby communities, particularly Amherst and Tonawanda, increases the potential for workers to locate in the City of Tonawanda where affordable housing is available.

In addition, the City of Tonawanda is home to the 47-acre former Spaulding Fibre property, which is located close to downtown. The Spaulding Fibre plant operated in the City from 1911 to 1992, at one point employing up to 1,500 people. After the plant closed, contamination at the site was remediated with City and RestoreNY funds, with the NYSDEC certifying the property as acceptable for renewed commercial or light industrial use. Hence, the Spaulding Fibre site provides a significant opportunity for job growth and revenue generation to benefit the City of Tonawanda. The City of Tonawanda Local Development

Corporation is working with the Erie County Industrial Development Agency to market this property in an effort to bring economic development opportunities to Tonawanda. The reuse of this property would attract professionals and other workers to the area, helping to stimulate new business activity in downtown Tonawanda, helping to make the area more sustainable.

- 5) 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.*

The goal the City of Tonawanda through of this DRI application is to create a unified and interconnected environment in and around the central business district that would be a catalyst for increased tourism, economic development, recreation and public interaction. The City of Tonawanda has the benefit of being located at the confluence of the Niagara River, the Erie Canal (Tonawanda Creek) and Ellicott Creek. These waterways are home to public parks and open space that support extensive tourist and recreational activity. This includes biking, boating, walking and other passive activities. The central business district is situated very close to the waterfront, the blue-greenway intermodal hub, and Gateway Harbor Park, which is a popular boating destination, and is accessible to regional multi-use trail system. The downtown includes shopping, commercial and service establishments that satisfy certain needs of residents, youth, seniors, workers and others. For all intents and purposes, it is an optimal location and the amenities and resources in the near vicinity enhance the area. This area also offers a number of opportunities for improvement to allow for the creation of a more connected, prosperous and harmonious City center.

To achieve the City's goal for improving the downtown, the proposed DRI project would implement the recommendations of the City of Tonawanda Comprehensive Plan and LWRP to allow for the formal closure of the section of Young Street that extends between Delaware Avenue and Main Street (see attached map). Closing this section of Young Street, which parallels the waterfront, would create an expanded and better-connected greenspace corridor, additional public gathering areas, improved exposure of the Blue-Greenway Intermodal Hub and an area for the construction of a four-season public pavilion at the Hub. It would also enable the redevelopment of parcels near the Hub for mixed-use development. Municipal parking in this area would also be redesigned to improve circulation and better connect to Main Street. Additional enhancements in this area would include rehabilitation of the Erie Canalway Trail pedestrian bridge that extends across the mouth of Ellicott Creek at Gateway Harbor Park, the installation of decorative lighting on the Renaissance (Main Street/Webster Street) bridge that extends across the Erie Canal and the Erie Canalway Trail pedestrian bridge, and the provision of public Wi-Fi service in a one-square mile area of downtown, including Gateway Harbor Park and along the Erie Canal/Tonawanda Creek, just east of downtown. Public docking facilities would also be expanded along the Ellicott Creek shoreline. Additionally, closing Young Street would force more vehicular traffic onto Main Street, which is the heart of the downtown and is proposed to be improved with for streetscaping upgrades.

Other aspects of the DRI project include the realignment of the Niagara Street corridor in the downtown to remove excess pavement, calm traffic and improve the public realm with more greenspace, public art and other elements to enhance the area. This effort would improve cross access from Clinton Street to Niagara

Shores Drive and the Tops Supermarket property, where the potential exists for outparcel development with mixed uses to provide additional opportunities residential and commercial activity in the downtown. Signage and wayfinding improvements will also be undertaken along the waterfront and through the downtown, to strengthen the connection with Main Street; improve the connection between the regional Shoreline Trail, intermodal hub and Erie Canalway Trail; and enhance general circulation in the business district. Over the long term, gateway improvements are proposed in the downtown for Main Street, Seymour Street and Delaware Avenue, which are all entry points to the City from the north.

All the proposed improvements outline above would capitalize on existing assets and enhance the attractiveness of the physical environment in the central business district, making it a more prosperous, welcoming, interconnected regional destination for visitors throughout the year.

- 6) 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 Tonawanda is heavily focused on revitalizing its downtown business district to improve livability and quality of life and strengthen tourism. This core downtown area is located in close proximity to the waterfront, which is heavily utilized by residents and visitors, yet does not reap the full benefits of its location. The existing configuration of roadways in downtown does not effectively direct traffic to Main Street and is not welcoming for pedestrians. To this end, the City has undertaken several efforts to improve economic activity and conditions in the downtown. In 2016, the City utilized Title 11 EPF funding from the NYSDOS to create the Main Street Program as a unifying agent to promote and facilitate the revitalization of the central business district. Working in partnership with the Western Erie Canal Alliance, the program established a sustainable grassroots organization that is focused on addressing the issues and opportunities of the Main Street area. The Program was developed in accordance with Main Street America (the former National Trust for Historic Preservation's Main Street Program) and is centered on economic development within the context of historic preservation as Main Street in Tonawanda contains a number of historic structures that survived prior urban renewal efforts in the City. The overarching goals of the Main Street Program are to: 1) Leverage the community's physical and intrinsic strengths to promote economic reinvigoration and revitalization of the commercial district and community; 2) Engage broad base grassroots community support for Main Street's mission, goals and objectives; 3) Increase people and community capacity that will result in positive change to their community through strategic planning and marketing; and 4) Maintain the historic fabric and integrity of the community. In July 2017, the Main Street Program was incorporated as the City of Tonawanda Local Development Corporation, and Tonawanda Main Street remains a critical focus of this organization.

In June 2018, the City of Tonawanda will formally adopt an update to the City of Tonawanda Comprehensive Plan. Two key themes in this Plan focus on an "active, vibrant and prosperous downtown" and "creating a sustainable community and enriched public realm through multi-modal connections and wayfinding". Goal 4 in the Plan is to *Promote sustainable and well-planned economic development opportunities that support year-round activity*. Objectives to support this goal include reinforcing the role of downtown Tonawanda as the primary activity and cultural center of the City and linking recreational facilities to the downtown to

provide easier access for residents, workers, commuters and visitors. The Comprehensive Plan recommends greater promotion of the Gateway Harbor Park as a tourist destination, the development of a capital improvements plan for tourist amenities, adoption of commercial design standards for the downtown area, and strengthening the capacity of the Tonawanda Local development Corporation. As a part of the update of the comprehensive plan, a number of companion efforts were undertaken including, preparation of the Main Street Vacant Property Abatement Report, development of a Complete Streets Policy Guide and Action Plan, and the preparation of the Preservation Pocket Guide – Design Guidelines and Historic Preservation Reference Guide.

In 2018, the City will also adopt an update to the City of Tonawanda Local Waterfront Revitalization Program (LWRP). The boundary for the LWRP was revised to include the central business district to improve connections and foster more economic activity in the downtown. LWRP policies recognize the need for downtown revitalization, enhanced tourism and improvements to multi-use trails and other pedestrian accommodations, including the wayfinding system, to create a more inviting and congruent environment in the City center. The LWRP recommends the closure of Youngs Street and reconstruction of Niagara Street to improve the public realm, reduce the extent of pavement and calm traffic, enhance multi-modal activity and strengthen tourism. It also recommends streetscaping improvements for Main Street. The LWRP supports revised zoning to enable mixed use development in an effort to promote and incentivize the redevelopment of existing structures and new development in and around the central business district.

The policies and recommendations outlined in the City of Tonawanda Comprehensive Plan and LWRP lay the foundation for or build off of other efforts and projects that have been undertaken by the City. This includes the construction of the Blue-Greenway Intermodal Hub and the successful CFA award for the Feasibility Study for the Reconfiguration of Tonawanda’s Niagara Street Corridor.

- 7) 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.*

Over the past three years the City of Tonawanda has ambitiously undertaken updates to its Local Waterfront Revitalization Program (LWRP) and Comprehensive Plan and engaged in numerous downtown revitalization initiatives for economic development, focusing on its Main Street and waterfront areas. The project that are proposed as a part of the DRI program investment are either direct recommendations from the LWRP or Comprehensive Plan updates or are derived from the vision, goals and recommendations contained in these plans. All of the City’s recent planning efforts included extensive public outreach to ensure that the planning processes were open and transparent and to ensure that the recommendations and action items set forth in these plans were supported by the public. These efforts were also overseen by steering committees that were comprised of City representatives, County and other local government officials, and public and private stakeholders. Public participation efforts included public information meetings, public and boater surveys, industry survey, walking and boating tours, tactical events, public charrette focus meetings, outreach to school youth and seniors and youth workshops, neighborhood workshop, postings on the City’s website and a Facebook page for each project for gathering public comments. The anticipated adoption of the LWRP and Comprehensive Plan updates (which will occur in 2018) will include public hearings, offering local residents

and stakeholders an additional opportunity to provide comments and support for the City's revitalization efforts. Furthermore, a recent survey of local merchants in the downtown area (see attached) provides additional support for the City's revitalization efforts and the proposed projects for improving the downtown and waterfront. This comprehensive approach provided the City with ample comments and support for their efforts and for the projects being proposed under the DRI.

The planning efforts outlined above are a clear demonstration of the commitment of past and current City Officials to revitalize the downtown and waterfront, improve economic development and enhance quality of life for residents and visitors alike. The attached presentation from a City Council Planning Workshop that was held in May of 2017 illustrates the approach that was being undertaken by the City to comprehensively address the issues and opportunities facing the City. These efforts have also helped to position the City for this DRI investment; the City has worked hard to ensure that they laid a solid foundation upon which to realize their vision for the future - - the creation of a unified, connected and prosperous downtown and waterfront.

The initial lead contact for the DRI program will be Charles Gilbert, the City Administrator, who will work with outside experts to convene a DRI Local Planning Committee to oversee the plan.

- 8) 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.*

The following is a list of transformative projects that are proposed as a part of the DRI investment program for the City of Tonawanda. These projects are the culmination of over two years of planning effort by the City, demonstrating the City's readiness to move forward to realize its vision for the community. They are designed to strengthen tourism, improve multi-modal transportation, and incentivize redevelopment and new development of mixed uses to enhance the physical environment and meet the needs of area residents, workers and visitors.

- Young Street Closure – The City is proposing to close the section of Young Street that extends along the Ellicott Creek waterfront, from the intersection with Delaware Street and Broad Street to the intersection with Main and Niagara Streets. This project will allow for the expansion of public open space and recreational area, enlarging the area of greenspace along the western side of the creek and will provide direct access to the Blueways – Greenways Intermodal Hub, which is currently located on the southwest side of Youngs Street in this area, across the street from the waterfront. This project would involve the removal of existing roadway and pavement to be replaced with lawn, landscaping, benches and other amenities, as well as a multi-use greenway trail that would extend from the Delaware/Broad/Young Street intersection to Gateway Harbor Park and the Erie Canalway trailhead at the Erie Canalway Trail pedestrian bridge over Ellicott Creek. This project will greatly enhance the

experience for residents and visitors, enhancing tourism in the downtown. This project will be coupled with the expansion of public dockage along the Ellicott Creek shoreline, which the City has secured separate funding to achieve. Other elements of this project will include the installation of decorative lighting on the historic Erie Canalway Trail pedestrian bridge that spans the mouth of Ellicott Creek, carrying the Erie Canalway Trail across the creek; and the provision of public Wi-Fi service in a one-square mile area in the downtown, including Gateway Harbor Park and along the Erie Canal/Tonawanda Creek (east of downtown). The closure of this section of Young Street will also redirect traffic flow to Main Street, which presently carries the least amount of average daily traffic through the downtown. Increasing vehicular traffic on Main Street would more provide exposure and benefits to local businesses. The City currently has this area closed temporarily and will make this closure permanent through the DRI investment. A recent survey of merchants in the downtown area (see attached) and merchant comments indicates that this project has local support and is anticipated to improve business activity. Although concept drawings included a round-a-bout at the intersection of Delaware, Young and Broad Streets, preliminary traffic analysis indicated that this facility would not necessarily offer added traffic calming and safety benefits, so this element is not a part of this project at present. The closure of Young Street is a recommendation in the City of Tonawanda Local Waterfront Revitalization Program update, was vetted with the general public as a part of this process, would strengthen tourism activity and would provide significant overall benefit to the community at large. *Estimated Project Cost - \$1,125,000*

- Reconfiguration of Niagara Street Corridor - The reconfiguration of Tonawanda's Niagara Street Corridor includes a realignment concept, from City Hall to the downtown area, for reducing the number of unnecessary traffic lanes and excessive paved areas and redeveloping this area with shared bicycle and pedestrian lanes. The goal is to transform this area into a landscaped/treed boulevard and transportation corridor. Public art would be installed throughout the landscaped median to create a pleasant amenity for residents and tourists. This project will include improved access to the Tops Supermarket and Niagara Shores Drive. Coupled with proposed zoning improvements, incentives will be provided for development of the underutilized property in this area with mixed use commercial and residential development. Improving the public realm along the Niagara Street corridor is essential to the revitalization of the downtown and is one of the priority development projects recommended in the City's updated LWRP as a means of improving quality of life, strengthening tourism and boosting economic development. *Estimated Project Cost - \$3,220,000*
- Four-Seasons Pavilion – The construction of a 30-foot by 50-foot public pavilion is proposed adjacent to the Blueways – Greenways Intermodal Hub. This pavilion will be a smaller version of the one that was constructed in the successful Larkville Square area in the City of Buffalo. It will be available for public use and will complement the improvements that will be established as part of the closure of Young Street. It will also add value to the City's new Blueways – Greenways Intermodal Hub. At present, the only larger facilities available for public gatherings or events are located in Niawanda Park, in the western portion of the waterfront, which is a considerable distance from the downtown. Therefore, this proposed pavilion facility will provide a needed public amenity along the downtown waterfront. *Estimated Project Cost - \$250,000*

- Erie Canalway Trail Pedestrian Bridge over Ellicott Creek – The historic trestle bridge that spans the mouth of Ellicott creek is in need of maintenance, including rehabilitation of structural elements and the replacement of the bridge deck. Repair work on the bridge would include steel work, blasting, painting and associated activities. This bridge provides a critical connection between the regional Shoreline Trail and Gateway Harbor Park and the Erie Canalway Trail, boat dockage, fishing dock and park and open space amenities to the east along the Erie Canal/Tonawanda Creek. These repairs are essential for maintaining this connection and enabling people to move from one public space to another along the waterfront. If this bridge is not repaired, it will create a significant disruption/disconnection in the regional trail system and public realm. *Estimated Project Cost - \$1,960,000*
- Streetscaping on Main Street – Main Street is the backbone of the central business district and is lined on both sides with several, connected and historic buildings that survived prior urban renewal efforts in the City. The traditional street pattern and historic buildings, set within a context of a dense residential community, make Tonawanda's Main Street ripe with opportunity. However, the lack of an aesthetic public realm, coupled with a small number of vacancies and underutilized buildings, hampers progress and detracts from the vibrancy of this area. To strengthen the vitality of Main Street, the City is proposing streetscaping improvements as one means of adding interest and excitement to this important area. The proposed project will include the resurfacing of Main Street, from Niagara Street at the foot of the Renaissance Bridge to Morgan Street (complete mill and overlay) and the installation of colored, stamped concrete crosswalks for high visibility; new ADA compliant ramps at all crosswalks; sidewalk improvements; four solar-powered charging benches; half barrel flower planters; street sign replacement; new, energy efficient LED streetlights; and solar-powered pavers every five feet along the curb line and on both sides of the new crosswalks. These improvements will improve overall aesthetic quality and bring a new face to the Main Street area. *Estimated Project Cost - \$950,000*
- Signage and Wayfinding Improvements – As part of the work effort on the update of the City of Tonawanda Local Waterfront Revitalization Program (LWRP), the need to improve signage and wayfinding along the waterfront and through the downtown became evident. The City benefits from the existence of the regional Shoreline Trail along the Niagara River and the Erie Canalway Trail along the Erie Canal/Tonawanda Creek, as well as the presence of a variety of other cultural and recreational amenities. However, there is a myriad of signage and no uniform wayfinding system to help visitor and others navigate the landscape. This has an adverse impact on tourism and hampers the ability to appreciate all that the City has to offer. Therefore, the City is proposing to improve the signage and wayfinding system to address its current flaws. This will include a study of the existing system to determine specific locations for improvements, along with the installation of 20 signs that will present uniform and consistent information to direct people throughout the waterfront and downtown. *Estimated Project Cost - \$140,000*
- Renaissance Bridge Lighting – The City is proposing to install decorative lighting on the Renaissance Bridge, which is the bridge structure that extends across the Erie Canal/Tonawanda Creek, between the terminus of Main Street (at Niagara Street) and Webster Street in the City of North Tonawanda. This lighting will complement the streetscaping improvements on Main Street and improve the overall aesthetic quality of the downtown. It will also complement the lighting that will be installed on the Erie

Canalway Trail pedestrian bridge over Ellicott Creek, adding to the aesthetic year-round ambiance that the City is attempting to create in the downtown waterfront area. These efforts are an important part of strengthening the experience of residents and visitors to the area and adding to its attraction as a desirable destination. *Estimated Project Cost - \$85,000*

The projects listed above were developed as part of the City's ambitious efforts of the City of Tonawanda over the past three years to foster downtown revitalization and catalyze economic activity that is focused on its Main Street and the surrounding business district and waterfront areas. Most of these projects have demonstrated public support, which was gained through numerous outreach efforts that were conducted during the planning processes for the Comprehensive Plan and LWRP updates. These projects illustrate the commitment of City Officials, stakeholders and the public to see the community revitalized as a quality destination in the region. They will help to bring transformative change to the City of Tonawanda and support Tonawanda Main Street's vision of an attractive, abundant, historic downtown area that will serve as the heart of the City and encourage pride, engagement and growth within the community at large.

9) 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 of Tonawanda is actively engaged in administering numerous state, federal and privately funded grant projects. At present, City staff, their grants consultant and retained project consultants work together, as required, to manage over 30 grant-funded projects. Together, they have successfully completed and closed out over one hundred in the past ten years. City Officials have significant experience handling grants oversight, ensuring that concurrent contracts are managed properly to completion. City staff and the grants consultant have experience with the administration of state and federal funding agency programs including, but not limited to, the *NYS DOS, NYSDOT, NYSDEC, NYSHCR, FEMA, DASNY, and Empire State Development Corporation*. Grants that are currently being managed include the awards for the LWRP update, various dock expansion projects and shoreline stabilization in Niawanda Park, among others (see attached summary). Additionally, all grants accounting activities are effectively handled by the City Clerk and City Treasurer.

Upon award of the DRI program investment, and as project efforts are ready to be commenced, the City of Tonawanda will contract out the professional services required to complete the proposed project design components and/or retain qualified contractors to undertake project construction activities (including the evaluation of competitive bids, quotes and qualifications received for awarding contracts). The City will follow all state and local procurement processes to retain professional services and contractors for the various projects, while adhering to all State and program guidelines for hiring the most qualified candidates and complying with M/WBE requirements. The selected candidate(s) will work closely with City Officials, the Tonawanda Common Council, the City's grants consultant and funding agency staff, as required, to complete the projects in a timely manner. The selected professional consultant(s) will also be required to assist with continued public outreach and informational sessions, as needed, to further build upon community engagement throughout this process.

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

- Map of the DRI Program Investment Area
- Tonawanda City Council Planning Workshop – PowerPoint Presentation from May 23, 2017

- Excerpts from the City of Tonawanda Comprehensive Plan Update (Section 4 with Future Land Use Map)
- Excerpts from the City of Tonawanda Local Waterfront Revitalization Program Update
- Relevant Project Graphics and DRI Area photographs
- Main Street Area Market Analysis Sheet
- Tonawanda Main Street Vacant Property Report
- Tonawanda Main Street Merchant Survey
- Tonawanda Local Development Corporation Mission Statement
- City of Tonawanda Grants Management Summary Spreadsheet
- Letters of Support

*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

1 - Map of the DRI Program Investment Area



Niagara River

Shoreline Trail

Erie Canal

Gateway Harbor Park

Renaissance Bridge

Tonawanda Creek

Erie Canal Trail

Rails-to-Trails

City Hall

Niagara Street

Ellicott Creek Bridge

Young Street

Ellicott Creek

Historic Long Homestead

TONAWANDA CENTRAL BUSINESS DISTRICT

Blueways-Greenways Intermodal Hub

Niawanda Park

Adam Street

Broad Street

Clinton Park

Seneca Street

Main Street

Grove Street

William Street

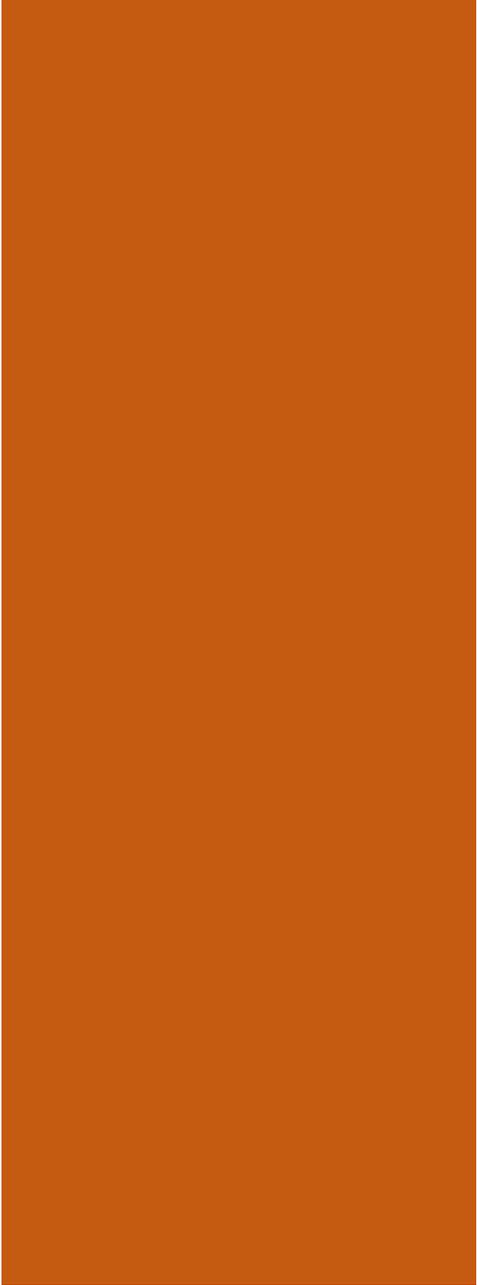
Delaware Street

**2 - Tonawanda City Council Planning Workshop – PowerPoint
Presentation from May 23, 2017**



CITY OF TONAWANDA

LITTLE CITY - BIG COMMUNITY



CITY COUNCIL COMMUNITY PLANNING WORKSHOP

MAY 23, 2017



Tonight's Agenda

- Introductions
- Workshop intent
- Mayor's Vision & Strategy
- Market/Economic Analysis
- Programs/Initiatives
- Where we go from here





Introductions



Mayor

Rick Davis

Administrative Assistant

Charlie Rech

City Council

Jenna Koch

Chuck Gilbert

Jackie Smilinich

Sean Rautenstrauch

Timothy Toth

City Engineer

Jason LaMonaco

City Department Heads





Introductions





Workshop Intent

- Many planning projects/initiatives underway
- Proactive... not reactive
- Interconnectedness
- Understanding

“Planning through detailed analysis identifies the strengths and weakness of a community. Pinpointing the opportunities to grow, while locating areas that need support in order to flourish”





Mayor's Vision & Strategy

- **Vision**

- ❖ We have so much we haven't gone after – must have **vision & a plan**
- ❖ What is our niche, strengths, focus, anchor?
- ❖ **Capitalize** on our waterfronts, historic downtown, quality of life possibilities!





Mayor's Vision & Strategy

- **Strategy**

- ❖ **LWRP** – unlike 1986 & 1991, includes **Downtown**
- ❖ **Comprehensive Plan** – **entirety** of the City
- ❖ **Main Street Program** – **focal point & driver** we have never had
- ❖ **Residential Program** - 80% of the City is **residential**, critical component
- ❖ **Blue & Greenways Hub** – 1st piece of larger plan





Mayor's Vision & Strategy

- **Opportunity** is now – Let's get it done!
 - ❖ Unique – it's all there, opportunity won't come again
 - ❖ Make it happen now or passes us by
 - ❖ "We" are... Mayor, Council, Residents & Businesses



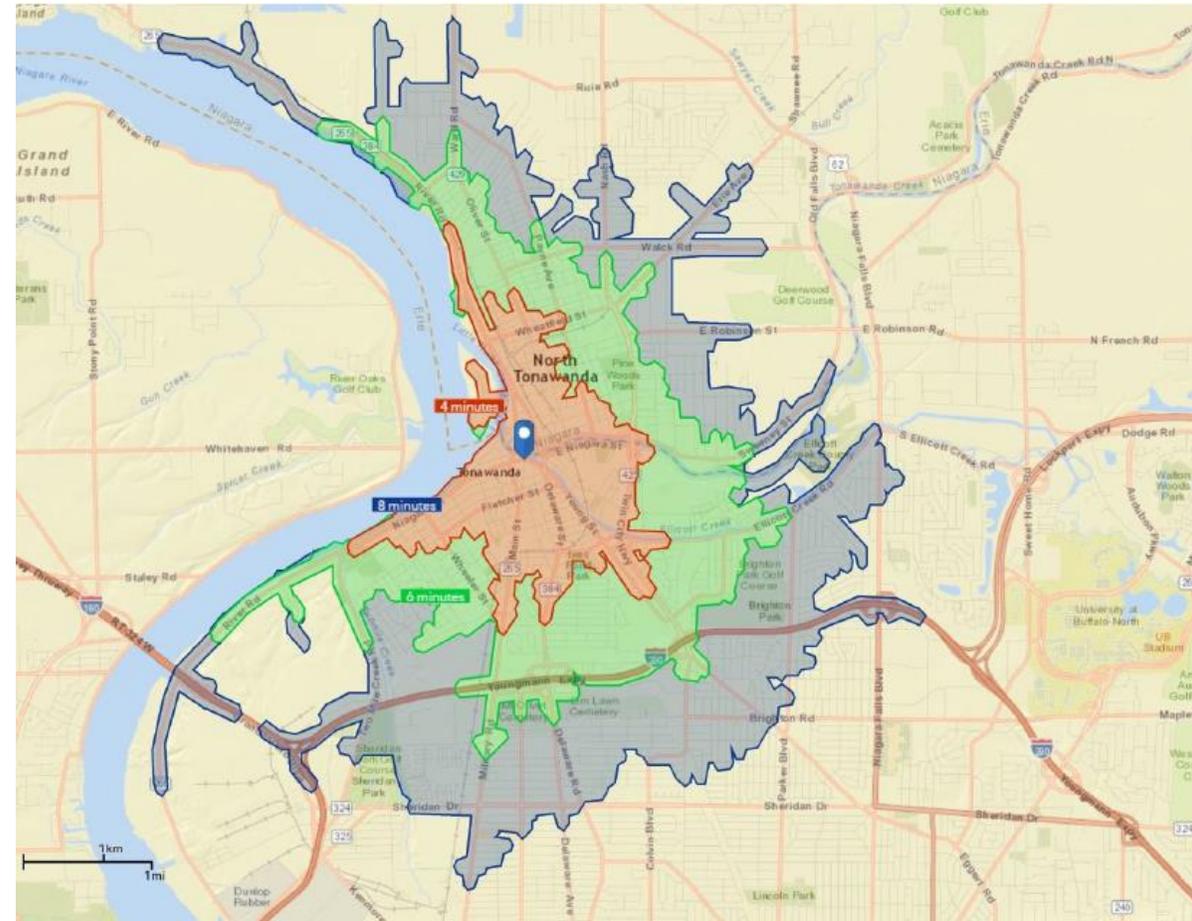


Programs/Initiatives



Market/Economic Analysis

- **Setting the stage**
Some key indicators:
 - ✓ Manufacturing & wholesale trade declines
 - ✓ 9.6% of City residents work in the City
 - ✓ Increasing unemployment (7.3% vs 5.5% in 2010)

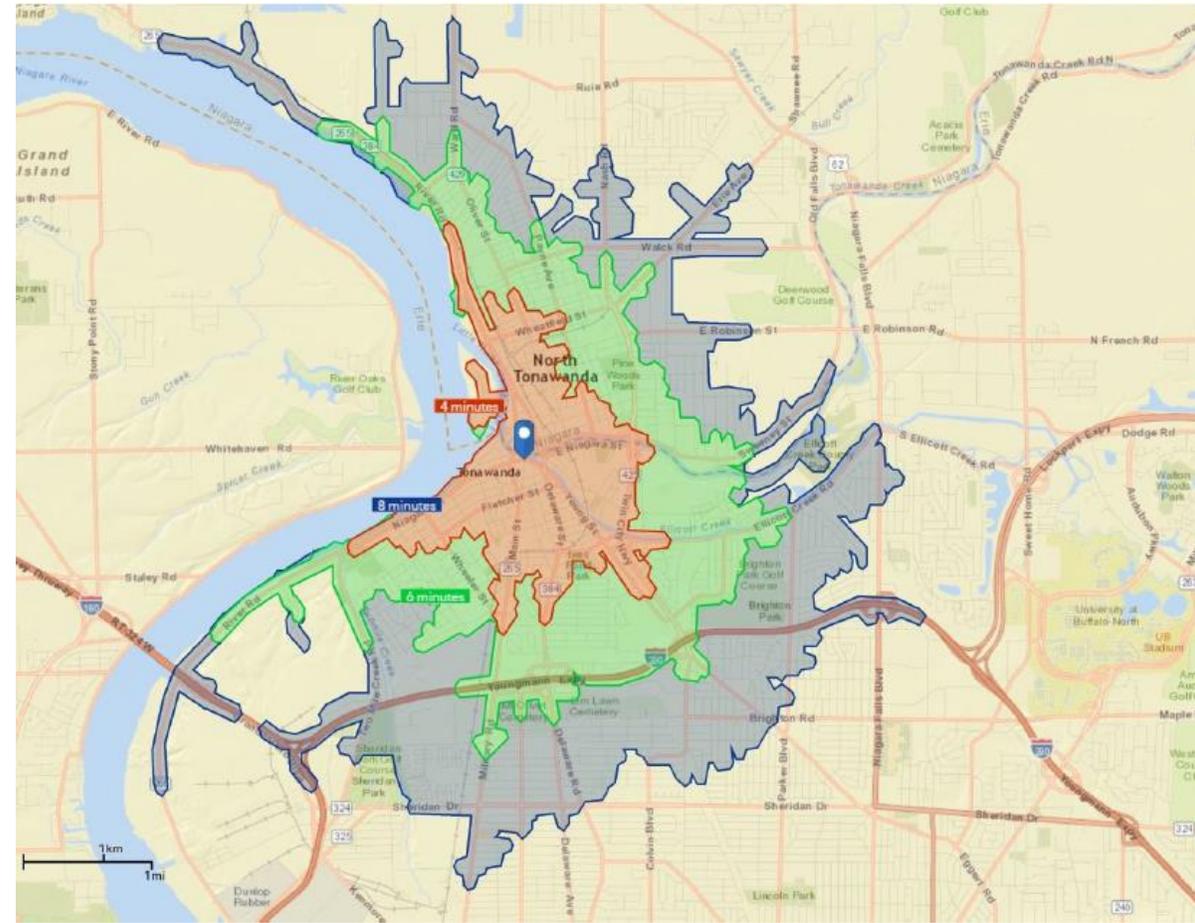


Market/Economic Analysis

- **Setting the stage**

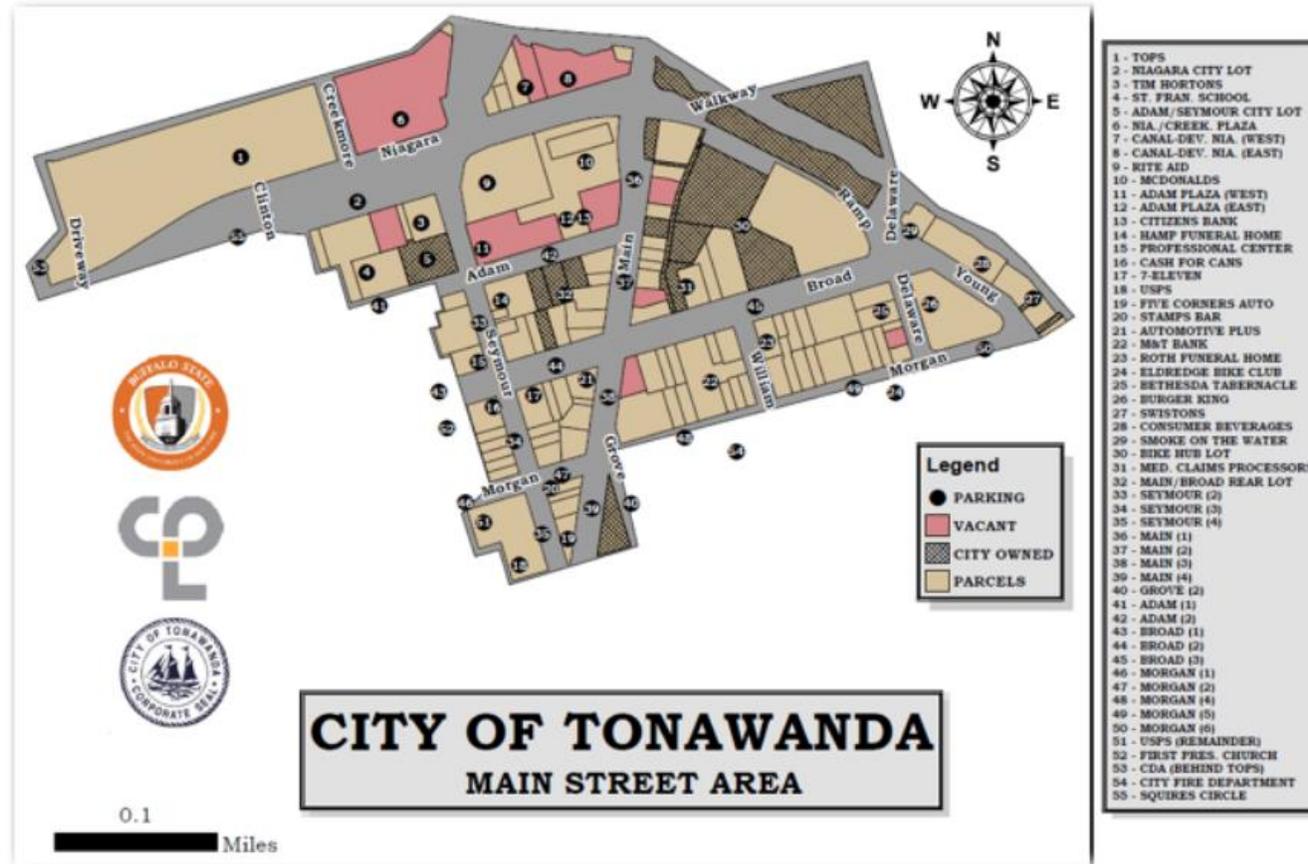
Some key indicators:

- ✓ Prominent retail trade...
- ✓ ...though more out of area.
- ✓ “Leakage” primarily speciality goods – clothing, books, & music



Market/Economic Analysis - Main Street -

- Need a coordinated vision
- Significant turnover
- No retail concentration



- Increase density
- Group to regulate allowable businesses
- Maintenance



Market/Economic Analysis

- **So what can we do?**
 - ✓ Opportunities to strengthen retail (e.g. “boutique” stores)
 - ✓ Occupy vacant storefronts & underutilized spaces (2nd floors)
 - ✓ Increase marketing as destination for active recreation
 - ✓ Appeal of higher quality retail for visitors and residents



DISCUSSION/QUESTIONS



Blue & Greenways Hub

- **Koenig's Alley** – Improvement needed...
 - ❖ 2.6 acres
 - ❖ Option #1: Resurface, \$695,000
 - ❖ Option #2: Reconstruct, \$1.4 million +
- Other opportunities available?
- Prior plans have not worked out
- A trail hub? Why?

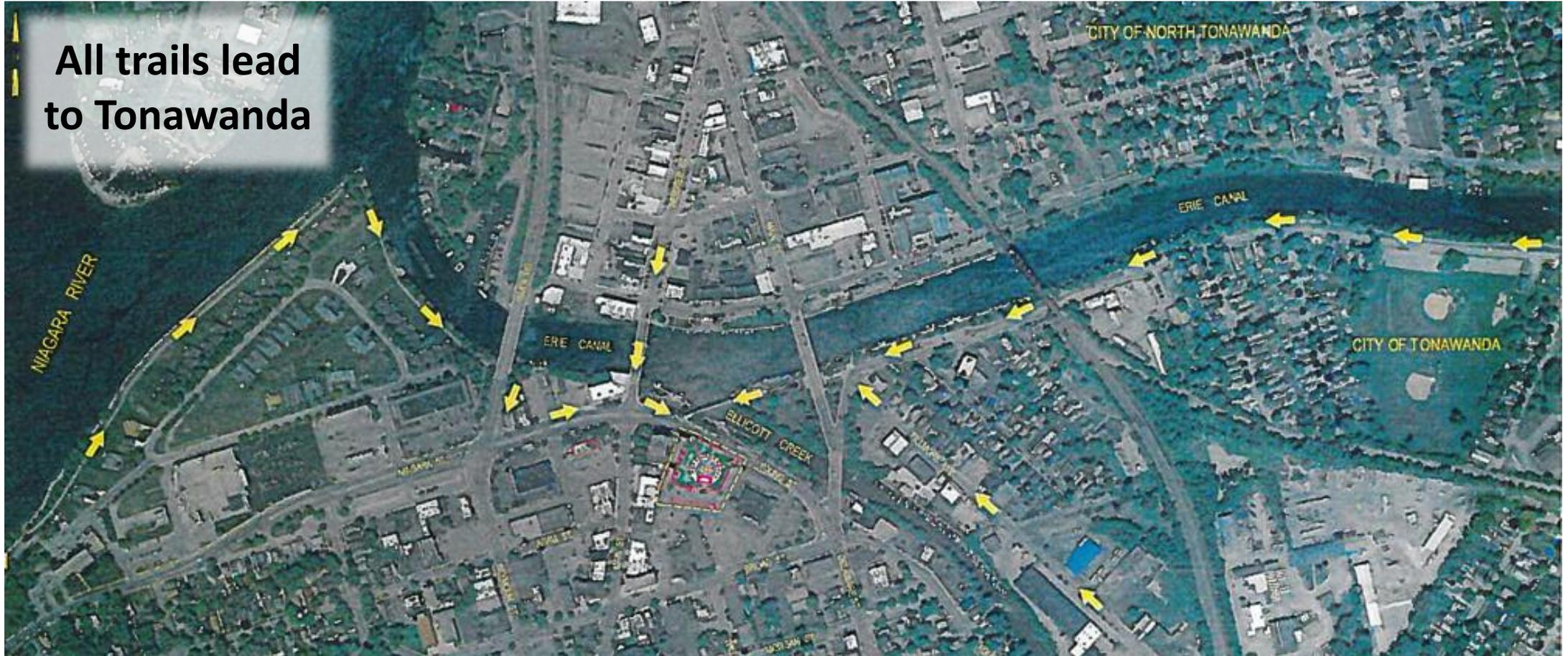


Blue & Greenways Hub

Prominent
location...



Blue & Greenways Hub



Blue & Greenways Hub

- Niagara River Greenway Commission
 - New York State Office of Parks, Recreation & Historic Preservation
 - Stakeholder Groups and the People of Western New York who assisted in the development of the Niagara River Greenway Plan
 - Photo Credits: Paul G. Leuchner, NYS OPRHP
- www.niagaragreenway.org

The Niagara River Greenway is a world-class corridor of places, parks and landscapes that celebrates and interprets our unique natural, cultural, recreational, scenic and heritage resources and provides access to and connections between these important resources while giving rise to economic opportunities for the region.

The region hosts Farm Markets that bring forth a great bounty of locally grown fruit, vegetables, flowers as well as a variety of handicrafts. Fruit orchards, corn mazes and pumpkin patches attract thousands of visitors each year. The growing prowess of the Niagara viticulture provides another popular venue in the region. Wine connoisseurs make annual visits to the Niagara Wine Trail to sample their favorite vintages.

19th and early 20th centuries. Shipping, grain processing, steel production, auto and aviation manufacturing and electricity generation all played key roles in the rapid economic development of this region. Many aspects of this development are portrayed in the stories associated with this growth throughout the Greenway. These include chronicles of the individuals who pioneered these industries, the innovations developed and the great labor force that was amassed to make it happen.

The Niagara River GREENWAY Trail Map & Attractions



Welcome to the Niagara River Greenway!

Whether it's stunning vistas or intimate forests, a raging river or lazy streams, dazzling nightlife or the quiet solitude of a walking path, the Niagara River Greenway has something for everyone! A celebration of natural and man-made diversity, the Greenway is a 36-mile long corridor that extends the length of the Niagara River in the counties of Niagara and Erie. Encompassing an area of 237 square miles, it features over 100 miles of shoreline as well as four major cities and several villages.

The Niagara River Greenway features a world-renown waterfall and gorge, rivers, forests, wetlands and an array of wildlife. The Greenway's parklands and trail networks provide easy access to the natural environment and abundant waterfront recreational opportunities.

Greenway resources include passive and active recreation as well as cultural, educational and historical sites. It features a wealth of museums, architectural treasures, industrial heritage sites, forts and battlefields. The Greenway also encompasses the western terminus of the Erie Canal, a Presidential Inaugural site and numerous Underground Railroad venues. There is a vital and active visual and performing arts community. The region's diverse cultural heritage is celebrated through numerous summertime festivals and the bounty of nature evident in its many farmers' markets and viticulture.

A fundamental objective of the Greenway initiative is to steward the integrity and vitality of natural areas through continuing efforts of maintenance, improvement and preservation. It also serves to preserve historical and cultural treasures, revitalize urban areas, expand local economies and collaborate with municipal, state and federal agencies to promote Greenway objectives.



Blue & Greenways Hub



*First piece of a larger plan...
Opening August 5th*

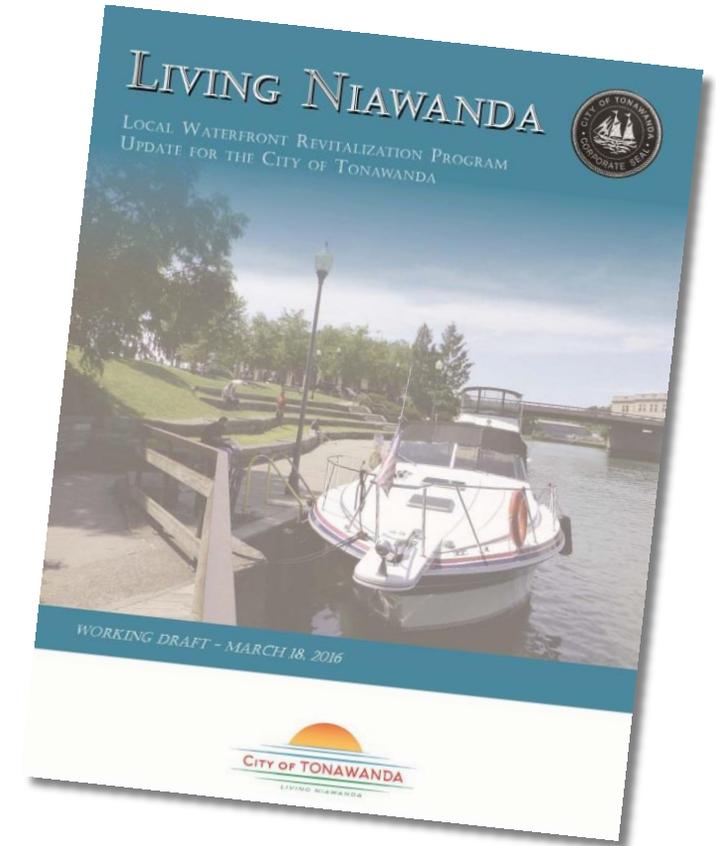


DISCUSSION/QUESTIONS

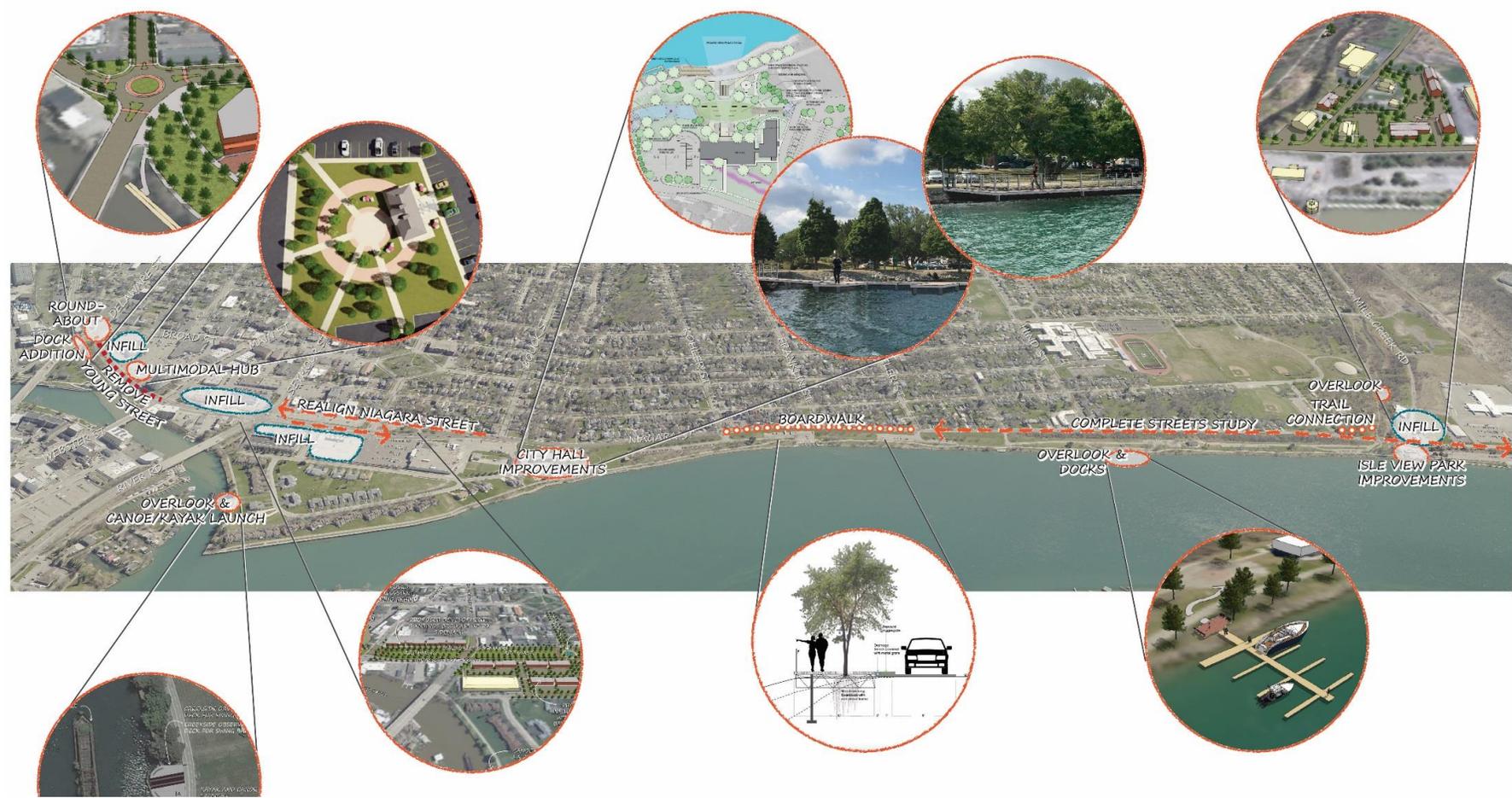


Local Waterfront Revitalization Program

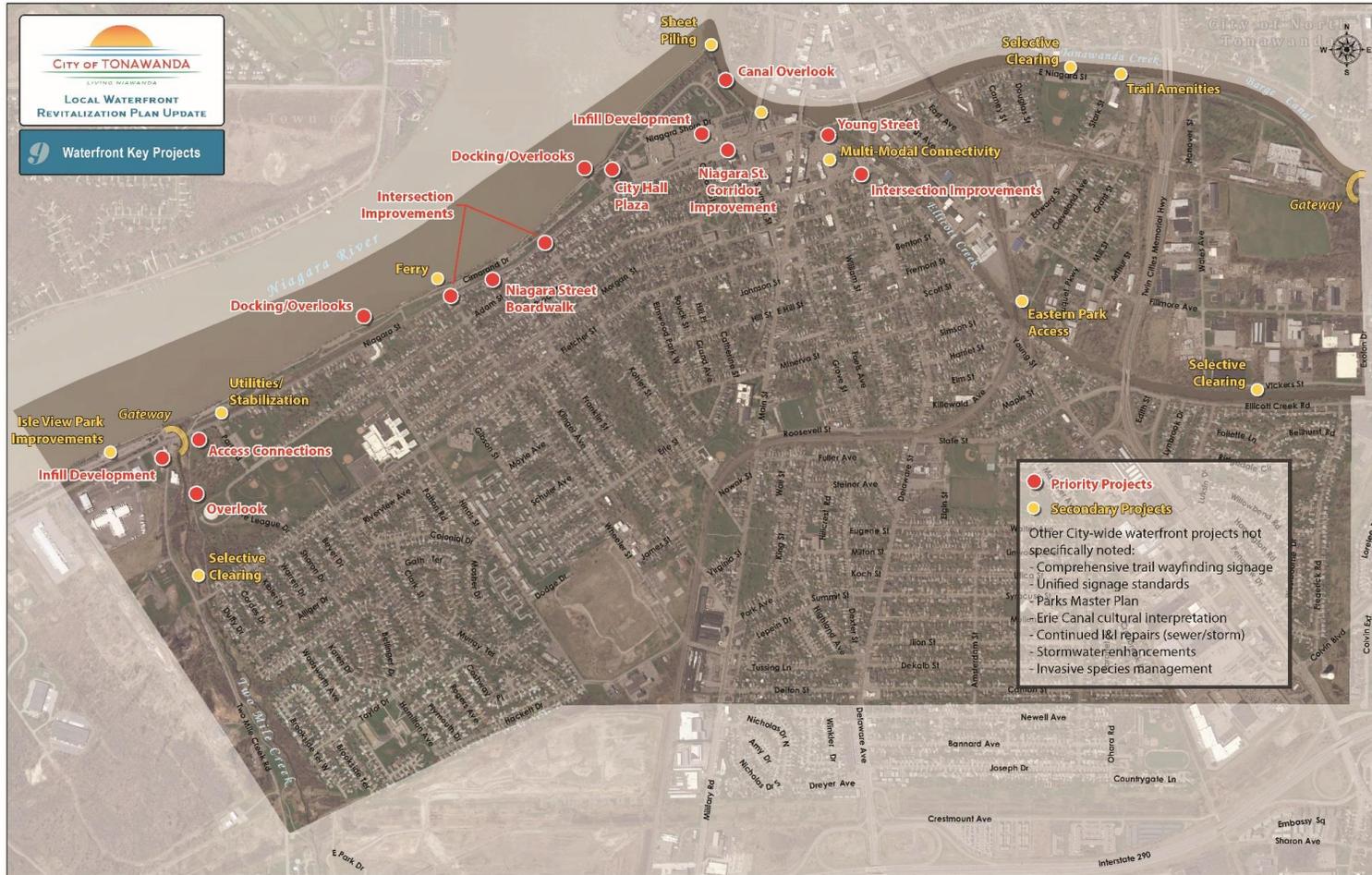
- Local planning specifically for the **waterfront**
- Complete draft delivered in February (City and DOS)
- **Next steps:**
 - ❖ Preliminary DOS review > revisions
 - ❖ Official 60-day review
 - ❖ SEQRA
 - ❖ Final revisions
 - ❖ **City adoption (zoning!)**



Local Waterfront Revitalization Program

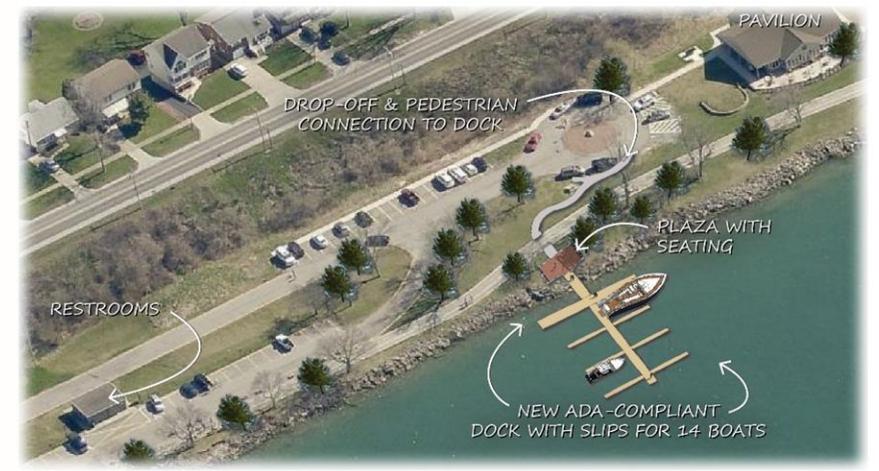


Local Waterfront Revitalization Program



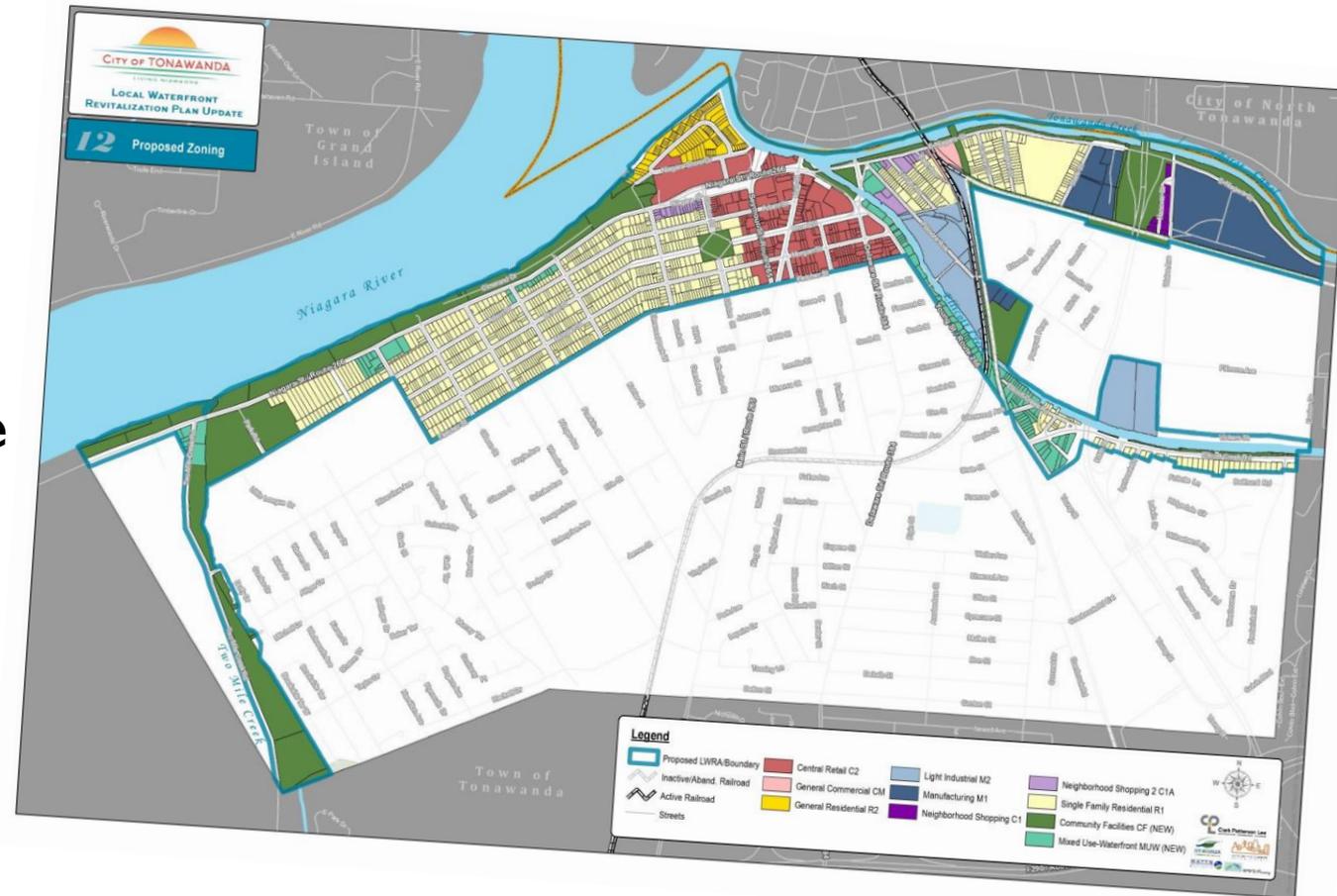
Major projects:

- Niagara Street Corridor
- Young Street
- Docks (public/police)



Local Waterfront Revitalization Program

- New **zoning** regulations
 - ❖ **Community Facilities**
(protect existing recreational assets)
 - ❖ **Waterfront Mixed-Use**
(promote waterfront activity/opportunities, form-based)



Local Waterfront Revitalization Program



DISCUSSION/QUESTIONS



Comprehensive Plan Update

- **What it is:** City-wide vision and policy guide 10-15 year timeframe
- **Why now:** Last done in 2002, progressive with planning efforts
- **Updated Vision...**

“Tonawanda is a historically rich waterfront community in the Buffalo Niagara Region where the canal meets the Niagara River. We engage with our residents, businesses, schools and community leaders and look ahead to make our neighborhoods and businesses vibrant. By capitalizing on our assets, both natural and man-made, we strive to be a sustainable City, a community for a lifetime.”



Comprehensive Plan Update

- **Basic elements:**
 - ❖ What do we have to **work** with... (*Community Profile*)
 - ❖ What do we **want** for the City... (*Vision & Goals*)
 - ❖ What do we **do**... (*Objectives/Actions*)
 - ❖ How to we **get** there... (*Implementation Plan*)



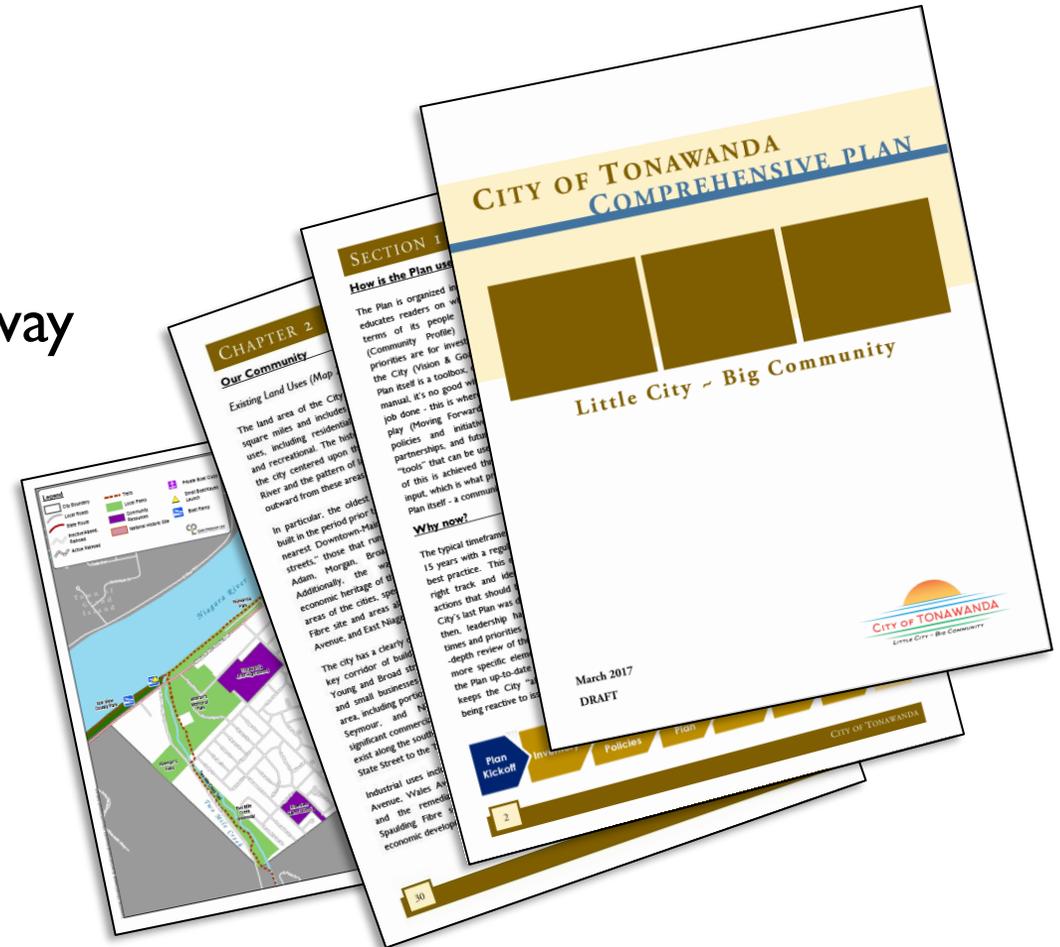
Comprehensive Plan Update

- **Outreach**
 - ❖ Monthly committee meetings
 - ❖ Facebook project page
 - ❖ Public meeting, Community Survey, Student Workshop, Industry Survey, Neighborhood Workshop



Comprehensive Plan Update

- **Progress**
 - ❖ Community Profile completed
 - ❖ Goals, Policies, Action Items underway
- **Integration with other projects**



Comprehensive Plan Update

- **Preliminary goals/policies:**

- ❖ Dedicated community development
- ❖ Communication/engagement with the community
- ❖ Reinvest in the neighborhood
- ❖ Strengthen existing industry
- ❖ Historical preservation
- ❖ Build on recreation assets
- ❖ Revitalize/activate Main Street
- ❖ Revise & update zoning



DISCUSSION/QUESTIONS



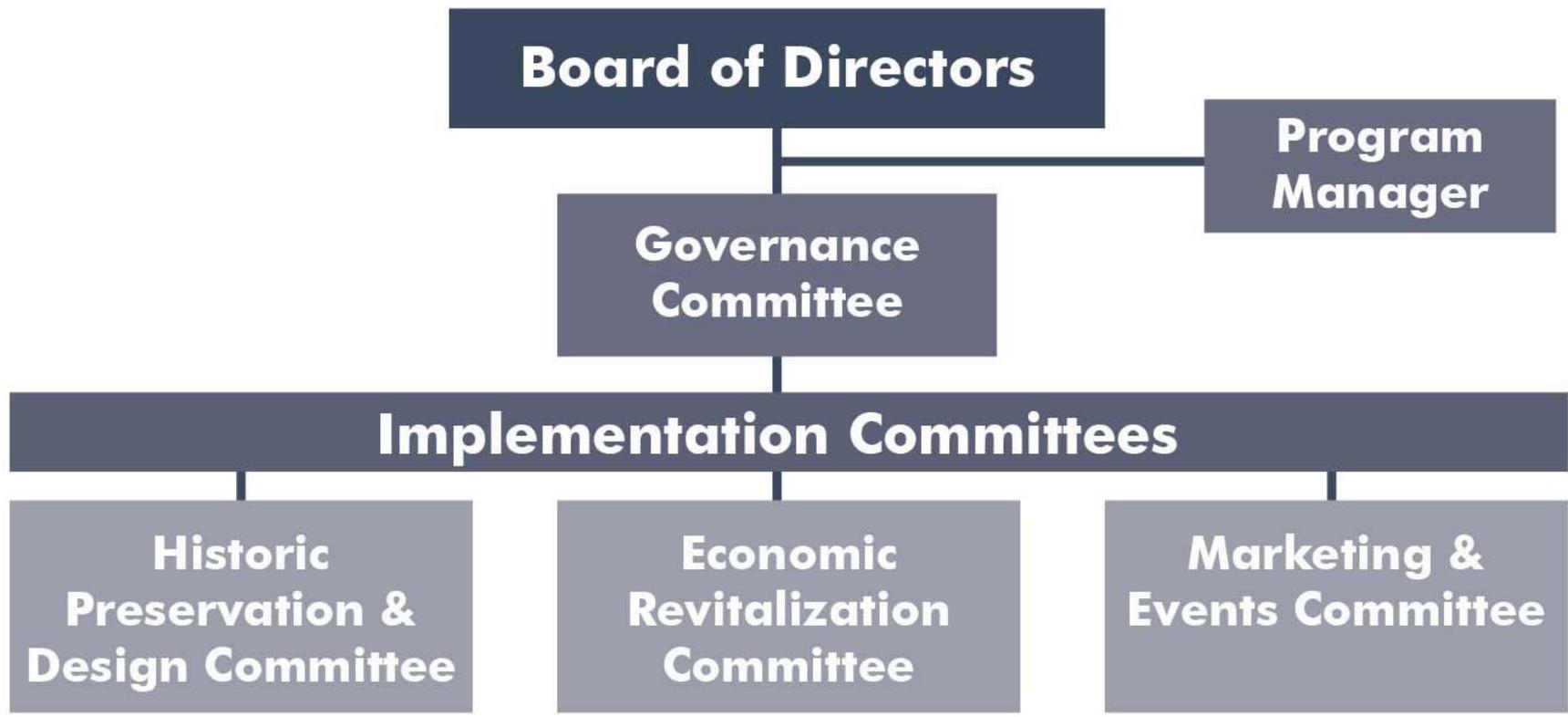
Main Street Program

- **Purpose:** To provide a **framework** that guides community based revitalization efforts
- **Mission:** The mission of the Tonawanda Main Street Program is to **act as the unifying agent** that will facilitate the on-going, incremental economic and social development of the City of Tonawanda's main street area within the context of historic preservation.
- **Vision:** Tonawanda Main Street Program envisions an attractive, abundant, historic downtown area that will serve as the **heart of the City** and encourage pride, engagement and growth within the community at large.



Main Street Program

Tonawanda Main Street: Organizational Chart



Main Street Area



Legend

--- Main Street Area Boundary

■ Parks

P Municipal Parking Lot

Parks, Landmarks & Notable Buildings

- 1 Benjamin Long Homestead
- 2 Clinton Park
- 3 Former HSBC
- 4 Former Legion Building
- 5 Future Intermodal Depot
- 6 Historical Society of the Tonawandas Museum
- 7 Niawanda Park
- 8 Riverwalk
- 9 Tonawanda Towers
- 10 Tonawandas Gateway Harbor
- 11 Tonawanda's Harbormaster Office

Social Organizations & Athletic Clubs

- 12 Eldridge Bicycle Club
- 13 Elks Lodge 860
- 4 Goombas Boxing Club
- 14 Tonawanda Senior Center
- 15 Vietnam Veterans of America

Office

- 16 Amato, Fox & Company, PC
- 17 Aspire
- 18 Commercial Collection Corp.
- 19 J.J. Gutt & Associates Inc.
- 20 John F. Donohue Attorneys at Law
- 21 Mark A. Doane Attorney & Counselor at Law
- 22 Medical Claims Processor, Inc.
- 23 Mueller Services
- 19 T.R.W. Websites
- 18 United Way

Restaurants, Bars & Eateries

- 17 Beijing Garden
- 24 Billygans Cafe
- 25 Colosso Taco
- 26 DQ
- 17 Edible Arrangements
- 26 Joe's NY Style Pizza
- 27 Legion Bar & Lounge
- 28 McDonald's
- 29 Mooney's
- 30 Shanghai Chinese Food
- 31 Smoke on the Water
- 32 Stamps... the bar
- 17 Subway
- 33 Swiston's Beef & Keg
- 34 Tim Hortons / Cold Stone Creamery
- 35 TNT Pizza

Retail

- 36 7-Eleven
- 26 Advance Auto Parts
- 37 Attic to Basement Repeats
- 21 Cats Like Us
- 38 Complete Healthcare
- 39 Consumer's Beverage Center
- 17 Cricket
- 17 Dollar General
- 26 Family Dollar
- 40 Lane Jewelers
- 41 metro PCS
- 42 Rite Aid
- 43 Salt Water Paradise (SWP)
- 44 Sports from the Past
- 45 Sweet Briar Antiques
- 46 The Mulberry Tree
- 47 Tonawanda Wine & Liquor
- 48 Tops
- 49 Vape E's
- 50 Walgreens

Services

- 51 Al's Super Service
- 30 Allstate
- 52 Ana's Hair Design
- 53 Atomic Barbershop and Salon
- 43 Aurelios
- 54 Automotive Plus
- 55 Cash for Cans
- 43 Cipriano Inc. Realtors
- 41 Citizens Bank
- 49 Coin Laundry
- 56 Dick's Garage
- 21 Haircuts \$10.00
- 57 Hamp Funeral Home Inc
- 58 Historical Society of the Tonawandas Resource Center
- 17 Horizon Health Services
- 59 John O. Roth Funeral Home, Inc.
- 60 M&T Bank
- 61 Neil's Five Corners Automotive
- 62 Northeast Cleaners
- 63 Patrick Sean Daley Studios
- 64 Styles Unique Hair Salon
- 26 Supercuts
- 53 Sweet Heart Pinup Studio
- 65 The Hearing Advantage
- 66 The Insurance Market
- 67 Tops Fuel
- 30 Twisted Tiki Tattoo Lounge
- 68 U.S. Post Office
- 26 Unyts Donate Life
- 26 Western New York Dental Group

0 0.125 0.25 0.5 Miles



Main Street Program: Tools for Revitalization

- ✓ Structure
- ✓ Website
- ✓ Social Media
- ✓ Newsletter
- ✓ Work Plan

- ✓ Complete Streets Action Plan
- ✓ 2-Year Planting Program



- ✓ **Historic Preservation Guidebook**
- ✓ Vacant Property Abatement
- ✓ Factsheets

- ✓ Event Participation
- ✓ Downtown Day
- ✓ Marketing Materials & Updates

Utilizing the Four Points of the Main Street Approach from Main Street America™



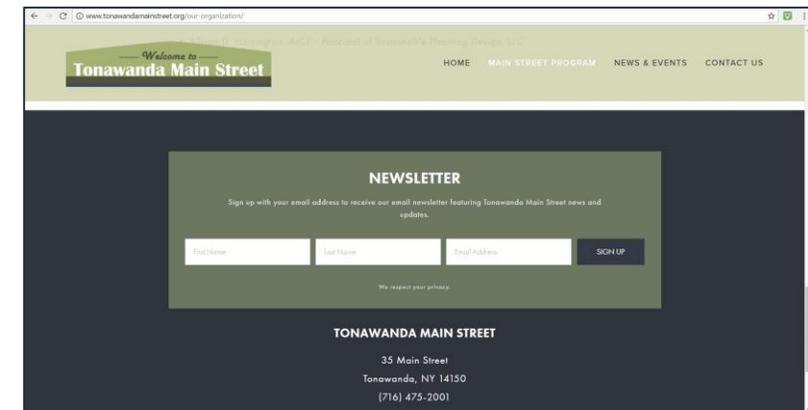
Main Street Program: Organizational Potential

- Steps being taken create tremendous **opportunity**
- Specifically Downtown, but translates to entire City
- Tonawanda Main Street (TMS) – lead in business **recruitment**
- Toolkit for incentives for business **investment**
(commercial & mixed use)
- Targeted acquisition/rehabilitation program for commercial properties



Main Street Program: Get Involved!

- We are currently seeking new board members and are conducting a public call for applicants from now until June 1st.
 - Please download an application by clicking the “Apply to Join the Board” button on our webpage:
www.tonawandamainstreet.org/our-organization
- Our Committees are open to all who are interested.
- Sign up for our email newsletter!



DISCUSSION/QUESTIONS





Housing Program

- **Why are neighborhoods important?**
 - ❖ Over **80%** of City is residential (**70%** of total value)
 - ❖ Smaller communities, less impact regionally
 - ❖ Tremendous asset, greater impact on community as a whole
 - ❖ Greater demand for higher quality neighborhoods
 - ❖ Economic development **AND** neighborhood investment needed
 - ❖ “Race to the bottom” for property taxes





Housing Program

- **Facts about our neighborhoods...**
 - ❖ Number/characteristics of neighborhoods not comparable
 - ❖ Increase in poverty rate (**6.5%** to **11.5%**)
 - ❖ Per capita income up slightly...
 - ❖ Median household income **dropped 20%** (\$44,805)
 - ❖ Change in total income since 1990 dropped by \$29 million
(less disposable money available for households)





Housing Program

- **What do we do about this?**
 - ❖ **Compete** for quality households
 - ❖ **Support/retain** existing quality households & neighborhoods
 - ❖ Build on **assets**
 - ❖ **Engage** the community
 - ❖ Think outside the box, be **creative**





Housing Program

- **How we got this:** City applied for/awarded \$150,000 from State
 - ❖ Community and Housing Strategy
 - ❖ Bank foreclosed homes (zombies)
 - ❖ Vacant & distressed properties
- **What it's used for:**
 - ❖ Foreclosure prevention
 - ❖ Code enforcement
 - ❖ Distressed property database
 - ❖ Housing Market Report





Housing Program

- **Deliverables:**

- ❖ Homeowner assistance
- ❖ Condition assessment City-wide
- ❖ Computer database/management
- ❖ Vacant/rental registries
- ❖ Code enforcement
- ❖ Short- to long-term policy changes

(cheaper/faster to slower/more transformational)





Housing Program

- **Status:**
 - ❖ Kicks off tonight! (**Housing Task Force**)
 - ❖ Faster delivery – more time/effort to **ideas** and **policy** initiatives
 - ❖ Community engagement opportunities (walks, tactical event)
 - ❖ Directly informs/complements Comprehensive Plan efforts

*What makes a good neighbor?
What makes a good neighborhood?*





DISCUSSION/QUESTIONS



Where we go from here...

- Finish Comprehensive Plan
- Build upon Main Street program
- Initiate Housing Program
- Dock Improvements
- Hub construction, opening, next phases
- Other grant pursuits
- **Implement!!**



**3 - Excerpts from the City of Tonawanda Comprehensive Plan Update
(Section 4 with Future Land Use Map)**

CITY OF TONAWANDA COMPREHENSIVE PLAN



Little City ~ Big Community

March 2018

FINAL DRAFT



CHAPTER 4 FUTURE LAND USE



Purpose

The future land use section takes the goals and objectives in the previous section one step further and illustrates the proposed form and framework for land uses in the City of Tonawanda. It answers a simple question:

What should the City of Tonawanda to look like in the future?



An excerpt from the Waterfront Plan (LWRP) showing a conceptual rendering of Niagara and Young Street.

While the City itself is significantly built out and land uses will generally not change from their current conditions, the map that was developed for future land use indicates desired areas for redevelopment and, more importantly, areas for community investment and reinvestment.

Encouraging additional land uses of a similar nature, improving key destinations, and establishing gateways are also all elements identified on the future land use map.

One item to keep in mind is that the future land use map is NOT a zoning map. It provides guidance on long-term decision-making about land use, including zoning changes, that implement the goals, policies, and objectives of the Comprehensive Plan. Changes that occur to zoning in the City, whether simply changes to intent or regulatory provisions, or actual district boundary changes or creation of new districts, must be consistent with the Plan. This is a critical connection that is supported and upheld by the courts.

Future Land Use Categories

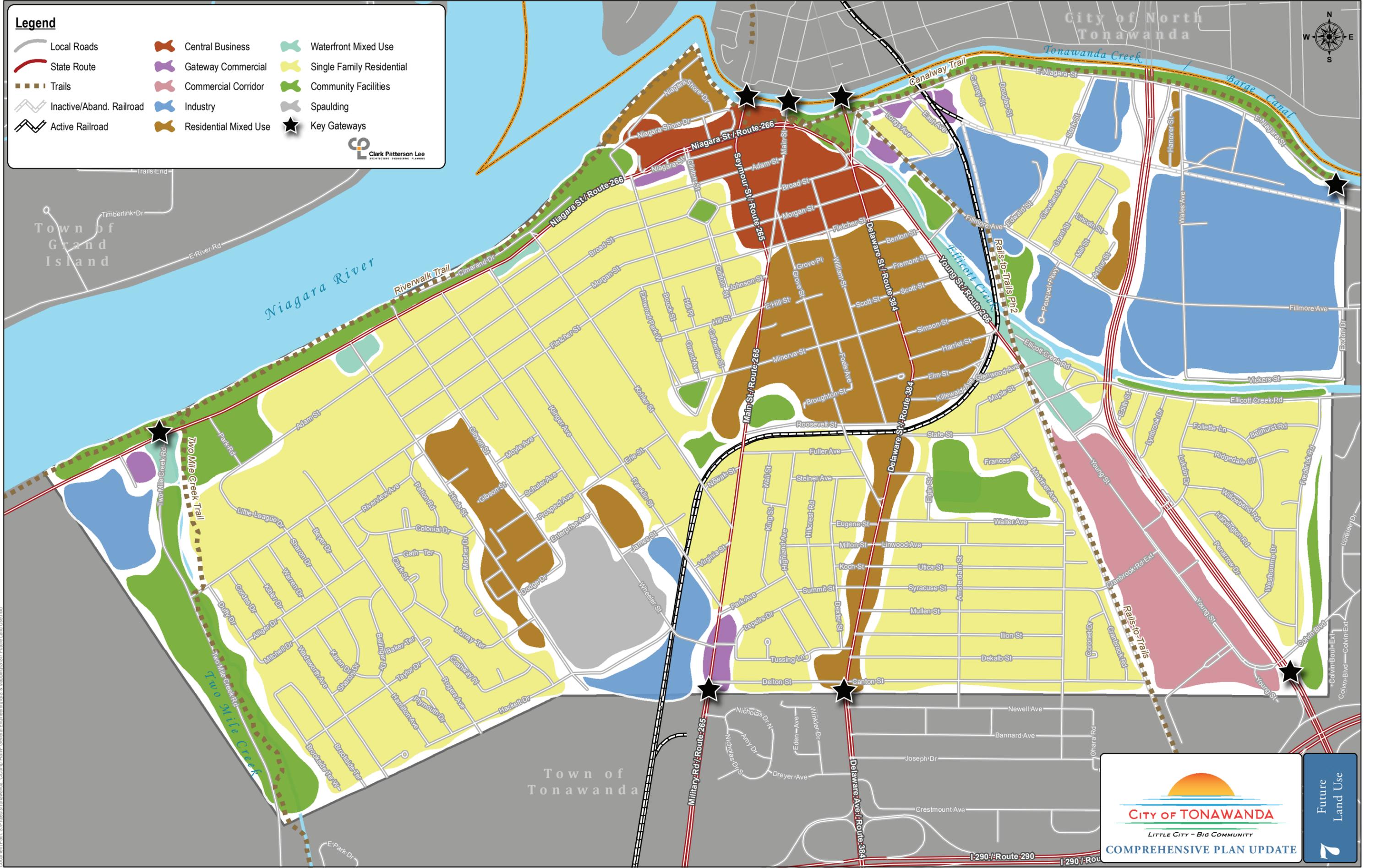
The land uses shown on the future land use map are broken down into the following categories and described as follows:

Single Family Residential

This category encompasses most of the City and, as currently exists, consists predominantly of single-family land uses. Two-, three-, and multi-family dwellings are limited and sporadically located throughout the City, with rental-unit rates stable.

Legend

-  Local Roads
-  State Route
-  Trails
-  Inactive/Aband. Railroad
-  Active Railroad
-  Central Business
-  Gateway Commercial
-  Commercial Corridor
-  Industry
-  Residential Mixed Use
-  Waterfront Mixed Use
-  Single Family Residential
-  Community Facilities
-  Spaulding
-  Key Gateways



Document Path: S:\Projects\Tonawanda_Comp Plan\Final\General Engineering\GIS & Mapping\GIS\7 Future Land Use.mxd



CITY OF TONAWANDA

LITTLE CITY - BIG COMMUNITY

COMPREHENSIVE PLAN UPDATE

Future Land Use

The Single-Family Residential category primarily includes detached dwellings located on smaller lots (typically 7,000-10,000 SF), in a neighborhood setting with sidewalks and street trees and off-street parking space. Design styles range from post-war to contemporary to modern, but homes are in a neighborhood setting with front porches or entrances that engage the street.



The City of Tonawanda has a variety of housing styles from ornate, larger, two-story structures to smaller, simple ranch homes.

Parks, recreational facilities, schools, churches/ places of worship, community services and other minor accessory uses are also commonly found in this area. Single to multi-family conversions are not an issue, but for those who desire to do so, additional criteria would need to be met through a special permit process as a means to control such conversions and ensure they do not adversely impact neighborhood character.

The aim in the single-family category is to support existing neighborhoods, improve conditions with targeted investment, and maintain housing stock.

Residential Mixed Use

Residential Mixed Use provides opportunities for denser residential development, such as two-family dwellings and higher, as well as other compatible commercial endeavors. The intent is create a mixed-use area that is active and walkable and has the density in “rooftops” to support Downtown. Mixed-uses could be integrated either in the same building (i.e. commercial on the lower floor, residential above) or within one individual lot.



Residential mixed-use areas incorporate design features that resemble a more residential feel, such as these views from the City of Rochester.

CHAPTER 4

Much of this area already contains a variety of residential and commercial uses, including a number of potential historic buildings (as seen in the examples on the previous page). Structures that exhibit these characteristics, whether residential or commercial, should be preserved as they contribute to the urban fabric of the City. The residential mixed-use area also creates a transition between the residential areas and the downtown.

Community Facilities

Tonawanda contains a wealth of community resources that form a core component of the character and attractiveness of the City. The community facilities category includes recreational uses, such as Veterans Park and Niawanda Park, and municipal facilities like City Hall and the Recreation/Highway Department building. These resources are intended to continue as such, with investment and improvements encouraged to further support them and provide for more community interaction and access.

Spaulding Fibre

Spaulding Fibre's history in the community dates back to 1912, as one of the largest employers in the City (over 1,500 employees at its peak). It remains a critical element of the City's fabric and is also the single largest shovel-ready site in the community.



Historical aerial of Spaulding Fibre site (© The LiRo Group)

The extent of the Spaulding Fibre area more accurately reflects the actual boundary of the property, taking into account previously remediated land. Though cleared and ready for redevelopment, the site has various constraints that have effected its reuse, including an active rail corridor. More open, flexible design standards, the provision of a wider range of commercial and light industrial uses, and marketing focused on businesses that could benefit from access to the rail service, may help to encourage greater interest in the site.

Gateway Commercial

The gateway commercial category is intended to provide for a mix of uses, though predominantly commercial in nature. As the name suggests, these areas function as gateways into the City, providing visitors and residents alike the "first view" of



The City's current gateway sign on Niagara Street (top) and Twin Cities Highway (bottom). Consistency is key to establish a prominent identity for the City.

Tonawanda. Hence, the City should strive to establish a prominent identity at these locations.

This category encourages a range of services to meet daily and convenience needs of the community. Although catering to vehicular traffic, pedestrian-friendly access and frontage landscaping should be integrated along the corridor to maintain a positive City identity all the way to Downtown.

A buffer between the sidewalk/roadway and off-street, frontage parking should also be provided for commercial properties. Residential to commercial use conversions are encouraged provided they are complementary to adjacent, non-commercial uses (i.e., regular working hours, minimal signage and outdoor lighting, limited access, etc.).

Commercial Corridor

Unlike the gateway commercial category, the commercial corridor along Young Street, from the southern City line to the Twin Cities Memorial Highway interchange, is almost exclusively auto-oriented. This area exhibits the typical, suburban “big-box” and strip mall style of development; it is the only area of its kind in the City. The proximity of this area to the Interstate 290 interchange makes it a prime location for these types of uses due to the higher traffic volumes that access the area.

Rather than trying to transform this area to match the rest of the City, it should be treated as a separate environment and developed accordingly. Using the investment that is already in place with

IMPORTANCE OF GATEWAYS IN URBAN DESIGN

The intent of a gateway entrance into the City is simple: welcome visitors and residents, establish an identity, provide a sense of place, instill pride, and create a memorable location. Not to be confused with Gateway Harbor Park, attractive, high-quality gateway treatments can enhance one’s experience in the City and also provide a positive perception, not only for visitors, but also for businesses and entrepreneurs looking to expand. It shows that a community puts value in its public spaces and invests accordingly, creating a more attractive and welcoming business environment. Signage should include strong landscaping components, lighting, and be designed to conform/complement existing wayfinding signage systems. At a minimum, key locations include:

- * Niagara Street at Two Mile Creek
- * Military Road/SR 265 at City line
- * Delaware Avenue/SR 384 at the City line
(northern and southern ends)
- * Seymour Street at the City line
- * Main Street/SR 265 at the City line
- * East Niagara Street at the City line
- * Twin Cities Memorial Highway at the City line



Gateway signage can range from large simple, sign designs with landscaping (far right) to projecting signs (above) or monument style structures.



CHAPTER 4

the existing building stock and parking, adaptive reuse of these structures for commercial and non-retail use is encouraged. Flexibility in uses may provide greater marketability and could include medical centers, institutional and other social service uses, multi-family housing (in a mixed use setting), or even urban agriculture (i.e. hydroponics, breweries, etc).



Although the recent closure of Gander Mountain was on the Town of Tonawanda side, the bottom line is that this area has significant footprint within the community - both economically and physically.

With the expansive amount of pavement and low utilization rates, infill and outparcel development should also be permitted, especially along the main access road off of Young Street.

Any proposed improvements to properties in this area should not be limited to merely “facelifts” of existing façades, but should include increased landscaping and vegetation within parking areas and along roadways to break up the monotony of extensive pavement and improve overall site aesthetics.

Access management is also recommended along this corridor to eliminate the numerous curb cuts, provide more efficient traffic flow, improve traffic and pedestrian safety, and minimize conflict/accident points.



Many redevelopment options exist for these suburban-style developments, including multi-family residential (top). Regardless of design style, additional landscaping should be incorporated to break up the expansive area of asphalt and provide a more visually appealing (and marketable) environment.

Industry

Industry, encompassing both light industrial and manufacturing uses, has traditionally covered an expansive portion of the City in terms of zoning. Many areas that were zoned as such were, in fact, commercial or light industrial in nature. While industrial uses still have an important place in the City and will be encouraged to continue and expand, the market dictates that the intensity of such uses be geared more towards lower-intensity industrial businesses, within a park like setting.

The industrial land use category more accurately reflects existing conditions within the City, while still providing opportunities for future growth. Expansions and new development are encouraged to focus on complementary design and visual character, keeping operations within enclosed areas and providing adequate buffers to non-industrial properties and uses. Properties that are subject to environmental easements or restrictions due to past operations or cleanup will be limited in their development potential, but will still be required to have complementary design.

Waterfront Mixed Use

This category was developed during the *Living Niawanda: City of Tonawanda Local Waterfront Revitalization Program Update* and has been incorporated into this planning effort. The waterfront mixed use category is aimed at enhancing public access to the water, encouraging waterfront-related economic development to make encourage year-round activity, and improving/expanding on existing waterfront amenities. This is limited to specific nodes of activity along Niagara Street, where waterfront-related businesses exist, as well as the extensive strip development along Ellicott Creek to encourage additional businesses that support and engage waterfront activity.



Pavilion in Niawanda Park.

Central Business

The central business category encompasses all of Downtown Tonawanda, as well as portions of Niagara Street, much the same as it was in the former Comprehensive Plan. Unlike other land use categories in the City, the central business category is the epicenter of the community in terms of function and diversity of uses and activity.

This area will continue to exhibit a traditional urban fabric with a higher land use density and a compact, pedestrian-friendly scale; walkability is a key component to encourage more activity. It will continue to support a variety of uses including civic, cultural, retail/commercial, restaurant, professional offices and residential, in a mixed use setting. The focus will be placed more on design and user experiences, rather than just the use itself.



Main Street Tonawanda

The reality is that while Downtown Tonawanda does have a prominent Main Street, land use and economic conditions have, over time, started to erode its urban fabric. Several areas have taken on more of a “suburban” character, with single use buildings surrounded by parking and little to no architectural design style or quality. However, revitalization efforts have been started to counter this with the formation of *Tonawanda Main Street*

CHAPTER 4

(City of Tonawanda Local Development Corporation - LDC) and other initiatives, including the update the Comprehensive Plan and *Living Niawanda* (LWRP/ waterfront revitalization program).

The City of Tonawanda LDC was formed to implement economic development initiatives and to encourage the attraction, development or retention of businesses within the downtown area, through activities including, but not limited to:

- Encouraging the restoration, rehabilitation, and sustainable use of historic buildings within the downtown district and other remedial actions to eliminate the physical, economic, and social deterioration of the this district and adjoining neighborhoods.
- Acquisition by purchase, grant, gift or other method of real property within the City (including property that is contaminated); to improve, maintain and manage such property (or to contract for the improvement, maintenance and improvement of such property); to enter into contracts to sell, lease or otherwise dispose of such property; and to mortgage such property and otherwise take steps to facilitate the redevelopment, preservation, use or reuse of vacant, underused or deteriorated properties within the City.
- To provide grants and loans to businesses and/ or property owners in order to financially support economic development activities in the City.

To further support revitalization efforts and encourage a more vibrant, active Downtown for Tonawanda over time, the following design principles apply to all areas within the central business category.

- ◆ While most of Tonawanda's downtown building stock are two stories in height, infill development of up to four stories is encouraged and can be incorporated, while maintaining the existing character of Main Street. Any new development or redevelopment of property fronting a public roadway should be a minimum of two stories in height.
- ◆ Extend the character of Main Street along the entire corridor (beyond just the segment from Broad Street to Niagara Street), with two to three-story buildings with zero setback, wide sidewalks, and architectural character.
- ◆ Discourage non-urban building and site plan designs (i.e., McDonalds and Rite Aid) in favor of traditional urban development. Drive-throughs and other suburban-style amenities are discouraged, as well.



Integrating traditionally suburban businesses into urban settings can be achieved, such as this McDonalds in Edinburgh, Scotland.

- ◆ Parking located to the rear or side only, in addition to on-street parking, which should be restricted to customers only, with coordination between employers and Main Street residents to enforce this provision.

- ◆ Encourage central, shared parking areas and increase walkability of the Downtown. This can be achieved through various means, including maintained sidewalks, pedestrian amenities (especially benches and shade trees for older population and those with kids), engaging storefronts, scaled wayfinding/destination signage (e.g., distance to/walking times), municipal parking that is clearly identified, and visible/maintained crosswalks (use of decorative or alternative materials is encouraged).
- ◆ Redesigning municipal parking lots to be easier to navigate, and to connect with Main Street and the rest of Downtown, can help as well.
- ◆ The “five-minute walk” is the typical reference for how far most people will comfortably walk before opting to drive (obviously in Western New York the weather plays another key factor to be considered). This translates to about a 1/4 mile or about 1,300 feet (or 500 steps). The central business area encompasses a radius of only 900 to 1,000 feet as the crow flies from the geographic center (approximately Broad Street and Main Street); therefore, one can easily navigate Downtown within five minutes or less.
- ◆ Tie Downtown into the waterfront with signage, marketing, design and other techniques. The waterfront is, and will continue to be, the biggest asset of the City, bringing thousands of visitors to Tonawanda each year.



Creating a public square with a promenade, landscaping, and well-designed buildings could be one avenue for revitalizing the “suburban feel” of areas in the central business area. (Fort Collins, Colorado)



Although not exhibiting the vertical density of traditional urban downtowns, many other communities have a similar “small town” feel like Tonawanda, with two to three-story buildings, coupled with good design and an active, engaging public realm. (Fort Collins, Colorado)

**4 - Excerpts from the City of Tonawanda Local Waterfront Revitalization
Program Update**

LIVING NIAWANDA



LOCAL WATERFRONT REVITALIZATION PROGRAM
UPDATE FOR THE CITY OF TONAWANDA



FINAL DRAFT - FEBRUARY 24, 2017



City of Tonawanda Local Waterfront Revitalization Program

Section 4

The vision for the City of Tonawanda waterfront is to continue and enhance opportunities for public access and enjoyment. The City is fortunate to have a great extent of the waterfront area established as parkland, including Two-Mile Creek, Niawanda Park, Gateway Harbor, Ellicott Creek and the Erie Canalway Trail area. The City has made substantial investments to revitalize the waterfront for public use. The inclusion of the Ellicott Creek corridor into the LWRA opens up opportunities in that area to improve shoreline land use, and create new public spaces and areas where public access can be achieved. The overarching goal of the LWRP is to maintain and improve the City of Tonawanda waterfront as a thriving area of public activity for residents and others, a destination for tourism and economic development, and a vital part of the community.

This section of the LWRP describes the proposed land and water uses for the City of Tonawanda waterfront area. Proposed projects are also described in this section. The Proposed Land Use, Water Use Plan and Proposed Projects maps (Maps 4-1, 4-2 and 4-3) illustrate the anticipated land and water use patterns and identify the general location of proposed projects within the local waterfront revitalization area.

4.1 Proposed Land Uses

Land uses in the City of Tonawanda LWRA are proposed in a manner that will continue the general patterns of existing development in the area. The following land use strategy is aimed at recognizing the importance of existing recreational assets, activating built/developed waterfront areas, and encouraging more sustainable land use patterns in appropriate areas of the waterfront. This strategy was developed with input that was gathered from the public through a range of outreach efforts, including waterfront walks, public meetings and tactical events. Land use changes are recommended to maintain the existing character of the community, increase public access, properly accommodate future development and protect waterfront resources.

The City's vision for the waterfront is aimed at improving quality of life, enhance public access in appropriate places, and revitalizing certain areas to bring about economic development and improve the waterfront as a destination for year round activity. These recommendations are intended to support the Coastal Management Policies outlined in Section 3.

As shown on Map 4-1 - Proposed Land Use, all recreational and open space areas are noted as such, in particular the Two-Mile Creek corridor, Veterans Park, Niawanda Park, Ellicott Creek and the Erie Canalway Trail. The land use vision for the **western portion of the waterfront** includes improvements to Niawanda Park and the incorporation of the City Hall site into this area, where

City of Tonawanda Local Waterfront Revitalization Program

public realm improvements will enhance the area for public use and enjoyment. The relationship between the waterfront and upland residential areas will be strengthened through proposed enhancements to the streetscape along Niagara Street, the maintenance of scenic views and panoramic views (viewsheds) to the Niagara River, and intersection and park entrance improvements that provide safer access to Niawanda Park. Two areas along Niagara Street, at Hinds Street and between Franklin and Kohler Streets, are also proposed for a mix of neighborhood-scale commercial and retail uses. The western end of the waterfront is proposed for infill development with commercial uses and gateway improvements. This includes better connections between Veterans Park and Two-Mile Creek, streetscape improvements, better signage and wayfinding, and upgrades at Isle View Park.

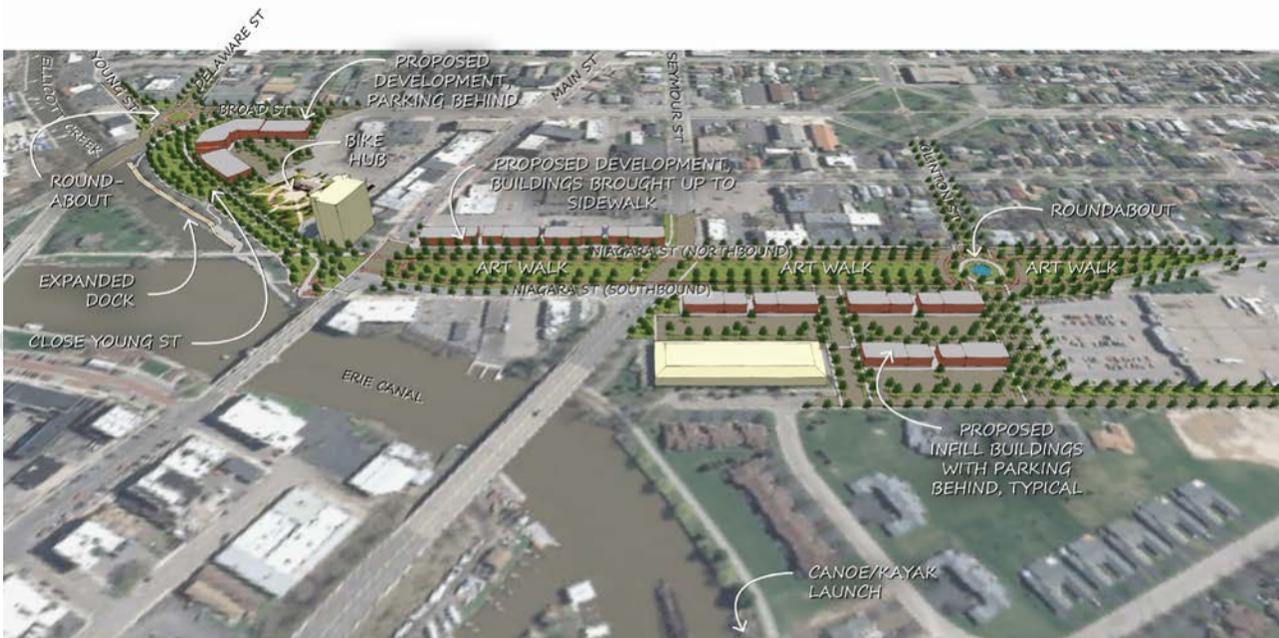
The **central business district** area includes areas for mixed use development and redevelopment to increase density, encourage a greater variety of uses, and enable development flexibility to allow residential use above first floor commercial use. Streetscaping and complete street treatments, improved signage and wayfinding, and potential roadway realignments and improvements will help to recreate a more distinctive downtown to support waterfront activity. The possibility of closing or narrowing Young Street for vehicular traffic from Main Street to Delaware Avenue would allow for the expansion of the public use area at Gateway Harbor, improved connection between the Shoreline Trail and Erie Canalway Trail (as part of the Multi-Modal Hub that is being developed in this area), and safer traffic circulation in the downtown. These improvements will facilitate a more vital waterfront destination at the center of the City, as well as stronger connections between local parks and trails, which is an important part of the City's waterfront revitalization efforts.

East of downtown, expanded programming at the Long Homestead site, in conjunction with expansion of public space that could result from the closing or narrowing of Youngs Street, will allow for the enhancement of activity in the Gateway Harbor area. Allowing small scale commercial use at the intersection of Fillmore Avenue and East Niagara Street will provide opportunities for the development of businesses that could support waterfront activity. Further east, the vision for the waterfront includes the continuance of residential uses in the Gastown area, as well as light manufacturing uses east of Stark Street and at the Washington Mills site. Small scale commercial uses and/or mixed use are encouraged in the vicinity of Wales Avenue and Hanover Street.

The east side of Young Street, along the Ellicott Creek corridor, now includes a number of automotive uses that are not appropriate for a waterfront location. This area is envisioned to be redeveloped with a mix of uses, including water dependent and water enhanced uses. Mixed use redevelopment is also recommended for lands along Young Street, north and south of Ellicott Creek Road. The City-owned strip of land along the north side of Ellicott Creek, between Vickers Street

City of Tonawanda Local Waterfront Revitalization Program

traffic circulation, pedestrian activity and public safety in this area of the waterfront. Improvements include a proposal to remove the area of Youngs Street between Delaware Street and Main Street, replacing it with expanded public space and the Intermodal Depot facility (currently in progress). The intersection of Youngs Street, Delaware Street and Broad Street would be reconstructed as a roundabout to improve traffic flow. New transient docking space would be added along the Ellicott Creek shoreline that could also be connected with waterfront restaurants. Additionally, Niagara Street would be realigned and improved between Main Street and City Hall, enabling upgrades to pedestrian facilities and a better and safer connection between the Shoreline Trail and the Erie Canalway Trail. This area of Niagara Street has an extensive amount of pavement that would be removed; the street would be reconstructed with separate east and westbound lanes and public greenspace in between. This would help to calm traffic and open up opportunities for infill development, with businesses located along the thoroughfare similar in fashion to development style of pre-urban renewal downtown Tonawanda (back when the Erie Canal extended through this area of the City). The Niagara Street median would include public art and amenities helping to make the downtown a more attractive destination and gateway to the waterfront.



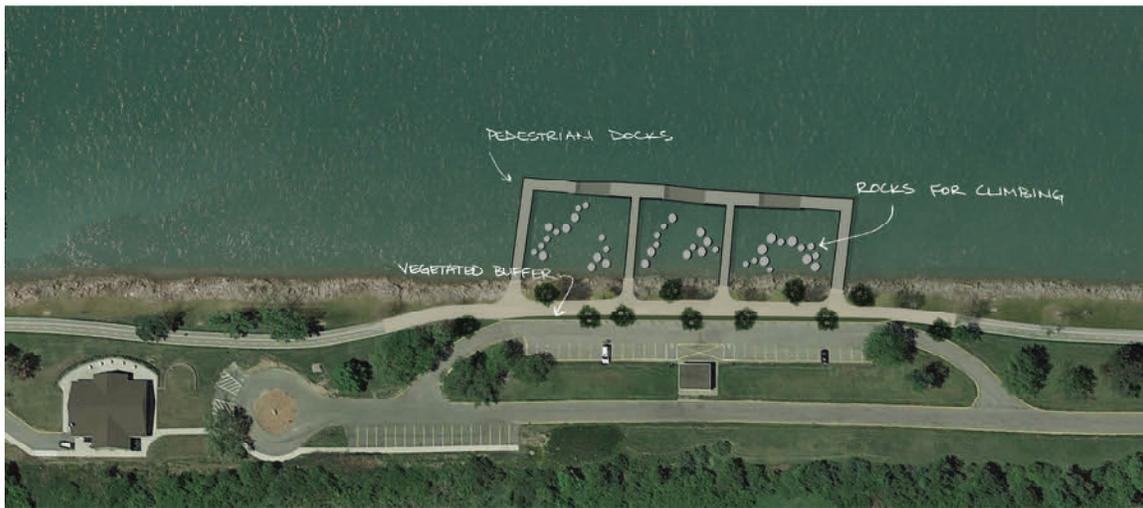
Concept Plan illustrating central business district improvements

The Blueways-Greenways Intermodal Depot will highlight the interconnection of existing greenway and blueway trails along the waterfront. It will offer a variety of amenities to support hiking, biking and boating (including small non-motorized vessels) in the LWRA, and is located in close proximity to businesses in the downtown area.



Concept A:

Closure of Young Street and conversion to greenway with reconfiguration of intersection to a roundabout. The proposed Multi-Modal Hub is seen at the bottom right.



Concept B:

Pedestrian docks on the Niagara River that include overlook and fishing access as well as shallow, protected areas in the water for interaction.



City of Tonawanda Local Waterfront Revitalization Program

- 2. City Hall Waterfront Plaza* – A number of enhancements are proposed around City Hall that will coincide with the improvements proposed for Niagara Street. These improvements will also include some new amenities and an improved public space at the eastern end of Niawanda Park. These enhancements will offer better enjoyment of the area around City Hall and more recreational opportunities at the eastern end of Niawanda Park. The existing parking area behind City Hall will be removed and replaced with public event space, scenic viewing area and a multi-purpose boardwalk at the shoreline of the Niagara River. Public parking will be moved and reorganized in the area east of City Hall, where ample space exists. The parking area located west of City Hall will be reconfigured and a new stairway will be added that will extend into the park where a new amphitheater will be constructed on the existing hillside. An “Erie Canal Splash and Play area” will be located beyond the amphitheater, with fountains and sprayers that will provide a place for seasonal water play. The War Memorial will be relocated to a more prominent location. These improvements will help to increase use and activity around the hall, better incorporate City Hall into Niawanda Park, and provide new and additional public amenities in the park.

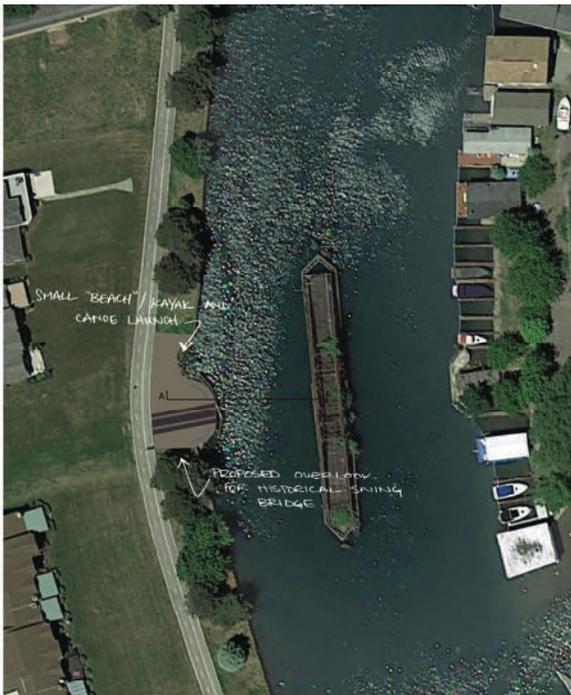
Additionally, an “Art Walk” will also be created at the front of City Hall that will extend to the west to tie in with the roadway alignment improvements that are proposed for Niagara Street. Niagara Street is too wide and needs to be downsized to improve the public realm. The roadway corridor needs to be realigned to restore the original alignment and greenspace needs to be added, including a planted median that can host the art walk. These improvements will help to incentivize new development on the underutilized properties along the north side of Niagara Street.

- 3. Signage and Wayfinding Improvements* - Undertake City-wide wayfinding and signage system improvements. There are too many signs of assorted variety, and a number of areas where wayfinding needs to be strengthened. Signage needs to be consolidated and coordinated to be more unified throughout the area. There is also a need to recognize Niagara Street as a section of the Great Lakes Seaway Trail and a National Scenic Byway.



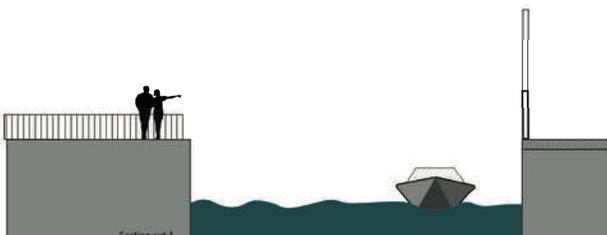
Concept C:

Reconfiguration of Niagara Street from City Hall to Seymour Street, bringing back the old alignment while providing access to Tops, plaza and businesses on the south side of Niagara. Improved cross access from Clinton Street to Niagara Shores Drive and Tops and outparcel development potential are shown as well.



Concept D:

Overlook on Tonawanda Creek / Erie Canal adjacent to the Shoreline Trail at the swing bridge. The former abutment is shown as the new overlook with a potential non-motorized (canoe, kayak) launch area. This can be coupled with visual improvements to the swing bridge itself (cleaning, uplighting, "hanging gardens", etc.)



5 - Relevant Project Graphics and DRI Area photographs



Erie Canal

Niagara River

Fillicoit Creek

BENCH SEATING AVAILABLE
ALONG MAIN STREET

Tonawanda's Harbor Master Office
Benjamin Lang Homestead
Tonawanda Gateway Harbor Park
Intermodal Hub

Clinton Park

Tonawanda
Community
Peace Garden

Historical Society of the
Tonawanda Museum

Dining & Entertainment

- 1 Beijing Garden
- 2 Blygans Cafe
- 3 Colosseum Tacos
- 4 DO
- 5 Edible Arrangements
- 6 Elbridge Bicycle Club
- 7 Eki Lodge BBQ
- 8 Goombas Bowling Club
- 9 Joe's NY Style Pizza
- 10 Legion Bar & Lounge
- 11 McDonald's
- 12 Mooney's
- 13 Patrick Sean Dairy Studios
- 14 Shanghai Chinese Food
- 15 Smoke on the Water
- 16 Stamps... the bar
- 17 Subway
- 18 Swinton's Beef & Keg
- 19 Ties Horizons / Cold Stone Creamery
- 20 TNT Pizza
- 21 Tonawanda Senior Center

Unique Local Shops

- 1 Attic to Basement Repairs
- 2 Cats Like Us
- 3 Complete Homecare
- 4 EvalCreations (Opening 11/17)
- 5 Lane Jewelers
- 6 Salt Water Paradise (SNP)
- 7 Sports from the Past
- 8 The Mulberry Tree
- 9 Tonawanda Wine & Liquor
- 10 Vape E's
- ATM Banking
- Municipal Parking Lot



TONAWANDA
MAIN STREET
PARTNERING • PROMOTING • PRESERVING

WWW.TONAWANDAMAINSTREET.ORG

Visitor Map







NIAGARA ST





6 - Main Street Area Market Analysis Sheet

7 - Tonawanda Main Street Vacant Property Report

Addressing Vacancy to Help Enliven Downtown Streets

Tonawanda's Main Street is ripe with opportunity from its traditional street pattern and historic buildings, set within a context of a dense residential community. However, a sizable number of vacancies and underutilized buildings, particularly visible in the retail building stock, hamper progress and detract from neighborhood vibrancy.

In addition to the opportunity that is apparent within the community, several challenges face the City of Tonawanda, and Tonawanda's Main Street initiative. These challenges are well researched and described throughout the recent planning efforts ongoing within the city, including the Comprehensive Plan and the Local Waterfront Revitalization Plan. In addition, a "Zombie Properties" grant to help the City focus on primarily on residential vacancy and abandonment issues will also help the community assemble the tools and resources needed to stabilize problematic areas and ensure the long term viability of the city to live, work, play and invest.

This vacancy initiative, then, which is being overseen by the Tonawanda Main Street Economic Development Committee, should be placed within a context of an active and ambitious suite of efforts that are planning for stronger private sector and governmental responses, structures and policies to achieving a vision of a vibrant community. This report does not attempt to provide answers to all of the real estate related challenges that face the city. Instead, it details best practices and opportunities for what Main Street stakeholders can do to revitalize properties within their target area and reinvigorate the commercial heart of the city.

Problem properties and underutilized real estate are present within the target area, however, ground level vacancies within the traditional Main Street core are not particularly numerous. A study by Buffalo State College, for instance, identified only nine vacant properties, six of which are in the traditional Main Street core.

Based on the problem property challenges within the target area, then, the following five strategies have been highlighted for consideration:

- Brokering/ Mediation
- External Stakeholder Influence & Pressure
- Advocacy
- Partnership Development
- Pop Ups and Events



CONTEXT

Fundamental challenges face traditional commercial centers and nodes, as these beloved and crucial areas in small and medium-sized communities across upstate, and indeed across much of the country, provided the physical organizing principles for the development of towns, cities and villages for hundreds of years. These are places that were rooted in a shared sense of identity and a public commons that promoted not just commercial activity, but social and civic capacity as well.

However, multiple interrelated trends that began in earnest in the early 20th century and accelerated post-World War II (the rise of the automobile, suburbanization, corporatization and deindustrialization to name a few) created economic and social dynamics that gutted these districts of their vibrancy and their relevance. However, these trends did so without providing a new civic organizing principal that could maintain the connectedness upon which living local economies rely.

These 20th Century trends have been supplanted, however, by a new wave of demographic, social, economic and technological changes. These emergent trends have created a period of both uncertainty and possibility. Among them:

- The millennial generation is more diverse than any previous generation and also has demonstrated a preference for urban neighborhoods. While this trend has produced much analysis and many conflicting views attempting to define the millennial experience, ultimately this experience is as diverse as the generation but evidence of the shifting settlement patterns as this generation moves toward adulthood and family rearing is emerging. At the same time, this demographic wave will also be associated with a falling off period, once 'peak millennial' (the height of new household formation) is reached.

- Auto ownership and driving is decreasing, particularly among young populations. Teenagers have shown a distinct preference for spending on mobile devices rather than automobiles, as social interactions continue to become increasingly centered on technology.
- Millennials' parent generation, the Baby Boomers, also represent a large demographic wave at or nearing retirement. In addition to potential lifestyle shifts as childrearing and commuting are no longer concerns, the aging population may also be reaching an age of reduced mobility. This offers a chance for a potential market capture for places and communities that are able to provide walkable and 'aging in place' environments.
- Locally, the development of network of greenways (walking/ biking trails) and blueways (scenic water routes) will position the community for increased non-auto-centric traffic. While this offers increased opportunities for attracting residents who may be seeking non-conventional commute options, the network also has the potential of positioning Main Street as a recreational destination.
- Massive amounts of retail space have been built in the past two decades, and the U.S. is now the most heavily retailed nation on the planet. This real estate development overreach may have created challenges even in a conventional retail market; however, the rapid growth of on-line retail has shifted the market in ways that are creating major challenges for some of even the most established retail chains. In addition, consolidation within the industry (such as the Walgreens/ Rite Aid merger that will impact the City of Tonawanda directly), also poses occupancy challenges for local communities.

Vacant Property Strategies and Interventions for Tonawanda Main Street

VACANT PROPERTIES

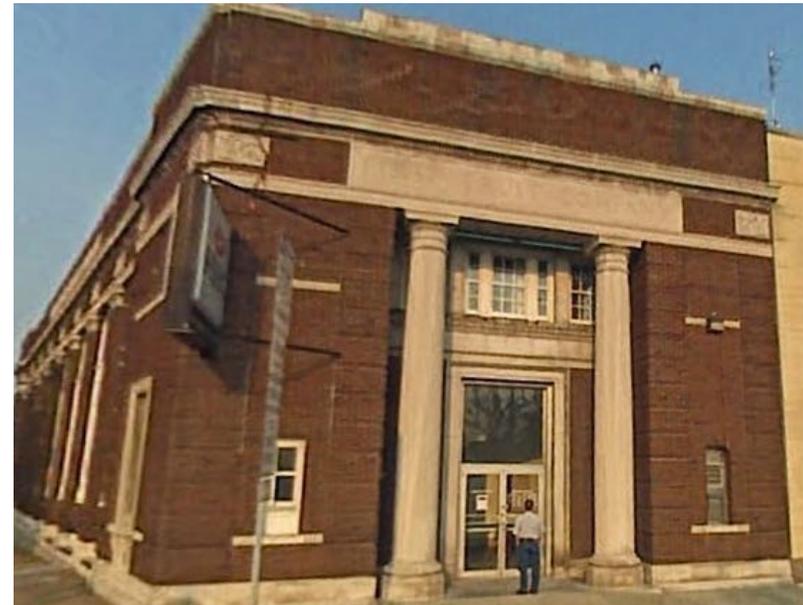
Vacant buildings are a drain on community vitality, and a detriment to creating truly Complete Streets. No matter the exact number, the lingering signs of disinvestment – boarded up storefront and empty apartments, peeling paint and code violations, empty shopping centers, overgrown lots – are serious barriers to future investment, and in fact, often trigger or accelerate the cycle of decline.

In general, properties are abandoned when owners decide it is more economical to discontinue upkeep and active investment in or marketing of their holdings. Factors of abandonment may include weak market conditions; population loss; commercial or residential over supply; functional obsolescence; and property mismanagement. However, these factors are too often compounded by a lack of repercussions for blight; a tax code which favors disinvestment; and predatory lending or renting practices.

Each vacant property creates a host of issues that impact neighborhoods and municipal services directly. Not only do vacant properties decrease quality of life and destabilize property values, they create additional expenses and opportunities for illegal activity. The public and private costs of vacancy include higher insurance premiums; lower property values; debris removal; court costs; complaint handling; cleaning and sealing abandoned properties; rodent baiting; legal notices; increased fire and police response; lost taxes and collections costs; and, as a final resort, demolition.

Any set of strategies to combat vacant and abandoned property, whether through carrots, sticks or a combination of the two, has at its base the goals of preventing the spread of vacancy and returning currently vacant properties to productive use.

Though governmental agencies often hold the ultimate authority and, ideally, greater resources to compel owners to reinvest in or divest themselves of their property, there are a suite of options for civic sector organizations like Tonawanda Main Street to consider. Many organizations have developed unique partnerships and initiatives in order to spark reinvestment and generate additional occupancy in their communities.



Brokering/ Mediation

By demonstrating early wins on projects and initiatives, and developing relationships with building owners, business owners and residents alike, Tonawanda Main Street can build social capital and become a trusted, neutral party and advocate at the same time. As such, the organization can also play a role as a convener and in disputes resolution while facilitating changes within the built and regulatory environments.

Generally, properties held by larger developers and strip plazas will be less effective places for community intervention. These properties have their own industry connections that actively solicit and work with brokers, generally attracting corporate chain retail. These property holders are more inclined to be seeking “bankable” tenants, with established operating and credit history whom they do not need to handhold through any processes. The barrier to entry in formula retail environments such as these is relatively high, and tenancy is not generally innovative. However, there are examples throughout the country and in Western New York or creative adaptations of retail plazas and malls, and as traditionally retailing continues to lose market share to online sales, this type of reinvention may become all the more necessary and common.

These retail plazas in the City of Tonawanda, as in many other places, are designed as drive in/ drive out retail, that do not provide comfortable or enticing connections to other merchants or amenities within the town. As such, isolated vacancies in these spaces are less likely to detract from neighborhood vitality, but may affect performance of other retailers contained within the plaza because of a lower flow through of customers. Prioritization of community efforts in these locations, then, may not be considered appropriate.

However, community intervention can facilitation has been shown to make an impact for smaller scale property owners that lack these resources, networks, connections, and capital.

Particularly for communities with traditional Main Street fabric, such as the Tonawanda, the ability to draw visitors seeking a destination and an experience rather than purely for consumerism is much greater.

Community groups can leverage this locational advantage and highlight the potential of their target areas. Groups such as Tonawanda Main Street can actively play matchmaker. Often these matches are create by leveraging deep ties to the community, expanding the range of relationships and networks that the organization can tap. As a 'go to' for both community members and building owners, Tonawanda Main Street can provide a vital bridge from idea to reality. In addition to these organic relationships and network, the organization should be reaching out to business development centers and programs (such as the Small Business Development Center located at Buffalo State College, or the Center for Entrepreneurial Leadership at UB) to connect local entrepreneurs and properties that may both be out of traditional real estate markets and systems, and developing relationships with traditional economic development agencies such as the ECIDA, Empire State Development, and Invest Buffalo Niagara.

These roles rely on a traditional community connection model that leverages networks and goodwill. Some organizations are also taking local economic development a step further, developing new models for ownership and investment in their communities. This runs the gamut from direct business development, helping to establish cooperatively owned and/ or operated businesses, or attracting investors or pooling investment capital to launch new projects and initiatives. The level of capacity and commitment that an organizations should be closely considered before attempting these roles, but various sources are available to help guide these processes. The Business Alliance for Local Living Economies, is a good place to start.

External Stakeholder Influence & Pressure

With a focus on alleviating vacancy, from a community perspective, where non-profit groups have no regulatory or enforcement abilities, developing positive relationships with building owners to encourage investment or disposition is generally the most productive course. However, despite communities' best efforts, sometimes owners are non-responsive or unwilling to engage in productive dialogue and action for community revitalization.

In these instances, community groups have a number of options to seek resolution. Depending on the jurisdiction, various levels of government will have differing abilities and responsibilities to compel compliance. The Tonawanda, for instance, will have the ability to independently take action and initiate foreclosure proceedings for any unpaid property taxes due to the City. Actions that groups can take include reporting issues to and coordinating with building inspectors, local police and fire departments, lien-holding banks and the court system. This can include ensuring problem properties get sited and ensuring representation at housing court for problem owners and support for committed owners; or placing pressure on banks to compel upkeep standards which may be a condition of mortgages, even if properties are not delinquent in payment.

Often the community group's ability to derive results through these mechanisms also relies on strong working relationships with these agencies and officials. However, there are times when even these mechanisms fail to relieve the issues that vacant properties can inflict on a community. Identifying others who may have a stake or an interest in the community may provide other means of influence reluctant property owners. As a last resort, some communities have taken to public shaming, publishing the names and violations of the building owner in an effort to direct community awareness to the problem property holder.

Advocacy

Working with local governments on specific problem properties is one form of community advocacy, but other forms of advocacy seek to change laws, practices, and/ or resource distribution in local, state, or federal government or quasi-government agencies.

A host (and sometimes a confusing array) of governmental players – such as Industrial Development Agencies, state economic development authorities, county tax offices, town, village or city permits or code inspections, county health departments, regional land banks, state and federal taxing authorities and more have some form of influence on the development (or neglect) of real property.

Either working independently or in coalition with other communities facing similar challenges, developing relationships with elected officials and agency representatives to inform these public servants of the impacts of certain policies on one's community and proposes policy solutions, budget amendments, or a change in practices or programs can pay large dividends for a community. Rather than focusing on singular instances when properties become problematic, addressing issues at the structural level can help stabilize communities for the long term.

Possible items for policy review include the county tax act, lien and foreclosure processes; housing and sanitary code enforcement and violation adjudication; and requirements and reporting on bank foreclosure and mortgage defaults.

Tonawanda Main Street can make its support known for and remain active in some of the policies already under consideration for addressing problem properties within the City as a whole, such as a Vacant Property Registration Ordinance (VRPO). The organization should be particularly vocal in ensuring any VPRO adequately considers the differential challenges of vacancy in commercial versus residential properties, and how any VPRO would also address upper story vacancies in commercial buildings.

Partnership Development

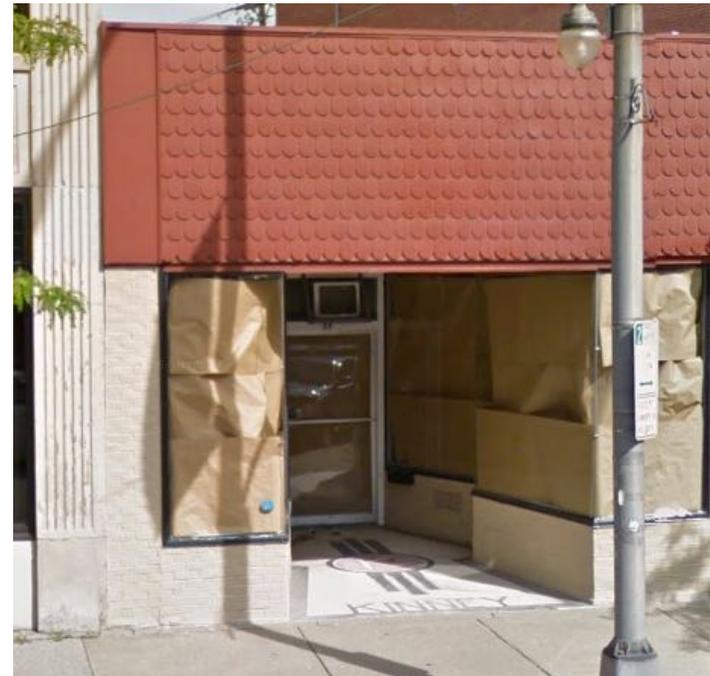
Though it is essential to have cooperative relationships with local governments and agencies, banks, realtors and other stakeholders for addressing problem properties and neglectful owners, partnerships with these organizations can also help create the conditions to generate investment. Community groups like Tonawanda Main Street can help to create programs and incentives to incentivize reinvestment in their target neighborhoods. Often these models do not need to be started from scratch, but instead can be modified from successful examples in other communities. Banks' departments that oversee their Community Reinvestment Act obligations are a good starting point to explore possibilities for creating or highlighting potential funding mechanisms for revitalization.

Though diminishing, Community Development Block Grant funding has long been a vital source for community revitalization activities. Non-participating jurisdictions (though not receiving direct allocation from HUD) must work through their county or state sources to leverage this funding, but ongoing conversations with these representatives can either create short term opportunities for accessing current programming, or can impact long-term program design through the long range plans and strategies that these agencies are required to maintain.

Non-profit community development intermediaries, such as the Local Initiatives Support Corporation and Enterprise Community Partners, also have decades of experience in assembling these partnerships, and even though Tonawanda may not be within their target service areas, the knowledge base and case studies that are available through these organizations can prove an invaluable starting point. Whether it is creating capital risk pools, loan funds or participations, structuring tax credit projects, or negotiating state and federal regulation, often successful redevelopment is predicated on the understanding of matching community need to complex and varied programmatic sources.

Local foundations, both family foundations and larger foundations with a focus on community development, may also be a source of program participation and may provide a match for bank or government capital. As more foundations combine their grant making activities with impact investing (the process of putting endowment resources into mission-aligned projects that provide a financial return), there may be increasing opportunities in this area.

Lastly, crowdfunding is an emerging but compelling possibility for locally rooted organizations who are looking to tap into and leverage the good will and commitment to communities that local residents (and others with family or historic ties to Tonawanda) who may have some investment capital, but are not in a position to invest in or manage an investment on their own.



Pop Ups and Events

Shrinking municipal budgets and the real estate crash of the last 2000s led to a host of interventions in struggling communities where resources for implementing traditional bricks and mortar projects were rapidly shrinking. 'Pop-up' culture and the sharing economy have both since emerged, ironically, as seemingly permanent fixtures on the urban landscape. The success of local food trucks is one manifestation of this, and the streetscape interventions (described in greater detail in the Complete Streets report for Tonawanda) is another.

Pop-up retailing is yet another form of light-touch, low-commitment intervention, designed to test ideas and marketability of concepts without large commitments of capital or time. Pop-up shops can be single day events, often in conjunction with a street festival or other community celebration, or somewhat longer tenancies through a busy season (say holiday shopping, or boating season) when interest or visitor volumes may be higher. These pop-ups can be single-shop trials or can be coordinated for multiple retailers on the same street or in the same space in a market setting. Whatever their form, pop-ups allow for proof-of concept testing and can lead to permanent establishments which are beneficial for the proprietor, building owner and community alike.

Tonawanda Main Street could play a convening or coordinating role in arranging these opportunities, introducing the concept and providing local case studies or success stories, providing template short-term lease templates, and even providing blanket liability insurance for vendors to ease barriers to entry. Some organizations have also held master leases on properties from building owners who would prefer not to deal with multiple tenancies. As a third party lease holder, Tonawanda Main Street could negotiate an agreement with a property owner and sublease to various tenants that would follow a predetermined set of criteria, which the organization would pre-clear and administer. If the organization received a portion of the rental income as a payment for its services, it could help offset its costs for its efforts. Other neighborhood commercial revitalization

organizations have even purchased problem properties as investments or with the expressed purpose of incubating businesses within the community.

Artist installations have been a method of filling vacant storefronts for decades, but artists residencies have proven a more effective and engaging way of actually activating space. When artists are working within view of the street and are also onsite to be able to exhibit and sell their work, a dynamic and interactive experience is created, rather than a static display. Rotating artists and highlighting different mediums also gives visitors a reason to return on a regular basis, particularly if each residency is kicked off or closed out by a public opening or event to demonstrate the work created during the artist's time occupying the space. Artists that are creating work with direct relevance to the City of Tonawanda or for inclusion in public art within the target area could enhance the draw and interest in this type of initiative.

Though there is not an abundance of officially designated vacant land (from a formal property designation perspective) in the Tonawanda Main Street service area, the area does have an ample supply of underutilized land – in parking lots, excess street widths, and empty or passive green spaces. These types of properties can also detract from the area's vitality. Temporary interventions in these spaces can take cues from many innovative pop-up typologies exemplified by the Grounds for Change initiatives collected and compiled by the Center for Community Progress (<http://www.gfcactivatingland.org/explore/ideas/insert-use/>).

Other low impact, but semi-permanent or permanent uses, such as community gardens, can both beautify an area, provide productive uses while creating foot traffic for area businesses. Examples of raised bed gardening that goes beyond traditional vacant lot gardening can be seen from Arizona to Buffalo, where a group of community volunteers established an extensive vegetable garden on

Vacant Property Strategies and Interventions for Tonawanda Main Street

the roof of the underutilized parking structure at the Broadway Market.

Kent State University's Cleveland Urban Design Collaborative has produced a short guide (The Pop Up Handbook attached as an Appendix) which provides a quick start list of considerations and questions to ensure temporary interventions have considered the basics when taking on new approaches and innovations.

8 - Tonawanda Main Street Merchant Survey

Downtown Tonawanda Development

As the City of Tonawanda continues its efforts to improve the quality of the downtown environment, Tonawanda Main Street is interested in how business and property owners see current and potential future redevelopments in the area. On May 23 2018, Tonawanda Main Street opened an online survey to gather input regarding five questions. The following details the results of the survey as of May 31, 2018.

1. I am a downtown Tonawanda business or property owner.

Yes	No	Total
16	1	17

Businesses and property owners include: Cats Like Us, Vape E's, LTD., Stamps, Swiston's Beef and Keg, The Mulberry Tree, Mark A. Doane, Ann Kwitchoff Cipriano Real Estate, TPW Websites, M&T Bank, Allstate Insurance, Atomic Barbershop and Salon, Patrick Sean Daley Studios, and 19 Main Street/27-31 Main Street/102 Broad Street property owner.

2. Since the closing of Young Street, has your business seen a positive or negative impact? Or has there been no impact to your business?

Response	All Responses		Businesses & Property Owners	
	Total Number	Percentage	Total Number	Percentage
The Young Street Closure has had a POSITIVE impact.	4	24%	3	19%
The Young Street Closure has had a NEGATIVE impact.	1	6%	1	6%
The Young Street Closure has had a NO impact.	12	71%	12	75%
TOTAL	17	100%	16	100%

Additional Comments

- I prefer it closed, its nice
- more exposure. new customers who never knew we were here. all due to having been re routed.
- Most people complain about the closure of young street and the addition of the intermodal hub and restrooms. The annual canal fest is a huge draw for our business and by closing young street and making it green space some people fear it would also cause canal fest to be moved further away from my establishment
- Lot more car traffic. Not anymore customers or sales, as of yet.
- Think its a great idea.

2018 BUSINESS & PROPERTY OWNERS SURVEY RESULTS

- Although I approve of the closure
- We don't have walk in traffic. Anecdotally, the street seems to have less traffic.
- If anything, it's a good conversation piece with our clients to get their opinions on it.
- more foot traffic in my opinion

3. The following parking improvements are needed in the downtown:

Response	All Responses		Businesses & Property Owners	
	Total Number	Percentage of Total Surveys Received	Total Number	Percentage of Total Surveys Received
More parking	11	65%	10	63%
Less parking	1	6%	1	6%
Better signage directing people to available parking	11	65%	10	63%
More consideration for parking management programs (reserved parking spots, time limits, parking fees, etc.)	7	41%	7	44%
Additional bicycle racks	6	35%	6	38%

Additional Comments

- If parking is removed (the hub) there needs to be available parking for the offices (mueller) not to take away from main street businesses
- i know we need more parking, but first we need to make both sides of main st parallel parking. this will reduce parking spots but will also reduce accidents and the many near misses i witness daily.
- Zero bike racks at McDonald's plaza we built one at Stamps ourselves out of a futon.
- More public parking, there are plenty of lots but are private
- Many business owners have no parking with their building - we lease parking from other businesses (eg. TPW Websites and JJ Gutt lease from 6 Main, Amato Fox leases 28 Niagara from owners of 6 Main, Billygan's has no parking, Apartment building behind Billygan's has no parking) There is lots of parking in Tonawanda, but it is all controlled by Benderson and/or owners of 6 Main (old bank building). A lot of the city parking was taken away when bathroom was built. The rest fills up too quickly and/or is 2 hour parking.
- Parking has always been an issue for us. We can't grow our business if there's no where to park. They should build a parking ramp in one of the vacant business spots, then charge a reduced rate to the local businesses, one of our stylists has gotten a ticket each time they've chalked.

2018 BUSINESS & PROPERTY OWNERS SURVEY RESULTS

4. I would support the City of Tonawanda seeking grant funding for the following projects.

Response	All Responses		Businesses & Property Owners	
	Total Number	Percentage of Total Surveys Received	Total Number	Percentage of Total Surveys Received
Redevelopment of the Young Street Area as a public space and multi-use trail.	10	59%	9	56%
Re-alignment and configuration of Niagara Street from Main Street to City Hall with landscaped median and art walk.	6	35%	6	38%
Construction of a 4-season pavilion at the Intermodal Hub	8	47%	7	44%
Rehabilitation of the pedestrian walk bridge at Gateway Harbor Park	6	35%	6	38%
Main Street Streetscaping Improvements	11	65%	11	69%
Overall Wayfinding Improvements (directional signage and visitor signage)	8	47%	8	50%

Additional Comments

- mirror gateway park on other side of canal. host concerts and events like they do. its a good source of income for future projects. 2. fix the walk bridge and actually allow people to sit on it without being chased away by police... thats just stupid. 3. time to tidy up main st.... old ridiculously hung lights and wires in all the trees need professional care... perhaps send the street sweeper here once in a while? maybe have the flower watering girls pick up some debris once in a while? main st often looks neglected, save for those of us who clean in front of their storefront... improve snow removal, too... its a sad joke in the winter.
- Would love to have signage for smoke on the water and Swistons for boaters to know that we are located on ellicott creek and not right on the canal
- Sidewalks and curbs.
- I do not support grant funding. Tonawanda taxpayers should pay for their own projects, not NYS or Federal Government.
- In order to bring people to the COTs Main Street, there needs to be interesting businesses and available parking. You can beautify all you guys want but if they can't find a parking spot they won't stop, also since there's no good food or anything on this side of the bridge people will just walk over to NT to see all that's going on and spend their \$ on Webster.

2018 BUSINESS & PROPERTY OWNERS SURVEY RESULTS

5. I believe that improvements, such as those listed in the question above, would support job creation in downtown Tonawanda.

Response	All Responses		Businesses & Property Owners	
	Total Number	Percentage	Total Number	Percentage
Strongly agree	5	29%	4	25%
Agree	3	18%	3	19%
Neither agree nor disagree	7	41%	7	44%
Disagree	1	6%	1	6%
Strongly disagree	1	6%	1	6%
Total Responses	17	100%	16	100%

Additional Comments

- encouraging retail and food stores would greatly increase new customers to the area. if we continue to put service businesses in the area (day care, landscaping) we will certainly lose the "shopping" area and the customers who come with it. we could already be in trouble over this issue, only time will tell.
- Changes in community views are needed. Many seem very opinionated sadly.
- I believe NYS taxes are too high and this is not a competitive place to do business. Part of the reason is that the offer too many grants to towns and cities for pork barrel projects. Lower NYS taxes and lower property taxes would help grow business, in my opinion.

**9 - Tonawanda Main Street Program Mission Statement / Tonawanda
Local Development Corporation Certificate of Incorporation**



Vision Statement

Tonawanda Main Street Program envisions an attractive, abundant, historic downtown area that will serve as the heart of the City and encourage pride, engagement and growth within the community at large.

ABOUT THE VISION

The existing unique and eclectic businesses provide the foundation for a vibrant downtown which will encourage a community of vision and entrepreneurship, making it attractive to area residents, tourists of all ages and investors. The convergence of the historic Erie Canal, the Niagara River and Ellicott Creek, in addition to current and future walking trails, existing parks and the Gateway Harbor provide entertainment and events venues in a friendly and safe environment. This in turn reveals new opportunities that will foster a distinctive, walkable, downtown for the region. Showcasing our unique assets through historic revitalization of buildings, attractive storefronts, and a collaborative spirit, not only within our downtown district and but with our Sister City North Tonawanda, will offer the opportunity for broad community engagement; setting the stage for a livable and sustainable downtown.

Our vision will be achieved through a strong, working Steering Committee, a broad base of volunteers, community support, and educational opportunities for business and community members' alike. Cultivation of reliable funding sources and partnerships with private and governmental entities will be an integral piece for the sustainability of the Tonawanda Main Street Program.

NEW YORK STATE DEPARTMENT OF STATE
Division of Corporations, State Records and UCC
One Commerce Plaza, 99 Washington Avenue, Albany, NY 12231

TO: ALLISON D. HARRINGTON
35 MAIN STREET
TONAWANDA NY 14150

170711000399

STATE OF NEW YORK
DEPARTMENT OF STATE

I hereby certify that the annexed copy has been compared with the original document in the custody of the Secretary of State and that the same is a true copy of said original.



WITNESS my hand and official seal of the Department of State, at the City of Albany, on July 12, 2017.

A handwritten signature in black ink, appearing to read "B. Fitzgerald", written over a horizontal line.

Brendan W. Fitzgerald
Executive Deputy Secretary of State

170711000

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**CERTIFICATE OF INCORPORATION
OF
CITY OF TONAWANDA LOCAL DEVELOPMENT CORPORATION**

A NOT-FOR-PROFIT LOCAL DEVELOPMENT CORPORATION UNDER SECTION 1411

OF THE NEW YORK NOT-FOR PROFIT CORPORATION LAW

The undersigned, being over the age of eighteen years, for the purpose of forming a forming a not-for-profit local development corporation pursuant to Section 1411 of the Not-for-Profit Corporation Law of the State of New York, hereby certifies:

1. The name of the Corporation is the City of Tonawanda Local Development Corporation (hereinafter "the Corporation").

2. The Corporation is a corporation as defined in subparagraph (a)(5) of Section 102 of the Not-for-Profit Corporation Law ("N-PCL") and, as provided in Section 1411 of the N-PCL, will be a charitable corporation under Section 201 of the N-PCL.

3. The charitable purposes for which the Corporation is being formed and shall be operated exclusively, within the meaning of Section (501)(c)(3) of the Internal Revenue Code of 1986, as amended, or corresponding provisions of any future federal tax code (the "Code"), shall be to relieve and reduce unemployment, to promote and provide for additional and maximum employment, to improve and maintain job opportunities, to provide instruction or training to individuals to improve or develop their capabilities for employment, to encourage the attraction, development or retention of businesses, and to combat community deterioration and blight, all within the City of Tonawanda, New York, and to lessen the burdens of government and act in the public interest. In furtherance of said purposes, the Corporation's powers shall include the power:

- a. To establish programs to encourage the creation of employment opportunities for low-income residents of the City of Tonawanda and to provide entrepreneurial training to low-income residents of the City of Tonawanda thereby encouraging the creation of businesses by low-income residents of the City of Tonawanda;
- b. To encourage the restoration, rehabilitation, and sustainable use of historic buildings within the downtown district of the City of Tonawanda and other remedial actions to eliminate the physical, economic, and social deterioration of the City's downtown district and adjoining neighborhoods, and to provide education and training to members of the public to encourage the rehabilitation and preservation of historic properties within the City of Tonawanda, and thereby promote the historic preservation of the downtown district;
- c. To acquire by purchase, grant, gift or otherwise, real property within the City of Tonawanda (including property which is contaminated), to improve, maintain and manage such property (or contract for the improvement, maintenance and improvement of such property), to enter into contracts to sell, lease or otherwise

dispose of such property, to mortgage such property and otherwise take steps to facilitate the redevelopment, preservation, use or reuse of vacant, underused or deteriorated properties within the City of Tonawanda and to disseminate information and furnish advice, technical assistance and liaison with federal, state and local authorities with respect thereto;

- d. To apply for and make grants and loans and to execute any documents necessary in connection therewith, and to borrow money and to make, draw, accept, endorse, execute and issue negotiable bonds, debentures, notes and other obligations therefor;
- e. To enter into agreements and covenants and to comply with all the terms, conditions and provisions thereof, and otherwise to carry out its corporate purposes and to foster and encourage the location or expansion of facilities and related businesses within the City of Tonawanda; and
- f. To undertake such other activities as deemed advisable by the Corporation to advance its corporate purposes, but not for the pecuniary profit or financial gain of any member, director, officer or any private person.

In addition to the foregoing, the Corporation shall have all the powers conferred by Section 202 and Section 1411 (c) of the N-PCL, together with the power to solicit grants and contributions for any corporate purpose and the power to maintain funds of real or personal property for any corporate purposes. The Corporation shall have the right to exercise all other powers which are, or hereby may be, conferred by law upon a corporation organized for charitable purposes or which are incidental to the conferred powers.

The Corporation's mission and public objective, which the Corporation's purposes will achieve, shall include the lessening of the burdens of government and fostering the creation, retention and expansion of jobs and economic opportunities for the benefit of the economy and residents of the City of Tonawanda, and the elimination of blight and combatting community deterioration by fostering the preservation and/or redevelopment of properties within the City of Tonawanda.

Notwithstanding any other provisions of this certificate of incorporation, the Corporation is organized exclusively for one or more of the purposes specified in Section 501(c)(3) of the Code and shall not carry on any other activities not permitted to be carried on by a corporation exempt from federal income tax under section 501(c)(3) of the Code.

4. Pursuant to the requirements of Section 1411 (e) of the N-PCL:

(a) All income and earnings of the Corporation shall be used exclusively for its corporate purposes with the intent being that all income and earnings will be expended or deposited in appropriate reserves for corporate purposes; to the extent not so used, the income and earnings will accrue and be paid to the Job Development Authority to the extent required by Section 1411 of the N-PCL.

(b) The property of the Corporation is irrevocable dedicated to its corporate purposes. No part of the income or earnings of the Corporation shall inure to the benefit or profit of, nor shall any distribution of its property or assets be made to, any member, director or officer of the Corporation, or private person, corporate or individual, or to any other private interest, except that the Corporation may repay loans made to it and may repay contributions (other than dues) made to it, but only to the extent that any such contributions may not be allowable as a deduction in computing taxable income under the Code.

(c) If the Corporation accepts a mortgage loan or loans from the New York Job Development Authority, the Corporation shall be dissolved in accordance with the provisions of paragraph (g) of Section 1411 of the N-PCL upon repayment or other discharge in full by the Corporation of all such loans.

5. (a) All income and earnings of such corporation shall be used exclusively for its corporate purposes. No part of the net earnings of the Corporation shall inure to the benefit of any director, or officer of the Corporation or any private individual, except that reasonable compensation may be paid for services rendered to or for the Corporation relating to one or more of its purposes. No director or officer of the Corporation or any private individual shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation.

(b) No substantial part of the activities of the Corporation shall be carrying on propaganda, or otherwise attempting to influence legislation, except as otherwise provided by Section 501(h) of the Internal Revenue Code. The Corporation shall not participate or intervene (including the publication or distribution of statements) in any political campaign on behalf of, or in opposition to, any candidate for public office.

(c) Notwithstanding any other provision of this Certificate, the Corporation is organized exclusively for charitable and public purposes and is intended to qualify as an entity the income of which is exempt under Internal Revenue Code Section 501.

(d) In the event of the dissolution or winding up of the Corporation, no member or private person, corporate or individual, or other private interest, shall be entitled to any distribution or division of its remaining funds or other property or rights and interests in property, and, after the payment of all debts and liabilities of the Corporation of whatsoever kind or nature (including the payment of loans and contributions the repayment of which has been authorized herein), the remaining balance of the assets and property of the Corporation shall be distributed to the City of Tonawanda for the furtherance of the purposes set forth in Section 1411 of the N-PCL. Any of such assets not so disposed of shall be disposed of by order of the Supreme Court of the State of New York pursuant to Section 1008 of the N-PCL.

6. The Corporation is not formed to engage in any activity or for a purpose requiring consent or approval of a state official, department, board, agency or other body. No consent or approval is required.

7. The office of the Corporation in the State of New York shall be located in Erie County.

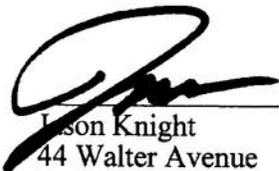
8. The Corporation shall be operated by a board of directors, the number of which is to be no less than three (3) nor more than fifteen (15). The name and address of the initial directors of the Corporation are:

<u>NAME</u>	<u>ADDRESS</u>
Jason Knight	44 Walter Avenue, Tonawanda, NY 14150
Alice Roth	60 Morgan Street, Tonawanda, NY 14150
John Guido	1146 Moll Street, North Tonawanda, NY 14120

9. The Secretary of State of the State of New York is hereby designated as the agent of the Corporation upon whom process in any action or proceeding against the Corporation may be served. The post office address to which the Secretary of State shall mail a copy of any such process so served is:

City of Tonawanda Local Development Corporation
35 Main Street
Tonawanda, New York 14150

IN WITNESS WHEREOF, the undersigned incorporator, being at least eighteen years of age, has signed this certificate this 6th day of July, 2017, and hereby affirms the truth of the statements contained herein under penalty of perjury.


_____, Incorporator
Jason Knight
44 Walter Avenue
Tonawanda, New York 14150

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**CERTIFICATE OF INCORPORATION
OF
CITY OF TONAWANDA LOCAL DEVELOPMENT CORPORATION**
UNDER SECTION 1411 OF THE NEW YORK NOT-FOR-PROFIT CORPORATION LAW

Filed by:

Name: Allison D. Harrington

Mailing Address: 35 Main Street

City, State, Zip: Tonawanda, New York 14150

FILED
2017 JUL 11 PM 12:44

RECEIVED
2017 JUL 10 PM 2:02

STATE OF NEW YORK
DEPARTMENT OF STATE
FILED JUL 11 2017
TAXS _____
BY: *[Signature]*
Ernie Co

470

10 - City of Tonawanda Grants Management Summary Spreadsheet

11 - Letters of Support

GRANT TRACKING REPORT				CITY OF TONAWANDA						5/29/2018	
Dept / Project Manager	Year	Grant Agency / Funding Source	Grant number	Project Description	Grant Amount Requested	Grant Amount Awarded	Outstanding Balance	Amount Received	Status / Comments	Next Step / City-Rotella	
NEW CITY PROJECTS											
1	Mandy	2017	NYSDEC - Invasive Species	DEC01-T00366GG-3350000	Emerald Ash Borer Treatments	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00		Contract Executed	Review procurement with DEC
2	Mayor - Admin	2014	NYSDOS LWRP	C1000558	Tonawanda Main Street Program in coordination with Western Erie Canal Alliance / Roxanne Kise	\$ 187,255.00	\$ 187,255.00	\$ 187,255.00	\$ -	BOD hired, contracting with Chuck Bell as a consultant & apply for 501(c)(3)	Charlie & Roxanne Kise submit Quarterly Progress reports, MWBE & Reimbursement Requests
3	Parks - Mandy	2014	NYSDEC Urban Forestry Round 12	DEC01-T00010GG-3350000	Urban Forestry Tree Planting Project - 200 trees over 2 yr period	\$ 17,525.00	\$ 17,525.00	\$ 17,525.00	\$ -	Project Complete	RGM submitted reimbursement 5/29
4	Parks - Mandy	2014	NYS Parks	EPF # 140277	Ives Park Improvement Project	\$ 78,567.00	\$ 78,567.00	\$ 78,567.00	\$ -	Pre-Development complete. Begin pre-construction procurement / bids - MWBE - quotes & bids on other equipment/supplies	RGM - Develop RFP & bid advertisement for MWBE paving
5	Jason/Mayor	2012	NYSDOS LWRP	C1000263 (part 2)	CFA - LWRP Update & ADA Fishing Pier (Part 2) Construction	\$ 235,596.00	\$ 235,596.00	\$ 49,108.90	\$ 186,487.10	payment request signed and submitted. Extension submitted.	receive final reimbursement
6	Parks - Mandy & Jason	2012	NYS Parks	EPF # 12N074	Niawanda Park Shoreline erosion (changing scope to drainage)	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ -	Sharese Hanson (Albany) rejected proposed drainage change of scope	City - advise on "RECREATIONAL" change of scope
7	Eng - Jason	2014	NYS DOT - TAP		Rails-to-Trails Extension - Sponsored by Erie County (\$500,514 match)	\$ 1,255,279.00	\$ 760,000.00	\$ 760,000.00	\$ -	Design Complete. Real estate issue causing \$200-300k shortage	Construction anticipated for 2017
8	Hist. Soc - Ned Schimminger	2015	Niagara River Greenway		Waterfront Interpretive Signage	\$ 23,465.00	\$ 23,465.00	\$ 23,465.00		Erie County awarded funds, will approve project plan and wire full amount	Receive funds and starting design process with sign contractor
9	Mayor, Joe H, Erik L	2016	NYS Housing Fund - LISC		Zombie/Vacant Housing Project	\$ 150,000.00	\$ 150,000.00	\$ 75,000.00	\$ 75,000.00	Awarded.	50% disbursement anticipated
13	Mayor - Engineering	2017	Emire State Development	CFA # 72406	Niagara St. Corridor Feasibility Study	\$ 75,000.00	\$ 57,500.00	\$ 57,500.00	\$ -	Awarded 12-13-17. Rate & Jason attended 12-13-17 meeting.	RGM: submit project info to Mo
14	Mayor & Engineering	2016	DASNY (SAM)	DASNY # 7260	Intermodal Hub Construction	\$ 355,276.00	\$ 100,000.00	\$ 100,000.00	\$ -	Project Complete.	Submit closeout / Reimbursement
15	Mayor / Historical Society	2017	DASNY (SAM)	DASNY # 10627	various: historical society, skatepark, Community	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ -	DASNY package rec'd.	Complete DASNY documentation - City advise
17	Engineering - Jason	2016	NYSDOS LWRP	CFA # 67019	Dock Expansion Project (4 locations)	\$ 487,380.00	\$ 487,380.00	\$ 487,380.00	\$ -	Awarded.	Mayor signed & returned GDA to State
18	Engineering - Jason	2018	Niagara River Greenway		Dock Expansion	\$ 547,380.00	\$ 366,138.00	\$ 366,138.00	\$ -	Awarded March 23, 2018	
					Total	\$ 3,780,723.00	\$ 2,831,426.00	\$ 2,569,938.90	\$ 261,487.10		
Pending Applications											
31	Engineering	2018	NYS DOT BridgeNY		Two-Mile Creek Bridge Restoration	\$ 649,800.00				Application Submitted by Jason April 2018	
32	Mayor/Engineering	2018	DRI		Tonawanda DRI 2018	\$ 10,000,000.00				Application Submitted 6-1-18	Mayor's office present to ESD in June
					Total	\$ 10,649,600.00					

CITY OF TONAWANDA										6/29/16 NT
Department	Lead Staff	Grant number	Project Description	Completed Date	Grant Amount Requested	Grant Amount Awarded	Outstanding Balance	Amount Received	Status / Comments	
Police	Lt. Sheehan		Member line item/Gilibrand/ digital dispatch radio equip for Police and Fire		\$ 200,000.00	\$ -		\$ -	NOT approved/CLOSED	
Police	Lt. Sheehan		2012 Stop DWI		\$ 100,442.00	\$ 25,654.55		\$ 25,654.55	COMPLETED	
Police	Lt. Sheehan		Child passenger safety grant	2014	\$ 2,500.00	\$ 2,000.00		\$ 2,000.00	COMPLETED	
Fire	Chief Stuart	TM07867	Member Line Item - Mary Lou Rath/Mike Ranzenhofer		\$ 8,500.00	\$ 8,500.00		\$ 8,500.00	Check rec'd from DOS	
Fire	Chief Stuart	TM07867	Member line item - Robin Schimninger		\$ 8,500.00	\$ 8,447.00		\$ 8,447.00	Check rec'd from DOS/COMPLETED	
Fire	Chief Stuart	TM07275	Legislative Member Item-Antoine Thompson - electrical switches		\$ 2,500.00	\$ -		\$ -	Awarded/ No longer available	
Fire	Chief Stuart	TM81441	Fire Dept Capt Improvement Comm Proj Appropriations Agreement-Sen Thompson		\$ 3,500.00	\$ 3,500.00		\$ 3,500.00	Funds redirected for funding of switches.	
Fire	Chief Stuart	TM09764	Member line item - Grisanti/ Capitol Improvements Repairs at Fire House.(stairs and doors)		\$ 5,000.00	\$ 5,000.00		\$ 5,000.00	The reimbursement was submitted 4/18/12	
Fire	Chief Stuart		2012 Fire Act		\$ -	\$ -		\$ -	Not awarded	
Parks/Rec	Mandy	PKS-08-NI-021	Gateway Harbor Electrical Upgrades / Burial of Electric Lines at Veterans Park NYSOPRHP	2014	\$ 9,950.00	\$ 9,950.00		\$ 9,950.00	Complete	
Fire	Chief Stuart	EMW 2010-FO-08121	2010 FEMA Fire ACT Grant \$ 57,075 for equipment and \$147,412 for training	2010	\$ 204,437.00	\$ 204,437.00		\$ 204,437.00	Completed.	
Parks	Mandy	NYSDEC	Urban Forestry Tree Inventory	2012	\$ 20,785.00	\$ 20,785.00		\$ 20,785.00	Completed.	
Fire	Chief Stuart	FEMA - AFG	New Fire Pumping Truck	2013	\$ 317,000.00	\$ -		\$ -	Not awarded	
DPW / Parks		NYSDEC Project # 9-204	Recycling Stump Grinder & Recycling Bins	2009	\$ 24,450.00	\$ -		\$ -	Not awarded. Chipper equipment ineligible. Bins included with Truck contract 9-214	
Eng / Clerks	Jason	NYS Archives	Scanning engineering maps and purchase of scanning equipment	2014	\$ 52,645.00	\$ -		\$ -	Not awarded.	
Police	Lt. Sheehan	US DHS	2012 PSG - FEMA State of the art patrol vessel	2012	\$ 139,500.00	\$ 139,500.00		\$ 139,500.00	complete	
Parks	Mandy	NYSDOS - TM08063	2 projects: (1) Pathways @ Vets Pk (2) E. Niagara St. Athletic Lavatories	2012	\$ 20,000.00	\$ 20,000.00		\$ -	Reimbursement rec'd 9-12-14 (ret balance of \$1,867.69)	
DPW	Joe W	NYSDEC 9-SWSS-214	Recycling Packer Truck & Recycling Bins from 2007	2013	\$ 72,103.00	\$ 72,103.00		\$ 72,103.00	Complete. Reimbursement rec'd 12-22-14.	
Police	Lt. Sheehan	US DHS	Operation Stonegarden 2011 (camera, operations & OT)	2011	\$ 17,769.00	\$ 17,769.00		\$ 17,769.00	Complete	
Police	Lt. Sheehan	US DHS	Operation Stonegarden 2012 (Border Patrol administers grants for equipment and OT)	2012	\$ 9,779.00	\$ 9,779.00		\$ 9,779.00	Complete	
Police	Chief Strassburg	Enbridge Companies	Enbridge Inc. (for Community Safety)	2013	\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	Complete	
Police	Chief Strassburg	PTSG	PTSG Police Traffic Services Grant	2014	\$ 7,820.00	\$ 7,820.00		\$ 7,820.00	Complete	
Fire	Chief Stuart	Enbridge Companies	Enbridge Safe Community Program Rescue Equipment	2014	\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	Complete	
Fire	Chief Stuart	FEMA Grant # EMW-2013-FP00820	Fire Prevention - Training for 2 personnel as fire investigators	2013	\$ -	\$ -		\$ -	Not awarded.	
Engineering	Jason	Erie County CDBG	Sewer lining James St. & Franklin	2015	\$ 100,000.00	\$ 100,000.00		\$ 100,000.00	Complete	
Engineering	Jason	NYSDOS Coastal Resources C006583	ADA Fishing Pier on Elliott Creek	2012	\$ 30,000.00	\$ 30,000.00		\$ 29,875.00	Complete	
Engineering	Jason	Environmental Facilities Corp. C304403	WQIP- NYSDEC 2 Mile Creek along Nlawanda (Sewer replace, lining, insp)	2013	\$ 1,855,000.00	\$ 1,855,000.00		\$ 1,855,000.00	Complete	
Engineering	Jason	Niagara River Greenway	ADA Fishing Pier on Elliott Creek (Part 1)	2012	\$ 210,000.00	\$ 210,000.00		\$ 210,000.00	Complete	
Engineering	Jason	NYS DOT PIN 5760.25	DOT sidewalk on Delaware	2012	\$ 50,000.00	\$ 50,000.00		\$ 52,000.00	Project Complete	
Fire	Chuck	FEMA -2015.AFG	New truck and gear requested	2015	\$ 366,000.00	\$ -		\$ -	Submitted 12-5-2014. Not Awarded.	
Records Mgmt	Clerk / Mayor / Assessor / IT	NYS Archives 0580 - 16 - 6002	scanning engineering / Assessors / Microfilm; Digital Reader Software for PD; server; scanner	2015	\$ 70,100.00	\$ -		\$ -	Submitted 4-23-15. Not Awarded	
Police	Lt. Sheehan	USDHS	OPERATION STONEGARDEN 2013 PERSONNEL & EQUIP	2013	\$ 10,000.00	\$ 15,000.00		\$ 15,251.00	COMPLETE	
Police	Lt. Sheehan	USDHS	2013 PSGP-FEMA underwater video detection equipment	2013	\$ 123,000.00	\$ 12,000.00		\$ 12,000.00	COMPLETE	
Parks/Rec	Mayor Davis	Round IV CFA - NYSDOS LWRP CFA # 51596	Intermodal Hub Construction	2015	\$ 355,276.00	\$ -		\$ -	Submitted 7-23-15. Not awarded.	
Parks/Rec	Mandy	NYSOPRHP PKS-08-NI-009	Pathways @ Veterans Park	2016	\$ 10,000.00	\$ 9,890.00		\$ 9,890.00	COMPLETE	
Gateway Harbor	Gateway Harbor	NYS Dormitory Authority EDAP # 4948	Member Item Robin Schimninger Portable Concert Stage	2015	\$ 100,000.00	\$ 100,000.00	\$ 2,500.00	\$ 100,000.00	COMPLETE	
DPW	Joe W	NYSDEC 9-SWSS-253	Recycling Pre-App 2013 for 65-gal recycling carts (50% grant)	2016	\$ 167,425.00	\$ -		\$ -	submitted letter with intention not to submit.	
Police	Lt. Sheehan	PTSG - PD-00089-(015)	Police Traffic Svc Grant	2014	\$ 14,400.00	\$ 7,820.00		\$ 7,820.00	COMPLETE	
Police	Lt. Sheehan	CPS	Child passenger safety grant	2014	\$ 4,275.00	\$ 2,300.00		\$ 2,300.00	COMPLETE	
Engineering	Jason	NYS DOT Transportation Equity Act (TEA)	Niagara St Culvert	2016	\$ 680,000.00	\$ 680,000.00		\$ 680,000.00	COMPLETE	
Engineering	Jason	Niagara River Greenway	Intermodal Hub - Design Phase	2016	\$ 70,000.00	\$ 70,000.00		\$ 70,000.00	COMPLETE	
Engineering	Jason	Erie County CDBG	CDBG Gibson Street	2016	\$ 100,000.00	\$ 80,000.00		\$ 80,000.00	COMPLETE	
Fire	Chief Stuart	FEMA / AFG # EMW-2015-FO-03018	Firefighting hose & appliances	2016	\$ 57,833.00	\$ -		\$ -	Not awarded.	
Fire	Chief Stuart	FEMA / AFG # EMW-2015-FV-01180	Fire pumper apparatus	2016	\$ 250,000.00	\$ -		\$ -	Not awarded.	
Engineering	Jason	Erie County CDBG	Hackett & Wheeler sewer lining	2016	\$ 100,000.00	\$ 100,000.00		\$ 100,000.00	COMPLETE	
Fire	Chief Stuart	FEMA - AFG	EMW-2016-FO-05360 (Hoses and SCBA PPE)	2016	\$ 319,503.00	\$ -		\$ -	Not awarded.	
Fire	Chief Stuart	FEMA - AFG	EMW-2016-EV-01816 (New Pumper Truck)	2016	\$ 379,048.00	\$ -		\$ -	Not awarded.	
Police	Lt. Sheehan	US DHS	Port Security 2016 - Construction of waterfront Maritime Command & Control Center	2017	\$ 45,000.00	\$ -		\$ -	Not awarded.	
DPW	Mandy & Joe W.	NYSDEC Recycling 9-289	Wood Chipper (\$44,400 - 50% grant)	2014 - 2017	\$ 22,200.00	\$ -		\$ -	Ineligible project (no DEC permit for compost)	
Mayor & Eng	Mayor & Engineering	EC CDBG Smart Growth Fund	Intermodal Hub Construction	2017	\$ 325,000.00	\$ 325,000.00		\$ 325,000.00	COMPLETE	
Mayor & Engineering	Mayor & Engineering	Greenway	Intermodal Hub Construction	2017	\$ 1,000,000.00	\$ 425,000.00		\$ 425,000.00	COMPLETE	
Engineering	Engineering - Jason	Erie County CDBG	Klinger & Erie Street Sewer Lining	2017	\$ 100,000.00	\$ 100,000.00		\$ 100,000.00	COMPLETE	
Engineering	Engineering - Jason	NYS Dormitory Authority	Shoreline Stabilization EDAP # 4773	2017	\$ 250,000.00	\$ 250,000.00		\$ 250,000.00	COMPLETE	
Engineering	Engineering - Jason	Round IV CFA - NYSDEC / EFC	DEC Planning Grant - Phase 7 sanitary sewer improvements	2017	\$ 100,000.00	\$ 100,000.00		\$ 100,000.00	COMPLETE	
Police	Lt. Sheehan	NYS DCJS T102306	Purchase of P25 Police Radios	2017	\$ 15,625.00	\$ 15,625.00		\$ 15,625.00	COMPLETE	
Police	Lt. Sheehan	US DHS Port Security 2014	2014 PSGP - FEMA Air compressor for dive team	2017	\$ 20,000.00	\$ 20,000.00		\$ 20,000.00	COMPLETE	
Police	Lt. Sheehan	US DHS Port Security 2015	Port Security 2015 - Side Scanning Sonar	2017	\$ 25,000.00	\$ 25,000.00		\$ 25,000.00	COMPLETE	
Police	Lt. Sheehan	PTS	Police traffic safety	2017	\$ 15,348.00	\$ 9,120.00		\$ 9,120.00	COMPLETE	
Police	Lt. Sheehan	CPS	Child Pass Safety	2017	\$ 3,935.00	\$ 3,500.00		\$ 3,500.00	COMPLETE	
Police	Lt. Sheehan	PTS	Enbridge	2017	\$ 1,000.00	\$ 1,000.00		\$ 1,000.00	COMPLETE	
Fire	Chief Stuart	DASNY #	New Pumper Truck	2017	\$ 410,000.00	\$ 410,000.00		\$ 410,000.00	COMPLETE	
Fire	Chief Stuart	FEMA Grant # EMW-2017-FO-02755	AFG Grant	2018	\$ -	\$ -		\$ -	Not awarded.	

12 - City of Tonawanda Council Resolution for DRI

City of Tonawanda
AUTHORIZING RESOLUTION
5/15/2018

For the 2018 Downtown Revitalization Initiative

I, James Kossow, appointed Clerk of the City of Tonawanda located at 200 Niagara Street, Tonawanda, NY 14150, a corporation subject to the Not-for-Profit Corporation Law of New York State and therefore qualified for tax exempt status under the City of Tonawanda, do hereby certify that the following resolution was adopted at a regular meeting of the City of Tonawanda held on May 15th, 2018, and is incorporated in the original board minutes of the said meeting and that the said resolution has not been altered, amended, or revoked and is in full force and effect.

Resolved:

That Mr. Rick Davis, as Mayor of the City of Tonawanda, is hereby authorized and directed to file a Downtown Revitalization Initiative application for funds, in accordance with the endorsement standards set forth by the New York State Regional Economic Development Councils, and upon approval of said request to enter into and execute a project agreement with the State for such financial assistance to the City of Tonawanda for the proposed 2018 Downtown Revitalization Initiative Program.



James Kossow, City Clerk

Seal of Municipality