



DRAFT REVIEW SESSION
May 17, 2017

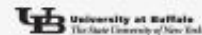
The background of the lower section is a faded, light-colored aerial map of the Tonawanda, New York area, showing streets, buildings, and green spaces. Overlaid on this map are several large, semi-transparent blue 'T' logos, similar in style to the one in the top left, positioned behind the people and text.

TONAWANDA TOMORROW
Growing the Town's economic future.



A Community Collaboration

A broad group of partners from the public, private, and nonprofit sector have joined the Town of Tonawanda to launch this initiative.



School of Architecture and Planning
UB Regional Institute

EDA POWER Program



Tonawanda Tomorrow is funded by a federal grant from the Economic Development Administration (EDA) aimed at helping communities adapt economically to a changing energy landscape.



**TONAWANDA
TOMORROW**

is focused on:

- **Creating good-paying jobs for the 21st Century**
- **Preparing our residents and workers for those jobs**
- **Reinvesting in the community to preserve what makes Tonawanda such a great place to do business and raise a family.**
- **Deepening Tonawanda's role as a key regional economic hub**

A Starting Point for Tonawanda's Tomorrow



Community
Values



What the
Data says

Oct. 2016 – Dec. 2016

Looking to the data
to understand
where the Town's
economy is headed
and **understanding
what people in the
Town value** about
living, working, and
doing business in
Tonawanda.

Community Survey



Ran from October – January

727 responses

Helps to ground this work in what residents and stakeholders see as the Town's strengths, and the unique attributes that make Tonawanda a special place to live.

Creating 21st Century Strategies for Tonawanda's Economy



Community
Values



Draft
Strategies &
Priorities

Jan. 2017 – Apr. 2017

Grounded in data and community values, strategies will be identified that build on strengths, address weaknesses, and work for the people of Tonawanda.

Refining Strategies and Setting Priorities



**Refine
Strategies**



**Set
Priorities**

Apr. 2017 – May. 2017

In the spring, we will present a draft set of **strategies and catalytic moves**. We'll look for your feedback and input on what is most important.

Building Capacity and Tools to Put the Plan into Action

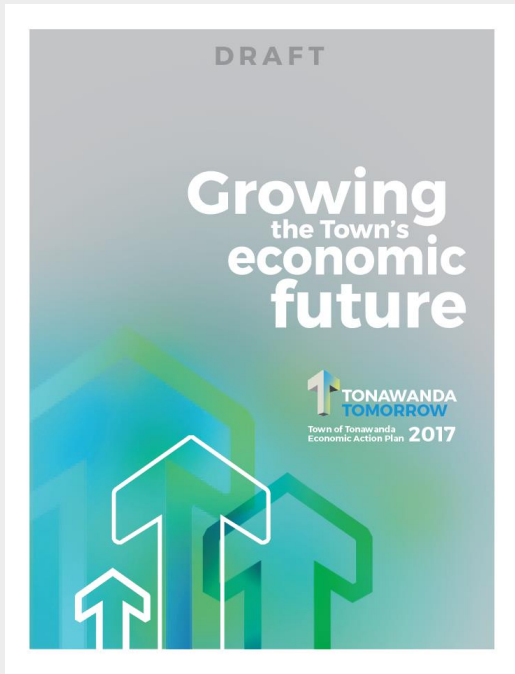


Getting ready for
action

May 2017 – Jun. 2017

In early summer, we will **release the final plan**, celebrate the work that went into it, and **get ready for next steps** and implementation.

Review of Tonawanda Tomorrow's draft plan



High level overview of what you'll find in the draft and how to offer detailed feedback.



An Economic Action Plan shaped by the community every step of the way.

A Starting Point for Tonawanda Tomorrow



Community Values & Guiding Principles



Strategies for Action



Growing the town's economic base at a time of transition

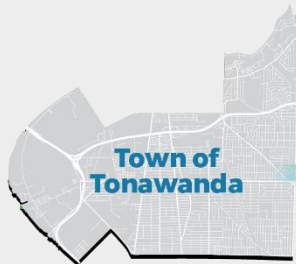
pp. 5 - 7



Tonawanda is addressing challenges, building on its unique strengths, and forging a path toward a sustainable economy for the 21st Century.

Understanding where the community is today and where it's headed tomorrow

pp. 8 - 9



**Its
Economy**



**Its
Workforce**



**Its
Places**



**What do people value
about living, working, or
operating a business in
the Town of Tonawanda?**

**How does the Town
maintain its high quality
services and address its
aging mid-20th Century
infrastructure as its tax
base has declined?**

**How does Tonawanda generate an
economic vision for its future that
is resilient, supports good jobs, and
promotes equitable development?**

**How can industry thrive in
Tonawanda while not raising
public health concerns?**

**What can be done with vacant
land from Tonawanda's
industrial past to pave the way
for the economy of tomorrow?**



What the data tells us

pp. 12 - 17

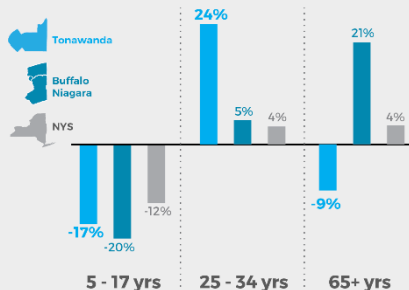
Over 50% of Tonawanda residents work in these five industries.



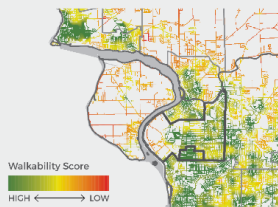
SOURCE: US Census Bureau, OnTheMap Application, LEHD, LODES data (2013)

Though older overall, **the population of young adults has been surging over the past 15 years**, changing the demographic profile of the Town.

% Change in Population by Age, 2000-2014



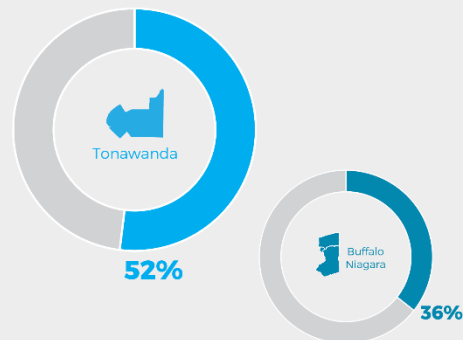
Tonawanda is **one of the most walkable places in the region.**



SOURCES: Urban analysis of walkability for Local Impact study. Major factors evaluated include proximity to retail and services, parks and intersection density.

Tonawanda is attracting young adults who are buying homes.

Homeownership Rates Among Young Adults Under 35



In 2015, **+90% of vacant land in Tonawanda was zoned for commercial or industrial uses.**

Vacant Land by Current Zoning Type



NOTE: Map and figures are based on 2015 Erie County parcel data. While adjustments have been made to more accurately reflect the current extent of vacant parcels, some of these sites may now be occupied or under development. Furthermore, a vacant designation does not necessarily suggest a parcel is unowned or 'shovel-ready' for development.

SOURCE: Erie County Parcel Data (2015); Village of Kenmore Zoning Map (2012); Town of Tonawanda Zoning Map (Wendel-Duchacser, 2006).



Learning from other communities

pp. 18 - 19

How are other
communities
across the
world
redefining
economic
revitalization?



Zoliverin Coal Mine Industrial Complex



Chester Power Station, Chester, PA



Widows Creek Power Plant, Jackson, AL



Municipal Powerhouse, St. Louis, MO



Building blocks for Tonawanda Tomorrow

pp. 18 - 19



**Grounded in the
Town's local planning
framework**



**Building off
community
partnerships**



**Aligning with
regional economic
priorities and plans**

Community values and guiding principles

pp. 22 - 27



Healthy Community
Socially, Econ & Humanely
Walkable Blue Economy
Close Skills-age gap
keep small town feel balanced w/
new development
WATERFRONT TOURISM
Government and community
working together





Tonawandans value...

pp. 24 - 25

**our sense of community,
where neighbors look out for
each other and have pride in
where we live.**

**our waterfront, although we
want to make it better, easier
to get to, and of greater
benefit to residents and
visitors.**

**a clean and healthy
environment that doesn't
make members of our
community sick.**

**our great work ethic that is
passed on from generation to
generation.**

**quality public services,
programs, and places to
gather and recreate.**

**our neighborhoods
and commercial areas
and want to see them
revitalized.**

**our industrial heritage,
which is important to
our identity and
economy.**

**our schools, and see
education as critical to
quality of life.**

Translating community values to guiding principles

pp. 26 - 27





Placemaking

Guiding Principles

A healthy, green, and sustainable environment.

Vibrant and accessible waterfront that balances both industry and public access.

Repurpose former brownfield sites for re-use in the new economy.

A connected Town that is walkable and served by high quality public transit.

Opportunities to celebrate Tonawanda's unique history, identity and sense of community.

Maintain affordability, but expand amenities that will keep young people and families in the Town for the long run.

Make Tonawanda an inclusive and inviting community that supports opportunity for all.



Workforce

Guiding Principles

Competitive wages, benefits and working conditions.

Promote workforce opportunities for all people regardless of age, race, gender, ethnicity, or means of ability.

Career pathways that contribute to positive impacts locally and globally.

Schools and local businesses working together to prepare our young people for the jobs of tomorrow.

Awareness among Town residents, workers and students about jobs of the future and resources that can advance career pathways.

Equip and re-train people for life-long career success.



Economy

Guiding Principles

Jobs that embrace the future, especially renewable energy generation.

Keep our large employers in Tonawanda while growing opportunities for small businesses and new start-ups.

A balanced and resilient economy that isn't over-dependent on one or two companies or industries.

Good corporate citizens that are committed to their workers and the well-being of the community.

21st Century Strategies for Tonawanda's Tomorrow

pp. 28 - 49

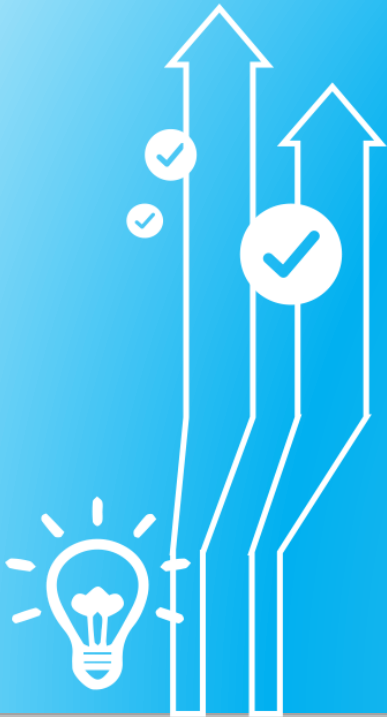




Economy

Strategies for Action

pp. 32 - 37



Position the Town of Tonawanda as a regional center for sustainable manufacturing and trade.

Extend support services to Tonawanda's small and medium sized businesses to export and expand.

Connect businesses and entrepreneurs to our region's growing innovation ecosystem.



Workforce

Strategies for Action

pp. 38 - 43

Help businesses with aging workforces cultivate talent and attract new workers.

Strengthen the career pipeline for students to access jobs in Tonawanda.

Create a local workforce network to focus on the unique needs of Town workers and businesses and bring together resources for increasing access to opportunities.





Placemaking

Strategies for Action

pp. 44 - 49

Cultivate tools, programs, and ownership solutions that can pave the way for increased public access to the water.

Revamp zoning code to emphasize walkability, diverse transportation options, mixed-use development, and other design principles attractive to young people and families.

Connect Tonawanda's recreation and tourism attractions and niches to regional destinations and initiatives.





What we heard
from community
meetings and
workshops



Connect Tonawanda's recreation and tourism attractions and niches to regional destinations and initiatives.

Why it matters and what we heard

The Town of Tonawanda offers great recreational amenities. Town residents and visitors from nearby communities both remarked on the community survey how much they enjoyed the golf course, the new rails-to-trails, the parks, the pools, the skating rink, and the variety of activities for all ages.

Yet it was clear that there is appetite for more. Many suggested carving out space for pocket parks in neighborhoods and connecting them with trails. Others wanted bike trails

that linked the town from east to west and with the Niagara River Greenway Trail. Some saw great opportunities for highlighting historic heritage opportunities, main street revitalization areas, and opening up the waterfront for more active outdoor activities, and

"Emphasize unique history and culture - we have a lot of culture."

Feedback from Community Strategy Workshop
February, 2017

"...the town should capitalize on its beautiful natural resources."

Feedback from Community Survey
November 2016-January 2017

Partnerships with community organizations may help bring some of these ideas to fruition. They can help develop design concepts, get the public and private support needed, and raise the funds to get it done. Coordination with other levels of government will also be critical as there are many projects that can be aligned to fully



Tonawanda's diverse recreation assets can benefit from better coordination with regional initiatives and programs.

Priority Actions and Next Steps

Work with Visit Buffalo Niagara to integrate Town of Tonawanda recreations and attractions into marketing and event recruiting activities.

In coordination with Erie County and nearby communities, invest in the Tonawanda portion of the Shoreline Trail to bring people to the Tonawanda waterfront from Buffalo, Niagara Falls, and other connected communities.

Build off the success of rails-to-trails as a regional recreation asset by fulfilling existing enhancement plans and creating spin-off opportunities at key access points.

Develop niche waterfront recreation opportunities that build on the Town's strengths, such as fishing.

Examine potential tourist-based re-use options for the former Huntley site, including art and performance venues, an industrial museum, commercial activities, or a sports and recreation complex.

Regional partners, as well as nearby municipalities can offer important partnership opportunities for elevating Tonawanda's tourism assets.

Description of what this strategy means and why it makes sense for Tonawanda.

Visit Buffalo Niagara

Cities of Buffalo and Tonawanda

Niagara River Greenway Commission

Memorandum to Build on

Building on the success of the

being in the works for the past year and a half and will be led by the Niagara Frontier Transportation Authority with support from the federal government, Erie County, and the New York State Department of Transportation. It is a 3.8-mile pedestrian path that will connect the town of Tonawanda with Buffalo. It has been a roaring success. With the help of the town of Tonawanda, the Buffalo Rails-to-Trails, town residents and visitors alike can move safely through town, enjoying the outdoors and local retail offerings.

88%

of survey respondents agree that the Town parks and trails are key attributes to the town's quality of life.



References to feedback from the survey and workshops.

What we heard from community meetings and workshops



Emphasize unique history and culture - we have a lot of culture."

*Feedback from Community Strategy Workshop
February, 2017*

"...the town should capitalize on its beautiful natural resources.

...promote its parks, waterfront, bike and walking trails, and other natural amenities that other towns do not have."

*Feedback from Community Survey
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Why it matters and what it means

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Local partners, as well as nearby municipalities offer important ownership opportunities elevating Tonawanda's tourism assets.

Partnership Opportunities

Visit Buffalo Niagara
Erie County
Clean Air Coalition of WNY
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Momentum to Build On

People flock to Tonawanda trails

The Tonawanda Rails-to-Trails opened in 2016 after being in the works for the past 16 years. Built on top of an old rail bed owned by the Niagara Frontier Transportation Authority with support from the federal government, Erie County, and the New York State Department of Transportation, this 3.9-mile pedestrian and bicycling trail operated by the City and Town of Tonawanda has been a roaring success. With 13 different access points and connection to the North Buffalo Rails-to-Trails, town residents and visitors alike can move safely through town, enjoying the outdoors and local retail offerings.

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Connect Tonawanda's recreation and tourism attractions and niches to regional destinations and initiatives.

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Detailed action items that advance the strategies

February, 2017

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*Feedback from Community Survey
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from community
meetings and
workshops

**"Emphasize
unique
history and
culture - we
have a lot of
culture."**

Feedback from Community Strategy
Workshop
February, 2017

**Connect Tonawanda's
recreation and tourism
attractions and niches to
regional destinations and
initiatives.**

**Identified
partner
organizations
to help get the
work done.**

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"Emphasize unique history and culture - we have a lot of culture."

*Feedback from Community Strategy Workshop
February, 2017*

"...the town should capitalize on its beautiful natural resources."

...provide it's parks, water front, bike and walking trails, and other natural amenities that other

towns are leveraging better.

Sharon L. Thompson, 2017

Sharon L. Thompson, 2017

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Examples of existing work that is happening.

Momentum to Build On

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Next steps for putting Tonawanda Tomorrow into action.

pp. 50 - 55



**Continuing
partnerships**

**Immediate
targets for action**

**Evaluation
checklist for
investments**

Does this business or investment opportunity...

pp. 54 - 55



...build on the Town's economic specializations and regional targets?

...compensate employees fairly?

...offer workers opportunities to advance in their careers?

...practice inclusivity?

...reinvest in the community?

...source locally and export globally?

...promote innovation?

...protect public health and the environment?

Does this development or project promote...

pp. 54 - 55



...a healthy, green, and sustainable Tonawanda?

...the Town's history and industrial heritage?

...the reuse of land for economic growth?

...achievement of regional goals?

...local sourcing of labor, goods, and services for construction?

...revitalization and opportunity of underserved areas?

...walkability and diverse transportation options?

Tonawandatomorrow.org/draftplan

Review Tonawanda Tomorrow's draft plan online



**Provide feedback by
May 31, 2017**



**Tell us what
you think
using your
stickers and
post-it notes.**



Tonawandatomorrow.org/draftplan

Review Tonawanda Tomorrow's draft plan online



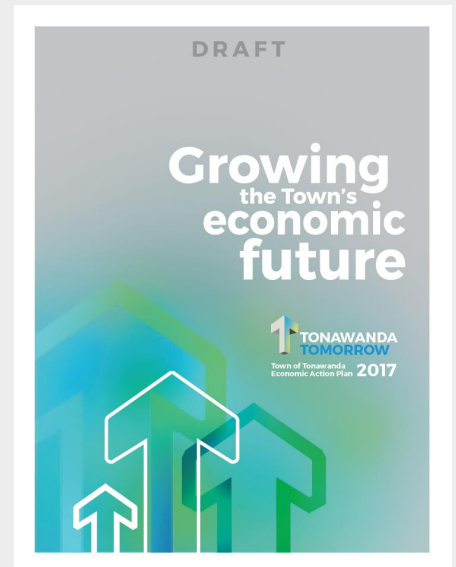
**Provide feedback by
May 31, 2017**



Tonawandatomorrow.org/draftplan

Written comments can be sent to:

UB Regional Institute
77 Goodell St. Ste. 302
Buffalo, NY 14203
ATTN: Tonawanda Tomorrow





**Join us on June 21st
to celebrate the work of
Tonawanda Tomorrow!**

PARKER BLVD COMPLETE STREETS INITIATIVE

WEDNESDAY

MAY 31, 2017
6:30PM-8:00PM

DFK PAVILION

LINCOLN PARK
1200 PARKER BOULEVARD
TONAWANDA, NY, 14223

Parker Boulevard is being envisioned to enhance and balance the pedestrian and bicycling safety and experience. Public input is essential to the design process. This public meeting will be an opportunity to learn about the project and share your thoughts.

TOWN OF TONAWANDA DEPARTMENT OF PLANNING AND DEVELOPMENT



THANK YOU!

*Stay engaged and follow us
online at:*



www.TonawandaTomorrow.org