

North Tonawanda



momentum



a new city is waiting, it's time to explore



**Downtown
Revitalization
Initiative**

Downtown Revitalization Initiative (DRI)

Kick Off LPC Meeting

February 22, 2022, 3:00 PM

Welcome

Welcome to the DRI!

Secretary of State of New York

Robert J. Rodriguez



Welcome



Agenda

- ◆ Welcome & Introductions
- ◆ Roles & Responsibilities
- ◆ Project Schedule & Scope
- ◆ North Tonawanda DRI Application
- ◆ Open Call for Projects
- ◆ Community Engagement
- ◆ Visioning
- ◆ DRI Boundary
- ◆ Public Comment



Introductions – Local Planning Committee

Name	Affiliation
Austin Tylec, Mayor (Co-Chair)	City of North Tonawanda
Paul Brown (Co-Chair)	Buffalo Building and Construction Trades
Amy Berent	Pulp 716
Deanna Brennen	Niagara Small Business Development Center
Suzanne Daddis	Rotary Club
Barbara Hughes	Webster's Bistro
Amy Usiak	Lumber City Development Corporation
Gabrielle Richards	The Vegan Grocery Store
Brian Wudyka	North Tonawanda Climate Change Task Force
Donna Burgio	North Tonawanda Project Pride
Kelley Culp-Burton	KCB Architecture
Robert Smith	Smith Boys Marine
Valerie Cronin	Chamber of Commerce of the Tonawandas
Tom Lang	Riviera Theatre
Gregory Stevens	Niagara River Greenway
Amy Fisk	Niagara County Brownfield Development Corp
Richard Andres	Niagara County Legislator

Introductions – State Partners and City Staff

Name	Department
Chris Bauer	Department of State
Erin Corrado	Empire State Development (ESD)
Lori Borowiak	NYSERDA
Lenny Skrill	NY Homes and Community Renewal (HCR)
Jennifer Dunning	Office of the Governor

Name	Title
Laura Wilson	Director of Development
Chelsea Spahr, PE	City Engineer
Travis Sikora	Assistant Engineer

Introductions - Planning Team



DRI Code of Conduct

- ◆ Members of the DRI Local Planning Committee must always serve and act in the public interest, regardless of their affiliation with, or relationship to, any business, municipality, not-for-profit, agency, program, entity, or interest group.

- ◆ Code of Conduct addresses potential conflicts of interest of between Local Planning Committee members and their interests that do not serve the public.

- ◆ All Members must read and sign the Code of Conduct.

DRI Code of Conduct

- ◆ Members should use the Code of Conduct to guide service and actions while on the Local Planning Committee
- ◆ Remember DAD:
 - ✓ Disclose conflicts of interest
 - ✓ Act in the public interest
 - ✓ Disqualify if necessary

Conflict of Interest

- ◆ A Member shall exercise his or her duties and responsibilities for the primary benefit of the public and in such a manner where any benefit to the Member, or a Family Member or Relative of the Member, is incidental only.

- ◆ For purposes of this Code of Conduct, a conflict of interest arises if such an exercise results in any benefit to the Member, or a Family Member or Relative of the Member, that is more than incidental.

- ◆ A conflict of interest may occur when the personal interests, financial or otherwise, of a member has the potential to interfere with, or appear to interfere with, the member's independent advice.

Disclosure

- ◆ Any potential conflict of interest must be disclosed at the earliest possible time, which should be prior to the meeting in which the matter will be discussed or as soon as the conflict is noted.
- ◆ Even an appearance of impropriety or an appearance of improper conduct should be avoided.
- ◆ If unsure of conflict, please request an opinion from NYS DOS Ethics Counsel.

Recusal

- ◆ A member may not vote, or attempt to influence a discussion or vote, where potential conflict exists.
- ◆ Members may provide factual information in a public forum about a project from which they have recused.

Documenting Conflicts

- ◆ Members must identify a potential conflict at the first meeting in which the matter giving rise to the conflict is discussed.
- ◆ A list of recusals together with the recusal form completed by each recused Member will be maintained for each project for the duration of the DRI planning process.
- ◆ The recusal list will be updated at each meeting.
- ◆ The LPC co-chairs will remind members of their obligation to recuse at each meeting of the committee.

Acting in the Public Interest

◆ Unwarranted Privileges:
No Member should use or attempt to use his or her position as a Member to secure unwarranted privileges or exemption(s) for him or herself or others.

◆ Confidential Information:
No Member should disclose confidential information acquired by him or her in the course of his or her duties as a Member or by reason of his or her position as a Member or use such information to further his or her personal interest(s).

COVID-19

- ◆ Committee Members agree to abide by all on-site, local, State, and Federal protocols in place to reduce the risk of spread of COVID-19 and protect the health and safety of all participants engaged in the DRI planning process.

Questions?

Contact the NYS DOS Ethics Counsel:

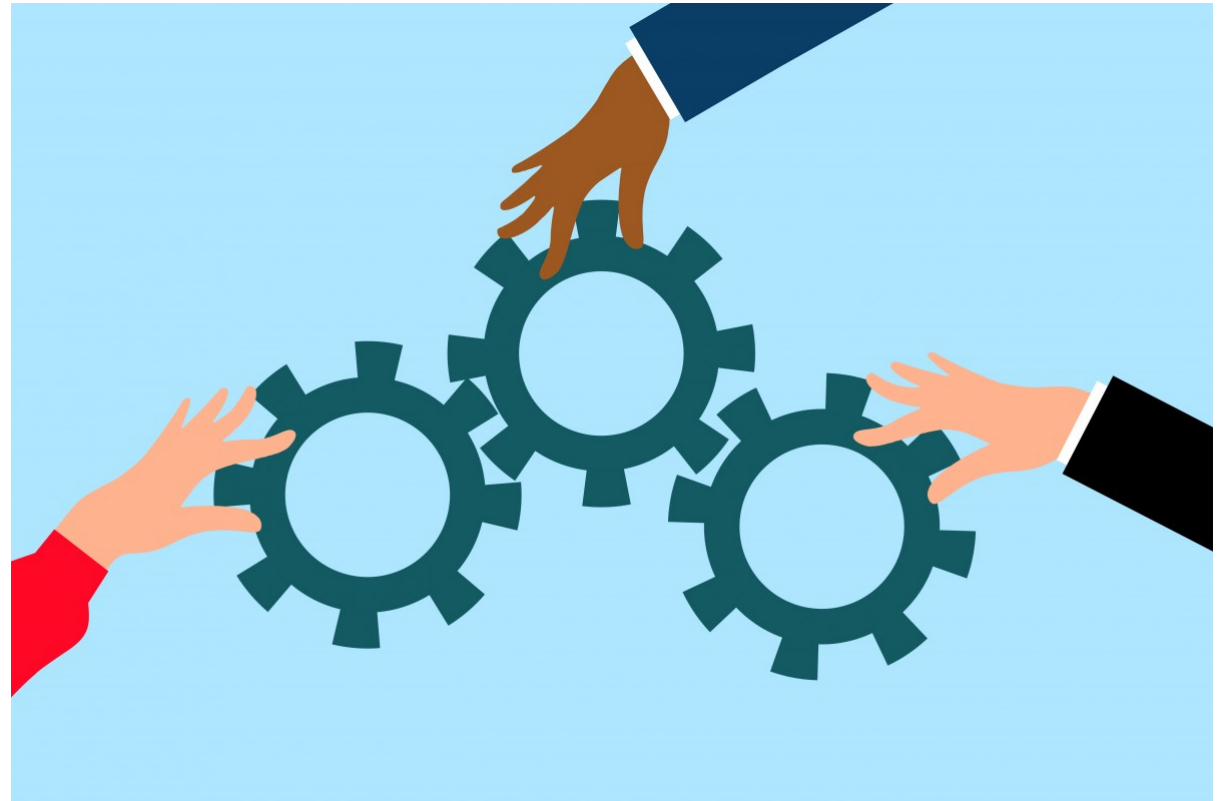
Linda Baldwin, Esq.

(518) 473-3365

Linda.Baldwin@dos.ny.gov

Role of the LPC

- ◆ Meet at least monthly
- ◆ Confirm DRI Vision
- ◆ Brainstorm ideas
- ◆ Provide direction to consultant team
- ◆ Review documents
 - Downtown Profile and Assessment
 - Community Participation Plan and materials
 - Project Profiles / Sheets
- ◆ Submit slate of projects
- ◆ Deliver an on-time Strategic Investment Plan to NYS DOS



Role of the LPC

- ◆ Play central role in community outreach
 - Identify approach
 - Take active role
 - Spreading the word
 - Participating in outreach events
- ◆ May create work groups
 - To delve deep into an issue
 - Work groups may also include non-LPC members

Role of the State Partners

- ◆ Assist the LPC and Consultant Team
- ◆ Manage Consultant Team
- ◆ Manage LPC Process
- ◆ Liaison with Other State Agencies
- ◆ Ensure DRI Program Compliance
- ◆ Maintain Schedule

Role of the Consultant Team

- ◆ Coordinate LPC Meetings
- ◆ Lead Community Engagement
- ◆ Prepare Documents and Information
- ◆ Develop Consensus with LPC
- ◆ Develop and Analyze Projects through:
 - Planning lens
 - Architectural lens
 - Engineering lens
 - Economic Development lens
 - Cost estimating and budgeting
- ◆ Prepare DRI Strategic Investment Plan and put forward projects that will receive funding

North Tonawanda's DRI Program

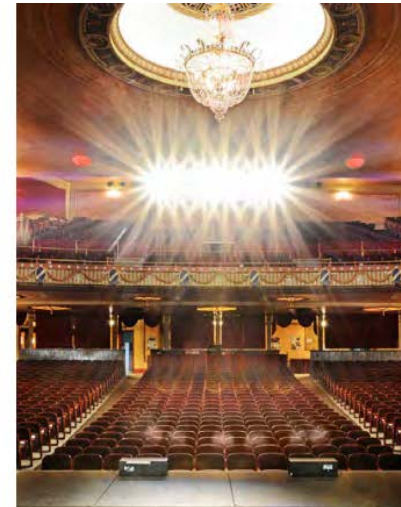
- ◆ Transform Downtown
- ◆ Create Vibrant City Center with High Quality of Life
- ◆ Enhance Placemaking
- ◆ Improve Waterfront Access
- ◆ Increase Walkability
- ◆ Foster:
 - ◆ Redevelopment
 - ◆ Business
 - ◆ Job Creation
 - ◆ Economic Diversity
 - ◆ Housing Diversity



Proposed Projects



- CAROUSEL PARK APARTMENT REHABILITATION
- GATEWAY HARBOR OF THE TONAWANDAS HUB IMPLEMENTATION
- ELECTRIC CAR CHARGING STATIONS
- NORTHERN MAIN STREET REDEVELOPMENT
- 624 RIVER ROAD PHASE II
- 10 GOUNDRY STREET INFILL
- CHARLES FLEISCHMAN PARK
- 78 BRIDGE ST PUBLIC BENEFIT AREA
- TONAWANDA ISLAND INFRASTRUCTURE
- RIVIERA THEATRE EXPANSION PROJECT
- CARNEGIE ART CENTER
- HERSHEY CARROUSELL MUSEUM MUSIC ROOM EXPANSION
- COMMERCIAL PROPERTY IMPROVEMENT GRANT PROGRAM
- VETERAN'S PARK PUBLIC PAVILION
- 230 OLIVER STREET REHABILITATION
- HUBMANN VAULT BUILDING STABILIZATION
- LUMBER CITY VILLAGE
- RT JONES REDEVELOPMENT, PHASE I
- THE SHORES MIXED USE DEVELOPMENT



Project Scope

- ◆ Community Outreach
 - LPC Meetings
 - Open houses
 - Workshops
- ◆ Open Call for Projects
 - Working alongside LPC to pick which projects align with goals, vision and strategies
- ◆ Strategic Investment Plan
 - ◆ DRI Boundary
 - ◆ Vision, Goals, and Strategies
 - ◆ Downtown Profile and Assessment
 - ◆ Downtown Management and Implementation
 - ◆ Projects
- ◆ Implementation
 - Projects will be selected after State review
 - Contracting through state agencies
 - Local Downtown Management (DRI project manager)



DRI Projects

GOALS

- ◆ Catalytic
 - Attracts other investment and positively impacts surroundings
- ◆ Transformative
- ◆ Align with State and Local Goals
 - Community Support
- ◆ Project Readiness
 - Can be implemented in the near term
- ◆ Co-Benefits
 - Multiple benefits that stem from the initial projects (increased quality of life, growth in local tax base, improved buildings)
- ◆ Cost Effective

TYPES

- ◆ Public Improvements
 - Streetscaping
 - Parks
 - Infrastructure
- ◆ Private Projects
 - ◆ New Construction
 - ◆ Rehabilitation
- ◆ Revolving Loan Funds & Grants
 - Locally managed – for smaller downtown projects
- ◆ Branding & Marketing
 - Hard costs (no advertisements)

DRI Projects

New Construction/Rehab Guidelines

- ◆ Minimum DRI Ask - \$100,000
- ◆ Maximum DRI Ask – 40% of Project Cost
- ◆ Public Projects – opportunity for 100% reimbursement
- ◆ Residential Projects – Minimum of 8 Units, Affordable Component
- ◆ Decarbonization Component
 - ◆ Example: Green Energy, Building Efficiency, Decarbonized Heating & Cooling, EV Charging Station
 - ◆ If included, maximum DRI Ask – up to 50%
 - ◆ Projects required to meet the Stretch Energy Code
 - ◆ Developed by NYSERDA to improve energy conservation

Open Call for Projects

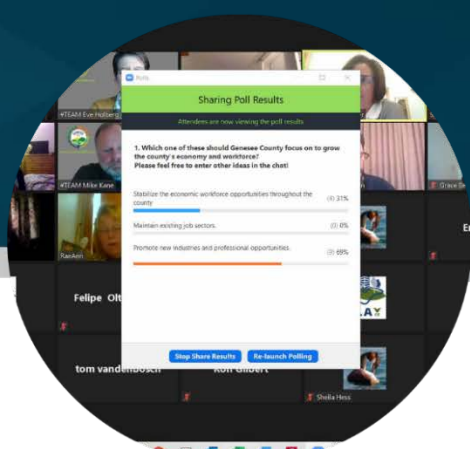
- ◆ What the application asks for:
 - Project Title
 - Preliminary Funding Estimate
 - Summary Description
 - Responsible Parties and Project Partners
 - Site/Ownership/Legal Jurisdiction
 - Anticipated Revitalization Benefits
 - Timeframe for Implementation and Project Readiness
- ◆ Project application deadlines are flexible
- ◆ Following call for projects, consultants put together project sheets to make them as competitive as possible and worthy of state consideration (providing additional market analysis, renderings, estimating etc.)

Community Outreach

- ◆ Robust variety of techniques to engage a wide diversity of stakeholders
- ◆ In-person, distanced, online options applicable throughout
- ◆ Platforms for engagement:
 - LPC Meetings
 - Workshops and Open Houses (at least 3) – Educate the public and get reactions to information and ideas and to solicit ideas and comments from the public
 - Other less formal engagement – Activities, small group discussions, community survey
- ◆ Goals:
 - Buy-in and excitement about process
 - New perspectives and fresh ideas
 - Support for LPC and slate of projects



Public Engagement Plan



- ◆ Discusses tools and techniques to engage citizens and stakeholders
- ◆ PLAYCE techniques build trust, cooperation and consensus
- ◆ Engage a wide diversity of the community
- ◆ Includes ideas for engagement in support of the project
- ◆ We brainstormed these in addition to the 3 workshops/open houses to include in the plan:
 - Interviews and small group meetings
 - Meeting the public in public – store, library, etc.
 - Community chalkboard
 - Facebook Live event
 - Community survey
 - Interactive site tours
 - Youth engagement
 - Downtown pub crawl
- ◆ YOUR ideas for community engagement?



Project Timeline

◆ February - LPC Meeting #1

- ◆ Intro and Orientation to DRI Program
- ◆ LPC Roles and Responsibilities
- ◆ Projects
- ◆ Outreach overview
- ◆ Visioning Exercise
- ◆ Boundary Discussion
- ◆ Open Call for Projects

◆ March - LPC Meeting #2

- ◆ Review Engagement Plan
- ◆ Vision, Goals, & Strategies
- ◆ Public Event #1
- ◆ Plan Public Event #2
- ◆ Preliminary Project List
- ◆ Downtown Profile and Assessment
- ◆ Working groups

◆ April - LPC Meeting #3

- ◆ Finalize Goals & Strategies
- ◆ Review Public Event #1
- ◆ Public Event #2
- ◆ Focus Project List

◆ May - LPC Meeting #4

- ◆ Review/focus project list
- ◆ Review Public Event #2
- ◆ Plan Public Event #3

◆ June - LPC Meeting #5

- ◆ Review/focus project list
- ◆ Public Event #3

◆ July - LPC Meeting #6

- ◆ Review Public Event #3
- ◆ Review/focus project list
- ◆ Finalize slate of projects

LPC Tasks for Today

- ◆ Visioning
- ◆ DRI Boundary Selection

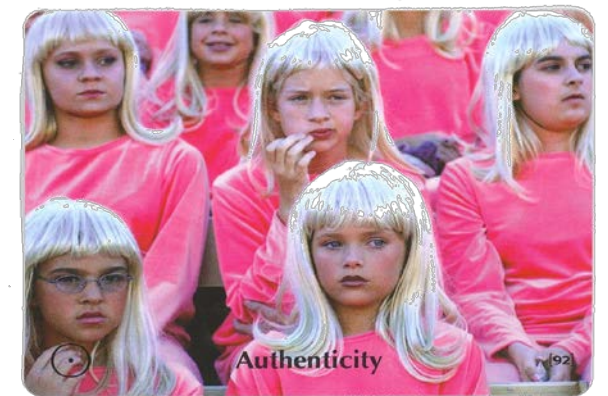
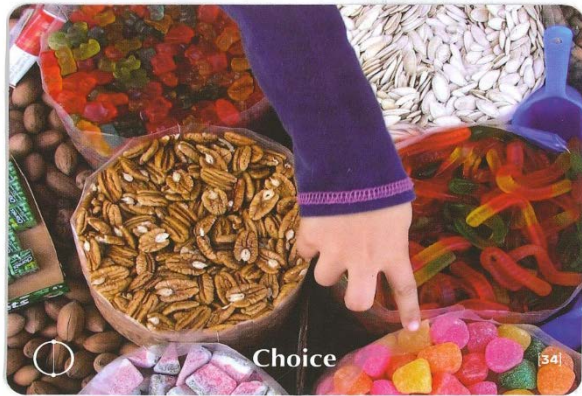
Visioning

In addition to other considerations including readiness, financing, and community support each project will be evaluated through the "lens" of the vision, goals and strategies.

The vision, goals and strategies reflect the fundamental objectives of the DRI.

- ◆ To ensure it reflects the unique characteristics of the downtown, we'll revisit the initial vision and discuss modifications.
- ◆ Based on the refined vision, goals and strategies will be established to help achieve the vision.
- ◆ Goals should be detailed, attainable, and action-oriented.
- ◆ Measurable strategies follow development of goals.

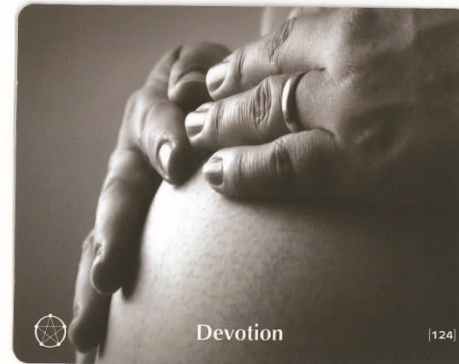
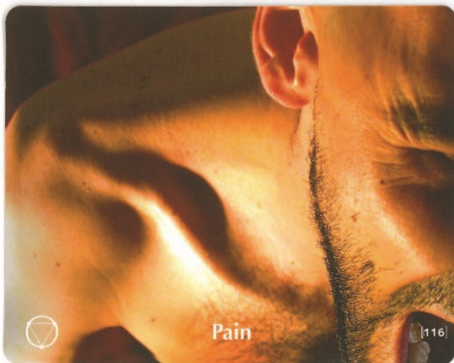
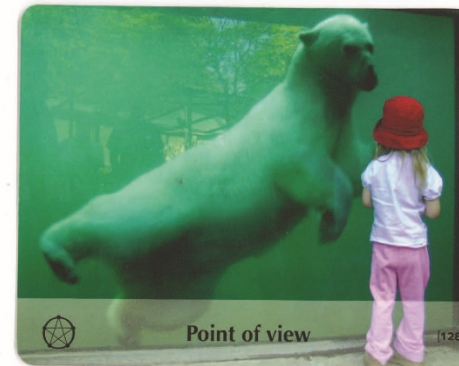
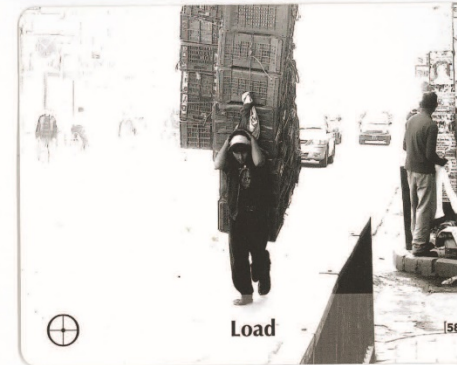
But First! Visioning Warm Up!



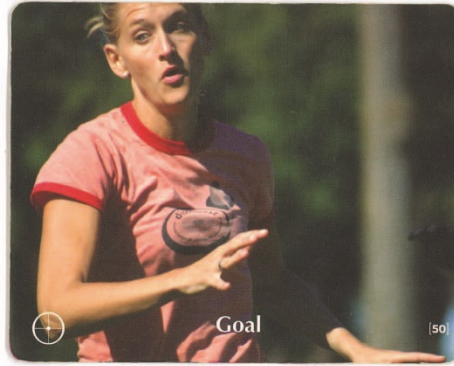
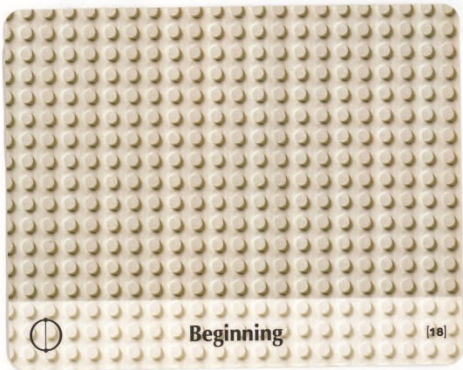
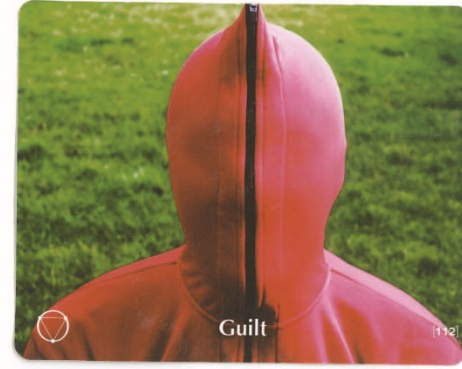
Look around downtown, the waterfront and Tonawanda Island in your mind's eye.

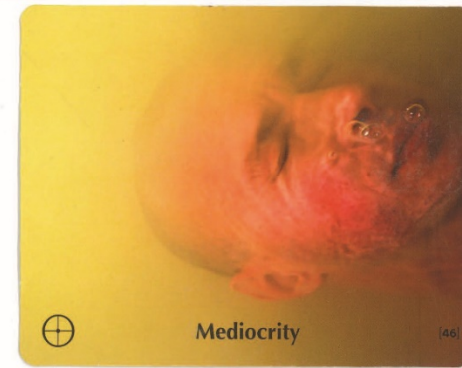
Choose a card that expresses what it's going to take for the DRI to be a success. You can use the image or the word to communicate the quality or process that will drive the North Tonawanda DRI's success.

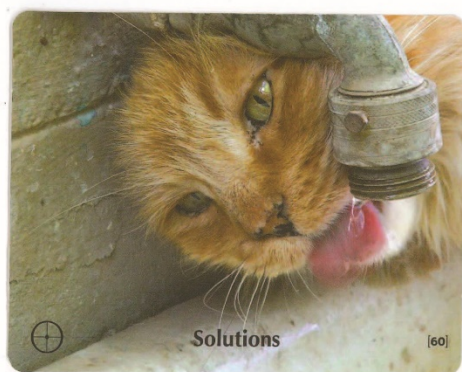
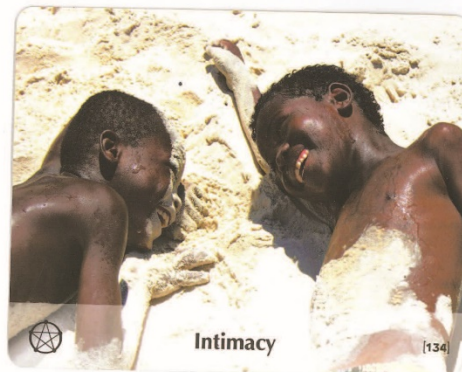
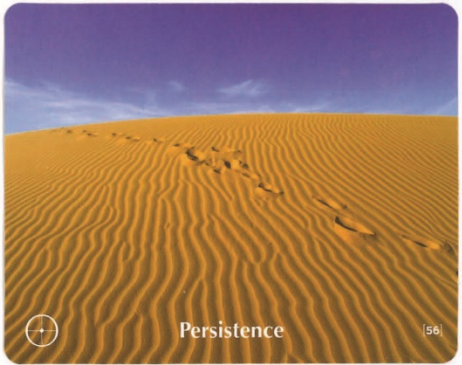
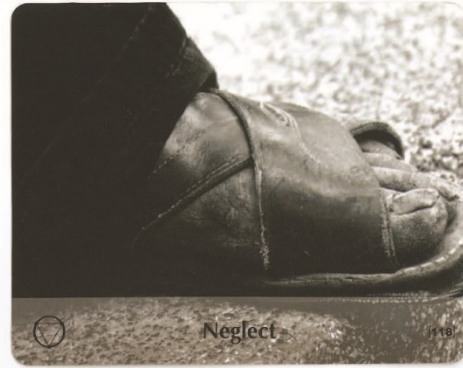
Take 2 minutes to choose a card and take it back to your seat with you. We'll go around the room.



Michal Grant Design Studio. (2007). *POINTS OF YOU: The Coaching Game*. Udim, Israel.
Retrieved from: https://www.points-of-you.com/SHOP/The_Coaching_Game







Michal Grant Design Studio. (2007). *POINTS OF YOU: The Coaching Game*. Udim, Israel.
Retrieved from: https://www.points-of-you.com/SHOP/The_Coaching_Game

Vision for Downtown from Application

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

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

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

Goals and Strategies

Downtown North Tonawanda is poised to become an energetic,
diverse, high quality, and unique city
experience for residents and visitors

GOALS: In downtown North Tonawanda, on Tonawanda Island and throughout our urban waterways, we will

Energize

Diversify

Add value

Become incomparable

Drafting DRI Goals & Strategies

In downtown North Tonawanda, on Tonawanda Island, and throughout our urban waterways, we will

- ◆ Energize – Support the density necessary to create excitement throughout the day and into the night with a robust mix of shopping, dining, entertainment, and services
- ◆ Diversify – Enhance downtown as NT’s residential, economic, and employment center, and a place that visitors will want to visit again and again and share with others by attracting an array of living, working, and recreating opportunities to downtown
- ◆ Add value – Focus on the highest quality, efficient and climate resilient development befitting downtown’s abundant historic, cultural, recreational, and natural resources and its delightful public realm
- ◆ Become incomparable – Leverage downtown’s unique location at the confluence of two historic waterways to develop exceptional urban waterfront experiences

DRI Boundary

DOWNTOWN INSET MAP



BORDERS

(Start at north end)

- ◆ River Road
- ◆ Cuts east to Oliver Street at 16th Street
- ◆ Cuts west at 9th Street
- ◆ 8th Street to Ironton Street
- ◆ Wheatfield Street
- ◆ Caruthers Place
- ◆ Sommer Street
- ◆ N. Marion Street
- ◆ Schenck Street
- ◆ Oliver Street
- ◆ Thompson Street
- ◆ Payne Avenue
- ◆ Goundry Street
- ◆ Vandervoort Street
- ◆ Tonawanda Creek – southern boundary
- ◆ Niagara River – northern boundary



Finalize DRI Boundary



- ◆ <https://prospecthill.maps.arcgis.com/apps/webappviewer/index.html?id=6db238ed5ec04b2dbfacdca951ef1f12>
- ◆ What makes a great DRI boundary?
 - Easily Walkable
 - Compact



Next Steps

- ◆ Schedule Future LPC Meetings
- ◆ Review Draft of the Downtown Profile and Assessment
- ◆ Prepare/Review Draft Public Engagement Plan
- ◆ Open Call for Projects



Wrap Up

- ◆ Final Questions / Open Forum
- ◆ Contact Information:
 - Daniel Riker (C&S) – Project Manager – driker@cscos.com
 - Emma Phillips (C&S) – Project Planner – ephillips@cscos.com
- ◆ For more information: NTMomentum.com