



TONAWANDA TOMORROW

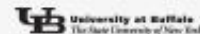
**PUBLIC KICK-OFF MEETING
NOVEMBER 10, 2016**



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.



Take the Survey

Take our brief survey to help shape a vision and make your voice heard.

**Survey will be available from
October 10, 2016 through
November 30, 2016**

tonawandatomorrow.org/survey

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.

What we're here to do tonight:

- Have a discussion about **community values** to inform the Town's economic development action plan.
- Learn **what the data says** about Tonawanda's economy and **lessons learned from other communities** planning for their economic futures.
- Roll up our sleeves and break-out into groups to discuss a **community vision for the future** of Tonawanda's economy.



Ground Rules for the evening:

- Step up, Step Back
- Be curious
- Take care of your needs
- Hold that this work is both urgent and will take time
- Be mindful of time and timekeeper
- Be courteous to our team (facilitators, mic runners, etc.)





BREAK OUT SESSION

Introducing yourself

**“What is your
connection to
Tonawanda?”**

“Who are you?”

**“What brought you
here tonight?”**

A DISCUSSION ON COMMUNITY VALUES

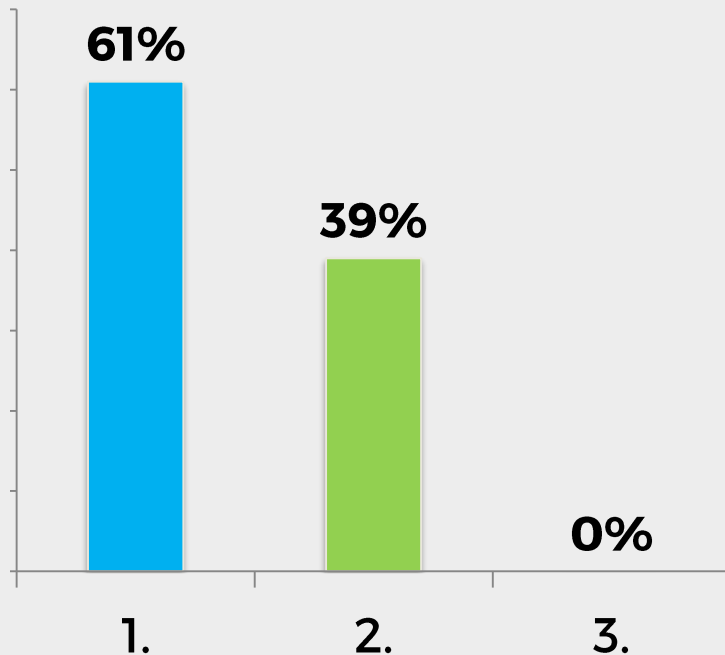


- **What do people in Tonawanda value about their community?**
- **What makes Tonawanda unique?**
- **What are widely held beliefs about the Town and its community?**

Before we get started...

What is your gender?

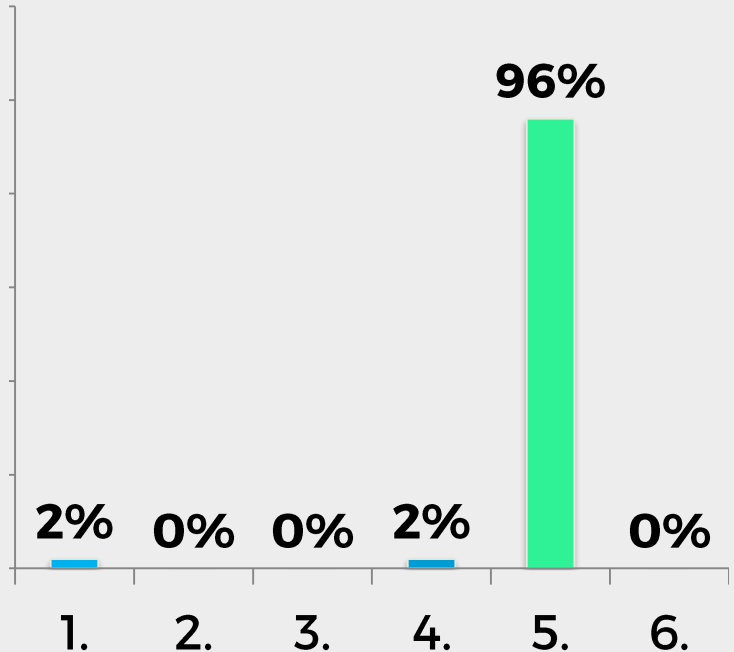
1. Male
2. Female
3. Other / Prefer not to answer



Before we get started...

What is your race/ethnicity?

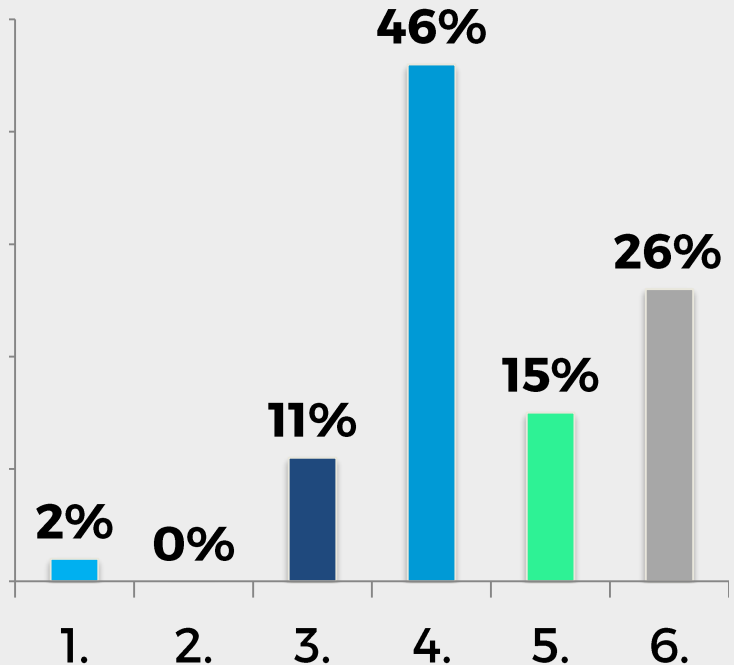
1. Asian
2. Black
3. Hispanic
4. Native American
5. White
6. Other



Before we get started...

How old are you?

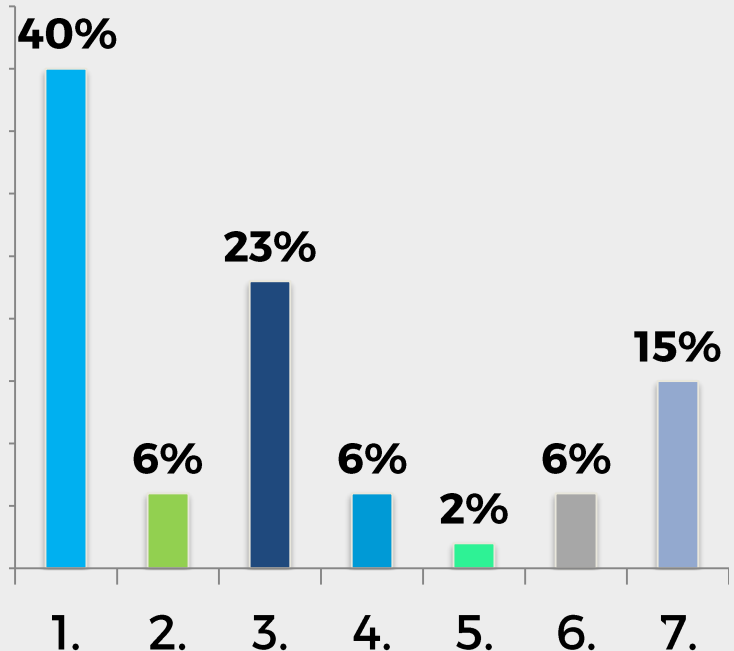
1. Under 18
2. 19 - 24
3. 25 - 34
4. 35 - 54
5. 55 - 64
6. 65 or older



Before we get started...

What “hat” are you wearing?

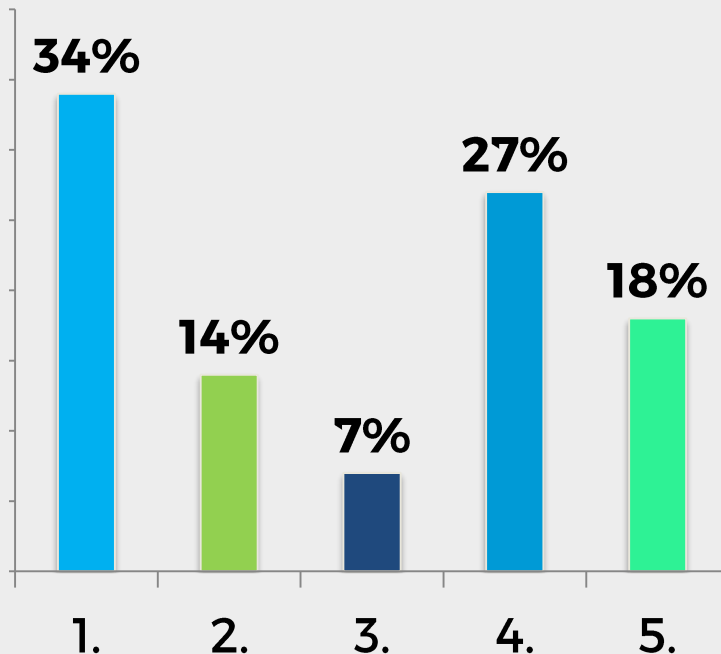
1. Resident
2. Biz owner /rep
3. Non-Profit rep
4. Public official
5. Student
6. Observer
7. Other



Before we get started...

Where do you live?

1. Town of Tonawanda
2. Village of Kenmore
3. City of Tonawanda or N. Tonawanda
4. Elsewhere in Erie County
5. Elsewhere in the region



Not starting from scratch...



**Building on
community
expressions
voiced in past
planning and
community
organizing.**

**Tonawanda
believes in
community,
where
neighbors look
out for each
other and have
pride in where
they live.**

“

Community Pride

Collaboration

Sense of
place

Public
spaces

Close neighbor
relationships

Pride in
homeownership

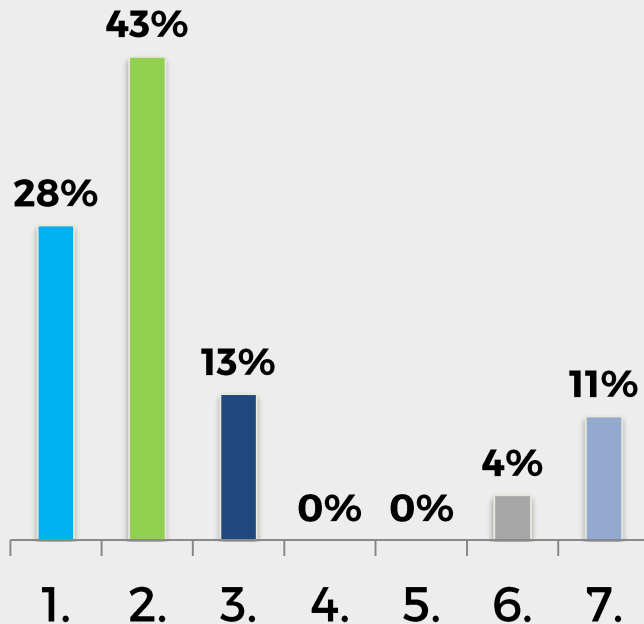
History

Volunteerism

”

Tonawanda believes in community, where neighbors look out for each other and have pride in where they live.

- 1. Right on the mark**
 - 2. Mostly on the mark**
 - 3. Partly right, partly wrong**
 - 4. Mostly missing the mark**
 - 5. Totally missing the mark**
-
- 6. Some other opinion**
 - 7. Not sure**



Tonawanda's waterfront is a key town asset, but we need to invest in it to make it better, easier to get to, and benefit residents and businesses.

“

Niagara River

**Greatest
natural
resource**

Riverwalk

**Views of
the water**

Remediate

Fireman's Park

**Aqua Lane
Park**

Isle View Park

Jobs

Veteran's Park

Isle View Park

**Two-Mile Creek
Greenway**

Industrial

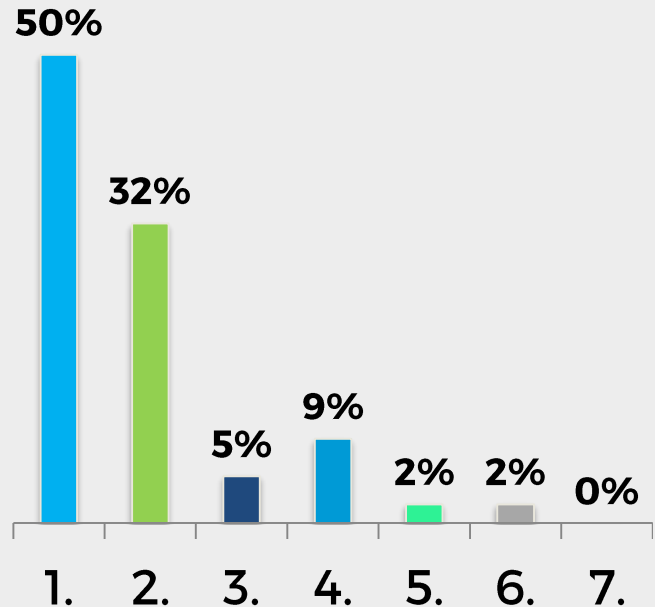
Fishing, boating

”

Public Access

Tonawanda's waterfront is a key town asset, but we need to invest in it to make it better, easier to get to, and benefit residents and businesses.

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**Tonawanda
residents
strongly
identify with
their schools
and value
education as
critical to
quality of life.**

“

Schools

Students

Tradition

High Quality

Identity

Teachers

**College and
career success**

Parents

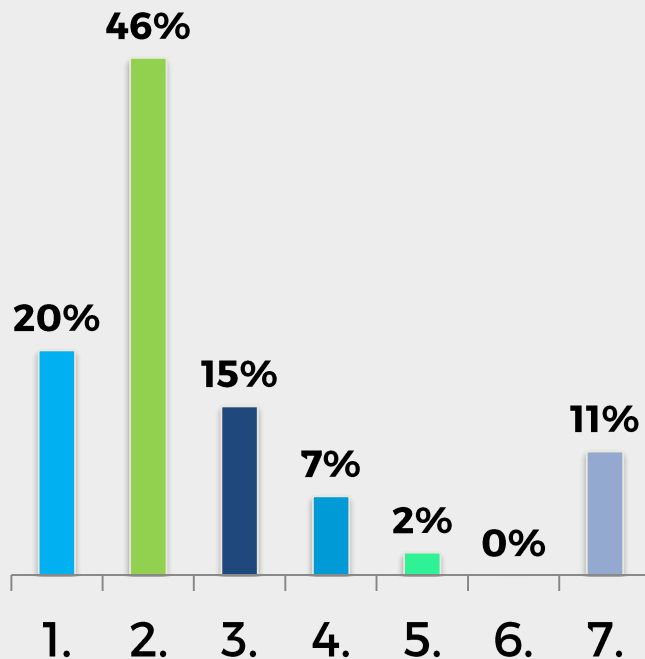
Foundational Skills

**Community
well-being**

”

Tonawanda residents strongly identify with their schools and value education as critical to quality of life.

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**Tonawanda
treasures
vibrant
neighborhoods
& commercial
areas and is
ready to
reinvest in the
places that
need to be
revitalized.**

“

**Region's pioneer
suburban community**

Neighborhood identity

Walkable Village of Kenmore

**High quality
services**

Delaware Ave.

Public Safety

Working class

Middle class

**Convenient
access**

**Parks &
recreation**

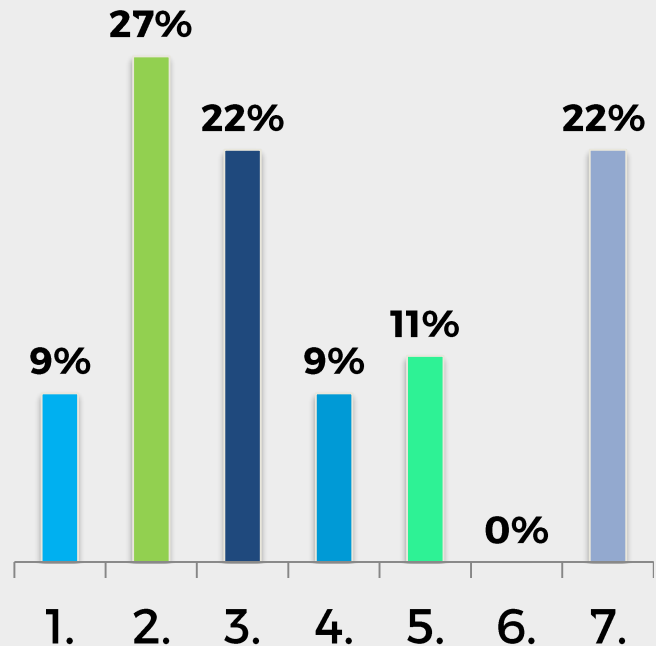
Diverse housing

”

Sheridan Drive

Tonawanda treasures vibrant neighborhoods & commercial areas and is ready to reinvest in the places that need to be revitalized.

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

“

Productivity

**Blue
Collar**

**Labor force
participation**

**Human
Capital**

Good paying jobs

Educated workforce

Advancement

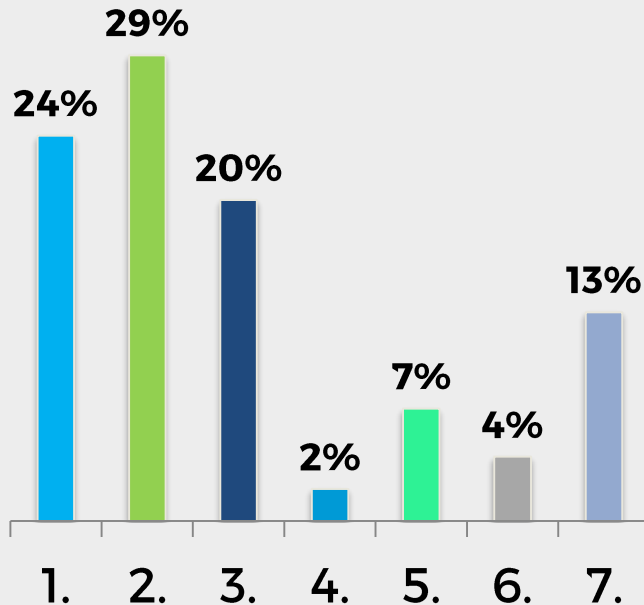
Opportunity

Union membership

Skilled workers ”

Tonawanda has great work ethic that is passed on from generation to generation.

1. Right on the mark
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**Tonawanda
believes we
need a clean
and healthy
environment
that doesn't
make our
community get
sick.**

“

Sustainability

Green
infrastructure

Brownfields

Public Health

Emissions

Clean

Environment

Energy
efficiency

Protect, remediate
and restore

Air quality

Balance economy,
people, environment

Livable communities

Cancer

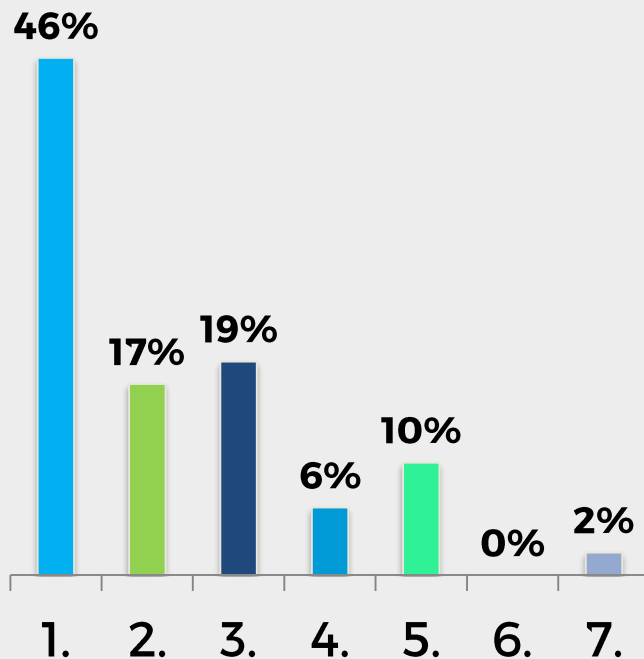
Bio-diversity

Eco-friendly industry

”

Tonawanda believes we need a clean and healthy environment that doesn't make members of our community get sick.

- 1. Right on the mark**
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**Tonawanda's
industrial
heritage is
important to
our town's
identity and
economy.**

“

Manufacturing center

Erie Canal

Traditional trades

Access Good jobs

International Cargo
trade

Riverfront

Industrial area

Region's innovation hub

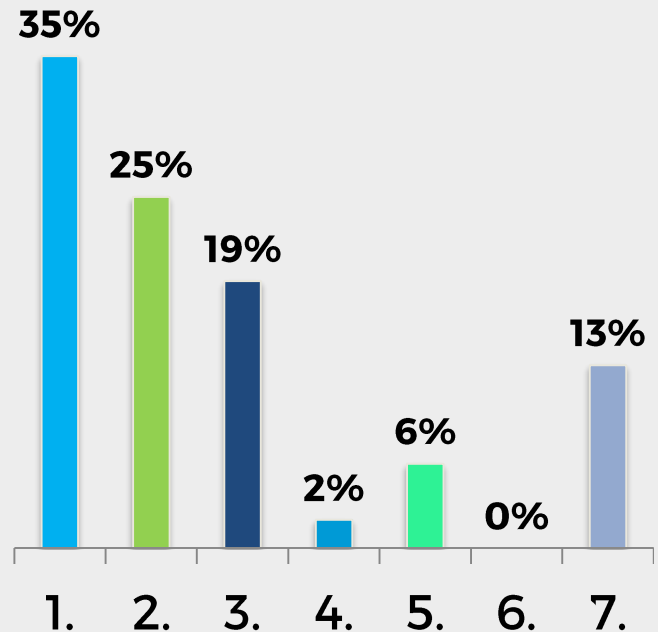
Blue collar workers

Regional significance

”

Tonawanda's industrial heritage is important to our town's identity and economy.

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Continuing the discussion about community values



A first look at what the data says.





Tonawanda by the numbers

73,275 **TOTAL
POPULATION**

~1,350 **FIRMS**

~32,000 **JOBS**

38,600 **LABOR
FORCE**

Sources:

US Census Bureau, American Community Survey (2014).

Infogroup: Reference USA, Business Database (2016).

U.S. Census Bureau, OnTheMap Application, LEHD, LODS data (2014).

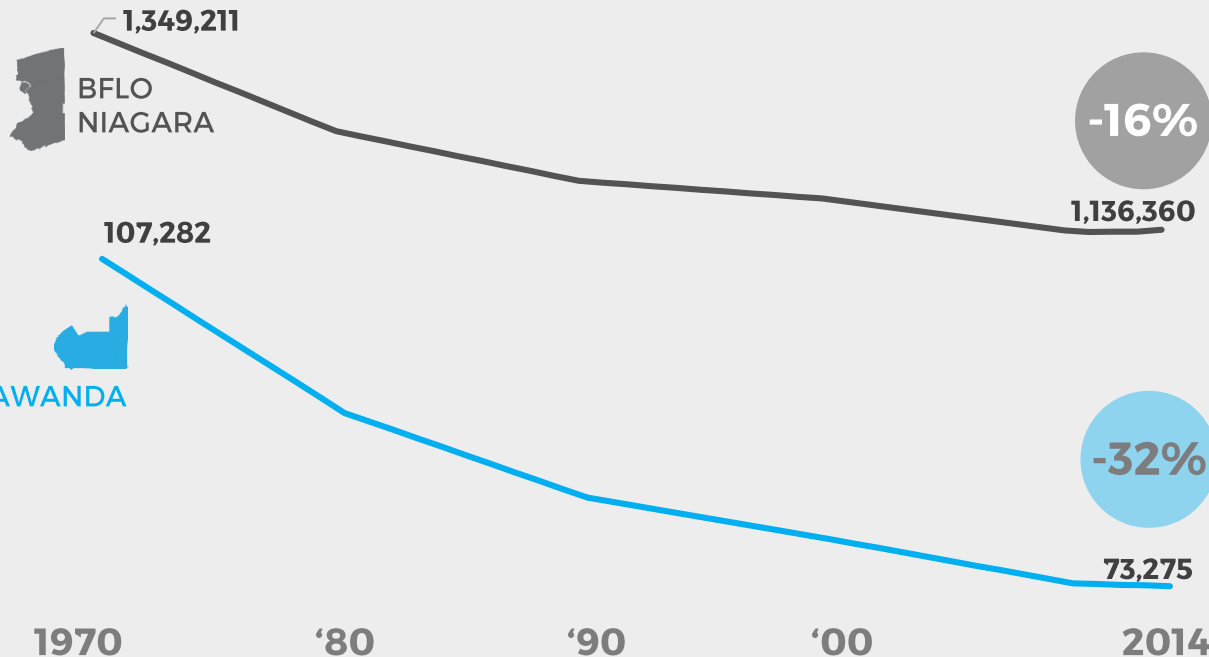
U.S. Department of Labor: Bureau of Labor Statistics, "Local Area Unemployment Statistics" (2016). Figures represent 2015 annual averages.

* NOTE: Excludes firms with less than 5 employees. Number of businesses from ReferenceUSA differs from official numbers reported by the Department of Labor.



What are some of the demographic trends driving Tonawanda's economy?

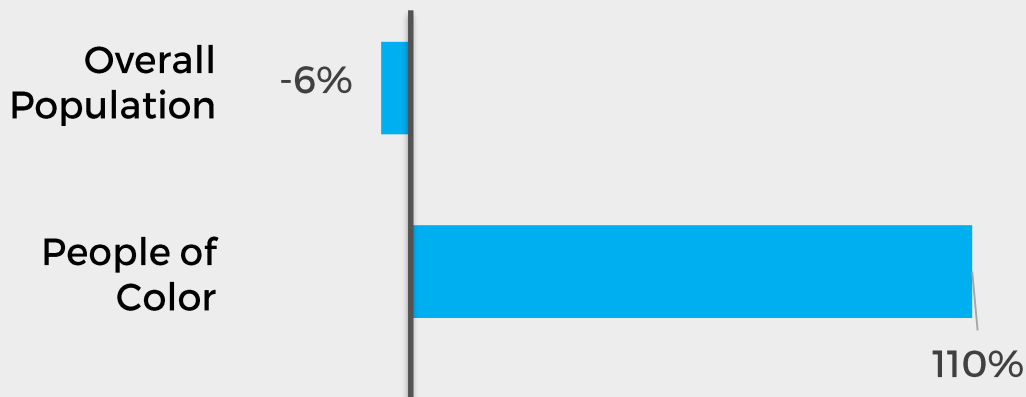
Since 1970, Tonawanda's population has declined at twice the rate of the region.



Population, 1970 – 2014
(axis not drawn to scale)
includes Village of Kenmore

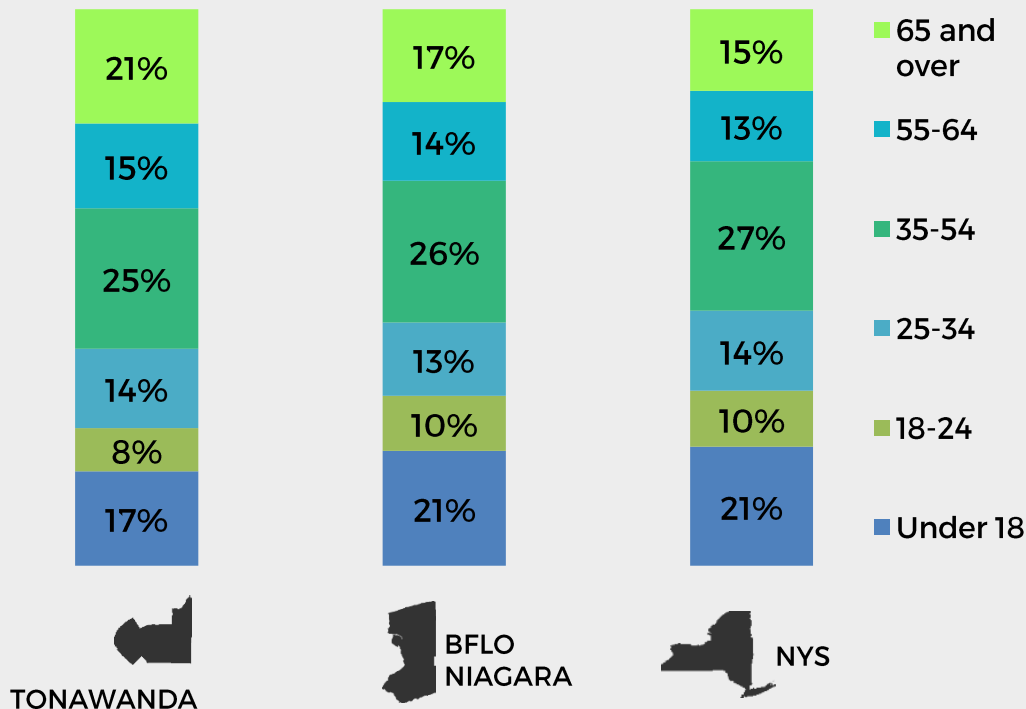
Source: US Census Bureau, Decennial Census
and American Community Survey

Though the population fell by 6% between 2010 and 2014, the Town has grown more diverse.



Population Change in Tonawanda, 2000-2014

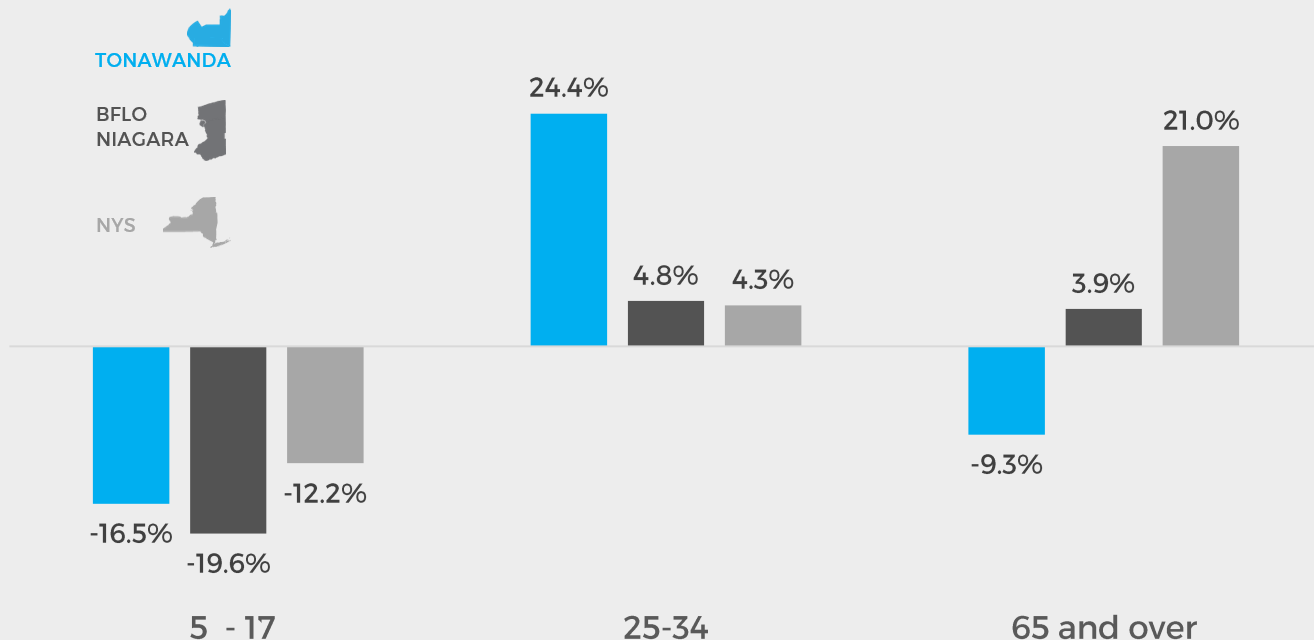
Tonawanda has an aging population, but also one with a greater concentration of 25-34 year olds than the rest of the region.



Source: US Census Bureau, American Community Survey (2014)

% of Population, by Age Group

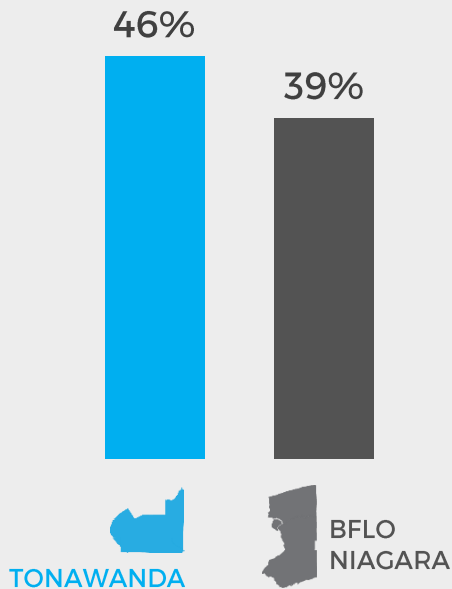
In recent years, the population of young adults has been surging, while the population of seniors and school-age children has been on the decline.



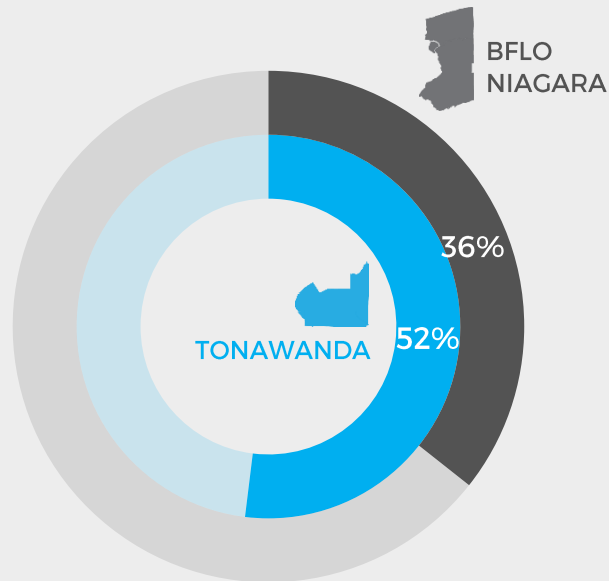
% Change in Population by Age, 2000-2014

Source: US Census Bureau, Decennial Census and American Community Survey

Ken-Ton is attracting young adults who are buying homes in the Town.



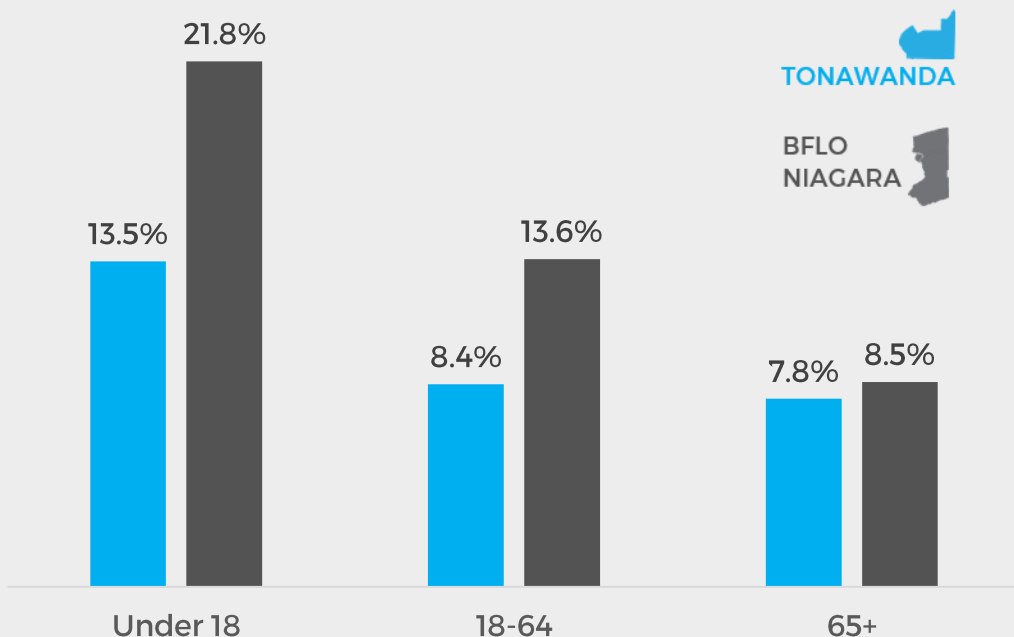
% Householders that moved in since 2010 that are under 35 yrs old



% Householders under 35 that are homeowners.

Source: US Census Bureau, Decennial Census and American Community Survey

Though poverty rates are lower than the region, they have been rising in Tonawanda, and have grown significantly for older residents.



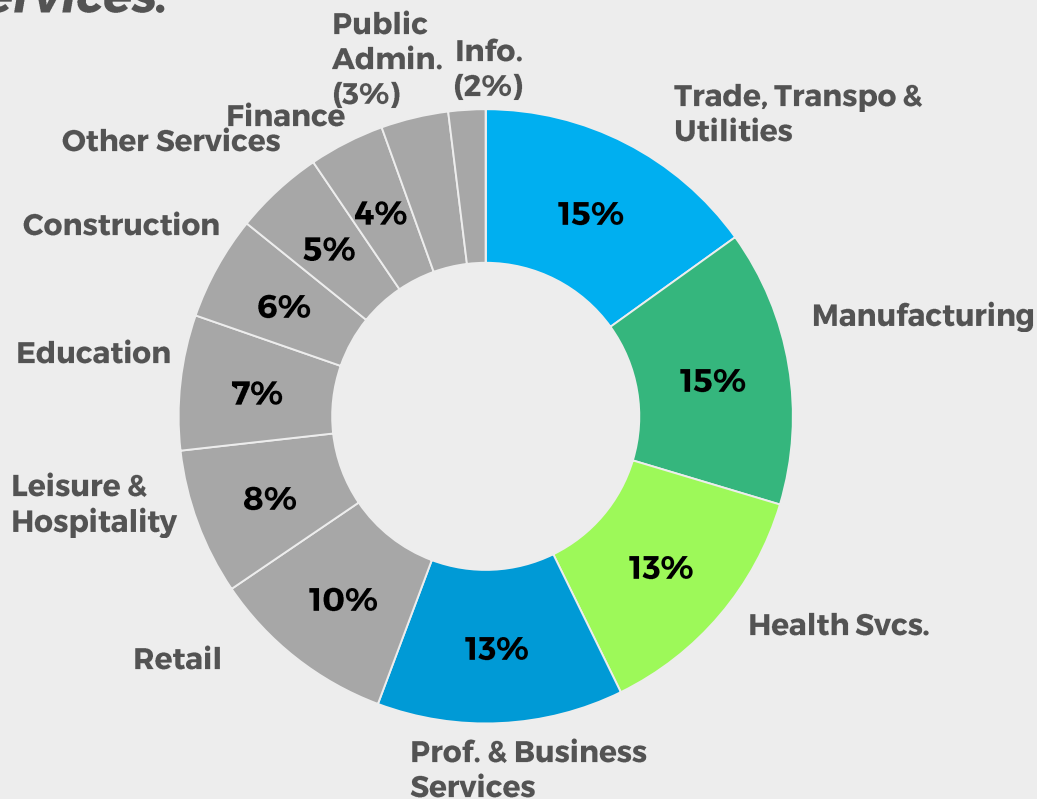
Source: US Census Bureau, American Community Survey (2014)

Poverty Rates by Age Group, 2014



**What does the
Tonawanda economy
look like?**

More than half of all jobs are in *Trade, Transpo & Utilities, Manufacturing, Prof. & Biz Services, and Health Services.*



Source: US Census Bureau, OnTheMap Application, LEHD, LODS data (2013)

Town of Tonawanda Industry Composition

Three “Industry Specializations” stand-out for Tonawanda and account for over a third of all jobs in the Town.

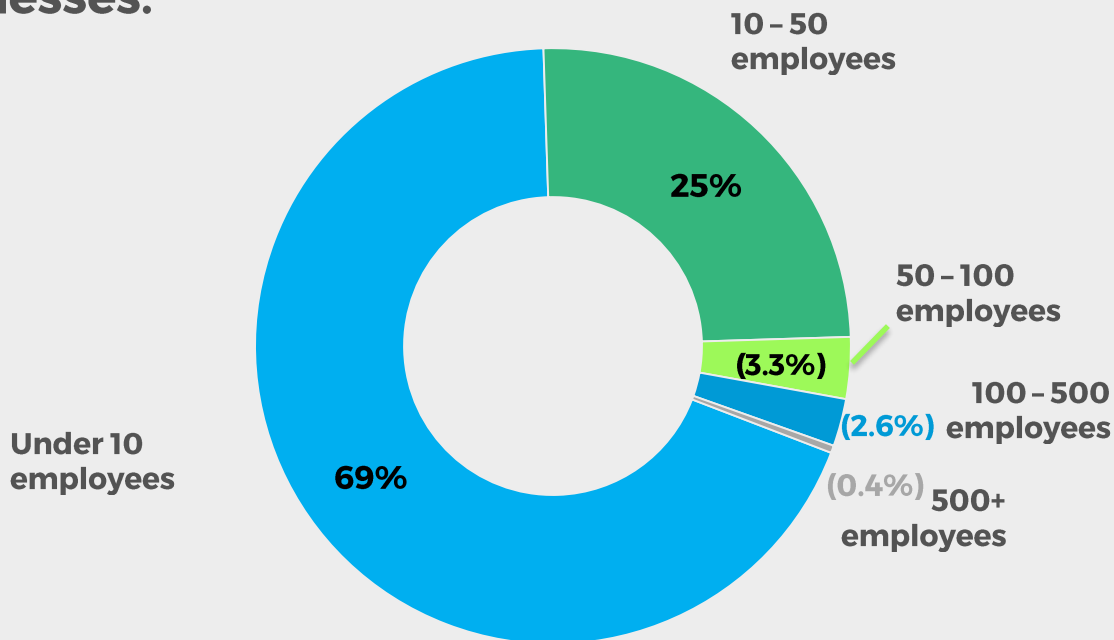


Manufacturing	15%	10%
Trade, Transpo. & Utilities	15%	8%
Construction	6%	3%
<i>Total</i>	36%	21%

Town of Tonawanda Industry Specialization

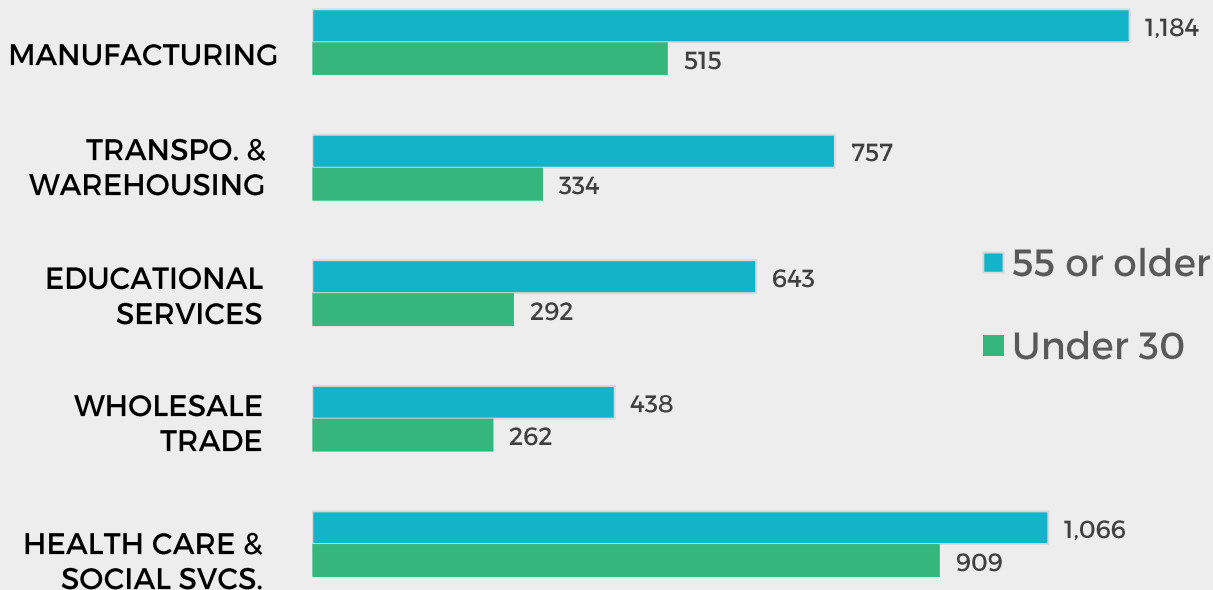
Source: US Census Bureau, OnTheMap
Application, LEHD, LODS data (2013)

Though Tonawanda has a number of large employers, the large majority of firms are small businesses.



% of Tonawanda Firms, by the number of employees they have, 2014

The largest, and in some cases most specialized, sectors also tend to have the greatest share of older workers



Top 5 Industries where **Older Workers** Outnumber **Younger Workers** in Tonawanda, 2014



**What role does
Tonawanda play in
our region's
economy?**

Tonawanda is a major employment center that serves as a destination for many regional workers.

Top Home locations for Workers at Tonawanda Firms

Tonawanda or Kenmore 20%

Buffalo 15%

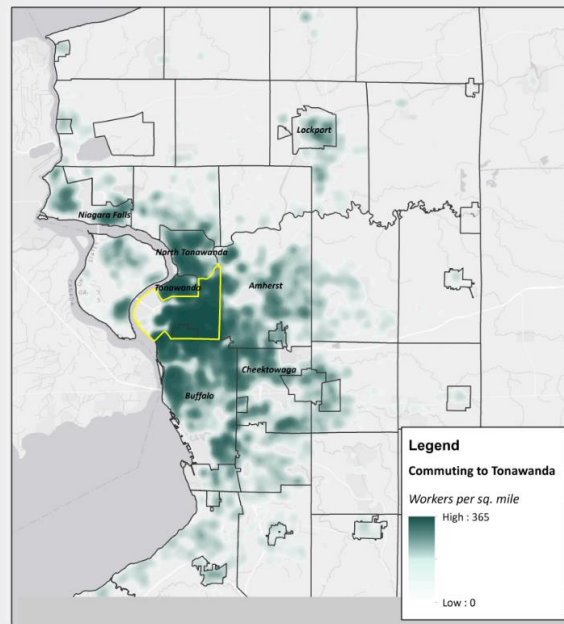
Cheektowaga 5%

North Tonawanda 4%

Tonawanda (City) 3%

Niagara Falls 3%

All other locations 51%



SOURCE: U.S. Census Bureau, OnTheMap Application, LEHD, LODES data (2014).

Residence location of Tonawanda Workers.

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



WNY Regional Economic Development Council

3 CORE STRATEGIES



Prepare Our
Workforce



Foster a Culture
of Entrepreneurship



Implement
Smart Growth



7 SECTOR STRATEGIES



Advanced
Manufacturing



Agriculture



Bi-National
Logistics



Energy



Health
Life Sciences



Professional
Services



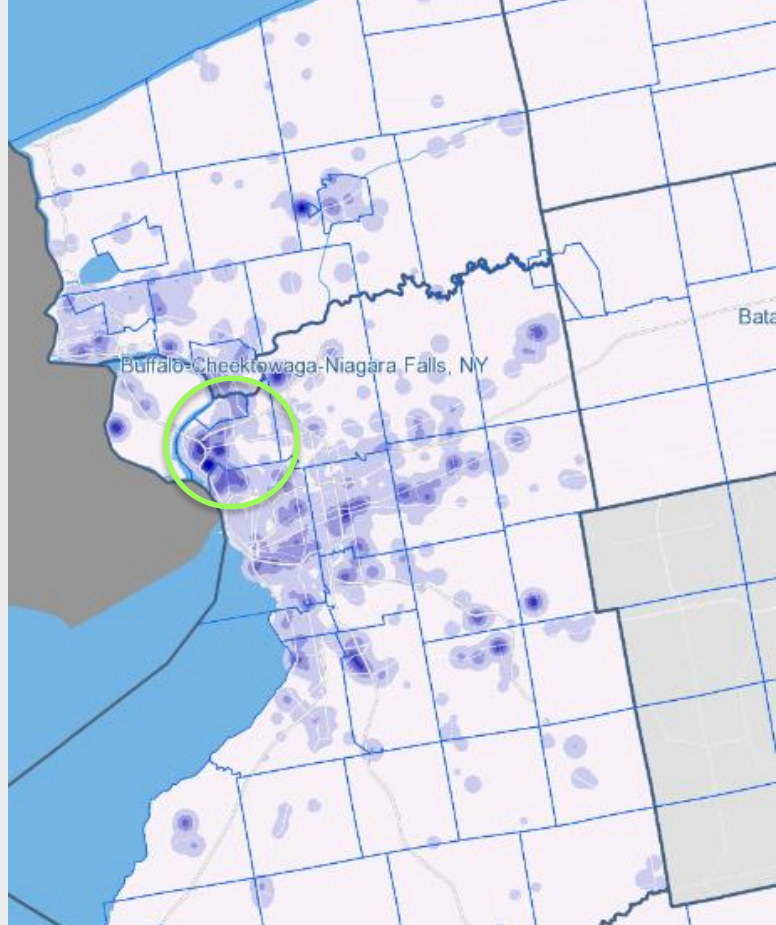
Tourism



Advanced
Manufacturing

**One in ten of our
metro region's
manufacturing
jobs is in
Tonawanda – a
significant
employment
center for the
region.**

Source: US Census Bureau, OnTheMap
Application, LEHD, LODS data (2013)

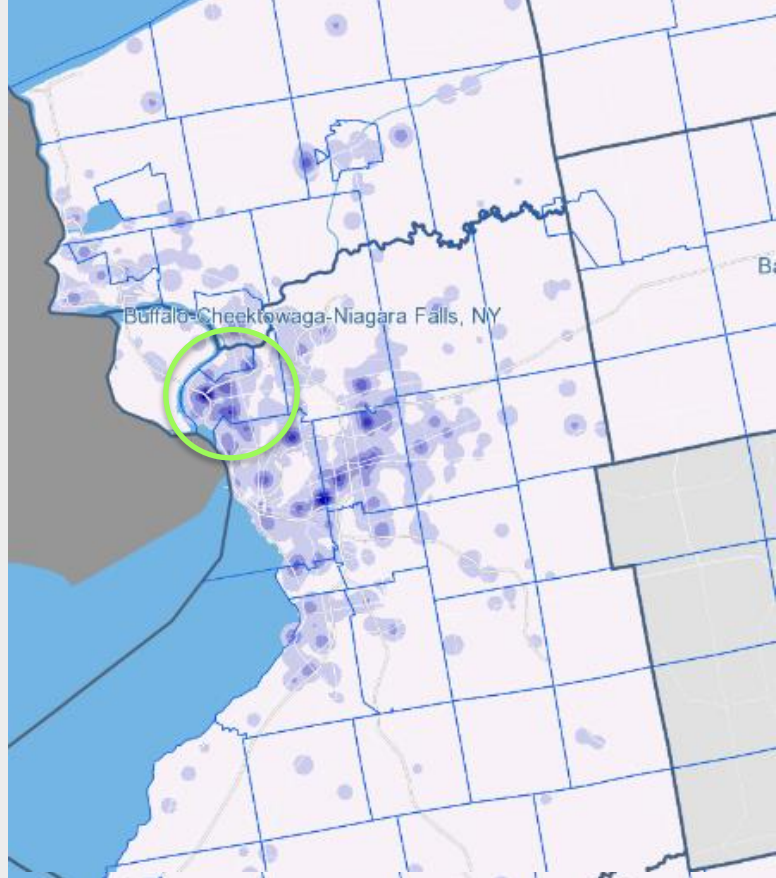


**Where manufacturing jobs are
concentrated in Buffalo Niagara, 2013**



Bi-National
Logistics

An even greater concentration can be seen in **trade and transportation** jobs, where Tonawanda is home to **11 percent** of the metro **regional job total**.



Where Jobs in Trade and Transportation are concentrated in Buffalo Niagara, 2014

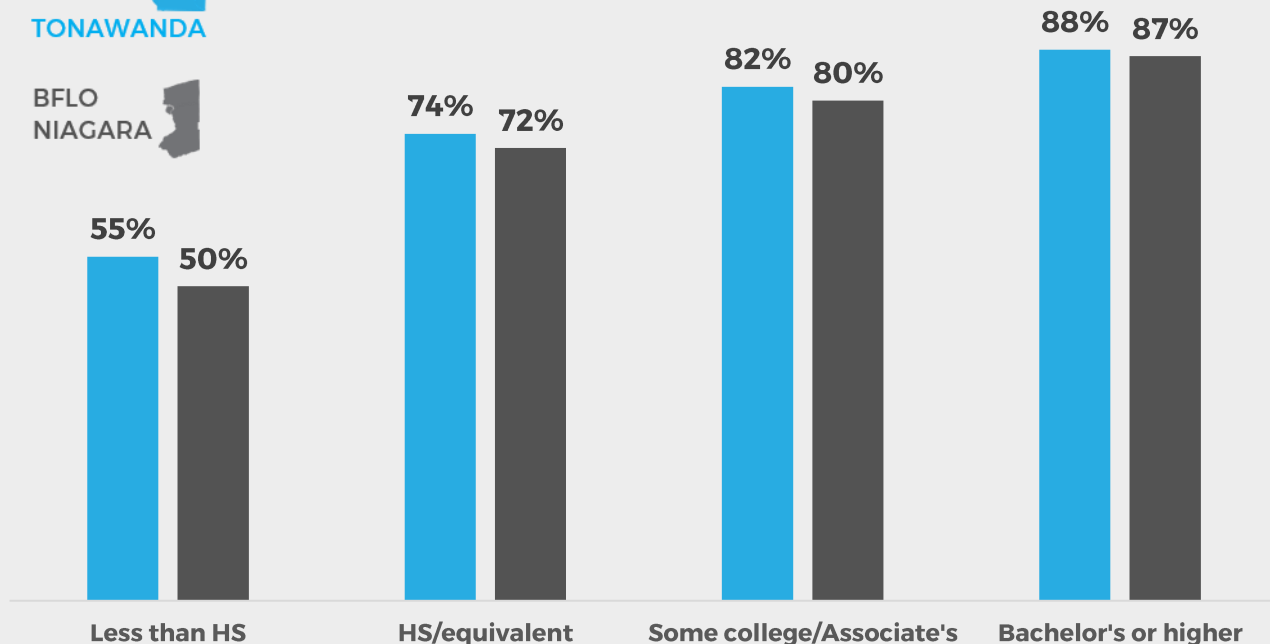


**What does
Tonawanda look like
as a workforce?**

At every educational level, Tonawanda labor force participation rates are higher than the regional average.


TONAWANDA

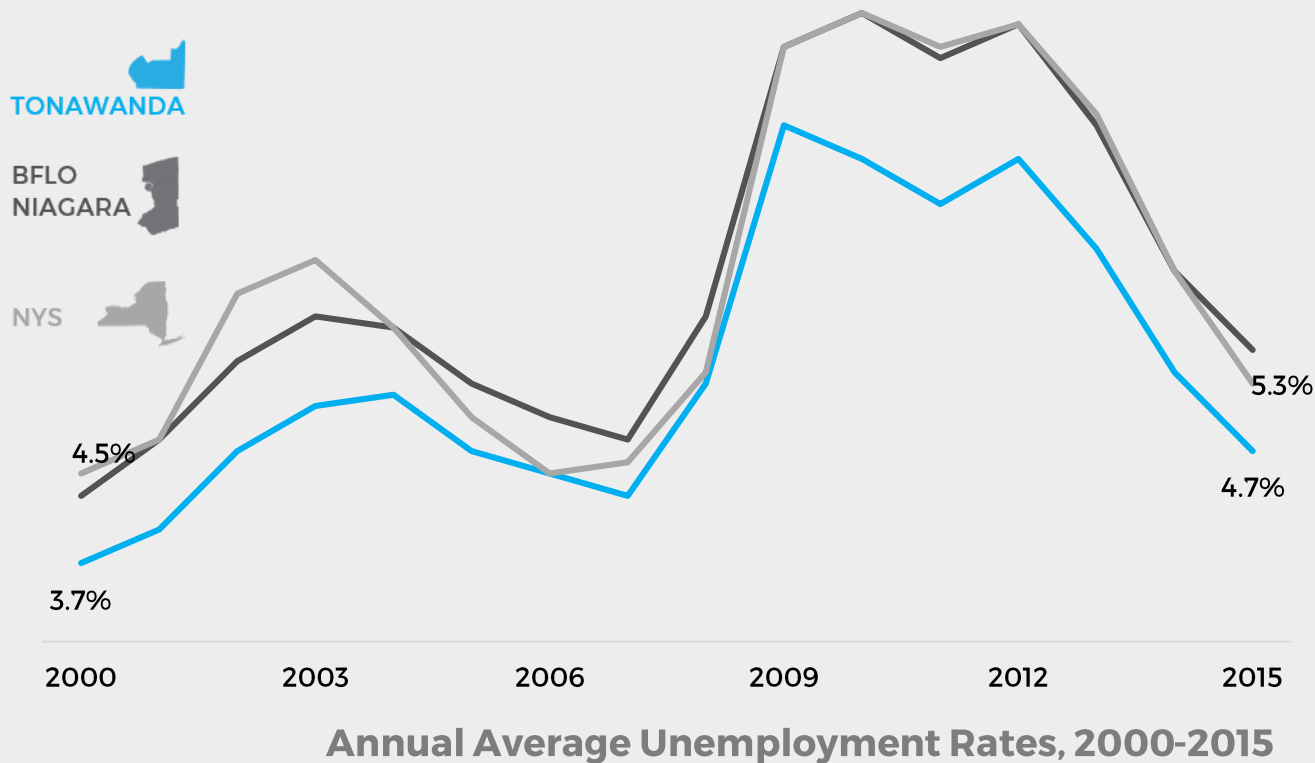
**BFLO
NIAGARA** 



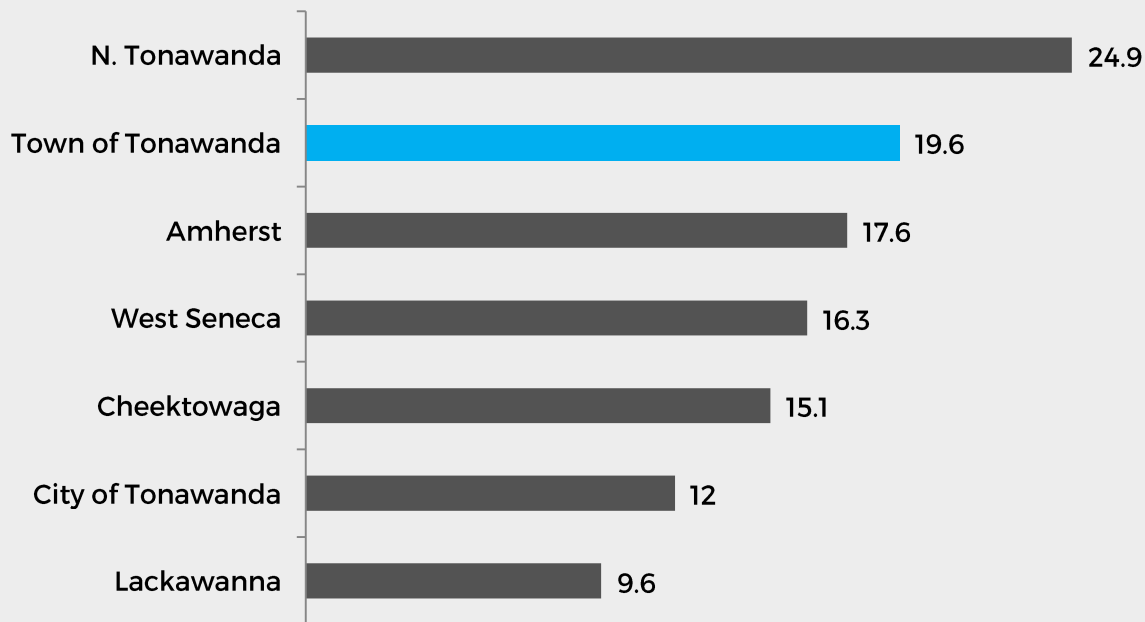
Labor Force Participation Rates by Educational Attainment, Age 25-64

Source: US Census Bureau, American Community Survey (2014)

Unemployment rates are consistently lower than regional and statewide rates.

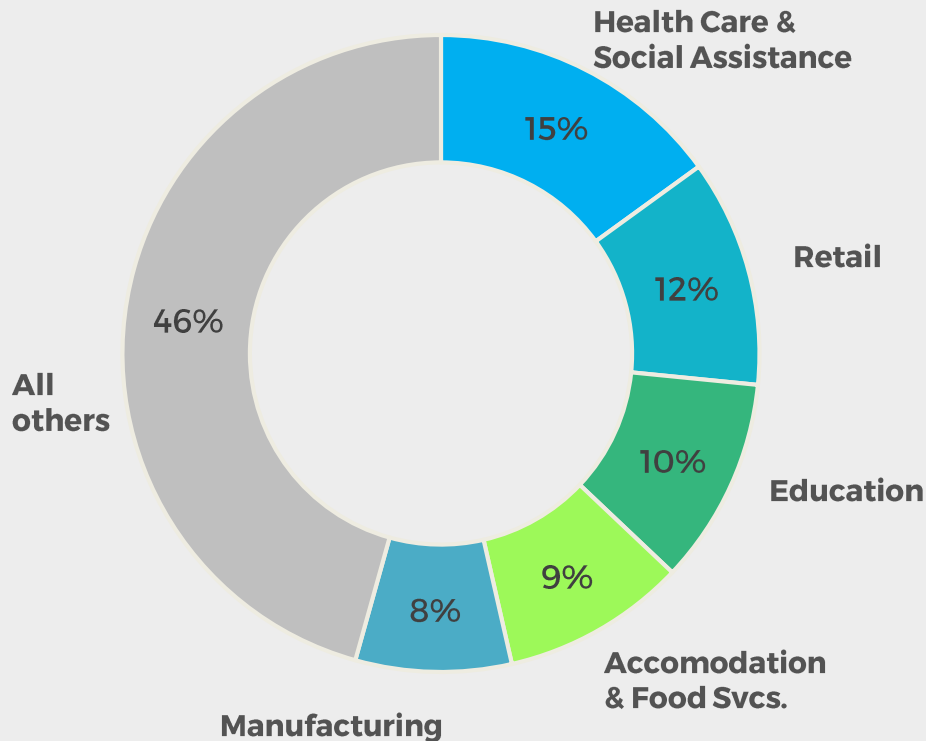


Compared to other inner ring suburbs, Tonawandans are more likely to work where they live.



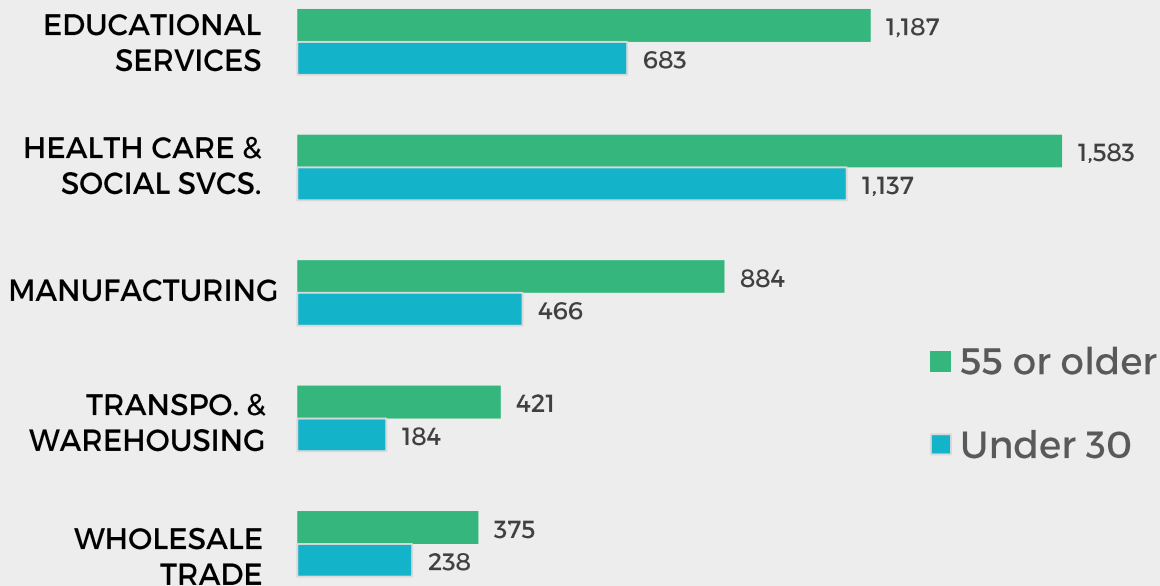
**% of workforce who do not commute outside of
their municipality for work (inner-ring suburbs)**

More than half of employed Tonawanda residents work in 5 industries.



Top 5 Industries where Tonawanda residents work

The aging workforce trends that challenge local firms can be seen in the local labor force, regardless of where they work.





Top 5 Industries where older employed Tonawanda residents outnumber younger employed residents, 2014



**What are Tonawanda's
major “place-based”
economic challenges
and opportunities?**

Tonawanda is relatively affordable, especially for middle-income families.

	 TONAWANDA	 BFLO NIAGARA
Median Home Value	\$120K	\$135K
% of homes b/w \$100K - \$200K	51%	26%
% of homes built b/w 1945 - 1959	57%	25%
Residential Vacancy Rate	2.4%	4.3%
Commercial Vacancy Rate	12.3%	12.0%

Sources:

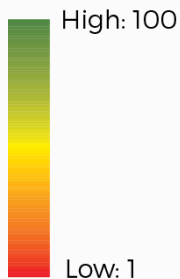
Home Values: U.S. Census, American Community Survey, 1-year estimates (2015).

Year Built: County-Level Parcel Data (2015).

Vacancy Rates: HUD-USPS Administrative Data on Address Vacancies (Q2, 2016).

Key Stats on Tonawanda Built Environment

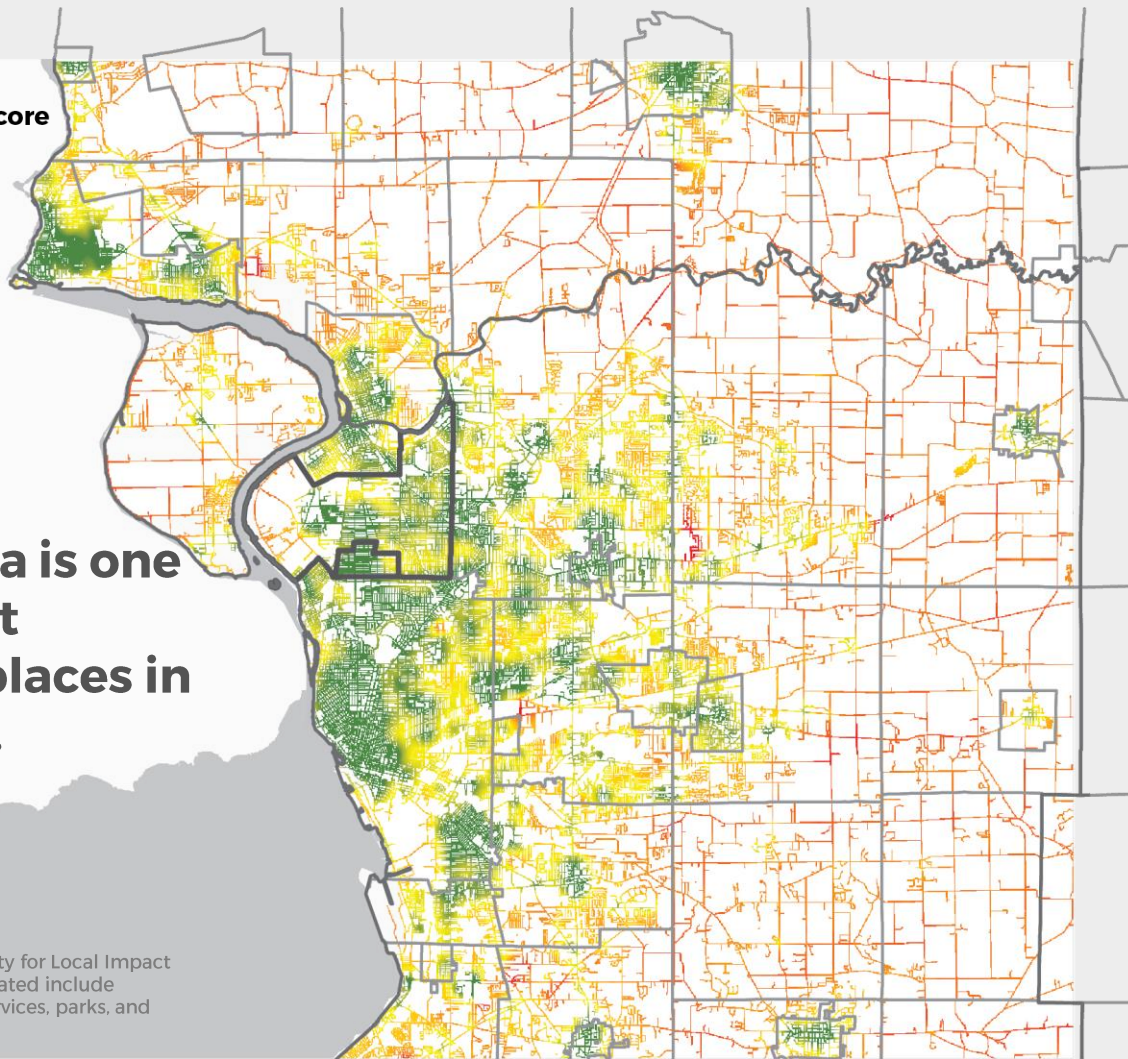
Street Walkability Score



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

Sources:

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



Though most Tonawanda households have a car, those that do not have limited access to opportunities and services.

	HOUSEHOLDS W/ CARS <i>(88% of Town)</i>	HOUSEHOLDS W/O CARS <i>(12% of Town)</i>
Spend 60+ min. a day commuting	15%	71%
% earn less than \$25K per year	32%	61%
% lack easy access to a supermarket	0%	86%


Sources:

Commuting Times and Earnings: U.S. Census, American Community Survey (2014).

Supermarket Access: GIS analysis performed by UBRI, using ACS data and InfoUSA (2014).

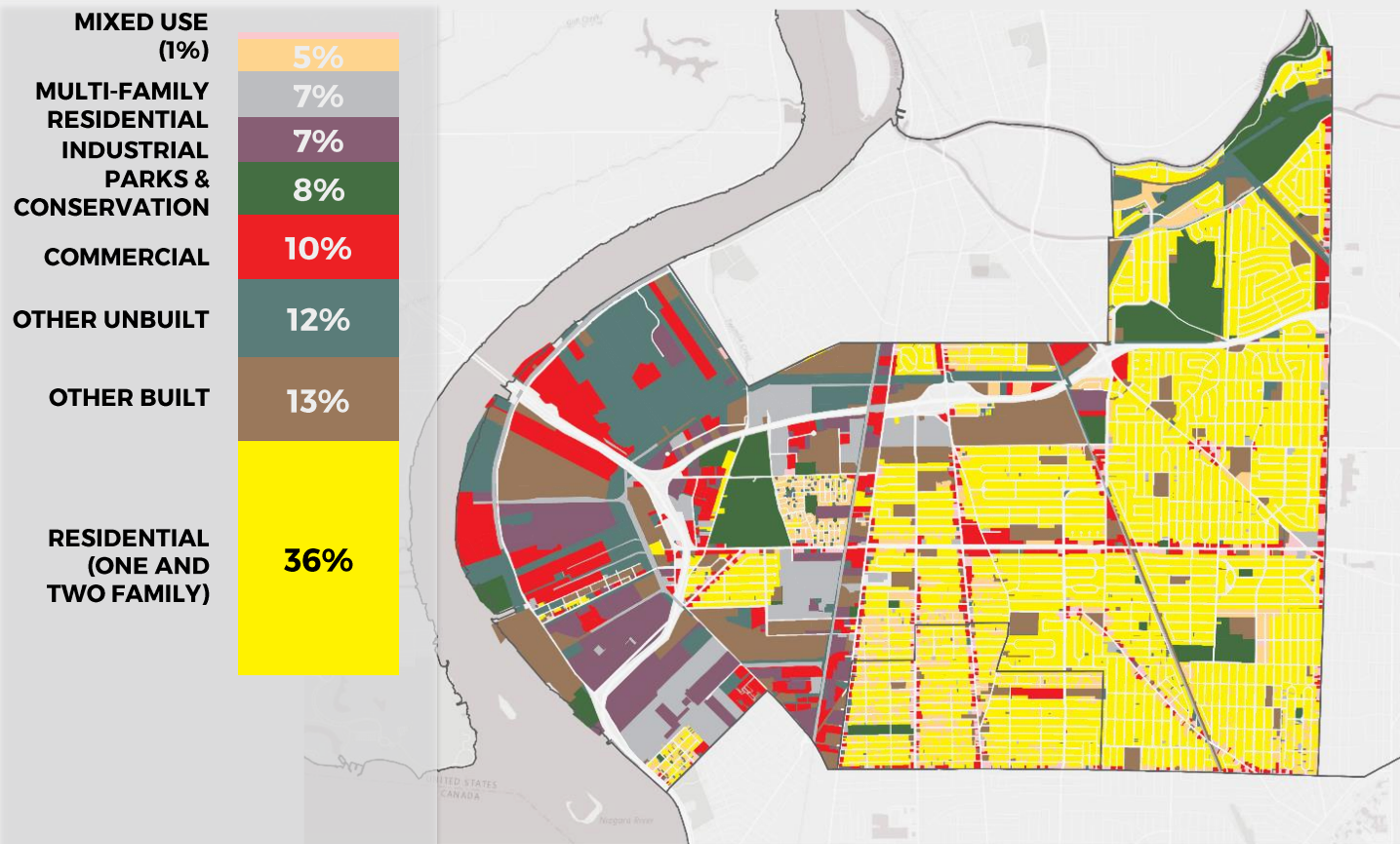
Access Indicators for Households with and without cars, 2014

Public Transit Times From Longfellow Court in the Sheridan Parkside Neighborhood



	Destination	Time of Day	One-Way Travel Time Via Bus	Notes...
1	Buffalo Employment & Training Center in Buffalo	early morning	1 Hr., 1 Min.	Will need to leave home shortly after 6 am to make it to BETC for a computer class beginning at 8 am
2	Boulevard Mall in Amherst	evening	26 Min.	Working an evening shift may not be possible, with the last bus at 9:57 pm, convenient for shoppers but not workers who need to balance registers and clean after the store closes.
3	Geico in Amherst	mid afternoon	1 Hr., 23 Min.	Will need to leave home at noon to be at work for a 2 p.m. start. The return trip home at night will take close to 2 hours.
4	ECC North Campus	mid morning	1 Hr., 30 Min.	For parents, hiring a babysitter for an additional 3 hours will cost about \$30.
5	Ken-Ton Family Support Center in Tonawanda	mid afternoon	36 Min.	The Family Support Center moved to the Longfellow Bldg. on Myron Ave in Kenmore to closer to the bus lines.

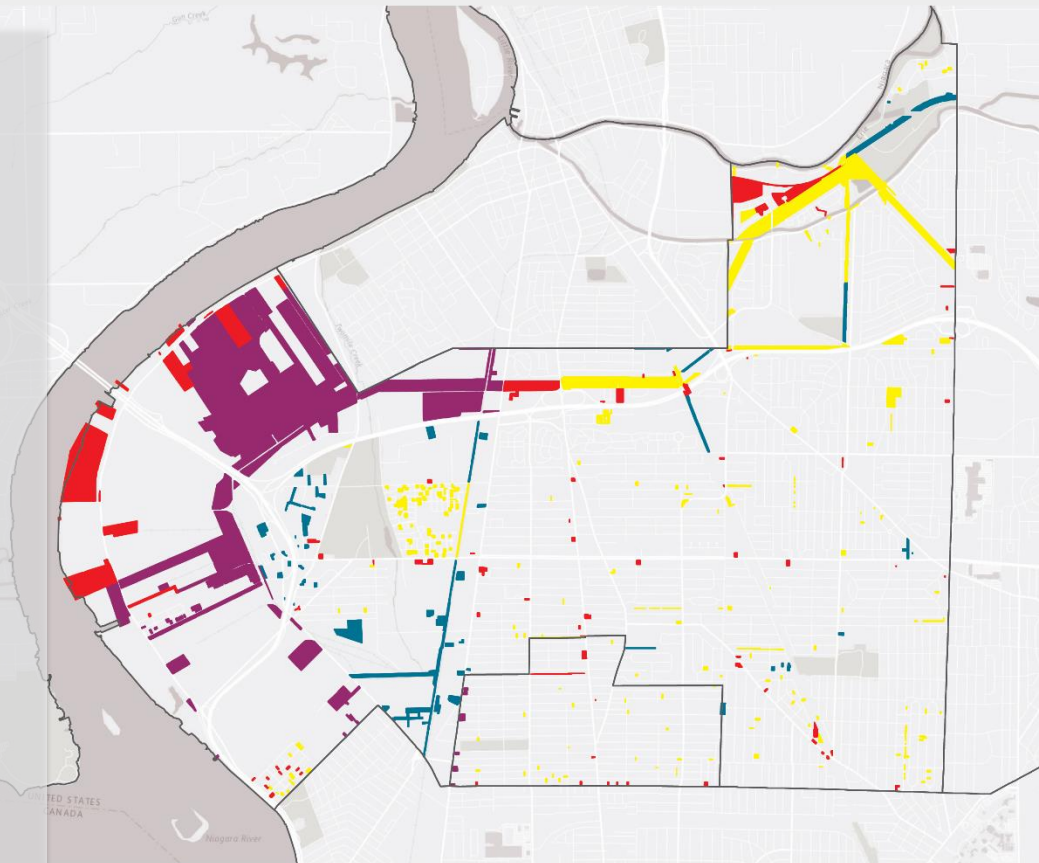
A significant portion of the Town's land is devoted to employable uses.



Three-quarters of vacant land is zoned for industrial or commercial uses.



**% of Vacant Land
by Current Zoning**





BREAK OUT SESSION

Reflecting on the data

**“What struck you
about the data?”**

**“Who did you
learn?”**

**“What do you think
this means for
Tonawanda’s
economy?”**



URBAN WATERFRONT REDEVELOPMENT

DISRUPT

CATALYZE

TRANSFORM

www.delta-institute.org

delta institute 

ABOUT DELTA INSTITUTE



Founded in 1998, our organization

- Convenes diverse stakeholders,
- Develops innovative programs & market-driven solutions,
- Builds sustainable markets, and
- Informs better policies

In order to

- Support sustainable economic development

JUST TRANSITION PROCESS

This process provides **technical assistance** to coal communities to define a new **economic vision**, access federal funding to support the transition away from coal, and build a **community driven process** to identify opportunities and **implement change** toward a more sustainable future.



INDUSTRIAL REDEVELOPMENT

- **It's complicated**
- **Objectives differ**
- **Who has control?**
- **Keep the issues at the forefront**

SETTING UP THE PROCESS TO SUCCEED

1. Early planning
2. Robust, transparent stakeholder engagement process
 - All stakeholders at the table (community, public, private)
3. Facilitation by a neutral third party
 - Bring in experts and facts to level playing field & manage expectations
 - Help community partners move from advocacy to partnership

SETTING UP THE PROCESS TO SUCCEED

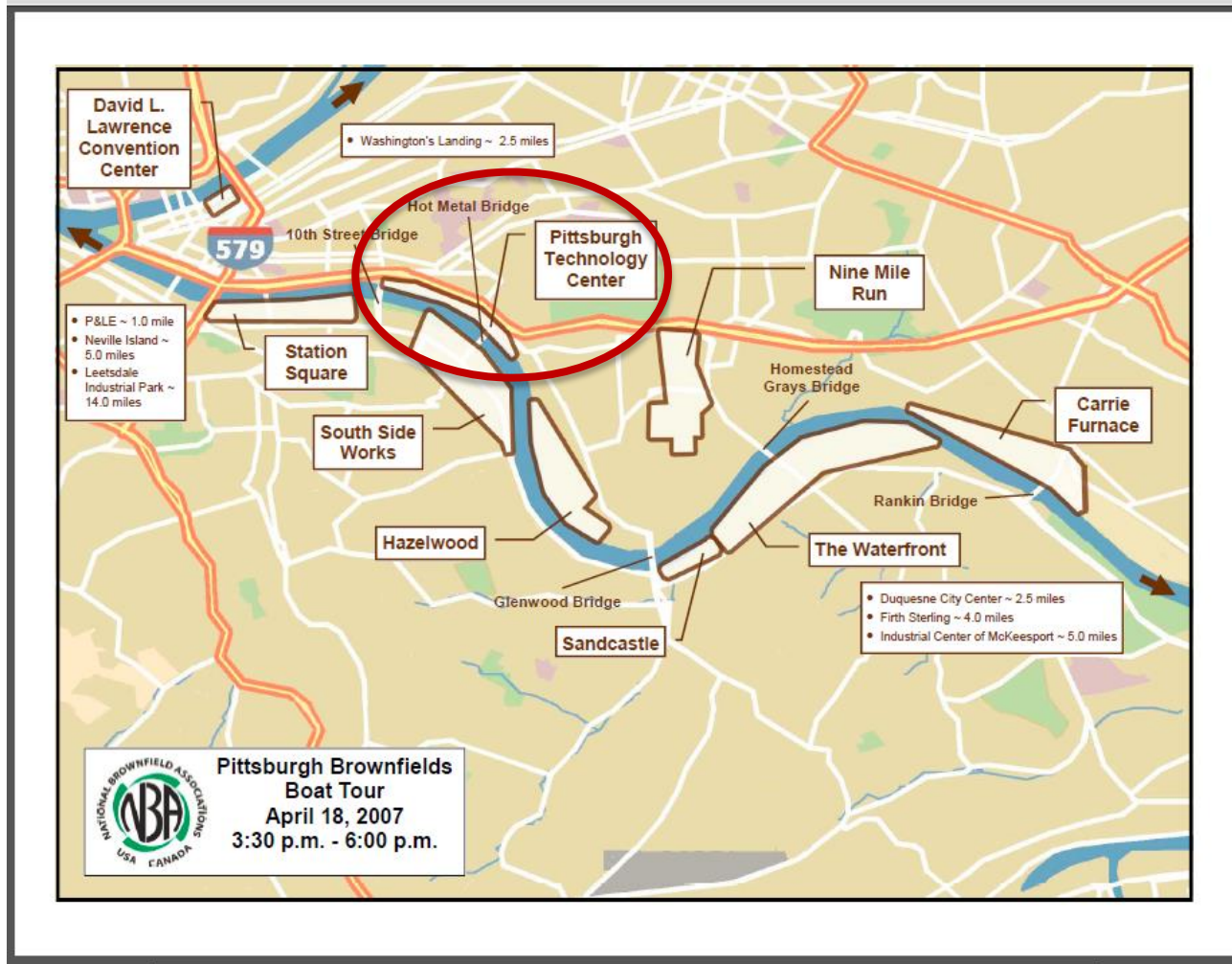
4. Clear, long-term vision for the end game.
 - Helpful for community marketing
5. Active government support = funding
 - Municipal clout keeps people at the table
 - Federal and state resources helpful

WHO NEEDS TO BE INVOLVED?

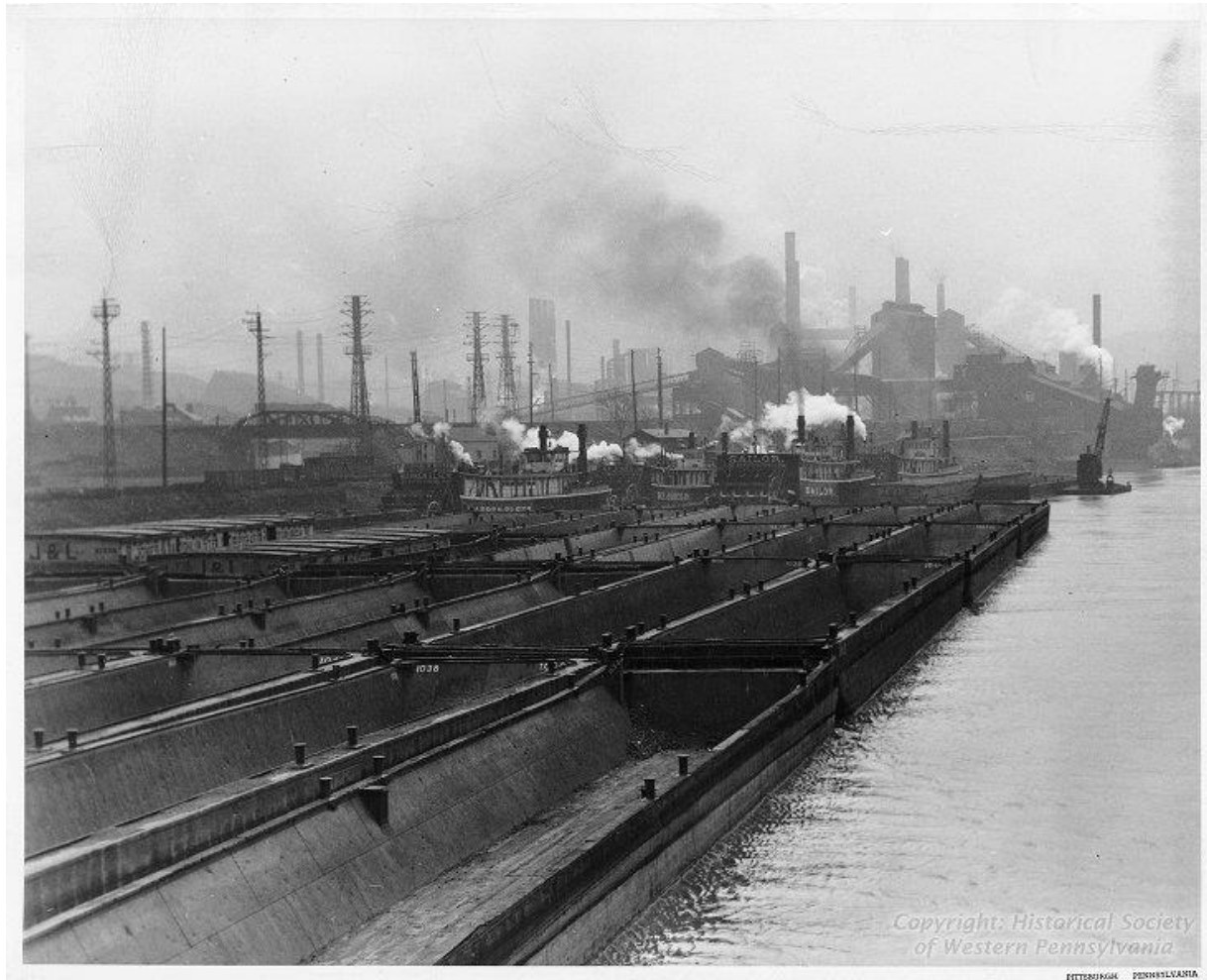
- **Public sector**
 - Municipal governments
 - Regulators/environmental compliance specialists
- **Private sector**
 - Property owners
 - Private developers
 - Workforce development
- **Community stakeholder**
 - Community leaders/organizations
 - Unions
 - Funders



PITTSBURGH BROWNFIELDS TOUR



ORIGINALLY JONES AND LAUGHLIN STEEL



PITTSBURGH TECHNOLOGY PARK



DISRUPT CATALYZE TRANSFORM

EXAMPLE OF FINANCING

PUBLIC

PA Department of Commerce	\$10,000,000
PA Department of Community Affairs - Strategy 21 Plan	\$8,300,000
City of Pittsburgh	\$2,300,000
Urban Redevelopment Authority of Pittsburgh	\$1,500,000
Pittsburgh Water and Sewer Authority	\$2,900,000
Private Foundations	\$300,000
TOTAL	\$25,300,000

PRIVATE

University of Pittsburgh Center for Biotechnology and Bioengineering	\$14,000,000
Carnegie Mellon University Carnegie Mellon Research Institute	\$17,000,000
Union Switch & Signal Corporation	\$20,500,000
Union Switch & Signal Corporation Parking Garage	\$7,500,000
2000 Technology Drive (Multi-Tenant Facility)	\$8,000,000
Aristech Chemical Corporation (now Sunoco)	\$16,000,000
Adelphia Business Solutions (now TelCove)	\$4,500,000
Bridgeside Point	\$20,500,000
TOTAL	\$104,000,000

FORMER US STEEL SITE



DISRUPT CATALYZE TRANSFORM

THE HOMESTEAD



DISRUPT CATALYZE TRANSFORM

INDUSTRIAL TOURISM

RIVERS OF STEEL NATIONAL HERITAGE AREA



DISRUPT

CATALYZE

TRANSFORM

LACKAWANNA PLANT SITE (BETHLEHEM STEEL CO.)




STEEL WINDS



By Ken JP Stuczynski - Own work, CC BY 3.0, <https://commons.wikimedia.org/w/index.php?curid=2988283>

DISRUPT CATALYZE TRANSFORM

delta institute 

REUSING PLANT SITE - PRIVATE INVESTMENT



Municipal Power House to Canon Design, St. Louis

REUSING PLANT SITE - PUBLIC/PRIVATE INVESTMENT



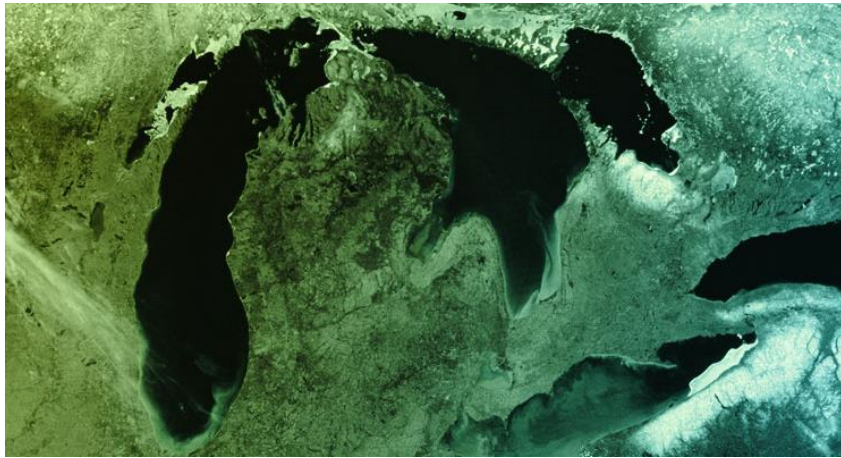
Chester Power Station to Wharf at Rivertown

REUSING PLANT SITE - PUBLIC INVESTMENT



Fisk Power Plant to Chicago Transit Authority

CONTACT US



Cindy Winland
cwinland@delta-institute.org

(989) 798-6213

Delta Institute
35 E. Wacker, Ste. 1200
Chicago, IL 60601

RESOURCES

- http://www.ura.org/working_with_us/brownfield_projects/PTC_BrownfieldBrief.pdf
- <http://www.clui.org/section/old-steel-sites>
- <https://www.riversofsteel.com/things-to-do/tours/>



What are they saying about Tonawanda in 2036?

Visioning

“

How is Tonawanda's economy known throughout WNY and the world?

What is our waterfront like?

What types of neighborhoods and communities have we created?

What types of businesses do we have and what are they doing or making?

What are people really proud about?

What do our commercial corridors look like?

Why are people moving to Tonawanda?

”

Thank You!



Don't forget to hand in your feedback form!