



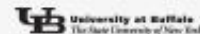
**COMMUNITY STRATEGY SESSION**  
**FEBRUARY 16, 2017**

A collage of images representing community and economic growth. It includes an aerial view of a town with roads and buildings, a large blue stylized 'T' logo, and a group of people. The people are shown in various settings: some are working at a computer, others are in a meeting, and a group of children are gathered around a table. The overall theme is community engagement and economic development.

**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 21<sup>st</sup> 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:

- Give a **snapshot of public feedback** to-date.
- Hear **examples of economic revitalization** from communities across the country
- Go over **preliminary strategies** and **collect your input**.
- Roll up our sleeves and break-out into groups to **help answer key questions 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.)*





# *STRUCTURAL CHANGE*

DISRUPT

CATALYZE

TRANSFORM

[www.delta-institute.org](http://www.delta-institute.org)





# *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.



DISRUPT CATALYZE TRANSFORM





# *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 are 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







DISRUPT CATALYZE TRANSFORM





Essen, Germany

## Zollverein Coal Mine Industrial Complex

DISRUPT   CATALYZE   TRANSFORM

delta institute 



DISRUPT CATALYZE TRANSFORM



DISRUPT CATALYZE TRANSFORM





DISRUPT CATALYZE TRANSFORM



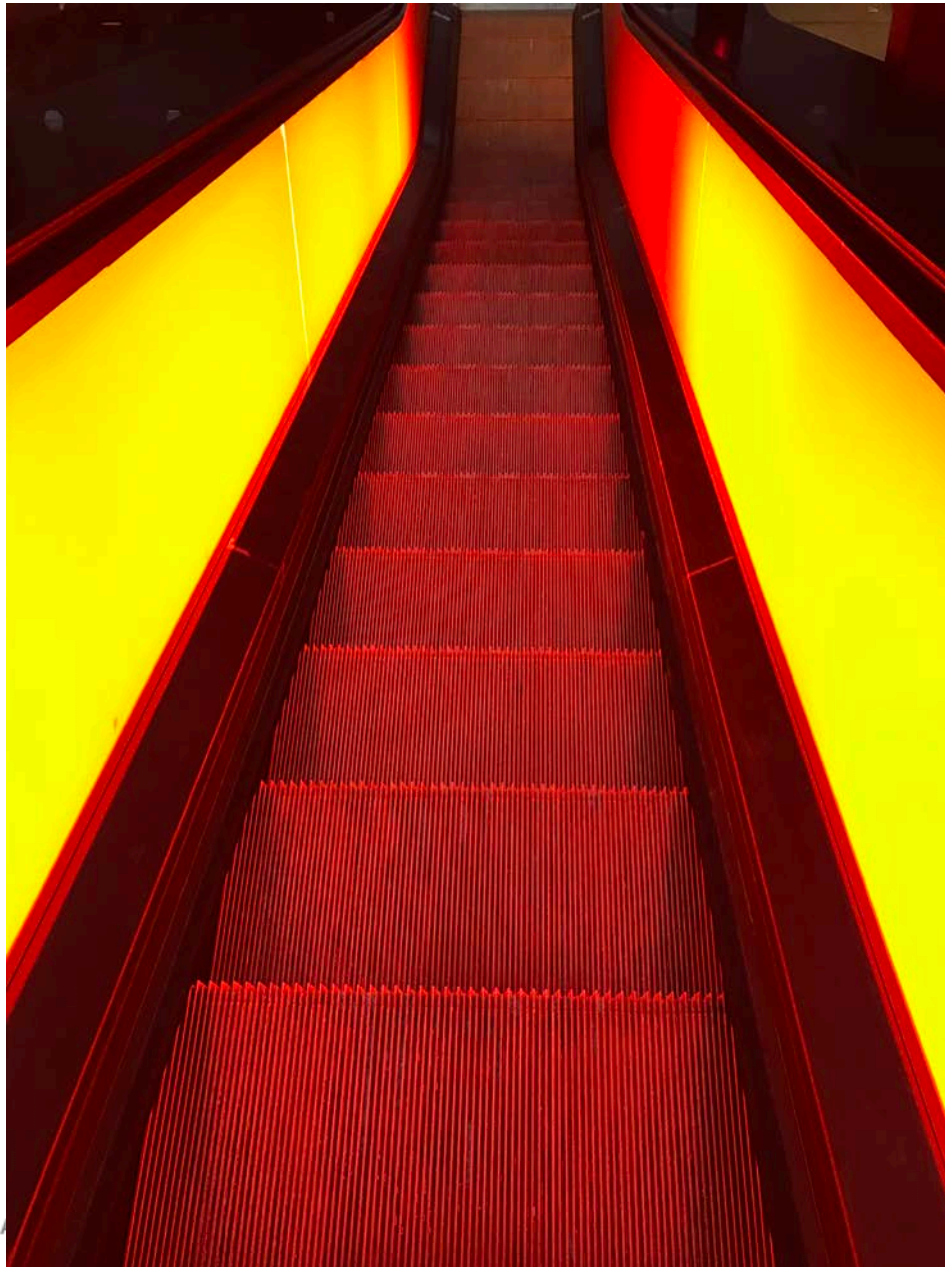




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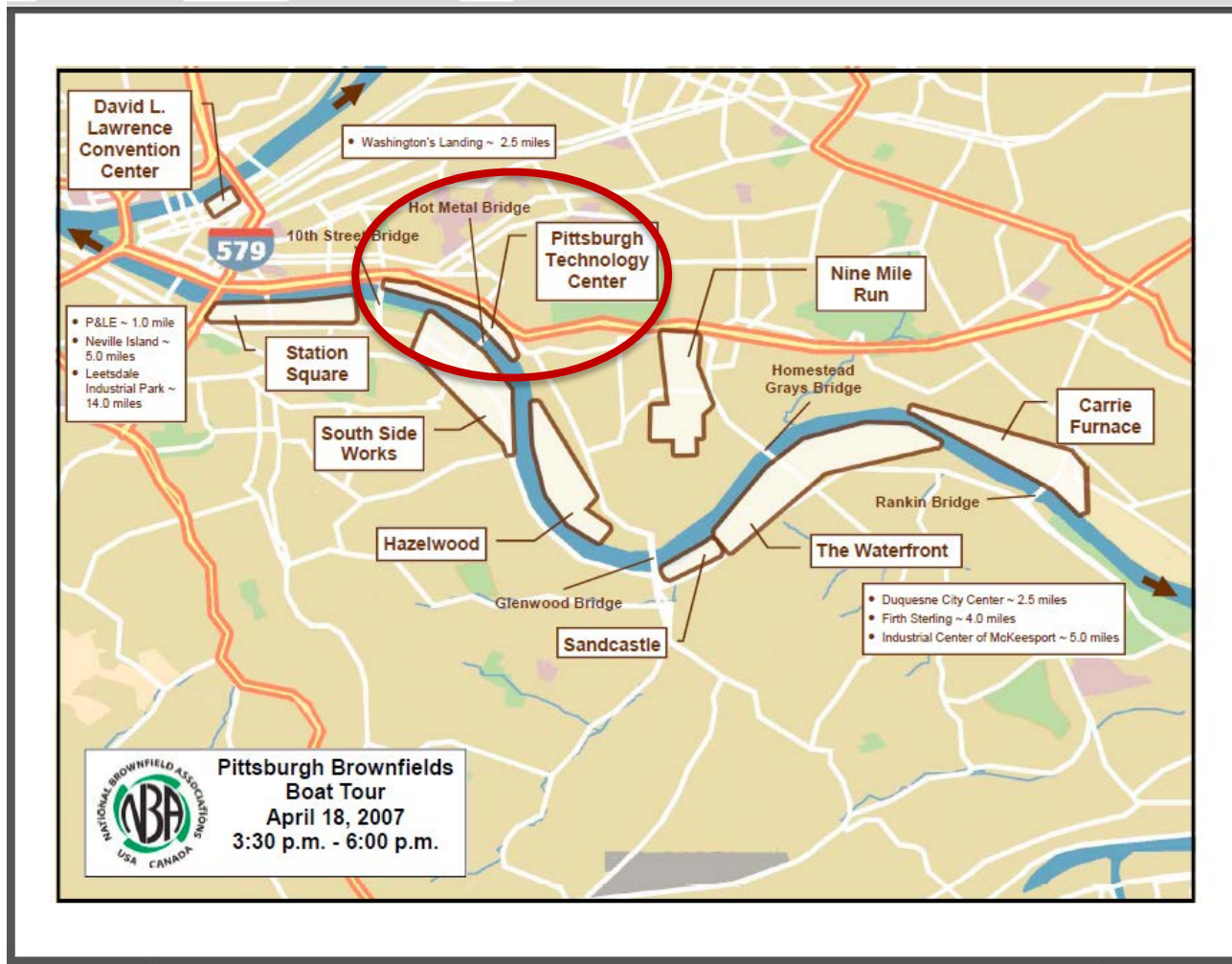
# *INDUSTRIAL TOURISM*

## *RIVERS OF STEEL NATIONAL HERITAGE AREA*



DISRUPT    CATALYZE    TRANSFORM

# PITTSBURGH BROWNFIELDS TOUR













DISRUPT   CATALYZE   TRANSFORM

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DISRUPT CATALYZE TRANSFORM

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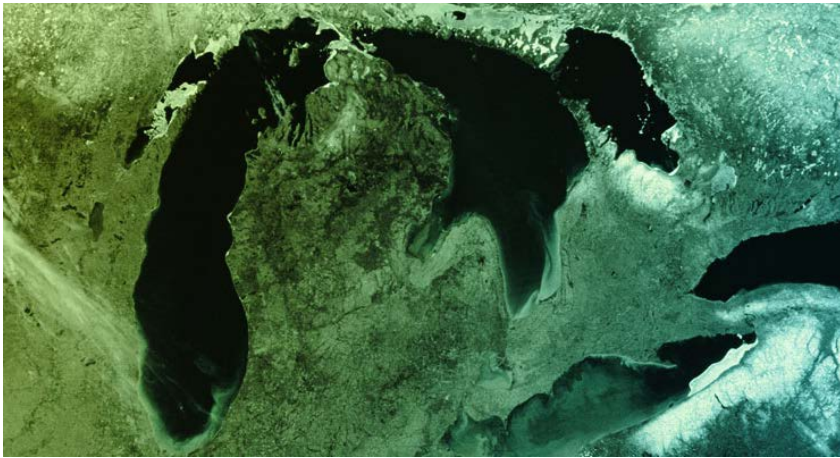
"Waterfronts need to not only draw on a dynamic combination of activity to succeed, they must also become greater than the sum of their uses."





- Make **public goals** the primary objective: Shared community vision for the waterfront
- Create **multiple destinations**: the power of ten
- **Connect** the destinations – use parks when possible
- Optimize **public access**
- Support multiple modes of transportation and limit vehicular access
- Integrate **seasonal activities** into each destination

# CONTACT US



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Delta Institute  
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Chicago, IL 60601

# RESOURCES

- <https://austintexas.gov/page/seaholm-intake-design-competition>
- <https://www.pps.org/about/>
- [http://www.architectmagazine.com/design/adaptive-reuse-for-power-plants-by-studio-gang-and-adjaye-associates\\_o](http://www.architectmagazine.com/design/adaptive-reuse-for-power-plants-by-studio-gang-and-adjaye-associates_o)



# DISCUSSION

**Introduce yourself. What's your name? Where do you live?**

**What's exciting about what's happening other places?**

**What can you see happening here?**

**What would it take to make that happen here?**



**Tell us what you think using the Post-Its at your table.**



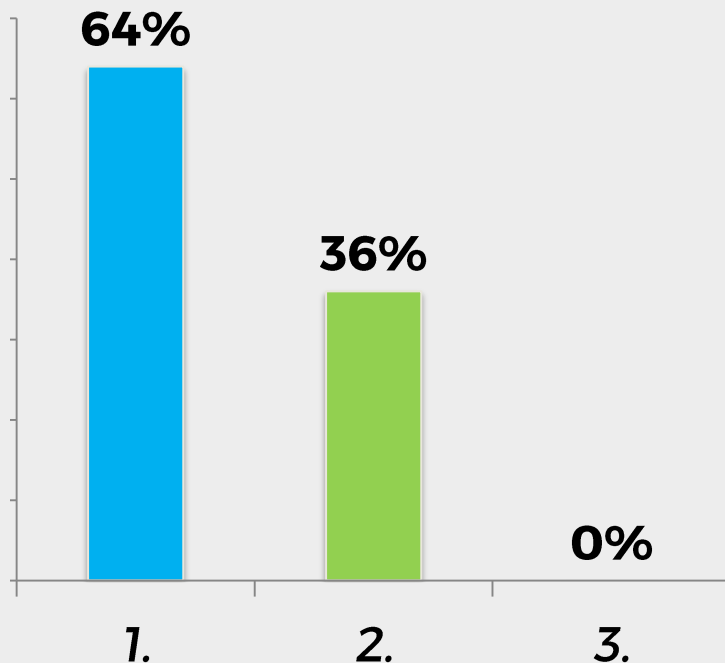
# Drilling down and connecting the dots...

- We'll go over **preliminary strategic direction** for the plan and ask for **your initial response by electronic device**.
- Tell us what we're **getting right**, where we're **missing the boat**, and **what else** we should be thinking about
- Work at your tables to **answer questions to help shape this work** and Tonawanda Tomorrow.

Before we get started...

## What is your gender?

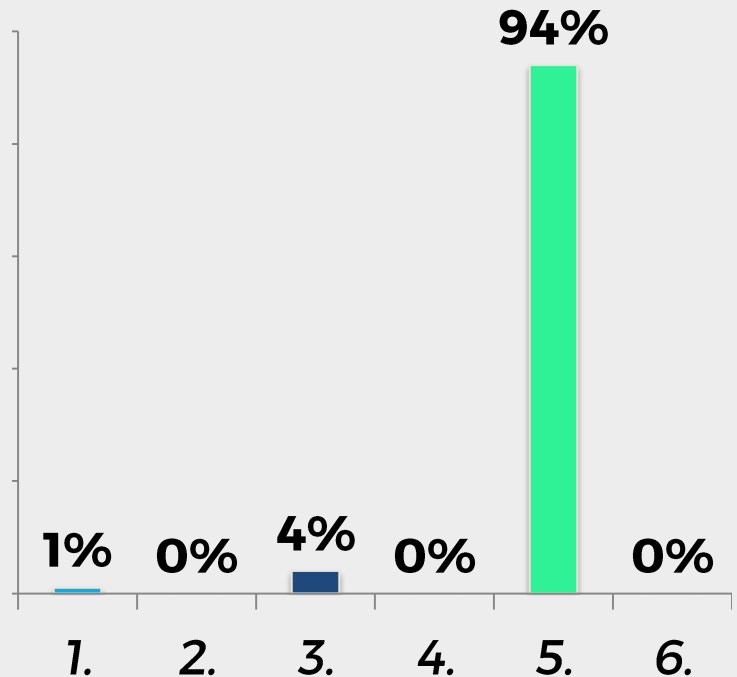
1. Male
2. Female
3. Other / Prefer not to answer



Before we get started...

## What is your race/ethnicity?

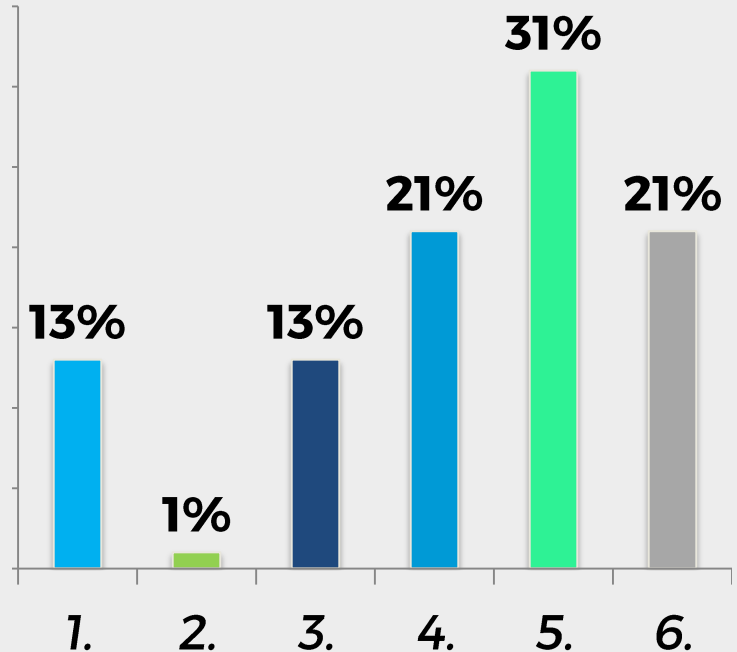
1. Asian
2. Black
3. Hispanic
4. Native American
5. White
6. Other



Before we get started...

## How old are you?

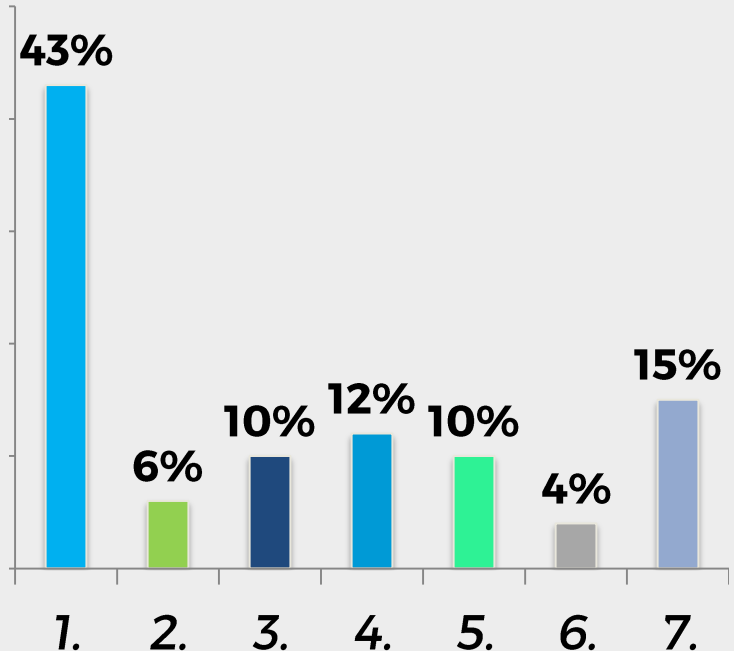
1. Under 18
2. 19 - 24
3. 25 - 34
4. 35 - 54
5. 55 - 64
6. 65 or older



**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**

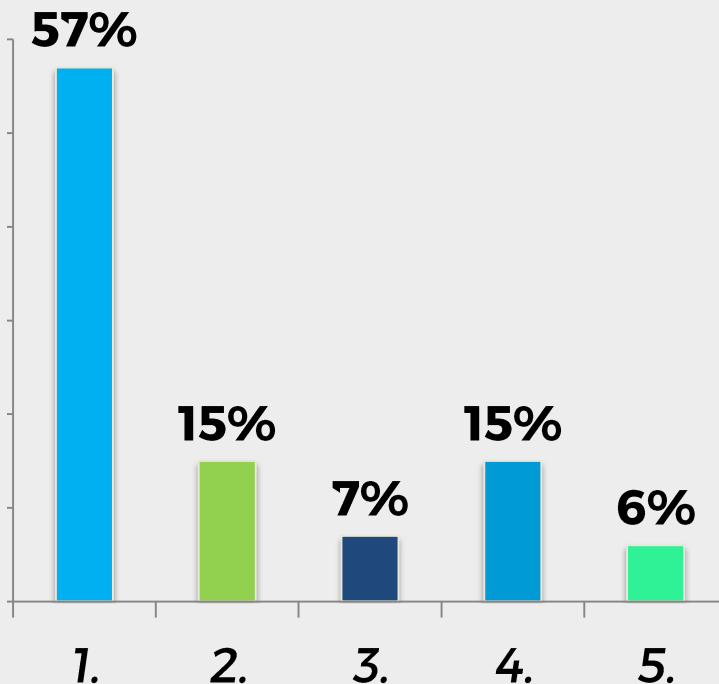




Before we get started...

## 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



# THREE INTERCONNECTED AREAS OF FOCUS





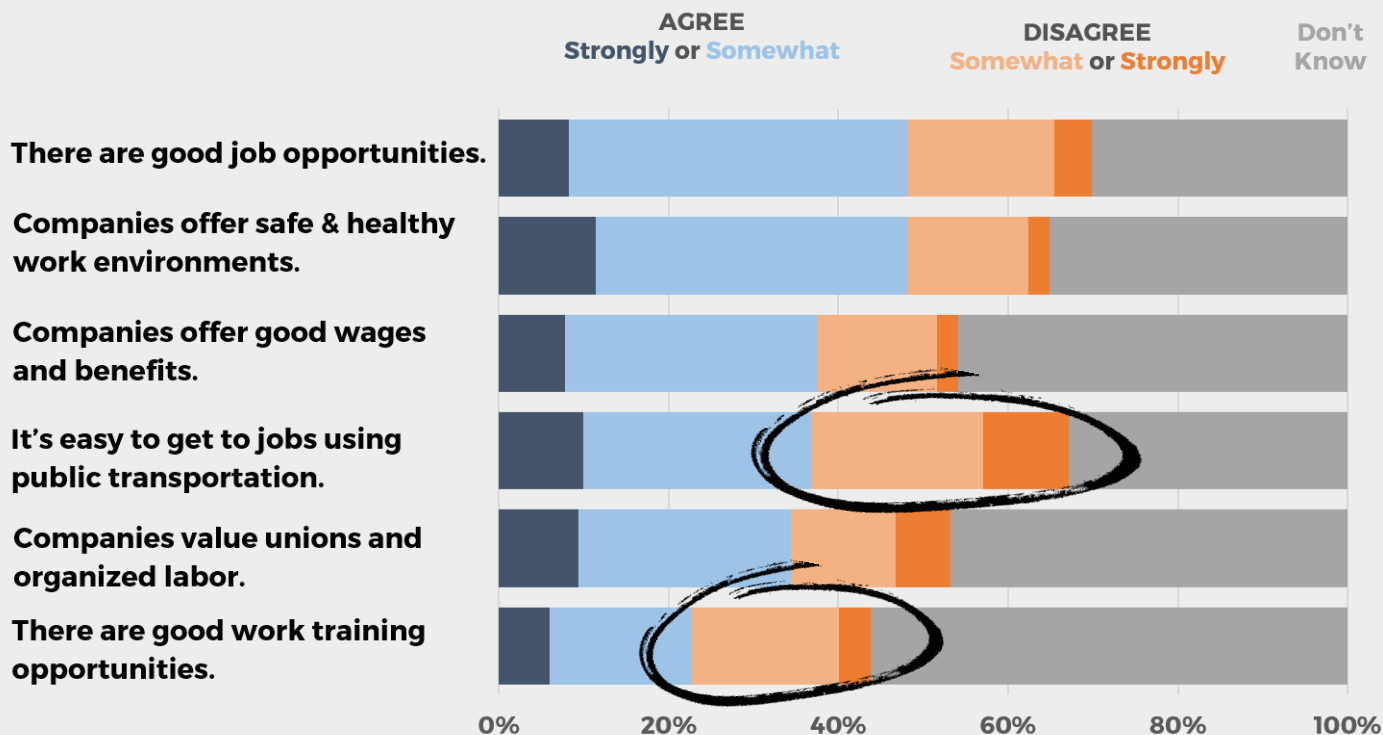
# WORKFORCE

*What we heard from the community...*



# Community Survey

Respondent views on Tonawanda as a place to work.





# WORKFORCE

*What we heard from the community...*



“Tonawanda has  
a great work  
ethic”

“Need more  
partnerships with  
education and  
training centers.”

“We need to  
preserve good  
paying industrial  
jobs...”

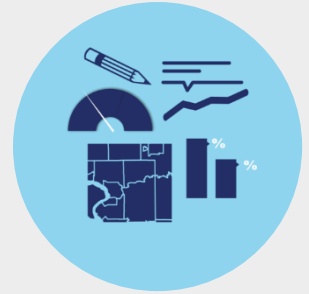
“Showcase  
businesses and  
leaders to our  
students and  
the community.”



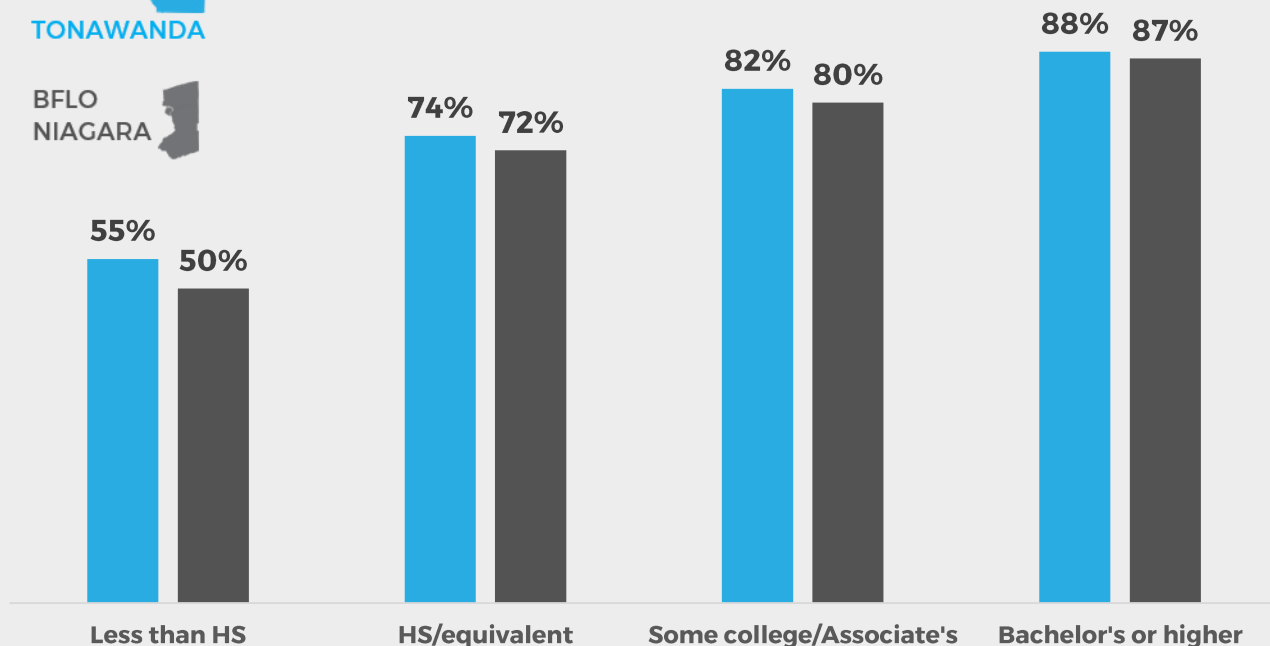
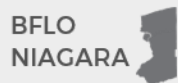


# WORKFORCE

*What the data tells us...*




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



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

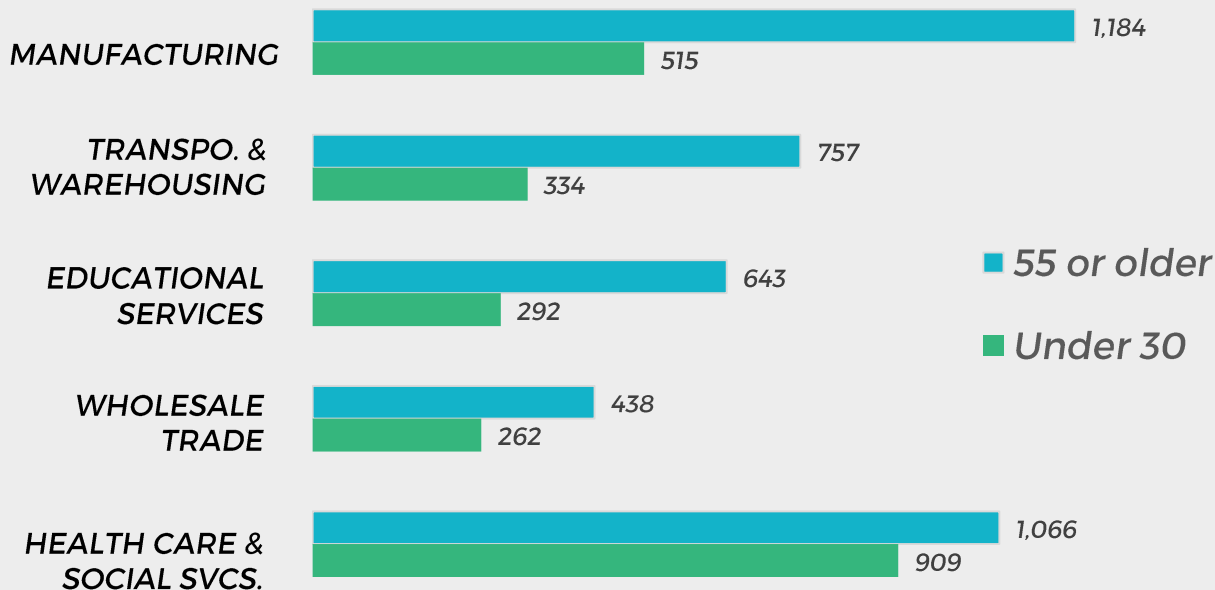
Source: US Census Bureau, American Community Survey (2014)

## 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.

# The largest, and in some cases most specialized, sectors of Tonawanda's economy tend to have the greatest share of older workers



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





# WORKFORCE

*What our stakeholders came up with...*





# WORKFORCE

*Strategy #1*



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



# WORKFORCE

*Strategy #2*



**Support succession planning  
for industries expecting high  
turnover from retirements.**



# WORKFORCE

*Strategy #3*

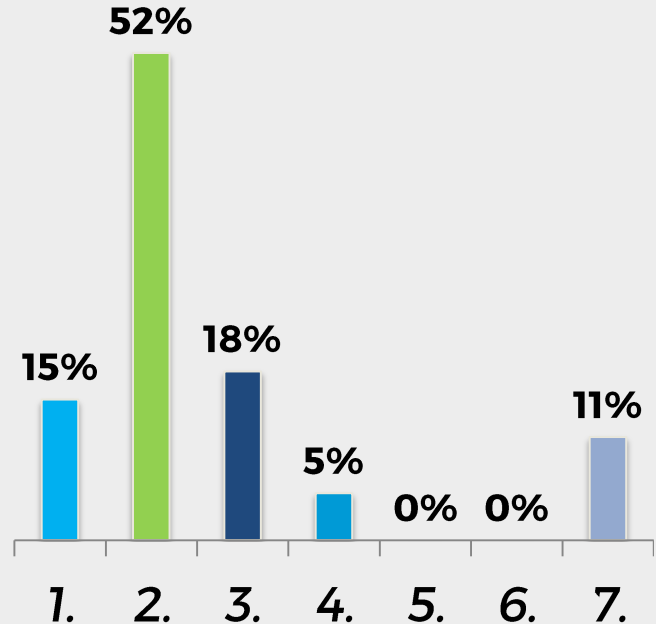


**Strengthen the career  
pipeline for students to  
access Tonawanda jobs.**



## Tell us what you think about the workforce strategies...

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







# WORKFORCE

*Questions for Discussion*

**What did we get right, what misses the point, or what needs more detail?**

**What types of services and training would be most important for a Local Workforce Network to tackle?**

**What is the most important need for preparing the Town's workforce for the jobs of today and tomorrow?**



**Tell us what you think using the Post-Its at your table.**



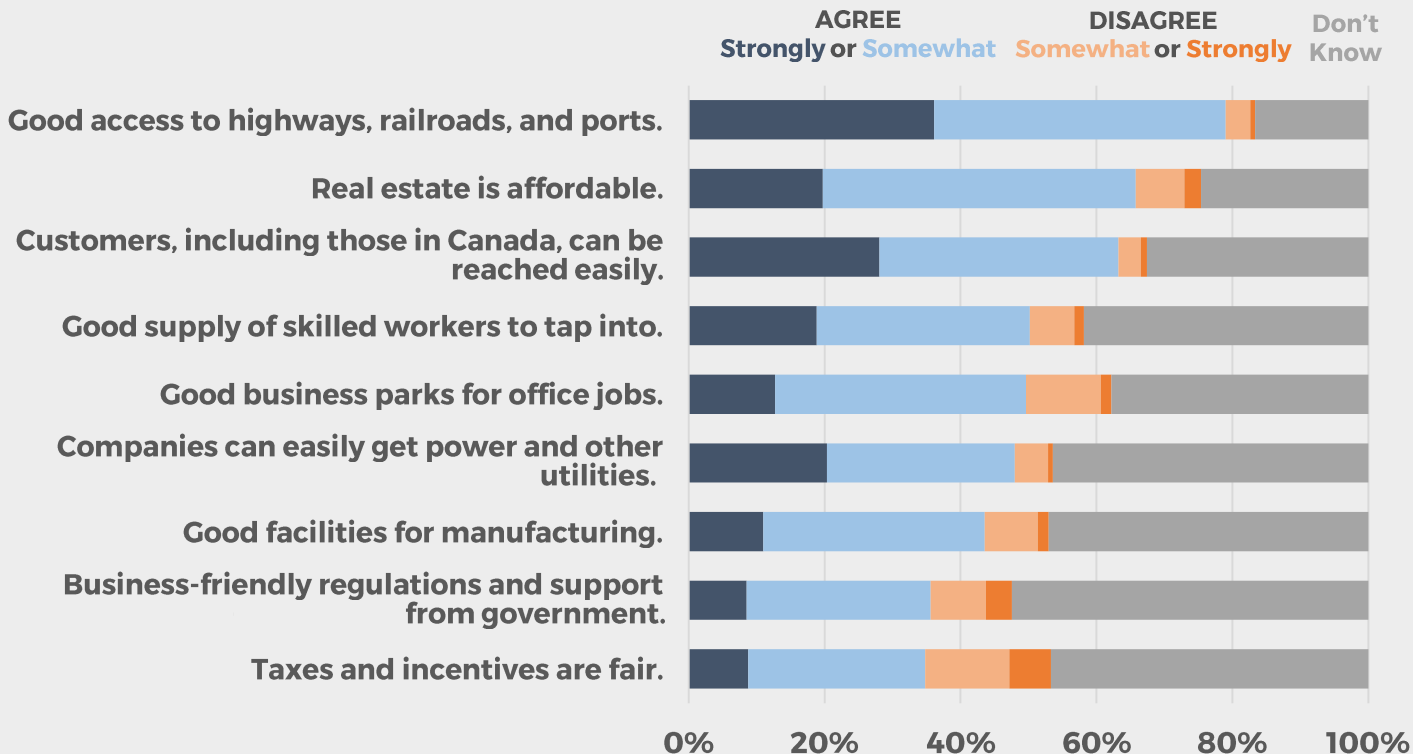
# ECONOMY

*What we heard from the community...*



# Community Survey

Respondent views on Tonawanda as a place to run a business.





# ECONOMY

*What we heard from the community...*



*“Our industrial heritage is important to our identity.”*

*“Need to attract more environmentally friendly businesses to help sustain the economic base...”*

*“We need support for small business...”*

*“Buffalo had been getting its share of love, time to expand to Tonawandas.”*



# ECONOMY

*What the data tells us...*





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



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

## Town of Tonawanda Industry Specialization

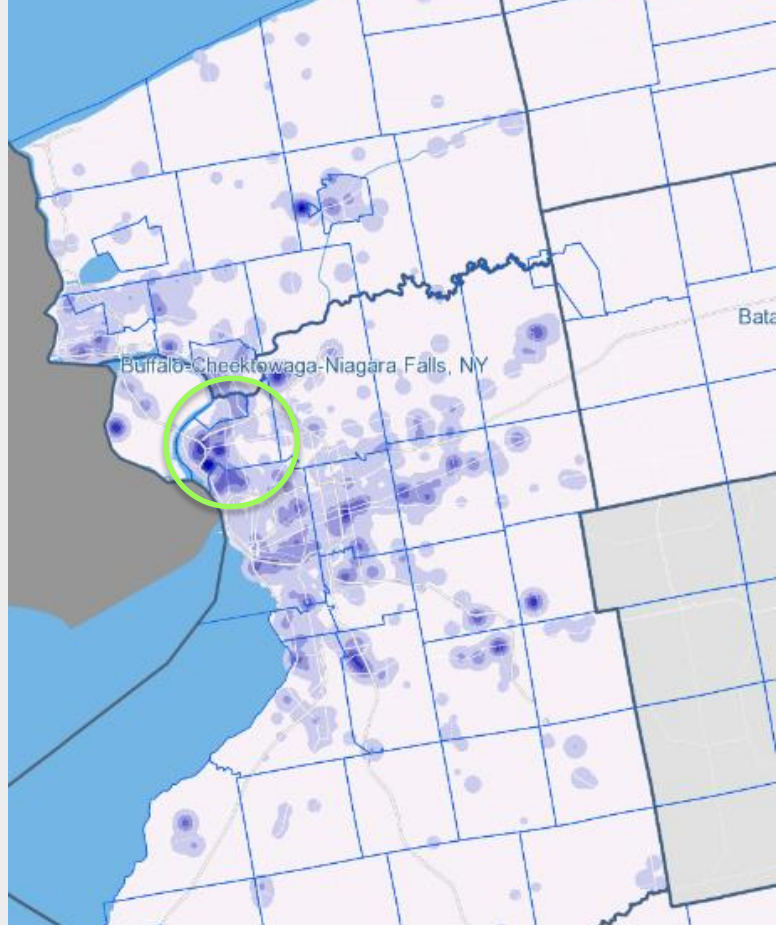
Source: US Census Bureau, OnTheMap  
Application, LEHD, LODS data (2013)



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)

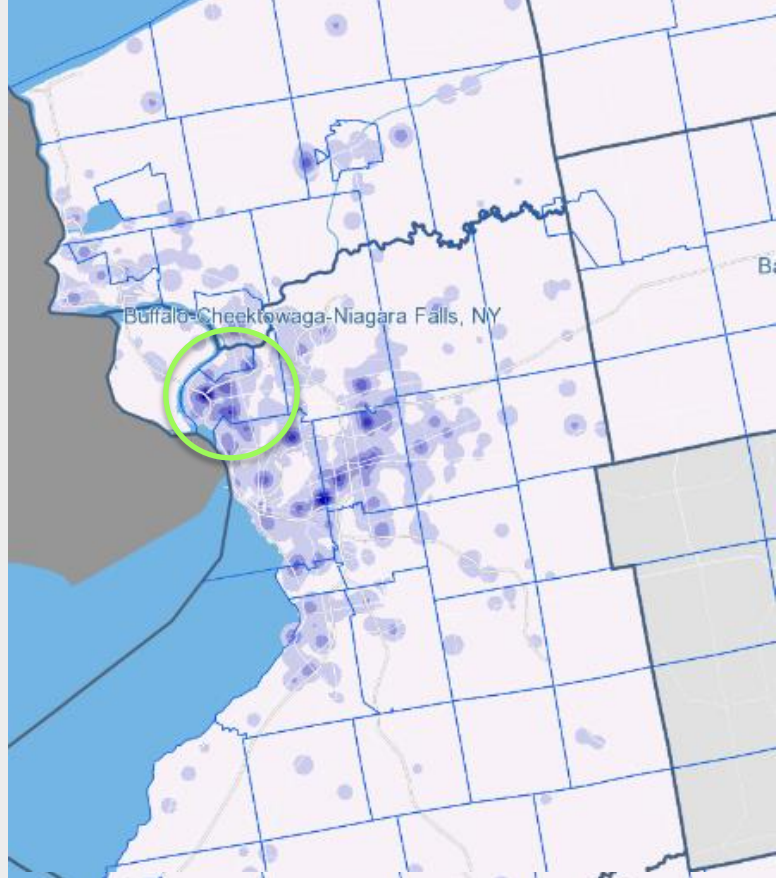


**Where manufacturing jobs are  
concentrated in Buffalo Niagara, 2013**



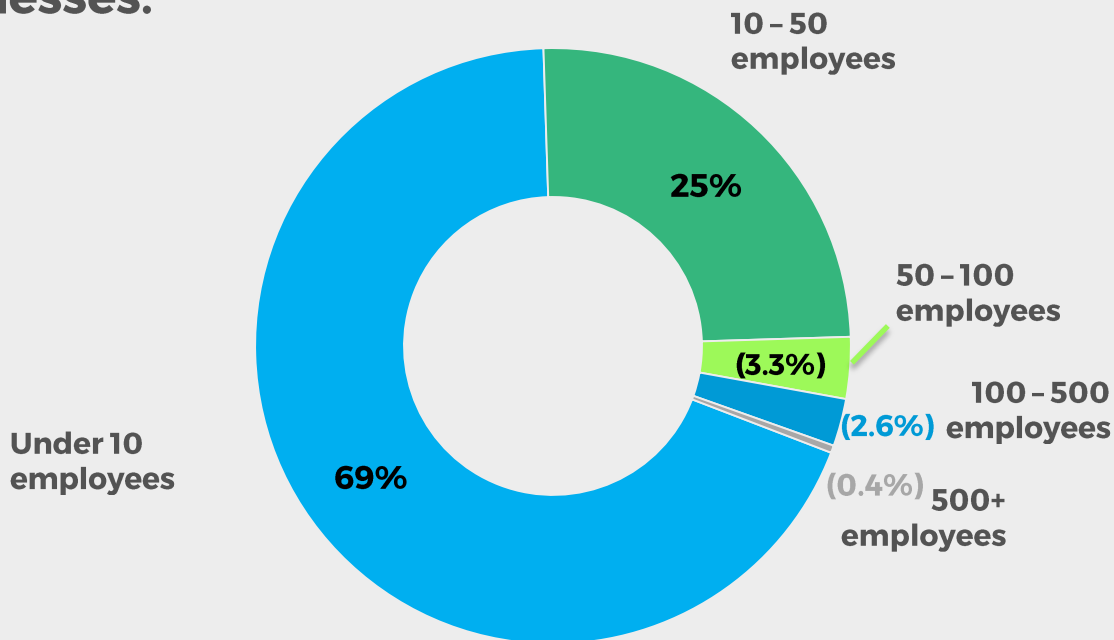
Bi-National  
Logistics

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**

**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**



# ECONOMY

*What our stakeholders came up with...*







# ECONOMY



*Strategy #1*

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



# ECONOMY



*Strategy #2*

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



# ECONOMY



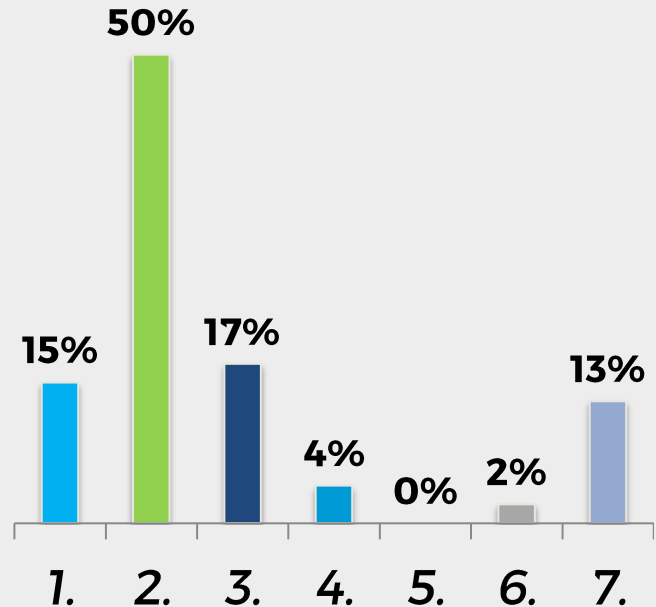
*Strategy #3*

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



## Tell us what you think about the economy strategies...

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





# ECONOMY

*Questions for Discussion*

**What did we get right, what misses the point, or what needs more detail?**

**What is the most important issue facing businesses and industries in the Town?**

**What types of industry do you think the Town should be trying to attract for growing the economy for the 21<sup>st</sup> Century?**



**Tell us what you think using the Post-Its at your table.**



# PLACEMAKING

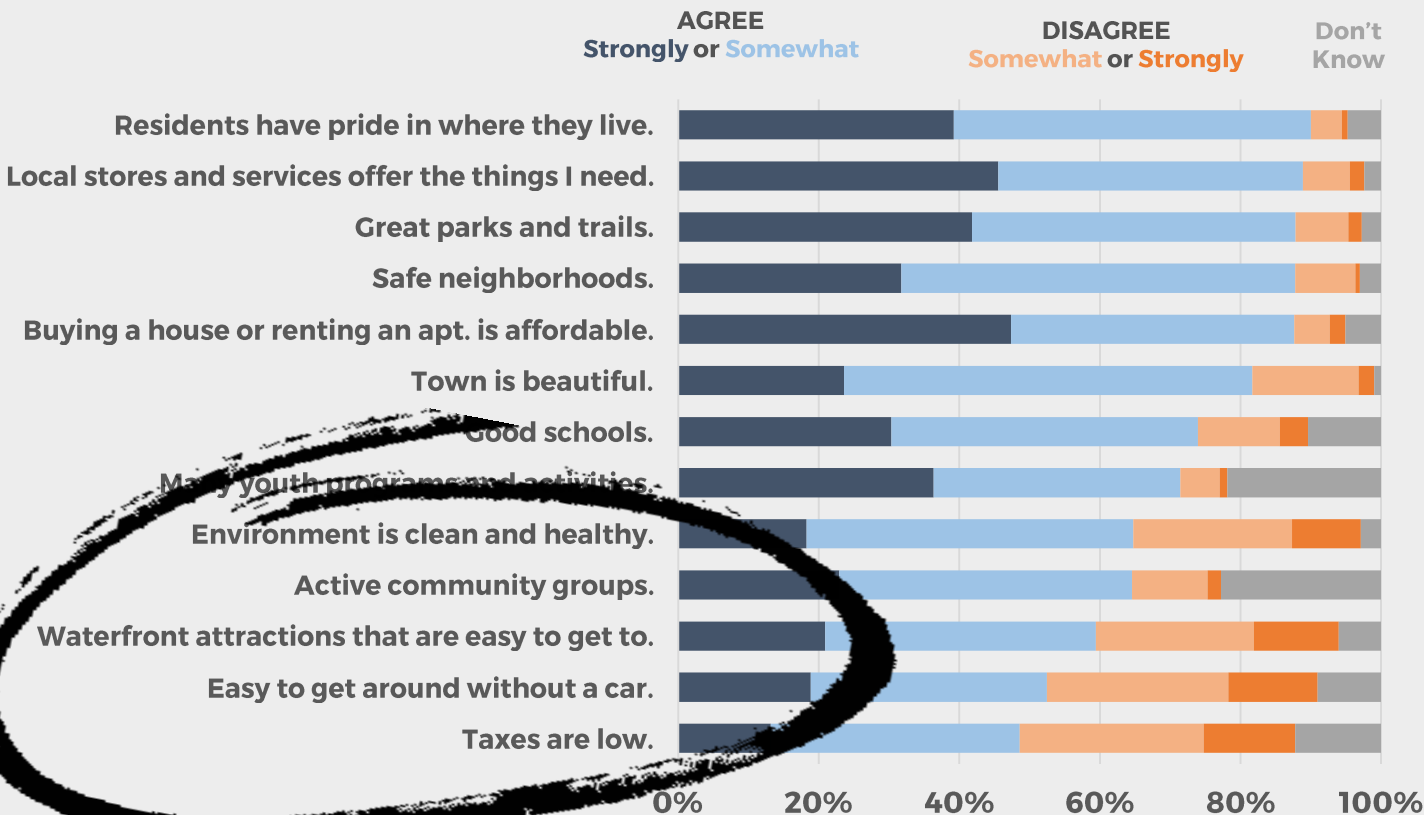
*What we heard from the community...*





# Community Survey

Respondent views on Tonawanda as a place to live and raise a family.





# PLACEMAKING

*What we heard from the community...*



“ Waterfront investment is essential. ”

“ Commercial real estate needs to be in good shape and not run down or outdated ”

“ Services provided by the town are excellent. ”

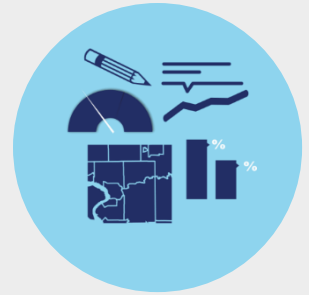
“ ...the housing is reasonable... ”

“ Tonawanda is a get-away place for exercise & outdoor activities. ”

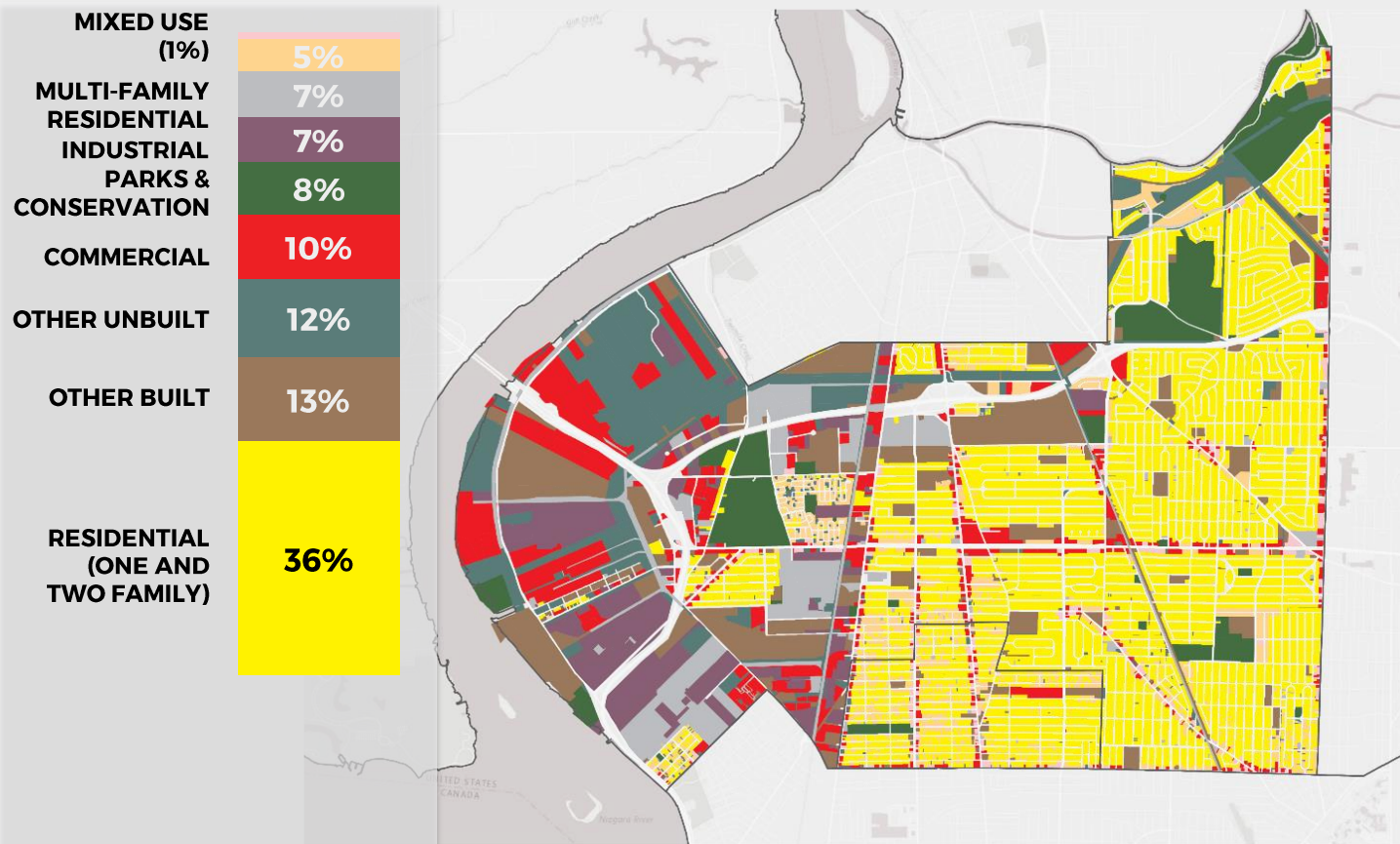


# PLACEMAKING

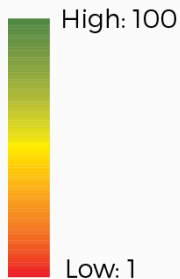
*What the data tells us...*



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



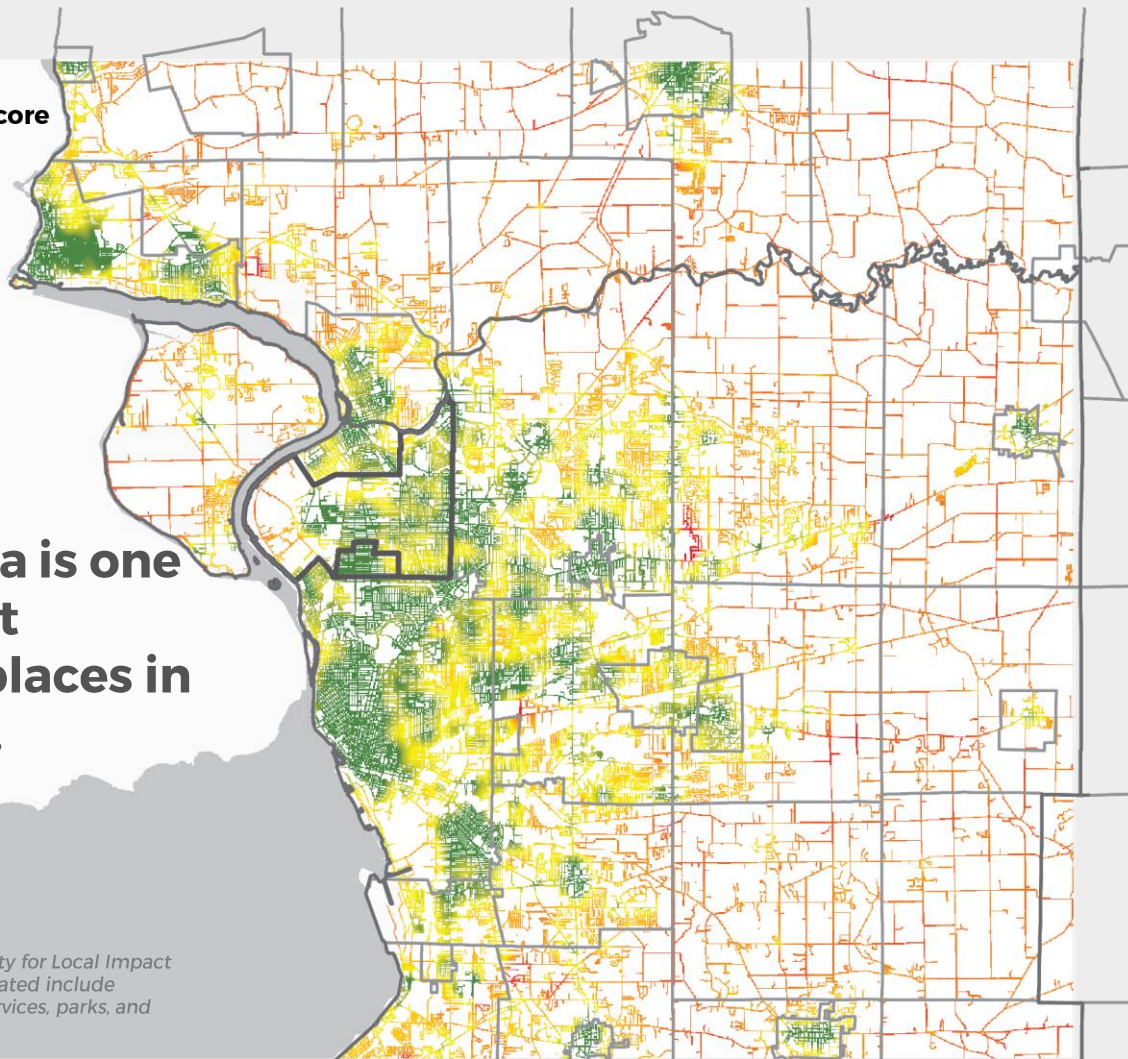
## Street Walkability Score



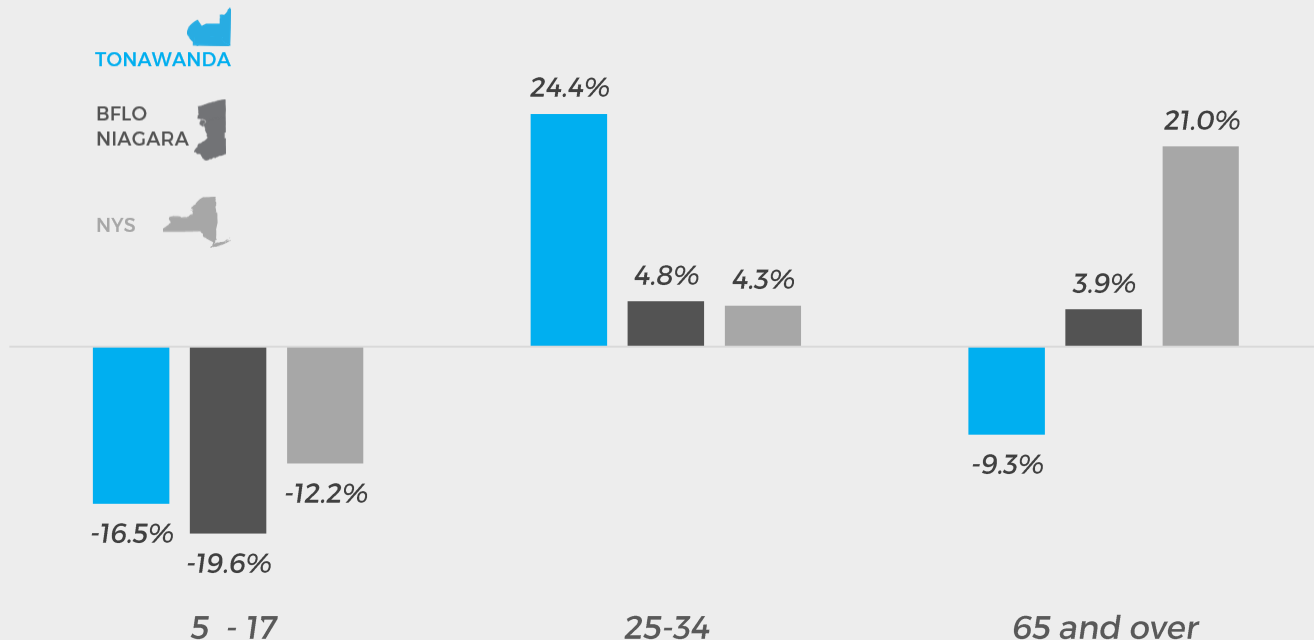
**Tonawanda is one of the most walkable places in the region.**

### Sources:

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



**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.**

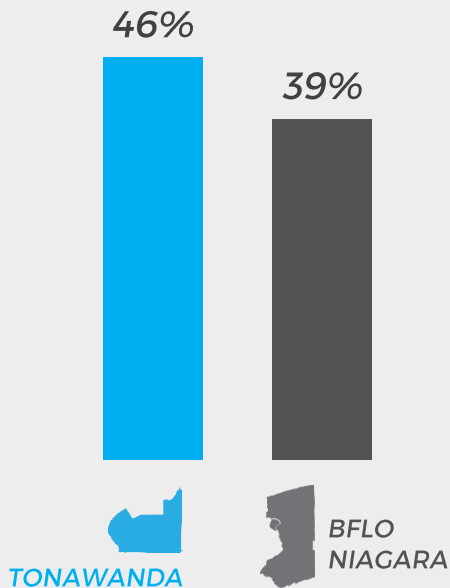


**% Change in Population by Age, 2000-2014**

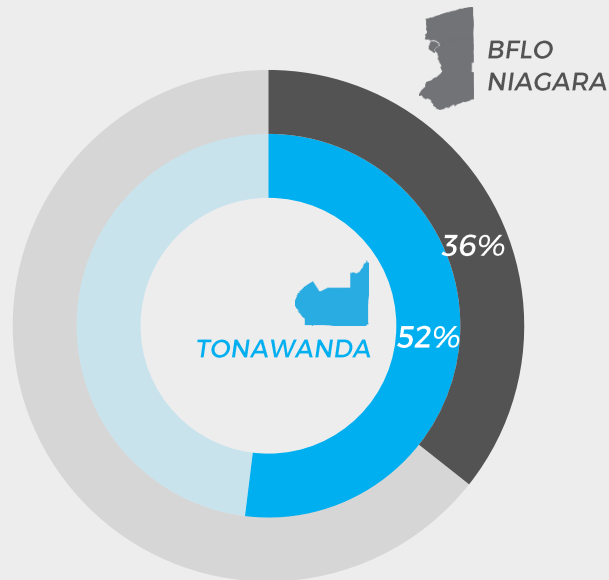
Source: US Census Bureau, Decennial Census and American Community Survey



# 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



# PLACEMAKING

*What our stakeholders came up with...*





# Placemaking

*Strategy #1*



**Make Tonawanda's waterfront a thriving and healthy regional destination that supports both industry and public access.**



# Placemaking

*Strategy #2*



**Cultivate tools, programs, and ownership models that allow underutilized commercial buildings and vacant land to be repurposed for the 21<sup>st</sup> Century economy.**



# Placemaking

*Strategy #3*



**Create more walkable places that  
can support mixed-use  
development and expanded  
transportation options.**



# Placemaking

*Strategy #4*



**Expand community amenities and housing opportunities that attract young people and families and keeps them in Tonawanda for the long run.**





# Placemaking

*Strategy #5*

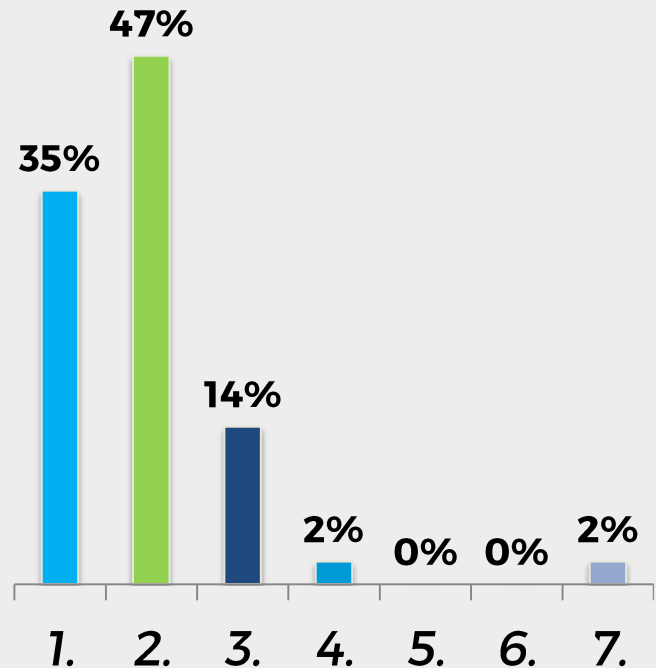


**Connect Tonawanda's recreation and tourism attractions and niches to regional destinations and initiatives.**



## Tell us what you think about the placemaking strategies...

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





# PLACEMAKING

*Questions for Discussion*

**What did we get right, what misses the point, or what needs more detail?**

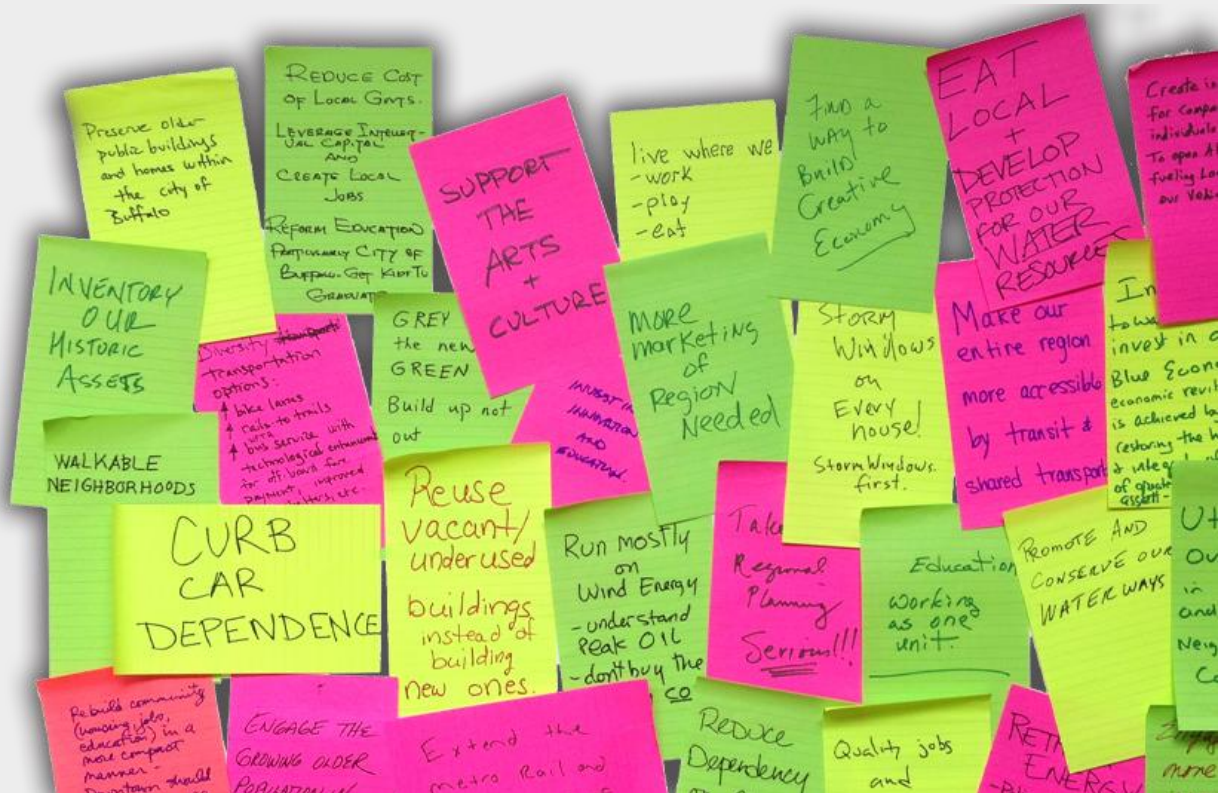
**If you were to draw a map of the Town's best attractions, what would you put on it?**

**Is there a specific project or action you think could make Tonawanda a better place to live or raise a family?**



**Tell us what you think using the Post-Its at your table.**

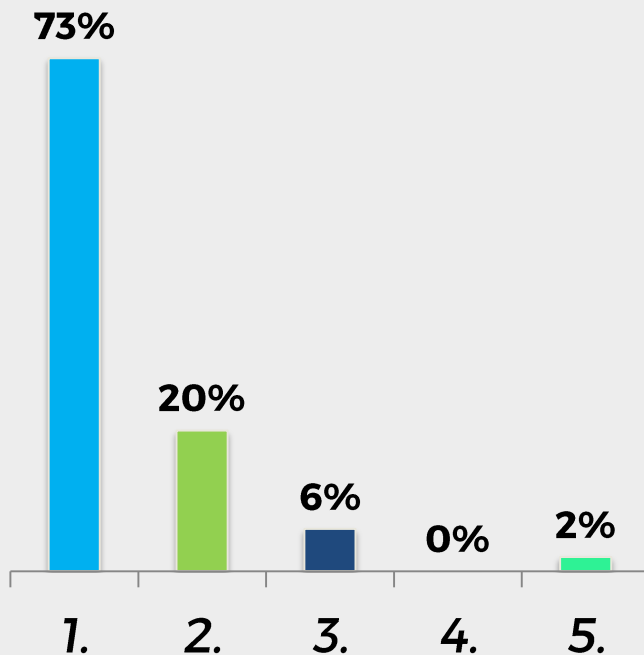
# Report out on what we heard tonight...



## How did we do?

**The meeting time and place were convenient for me.**

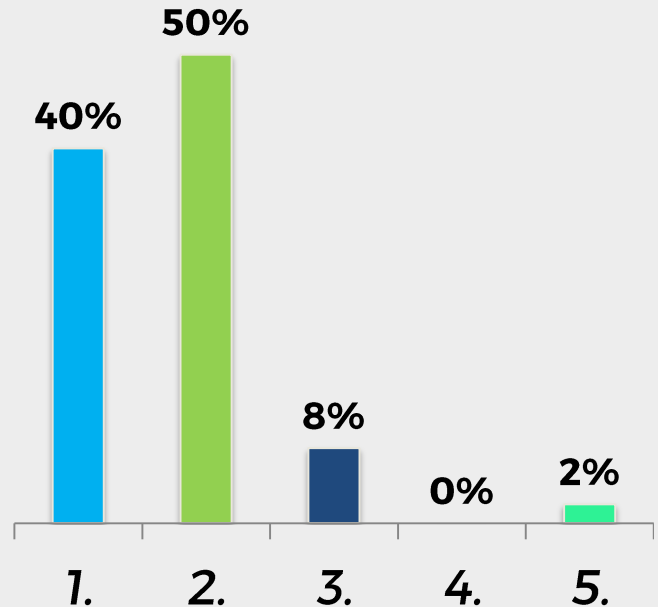
- 1. Absolutely**
- 2. More or less**
- 3. Sort of**
- 4. Not at all**
- 5. Not sure**



Before we get started...

**The meeting purpose and objectives were clear.**

- 1. Absolutely**
- 2. More or less**
- 3. Sort of**
- 4. Not at all**
- 5. Not sure**

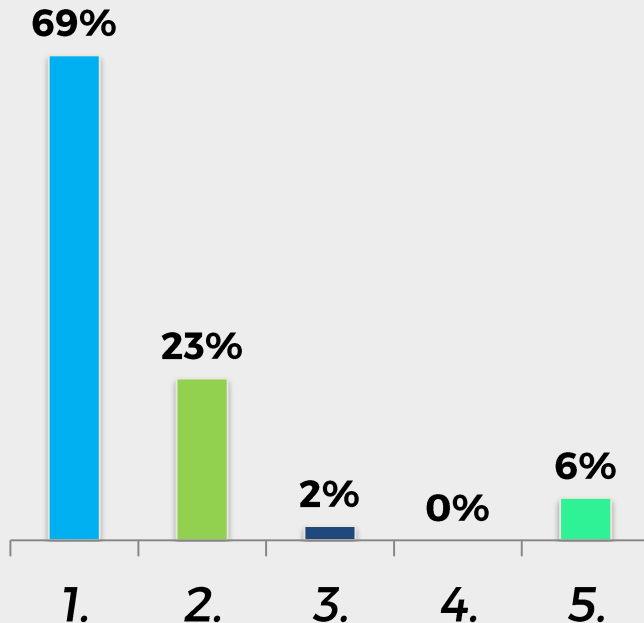




**Before we get started...**

**There were good opportunities to make my voice heard.**

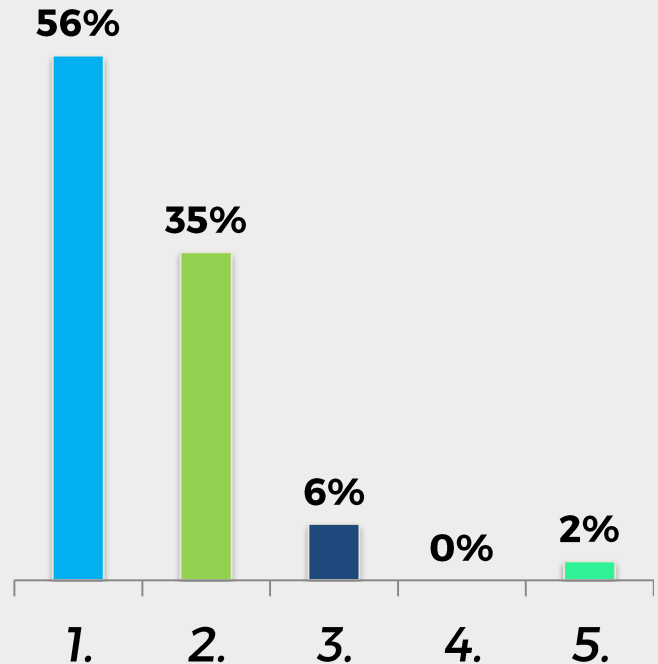
- 1. Absolutely**
- 2. More or less**
- 3. Sort of**
- 4. Not at all**
- 5. Not sure**



Before we get started...

**Time was used effectively.**

- 1. Absolutely**
- 2. More or less**
- 3. Sort of**
- 4. Not at all**
- 5. Not sure**





# THANK YOU!

*Stay engaged and follow us  
online at:*



**[www.TonawandaTomorrow.org](http://www.TonawandaTomorrow.org)**