City of North Tonawanda, New York

Comprehensive Plan

Final Draft Report

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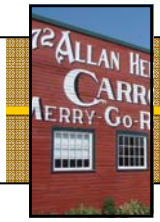
Chapter 1

City of North Tonawanda



INTRODUCTION

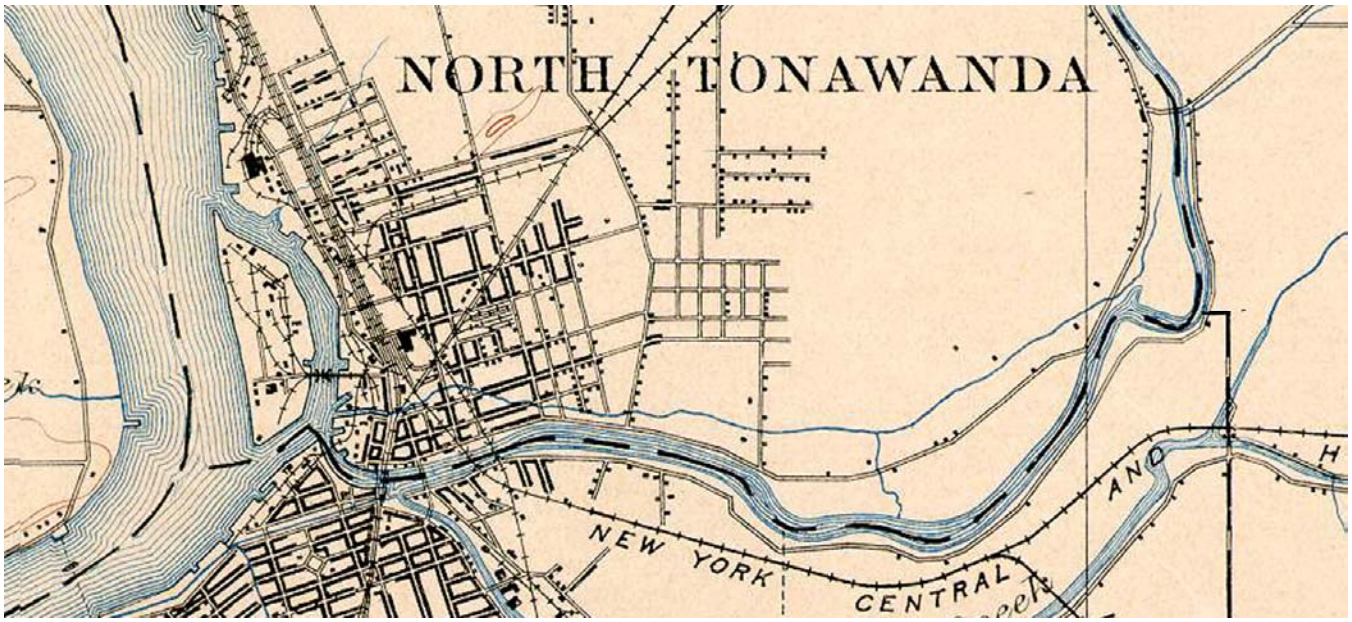
INTRODUCTION & BACKGROUND

The City of North Tonawanda in Western New York's Niagara County is a quiet, traditional small city with an excellent quality of life. The city is located on the eastern banks of the Niagara River and is bounded to the north by the Town of Wheatfield, to the south by the City of Tonawanda, and on the east by the Town of Amherst. North Tonawanda is located at the present day western terminus of the Erie Canal, which bounds the city's southern and eastern portions and flows into the Niagara River. Approximately ten miles to the south lies the City of Buffalo, and the City of Niagara Falls is located eleven miles to the north. North Tonawanda is approximately 15 square miles in area and is home to over 31,000 people. The city is rich in natural, cultural and historic resources and features a diverse collection of residential and commercial settings.

North Tonawanda has a vast and storied history as a manufacturing, industrial and logistics powerhouse throughout the 19th and early 20th centuries. The city's economic strength was forged by the location of the Erie Canal through the area in 1825, spurring a tremendous amount of growth in the mid-19th century. Then known as Tonawanda, the City became an important shipping and logistics location within North America, linking the Upper Great Lakes and the Hudson River via the Erie Canal. North Tonawanda was known as the "Lumber City", with it's shores along the Niagara River a prime node in the shipment of lumber from the Upper Great Lakes to east coast markets. In 1897 the City of North Tonawanda split off from Tonawanda, with the Erie Canal as its southern boundary.

North Tonawanda's prominent place within the lumber industry subsided in the mid-20th century due to changes in the utilization of the Erie Canal and the successful development of the St. Lawrence Seaway System. Yet, the City's logistical location remained an asset as manufacturing and chemical industries utilized the city's excellent rail and roadway transport systems.

Residential settlement patterns outside the urban core began as a response to the need for worker housing for the city's burgeoning



North Tonawanda, 1900. Courtesy of the University of New Hampshire Government Information Department.

industrial and manufacturing industries. Evidence of this can be seen in Wurlitzer Park Village and Martinsville, residential neighborhoods that emerged in the 1940s and 1950s in response to the success and might of the Wurlitzer Organ Plant. Developments such as these were more auto-oriented in their design and were built at a somewhat lower density than the previously developed areas adjacent to the downtown core located west of the Twin Cities Highway.

Beginning in the 1960's North Tonawanda's population began to slowly decline, a result of a loss of industry and manufacturing operations. In their wake, these lost industries and residents left North Tonawanda with issues relating to infrastructure, housing and several areas of environmental contamination. In addition, North Tonawanda's median housing unit is currently 54 years old, with 10 percent of its housing stock more than 100 years old as of 2008. This represents a unique set of challenges and opportunities to continue providing a high quality of life and affordable housing options to City residents.

Despite the issues of population migration, employment loss, and an aging housing stock, North Tonawanda has significant assets upon which it can build a strong and prosperous future. The city's location along the Erie Canal and Niagara River remains its greatest economic engine, with vessels located in North Tonawanda having access to the Erie Canal, the Great Lakes, the Hudson River and points beyond. As a result, the city can promote itself as a waterfront destination community not only within New York State, but within the bi-national Niagara River corridor. North Tonawanda's many layers of history and culture provide additional opportunities for an authentic small city experience for both residents and visitors.

However, North Tonawanda continues to face significant challenges as it moves forward into the 21st Century. A careful, objective and comprehensive approach will be necessary to fully leverage the city's waterfront assets, while continuing to manage its aging infrastructure and housing stock. In the past, roadway and industrial improvements have divided and isolated portions of North Tonawanda's residential neighborhoods. As well, the city's three miles of riverfront and five miles of canal frontage lack continuous public access due to land use and environmental limitations. Webster Street, the primary historic business district in the city, lacks the vibrancy and aesthetics found in other small City or village centers in the region.

Many residents feel that North Tonawanda lacks a cohesive vision or positive identity. The city's past has left residents and outsiders with distinctly differing opinions on North Tonawanda's place within the region. The city's location in Western New York also offers a challenge to the establishment of a centralized identity. North Tonawanda is becoming more of a bedroom community

than an economic center as a result of a fragmented regional economy, with less than 25 percent of residents employed within the city boundaries.

In the midst of a contracting population and employment base and expanding opportunities for tourism based economic development, the community must come together under a unified vision that embraces its place within the regional context while seeking to preserve its quality of life and natural features. Assets such as the Niagara River, the Erie Canal, stable neighborhoods and a diverse collection of goods and services have benefited the city tremendously. The City desires for these resources to do more than simply serve the region — they should enhance their immediate surroundings and contribute to the identity and vitality of North Tonawanda.

Purpose of a Comprehensive Plan

The 2008 Comprehensive Plan for the City of North Tonawanda provides an overall framework for future public and private investment and decision making in the community. Investment can take many forms, such as, but not limited to, financial, civic, and creative resources. In the City of North Tonawanda it is this collective investment by residents, businesses, colleges, churches, schools, volunteer organizations, and local government that will shape the physical, social, and economic character of the community. The Plan articulates an overall vision for the city and the means to achieve the objectives set forth. The process for and the contents of the Plan are consistent with New York State City Law 28-a, which defines a comprehensive plan as:

"the materials, written and/or graphic, including but not limited to maps, charts, studies, resolutions, reports and other descriptive material that identify the goals, objectives, principles, guidelines, policies, standards, devices and instruments for the immediate and long-range protection, enhancement, growth and development of the municipality. The comprehensive plan shall...serve as a basis for land use regulation, infrastructure development and public and private investment, and any plans which may detail one or more topics of a comprehensive plan."

According to New York State City Law, the comprehensive plan must be adopted by City Council following a public hearing. The approval process, however, does not preclude future review and amendment. The vision and policies contained in the Plan should be perceived as flexible. As the conditions upon which the document is based upon change, it is reasonable to assume that its contents may need to be changed as well. The Plan is intended to serve as a guide for the next 10 to 15 years. However, this plan should be reviewed, at most, every five years to gauge progress on implementation and perform needed maintenance. A more formal revision should occur at the end of the 10- to 15-year planning period.

It is the policy of New York State to encourage comprehensive planning for the sake of the health, welfare, and general prosperity of its citizens. Therefore, many state agencies recognize the existence of a comprehensive plan as a favorable, and sometimes required, condition for grants and other assistance for municipal projects. Granting agencies want to encourage municipalities to act in concert with a stated vision and clear objectives, and to eliminate ad hoc projects and assure that funds are spent in pursuit of a well-defined purpose. use plan to ensure the highway's design and location is in accord with the community's overall vision.

Process Overview

In its simplest form, long-range comprehensive planning includes three key activities: understanding the present state, identifying the desired end state, and determining the best methods for achieving it.

The process for the 2008 Plan was initiated to provide the community with an opportunity to participate in the creation of a comprehensive plan that will guide the future of the town. As every good comprehensive plan should, this Plan builds upon the community's strengths, addresses its weaknesses, capitalizes on opportunities and identifies the threats to the overall quality of life. The Plan accomplishes this by establishing a community vision and identifying policies, objectives and action items that address numerous issues related to improving the quality of life for residents.

Comprehensive Plan Committee

In 2007 a Comprehensive Plan Committee was convened and charged with the task of providing a local-resident perspective on the

numerous issues identified during the process. As well, this committee was charged with working with the planning consultants to develop the comprehensive plan in an efficient and effective manner to the greatest benefit of the community. The Committee included representatives from businesses, local government, and the community at large.

Committee members represented diverse perspectives from within the city and served as an initial information source and sounding board for ideas and recommendations. The group was involved with all aspects of the project, including identifying key issues to be addressed, facilitating public input, and continuous review of each of the Plan's components. Over the course of 14 months, the group met over 10 times, including numerous open meetings that reached out to residents, business owners, and other stakeholders within the city. The objective of these efforts was to solicit public input in order to build consensus around a vision for the city's future.

Comprehensive plan documents can be found on the city's website: *http://www.northtonawanda.org/Departments/Community%20Development.htm*

Members of the administration involved with the Comprehensive Plan include:

James Sullivan-Community Development Director
Lawrence Soos- Mayor
Brett Sommer- Common Council President
Catherine Schwandt- Alderman at Large
Dennis Pasiak- 1st Ward Alderman
Kevin Brick- 2nd Ward Alderman
Nancy Donovan- 3rd Ward Alderman

The Comprehensive Plan Steering Committee included the following members:

R. Charles Bell	Manus O'Donnell
Richard L. Andres, Jr.	R. Thomas Burgasser
Keith Craigie	Louis J. DalPorto
Reanna Darone	Sandra Eades
Reggie Edmonds	Joseph Fonzi
Kevin Hodgson	Sharon Kochmanski
Nicolas Maniccia	Rae Proefrock

Public Information Meeting

A Public Information Meeting was held on November 20, 2007 to provide the public with an overview of the project, highlighting each of the steps leading up to current conditions. Project consultants then presented a summary of the Existing Conditions Report (Chapter 2) and announced the upcoming Community Survey to be released the following week. A Community Vision Statement was presented, along with draft Policy Statements. These statements were provided to allow participants to write comments and suggestions.

Additional discussion was had regarding the results of the S.W.O.T. Analysis, a process that examines the Strengths, Weaknesses, Opportunities, and Threats in the community. The exercise was administered to the Comprehensive Plan Committee during the summer, and served to identify common themes and issues of concern in the community. A summary of the exercise is shown in Appendix A. Using the results of the S.W.O.T. Analysis, six policy areas were identified that would form the framework for the Plan:

- Economic Development;
- Housing;
- Environment and Recreation;
- Waterfront;
- History and Culture; and
- Quality of Life and Community Services.

Community Survey

In December of 2007, the City of North Tonawanda advertised and distributed a Community Survey to obtain additional public input. The survey was distributed to a random sample of local households, equally distributed amongst the city's three wards, and through the city's web site. The survey touched upon various aspects of the city including the adequacy of existing services, the need for future services, and where the City should encourage development and focus their resources. Those completing the survey also had the opportunity to add additional information on any topics within the survey or issues they felt should be included. By the established return deadline, 185 surveys were returned and the results were tabulated. The survey is included in Appendix C with a summary report found in Appendix B.

Focus Group Meetings

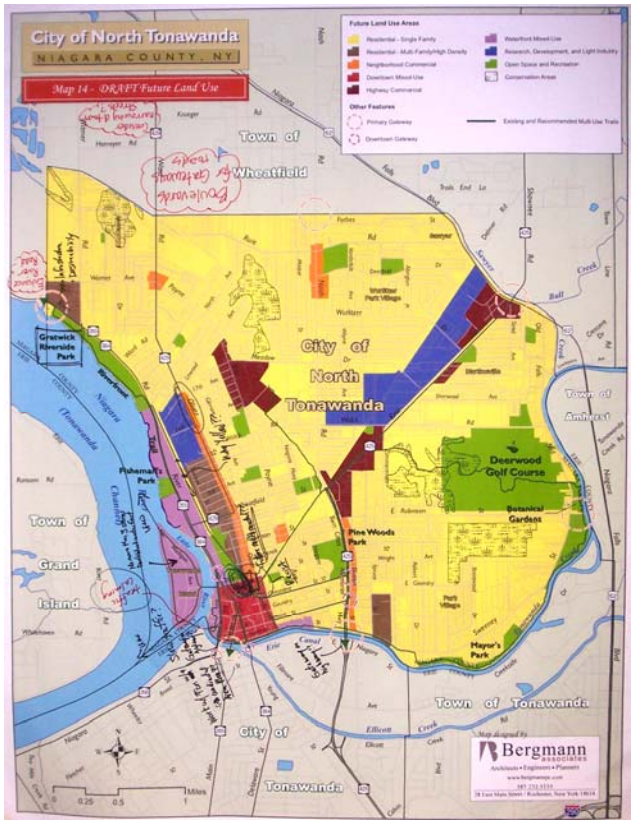
In March 2008, planning consultants facilitated a series of six Focus Group meetings, one for each policy area as stated above. These meetings, organized by the Comprehensive Plan Committee, were held with representatives and stakeholders from the local community, and offered an in-depth discussion on the issues and opportunities associated with each particular policy area. The findings of these Focus Group meetings were utilized in the development of each policy area's objectives and action items, as seen in Chapter 4, Policy & Implementation.

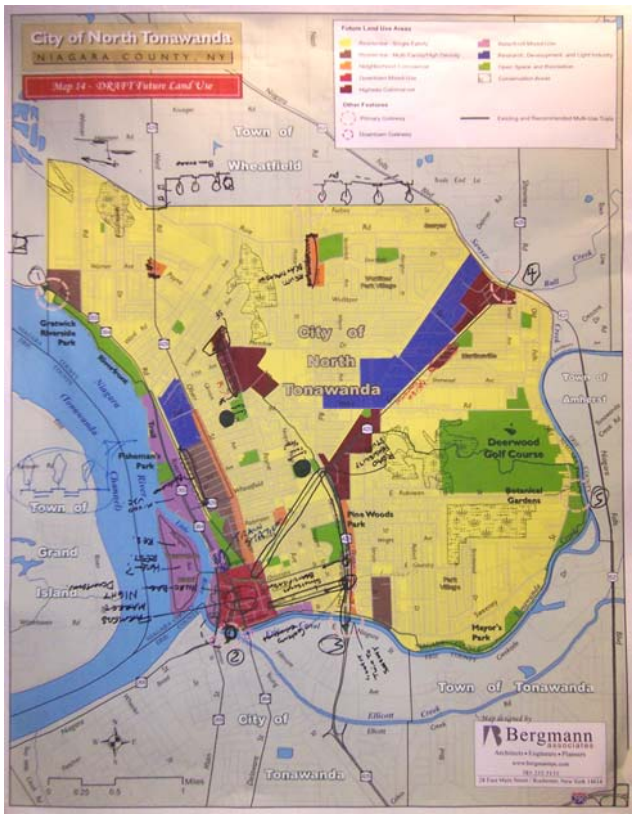
Land Use Public Workshop

A Land Use Public Workshop was held on May 8, 2008 to update the community on the project progress and allow for additional input. This hands-on, interactive meeting focused on the development of a future land use plan for the community.

A Community Character Survey (CCS) was conducted which asked participants to rank images from different communities on a scale from 1 to 10 based on their appropriateness for North Tonawanda. Various styles of architecture, signage, site development, and streetscaping were shown. The results of the CCS served to further refine the policies, objectives and action items in the Plan, and lead to recommended changes in regulatory controls that would permit the preferred characteristics to be developed in the future. The ten highest rated images and the ten lowest rated images are shown on the following pages. Complete results of the CCS are shown in Appendix D.

A presentation on the basics of land use and how it effects the character and quality of life in a community was provided. Several smaller groups were then formed, and each was given the task of devising a Future Land





Samples of working Future Land Use Maps developed at the Public Workshop

Use Plan for the City. Residents were asked to consider which land uses were appropriate for each part of the City, as well as noting community design recommendations that would enhance the aesthetics and functionality of North Tonawanda. While designing the Future Land Use Plan (see samples at left), each group was asked to consider the location of public infrastructure (roads, sewer, water), community services, environmental features, existing land uses, and development opportunities. The results of this process are found in Chapter 4.

Public Hearings

Public Hearings on the Comprehensive Plan were held on _____ and _____. These meetings, required by New York State City Law, were more formal in nature and gave residents the opportunity to give comments on the Draft Plan in front of the Town Board.

Plan Components

Chapter 2: Existing Conditions Analysis

This section of the Plan includes information such as history, demographics, housing, economics, and education. An extensive collection of maps is included, showing natural features, transportation systems, and other conditions relevant to planning for the community's future. This analysis provides the community with a better understanding of who they are, which improves their ability to plan for where they want to be in 15 to 20 years.

Chapter 3: Policy and Implementation

Utilizing the information collected from the survey, focus groups, existing conditions analysis, and Steering Committee meetings, a policy statement was developed for each of the six policy areas. Policy statements are typically broad in nature and form the framework for a variety of objectives. Several objectives were developed for the policy areas, followed by a series of strategies or action items which can be used to achieve each of the objectives. Action items were broken down into short-term, mid-term, long-term and ongoing time frames. This provides an additional level of guidance to community leaders as they seek to put the Plan into immediate action.

Chapter 4: Future Land Use Plan

Future land use planning involves identifying specific types of land uses for different areas of the City. The process is not intended to delineate precise land use boundaries, nor should it be interpreted as a zoning ordinance; it is a physical and geographic expression of the values and priorities contained in the community vision and policy statements. The future land use map shows the general location of where residential, commercial, mixed-use, open space, and other land uses are considered appropriate.

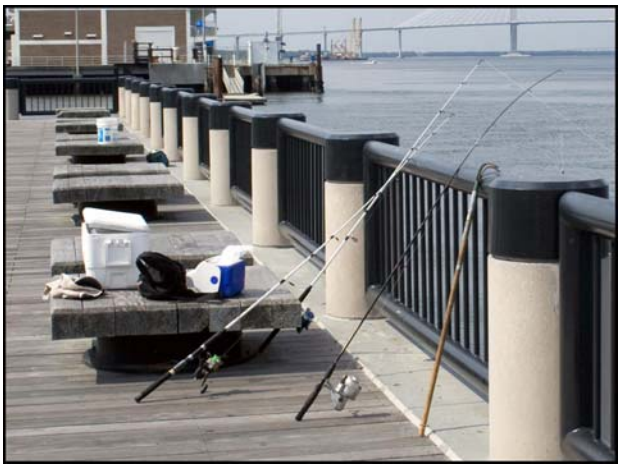
Land use planning in cities is unique in that the majority of land in the City is already developed. However, change does occur over time, and this typically happens along the edges of existing land uses. For example, some residential neighborhoods in the City are bisected by state highways. Over the course of several decades, these corridors have transitioned to a mix of commercial uses while the rest of the neighborhood has remained residential. It is in these transitional areas where change is more frequent and opportunities exist for redevelopment that is of a more appropriate scale and design.

Community Character Survey Results - Top 10 Images

Reflect images of a development vision that is appropriate for North Tonawanda

Rank: 1 Score: 9.00

Rank: 2 Score: 8.75



Rank: 3 Score: 8.63

Rank: 4 Score: 8.56

Rank: 5 Score: 8.53

Community Character Survey Results - Top 10 Images

Reflect images of a development vision that is appropriate for North Tonawanda

Rank: 5 Score: 8.53

Rank: 7 Score: 8.44

Rank: 8 Score: 8.31

Rank: 9 Score: 8.19

Rank: 10 Score: 8.06

COMMUNITY CHARACTER SURVEY RESULTS - BOTTOM 10 IMAGES

Reflect images of a development vision that is not appropriate for North Tonawanda

Rank: 50 Score: 1.69

Rank: 49 Score: 1.88

Rank: 48 Score: 2.81

Rank: 47 Score: 3.25

Rank: 46 Score: 3.71

COMMUNITY CHARACTER SURVEY RESULTS - BOTTOM 10 IMAGES

Reflect images of a development vision that is not appropriate for North Tonawanda

Rank: 45 Score: 3.94

Rank: 44 Score: 4.25

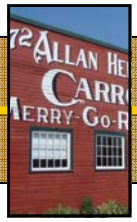
Rank: 43 Score: 4.38

Rank: 42 Score: 4.50

Rank: 41 Score: 4.77

Chapter 2

City of North Tonawanda

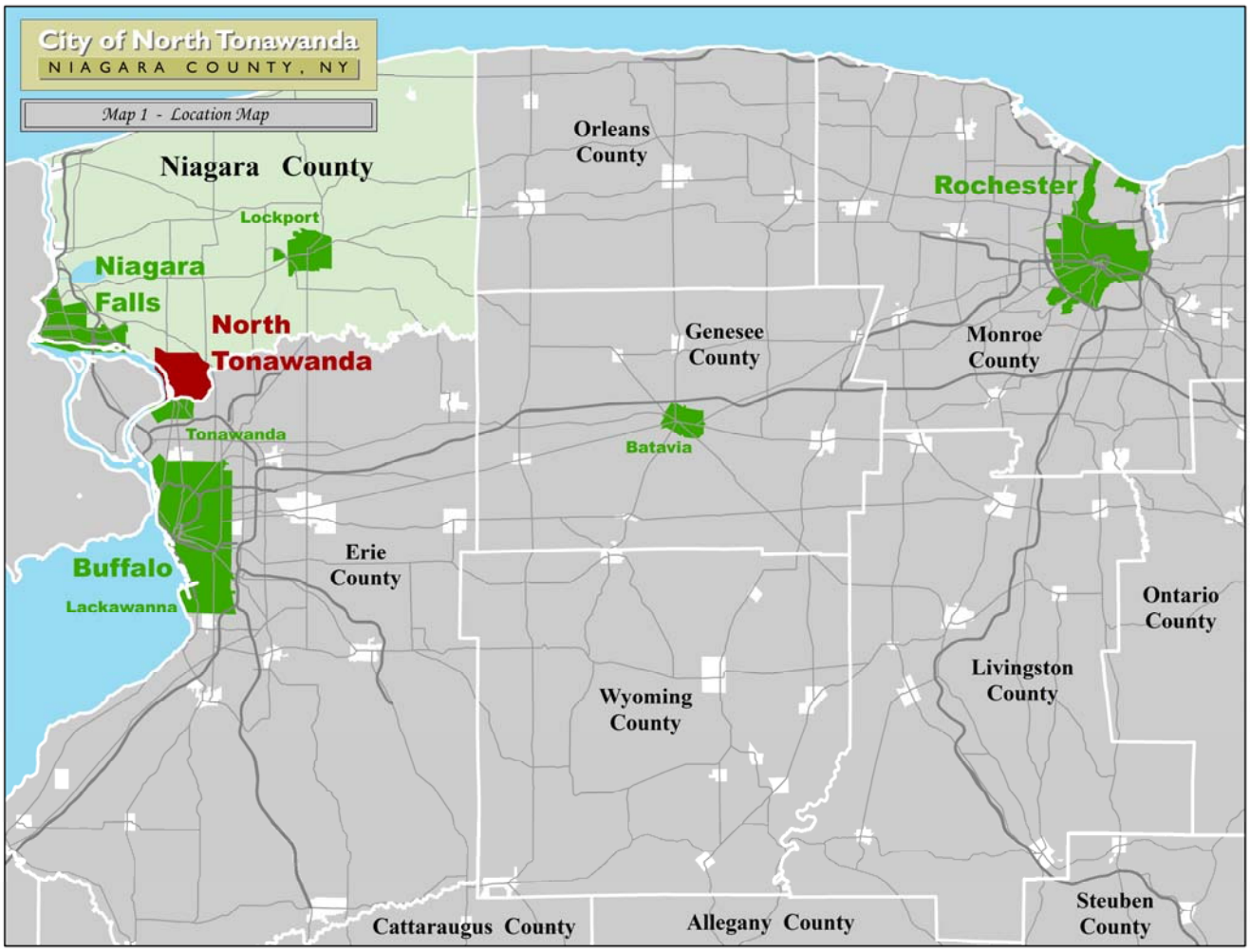


EXISTING CONDITIONS

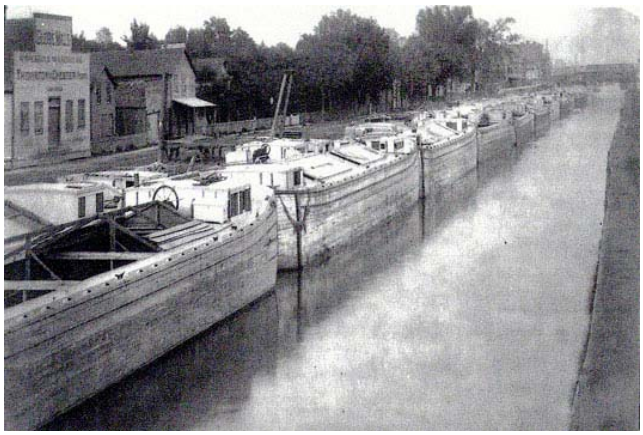
History & Background

Location (Map 1)
The City of North Tonawanda is located in Niagara County midway between Buffalo and Niagara Falls, at the confluence of the Erie Canal and the Niagara River. The City is accessible from the south by Interstate 290, via US Route 62 and NY State Routes 265, 384, and 425. Route 384 becomes Main Street within the City limits, and continues on with Route 265 to Niagara Falls to the north and west.

Local Government
The City of North Tonawanda is governed by a five-member Common Council; three Aldermen represent the City's three wards, and two City-at-large members compose the Council's President and Alderman-at-large positions. The representatives of Wards One, Two and Three each serve a term of two-years, while the at-large members serve a term of four-years. The Mayor is a full-time position consisting of a four-year term and is the executive for operations of the City. The Common Council is responsible for the legislative affairs in addition to managing and controlling the finances and property of the City. The transactions of the City are voted on and require a simple majority of the Council members, with the exception of taxes, assessments and ordinances.



City departments include: Accounting, Assessment, Building Inspection, City Clerk, Treasurer, Code Enforcement, Community Development, Engineering, Fire, Police, City Market Clerk, Parks and Recreation, Public Works/Recycling, Water and Wastewater. The City's administrative functions take place at City Hall which is located at 216 Payne Avenue.



City History

Two hundred years ago, this area of Western NY was a land of vast forests and beautiful waterways. The only inhabitants were the Iroquois Indians and a few brave traders. It was the Iroquois who named this area "Tonawanda" after the "Swift Running Water" of the Tonawanda Creek. The land presently occupied by North Tonawanda was secured by treaty with the Seneca nation, and early land developers recognized its unique position in North America. The Niagara Frontier was called the "bloody ground" because of the many Indian battles fought here, and the land did not become open to European settlement until after the War of 1812.

Twin blessings - navigable water and fertile soil - made the development of North Tonawanda possible, but it was the Erie Canal that gave the City life. The canal was the crucial element needed to spur the growth of a village of 12 buildings in 1826, into a village of four wards by 1854 and finally into two separate cities by 1897.

A report by the Erie Canal Commissioners stated that the village of Tonawanda was situated at *"the place where the most extensive internal natural navigation upon earth, connects with the longest line of unbroken artificial navigation ever produced by the labor of man, and in the immediate vicinity of the greater water power for moving machinery in the world."*

Hearing this news, a group of Buffalo investors purchased land and proceeded to lay out a village and streets. The excitement of the canal opening celebration in 1825 was quickly followed by recognition of Tonawanda as an ideal shipping port, particularly for lumber. By the 1890s Tonawanda had become the lumber shipping capital of the world, with lumber arriving from Canada and areas around the Great Lakes for shipment east via the Erie Canal, or west through the Great Lakes. Tonawanda became a wood-products output center, manufacturing everything from ships and canal boats to toothpicks, organs and merry-go-rounds.

Throughout the early years, the Erie Canal was the lifeline of the area, bringing packet boats filled with passengers and canal boats loaded with anything and everything. The canal provided people looking to settle "westward," and many of them, particularly German immigrants, abandoned their journey when they saw the rich farmland available in Tonawanda. The Erie Canal also expanded markets for produce raised in the area, and the new settlers quickly contributed to the "boom years."

The first steam mill appeared in 1847, developed by Civil War hero, community patriarch and businessman Col. Lewis S. Payne, for whom Payne Avenue is named. This was quickly followed by a wooden water pipe works, brick yards and a brewery. North Tonawanda's location made it easy to obtain raw materials and principal markets were nearby. Eventually manufacturing surpassed the lumber industry as Tonawanda's main source of employment. The Erie Canal continued to provide transportation to outside markets.

Several of North Tonawanda's enterprises gained world renown, including the Herschell Carrousel. In 1883 Allan Herschell, a transplanted Scotsman, produced his first steam driven riding gallery. By 1891 one machine a day was being shipped via water or rail worldwide. Later the Herschell-Spillman Company became the world's largest producer of carousels and amusement park devices. One notable shipment in the late 1890s sent a carousel all the way to Bombay, India, its transport beginning in a canal boat on the Erie Canal.

The Herschell Carrousel Factory Museum still houses several operating carousels, including a 1916 #1 Special Allan Herschell Carrousel and a 1940s Aluminum Kiddie Carrousel. In addition to merry-go-rounds, North Tonawanda became known for its production of band organs, with several companies, including the Wurlitzer Company, located here.

North Tonawanda utilized its ship building ability to aid the nation during World War II. Bison Boat Co., located on Tonawanda Island, built landing barges for the Navy during the war. Naval landing barges played a critical part in the war effort both in the Pacific and Europe for the movement of troops and supplies.

During the 1970's, the area saw a significant decline in the economy due to the great "Rust Belt" depression that hit all of the major industrial cities in the northeast. The City has begun to turn the tide on decline, in part due to a proactive approach to planning, and the economy is beginning to thrive once again.

Due to its central location to major cities in the US and Canada, the area is becoming the location of choice for many high tech industries. Present day North Tonawanda, while not the bustling industrial town it once was, has embarked on a new course to highlight the expansion of the United States and continue to build North Tonawanda's economy with historic and cultural tourism.

Community Assets

The City of North Tonawanda has transformed over time, evolving from a farming settlement, to a center of lumber, industrial and transportation activity, to an area rich in architecture, history, and culture. The City is located in a prime geographical region, with water and transportation resources rivaled by few, if any other, places worldwide. The bi-national region also boasts a rich agricultural history, and one of the most vibrant collections of fruit and grape production in the nation.

Of the water and transportation resources available to the City of North Tonawanda, the Erie Canal is the most prominent economically, culturally and socially in the community. This particular asset places the City in a unique class of destination canal towns, providing increased opportunities for economic development, canal recreation and cultural advancement. As well, the City's designation as the terminus of the Erie Canal, along with being a Niagara Riverfront community, provides added opportunity to further establish North Tonawanda as one of the most unique and varied destinations in the Northeast United States.

North Tonawanda is located minutes from approximately a dozen colleges and universities in the Buffalo-Niagara Region, as well as a short distance from others located between Buffalo and Rochester, NY. These

institutions continue to provide vast opportunities for higher learning as well as cultural and economic resources to the community.

Parks and open spaces such as Pine Woods Park, Mayor's Park, Gratwick Riverside Park and Fisherman's Park are located within walking distance from people's homes and provide passive and active recreational activities to the community. The newly constructed Gateway Harbor Park is the City's gateway to the Erie Canal, providing areas for boat docking, festivals and concerts, all surrounded by an emerging area of commercial, retail and restaurant development, with tremendous untapped potential.

Additionally, there are numerous museums and cultural institutions that draw tourists to the area, including the Herschell Carousel Museum, the Castellani Art Museum at Niagara University, the Carnegie Arts Center, and multiple other offerings in the Buffalo-Niagara Region. A location near these fine institutions provides North Tonawanda with an additional opportunity to draw and retain visitors and tourists in the area.

DEMOGRAPHICS & HOUSING

Community Planning is a complex process that requires considerable forethought. The demographics and housing portion of the Comprehensive Plan addresses a wide range of conditions that affect the social, economic and environmental character of the City of North Tonawanda.

Data Analysis

Planning for the future requires a clear understanding of current conditions and recent trends. A look at these trends allows community leaders to make informed decisions about future direction. This portion of the Plan provides useful information on a wide variety of topics affecting the social, economic, and environmental character of the City of North Tonawanda.

Demographic composition is a collection of population characteristics that define a community. Future policies, land use decisions, and development often depend on a community's growth or decline, age distribution, educational attainment, transportation commuting trends, places of work and occupation, changes in income, and household characteristics.

In many of the categories, data from multiple points in time are provided to show the trends in the City. Observing changes over time allows the community to make assumptions about future progress. Where possible, information from other sources, including Niagara County, are included as well, providing context and a glimpse of regional dynamics that may be affecting North Tonawanda.

Reliable sources such as the US Census Bureau, the New York State Department of Transportation, New York State Department of Environmental Conservation, Niagara County Center for Economic Development, the City of North Tonawanda, and the Regional Knowledge Network of the University at Buffalo were used to compile the data needed for an accurate representation of North Tonawanda and the surrounding region.

The data compiled for this research was gathered from the 1990 and 2000 Decennial Census developed by the U.S. Census Bureau, with additional information gathered from the University at Buffalo Regional Knowledge Network website clearinghouse. A large majority of the database is approaching eight years old, though some estimates were available, and the ability to draw timely inferences from this information may become limited due to its age and scope of reference. It is recommended that this data be updated and analyzed once information from the 2010 Census is published.

Population

According to the 2006 Census Bureau estimates, the City of North Tonawanda's population is 31,770, down 4.4 percent from 2000 (33,262) and down 9.2 percent from 1990 (34,989). This follows a three decade

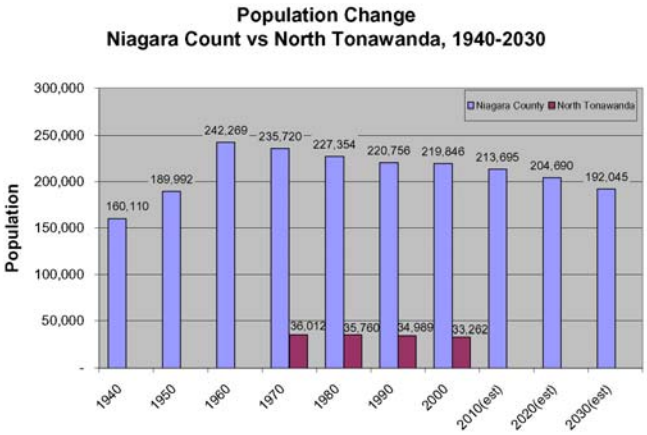


Figure 1: Source, US Census, Cornell University

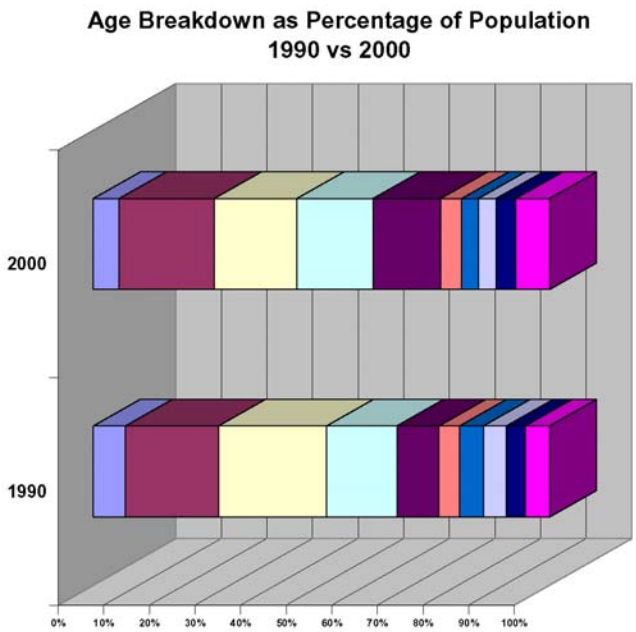
trend of population loss, with a decline 7.6 percent from 1970 to 2000. The population of Niagara County as a whole has also been on the decline since its peak in 1960, slipping 9.3 percent to its 2000 level of 219,846. (see Figure 1) The steady population decline between 1960 and 2000 followed a regional and national trend of migration from central cities to the suburbs, as well as a general decline in urban areas in the northeastern states. According to the "Population Trends in New York State's Cities" report from the NYS Comptroller's Office, this period of time had the greatest degree of decline, with a 12 percent loss in cities statewide.

Projection figures supplied by Cornell University's Institute for Social and Economic Research from 2002 for Niagara County indicate the area's population will decline further, by approximately 12.6 percent, from its 2000 level by 2030. Population projections for the City of North Tonawanda were not available. However, it is likely to assume, based on the three decade trend in population changes for both the City and the County, that the population for the City would continue to slowly decline, which mirrors other small cities in Western and Upstate New York.

Age

Another factor to consider is the age breakdown in the community. Analyzing age distribution provides insight that will help a community adequately accommodate its residents with sufficient public services. For example, an increase in the number of children under age 19 could indicate the need for enhanced or additional educational resources, while an increase of those over age 65 might indicate a need for more senior-level services or housing.

As Figure 2 illustrates, there were substantial



	1990	2000
75 +	5.4%	7.5%
70 to 74 years	4.1%	4.3%
65 to 69 years	5.1%	3.9%
60 to 64 years	5.2%	3.6%
55 to 59 years	4.5%	4.7%
45 to 54 years	9.2%	14.8%
35 to 44 years	15.4%	16.7%
20 to 34 years	23.7%	18.1%
5 to 19 years	20.4%	20.8%
Under 5 years	7.1%	5.7%

Figure 2: Source, US Census

changes in the City's age breakdown occurring between 1990 and 2000. For example, the number of children under the age of five decreased by 23.6 percent, while the number of people ages 75 to 79 increased 38 percent. As well, the number of women ages 20 to 34 decreased 30 percent, marking a dramatic reduction in the demographic most likely to be having children. These changing demographics may impact a broad range of services, including a potential drop in classroom size in the schools as this decrease continues into the future. An increase in the number of people ages 40 to 54 and 75-plus hints that the North Tonawanda population is aging in place, with no incoming population to fill in the younger age groups. The largest increase was in the 45 to 54 group. People in this age bracket increased 52 percent, to 14.8

percent of the total population. This large increase could indicate the need for additional housing for "empty nesters," families with college children, and for additional senior services within the next 10 years.

Education

One of the most influential factors in determining a community's quality of life, especially for families with children under age 19, is the quality and success of the educational system. The percentage of residents with less than a high school diploma or GED decreased by 5.7 percent between 1990 and 2000, while those with a high school/GED education or higher increased (see Figure 3). Overall, 49 percent of the City in 2000 had some level of post-secondary education, compared with 42 percent in 1990. This indicates that the community as a whole is fairly well educated and is pursuing a higher education, which positively impacts the potential for industry and service-based job development.

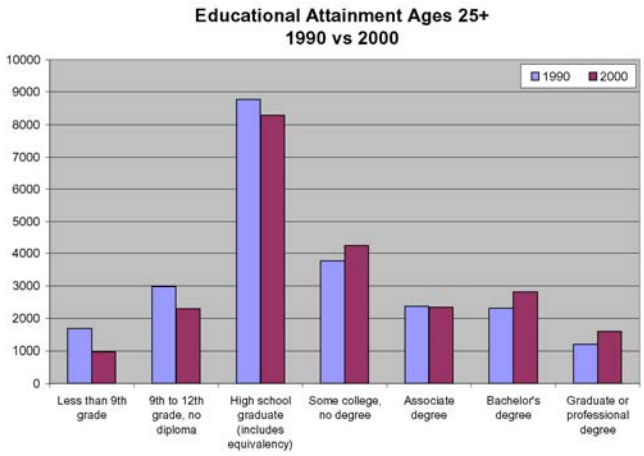


Figure 3: Source, US Census

Employment and Occupation

In addition to population growth, the success and viability of a community is tied to the various types of employment opportunities and industry available in the area. The continued decline of manufacturing in North Tonawanda and the subsequent shift of employment to other industries have mirrored other communities in the Western New York Region.

Jobs by Industry, 2000

Industry	Percent
Manufacturing	22.2%
Educational, health and social services	21.9%
Retail trade	13.2%
Professional, scientific, management, administrative, and waste management services	7.4%
Accommodation and food services	5.6%
Finance, insurance, real estate and rental and leasing	5.4%
Transportation and warehousing, and utilities	4.9%
Wholesale trade	4.8%
Construction	4.1%
Other services (except public administration)	3.8%
Public administration	3.5%
Information	1.6%
Arts, entertainment, and recreation	1.4%
Agriculture, forestry, fishing and hunting, and mining	0.2%

Figure 4: Source, US Census

As of 2000, manufacturing remains the lead industry in the City at 22.2 percent of employment (see Figure 4). However, educational, health and social services employment closed the gap, now accounting for roughly 1 in 5 jobs, or 21.9 percent of employment. The retail trade industry remains a strong component of the City's employment base at 13.2 percent, although it suffered the greatest decline as a percentage of overall employment within the City (6.3 percent). The remaining 42.7 percent of employment within the City is distributed throughout a spectrum of industries, with only accommodations and food services comprising greater than 5 percent of the remaining share of employment (5.6 percent).

According to Census data, the most prevalent occupation in North Tonawanda is management, professional and related, accounting for 29.8 percent; this is slightly above the Niagara County level of 28.6 percent. As seen in Figure 5, sales and office

sector occupations are the second largest in the City, holding steady at 28.6 percent since 1990. In fact, this was the only sector to maintain its level between 1990 and 2000. The largest decline in employment type occurred in production, transportation and material moving occupations, declining from a majority standing in 1990 at 29.3 percent, to 19.8 percent in 2000.

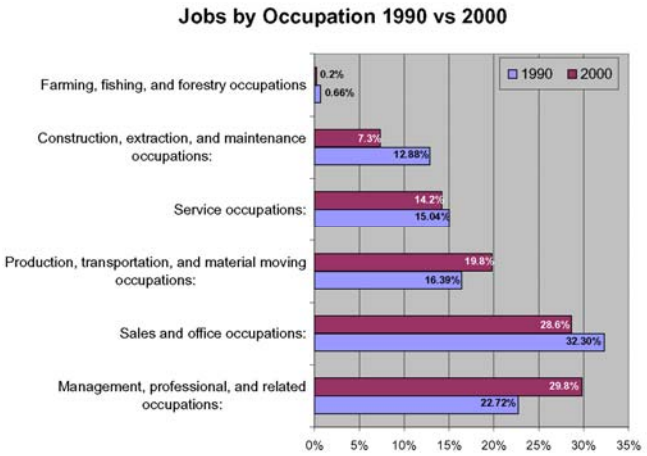


Figure 5: Source, US Census

The unemployment rate is a figure that provides a general sense of the community's economic health. Although it does not provide a complete picture, it does give insight into job trends in an area. As seen in Figure 6, the unemployment rate for the City of North Tonawanda has been generally declining from its high of 6.8 percent in 1992,

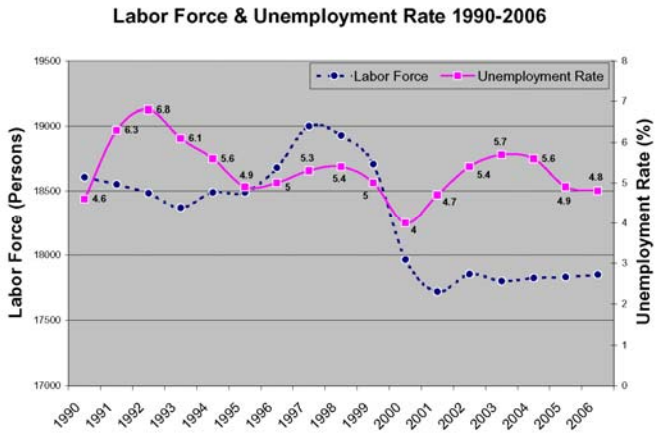


Figure 6: Source, US Department of Labor

with a slight resurgence to 5.7 percent during 2003 after reaching a low of 4.0 percent in 2000. For 2006, the unemployment rate was 4.8 percent, which is slightly higher than the state-wide rate of 4.5 percent.

Income

Income levels are measured in various ways. The most common measures are median family income and median household income. In order to obtain a more accurate picture of income levels for the City of North Tonawanda, median household income is the preferred measure, because it provides a clearer depiction of the purchasing power of City households.

Based on 2000 Census data, the median household income in the City was $39,154

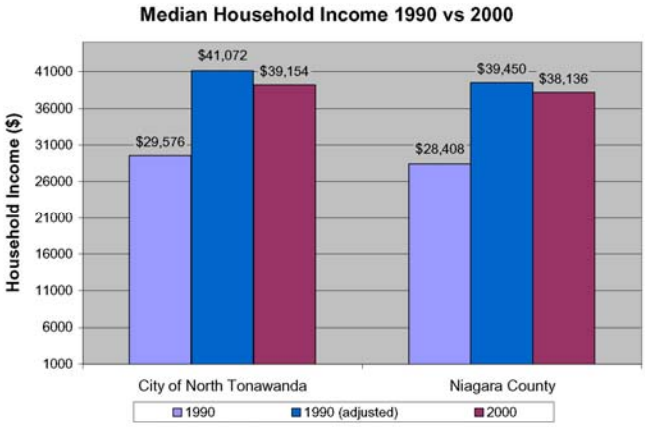


Figure 7: Source, US Census

(see Figure 7). When compared to 1990 income adjusted to 2000 dollars, the median family income has actually decreased 4.7 percent. County-wide income also lost purchasing power during the same time period, with the adjusted income in 2000 dollars falling 3.3 percent from 1990 levels. A further breakdown of income data shows that those earning under $50,000 actually decreased within the past 10 years. Higher income brackets, or those earning more than $75,000, increased nearly five-fold from 1990 to 2000 as seen in Figure 8. Residents who

earned between $50,000 and $74,999 also increased by approximately 921 people, or 50 percent. This increase in income levels could be associated with an increasing number of people attaining higher levels of education.

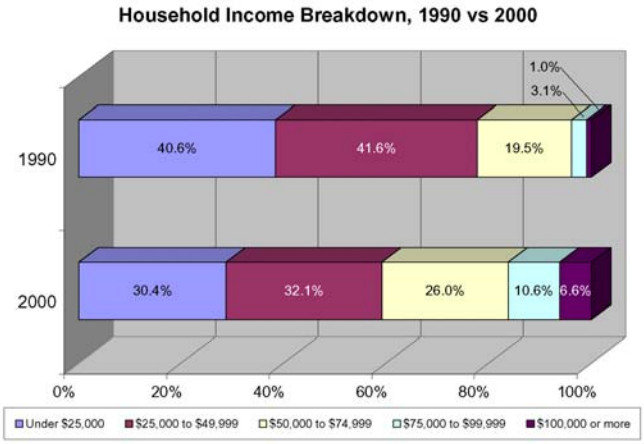


Figure 8: Source, US Census

Housing

The City of North Tonawanda, as of 2000, had 14,425 housing units, an increase of 3 percent from 1990, accounting for roughly 15 percent of Niagara County's total housing units. Approximately 63.7 percent of these units are single-family detached homes. A comparison of housing units to population permits a look into the general density of housing for a given area. In 2000, the City had 2.31 persons per housing unit (PHU), compared to 2.39 PHU for the County and 2.47 PHU and 2.42 PHU for New York State and the Nation, respectively. This denotes a general abundance of housing units within the City. However, this statistic does not measure the appropriateness of these units to the particular population demographics. Closer attention may need to be paid to this figure, as an over-abundance of infrastructure within a given community may lead to maintenance and property value issues in the future.

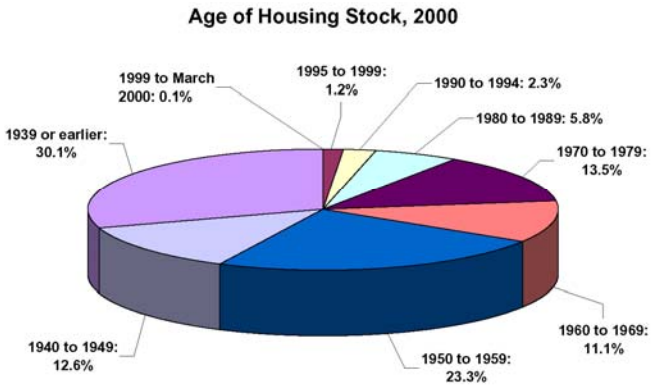


Figure 9: Source, US Census

A majority of North Tonawanda's housing stock (77 percent) was built prior to 1970, with 30 percent being constructed before 1939 (see Figure 9). The median year built for structures in 2000 is 1953, unchanged from 1990. Older housing stock presents the City with challenges and opportunities. While older homes often have great architectural details and character, they can detract from the surrounding area if the homes have not been maintained or are not up to current building codes. Only 5.2 percent of homes in the City are in a vacancy status (i.e. for rent/sale, seasonal, not occupied, etc.), with a majority of those occupied being done so by the owner (68.7 percent).

While the City's occupancy status has declined somewhat since 1990 (a percent change of 2.8), its owner occupancy status, along with its percentage of single family homes, has increased; a strong signal that property values should be holding steady or increasing. The median value of owner-occupied structures follows this signal, increasing 21.3 percent from $67,600 in 1990 to $82,000 in 2000. However, a home sale at the median value of $67,600 in 1990 would equate to $93,877 when adjusted for 2000 dollars. This equates to a median value decrease of 14.8 percent when adjusting for inflation.

LAND USE (Map 2)

The City of North Tonawanda has 12,961 parcels representing approximately 9,803 acres (roughly 15.3 square miles) of land (see Figure 10). North Tonawanda's total assessed land value is $1,208,123,451 (including structures and improvements), while the land is valued at $209,382,510. The following is a breakdown of land uses in the City, organized according to categories defined by the New York State Office of Real Property Services (Map 2).

Residential

Approximately 80 percent of North Tonawanda's parcels are assessed as residential. In general, residential development is distributed throughout the City. However, the most dense areas of residential development can be found north of Meadow Drive and east of NYS Route 425 (Twin Cities Memorial Highway). Parcel sizes are primarily less than a fifth of an acre, with approximately 1% over acre in size. Eighty-nine percent of the residential homes are single-family, while 11 percent occupy 2 and 3 family houses. According to the US Census, the City of North Tonawanda has an aging housing stock, with over 65 percent of the homes constructed before 1960. Homes located within the urban core (west of NYS 425 and south of Walck Road) are predominantly located on small lots within a traditional urban street grid pattern. As development moved outward, less traditional curvilinear street patterns and cul-de-sacs became more common, with houses placed on larger lots.

Commercial

The City has 789 parcels classified as commercial properties, with 290 of these classified as apartment buildings. These commercial areas are found primarily in downtown Webster and Main Streets, which gives the City a more traditional urban feel. Commercial land is also located along Oliver Street and River Road, as well as a large retail area around the intersection of Payne Avenue and Meadow Drive. A concentration of commercial properties is also located near the intersection of Erie Avenue and Twin Cities Memorial Highway. Warehouses and multi-use buildings are located outside of the Main Street corridor, most of which are between River Road and the CSX corridor on the western side of downtown. Since commercial uses tend to demand less in public services than residential uses, maintaining an

Breakdown of City Parcels by Land Use Classification

Code	Property Class	Parcels		Land Area		Assessed Value Land			
		Count	*% of Total*	*Acreage*	*% of Total*	*Land*	*% of Total*	*Total*	*% of Total*
100	Agricultural	0	0	0	0	0	0	0	0
200	Residential	10422	80.4%	2505.66	25.6%	$156,151,810	74.6%	$833,780,000	69.0%
300	Vacant	1438	11.1%	1061.32	10.8%	$11,052,800	5.3%	$12,074,400	1.0%
400	Commercial	789	6.1%	4844.05	49.4%	$17,560,200	8.4%	$124,373,080	10.3%
500	Recreation & Entertainment	58	0.4%	620.62	6.3%	$7,061,500	3.4%	$18,862,900	1.6%
600	Community Service	77	0.6%	252.41	2.6%	$8,077,500	3.9%	$97,845,100	8.1%
700	Industrial	76	0.6%	278.58	2.8%	$5,815,500	2.8%	$94,551,700	7.8%
800	Public Service	20	0.2%	71.65	0.7%	$1,906,500	0.9%	$22,833,500	1.9%
900	Wild, Conservation, Forest	4	0.0%	66.61	0.7%	$411,500	0.2%	$569,000	0.0%
0	Property Data Unavailable	77	0.6%	102.88	1.0%	$1,345,200	0.6%	$3,233,771	0.3%
	Total	**12961**	**100.0%**	**9803.78**	**100.0%**	**$209,382,510**	**100.0%**	**$1,208,123,451**	**100.0%**

Figure 10: Source, Niagara County Real Property Tax Services

appropriate balance between residential and commercial land is critical to minimizing the tax burden placed on City residents.

Industrial

Seventy-six parcels encompassing 278 acres are classified as industrial uses in the City of North Tonawanda. All of the parcels are classified generally as manufacturing and processing, which includes high tech manufacturing and light and heavy industrial uses. Industrial uses are concentrated along the CSX railroad corridor that parallels Erie Avenue, between River Road and Oliver Street north of East Avenue, in downtown and on Tonawanda Island. Predominant activities include chemical and plastics manufacture, along with warehousing and tool and die businesses. There are no classified mines or quarries located within the City of North Tonawanda.

Vacant

Vacant lands represent 11 percent, or 1,061 acres, of property in the City of North Tonawanda. There are several large tracts of land throughout the City, with 33 parcels larger than 5 acres, the largest of which is a 46 acre parcel located south of Ruie Road and east of Ward Road. Ownership of the parcels varies from the City to private holdings by the schools and other residents and/or investors. The amount of space available represents vast redevelopment opportunities for the City to explore. Careful consideration should be taken prior to extensive greenfield development in light of the City's existing abundance of abandoned and underutilized properties. A more detailed discussion of the City's industrial heritage, as well as environmental issues related to specific properties, can be found below.

BROWNFIELD SITES (Map 3)

The City of North Tonawanda has a rich history of industry and manufacturing. The settlers and immigrants that flocked to this area in search of prosperity brought with them a strong work ethic, an entrepreneurial spirit and a diversity of cultures. The characteristics of its residents together with its premier location along the Erie Canal and Niagara River made North Tonawanda a veritable industrial and manufacturing powerhouse throughout the 19th and early 20th centuries.

Throughout the past half-century, North Tonawanda has seen many of these industrial enterprises shift, move out and downsize. As these economic engines began the process of decline and relocation, the City was left with more than just an endowment of skilled and talented labor. Industry also left the future generations of North Tonawanda with a significant amount of land containing environmental hazards.

There are currently 8 known brownfield sites under supervision by the federal government and New York State. A brief summary of these known sites, as per information from the State Department of Environmental Conservation (DEC), is as follows:

Site Name: *Former Roblin Steel Site*, 101 East Avenue
Estimated Size: 23.7 Acres
Site Owner: City of North Tonawanda
Site Description: A former steel bolt manufacturing facility which ceased operations in 1987, the 24-acre site deteriorated as an abandoned site. Interim remedial measures were undertaken by the DEC in 1990 and 1992 to eliminate hazardous substances contained in drums and

transformers left at the site. The City of North Tonawanda, pursuant to the 1996 Bond Act Brownfields Program, took ownership of the site and completed a site investigation and a Remedial Alternatives Report (RAR) in May 2001. The RAR addresses seven areas of concern at this site, and under provisions of the Brownfields Program, the City has remediated the site. An additional conceptual redevelopment plan was created in 2005. After the City submits final paper and payment requests, the site is planned for commercial/light industrial redevelopment.

Site Name: *815 River Road Investigation*
Estimated Size: 1.0 Acre
Site Owner: Metzger Removal, Inc.
Site Description: The site is a one acre parcel located directly across from the City's Wastewater Treatment Plant and is surrounded by commercial/ industrial facilities. The site was formerly occupied by a company which leased and maintained school buses. Removal of several underground storage tanks and associated contaminated soil was undertaken as part of the ongoing site investigation as an interim remedial measure. Future use of the site is for commercial redevelopment.

Site Name: *Durez Div. - Occidental Chemical Corp.*, Walck Road
Estimated Size: 40 Acres
Site Owner: Occidental Chemical Corp.
Site Description: The Durez facility is an active chemicals manufacturing facility located in a mixed residential, commercial and industrial area of North Tonawanda. Numerous residences and business abut the Durez plant, along with vacant areas, railroad corridors, several industrial complexes, and public recreational ball fields. Beginning in the 1920's, the Durez Division operated a plant at this site for the manufacture of Phenolic Plastic Resin Compounds. In 1996, all operations ceased, and the factory buildings and appurtenant structures were razed in accordance with February 1989 and March 1992 Records of Decision and approved remedial design. An Operation and Maintenance Plan has been implemented and is in progress.

Site Name: *Wurlitzer*, Niagara Falls Boulevard
Estimated Size: 5 Acres
Site Owner: Ancor Industrial Plastics
Site Description: Formerly the site of a piano and organ manufacturing plant, the facility is now used for retailing, warehousing, and by miscellaneous manufacturing firms. A remedial investigation of a site known as Area B was completed by the DEC in 1999, and confirmed the presence of waste materials containing elevated metals, and also concluded that wastes, fill materials, refuse and other debris were deposited on the surface of the site and that no burial of wastes took place. Site remediation was completed in November 2004, and included removal and off-site disposal of 2,100 tons of characteristic hazardous waste soils/fill material and 11,800 tons of soils/fill material containing metals.

Site Name: *Gratwick Riverside Park*
Estimated Size: 53 Acres
Site Owner: City of North Tonawanda
Site Description: This site, located on River Road, is very flat and borders the Niagara River. The site is currently a public park. It was operated as a municipal landfill by the City of North Tonawanda between 1961 and 1968. Prior to that time, it was apparently used for the disposal of metals-contaminated sludge. A Record of Decision was signed in 1991 calling for the installation of a barrier wall, shore line stabilization, an 18 inch soil cap, and pumping and treatment of groundwater. Remedial construction was completed in 2001 and long term operation

and maintenance is underway.

Site Name: *National Grinding Wheel*
Estimated Size: 14.3 Acres
Site Owner: National Industrial Park, Inc.
Site Description: This site is located in the northwest corner of the property located at the corner of Walck Road and Erie Avenue. The disposal area utilized a single pit for the disposal of waste material consisting of grinding wheels, resin binding material and miscellaneous material such as dust collector fines and paper. A hydrogeologic investigation of the site completed in 1981 detected elevated levels of phenols, and indicated that migration of material from the site was occurring. National Grinding Wheel implemented a remedial program during 1983, consisting of excavating the disposal pit, reclaiming the useable grinding wheels, backfilling with clean material and disposal of the non-reclaimable material at an approved disposal facility. The site was capped with clay in 1983, and was graded and seeded in 1984. No further action is anticipated.

Site Name: *Schreck's Scrapyard*, 55 Schenck Street
Estimated Size: 2.0 Acres
Site Owner: Robert Turecki
Site Description: Formerly used as a scrap iron and metal salvage yard, the site is located in a mixed light industrial and residential area, bordered on two sides by commercial facilities and on the east by CSX tracks. A residential neighborhood lies approximately one block to the east. 50 to 60 drums of phenolic waste were reportedly buried on this site in an old press pit. Samples were collected from soils on site in 1983 showed elevated levels of metals, cyanide, and volatile organics. PCB's were also found at hazardous levels. A Phase I Investigation Report was completed in 1987 and a Remedial Investigation / Feasibility Study (RI/FS) was completed in 1990, which called for the cleaning of the abandoned press pit and the removal of PCB contaminated soils. In 1991, Occidental Chemical Corp. (OCC), the Potential Responsibly Party that generated the phenolic wastes, completed the remediation of the press pit area. Under provisions of the State Superfund Program, the State also removed 2,800 tons of hazardous soil and debris, and 10,180 tons of contaminated non-hazardous soil and debris. The site has been sold by the City and is currently used for commercial purposes- including storage of vehicles and wood processing.

Site Name: *Booth Oil Co.*, 76 Robinson Street
Estimated Size: 2.5 Acres
Site Owner: Booth Oil Company
Site Description: The Booth Oil site is a 2.5 acre parcel located at 76 Robinson Street in a commercial/industrial portion of the City of North Tonawanda. The site consists of two parcels separated by railroad tracks and is flat vacant land with the majority of the site owned by Conrail. The Booth Oil site is adjacent to a residential neighborhood to the east (North Marion Street) and north (Sommer Street) with commercial/industrial property to the west and south. Historically, the Booth Oil site was used to store and process waste oil for resale. Much of the 2.5 acres were saturated with spilled oil, some containing PCB's. Demolition of storage tanks and structures was started in October 1985 and was completed in 1987, with final remediation completed in December 2003. The site has been remediated and is covered with clean soil. Long term operation and maintenance of the site is performed by the Booth Oil Site Administrative Group.

City of North Tonawanda

NIAGARA COUNTY, NY

Map 2 - Existing Land Use

Municipal Boundaries
State Highways
Arterial Roads
Local Streets
Hydrography
Agricultural
Residential
Vacant
Commercial
Recreation & Entertainment
Community Services
Industrial
Public Services
Conservation & Parks

Town of Wheatfield
City of North Tonawanda
Town of Amherst
Town of Grand Island
Town of Tonawanda
City of Tonawanda

Niagara River (Tonawanda Channel)
Little Tonawanda Island
Erie Canal
Sawyer Creek
Bull Creek
Tonawanda Creek
Ellicott Creek

Downtown
Martinsville
Wurlitzer Park Village
Park Village

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585.232.5135
28 East Main Street / Rochester, New York 14614

0 0.25 0.5 1 Miles

City of North Tonawanda

NIAGARA COUNTY, NY

Map 3 - Brownfields

Municipal Boundaries
State Highways
Arterial Roads
Local Streets
Hydrography
Brownfield Sites

Town of Wheatfield
City of North Tonawanda
Town of Amherst
Town of Grand Island
Town of Tonawanda
City of Tonawanda

Gratwick Riverside Park
Former Roblin Steel Site
815 River Rd
Booth Oil Co.
Schreck's Scrapyard
Durez Div. - Occidental Chemical Corp.
National Grinding Wheel
Wurlitzer
Wurlitzer Park Village
Martinsville
Park Village

Niagara River (Tonawanda Channel)
Little Tonawanda Island
Erie Canal
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ZONING (Map 4)

The City is separated into eleven zoning districts as illustrated in Map 4. Residential zoning districts cover a majority of the City, with manufacturing and industrial districts representing the greater portion of the remaining lands. Commercial and business districts area concentrated within the downtown core, along Oliver Street, and along SR 425, with a large cluster also located at Payne Drive and Meadow Avenue. The Waterfront zoning district encompasses all lands west of River Road along the Niagara River, yet does not include lands along the Erie Canal.

North Tonawanda's zoning map and districts have evolved over several decades without a formal update or a comprehensive plan to guide zoning decisions. This has resulted in a confusing array of districts and a considerable level of spot zoning taking place throughout the City to accommodate the needs of property owners. Further discussion of City zoning will take place in Chapter 4, Future Land Use Plan.

NATURAL FEATURES (Maps 5, 6 & 7)

Economy, population, and other demographic information can assist community leaders on how an area will grow, but the natural features in a community influence *where* that growth should take place. Features such as steep slopes, wetlands, rivers, and unstable soils can make development unsuitable. Working with existing land features ensures a sustainable and environmentally friendly community.

Topography (Map 5)
North Tonawanda is situated in the northwestern extents of the Lower Great Lakes Plain, an area of highly productive agricultural land south of the Canadian escarpment, and north of the Appalachian Mountains. The regional landscape that includes North Tonawanda is characterized by gently rolling terrain generally sloping to the west towards the Niagara River. The terrain which North Tonawanda occupies is extremely flat, with changes in elevation of 10 to15 feet across the City. The area just north and west of Pine Woods Park occupies a slight high point in the City, with grades sloping gently westward to the Niagara River, as well as eastward and south to Tonawanda Creek. Slopes can be categorized as flat, in the 0 to 5 percent range and are not considered a prohibitive natural feature with regards to future development in the City.

Waterbodies (Map 6)

Watersheds: A watershed is defined as the area of land that drains into a particular water body. The City of North Tonawanda drains into a primary watershed that contains one distinct sub-watershed. The Niagara River (Tonawanda Channel) watershed receives direct and channeled run-off from the northwestern portions of the City. The river is also the final outfall for the Tonawanda Creek sub-watershed, which gathers run-off from lands to the south and east, as well as the drainage from Bull Creek.

Rivers: The Niagara River is a major river in the northeastern United States, connecting Lake Erie and Lake Ontario, with the spectacular Niagara Falls in between. The Niagara River flows generally north past the City of North Tonawanda, meandering around Grand Island in what is called the Tonawanda Channel on its east side. The

river is a prime navigable waterway connecting the City with points west and east via Lake Erie, the Upper Great Lakes, and the St. Lawrence Seaway, which links the Niagara River with the Atlantic Ocean. The Welland Canal, accessible via the Welland River to the west in Ontario, Canada, provides a navigable route around Niagara Falls. Tonawanda Island is located within the Niagara River, and serves as North Tonawanda's major port for small commercial and local/transient recreational watercraft. The Little River channel flows between Tonawanda Island and the mainland, providing a safe harbor for watercraft during times of storm and wind. Due to their status as a navigable Water of the United States, the Niagara River and the Little Niagara River fall under the jurisdiction of both the Army Corps of Engineers and the United States Coast Guard.

Erie Canal and Tonawanda Creek: The combined Erie Canal (Canal) and Tonawanda Creek form the City's southeast boundary. The Canal flows from east to west into the Niagara River, and is a major navigable waterway permitting east-west travel, connecting North Tonawanda with Lockport, Brockport, Rochester and beyond. The recent construction of the Gateway Harbor Park at the confluence of the Canal and Ellicott Creek provides dock space for recreational boaters traveling along the canal, permitting a direct linkage between downtown North Tonawanda and the Canal waterfront. Due to their status as a navigable Water of the United States, the combined Erie Canal and Tonawanda Creek fall under the jurisdiction of both the Army Corps of Engineers and the United States Coast Guard.

Floodplains: According to FEMA mapping, floodplains in the City are located along the western portions adjacent to the Niagara River. Several low-lying areas along the

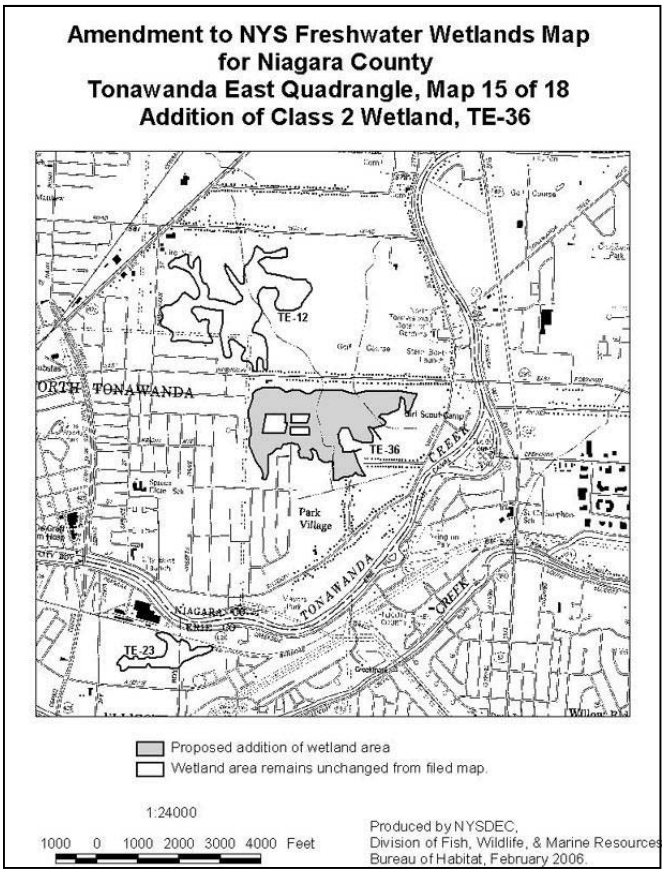


Figure 11: Source, NYS Department of Environmental Conservation

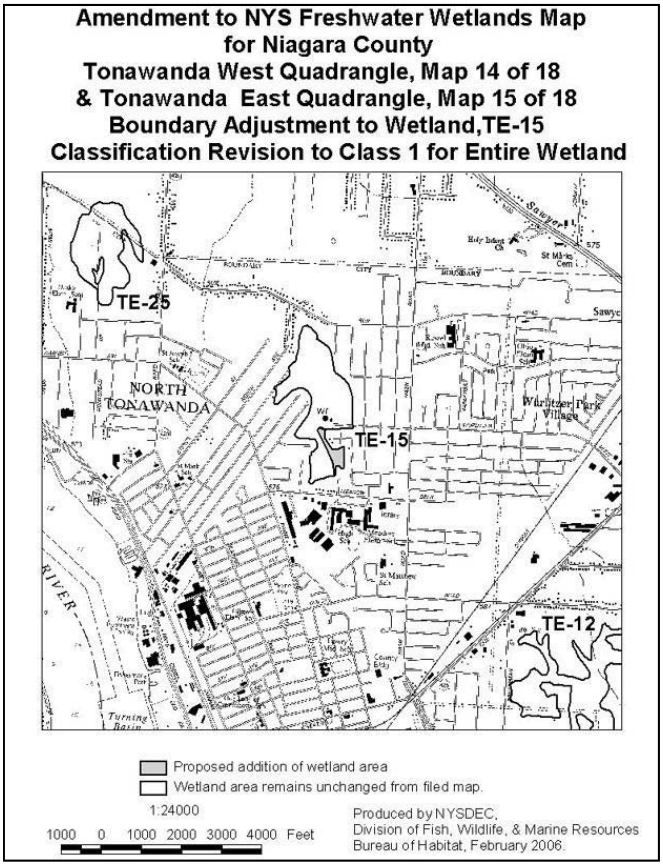


Figure 12: Source, NYS Department of Environmental Conservation

eastern banks of the Niagara are located within the 100 year floodplain, and are vulnerable to flooding. One area in particular, at the mouth of the Erie Canal, contains a small waterfront community just north of the Little River Club on Dock Street, with multiple leasehold buildings.

Wetlands: The DEC regulates wetlands that are 12.4 acres (5 hectares) or greater. There has been discussion of lowering the threshold for DEC jurisdiction, although no formal policy change has been adopted. Due to the amount of wetlands within the City, the administration should remain attentive to potential changes to DEC jurisdictional determination thresholds for freshwater wetlands.

There are several DEC wetland areas located within the City limits, totaling approximately 414 acres of Class 1,2, and 3 wetlands. The NYS Freshwater Wetlands Act requires DEC to rank wetlands in one of four classes ranging from Class 1, which represents the greatest benefits and is the most restrictive, to Class 4. The permit requirements are more stringent for a Class 1 wetland than for a Class 4 wetland. Due to this scoring system, wetland classifications are important and are subject to public comment during the map hearing process.

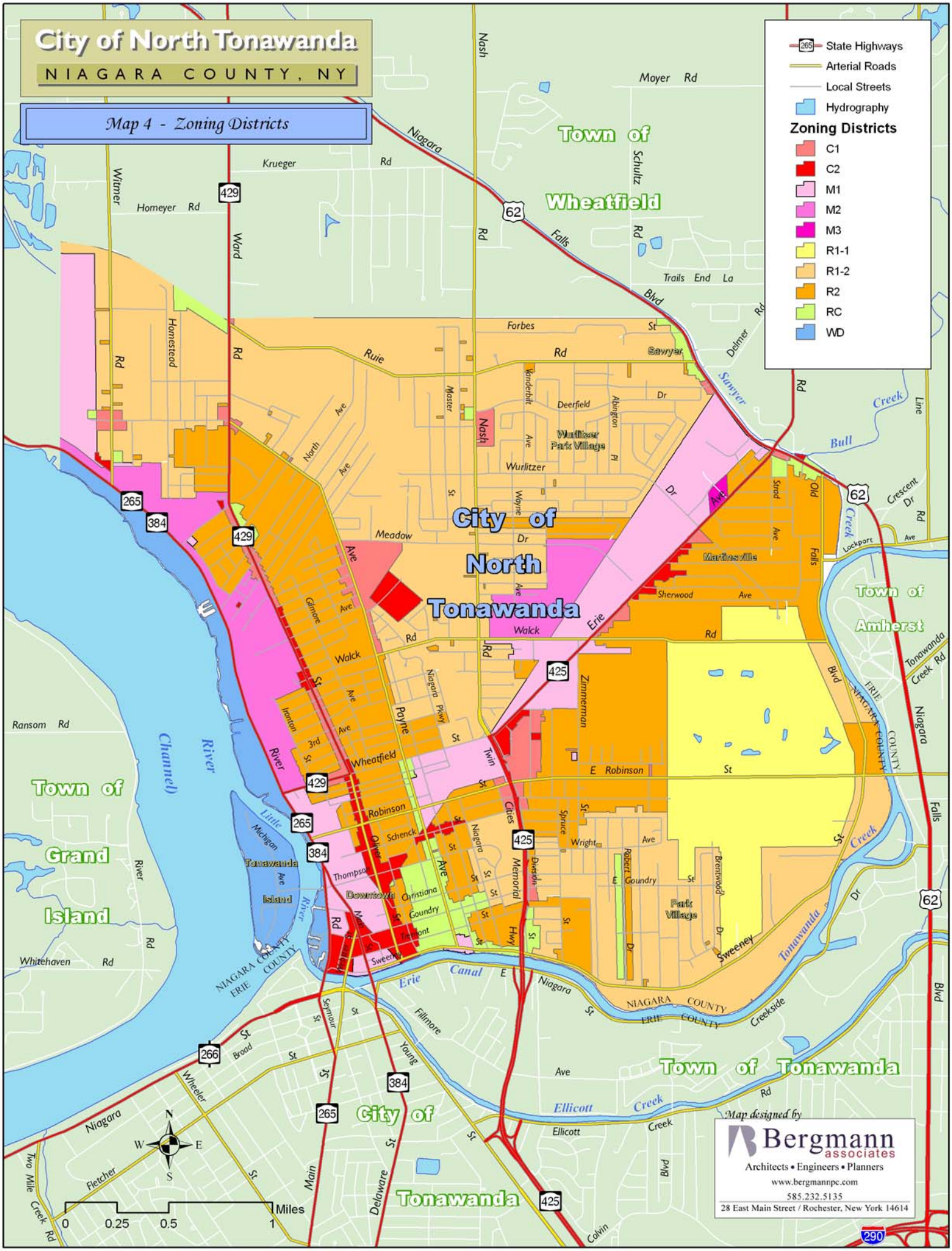
Existing NYS DEC Wetlands			
Name	***Acres***	***Class***	***Total by Class***
TE-15	87.3	1	87.3
TE-12	106.2	2	
TE-36	130	2	
TW-4	7.0	2	
TW-25	60.0	2	303.2
TE-35	23	3	23.0
Totals	**414**		**414**

Figure 13: Source, NYS Department of Environmental Conservation

The DEC recently update the wetlands mapping for Niagara County and revised several wetlands both in size and in class. The DEC also categorized an additional 159 acres as wetlands, an increase 62 percent. (see Figure 13).

As with all DEC jurisdictional wetlands, the amended wetlands will also have a 100' buffer placed around them for protection of the wetland community. The final disposition of these amendments is not known; however the amendments will impact the future development potential of these currently vacant lands through impact limitations and permitting requirements.

Currently, all of the DEC mapped wetlands within the City limits are on land that is either vacant or used for public services. Federally regulated wetlands under the jurisdiction of the Army Corps of Engineers are generally not categorized by the DEC, as they are less than 12.4 acres. In order to avoid costly fines and penalties, developers should contact the DEC Region 9 Office for permitting information.


City of North Tonawanda
NIAGARA COUNTY, NY
Map 4 - Zoning Districts
State Highways
Arterial Roads
Local Streets
Hydrography
Zoning Districts
C1
C2
M1
M2
M3
R1-1
R1-2
R2
RC
WD
Town of Wheatfield
Town of Amherst
Town of Grand Island
Town of Tonawanda
City of Tonawanda
City of North Tonawanda
Niagara River
Little Tonawanda Island
Erie Canal
Bull Creek
Ellicott Creek
Tonawanda Creek
Niagara Falls Blvd
Niagara St
Erie Rd
Sawyer Rd
Ward Rd
Nash Rd
Witmer Rd
Homeyer Rd
Krueger Rd
Moyer Rd
Schultz Rd
Trails End La
Forbes St
Ruie Rd
Meadow Dr
Walck Rd
Wurlitzer Park Village
Martinsville
Sherwood Ave
Zimmerman Dr
E Robinson St
Wright Ave
Park Village
Sweeney St
Downtown
Thompson St
Schenck St
Robinson St
Wheatfield St
Payne Ave
Gilmore Ave
Ransom Rd
Whitehaven Rd
Fillmore Ave
Seymour St
Broad St
Wheeler St
Fletcher St
Two Mile Creek Rd
Delaware St
Main St
Young St
Colvin Blvd
Creekside Dr
Lockport Ave
Crescent Dr
Tonawanda Creek Rd
NIAGARA COUNTY
ERIE COUNTY
Miles
0
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0.5
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City of North Tonawanda

NIAGARA COUNTY, NY

Map 5 - Topography

Municipal Boundaries
State Highways
Arterial Roads
Local Streets
Hydrography
Elevation Contours (5' intervals)

City of North Tonawanda
Town of Wheatfield
Town of Amherst
Town of Grand Island
Town of Tonawanda
City of Tonawanda
Wurlitzer Park Village
Martinsville
Park Village
Downtown
Tonawanda Island
Niagara River (Tonawanda Channel)
Little Niagara River
Erie Canal
Bull Creek
Tonawanda Creek
Ellicott Creek
Two Mile Creek
Niagara County
Erie County

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0 0.25 0.5 1 Miles

City of North Tonawanda

NIAGARA COUNTY, NY

Map 6 - Waterbodies

Soils (Map 7)
According to the Niagara County Soil and Water Conservation District, there are 14 mapped soils units present within the City of North Tonawanda (see Figure 14). There are three map units that dominate the City's landscape, representing 95.4 percent of the 14 soil types. These include Ua (Unsurveyed), Ca (Canandaigua Silt Loam) and RaA (Raynham Silt Loam) soils. The following is a brief description of each of the mapped soil units, with the three primary soils shown in bold:

Soils Type	Area	% Total
Ca	**2930.06**	**45.6%**
Cu	37.39	0.6%
Fo	5.21	0.1%
HlA	9.33	0.1%
Lc	34.76	0.5%
Ma	109.48	1.7%
Mn	19.64	0.3%
OvA	9.98	0.2%
PsA	36.53	0.6%
Pt	2.04	0.0%
RaA	**1604.02**	**25.0%**
Rk	25.49	0.4%
Ua	**1595.32**	**24.8%**
Wa	9.39	0.1%
Total	**6428.64**	**100.0%**

Figure 14: Source, Niagara County Soil & Water Conservation District

Ca=Canandaigua silt loam
This soil is very deep and very poorly drained. Slopes range from 0 to 2 percent. The parent material consists of silty and clayey glaciolacustrine deposits. Depth to the top of a seasonal high water table is 0 inches. Annual ponding is frequent. Shrink-swell potential is low. Available water capaCity is high. Hydric Soil Rating: No

Cu = Cut and fill land
Soil characteristics of this component can vary widely from one location to another. On-site investigation is needed to determine the suitability for specific use.

Fo = Fonda mucky silt loam
This soil is very deep and very poorly drained. Slopes range from 0 to 1 percent. The parent material consists of clayey glaciolacustrine deposits. Depth to the top of a seasonal high water table is 0 inches. Annual ponding is frequent. Shrink-swell potential is moderate. Available water capaCity is high. Hydric Soil Rating: Yes

HlA = Hilton silt loam, 0 to 3 percent slopes
This soil is very deep and moderately well drained. The parent material consists of calcareous loamy till derived principally from sandstone and limestone. Depth to the top of a seasonal high water table ranges from 18 to 24 inches. Shrink-swell potential is low. Available water capaCity is moderate. Hydric Soil Rating: No

Lc = Lakemont silty clay loam
This soil is very deep and poorly drained. Slopes range from 0 to 3 percent. The parent material consists of reddish clayey and silty glaciolacustrine deposits. Depth to the top of a seasonal high water table is 0 inches. Annual ponding is occasional. Shrink-swell potential is moderate. Available water capaCity is high. Hydric Soil Rating: Yes

Ma = Madalin silt loam
This soil is very deep and very poorly drained. Slopes range from 0 to 2 percent. The parent material consists of clayey and silty glaciolacustrine deposits. Depth to the top of a seasonal high water table is 0 inches. Annual ponding is frequent. Shrink-swell potential is moderate. Available water capaCity is high. Hydric Soil Rating: Yes

Mn = Minoa very fine sandy loam
This soil is very deep and somewhat poorly

drained. Slopes range from 0 to 2 percent. The parent material consists of deltaic or glaciolacustrine deposits with a high content of fine and very fine sand. Depth to the top of a seasonal high water table ranges from 6 to 18 inches. Shrink-swell potential is low. Available water capaCity is high. Hydric Soil Rating: No

OvA = Ovid silt loam
This soil is very deep and somewhat poorly drained. Slopes range from 0 to 2 percent. The parent material consists of loamy till with a significant component of reddish shale or reddish glaciolacustrine clays, mixed with limestone and some sandstone. Depth to the top of a seasonal high water able ranges from 6 to 18 inches. Shrink-swell potential is moderate. Available water capaCity is high. Hydric Soil Rating: No

PsA = Phelps gravelly loam
This soil is very deep and moderately well drained. Slopes range from 0 to 5 percent. The parent material consists of loamy glaciofluvial deposits over sandy and gravelly glaciofluvial deposits, containing significant amounts of limestone. Depth to the top of a seasonal high water table ranges from 18 to 24 inches. Shrink-swell potential is low. Available water capaCity is moderate. Hydric Soil Rating: No

Pt = Pits, gravel
Soil data not provided for this component.

RaA = Raynham silt loam
This soil is very deep and somewhat poorly drained. Slopes range from 0 to 2 percent. The parent material consists of glaciolacustrine, eolian, or old alluvial deposits, comprised mainly of silt and very fine sand. Depth to the top of a seasonal high water table ranges from 6 to 18 inches. Shrink-swell potential is low. Available water capacity is high. Hydric Soil Rating: No

Rk = Rhinebeck silt loam, thick surface variant
This soil is very deep and somewhat poorly drained. Slopes range from 0 to 3 percent. The parent material consists of clayey and silty glaciolacustrine deposits. Depth to the top of a seasonal high water table ranges from 6 to 18 inches. Shrink-swell potential is moderate. Available water capaCity is high. Hydric Soil Rating: No

Ua = Unsurveyed area
Soil data not provided for this component. This particular soil is mapped primarily in areas of the urban core of North Tonawanda. It is unclear why the classification for these soils is not Urban Land (Ur); yet the presence of distinct soil types within this area is unlikely due to the great levels of historic development that has take place in these areas.

Wa = Wayland silt loam
This soil is very deep and very poorly drained. Slopes range from 0 to 2 percent. The parent material consists of silty and clayey alluvium washed from uplands that contain some calcareous drift. Depth to the top of a seasonal high water table is 0 inches. Annual flooding is frequent. Annual ponding is frequent. Shrink-swell potential is low. Available water capaCity is high. Hydric Soil Rating: Yes

COMMUNITY SERVICES

Transportation Network (Map 8)

Roadways: Since the primary mode of transportation in North Tonawanda is the automobile, the City maintains a well organized road network. The City's traditional grid pattern street system is

compatible with its urban character and is generally found downtown and areas to the north, south of Walck Road and west of Route 425. A linear street grid provides motorists and pedestrians with many possible paths to reach their destinations. In addition to the traditional grid street pattern, periphery neighborhoods such as Wurlitzer Park Village, Martinsville and Park Village have a street pattern typical of mid-20th Century suburban development, which features a modified grid and/or curvilinear road network.

North Tonawanda's road network is owned and maintained at two municipal levels: City and state. There are 10.5 miles of State Roads within the City, including NY Route 425 (Twin Cities Memorial Highway and Erie Avenue), NY Route 384 (Main Street and River Road), NY Route 265 (River Road), NY Route 429 (Ward Road and part of Oliver Street), and US Route 62 (Niagara Falls Boulevard) on the northeast boundary of the City. These state-owned and maintained streets provide primarily north-south connectivity, with only SR 425 along Erie Avenue deviating substantially from this bearing heading eastward to US Route 62. In most instances, travel into and out of the City is done along these State owned roadways. Access to downtown primarily comes from the Tremont Street exit off the Twin Cities Memorial Highway and the three Canal bridges that link the North Tonawanda to the City of Tonawanda to the south.

A total of 113.1 miles of City streets carry all other vehicular traffic throughout the municipality, providing arterial, collector and local level roadways that link together neighborhoods, commercial centers, municipal services and the larger transportation context. The primary north-south City streets include: Oliver Street, Payne Avenue and Nash Road; most other north-south traffic is along State roads. Primary east-west City streets include: Sweeney Street, Tremont Street, East Robinson Street, Walck Road, Meadow Drive, and Ruie Road.
There are four functional categories of roads in North Tonawanda, including:

• Highways: These roadways provide fast access into and out of a municipality, typically characterized by limited access. SR 425 is an example of a highway in this area.

• Arterials: These roadways are designed to accommodate both through traffic and access to residential and commercial uses. State Routes 265, 384 and 429 are the major routes through the City, with connections to primary City arterials at East Robinson Street, Walck Road, and Ruie Road.

• Major Access: These roadways generally accommodate traffic from residential and commercial areas and direct it to arterials. Meadow Drive, Tremont Street, Schenk Street and Wurlitzer Drive are examples in this category.

• Local Streets: This consists of all other streets in the City, primarily serving residential neighborhoods and small-scale commercial areas.

Transit: In addition to automobile access, the City is also serviced by the Niagara Frontier Transportation Authority (NFTA). The NFTA maintains five bus routes in North Tonawanda, as well as the Metrolink Shuttle, providing inter-county access between Niagara and Erie counties and the cities of Buffalo, North Tonawanda and Niagara Falls. The five bus routes enter the City from the south along River Road and Webster Street, and from the north along River Road and Ward Road, traversing state roads, City streets

and neighborhoods throughout their scheduled routes.

Rail: North Tonawanda at one time was a central rail hub for shipping lumber and steel. While the industries that supported this activity have diminished greatly, relocated or closed completely, the rail infrastructure remains in many areas. This remaining infrastructure travels from south to north primarily along the western side of the City, connecting Buffalo and Niagara Falls. CSX Corporation owns and operates the 'Niagara' line located east of River Road, running parallel to the Niagara River, for freight haul service. Several connecting lines are still present, with the longest of these connecting along the Erie Avenue corridor and beyond, linking industrial areas with the rail network. The CSX 'Niagara' line is also the path of the Amtrak 'Empire Service' line connecting Buffalo and Niagara Falls to Rochester and New York City. The trains do not stop in North Tonawanda, however, as all the traffic is through-service.

Bike and Pedestrian Network: Being a relatively dense community, North Tonawanda is well suited to bikers and pedestrians. Many goods and services are provided within biking or walking distance to established residential neighborhoods.

There are no official bike lanes in the City, although River Road is designated by the state as Bike Route 5, connecting to the City of Niagara Falls. Most bikers ride with traffic in the street or on sidewalks. However, state law and numerous planning design standards discourage biking on sidewalks, unless riders are inexperienced or in the case of extreme physical constraints.

Pedestrians in North Tonawanda are served by an extensive sidewalk network, which exists on the majority of City streets. Notable exceptions include River Road, Tonawanda Island, portions of Walck Road and East Robinson Street, and a handful of blocks in the northwest part of the City. The City also has three multi-use trails: Riverfront Trail connecting Gratwick Park to Fisherman's Park (with plans for expansion), a trail along the Canal connecting Gateway Harbor Park (Sweeney Street area) to Payne Avenue, and Linear Park, a pathway connecting Oliver Street to the Carrousel Museum and Lincoln Avenue.

Marinas, Docks and Boat Launches: North Tonawanda is blessed with a significant amount of water transportation alternatives, being located along two major bodies of water in the Erie Canal and the Niagara River. As an Erie Canal destination community, North Tonawanda strives to provide ample services for boaters both local and transient. There are approximately 15 areas to dock watercraft on either permanent or seasonal infrastructure. The majority of these facilities are located in the Little River channel portion of the Niagara River between the mainland and Tonawanda Island. Three public boat launches are located along the Erie Canal and Niagara River, offering ample access to the recreational opportunities afforded residents in this water-rich community.

Community Services (Map 9)

Police, Fire, Ambulance Facilities: The City's Police Department presently has 51 sworn police officers and provides protective services to the community around the clock seven days a week. All Department offices and a temporary lock-up facility are located on the north side of the City Hall complex abutting Thompson Street. The Police Department also employs 14 civilian employees providing a diverse variety of

services as well as 21 street crossing guards. The North Tonawanda Auxiliary Police comprised of 35 volunteers provide support to the Department as needed.

In addition to carrying out basic patrol functions, the Department provides investigative services through the Detective Bureau and juvenile assistance through the Juvenile Aid Division. One detective is assigned as an investigator with the Niagara County Drug Task Force, which coordinates a countywide drug interdiction program. The Department also maintains a specially trained Emergency Response Team (ERT), a K-9 Unit, as well as Arson and Accident Investigators.

The City's Police complex includes a three bay garage where a full time police mechanic provides for the in-house repair and maintenance of the fleet of 25 cars, trucks and motorcycles.

The City's fire department operates five fire houses and six pieces of equipment, with its headquarters on Zimmerman Street. The department consists of 38 paid members, including the Chief and a day staff of 4, along with 4 platoons containing a total of 33 fire fighters.

Twin City Ambulance (TCA) is the exclusive provider of ambulance and emergency medical services to the City of North Tonawanda. TCA provides emergency ambulance service, paramedic intercept (Fly Car) service, non-emergency ambulance service, and special event EMS stand-by service, and is comprised of 200 EMS professionals serving a large portion of Western New York.

Hospital and Healthcare Facilities: The DeGraff Memorial Hospital, located on Tremont Street, is the primary healthcare facility for the residents of North Tonawanda and Buffalo's Northtowns. DeGraff is a 70-bed full-service community hospital providing a broad range of inpatient and outpatient health services. DeGraff is associated with Kaleida Health, aligning it with the region's largest health system, yet maintaining its distinct personality as a community hospital. DeGraff has a rich tradition in the Tonawandas and continues to provide holistic care to the community it serves.

The Northgate Health Care Facility is located in the Town of Wheatfield and serves the City of North Tonawanda. This facility offers 200 certified residential health care beds, and a range of services including: long-term skilled nursing care, respite/short-term care, subacute rehabilitation, a memory care center and complex medical care for ailments such as Parkinson's, Alzheimer's and diabetes. The Alterra Clare Bridge Cottage of Niagara provides additional health care services with its adult care facility also located on Nash Road.

Education (Map 10): The North Tonawanda City School District (NTCSD) maintains one administration building and eight City school buildings: one Pre-Kindergarten and Full Day Kindergarten; one Kindergarten through sixth grade; one Middle School; and one High School. Total enrollment for 2007 is 4,384 students, a 2 percent decrease from 2004. The NTCSD has 333 full and part-time teachers, 22 counselors, 301 full and part-time staff and 17 administrators. In addition to the NTCSD public school system, the First Baptist Christian School, NT Catholic School, St. John Lutheran School, St Mark Lutheran School, St. Matthew Lutheran School, and the St. Paul Lutheran School offer private parochial education ranging from Pre-Kindergarten to twelfth grade.

The New York State District Report Card details the graduation rate for each public school district in the state. In the North Tonawanda CSD, 76 percent of students who started ninth grade in 2002 graduated in 2006 with either a local or Regents-level diploma. Eighty-seven percent of those entering their senior year in 2006 received diplomas.

The district is facing a trend of decreasing enrollment; as a result, it has been forced to recently close a middle school in 2004, which was sold to a private entity in February 2007. The school district continues to look at its capital facilities needs over the next 5 years, and may further close one to two elementary schools to control spending and capital investment.

Parks & Recreation (Map 11): The City owns and maintains 455 acres of parkland and recreational facilities, providing opportunities for active and passive activities, along with rental facilities for events and 3 public boat launches. The City's Deerwood Golf Course accounts for 321 of those acres. Active recreation includes 8 softball fields, 9 baseball fields, and 7 playgrounds.

The following is a list of the primary parks operated by the City:

Botanical Gardens, Sweeney Street
This park includes specimen trees and flowers, along with a gazebo for rent and a public boat launch on the western banks of the Erie Canal just north of East Robinson Street.

Deerwood Golf Course, Sweeney Street
Originally constructed in 1974, the now 27-hole golf course is open to the public and is owned and operated by the City.

Fisherman's Park, River Road
Located along the Niagara River, this City park offers 2 pavilions, a playground, public restrooms and World War II monuments to the U.S. Navy Seabees and the U.S. Marines.

Gratwick Riverside Park, River Road
Connected to Fisherman's Park via a riverfront trail, the park was recently developed with a pavilion, new public boat launch and tree and shrub plantings.

Linear Park, between Lincoln and Oliver
A simple passive park offering benches for residents and visitors; located adjacent to Felton Field. The path connects Oliver Street to the Carrousel Museum.

Mayor's Park, Sweeney Street
Located along the banks of the Erie Canal on the southern boundary of the City, Mayor's Park offers 3 pavilions including one with kitchen facilities for rent from the City.

Memorial Pool at Payne Park, Payne Avenue
One of only three known of its kind in the country, the large, above ground Memorial Pool hosts a spray pool, playground and a water slide for residents and visitors.

Pine Woods Park, Pine Woods Drive
This City park has 2 pavilions with kitchens and public restrooms for rental.

Veteran's Memorial Park, Payne Avenue
This small pocket park contains a memorial monument to all local soldiers.

Gateway Harbor Park
This harbor along the Erie Canal functions as the location for the Canal Festival held in July, along with weekly events throughout the summer months. Docking facilities include power, water, bathrooms, showers and picnicking areas.

City of North Tonawanda

NIAGARA COUNTY, NY

Map 7 - Soil Types

Municipal Boundaries
State Highways
Arterial Roads
Local Streets
Hydrography

Ca, Cu, Fo, HlA, Lc, Ma, Mn, OvA, PsA, Pt, RaA, Rk, Ua, Wa

Town of Wheatfield
Town of Amherst
Town of Grand Island
Town of Tonawanda
City of Tonawanda
City of North Tonawanda
Wurlitzer Park Village
Martinsville
Park Village
Downtown
Tonawanda Island
Niagara River (Tonawanda Channel)
Little Niagara River
Erie Canal
Bull Creek
Ellicott Creek
Tonawanda Creek
Niagara County
Erie County

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0 0.25 0.5 1 Miles

City of North Tonawanda

NIAGARA COUNTY, NY

Map 8 - Transportation Network

Municipal Boundaries
State Highways
Arterial Roads
Local Streets
NFTA Bus Routes
Railroads
Multi-use Trails
Hydrography
River Channel
Marinas & Docks
Boat Launches

City of North Tonawanda
Town of Wheatfield
Town of Amherst
Town of Grand Island
Town of Tonawanda
City of Tonawanda
Wurlitzer Park Village
Martinsville
Park Village
Downtown
Tonawanda Island
Riverfront
Niagara River Channel
Turning Basin
Multiple Bus Routes
Linear Park
Canal Trail
Erie Canalway Trail
Two Mile Creek Greenway
Riverwalk
Niagara River Trail
Bikeway
Tonawanda Creek
Bull Creek
Ellicott Creek
Sawyer Creek
Erie Canal
Niagara River
NIAGARA COUNTY
ERIE COUNTY
CSX
NFTA

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Miles
0 0.25 0.5 1

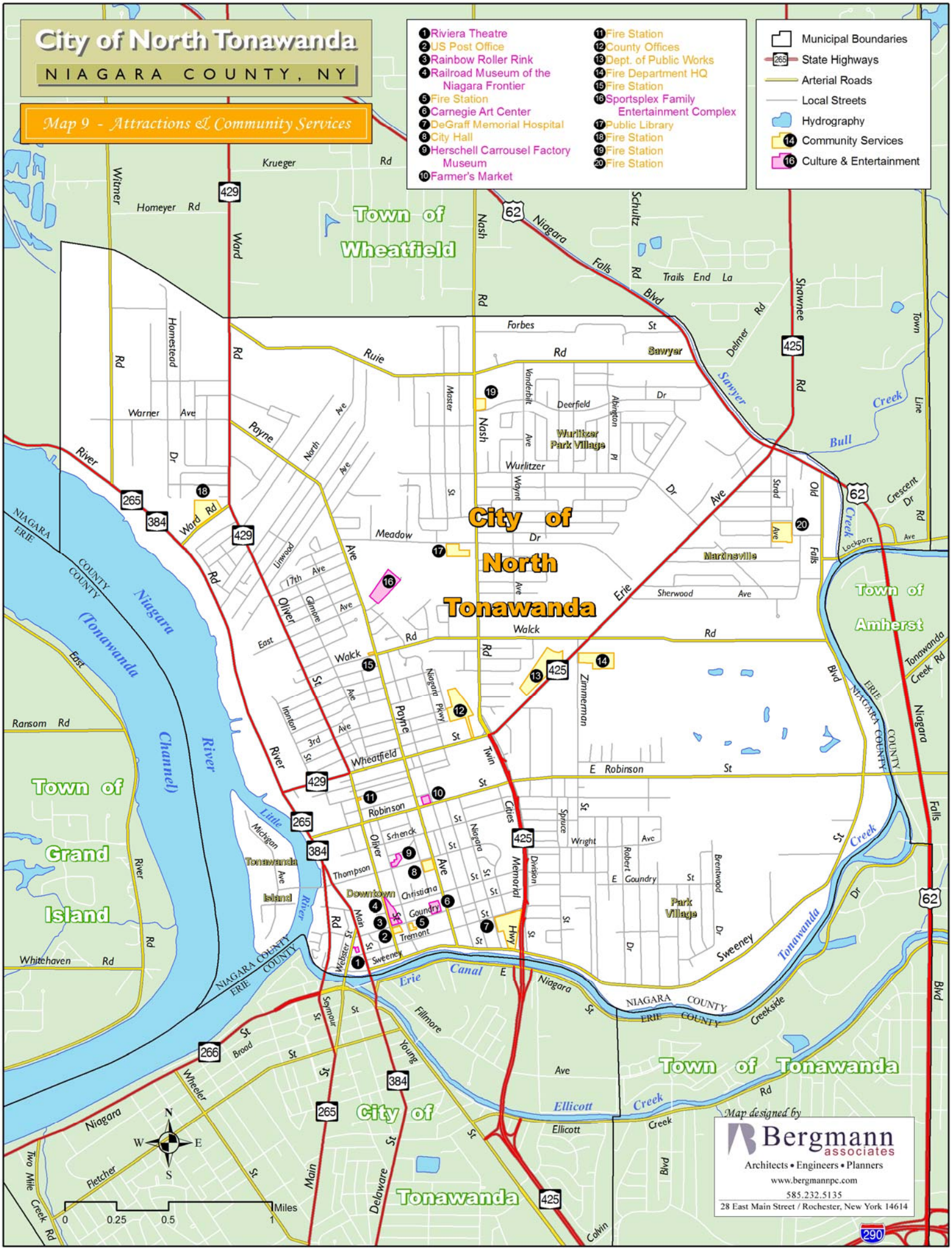
City of North Tonawanda

NIAGARA COUNTY, NY

Map 9 - Attractions & Community Services

1. Riviera Theatre
2. US Post Office
3. Rainbow Roller Rink
4. Railroad Museum of the Niagara Frontier
5. Fire Station
6. Carnegie Art Center
7. DeGraff Memorial Hospital
8. City Hall
9. Herschell Carrousel Factory Museum
10. Farmer's Market
11. Fire Station
12. County Offices
13. Dept. of Public Works
14. Fire Department HQ
15. Fire Station
16. Sportsplex Family Entertainment Complex
17. Public Library
18. Fire Station
19. Fire Station
20. Fire Station

Municipal Boundaries
State Highways
Arterial Roads
Local Streets
Hydrography
Community Services
Culture & Entertainment



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City of North Tonawanda

NIAGARA COUNTY, NY

Map 10 - Schools

Municipal Boundaries
State Highways
Arterial Roads
Local Streets
Hydrography
North Tonawanda City Schools
North Tonawanda Catholic Schools

City of North Tonawanda
Town of Wheatfield
Town of Amherst
Town of Grand Island
Town of Tonawanda
City of Tonawanda

Drake ES
North Tonawanda MS
Ohio ES
North Tonawanda HS
Meadow ES
Gilmore ES
Former Lowry MS
Our Lady of Czestochowa School
Ascension School
Grant School
Spruce ES

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0 0.25 0.5 1 Miles

City of North Tonawanda

NIAGARA COUNTY, NY

Map 11 - Parks & Recreation

Municipal Boundaries
State Highways
Arterial Roads
Local Streets
Hydrography
Parks
Playgrounds & Ballfields
Multi-use Trails
Boat Launches

Town of Wheatfield
City of North Tonawanda
Town of Amherst
Town of Grand Island
Town of Tonawanda
City of Tonawanda

Gratwick Riverside Park
Riverfront Trail
Fisheman's Park
Klydel Wetlands
Wurlitzer Park Village
Sawyer
Martinsville
Deerwood Golf Course
Botanical Gardens
Veteran's Memorial Park
Pine Woods Park
Linear Park
Canal Trail
Spruce School Park
Park Village
Mayor's Park
Bikeway
Erie Canalway Trail
Gateway Harbor Park
Two Mile Creek Greenway
Riverwalk

Niagara River
Tonawanda Channel
Little Tonawanda Island
Bull Creek
Ellicott Creek
Erie Canal

Miles 0 0.25 0.5 1

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City of North Tonawanda

NIAGARA COUNTY, NY

Map 12 - Aerial Photography

Chapter 3

City of North Tonawanda

VISION, POLICIES, OBJECTIVES, & ACTION ITEMS

OVERVIEW

A good Comprehensive Plan builds upon a framework that ties broad ideas and specific activities together, identifying the community's short and long term needs. The development of effective policies that will guide community investment and decision making in the City of North Tonawanda over the next decade often requires a multi-level approach. The Plan is very much like a building, in that all components from the largest to the smallest must fit together in a logical way for the structure to stand and function well for years to come. Therefore, the Comprehensive Plan document is the blueprint from which the community's future direction, development and success are built.

The Policy and Implementation Section of the Comprehensive Plan has four key elements, which are described below.

Community Vision Statement

- A general statement about the future condition or state of the community; it is the end toward which all actions are aimed.

Policy Statement

- Policies are narrower in scope and tend to target a specific area or topic; imagine what the community should have or become.

Objective

- A statement of measurable activity to be accomplished in pursuit of the policy which is reasonably attainable. Consider broad actions or aspirations, such as increase, develop, or preserve.

Action Item

- A specific proposal to do something that relates directly to accomplishing an objective, which usually takes the form of a plan, activity, project or program.

How Do The Policy Elements Fit Together?

The following non-planning example helps to illustrate how each of these key items relates to one another.

Example:

Vision Statement — To raise a healthy and close-knit family.

Policy — To have a well educated child.

Objective — Increase my child's vocabulary.

Action Item — Introduce one new word per week at dinner time, repeating it three to five times a day.

Beyond the overall Vision for the City of North Tonawanda, this Plan outlines Policies, Objectives, and Action Items for six specific areas of concern:

- Economic Development;
- Housing;
- Environment and Recreation;
- Waterfront;
- History and Culture; and
- Quality of Life and Community Services.

Once the policies, objectives, and action items were fully developed, the Steering Committee devoted additional attention to prioritizing the action items. Each action item was designated as either short-term (0-2 years), mid-term (3-5 years), long-term (6+ years), or ongoing. These time frames provide some organization to the more than 130 items.

COMMUNITY VISION STATEMENT

The Comprehensive Plan Committee meetings, Community Survey, S.W.O.T. Analysis, public meetings, Community Character Survey, and Future Land Use Plan review contained a relatively consistent collection of priorities and values expressed by the community. Using these priorities and values, the project team developed the following Community Vision Statement, which serves as the foundation for all policies, objectives, and action items contained in this Plan.

Vision of the City of North Tonawanda

North Tonawanda will be a community that:

- Will cherish, enhance, and protect its quiet, mature, well-maintained neighborhoods which offer a variety of housing types and styles;
- Will enhance and promote its significant open space and first-class recreation opportunities for residents and visitors of all ages;
- Will focus on the sustainable use and redevelopment of its abundant water resources as a key community driver of economic development and recreation;
- Will progressively plan for intelligent growth and revitalization of the City's vast residential, commercial and waterfront resources to become a destination for both families and visitors;
- Will remain a safe, walkable and accessible community with excellent access to community services, resources and educational opportunities;
- Will strive to retain and complement its small-City historic character and distinct culture to enrich its resident's quality of life and make North Tonawanda a premiere Western New York community.

POLICY AREA - ECONOMIC DEVELOPMENT

It is the City's policy to foster economic development programs that include targeted industrial and technology development, yet refocus attention on the redevelopment of North Tonawanda's wealth of physical infrastructure, its location within Western New York and the bi-national region, its intact and well defined downtown core, and its unique historic and cultural assets. The continued repopulation of the urban core of the City of North Tonawanda through the redevelopment and reuse of derelict, abandoned and vacant properties, along with the repositioning of the City as a waterfront community, will generate jobs and economic opportunity at all levels within the community. Creating a renewed identity of North Tonawanda as a 21st century Western New York City will act to attract residents back to this high quality community, while enticing others to remain and become an important part of the City's revitalization.

Objectives

1) Concentrate economic development efforts on three (3) districts: Buffalo Bolt Industrial Park (Roblin Steel Site); Wurlitzer Drive; and Downtown (including Tonawanda Island).
2) Leverage the City's physical infrastructure and resources for redevelopment and reuse.
3) Develop policies and programs to retain the community's youth.
4) Refine and renew the City's identity within the region.

POLICY AREA - ECONOMIC DEVELOPMENT

Action Items

1) Concentrate economic development efforts on three (3) districts: Roblin Steel Site (Buffalo Bolt Industrial Park); Wurlitzer Drive; and Downtown (including Tonawanda Island).

Short Term (0-2 Years)

A. Pursue Small Cities Technical Assistance grant funding to complete an Industrial Incubator analysis, potentially focused on bio-informatics, for the Wurlitzer Plant Site.
B. Create a remediation and redevelopment plan for Tonawanda Island that includes mixed-use and residential components.
C. Encourage the industrial redevelopment of the Roblin Steel and Wurlitzer Plant sites by seeking Empire Zone status for these properties.
D. Work to increase the availability of overnight accommodations in the downtown and waterfront areas.
E. Collaborate with local businesses to identify the number of overnight rooms required annually and develop an incentive program for them to utilize providers in the downtown and waterfront areas.

Mid Term (3-5 Years)

F. Plan for capital investment for infrastructure and access to the Roblin Steel and Wurlitzer Plant sites to spur redevelopment.
G. Explore the feasibility of a Business Improvement District downtown centered on the Gateway/Central Business District.
H. Develop a 'Shovel Ready Sites' program in industrial areas, initially focusing on Roblin Steel and Wurlitzer Drive sites.
I. Consider an additional Farmer's Market location downtown to be held during evening and weekend events.

Long Term and Ongoing

J. Develop a streetscape and façade beautification program downtown to improve its function and appearance.
K. Continue to pursue recommendations identified in the Downtown Redevelopment Plan, adopted in 2006.

POLICY AREA - ECONOMIC DEVELOPMENT

Action Items

2) Leverage the City's physical infrastructure and resources for redevelopment and reuse.

Short Term (0-2 Years)

A. Identify existing industries located in the downtown and waterfront areas that could be encouraged to relocate to more appropriate locations within the City.
B. Work with existing industries to define the conditions and incentives that can be provided by the City to encourage relocation participation.

Mid Term (3-5 Years)

C. Implement an Industrial Relocation Program that will help existing industries within the community relocate to new industrial zones and development areas.
D. Investigate opportunities to utilize the excess capacity and capabilities of the City's waste water treatment facility.
E. Look to promote North Tonawanda as a sustainable community due to existing infrastructure, possibly participating in the pilot LEED ND Program.
F. Explore long term industrial and commercial redevelopment options.

Long Term and Ongoing

G. Continue to reinvest and upgrade existing critical infrastructure, such as water, sewer and natural gas, in locations that leverage reuse and redevelopment potential.

3) Develop policies and programs to retain the community's youth.

Short Term (0-2 Years)

A. Develop promotional materials that target area colleges and universities, highlighting the live/work/play opportunities offered in the City.
B. Create a youth task force that focuses on carrying out these initiatives, as well as engaging the City's youth to participate in other action items in the Plan.
C. Encourage youth to participate in community planning efforts by setting a goal for a minimum of one youth representative on appointed committees and commissions.

POLICY AREA - ECONOMIC DEVELOPMENT

Action Items

Mid Term (3-5 Years)

D. Consider the formation of a partnership between local businesses and the school district to create a workforce education program for High School students.

Long Term (6+ Years)

E. Partner with local businesses to develop a youth retention scholarship program specifically for students on North Tonawanda.

POLICY AREA - ECONOMIC DEVELOPMENT

Action Items

4) Refine and renew the City's identity within the region.

Short Term (0-2 Years)

A. Consider the completion of a re-branding process to help redefine the community's image.
B. Work with relevant tourism and economic development organizations to examine North Tonawanda's presence in their respective promotional materials and initiatives. Work with these organizations to update and enhance the City's image. Example organizations include the Buffalo Niagara Partnership, the Buffalo Niagara Convention and Visitors Bureau, I Love New York, and the New York State Canal Corporation.
C. Create a Community Marketing and Promotions position within the Department of Community Development that is charged with improving the perception and image of North Tonawanda both internally and externally.

Mid Term (3-5 Years)

D. Improve way-finding signage throughout downtown and at key locations in the City

Long Term (6+ Years)

E. Identify, enhance and protect key gateways into the community, such as River Road, Oliver Street, Main Street, and Tremont Street, that provide a positive first impression for visitors and residents.

Ongoing

F. Improve coordination with the Chamber of Commerce on the development and dissemination of promotional materials, including the wealth of cultural and recreation opportunities.

POLICY AREA - ENVIRONMENT & RECREATION

It is the policy of the City of North Tonawanda to promote its location at the confluence of the Erie Canal and Niagara River and to become a destination community for first class open space and recreational opportunities. The City shall strive to maintain the delicate balance between sustainable practices and prudent utilization of its many sensitive and protected environmental resources, while improving the link between recreation and environmental education. The improved connectivity of residential areas with the abundant surrounding natural resources will enhance the accessibility of the North Tonawanda community to one of its most valuable assets.

Objectives

1) Protect and promote the City's abundant open space, environmental resources and recreational opportunities
2) Improve the availability of water dependent and water enhanced recreational and educational opportunities along the Niagara River and Erie Canal.
3) Maximize the utilization of existing infrastructure and resources to link recreation and environmental education.
4) Improve connections between residential areas and recreation/community resources.

POLICY AREA - ENVIRONMENT & RECREATION

Action Items

1) *Protect and promote the City's abundant open space, environmental resources and recreational opportunities.*

Short Term (0-2 Years)

A. Develop promotional materials for residents and visitors that improve the awareness of the variety of environmental and recreational opportunities found in the City.
B. Improve the presence and information available on the City's website, including location maps and a brief fact sheet about each recreational area.

Mid Term (3-5 Years)

C. Develop a Parks and Recreation Master Plan to program parks and recreational opportunities within the City in a coordinated approach.
D. Enhance the local identity of neighborhoods adjacent to City parks and open spaces through the development of gateway markers and wayfinding signage.
E. Provide enhanced family-friendly facilities to promote increased utilization of City-owned parks.
F. Look for opportunities to allow private service providers to enhance parks and recreation programming (e.g. boat rentals).

Long Term (6+ Years)

G. Provide consistent and continuous public access, where feasible and appropriate, along the City's waterfronts.

POLICY AREA - ENVIRONMENT & RECREATION

Action Items

2) *Improve the availability of water dependent and water enhanced recreational and educational opportunities along the Niagara River and Erie Canal.*

Short Term (0-2 Years)

A. As part of the redevelopment plan for Tonawanda Island (see Economic Development 1B), examine opportunities for creating continuous public access around the island, as well as smaller open space areas integrated into the mixed-use development.
B. Coordinate with the School District to identify locations for outdoor environmental education centers.
C. Complete an engineer's report on the condition and estimate of cost for rehabilitating the former marina adjacent to Gratwick Riverside Park.

Mid Term (3-5 Years)

D. As a follow-up to the installation of temporary docks on the canal, create a plan for redeveloping the large parking lots between Main Street and the railroad bridge. This space should complement the waterfront west of Main Street, as well as the redevelopment of the Remington Rand site (see North Tonawanda Downtown Redevelopment Plan, Conceptual Redevelopment Area Two).

Ongoing

E. Implement the Gratwick Riverside Park Conceptual Master Plan, adopted _____, which includes multiple improvements to public access to the river, as well as environmental education.

POLICY AREA - ENVIRONMENT & RECREATION

Action Items

3) Maximize the utilization of existing infrastructure and resources to link recreation and environmental education opportunities

Mid Term (3-5 Years)

A. Develop materials and programs that capitalize on the educational opportunities of the City's many wetlands and its waterfront.
B. Provide multi-seasonal recreational opportunities at the Deerwood Golf Course.
C. Create a City-wide wayfinding system to promote and provide awareness of parks, trails and recreational opportunities.
D. Obtain funding through the NYSDOS for the rehabilitation of the City's marina adjacent to Gratwick Riverside Park.
E. Develop a linked network of parks throughout the City by connections made with trails, paths and sidewalks.

Long Term (6+ Years)

F. Promote the availability and quality of fishing along the City's waterfront, especially at Gratwick Riverside Park and the adjacent marina.
G. Develop a public/private partnership for the operation and maintenance of the marina after rehabilitation efforts are complete.

4) Improve connections between residential areas and recreation/community resources.

Short Term (0-2 Years)

A. Consider improvements to Sweeney Street, especially east of NYS Route 425, that accommodate safe bike and pedestrian travel throughout the corridor.
B. Complete a thorough pedestrian connectivity plan to identify safety concerns and areas where future connections are required.

POLICY AREA - ENVIRONMENT & RECREATION

Action Items

Mid Term (3-5 Years)

C. Explore opportunities to maximize the use of existing railroad lands and infrastructure for bike and pedestrian trails.

D. Enhance pedestrian and bicycle connectivity across and along the Twin Cities Memorial Highway, ensuring safety and a reintegration of the southeast neighborhoods into the City.

Long Term (6+ Years)

E. Work with the NYSDOT to improve the River Road corridor to permit safe, efficient and pedestrian-friendly access along the highway, as well as to the City's waterfront from adjacent residential areas.

POLICY AREA - HOUSING

It is the City's policy to maintain and establish quiet, mature neighborhoods that will promote North Tonawanda as a destination community for families and households of all types and sizes. New housing and residential offerings will expand upon the architectural character and quality standards supplied by existing neighborhoods, while adding to the great diversity of housing options within the community. All residential areas will be held to consistent safety, walkability and accessibility standards, promoting a high quality of life for all City residents.

Objectives

1) Maintain and improve the viability of the City's existing housing stock.
2) Establish and maintain an economically and socially acceptable balance between rental and owner occupied property.
3) Sustain safe, quiet, and well maintained neighborhoods that make North Tonawanda an appealing residential community.
4) Improve the availability and diversity of housing options within the City.

POLICY AREA - HOUSING

Action Items

1) Maintain and improve the viability of the City's existing housing stock.

Short Term (0-2 Years)

A. Expand the availability and utilization of rehabilitation, weatherization and energy efficiency programs to a broader section of owner-occupied and rental properties.
B. Investigate options to expand, streamline, and expedite the permit acquisition process for the rehabilitation and renovation of owner-occupied properties.
C. Adopt incentive zoning that rewards developers that meet Leadership in Energy and Environmental Design (LEED) guidelines to spur the introduction of new and rehabilitated Green Buildings in North Tonawanda.
D. Perform a Housing Inventory and Conditions Analysis by neighborhood to determine the level of need and overall condition of housing in the City.

Mid Term (3-5 Years)

E. Coordinate investments for infrastructure and housing rehabilitation on prioritized target streets and areas to leverage public and private resources.
F. Consider transferring foreclosure auctioning responsibilities to the LCDC.

Ongoing

G. Continue to promote and manage existing housing rehabilitation programs.

POLICY AREA - HOUSING

Action Items

2) Establish and maintain an economically and socially acceptable balance between rental and owner occupied property.

Short Term (0-2 Years)

A. Establish an enforceable standard for maintenance and upkeep of owner-occupied and rental properties.
B. Limit multi-family conversion of single-family properties.
C. Revise the City's zoning code and zoning map to remove or add, depending on the location, rental housing as a permitted use.
D. Create an incentive program that will promote the de-conversion of properties to single-family residences.

Mid Term (3-5 Years)

E. Establish a permanent first-time home buyer program to promote home ownership amongst renters.
F. Work with neighborhood associations and block clubs to promote the formation of social groups, inclusion programs and welcoming committees to improve the involvement and integration of renters within their neighborhood.

Ongoing

G. Link grant funding, aid and incentive programs to compliance with codes, standards and other regulations.

POLICY AREA - HOUSING

Action Items

3) Sustain the reasonable cost of housing and safe, quiet, well maintained neighborhoods that make North Tonawanda an appealing residential community.

Short Term (0-2 Years)

A. Promote the formation of Block Clubs and neighborhood associations to improve residents' personal investment in their community.
B. Consider designation of the residential areas east of Oliver Street, including Christiana, Goundry and Tremont streets as a historic district.
C. Establish architectural and construction guidelines for owner-occupied properties and standards for multi-family and investment properties.

Mid Term (3-5 Years)

D. Investigate the development of a Weed & Seed Program to enhance the revitalization of neighborhoods with increased levels of blight and crime.
E. Develop a city-wide Age-in-Place Program to assist aging homeowners in maintaining their properties.
F. Develop a program to remove derelict, abandoned structures and/or those past their useful lifespan to remove the blighting influence of these structures on neighborhoods.

POLICY AREA - HOUSING

Action Items

4) Improve the availability and diversity of housing options within the City.

Short Term (0-2 Years)

A. Identify infrastructure and utility limitations that hinder redevelopment.
B. Promote the renovation of existing housing and the construction of new housing that meets the needs of families, baby-boomers and aging seniors.
C. Coordinate the promotion of North Tonawanda neighborhoods and housing programs with area realtors to attract home buyers and outside investment.
D. Utilize the NYS Main Street Program, CDBG, and City incentives to accelerate the restoration of upper-story residential units in the downtown area of the City for market rate, high end, and workforce housing.
E. Investigate the creation of a land-banking and parcel-consolidation system that will provide land for redevelopment in sync with market demand.

Mid Term (3-5 Years)

F. Sell City-owned properties as blocks units to be redeveloped in a coordinated effort. This should aid in the creation of economies of scale for investors, and provide a greater impact to the community.

Long Term (6+ Years)

G. Mitigate infrastructure and utility limitations to permit necessary growth and redevelopment within neighborhoods and downtown.

Ongoing

H. Ensure that future development in the downtown and waterfront areas encourages residential housing options at a density that will support economic revitalization.

POLICY AREA - WATERFRONT

It is the City's policy to take advantage of its wealth of water resources in the Erie Canal and the Niagara River, and to leverage the broad spectrum of potential uses and benefits to the community and its residents. The connection of the City to its waterfront, and the waterfront to downtown, is critical to providing the necessary public access to this key community resource. The development of public and private infrastructure along the City's waterfront should further promote public access and the identity of North Tonawanda as a waterfront City. It is the City's intent to become an Erie Canal destination community within Western New York, and to be a prominent location at the terminus of the canal. Water enhanced and water dependent uses and development along the Erie Canal and the Niagara River will increase public access, and are integral to the waterfront as a key economic, recreational and quality of life driver to the North Tonawanda community.

Objectives

1) Maintain and foster the City's identity as a waterfront destination community.
2) Improve public access to the waterfront from residential areas and the downtown core.
3) Maintain an appropriate balance of public and private ownership along the Canal and River.
4) Promote water enhanced and water dependent uses.

POLICY AREA - WATERFRONT

Action Items

1) *Maintain and foster the City's identity as a waterfront destination community.*

Short Term (0-2 Years)

A. Develop a campaign to promote North Tonawanda as the present day terminus of the Erie Canal.

B. Improve and capitalize upon the connectivity of the waterfront to existing resources, such as the Riviera Theater, museums and historic homes utilizing wayfinding signage and trail markers.

Mid Term (3-5 Years)

C. Enhance and redevelop areas with prominent locations on the waterfront to act as destinations for public access and enjoyment of the Niagara River and Erie Canal.

D. Promote the development of necessary services and attractions, such as accommodations, restaurants and retail, that encourage residents and tourists to visit downtown and the waterfront.

E. Study and identify the demand and potential locations for a transient RV-park.

Ongoing

F. Continue to leverage the City's waterfront as a marketing tool to promote the high quality of life in North Tonawanda.

2) *Improve public access to the waterfront from residential areas and the downtown core.*

Short Term (0-2 Years)

A. Improve pedestrian safety and connectivity along Sweeney Street between Mayors Park and the Botanical Gardens.

B. Investigate options to improve public access along Weatherbest Slip Road (near the boathouses) and the western end of Sweeney Street.

POLICY AREA - WATERFRONT

Action Items

Mid Term (3-5 Years)

C. Investigate redevelopment opportunities along the River Road corridor that beautify the landscape, provide pedestrian access to and along the waterfront, and provide enhanced benefits to the community.

D. Develop and improve existing public access opportunities along the waterfront within city-owned parks and properties.

3) Maintain an appropriate balance of public and private ownership along the Canal and River.

Short Term (0-2 Years)

A. Update the City's Local Waterfront Revitalization Plan.

B. As part of an updated zoning code and zoning map, create waterfront development districts for the Erie Canal and Niagara River to provide land use and design controls.

C. Limit the intensity of waterfront development through the formulation of zoning restrictions and design guidelines.

Mid Term (3-5 Years)

D. Actively pursue waterfront lands, easements and agreements to improve public access.

On-Going

E. Require a public access easement along the Erie Canal and Niagara River waterfronts for all development projects.

F. Improve and rehabilitate waterfront infrastructure on an as needed basis, focusing on providing aesthetically pleasing and high quality improvements to the shoreline where necessary.

POLICY AREA - WATERFRONT

Action Items

4) Promote appropriate water enhanced and water dependent uses.

Short Term (0-2 Years)

A. Revise the zoning code and zoning map to prohibit further industrial, intense commercial, manufacturing, large areas of parking and other uses deemed incompatible with the provision of healthy, safe and enjoyable public access along the waterfront.
B. Complete a city-wide marina feasibility study to better understand the seasonal and year-round demand for boat slips.

Mid Term (3-5 Years)

C. Define waterfront recreation areas and program/enhance space accordingly.

Long Term (6+ Years)

D. Improve the marina adjacent to Gratwick Riverside Park for public use. The rehabilitated marina should be folded into Gratwick Riverside Park and become a destination element along the City's waterfront.

On-Going

E. Encourage residential components on the upper floors of waterfront mixed-use developments.
F. Promote water enhanced uses along the waterfront that include a large public access component such as retail, restaurant, accommodations, or charters.

POLICY AREA - HISTORY & CULTURE

It is the City's policy to protect, retain and complement the historic and cultural resources that enrich the quality of life in North Tonawanda and make it a premiere community in Western New York. The leveraging and packaging of these resources into a unique community experience will attract residents and tourists to an historically authentic small City full of architecture, culture, recreation and entertainment that has remained relatively untouched by the forces of urban renewal. The City will draw upon a variety of resources from the public and private sectors in support of historic preservation and culture-based offerings that protect and enhance quality of life in North Tonawanda. The storied history and local heritage of the City should become well known by all residents, and promoted through marketing and branding strategies aimed at enhancing the community's identity and reputation within the region.

Objectives

1) Protect and enhance North Tonawanda's small City atmosphere and character.
2) Promote cultural and historic assets to become a tourism destination within Western NY.
3) Combine and coordinate heritage and cultural activities within the City.
4) Improve access to information of the City's history for the general public.

POLICY AREA - HISTORY & CULTURE

Action Items

1) Protect and enhance North Tonawanda's small City atmosphere and character.

Short Term (0-2 Years)

A. Promote the cultural benefits of living in a City through the development of a campaign highlighting North Tonawanda's history and culture.

Mid Term (3-5 Years)

B. Investigate the creation of a Main Street Manager position that will focus on the enhancement of Webster Street and Main Street.

C. Utilizing City incentive programs and promotional efforts, encourage the development of more upscale establishments for visitors, such as accommodations and restaurants, that blend aesthetically with the historic fabric of downtown. See the North Tonawanda Downtown Redevelopment Plan, Section 3, for more detail.

On-Going

D. Increase pedestrian amenities, such as benches, tables, public art, pedestrian scaled lighting planting areas, and street trees within downtown, focusing on Webster Street, to encourage activity and foot traffic among residents and visitors.

E. Target local families by promoting affordable cultural events that can be enjoyed by a large cross-section of the population at all price points.

POLICY AREA - HISTORY & CULTURE

Action Items

2) Promote cultural and historic assets to become a tourism destination within Western NY.

Short Term (0-2 Years)

A. Develop a single source internet site that will provide links to all North Tonawanda cultural organizations.

B. Identify blank building facades that would be appropriate for period murals and paintings of heritage scenes, similar to the back of the Riviera Theatre, providing an added aesthetic dimension to downtown.

Mid Term (3-5 Years)

C. Expand promotional and marketing efforts to include southern Ontario, Canada, while continuing to focus on attracting visitors from Erie County, the City of Buffalo, and the surrounding Western New York area.

D. Create a Community Marketing and Promotions position that will coordinate advertising and event promotion throughout Western NY multi-media outlets, including the development of print, internet and brochure materials that link heritage/culture and the Canal. Also see Economic Development, 4C.

E. Provide tours of historic neighborhoods to regional realtors to promote North Tonawanda neighborhoods and their offerings.

F. Pursue funding sources and establish a local artisan program for creating façade murals identified above.

On-Going

G. Link promotional efforts between the Erie Canal and heritage/culture attractions to keep visitors in North Tonawanda for extended periods.

H. Capitalize upon recent investments at the Riviera Theater by booking affordable performances that will attract a broad audience from the region.

POLICY AREA - HISTORY & CULTURE

Action Items

3) Combine and coordinate heritage and cultural activities within the City.

Short Term (0-2 Years)

A. Consider centralizing community marketing and promotions out of Lumber City Development Corporation to provide the management structure and administrative services.

B. Investigate the development of a master heritage and culture volunteer database to share manpower, skills and talents amongst organizations.

Mid Term (3-5 Years)

C. Work with the local historical and cultural community to cooperatively hire a grant writer to seek a broad array of available funding sources.

D. Create a one-stop physical destination within the City through the consolidation of the History Museum, Lumber City History Center, and the Erie Canal Welcome Center at 54 Webster Street.

POLICY AREA - HISTORY & CULTURE

Action Items

4) Improve access to information of the City's history for the general public.

Short Term (0-2 Years)

A. A PowerPoint presentation of the City's heritage and cultural assets should be developed for presentation to community groups and interested citizens to improve awareness of all North Tonawanda has to offer.

Mid Term (3-5 Years)

B. Provide educational seminars specific to historic preservation for homeowners and property owners; potentially making this a requirement to receive incentives, aid, funding or historic status.

C. Promote the offerings of the History Museum, Lumber City History Center and Erie Canal Welcome Center to the general public, offering free promotional tours of the facility to entice local family involvement. Integrate these promotions with the efforts of the Railroad Museum of the Niagara Frontier and the Herschell Carrousel Factory Museum.

D. Provide historic building tours within the City for both residential and commercial/ institutional properties to build excitement and awareness for North Tonawanda's heritage and cultural offerings.

On-Going

E. Continue the development of an interpretive signage program, and coordinate this program within a wayfinding system unique to North Tonawanda.

POLICY AREA - COMMUNITY SERVICES & QUALITY OF LIFE

It is the City's policy to maintain and establish access to community services that provide residents and visitors with a high quality of life and promote North Tonawanda as a destination community for families and households of all types and sizes. The city shall continue to supply residents with access to broad-based educational, cultural and recreational offerings, while maintaining safe, walkable and accessible public spaces. North Tonawanda's government will provide enhanced two-way communication between the government and its citizens, and will strive to highlight and promote the city as a community for individuals and families in an effort to retain existing and long time residents. Renewed attitudes of unity and progress will make the community stronger politically, socially and economically, enhancing the local and regional perception that North Tonawanda is a community moving forward.

Objectives

1) Promote and maintain high quality and broad based educational, cultural and recreational offerings.
2) Maintain a safe, walkable and accessible community.
3) Encourage and promote the provision of services lacking or under-represented within the community.
4) Maintain and enhance the ability of residents and government to communicate effectively.

POLICY AREA - COMMUNITY SERVICES & QUALITY OF LIFE

Action Items

1) *Promote and maintain high quality and broad based educational, cultural and recreational offerings.*

Short Term (0-2 Years)

A. Promote the coordinated offering of educational opportunities supplied by the City, School District and local community organizations to enhance the level of service within the community.

Mid Term (3-5 Years)

B. Maintain and enhance the breadth of recreational offerings for active and passive recreation to include the arts, horticulture and music.

On-Going

C. Continue to promote the high quality library services supplied in the City through the development of programs that educate residents on all the library has to offer.

POLICY AREA - COMMUNITY SERVICES & QUALITY OF LIFE

Action Items

2) Maintain a safe, walkable and accessible community.

Short Term (0-2 Years)

A. As part of a zoning code update, require pedestrian and handicap accessibility improvements be provided for all new development within the City, and work to improve their provision within existing developed areas.

B. As part of an overall connectivity plan, rank key sections of sidewalks, crosswalk locations, or trail segments for immediate, midterm, and long term improvements.

On-Going

C. Target sidewalk improvements that are implemented on a complete pathway, if possible, between distinct destinations within the City.

D. Maintain and improve the lighting conditions, both in scale and intensity, along streets and dedicated pedestrian pathways to promote a sense of security for the public.

POLICY AREA - COMMUNITY SERVICES & QUALITY OF LIFE

Action Items

3) Encourage and promote the provision of services lacking or under-represented within the community.

Short Term (0-2 Years)

A. Work with the Niagara Frontier Transportation Authority (NFTA) to identify opportunities for additional bus stops, bus routes, or existing service improvements that will better serve the needs of the community.
B. Conduct a feasibility study for the provision of a shuttle bus dedicated to the improved mobility of seniors within the community.

Mid Term (3-5 Years)

C. Enhance the provision of recreational opportunities for all youth activities to include alternative and non-traditional sports such as skateboarding, rollerblading, and ultimate Frisbee.
D. Utilizing the findings of collaboration with the NFTA, ensure the City's full cooperation and advocacy in implementing these changes to the transit system.

Long Term (6+ Years)

E. Promote the development of a multi-purpose facility that may include recreation, senior services, and youth programs to the community at-large.

On-Going

F. Encourage the development of finer establishments for lodging, accommodations and dining throughout the community, and specifically for the downtown area. See the Downtown Redevelopment Plan, Section 3, for more detail.
G. Strive to improve the quality of life for younger residents through the provision of entertainment, recreation, and cultural offerings that cater to this generation.

POLICY AREA - COMMUNITY SERVICES & QUALITY OF LIFE

Action Items

4) Maintain and enhance the ability of residents and government to communicate effectively.

Short Term (0-2 Years)

A. Improve the City website to provide a method for community input, questions and concerns that can then be highlighted at Common Council meetings.

Mid Term (3-5 Years)

B. Develop a mediation mechanism to quickly ameliorate community and intergovernmental disagreements and miscommunications.

C. Consider the provision of regularly scheduled open forums regarding topics of interest whereby residents can collectively discuss their opinions and concerns with a designated panel of elected, appointed, and departmental officials.

Chapter 4

City of North Tonawanda

FUTURE LAND USE

OVERVIEW

The Land Use Plan identifies how land in a given area should be used based upon the vision set for in this document. In well established communities such as North Tonawanda, it strives to preserve essential areas of the community such as residential neighborhoods, the downtown core, and environmentally sensitive areas. However, determining how a community should develop is not the only function of land use planning . It also helps create a sense of place and an identity for the City overall and its unique areas. The manner in which people perceive their environment, organize their time, and determine local interaction is defined, in large part, by how land uses are organized. The sense of connectivity, the feel of a place and the overall success of a community is indelibly tied to land use.

The Future Land Use Map (Map 13) found at the end of this chapter provides a guide to the general locations for appropriate land uses within the community. Each land use category is described in detail on the following pages, including images that generally represent appropriate scale, architecture and site design. (images to be added) The images are not intended to prescribe how development should look, but provide a framework for the vision of the community defined by the results of the Community Character Survey.

The land use plan serves as the basis of future zoning revisions and reflects the long term vision of the community. While it is appropriate to update the zoning ordinance immediately following the adoption of the Comprehensive Plan, many of the changes recommended are long term and may require several years to implement.

How Does the Future Land Use Plan Relate to Zoning?

The Future Land Use (FLU) Map is a visual representation of the community's desired land use pattern. It should demonstrate what the land use pattern *should* look like, not necessarily how it is today. The map helps support the policies and objectives outlined in the Comprehensive Plan and serves as the basis for creating or updating the zoning code.

On the FLU Map, the edges of each of the land use areas (i.e. the boundary between a residential area and a commercial area) should be interpreted as somewhat blurry and undefined. It is not necessary for the boundaries to follow tax parcel lines — in fact, parcel lines are intentionally left off the FLU Map to demonstrate the distinction between this process and zoning.

The FLU Map is a general expression of the vision of the community, whereas zoning is the regulatory process that enforces that vision at a finer level of detail. The refinement of the land use edges, as well as defining more specific land use categories and permitted uses, is a function of the zoning code update.

The following is an example of how the FLU process relates to the zoning code update:

The FLU Plan for North Tonawanda identifies a Waterfront Mixed-Use area along Sweeney Street near Payne Avenue. As discussed on page 92, Waterfront Mixed-Use areas should include a mix of medium- and small-scale retail, restaurant and services, with offices and residential units on upper stories where appropriate.

Following the adoption of the Comprehensive Plan, the Zoning Code update process would identify a more specific zoning district that is consistent with the spirit of the Waterfront Mixed-Use designation, and assign each parcel to a district. The zoning process will also identify the specific types of uses permitted. More elaborate design guidelines would then be developed to address access management, landscaping, architectural features, site design, and other physical characteristics that contribute to the overall sense of place in a given district.

Residential - Single Family

The City of North Tonawanda has a wide range of single family housing styles ranging from small bungalows to stately Victorian and Federal style homes. This diversity provides ownership opportunities at many income levels within the community. However, several neighborhoods have examples of poorly maintained properties and conversions of housing into multi-family units that were not designed nor intended for such uses.

The future land use plan recommends the continuation and enhancement of the majority of single family neighborhoods within the City. Although North Tonawanda is almost fully developed, there remains opportunities for residential development in the form of infill and redevelopment of blighted areas. The City should ensure that all new residential development is integrated into the existing street network and maintains the form of the neighborhood. Future development should be proximate to services and attractions, such as parks, schools and shopping. In addition, future residential development should retain the traditional modified street grid pattern of the community, ensuring a continuation of the sidewalk system and the walkability of the City while providing more efficient automobile travel.

It is essential for all redevelopment or infill within existing residential areas be consistent and complimentary to its surroundings in scale, height, architectural style and site design. As part of the City's rezoning process, residential design standards should be developed that provide the planning board with the tools necessary to guide and shape appropriate redevelopment and infill projects in residential areas.

The proposed types of land uses seen as appropriate for this area include:

- Single-family residential homes;
- Owner Occupied town homes and rowhousing;
- Bed and Breakfasts; and
- Parks, schools, and other community resources.

Residential - Multi-Family / High Density

Portions of North Tonawanda proposed for Residential - Multi-Family / High Density include areas where apartment buildings and high density residential developments predominate. These areas include a mixture of mature development and the potential redevelopment of existing properties adjacent to the Erie Canal and Niagara River.

Multi-family and high density housing are a mainstay of most urban communities. These housing types provide a range of affordable and high end housing options for those who do not want to maintain a single family home and property. Multi-family and high density housing located adjacent to commercial and downtown land uses will promote foot-traffic and an enhanced street life, while creating a sense of place and a high quality of life for residents in these neighborhoods.

These considerations were the reasoning behind the largest area proposed for this land use district being placed west of Oliver Street, between downtown and the Buffalo Bolt Business Park. A high concentration of residences adjacent to these two areas will promote the high quality neighborhoods strived for throughout the Comprehensive Plan.

In addition, a key element to fostering vibrancy is to provide a broad diversity of housing options at a density that creates a distinct neighborhood and sense of place within the community. In dense areas of the community such as these, a high level of attention should be paid to the development of public spaces, including streets, sidewalks, playgrounds, pocket parks and recreational areas.

Residential - Multi-Family / High Density (Cont'd)

The exact balance of rental versus owner occupied units is unknown at this time although traditional urban patterns indicate that a higher percentage of rental units will be likely. However, recent market trends from across New York State show a growing interest in owner occupied condominiums.

During the City's rezoning process, design standards should be developed that specifically address the level of density allowed in these neighborhoods, the public amenities required to service the residents, and architectural and land use characteristics that will create a sense of place within the community.

The redevelopment of large tracts within these districts may require the development of an overall area master plan or a Generic Environmental Impact Statement (GEIS) that will take into account the development's impact upon adjacent districts and the amenities and infrastructure required to service the residents. These additional planning efforts can take place prior to or during the update of the City's zoning map and ordinance.

The proposed types of land uses seen as appropriate for this area include:

- Higher density single-family homes;
- Town homes and row house residential developments;
- Apartment buildings that respect the scale and design of surrounding uses;
- Parks, schools, and other community resources;
- Neighborhood scale retail uses in transitional areas, including upper story apartments when appropriate.

Neighborhood Commercial

Neighborhood commercial districts can be found in most cities, and are typically located along primary streets and adjacent to residential sections of the community. The character of these areas is primarily defined by small scale retail and commercial uses with a mix of older single-family or multi-family residential units.

These districts are frequented by the adjacent residential areas, and normally include the services and amenities required on a daily basis, such as convenience retail, small grocery, professional services, and restaurants and eateries. These land uses are generally small in footprint, and thus do not meet the needs of larger retail or business establishments, keeping the scale of these developed areas in harmony with the surrounding residential districts. As a result, Neighborhood Commercial districts provide opportunities for local small business owners to provide services within close proximity to the market place.

Oliver Street and Division Street are prime examples of this land use type in the City of North Tonawanda. Historically, many of these areas included buildings housing a family business on the first floor with owner occupancy or rental space above. This mixed-use approach should be continued, especially along Oliver Street. The City's Downtown Redevelopment Plan recommends a mixed-use approach at the neighborhood scale along Oliver Street. Further recommendations regarding land use along Oliver Street can be found in the Downtown Redevelopment Plan document.

Appropriate uses in these areas may include, but are not limited to:

- professional offices;
- pharmacies;
- convenience stores;
- outdoor recreation, such as pocket parks;
- higher density housing;
- restaurants and eateries; and
- lodging when context-sensitive design and scale are utilized.

Downtown Mixed-Use

The mixed-use area in North Tonawanda is focused on Webster Street and Main Street, the area generally considered to be the City's downtown core. It also includes several blocks surrounding Main and Webster that serve as a transition from the commercial core to the surrounding land uses. North Tonawanda's downtown area has a unique character and architectural heritage that should be preserved and restored whenever possible.

Webster Street in particular retains a traditional small City downtown scale that remained relatively unharmed during the nation's urban renewal period. The mixed-use designation will aid revitalization efforts by returning the downtown core to the functioning level for which it was designed and built. In contrast, Main Street suffered greatly during urban renewal, and exhibits a strong suburban-strip character. The land use pattern throughout the Downtown Mixed-Use district should more closely reflect what is currently taking place along Webster Street, and the updated zoning ordinance should reflect the regulations necessary to promote this character.

A mixed-use designation is characterized by the inclusion of residential units with retail, restaurants, entertainment, and other commercial uses. It also should include carefully designed public spaces such as small pocket parks and urban plazas. Typically, the first floor of a mixed-use structure is given to retail, while upper stories are reserved for offices, apartments, and loft apartments. Not all buildings within the mixed-use district need have multiple uses, though it is preferred to support diversity and vibrancy in the downtown area.

In North Tonawanda, there exist some single-family homes in the proposed Downtown Mixed-Use district. These homes should be preserved, however the updated zoning code should limit the expansion of this land use as it would diminish the density and diversity of the downtown core.

Webster Street is the best example of this pattern of development, though additional opportunities exist to expand this pattern along its edges, especially along Sweeney and Main Streets. The redevelopment of the Remington Rand complex along Sweeney Street would be an excellent expansion of the mixed-use development pattern present on Webster Street.

Mixed-use development echoes traditional communities such as North Tonawanda from the 19th century where goods, services, and employment opportunities are all within walking distance of residences. As North Tonawanda evolved and expanded, this land use pattern was replaced by suburban style residential and retail development on Main Street and the fringes of downtown.

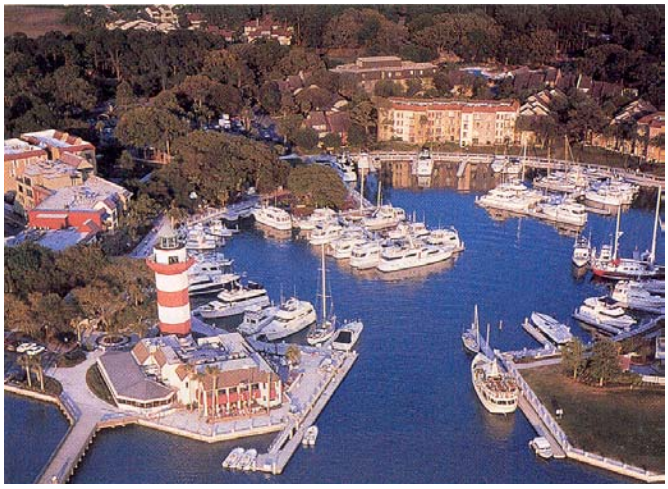
The revitalization of Webster Street and the surrounding urban fabric via the encouragement of mixed-use redevelopment is critical to encouraging public interaction, civic engagement, support for small business development, and redefining the community's identity. Moreover, future integration with the Waterfront Mixed-use Areas, see page 92, will serve to enhance the long term viability and attractiveness of the community.

The proposed types of uses seen as appropriate for this land use area include:

- mixed-use structures that are vertically organized to have retail/services on the first floor and residential and office space on the upper floors;
- city-scaled residential development including apartment buildings, condos and row homes;
- retail and service providers such as corner stores, cafes, restaurants, professional offices, bookstores, daily goods providers, crafts and other niche retail;
- home-based businesses;
- museums and theaters; and
- hotels and bed and breakfasts.

Waterfront Mixed-Use

North Tonawanda is blessed with tremendous assets in the Niagara River and the Erie Canal. Together, these two waterways shaped the City's industrial, social and economic past, and today remain a primary driver of the local identity. The Waterfront Mixed-Use land use category is intended to make North Tonawanda's waterfront more than a place for viewing and recreation. The mixed-use districts along the river and canal will promote surrounding development that adds life, vibrancy and enhanced economic activity via water-dependent and water-enhanced uses.



The re-birth and rejuvenation of waterfront communities is a growing trend both regionally and nationally. The continued redevelopment of North Tonawanda's waterfront would benefit the entire community as both a physical asset and an economic development opportunity.

While contiguous waterfront access should be a goal along the entire length of the river and canal frontages, public access along the water should be mandated within Waterfront Mixed-Use districts. Residents would benefit from access to any new development on the waterfront and business owners would benefit from an expanded customer base as more people visit the City's waterfront for recreation, entertainment and services.

The area designated as waterfront mixed-use on the future land use plan identifies three primary areas: the River Road corridor from Gratwick Riverside Park south to downtown; all of Tonawanda Island; and areas directly adjacent to downtown along the river and canal.

Much like the Downtown Mixed-Use district, these areas are characterized by the inclusion of residential units with retail, restaurants, entertainment, and other commercial uses. Waterfront mixed-use should be anchored by carefully designed public spaces that provide opportunities for people to congregate and enjoy the waterfront. In all instances, the ground level of these districts shall provide some level of public space and a high level of transparency. As a result, the first floor should be reserved for quasi-public uses such as restaurants and retail, while offices and residential units should be limited to upper stories.

Because of the sensitivity of lands within the waterfront mixed-use area, any future development would need to be carefully studied and considered to determine any negative impacts on natural features. The shoreline, wetlands and other highly sensitive areas should be protected and integrated into any future development plans.

Ideal future uses for the waterfront mixed-use area in North Tonawanda include water enhanced and water dependent uses, including:

- high-density housing on upper floors of mixed-use buildings;
- water-dependent commercial establishments, docking facilities, marinas
- Hotels and Inns;
- restaurants; boutique/specialty retail; bars/ pubs and entertainment venues
- upper story offices; and
- parks, open space, festival venues and public gathering areas.

For more information regarding the City's waterfront, see policy areas in Chapter 3.

Highway Commercial

The City of North Tonawanda is a well connected community with roadways such as Niagara Falls Boulevard and the Twin Cities Highway providing convenience and accessibility to the City's residents. This connectivity provides opportunities for regionally accessible services to be located within the City for use by North Tonawanda residents and surrounding areas. Typically, the locations for Highway Commercial land uses are found at highway interchanges where access into and out of the area is quick and less disturbing to the surrounding areas. North Tonawanda is considerably built-out, limiting the location of these districts primarily to existing areas of development. However, the Future Land Use Plan does not identify additional land for expanding these uses, it merely designates districts in previous developed areas.

Within the City, the most appropriate locations for future regional-scale retail development continues to be the area adjacent to Meadow and Payne, and increasingly the high traffic areas near Erie Avenue and the Twin Cities Highway. The Highway Commercial district located along Niagara Falls Boulevard near the Wurlitzer Organ Plant has good connectivity to the surrounding road networks, and will curtail additional traffic flow onto interior City streets.

Regardless of where these development districts are located, they should be designed in a fashion to maximize access management techniques such as shared driveways, on-site traffic management and shared parking facilities. In addition, the Highway Commercial district located at Niagara Falls Boulevard should be considered a primary

gateway into the community, defining the image of the City. Therefore, site design, architecture and landscaping will play an integral role in how people perceive the community of North Tonawanda from this location. For this reason, it is important to ensure future development meets the desired character of the community, and design standards should be developed with the importance of this gateway intersection in mind.

Highway Commercial areas are commonly auto-oriented in design and scale, limiting the potential for pedestrian access and transit. However, the City of North Tonawanda should encourage pedestrian connections between all Highway Commercial developments and surrounding neighborhoods.

Additionally, Highway Commercial areas should effectively buffer themselves from surrounding neighborhoods, reducing the impact of noise, light and sound nuisances to the extent practical. The provision of a green buffer that retains natural vegetation or includes the planting of sound and visual barrier vegetation between Highway Commercial areas and existing neighborhoods is an excellent approach for mitigating these nuisances. The inclusion of public spaces such as small parks, gateway features at primary community entrances, and the integration of transit stops into future development are of considerable importance.

The City's Highway Commercial areas are located at both important gateways and centralized locations to the community. As a result, it is imperative to encourage these development districts to be attractive, well maintained and reflect a consistent high-quality image of North Tonawanda. During the Land Use Workshop held on May 8, 2008, a Community Character Survey was administered with the goal of identifying images that reflect desired future development styles and patterns for the City. The images included throughout this section are provided to help developers, elected officials and appointed boards when preparing proposals for future projects. These images are not meant to prescribe how development should look yet should be used to inspire development. Moreover, it should help to improve the efficiency of the development review process.

Types of uses may include:

- pharmacies, department stores, and general merchandise;
- restaurants;
- office buildings; and,
- higher density residential such as apartments and townhomes, where appropriate.

Research, Development, and Light Industry

Research and development, and light industrial uses (RDLI) are considered desirable in residential communities because they are substantial tax generators and create limited negative impacts on a residential-oriented community such as North Tonawanda. The most appropriate location for this type of development is within the Buffalo Bolt Industrial Park site on Oliver Street, and the Wurlizter Plant site on Erie Avenue.

North Tonawanda has significant lands formerly or currently utilized for industrial and manufacturing uses. It is the City's goal to evolve from a community centered on manufacturing and processing to a community focused on research, development, clean industry and office operations. The remediation of the Buffalo Bolt site and its on-going transformation into a business park is an example and catalyst for this process.

The RDLI land use category is proposed for lands currently being utilized for industrial or manufacturing purposes. The goal of this land use category is to reestablish and strengthen these locations as employment centers located within the community. The long term goal is to focus business recruitment in economic sectors that will support greater regional efforts, take advantage of the City's international location and serve to enhance the stability of local businesses.

The development of these districts, however, is not envisioned to mirror those within suburban office parks, with buildings and parking areas detached and walled off from the surrounding community.

Typically research and development areas have very little pedestrian appeal as they lack any significant pedestrian amenities and tend to be predominantly automobile-oriented. It is envisioned that the Research, Development and Light Industry districts in North Tonawanda will encourage pedestrian connectivity through development of paths and sidewalks that link uses both internally and externally with adjacent destinations and public spaces. The goal should be to encourage live-work opportunities, providing connectivity to residential areas for potential workers in the RDLI areas. As well, encouraging pedestrian activity by establishing a human-scale to buildings and amenities is equally important to creating a sense of place and a high quality atmosphere.

A Master Plan should be prepared for the Wurlitzer Drive district to ensure the cohesive development of these areas in continuity and harmony with adjacent land uses. Architecture, building form and massing, site design, signage and landscaping requirements should be considerate of the surrounding community, and should provide a high-quality, unique identity for North Tonawanda. The work completed for Buffalo Bolt is a good template to utilize in this location.

In addition, it is important for the City to encourage new development in these districts to be modestly scaled, attractive, and well maintained with an architectural vocabulary common amongst multiple business parks.

The City, though the Lumber City Development Corporation, should consider taking ownership, that may be limited to a building or a parcel or something more comprehensive, or a management role for the development of the Wurlitzer site. This site, through the guidance of the City and LCDC, is potentially the greatest job creation opportunity for the community.

Appropriate uses within the Research, Development and Light Industry areas may include:

- offices;
- light industry, including manufacturing and distribution
- design studios;
- lodging;
- commercial uses to service office park workers; and
- restaurants.

Open Space, Recreation, and Trails

This category consists of officially designated parkland and the Deerwood Golf Course. North Tonawanda boasts an excellent park system that serves the community with a myriad of opportunities for active and passive recreation, including Gateway Harbor Park on the Erie Canal, and Gratwick Riverside Park, deemed a Destination Gateway on the Niagara River Greenway System. The recent completion of a master plan for Gratwick Riverside Park has been hailed as a model for future Greenway projects, and will bolster North Tonwanda's current system of waterfront parks and recreation areas.

The City should focus on enhancing existing parklands with additional family and group friendly amenities, such as repositionable picnic tables, restroom facilities, and unique play structures that will make it more convenient for large groups to assemble and utilize these areas. As well, the City should enhance the identity of it neighborhood parks via signage, while improving connectivity with surrounding residential areas via trails and bike-paths. New parks and recreation offerings should also be considered for the Wurlitzer Neighborhood, which boasts a high density with little nearby recreational resources.

In addition, several multi-use trails exist or are proposed to connect the City's parks along the waterfront and the interior with the surrounding residential and destination centers of the community. These trails should utilize the existing network of abandoned railroad rights of way, along with newly created rights of way along the waterfront to promote unfettered pedestrian and bicycle access.

These park and trail areas should be protected and buffered from adjacent development to retain their recreational and passive beauty.

The proposed types of uses seen as appropriate for this land use area include:

- Passive and active parks;
- Multi-use trails; and
- Small-scale environmental interpretive sites.

For more information regarding the City's open space, recreation and conservation areas, see the associated policy areas in Chapter 3.

Conservation Areas

This category consists of officially designated wetland areas within the City. Due to North Tonawanda's flat topography, wetlands are a prominent feature in the landscape. The Conservation district should act as an Environmental Protection Overlay District (EPOD), where the underlying land uses shall continue to be allowed with appropriate investigation, mitigation and permitting from the appropriate jurisdictional agencies.

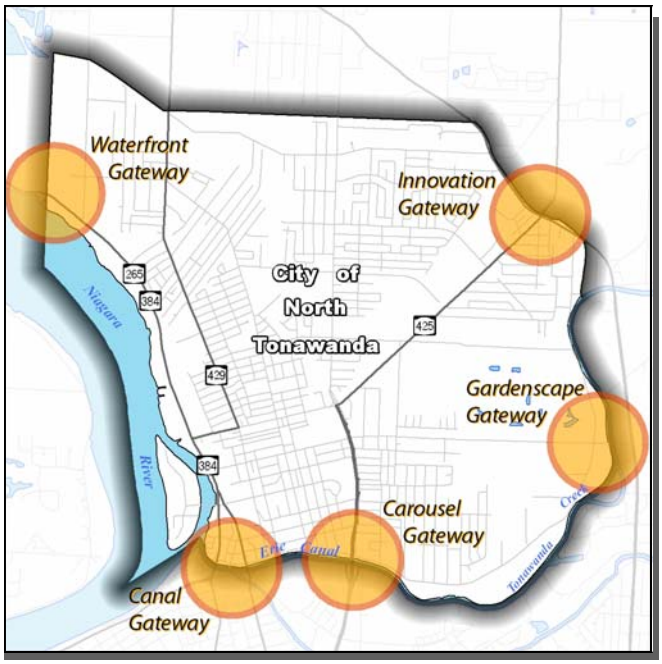
However, the protection and enhancement of high quality wetland habitats is recommended as these areas provide ecological, biological and educational benefits to the surrounding community.

Historic Preservation Districts

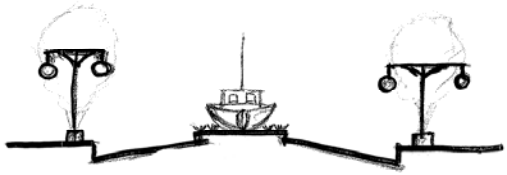
The City of North Tonawanda has a vast and historic past that includes both industry and culture. The recently formed Historic Preservation Commission is charged with several duties, including conducting surveys and inventorying historic resource, designating resources as landmarks or historic districts, and increasing public awareness of historic, cultural and architectural values via educational programs.

The existing Historic Preservation Ordinance identifies eight properties and one district. It is recommended that future historic district considerations be given to the residential areas along Christiana, Goundry and Tremont streets east of Oliver Street. The stately and historic homes of this area should be provided the protections necessary to prevent further degradation of neighborhood form and character due to inappropriate conversions and land uses.

In addition, the Residential-Restricted Business zoning classification should be reviewed for consistency with the objectives of maintaining a coherent historic district during the zoning update process. The goal of this district should be the maintenance of a viable historic neighborhood character, with the added flexibility for properties to be utilized in an economical manner.



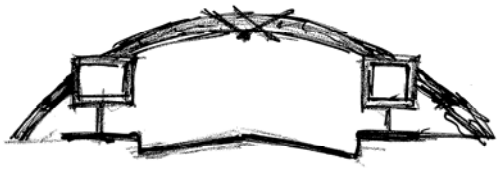
Waterfront Gateway



Erie Canal Gateway

Carousel Gateway

Gardenscape Gateway



Innovation Gateway

Thematic Gateways

The City of North Tonawanda is centrally located between the City of Buffalo and Niagara Falls, with a significant number of primary roadways that provide access to visitors and motorists traveling into and through the community. These entry points are significant opportunities for gateway enhancements that shaped the identity and sense of place within North Tonawanda.

During the Land Use Public Workshop, five primary gateway locations were identified, each with a unique thematic concept that relates to the City's past, present, and future.

Waterfront Gateway

The Waterfront Gateway is located adjacent to Gratwick Riverside Park at the City boundary with the Town of Wheatfield. This gateway is envisioned to take on a nautical theme, with elements of the City' s maritime past taking a prominent role in the design. A narrowing of the roadway is also envisioned in this scenario.

Canal Gateway

The Canal Gateway is located at the entrance to the downtown core at Webster Street. Thematic elements include a raised median complete with a packet boat and enhanced landscaping and lighting. This gateway should embrace the City's connection with the Erie Canal and it's importance in North Tonawanda's past and future.

Carousel Gateway

The City of North Tonawanda has a rich heritage of arts and culture. The Carousel Gateway located along the Twin Cities Highway entry into the City should promote the City's prominent role in shaping the nation's 20th century entertainment and amusement industry.

Gardenscape Gateway

Located adjacent to the City's Botanical Gardens, this thematic gateway is envisioned to be an abundance of vegetation, with a profusion of color, texture, shapes, and sizes that beautify the entry to the City's east-side at the intersection of East Robinson and the Erie Canal.

Innovation Gateway

North Tonawanda has a proud history of technological and industrial innovation. This gateway is envisioned to display the City's continued march towards progress, and act as the primary entrance into one of the City's future industrial parks along Wurlitzer Drive and Erie Ave.

City of North Tonawanda

NIAGARA COUNTY, NY

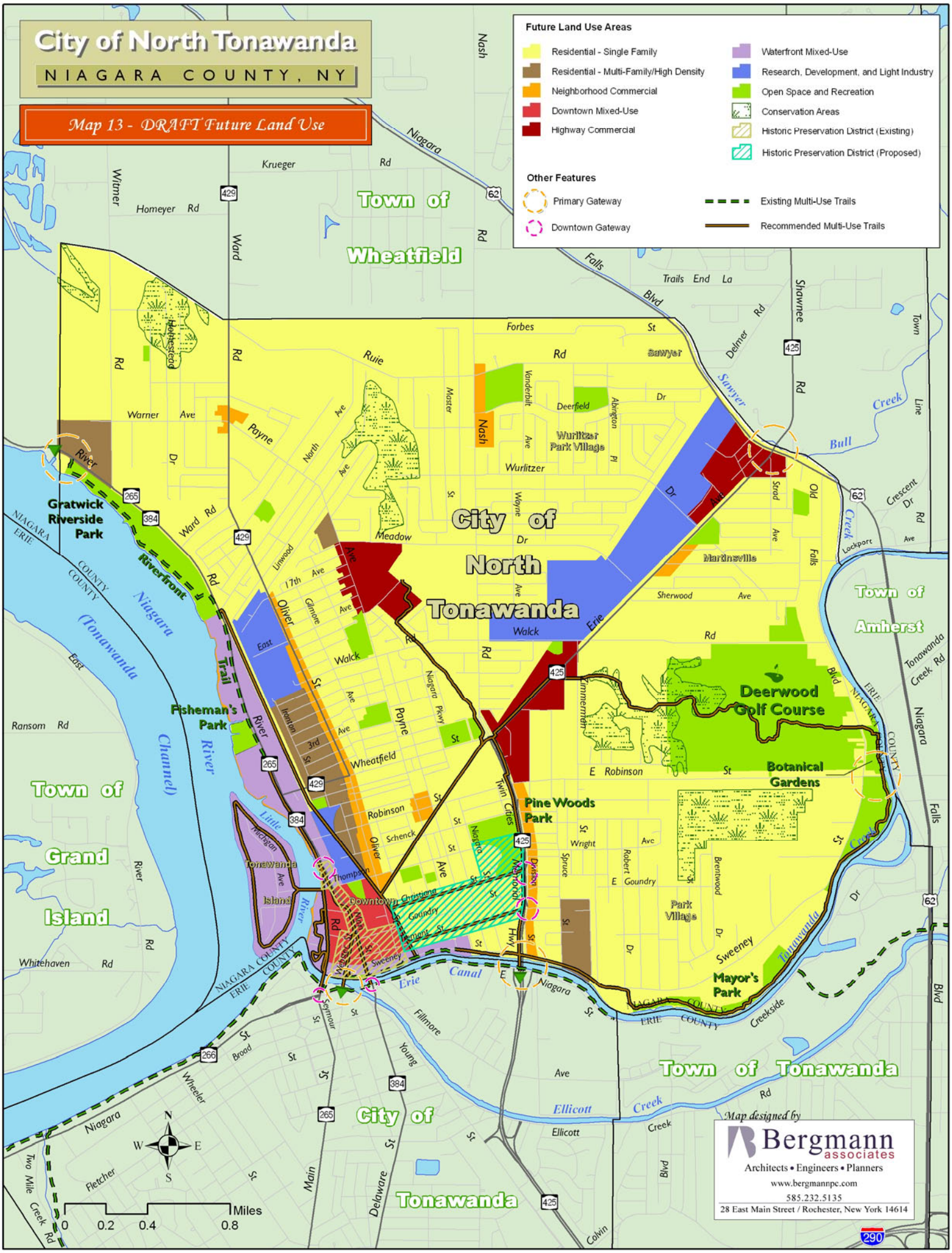
Map 13 - DRAFT Future Land Use

Future Land Use Areas

- Residential - Single Family
- Residential - Multi-Family/High Density
- Neighborhood Commercial
- Downtown Mixed-Use
- Highway Commercial
- Waterfront Mixed-Use
- Research, Development, and Light Industry
- Open Space and Recreation
- Conservation Areas
- Historic Preservation District (Existing)
- Historic Preservation District (Proposed)

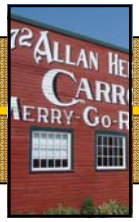
Other Features

- Primary Gateway
- Downtown Gateway
- Existing Multi-Use Trails
- Recommended Multi-Use Trails



Chapter 5

City of North Tonawanda



IMPLEMENTATION

Overview

The Comprehensive Plan includes recommended objectives and action items that the City of North Tonawanda should undertake over the next 10 to 15 years to address each of the six identified policy areas. These objectives and action items work in concert with the future land use plan to determine the overall direction of activity, development and investment within the community.

While the Comprehensive Plan creates the framework for the future of North Tonawanda, it will not be a successful endeavor without a methodology for its implementation. This chapter introduces the primary steps necessary to capitalize on opportunities discovered during this process, as well as additional planning and investigative activities that will be necessary for North Tonawanda to move forward in achieving the policies and objectives stated in the Comprehensive Plan.

The tables following this chapter represent all 137 action items, organized by policy and implementation timeline. While seemingly an overwhelming list of things-to-do, a few watershed action items will get the ball rolling and provide the momentum for continued implementation and success. These pivotal action items are discussed below.

Zoning Update

The primary and most important step for the implementation of the Plan will be the update of the City's Zoning Ordinance, Chapter 103 of the Code of the City of North Tonawanda. The zoning ordinance is the lawful implementation of the Comprehensive Plan.

Zoning Ordinance Update

The North Tonawanda Zoning Ordinance was first adopted in 1959, with the most recent updates taking place in the fall of 2005. This ordinance is typical of the Euclidian, or conventional, Zoning codes generated in the 1950's and 1960's. It relies exclusively upon the separation of land use types according to districts, while applying bulk regulations to each of these districts that govern density, setbacks, lot coverage, building height, and so forth. For more information regarding traditional Euclidian Zoning and its alternatives, see page 106.

The current zoning ordinance is broken down into eleven districts: four residential; two commercial/business; three manufacturing/ industrial; and two waterfront. These districts are then classified and ranked into use groups indicating the level of restriction of uses for each district (Note: waterfront districts are considered separate from the use group classification system). Residential Single – family districts are the most restricted, while General Industrial is the least restricted. Thus, the uses within the most restricted district are included in the next most-restrictive district, unless otherwise noted. Generally, the number of permitted uses increases from residential districts to manufacturing/industrial districts.

Zoning Recommendations

In order to reflect the proposed Future Land Use Plan as depicted in Chapter 4, as well as the overall policies and objectives generated by this planning process, the zoning ordinance and map will need to be revised to permit the Comprehensive Plan's recommended land use characterizations. Primary changes will include a simplification of residential districts, the provision of mixed-use development districts in both the downtown and along the waterfront, as well

Alternatives to Traditional Zoning: Form- and Performance-Based Codes

Traditionally, communities have developed land use classification systems to separate disparate land uses such as industrial and residential. The concept entails creating contiguous districts within a community, each with a prescribed set of permitted land uses. In addition to limitations on the use of the land, each district may be prescribed regulations governing the size and height of buildings, their placement on the site, the coverage of the site by impervious surfaces, and the distances required between developments within opposing districts. These regulations are applied equally to any permitted use within the district. This is known as Euclidian, or traditional, zoning.

One of the major drawbacks of the traditional 'land use' based zoning is that it often segregates uses that are complementary to one another, such as residential and retail. In addition, zoning ordinances that are strictly land use-based do not impart specific regulations regarding the character of structures or developments, nor their relationships to environmental conditions or adjacent land uses. Lastly, and most important to the City of North Tonawanda, strict land use zoning is primarily developed to control and limit density, and therefore is not flexible enough for traditional urban centers where a high concentration of activity and mixture of uses would be beneficial.

In response to these limitations, there have been attempts to derive regulations based not on the *type* of use, but rather on the form and/or function of particular uses. Form-based or Performance-based regulations provide guidelines, standards or thresholds for particular development districts within a community. Traditional zoning may call for a Single-family Residential District, a Neighborhood Commercial District and a Central Business District, each with a separate set of permitted uses and regulations. A Form/Performance-based ordinance, on the other hand, may identify a Traditional Neighborhood District for the same locations, where a building's form within the neighborhood are governed by a strict set of site and architectural guidelines and standards, while the building's function (or performance) would be governed by thresholds regarding pollution, traffic generation, parking requirements, etc. The code would not necessarily regulate the types of uses. In order to meet the requirements of a given district, a building would have to look and function within these guidelines. In essence, what happens inside 'the box' is not controlled, just how 'the box' looks and functions within the community.

A major benefit of this type of regulation is that it addresses community character from both an architectural and functional standpoint. As well, Form and Performance-Based regulations provide land owners with a significant amount of flexibility in the disposition and use of their property, with the goal of spurring creative solutions. In addition, these types of regulations promote mixed-use development, a recommendation made throughout the Future Land Use discussion for North Tonawanda in this Plan.

In many communities a hybrid approach between traditional and form-based regulations is being utilized with success. In these instances, a strong set of design parameters have been developed in association with traditional underlying zoning, requiring the thoughtful design and implementation of projects. However, these hybrid regulations typically do not address the limitations posed by the segregation of uses, and therefore only solve some of the problems with traditional zoning regulations in urban centers.

as the reinterpretation of manufacturing and industrial districts.

For example, the area depicted as Downtown Mixed-Use on the Future Land Use Plan is currently divided amongst General Commercial and Light Manufacturing zoning districts in the existing ordinance. Many of the uses currently permitted in these districts, such as light industry and auto oriented uses, are not characteristic of successful, vibrant downtown districts found in traditional small cities such as North Tonawanda.

In addition, the bulk regulations for these existing districts, with front yard setbacks of 40 to 50 feet, do not promote the close connection of development with the street or sidewalk network. This is evidenced by the current development character along Main

Street, which during the urban renewal era saw significant redevelopment pressure. Even more problematic is that current zoning regulations in downtown would not permit the reconstruction of Webster Street in its current state due to the yard requirements within the existing ordinance. The update to the zoning code should address these disparities to provide balanced controls and requirements throughout the downtown core.

Equally important to the requirements within individual districts is the placement and application of these districts throughout the City's landscape. North Tonawanda's zoning map and districts have evolved over several decades without a formal update or a comprehensive plan to guide zoning decisions. This has resulted in a confusing and sporadic array of districts and a considerable level of spot zoning (an illegal practice) taking place throughout the City to accommodate the needs of property owners. To combat this, the City should simplify its district definitions and the permitted uses within each, while perhaps addressing complex or situational decisions with a special permit process.

In concert with the reorganization of districts, enhanced regulatory tools such as design standards and overlays will need to be developed appropriately for each district to provide necessary controls for site design, architecture, landscaping and signage. In particular, the downtown mixed-use and waterfront mixed-use land uses will require finely crafted design standards that promote the design and character necessary to create successful places and spaces. As well, overlays for environmental and historic resources will provide protections for these features, while maintaining the flexibility of the underlying zoning districts.

The update and revision of the City's zoning ordinance is no small task. Crafting regulations that are fair, balanced and in keeping with the spirit and vision of the Comprehensive Plan will require a significant level of effort. This effort, however, will be greatly rewarded with future development that fulfills the vision of the Plan, and continue to make North Tonawanda a great place to live, raise a family, and invest.

(See page 106 for further information on alternatives during the zoning update process.)

NEXT STEPS

Beyond the zoning update, several major planning, engineering and administrative projects will need to be initiated. These projects will be necessary triggers to go after state and federal funding for projects within the Plan.

Primary Planning Action Items

In addition to the update of the zoning ordinance, planning initiatives of primary concern include updating the City's Local Waterfront Revitalization Plan (Waterfront 3-a) the creation of a remediation and redevelopment plan for Tonawanda Island (Economic Development 1-b), and the development of a Parks and Recreation Master Plan (Environment and Recreation 1-c).

The LWRP update and the Tonawanda Island redevelopment plan are both considered short-term implementation items to be completed in the next two years. In fact, while the Comprehensive Plan process was winding down, the City secured funding for both these actions, and is in the process of securing consultant contracts to complete the work. The development of a Parks and Recreation Master Plan is seen as a mid-term

implementation project, with a timeline of 3-5 years. The development of this plan will be crucial to securing funding for the enhancement of the City's park system. The development of the LWRP update should provide consideration for the Parks and Recreation Master Plan due to the abundance of City-owned park land along the River and Canal.

Primary Engineering & Design Action Items
Engineering and design initiatives include an engineer's report on the rehabilitation of the City Marina on River Road (Environment and Recreation 2-c), the creation of a City-wide wayfinding system (Environment and Recreation 3-c), and continued implementation of the Gratwick Riverside Park Master Plan (Environment and Recreation 2-e).

The City Marina study, a short-term action, will be needed to determine the magnitude of improvements and begin the design and budgeting process for its rehabilitation. The creation of a wayfinding system is considered a mid-term action item, and will provide crucial signage and awareness to the City's many natural and built assets. The long-term and on-going implementation of the Gratwick Riverside Park Master Plan will ensure that this City park remains a model within the Niagara River Greenway corridor, and a local and regional attraction for the City's waterfront. As well, the maintenance and upgrading of roadways and utility infrastructure should be an on-going priority.

Primary Administrative Action Items
Mid-term implementation items to develop a 'Shovel Ready Sites' program and a Community Marketing and Promotions position will set the stage for continued economic development initiatives outlined in the Policies and Objectives section of the Plan.

In particular, the focusing of economic development efforts on the reuse of both the Roblin Steel and Wurlitzer Plant sites will aid the creation of jobs and the realization of these catalytic projects. In addition, the City contains numerous vacant or underutilized properties that would benefit from inclusion in the program.

The Community Marketing and Promotions position will be necessary to galvanize support for local projects while cheerleading for the entire North Tonawanda community. Having a dedicated individual to improve the image of North Tonawanda will aid in attracting investment, while at the same time support the continued development of the City's cultural and heritage assets as primary economic development drivers.

In addition to the Primary Administrative Action Items, the on-going implementation of the Comprehensive Plan's recommendations will require a dedicated champion within the City's administration. A Plan Administrator position should be created with the responsibilities including the tracking of progress, coordinating with involved departments and agencies, and the development of regular progress reports back to City Council. This position should possess a working knowledge of the elements of the Plan and develop a coordination plan for the implementation of activities in an efficient and effective manner. Such a position will be a key component in the successful realization of the plan's vision and objectives.

Insert Short-Term Implementation Schedule Here

Insert Mid -Term Implementation Schedule Here

Insert Long-Term /On-Going Implementation Schedule Here

Chapter 6

City of North Tonawanda

CONCLUSION

CONCLUSION

The City of North Tonawanda faces numerous challenges and opportunities as it moves into the 21st Century. Strategic decisions made today will impact the journey and destination of the community over the next 20 years. The 2008 Comprehensive Plan is a culmination of over a year of review and planning and provides the foundation for decisions that will drive community development. As the community embarks on this journey, it must build upon its many assets, particularly its expansive waterfront, while addressing conditions that adversely affect the quality of life of its citizens, such as infrastructure and housing decay.

North Tonawanda has a proud, rich and diverse history and is full of well-established neighborhoods and an intact downtown core. These assets must be protected and promoted. Community character could be compromised if the various challenges identified in this Plan are not addressed in a strategic and comprehensive manner. The vision, policies, objectives, and action items set forth in the Plan should be used to guide future actions and decision making.

The Future Land Use Plan provides an additional level of guidance, identifying areas for specific land uses along with general design guidelines. The Plan is designed to be a user-friendly, working document for key City officials and staff members, community leaders and other involved community stakeholders.

The activities outlined in the Plan cannot be undertaken by the City's governmental leaders alone. Over the next several years residents need to come together to complete the tasks included in the Plan. Successful implementation requires ongoing communication and cooperation among the leaders and residents of North Tonawanda. Collectively, the community can ensure a healthy and prosperous future for generations to come.

Appendix A

City of North Tonawanda

SWOT ANALYSIS RESULTS

SWOT Analysis Results

Strengths

- Waterfront and Erie Canal
- Strong local heritage and storied history
- Residents are progressive and loyal
- Wealth of physical infrastructure
- Proximity to major urban/metro areas
- Regional/Bi-national location
- Niagara Falls
- Green space & parks
- Architecture
- Survived urban renewal intact
- City w/small town atmosphere
- Cultural assets
- Library
- School system
- Higher Ed. Resources
- Good Medical resources
- Local public golf course
- Canal Fest
- Reasonable Housing Costs
- Sports fishery
- Youth sports tradition
- Entertainment/Bars
- Yearly sports leagues
- Walkable community
- Mature trees
- Defined downtown core
- Riviera Theatre
- Commitment to youth
- Marinas
- Safe community

Weaknesses

- Aging infrastructure
- Sidewalk conditions
- Lack of sidewalks in places
- Taxes
- Cost of water
- Cost of electriCity
- Saturated market of heritage and culture (festivals, concerts, etc.)
- Lack of accessibility from waterfront to downtown and neighborhoods
- Lack of hotel accommodations
- Fixed income households
- Lack of housing for elderly
- Absentee landlords
- High % of rental property
- Single to multi-family conversions
- Lack of jobs
- Bedroom community
- Lack of political clout
- Main thoroughfares do not encourage trips to downtown
- Lack of shopping opportunities
- Reputation
- False ceiling on housing values due to taxes

SWOT Analysis Results

Opportunities

- New identity for City beyond historical (steel & lumber)
- Medical research
- Waterfront housing & mixed-use
- Waterfront public access
- Mom & Pop shops in old Buffalo Bolt Site
- Reuse for business incubators
- Tourism
- Brownfield redevelopment
- Marketing architecture for reuse (Christiana)
- Proximity to Wheatfield and attraction of their dollars downtown
- Attract workers back downtown
- Canal and waterfront
- Oliver Street – make it like Allentown in Buffalo
- Proximity to Canada
- General retail
- Transportation
- UB expansion 10 minutes from City

Threats

- Other communities trying to create what we have
- Wheatfield
- Tax structure
- Economic decline major impact on North Tonawanda
- Continued renter influence
- Absentee landlords
- Beginning and growing drug problem on Oliver St
- Lack of activities for Teens
- Not enough progressive thinking
- Local & regional perception
- Buffalo
- Population loss
- Lack "new population"
- Exodus of youth (brain drain)
- Division of City into "two cities"
- Lack of resident knowledge of and identity with the City
- Wal-Mart
- Right people to lead and guide City
- Political infighting

Appendix B

City of North Tonawanda

COMMUNITY SURVEY RESULTS

Introduction

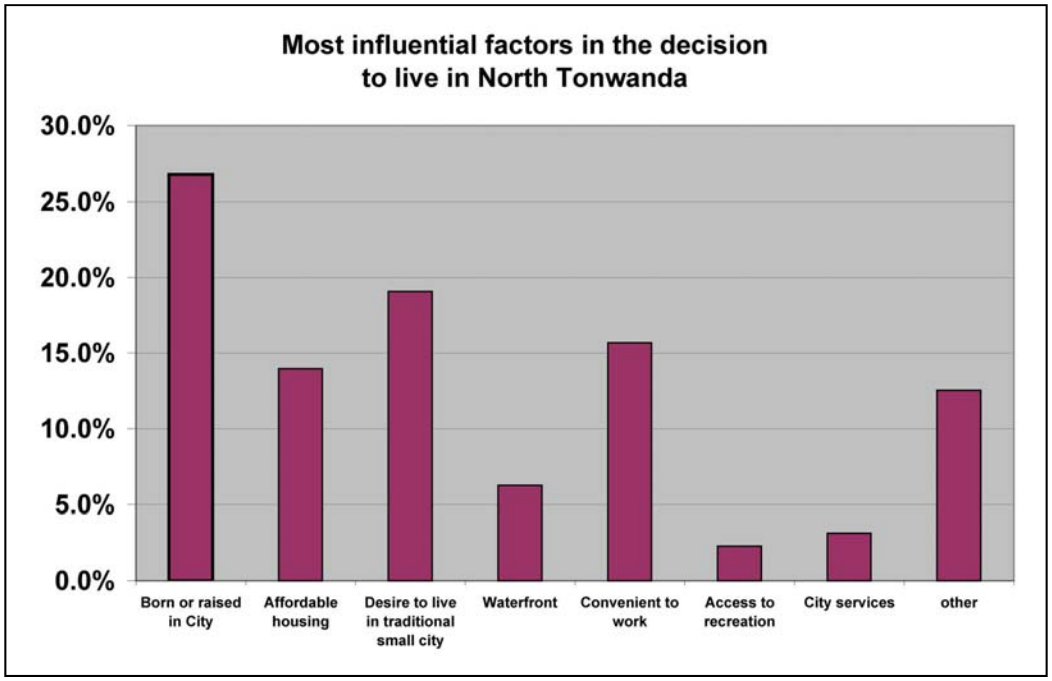
In December 2007, the City of North Tonawanda conducted a community survey to obtain input on a wide range of issues. The survey was one of numerous activities used by the City to solicit community input in determining the focus and direction of the update to the Comprehensive Plan.

The survey included a range of questions that addressed community values, priorities, and needs, as well as demographic and economic information. The City of North Tonawanda randomly distributed 750 surveys to households equally throughout the municipality's three wards.

A total of 190 surveys were returned for a response rate of 25 percent. It should be noted that the findings of the survey may be skewed toward the opinions of City homeowners. Of the responses received, 99 percent were homeowners and 1 percent were renters. This varies considerably from the breakdown among the City's population, which was 69 percent homeowners and 31 percent renters according to latest census figures.

The following report summarizes the results from the 2007 City of North Tonawanda Community Survey. Though a majority of the surveys returned were fully completed, several were partially completed. Therefore, the number of responses may vary for some questions. The survey is included in its entirety in Appendix C.

Part 1-Community Values and Priorities



Question A

Respondents were asked to provide their top two reasons for living in North Tonawanda. The largest number of respondents indicated they lived in North Tonawanda because they were either born or raised in the City and that they liked that it's a traditional small City. The two other most selected factors were affordable housing costs and convenience to work. Approximately 13 percent of respondents indicated other reasons than those provided on the survey. Of those other responses, North Tonawanda's schools, a great place to raise children, and the proximity to friends and family were the most common.

B. Please indicate whether you strongly oppose, oppose, support, strongly support, or have no opinion about the following zoning and regulatory issues.

		1	2	3	4	5	
		Strongly Oppose	Oppose	No Opinion	Support	Strongly Support	***Overall Score***
1	Encouraging redevelopment of dilapidated or vacant areas.	0.5%	0.5%	4.3%	38.6%	56.0%	***4.49***
2	More retail & commercial development design standards for architecture, site design, landscaping, etc.	1.7	4.4	28.7	42.5	22.7	***3.80***
3	Stricter property maintenance standards (landscaping, garbage cleanup, parked/stored vehicles).	5.3	9.1	11.2	40.6	33.7	***3.88***
4	More protection of natural features (wetlands, waterbodies, etc.).	2.2	5.9	19.5	45.4	26.5	***3.86***
5	More preservation of historic sites and structures.	2.2	8.3	18.9	44.4	26.1	***3.84***
6	Encouraging more upper story residential units in downtown.	2.7	16.2	40.0	30.3	10.8	***3.30***
7	Encouraging more industrial development.	4.8	5.9	8.5	43.1	37.8	***4.03***
8	Providing aesthetic guidelines for signs in commercial areas.	2.2	3.3	32.2	46.4	15.8	***3.70***
9	Encouragement of future waterfront development	1.6	4.3	4.3	37.0	52.7	***4.35***
10	More commercial retail development	1.6	3.8	7.5	47.8	39.2	***4.19***
11	Single-family conversions to multi-family	23.2	43.2	27.0	4.3	2.2	***2.19***

Question B— Zoning and Regulatory Issues

This question related to zoning and regulatory issues such as land preservation, property/building reuse, maintenance and development. Respondents were asked to indicate whether they strongly opposed, opposed, had no opinion, supported or strongly supported each statement provided. Responses were then tallied and an average score generated based on a point system of 1 to 5, with 1 point for strongly oppose responses through to 5 points for strongly support responses. Thus, scores closer to 1 indicate strong opposition, scores closer to 5 indicate strong support, and scores close to 3 indicate a lack of consensus on the topic.

Encouraging the reuse/redevelopment of dilapidated and vacant areas was the issue that respondents most supported, with an average score of 4.49, indicating high levels of support. Encouraging future waterfront development and more commercial retail development were also highly supported among residents, with scores of 4.35 and 4.19, respectively. Encouraging upper story residences downtown garnered the least amount of consensus, with a score of 3.30. However, over 70 percent of respondents either supported or had no opinion on the issue. This may represent an educational opportunity on the benefits of mixed-use buildings in the downtown area. Conversions of single-family properties received the least amount of support, with a score of 2.19, indicating high levels of opposition to the issue. This was the only category that had opposition or strong opposition scores greater than 10 percent.

Question C– Ranking of actions and services by tax dollar expenditure

This question asked respondents to rank a list of actions and services based upon how they would like to see their tax dollars allocated. In addition to identifying community priorities, this question attempted to help determine the extent to which people would support the expenditure of public resources on these issues.

Through a weighted scoring system, an average ranking for each of the question's 12 issues was determined. The scoring system determined that a definitive *top* and *bottom* existed within the supplied actions and services. The top 3 ranking items were improving roads and infrastructure (C12), attraction of additional retail and commercial development (C1), and attraction of additional light industrial development (C2). The bottom 3 ranking items were the provision of senior housing (C10), the preservation of historic buildings and sites (C7), and improved efforts at community promotion and marketing (C11). key issues and needs included attracting additional light industrial development, providing senior housing, improving the condition of housing conditions, and preserving historic buildings and sites.

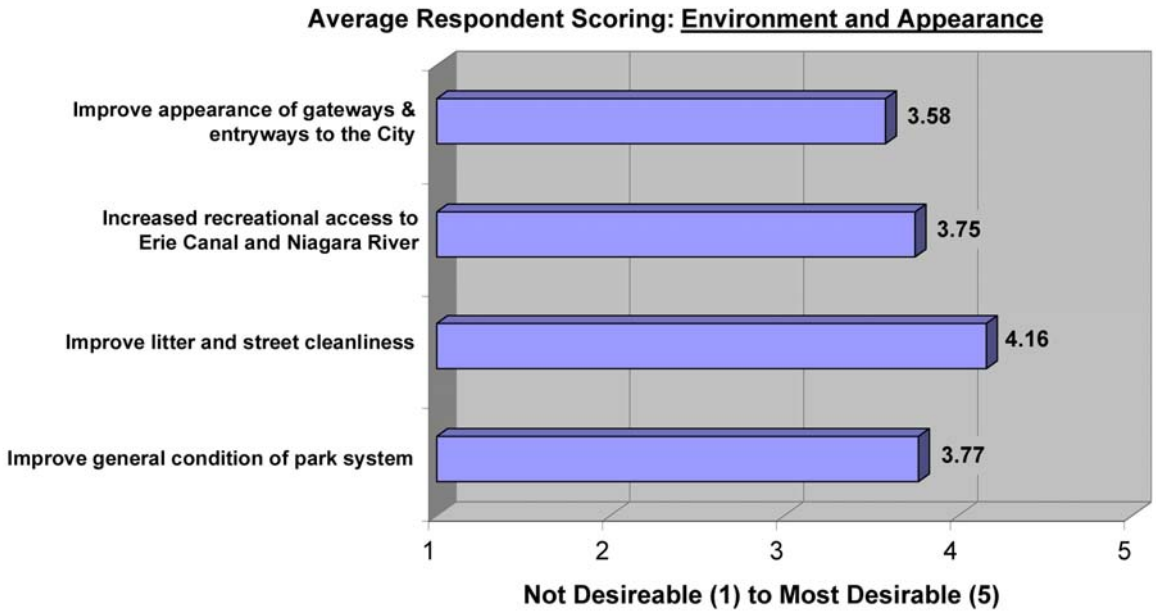
Ques	Score	Rank
C1	8.63	***2***
C2	8.53	***3***
C3	6.61	***8***
C4	7.28	***6***
C5	6.14	***9***
C6	6.75	***7***
C7	5.89	***11***
C8	7.48	***5***
C9	7.80	***4***
C10	5.82	***12***
C11	5.93	***10***
C12	9.54	***1***

A low level analysis of these findings suggests that residents are willing to support infrastructure improvements and traditional economic development activities over actions and services that may be conventionally provided via private and non-profit enterprise.

Although this question does provide some indication of the community's priorities for addressing services and needs, it does not definitively outline which issues people would support financially. analysis of this topic will be needed to accurately determine the scale of economic support for future services and development.

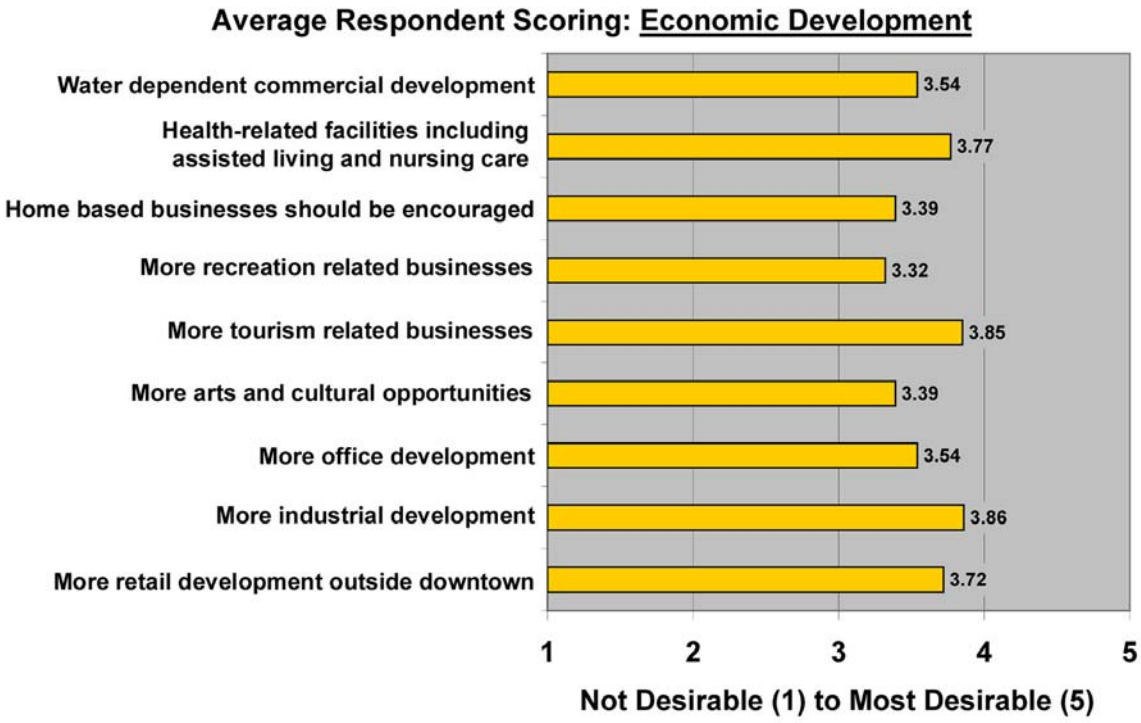
C1. Attracting additional retail & commercial development
C2. Attracting additional light industrial development
C3. Increased public access to the Erie Canal and Niagara River
C4. Improving the appearance of existing commercial areas
C5. Developing additional ball fields and other active recreational facilities
C6. Improving the condition of residential homes.
C7. Preserving historic buildings/sites
C8. Improving public water infrastructure
C9. Improving public sewer infrastructure
C10. Providing senior housing
C11. Improve community marketing and promotion
C12. Improve roads and infrastructure

For questions D and E, respondents rated a variety of issues on a scale of 1 to 5, with 5 being the most desirable and 1 being not desirable at all. The ratings provided in the survey for each issue were averaged to develop a mean rating.



Question D—Environment/Appearance

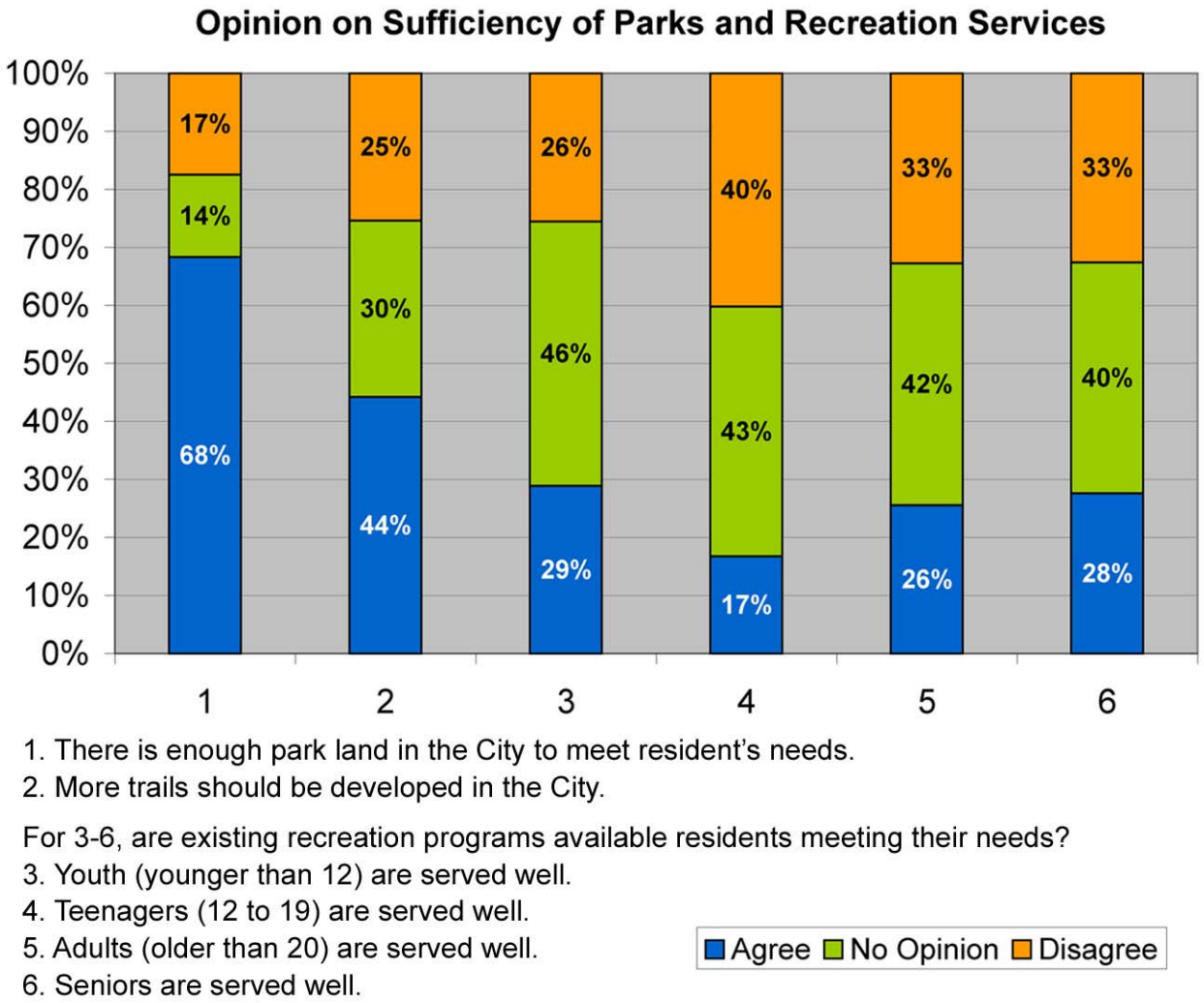
Improving overall cleanliness is a critical priority based on its average rating of 4.16. Improving general park conditions and increased recreational access to the Erie Canal and Niagara River also scored high, with ratings of 3.77 and 3.75, respectively.



Question E — Economic Development

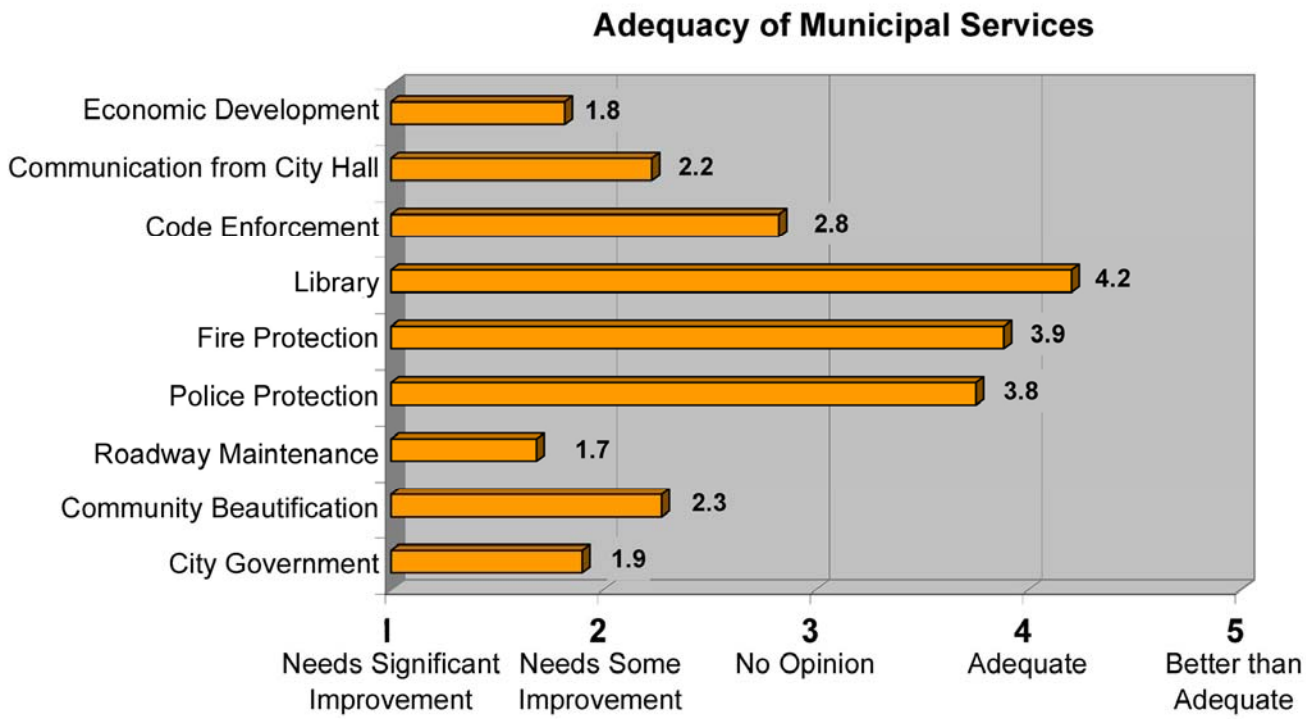
Given a wide range of issues pertaining to economic development within the City, respondents rated more industrial development and tourism related business as the most desirable with scores of 3.86 and 3.85, respectively among all issues in this section. Other economic development opportunities with the highest scores included the development of health-related facilities and additional retail outside of downtown. Recreation related business development received the lowest average rating. This information may be helpful in determining the scope of future economic development activity.

PART 2-NEEDS ASSESSMENT



Question A

Respondents were asked to consider the sufficiency of the City's park facilities and recreational programming. For the six statements given, the respondents could reply with one of three answers: (1) agree, (2) no opinion, (3) disagree. With over 68 percent agreement, residents thought that there was adequate parkland to meet their needs in the City. Approximately 44 percent of the respondents felt that additional trails should be developed within the City. In addition, when asked whether the existing recreational programs available to certain age groups are meeting their needs, 29 and 17 percent of respondents felt youth and teenagers were served well, while 40 percent did not believe that teens are served well. As can be seen by the survey results, respondents leaned towards no-opinion in regards to recreational programming for all age groups. With this data in mind, additional attention regarding recreational opportunities to address more specific needs may be required to provide a definitive direction on parks and recreation programming.

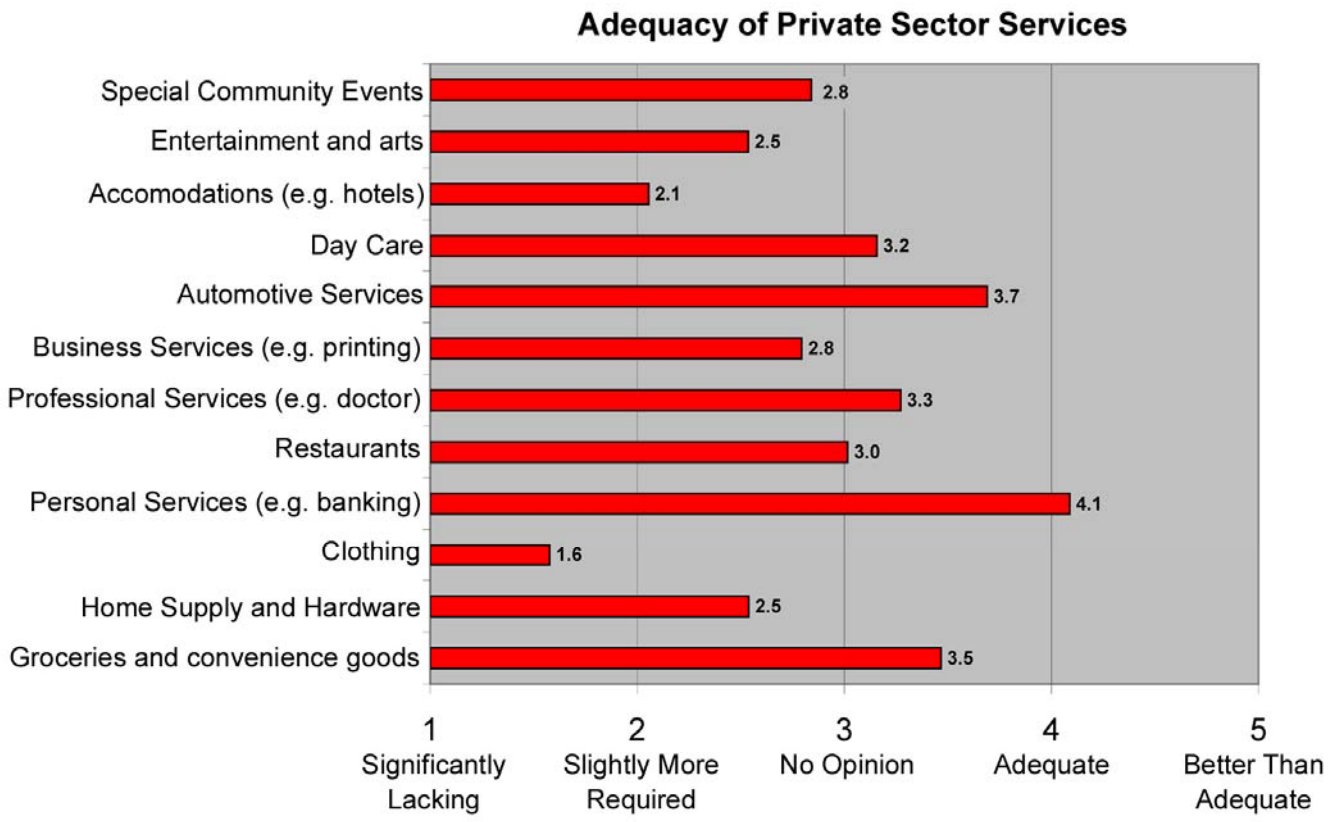


Question B

Respondents were asked to rate the adequacy of *municipal* services with the following statement: (1) needs significant improvement, (2) needs some improvement, (3) no opinion, (4) adequate, or (5) better than adequate. With an average score of 4.2, respondents indicated that the City Library was adequate or better, along with adequate scores for fire protection (3.9) and police protection (3.8). At the opposite end of the spectrum, respondents felt that roadway maintenance (1.7), economic development (1.8) and City government (1.9) needed the most improvement, while opinions were mixed on code enforcement, with an average score of 2.8. This correlates strongly with the findings from Part 1, Question C, where respondents ranked roads, infrastructure and economic development as priorities for the investment of tax dollars.

Question C

Respondents were asked to determine the adequacy of *private sector* services and facilities using the same rating system as question B. The private services and facilities in this section are everyday services such as grocery stores, home supply stores, restaurants, entertainment, automotive services, and personal services such as banking or insurance. A large majority of respondents indicated that clothing stores (1.6) and accommodations such as hotels (2.1) were slightly or significantly lacking. The adequacy of business services (2.8), restaurants (3.0), day care (3.2) and professional services (3.3) is uncertain, with average scores at or near No Opinion. Based on the survey, these may need special attention in future economic and service development activities within the City. Only three categories scored in the adequate to better than adequate range, those being personal services (4.1), automotive services (3.7) and groceries (3.5). Most other categories were rated as slightly more required to less than adequate by a large majority.



PART 3-HOUSEHOLD SHOPPING AND TRAVEL PATTERNS

Part 3 asked respondents to indicate their household travel and shopping patterns. A number of possible locations for employment, shopping and medical services were listed.

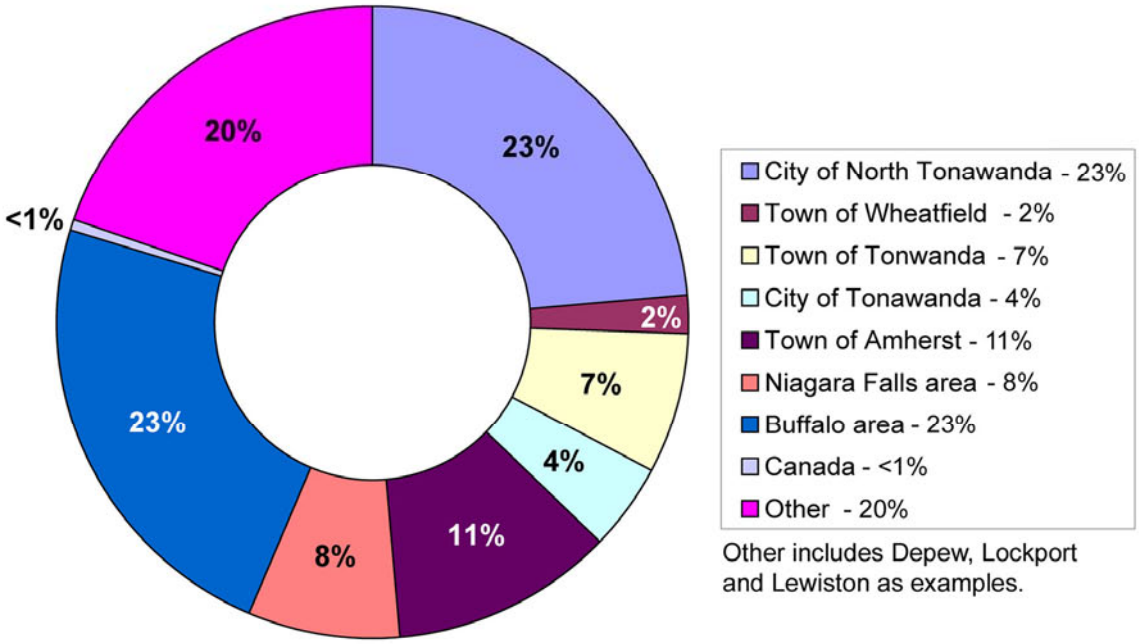
Question A

Adult respondents were asked to provide their location for employment outside the home. About 23 percent of adults worked within the City of North Tonawanda, and an additional 23 percent working in the Buffalo area. Approximately 20 percent of respondents chose 'other', providing Depew, Lockport and Lewiston as examples of other places of employment, while retired individuals also made up this quotient of the population.

Question B

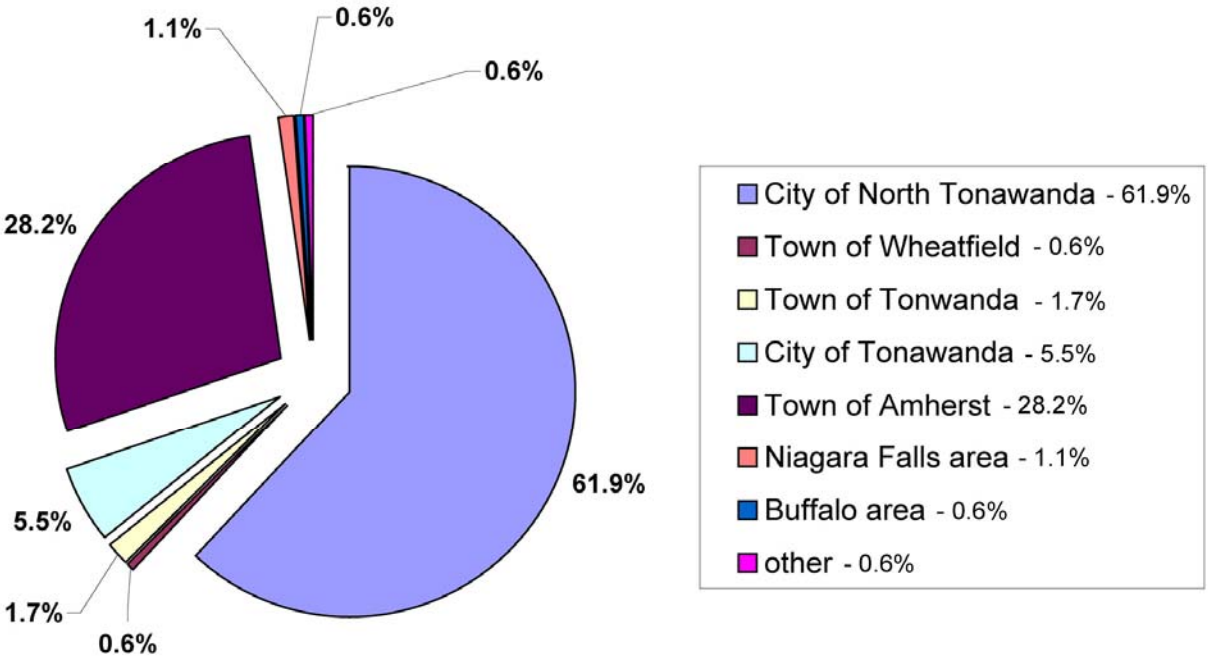
Question B asked where households spent a majority of their income for food eaten at home. Sixty-two percent of the households purchased food within the City of North Tonawanda, while 28 percent went to the Town of Amherst. The response to this question is consistent with the previous section of the survey indicating the adequate provision of grocers within the City.

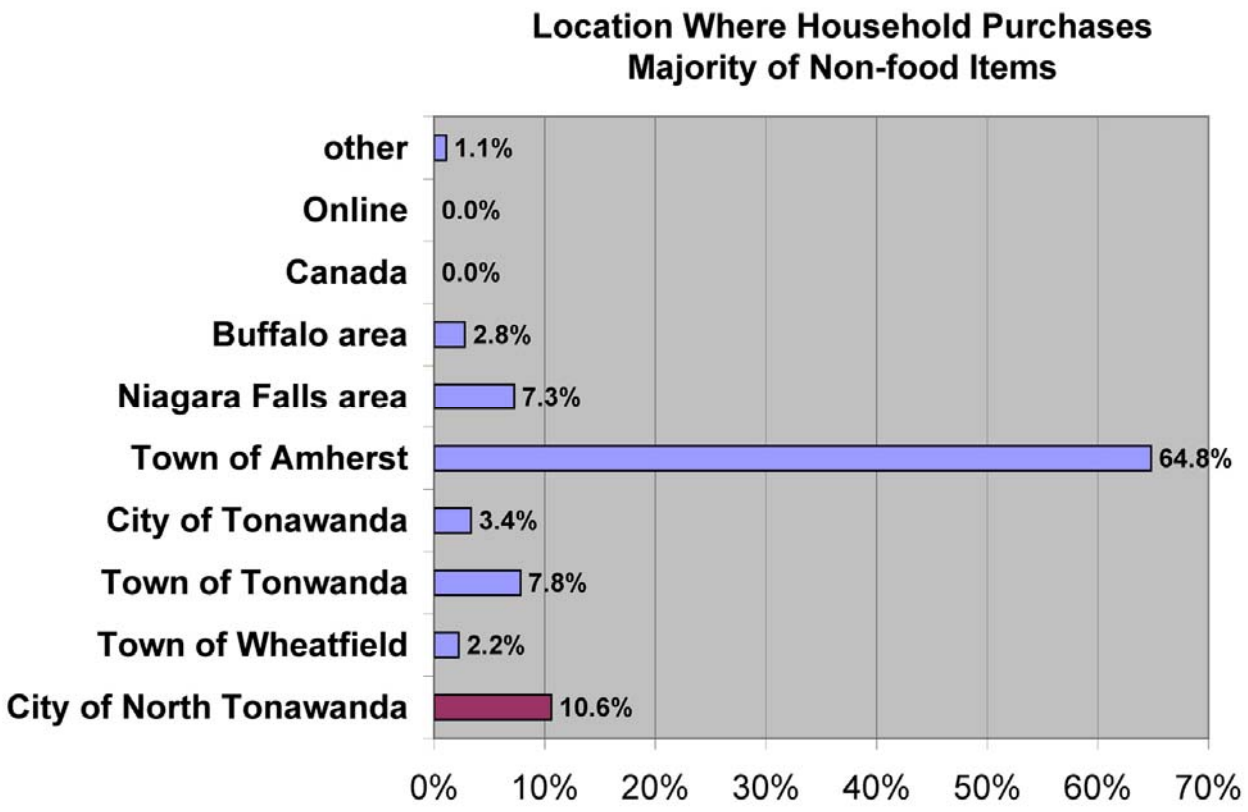
Location of Work for Household Adults



Other includes Depew, Lockport and Lewiston as examples.

Location Where Household Purchases Majority of Groceries



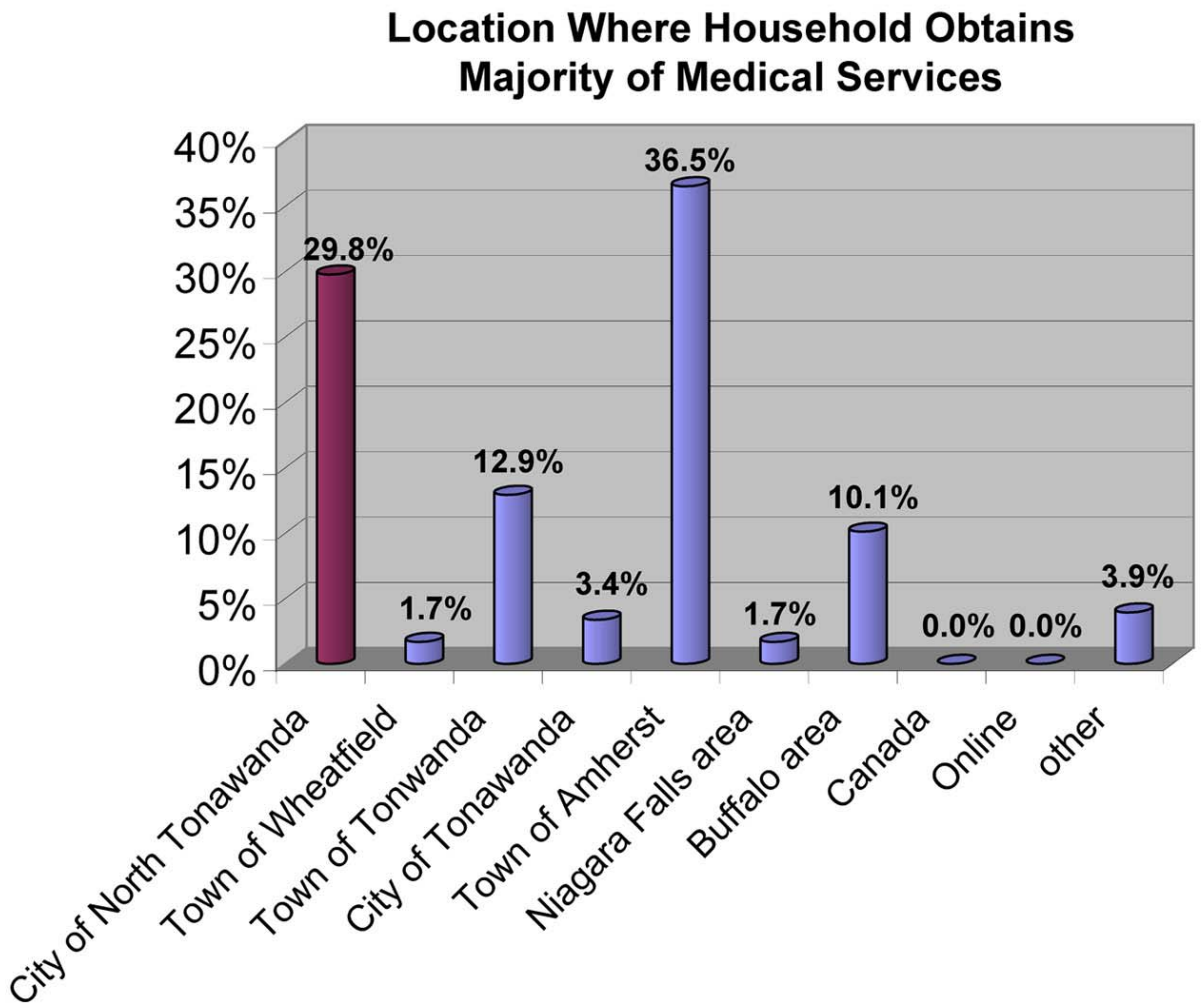


Question C

In a stark contrast to question B, a majority (65 percent) of the non-food items, such as health and beauty products, household supplies and clothing, were purchased in the Town of Amherst, with only 11 percent of the respondents purchasing these same items in the City of North Tonawanda.

Question D

A slight majority of the respondents (37 percent) stated they obtain most of their required medical services within the Town of Amherst, with 30 percent stating that these services are obtained within the City. This adds more information to the question posed in Part 2, where respondents rated professional services such as doctors and dentists as possibly adequate (a score of 3.3/5.0) within the City. As can be seen in the responses to this is question, 70 percent of respondents obtained their medical services outside of the City. Further study of this issue may be warranted considering the conflicting information, as well as the fact that one of the City's key resources is the full-service DeGraff Memorial Hospital.



Part 4-Respondent Information

Part IV provides information on the characteristics and demographics of the individuals that completed the survey.

Question A

The length of time one lives in a community can provide insight to how the area has changed over time. More than 79 percent of the respondents stated that they had lived in North Tonawanda for more than 20 years. Only 6 percent of respondents claim to have lived in the City for less than 10 years.

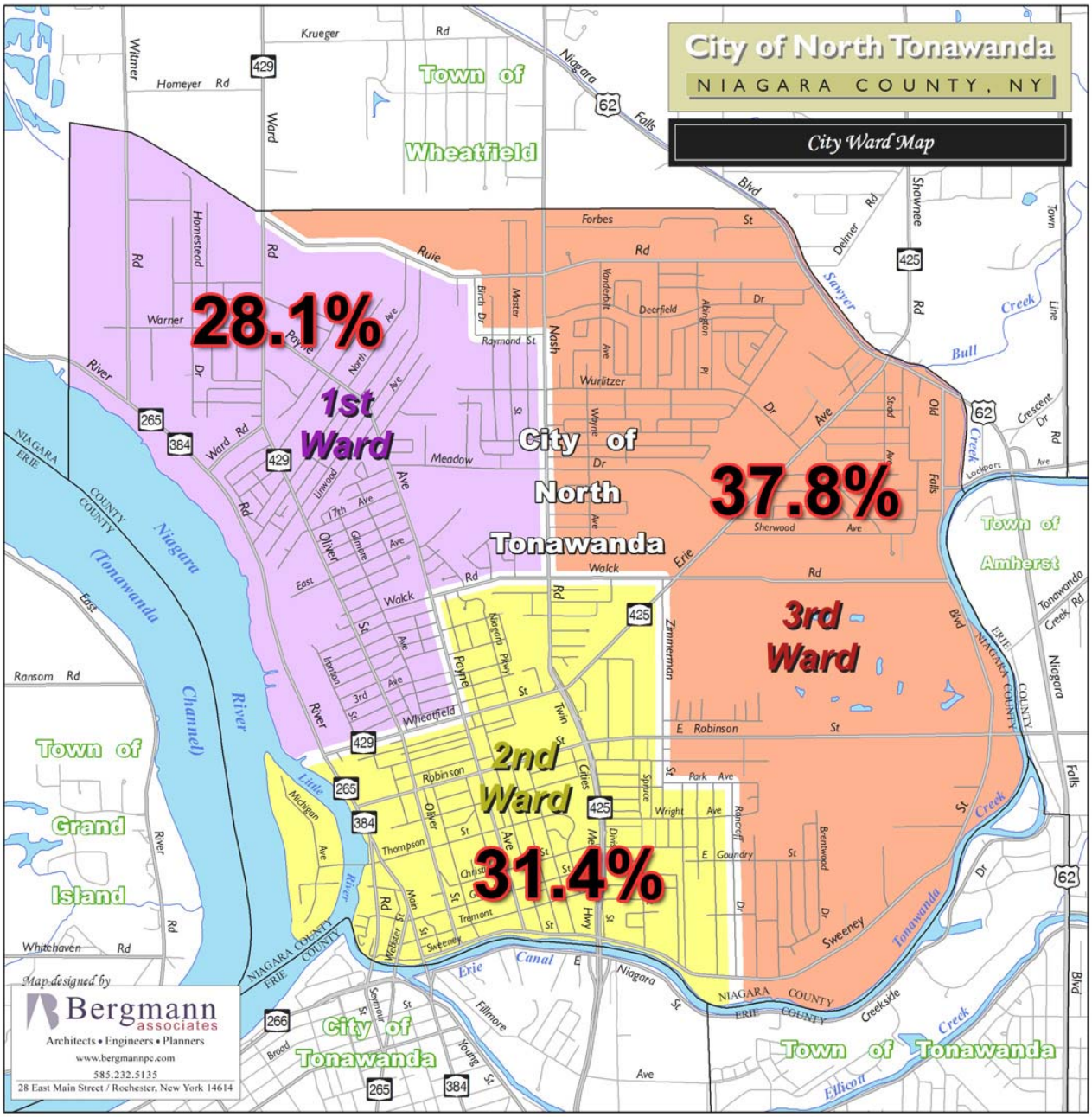
How long have you been a resident of North Tonawanda?			
			% of Total
A	**Total Responses**	**182**	**96.3%**
1	less than 5 years	3	1.6%
2	more than 5 but less than 10 years	8	4.4%
3	more than 10 but less than 20 years	27	14.8%
4	20 or more years	144	79.1%
5	not a resident	0	0.0%

Question B

Question B inquired whether the respondent is a year round resident or seasonal. Over ninety-eight percent of respondents indicated they were year-round residents.

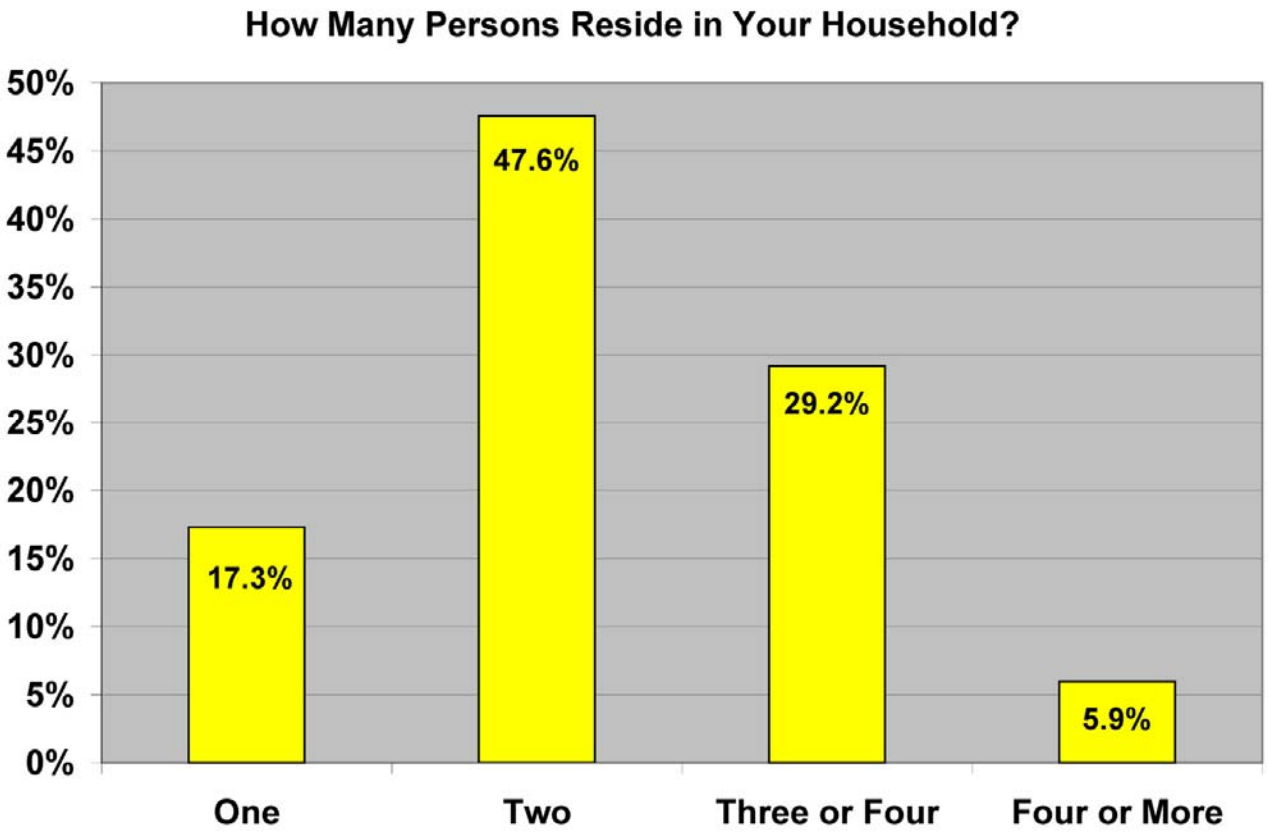
Question C

The City of North Tonawanda consists of three wards. As seen in the graphic below, each ward of the City was represented, with Ward 3 having the largest representation of those identified. Three percent of those who responded to this question were uncertain which ward they lived in.



Question D

When asked what type of housing unit they lived in, 100 percent of the respondents stated they lived in a single-family home. Although this question does not indicate the amount of homeowners and renters, the best comparison to the overall population of the City is the 2000 U.S. Census housing tenure. The Census reported the overall population consisted of 69 percent homeowners and 31 percent renters.



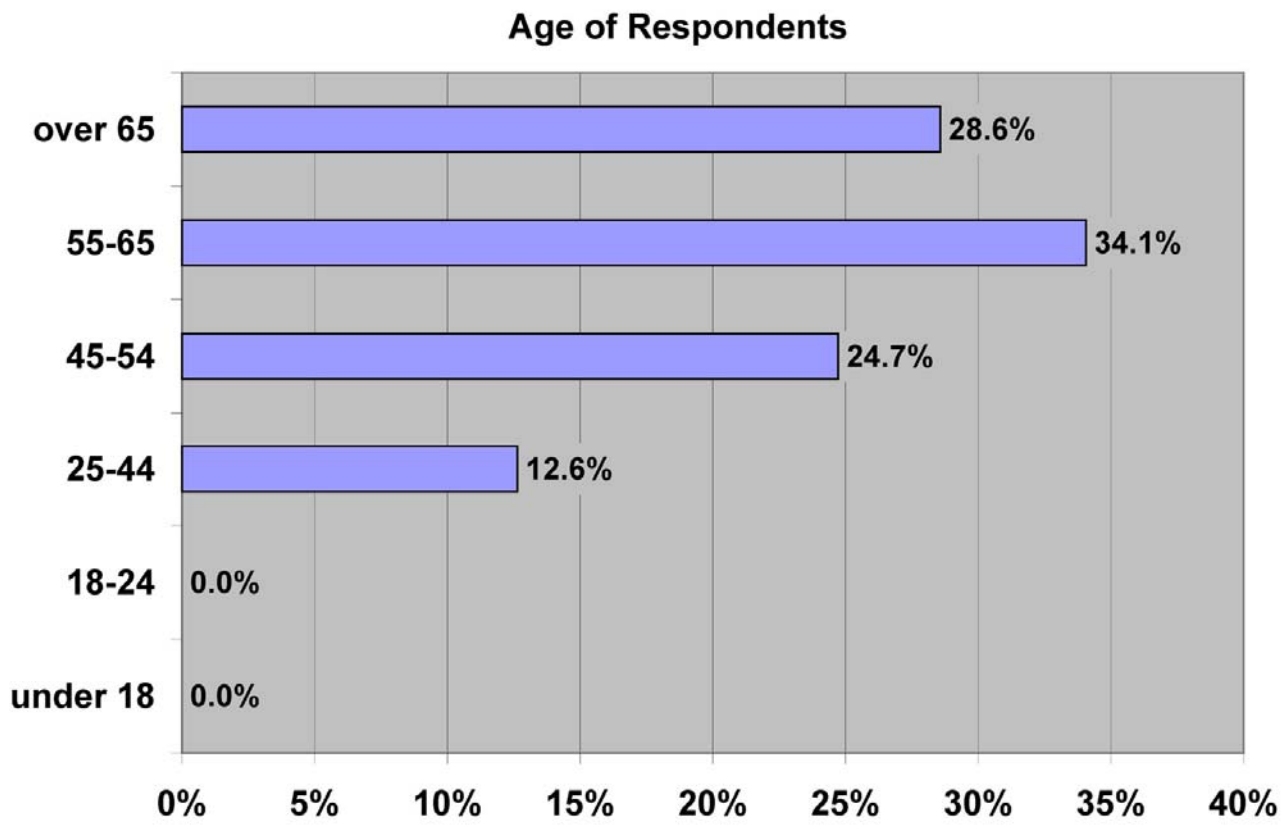
Question E

Based on the results shown, 17 percent of the survey respondents live alone and 29 percent live in a household of 3 to 4 people. Two-person households accounted for 48 percent of the respondents. Considering respondents breakdown by age, provided on page 13, it is reasonable to assume that many of these two-person households are adults with no children or empty nesters.

Question F & G

A large majority of survey respondents, 98 percent, stated they owned their own house. Renters consisted of 2 percent of the survey responses. In comparison with 2000 Census overall population figures of homeowners and renters, 69 percent and 31 percent respectively. Given the difference in breakdown, it is possible that renters' views may not be adequately represented in these results.

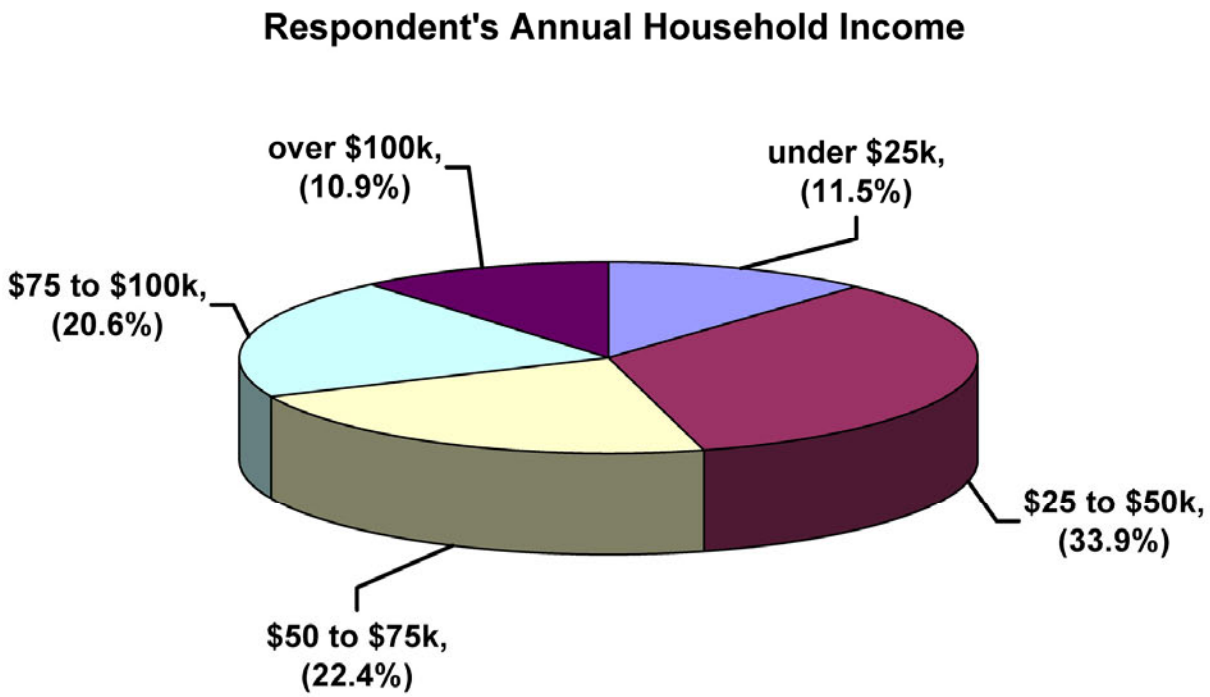
In addition to indicating their ownership, respondents were also asked in question G whether they owned additional rental properties in the City. Only 8 percent indicated they owned additional rental property.



Question H

A majority of the respondents were 55 and over (62.7 percent). People in the 25 to 44 and 45 to 54 age ranges combined to represent 37.3 percent of the respondents. There was no one under age 25 that responded.

The age breakdown of respondents does not align closely with the City's population in certain age groups. Based on Census 2000 figures, 49.6 percent of the City's population is comprised of 20-54 year olds. With a 37 percent response rate, this age cohort was largely underrepresented in this survey. Meanwhile, the 65 and older cohort makes up 15.7 percent of the City's population, yet this age group accounted for 28.6 percent of this survey.

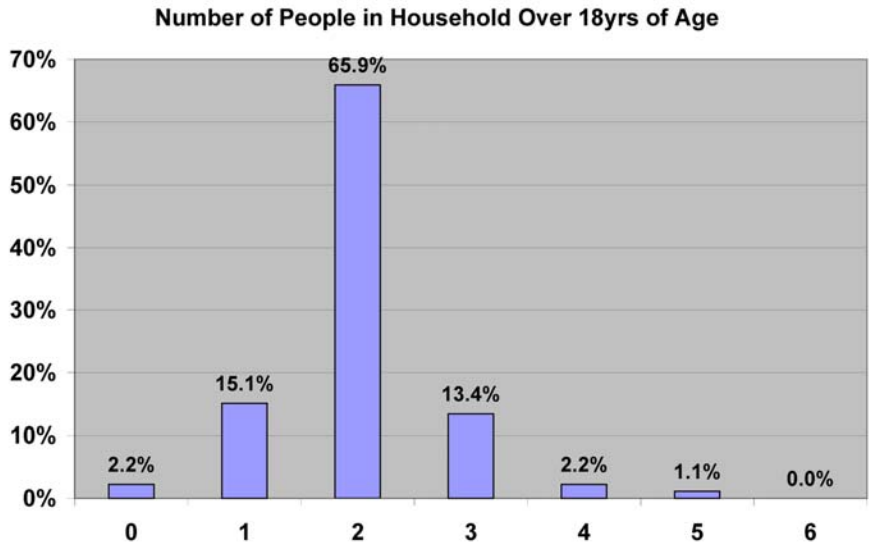


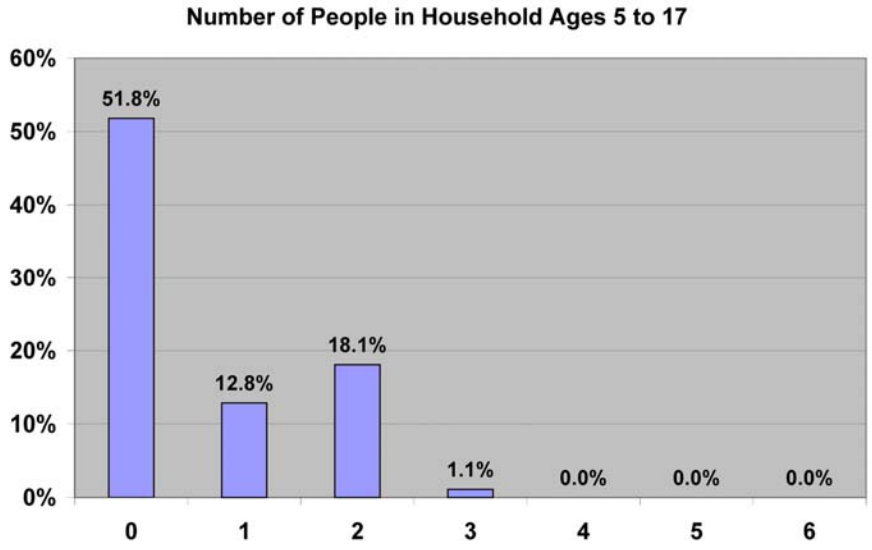
Question I

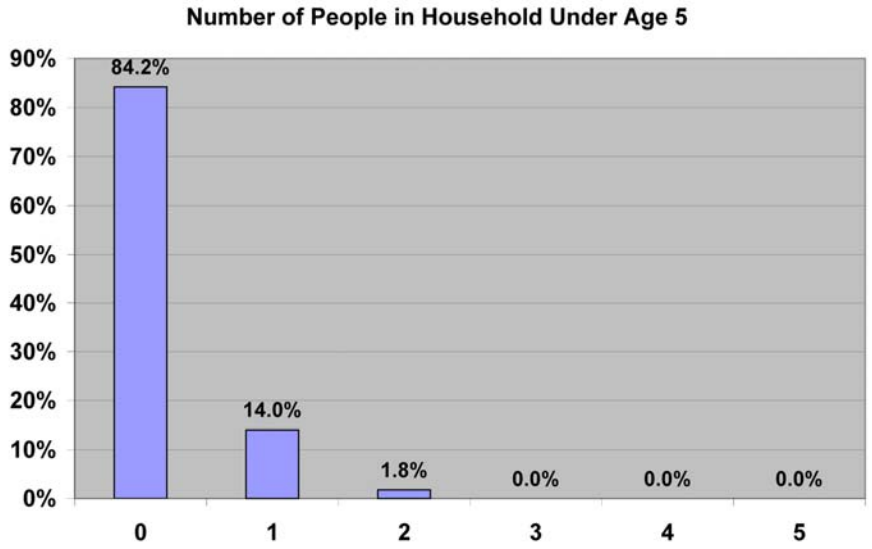
Of those who provided their income range (roughly 87 percent of respondents), 56.3 percent of the household incomes were between $25,000 and $74,999. The remaining respondent incomes were relatively evenly divided, with households over $100,000 accounting for the smallest percentage (10.9 percent). Adjusted for inflation to 2005, the median household income according to the 2000 Census is approximately $47,000. More than half of respondents indicated their household income near or above the median income for City residents.

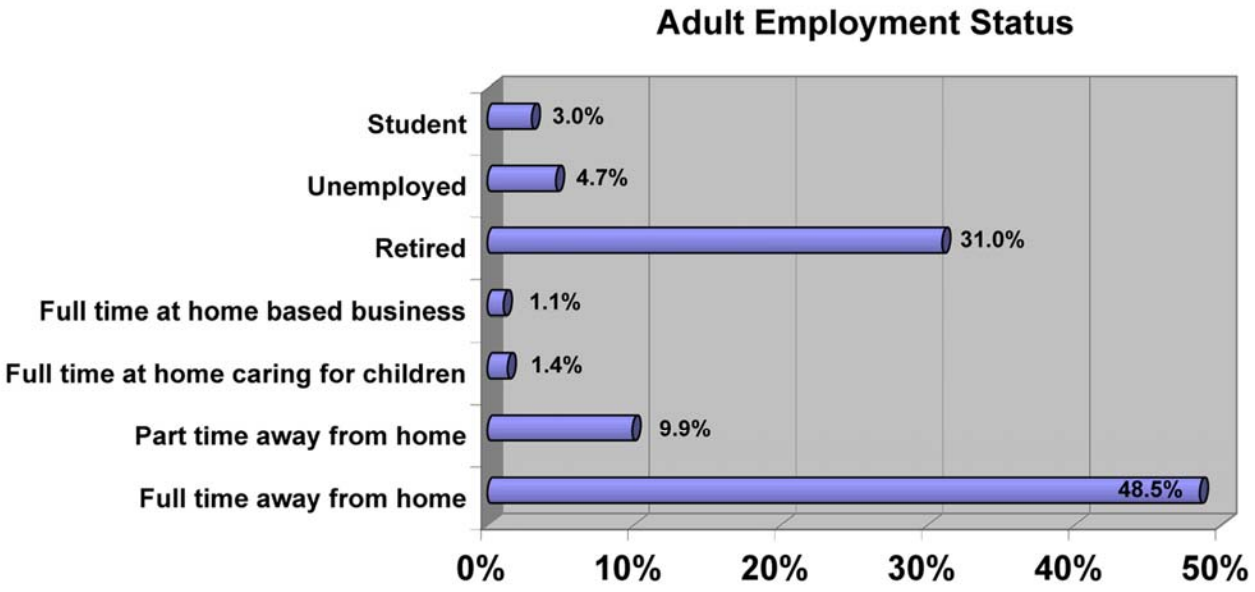
Question J

Among the people living in each household, respondents were asked to indicate the number of people in each age category. As shown in the italicized example, 4.7 percent of all respondents, or 9 people, indicated they had one child under the age of five. Nearly sixty-six percent of the households had two adults, while only 15 percent had one adult. Of those that indicated they had children between ages five and 17, approximately 31 percent stated they had one or two children. Based on the respondents reported ages, it is likely that a majority of those responding to the survey are couples with no children or empty nesters.









Question K

Respondents were asked to provide employment status for all adults in the household age 18 or older. Approximately 49 percent of the respondents indicated they worked full-time outside of their residence. Thirty-one percent are retired. Part-time employees comprised 10 percent, while only three percent were students.

Appendix C

City of North Tonawanda

COMMUNITY SURVEY

1

City of North Tonawanda Community Survey

This survey is being distributed to solicit community input on a wide range of topics that will be considered and addressed as part of the **City's Comprehensive Plan**. Your participation in this process is important to ensure that the direction of the Plan reflects community member's ideas and opinions (you may opt to have your response remain anonymous). Thank you in advance for your participation During the course of updating the Plan, there will be several other opportunities for citizens to submit comments and help guide the process.

Please return your completed survey to Bergmann Associates (see enclosed envelope) by ***December 10, 2007***.

Part I – Community Values and Priorities

A. Which are the top *TWO* most influential factors in your decision to live in North Tonawanda? (Please select the top two reasons from the list below and write the corresponding item number on the lines in the response column.)

1. Born or raised in North Tonawanda
2. Affordable housing
3. Desire to live in traditional small city
4. Waterfront
5. Convenient to work
6. Access to recreation opportunities
7. City Services
8. Other, please specify _____

A 1: _____

A 2: _____

B. Please indicate whether you strongly oppose, oppose, support, strongly support, or have no opinion about the following zoning and regulatory issues.

		Strongly Oppose	Oppose	No Opinion	Support	Strongly Support
1	Encouraging redevelopment of dilapidated or vacant areas.					
2	More retail & commercial development design standards for architecture, site design, landscaping, etc.					
3	Stricter property maintenance standards (landscaping, garbage cleanup, parked/stored vehicles).					
4	More protection of natural features (wetlands, waterbodies, etc.).					
5	More preservation of historic sites and structures.					
6	Encouraging more upper story residential units in downtown.					
7	Encouraging more industrial development.					
8	Providing aesthetic guidelines for signs in commercial areas.					
9	Encouragement of future waterfront development					
10	More commercial retail development					
11	Single-family conversions to multi-family					

(Part I - Community Values and Priorities, continues on Page 2)

City of North Tonawanda Community Survey

2

Part I – Community Values and Priorities, continued

C. Rank the following actions and services base upon how you would like to see your tax dollars spent. Please choose your Top 10.

Note: Information provided on this form WILL NOT result in direct impacts to City taxes.

1. Attracting additional retail & commercial development C 1.____
2. Attracting additional light industrial development C 2.____
3. Increased public access to the Erie Canal and Niagara River C 3.____
4. Improving the appearance of existing commercial areas C 4.____
5. Developing additional ball fields and other active recreational facilities C 5.____
6. Improving the condition of residential homes. C 6.____
7. Preserving historic buildings/sites C 7.____
8. Improving public water infrastructure C 8.____
9. Improving public sewer infrastructure C 9.____
10. Providing senior housing C 10.____
11. Improve community marketing and promotion C 11.____
12. Improve roads and infrastructure C 12.____

For questions D and E, please rate each of the following on a scale of 1 to 5, with 5 being most desirable and 1 being not desirable at all:

D. Environment and Appearance

		Not Desirable ---- Most Desirable				
1	Improve general condition of park system	1	2	3	4	5
2	Improve litter and street cleanliness	1	2	3	4	5
3	Increased recreational access to Erie Canal & Niagara River	1	2	3	4	5
4	Improve appearance of gateway/entryways to the City	1	2	3	4	5

(Part I - Community Values and Priorities, continues on Page 3)

City of North Tonawanda Community Survey

3

Part I – Community Values and Priorities, continued

E. Economic Development in the City

		Not Desirable ---- Most Desirable				
1	More retail development outside downtown	1	2	3	4	5
2	More industrial development	1	2	3	4	5
3	More office development	1	2	3	4	5
4	More arts and cultural opportunities	1	2	3	4	5
5	More tourism related businesses (hotels, restaurants, destinations)	1	2	3	4	5
6	More recreation related businesses (outdoor apparel, recreation equipment, outdoor adventure guides)	1	2	3	4	5
7	Home based businesses should be encouraged	1	2	3	4	5
8	Health-related facilities including assisted living and nursing care.	1	2	3	4	5
9	Water dependent commercial development	1	2	3	4	5

Part II - Needs Assessment

A. What is your opinion of City of North Tonawanda residents' access to park facilities and recreation programming? Mark an X in the appropriate column next to each statement.

		Agree	No Opinion	Disagree
1	There is enough park land in the City to meet residents' needs.			
2	More trails should be developed in the City.			
For 3 – 6, are existing recreation programs available to North Tonawanda residents meeting their needs?				
3	Youth (younger than 12) are served well.			
4	Teenagers (12 to 19) are served well.			
5	Adults (older than 20) are served well.			
6	Seniors are served well.			

(***Part II - Needs Assessment*, continues on Page 4**)

City of North Tonawanda Community Survey

4

Part II - Needs Assessment, continued

B. Please write an X in the appropriate column below to rate the adequacy of the municipal services or facilities listed below:

	Municipal Services	Needs Significant Improvement	Needs Some Improvement	No Opinion	Adequate	Better Than Adequate
1	City government					
2	Community Beautification					
3	Roadway Maintenance					
4	Police Protection					
5	Fire Protection					
6	Library					
7	Code Enforcement					
8	Communication from City Hall					
9	Economic Development					
10	Other _____					

C. Please write an X in the appropriate column below to rate the adequacy of the private sector services or facilities listed below.

	Private Sector Services/Facilities (within the City of North Tonawanda only)*	Significantly Lacking	Slightly More Required	No Opinion	Adequate	Better Than Adequate
1	Groceries and other convenience goods					
2	Home supply and hardware					
3	Clothing					
4	Personal services (e.g. banking, insurance)					
5	Restaurants					
6	Professional offices (e.g. doctor, dentist)					
7	Business services (e.g. printing, office supplies)					
8	Automotive services					
9	Day care					
10	Accommodations (e.g. inns, motels, hotels)					
11	Entertainment and arts					
12	Special community events					
13	Other _____					

City of North Tonawanda Community Survey

Part III – Household Shopping and Travel Patterns

The following questions are intended to provide information about your household's shopping and travel patterns. From the numbered list of locations, please answer questions A, B, C and D by writing the number of the location in the space provided. (* see map on the last page for reference)

1. City of North Tonawanda*
2. Town of Wheatfield*
3. Town of Tonawanda*
4. City of Tonawanda*
5. Town of Amherst*
6. Niagara Falls area
7. Buffalo area
8. Canada
9. Online (relevant only to certain questions)
10. Other, Please specify _____

A. Please indicate the location of work for adults in your household employed outside the home.

A. Adult 1 _____ A. Adult 2 _____ A. Adult 3 _____

B. Where does your household buy the majority of its groceries? B._____

C. Where does your household buy the majority of its recurring non-food items?
(e.g. clothing, health and beauty supplies, household supplies, etc.) C._____

D. Where does your household obtain the majority of its required medical services? D._____

Part IV – Respondent Information

The following questions are intended to provide information on the characteristics of survey participants. Please indicate with an 'X' or the number of the appropriate response on the line in the response column.

Please mark only one answer per question.

A. How long have you been a resident of North Tonawanda? A. _____

1. Less than 5 years 2. More than 2, but less than 10 years
3. More than 10, but less than 20 years 4. 20 or more years 5. Not a resident

B. Are you a: 1. Year-round resident 2. Seasonal resident B. _____

B.1 If a seasonal resident, how many months out of the year do you live in North Tonawanda? B.1_____

(***Part IV - Respondent Information*, continues on Page 6**)

6

Part IV – Respondent Information, continued

C. Which of the following best describes the location of your primary residence? C. _____
(See map on the last page for reference.)

1. 1st Ward 2. 2nd Ward 3. 3rd Ward 4. Not certain which Ward

D. In what type of housing unit do you live? D. _____

1. Single-family detached home 2. Townhouse or two-family home 3. Multi-family apartment house
4. Apartment building 5. Assisted living facility 6. Other_____

E. How many persons reside in your household? E. _____
1. one 2. two 3. three or four 4. more than four

F. Do you own or rent your home? 1. Own 2. Rent F. _____

G. Do you own residential rental property (or properties) in the City? 1. Yes 2. No G. _____

H. Which of following describes your age? H. _____
1. Under 18 2. 18-24 3. 25-44 4. 45-54 5. 55-65 6. Over 65

I What is your total annual household income range? I. _____

1. Under $25,000 2. $25,000 to $49,999 3. $50,000 to $74,999
4. $75,000 to $100,000 5. Over $100,000

J. Among the people living in your household, please write the number of people in each age group in the space provided in the response column.

1. number of adults (age 18 and over) J.1 _____
2. number of school age children (age 5 to 17) J.2 _____
3. number of pre-school age children (under 5) J.3 _____

K. **For all adults** in your household, please indicate their primary employment status. Please put the number of the appropriate response in the space provided for each adult member of your household.

1. working full-time away from home
2. working part-time away from home
3. working full-time at home caring for my children
4. working full-time at home in home business
5. retired
6. unemployed
7. student

K. Adult 1 _____
K. Adult 2 _____
K. Adult 3 _____

City of North Tonawanda Community Survey

7

Part V – General Comments and Feedback

A. What do you like most about living in the City of North Tonawanda?

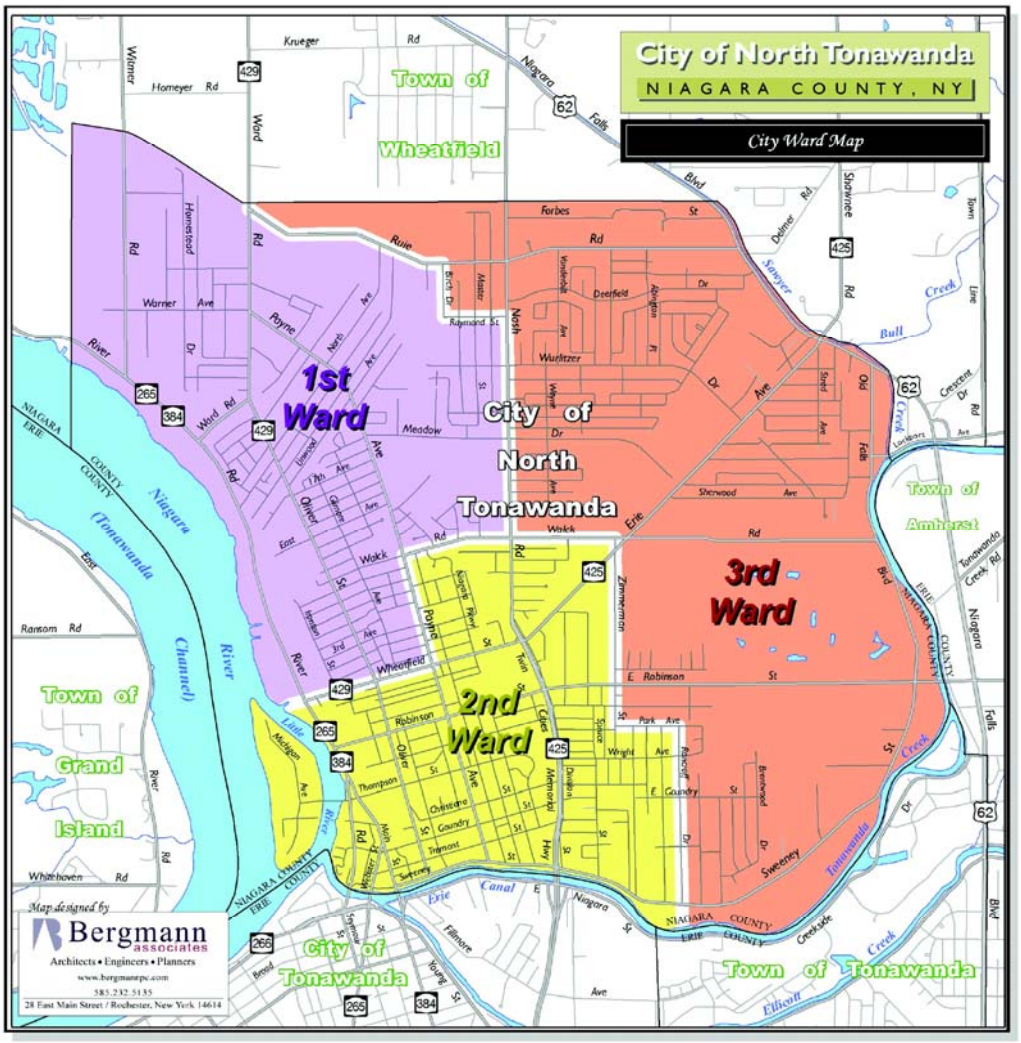
B. In the future, what would you like to stay the same in the City of North Tonawanda?

C What is the one thing you would you like to see change in the City of North Tonawanda?

Please return your completed survey (using the enclosed envelope)
by December 10th, 2007,
THANK YOU FOR YOUR PARTICIPATION!

City of North Tonawanda Community Survey

8



City of North Tonawanda
216 Payne Avenue
North Tonawanda, NY 14120

Mailing Label

City of North Tonawanda Community Survey

Appendix D

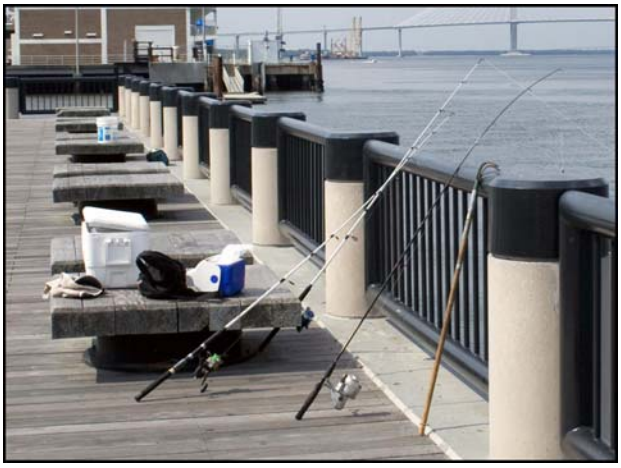
City of North Tonawanda

COMMUNITY CHARACTER SURVEY RESULTS

Community Character Survey Results - Top 10 Images

Rank: 1 Score: 9.00

Rank: 2 Score: 8.75



Rank: 3 Score: 8.63

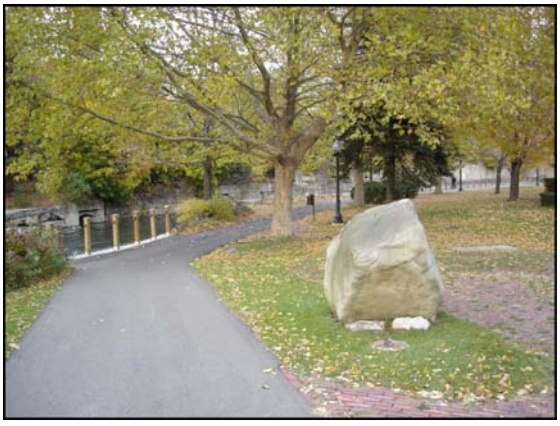
Rank: 4 Score: 8.56

Rank: 5 Score: 8.53

COMMUNITY CHARACTER SURVEY RESULTS - TOP 10 IMAGES

Rank: 5 Score: 8.53

Rank: 7 Score: 8.44



Rank: 8 Score: 8.31

Rank: 9 Score: 8.19

Rank: 10 Score: 8.06

Community Character Survey Results - Bottom 10 Images

Rank: 50 Score: 1.69

Rank: 49 Score: 1.88

Rank: 48 Score: 2.81

Rank: 47 Score: 3.25

Rank: 46 Score: 3.71

COMMUNITY CHARACTER SURVEY RESULTS - BOTTOM 10 IMAGES

Rank: 45 Score: 3.94

Rank: 44 Score: 4.25

Rank: 43 Score: 4.38

Rank: 42 Score: 4.50

Rank: 41 Score: 4.77

COMMUNITY CHARACTER SURVEY RESULTS - ALL IMAGES

1

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

2

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

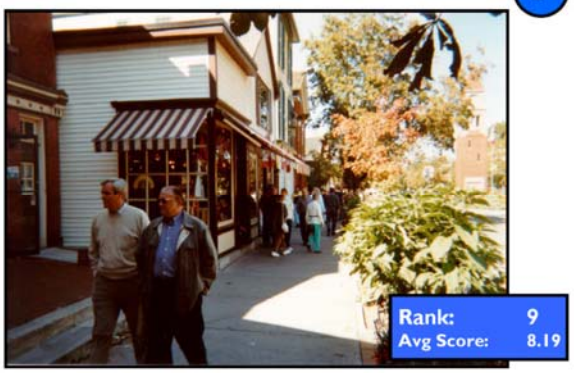
3

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

4

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

5



COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

6

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

COMMUNITY CHARACTER SURVEY RESULTS - ALL IMAGES

7

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

8

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

9

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

10

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

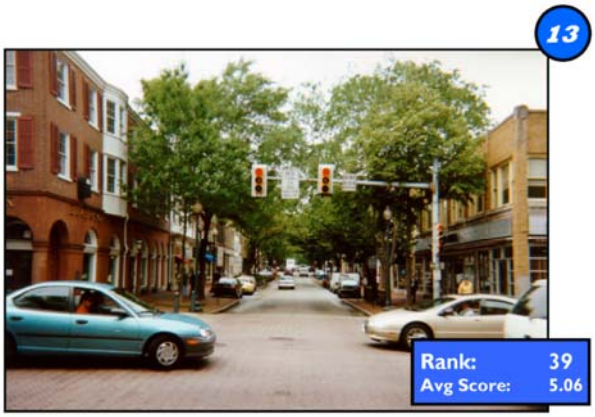
11

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

12

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

COMMUNITY CHARACTER SURVEY RESULTS - ALL IMAGES



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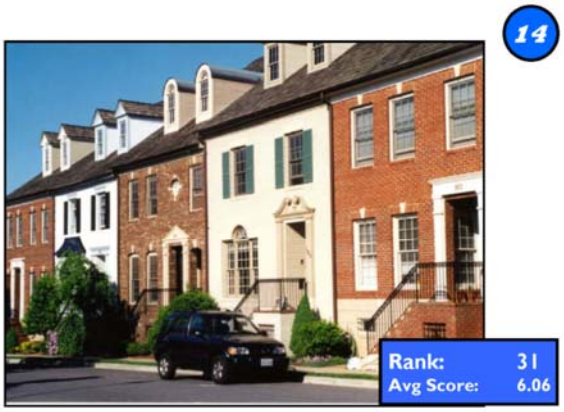
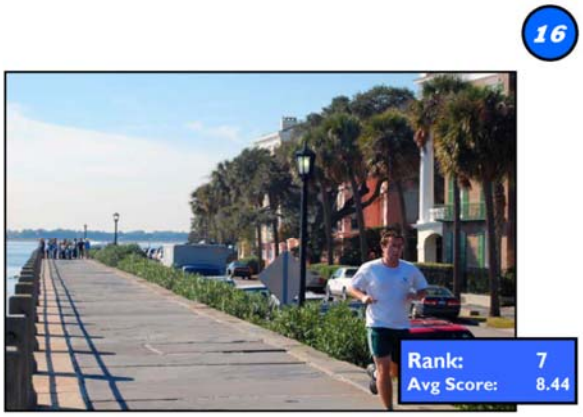
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008



COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008



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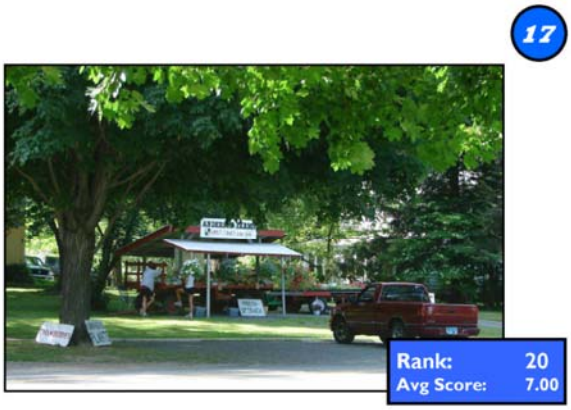
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008



COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

COMMUNITY CHARACTER SURVEY RESULTS - ALL IMAGES

19

Rank: 10
Avg Score: 8.06

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

20

Rank: 3
Avg Score: 8.63

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

21

Rank: 47
Avg Score: 3.25

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

22

Rank: 36
Avg Score: 5.67

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

23

Rank: 43
Avg Score: 4.38

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

24

Rank: 24
Avg Score: 6.81

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

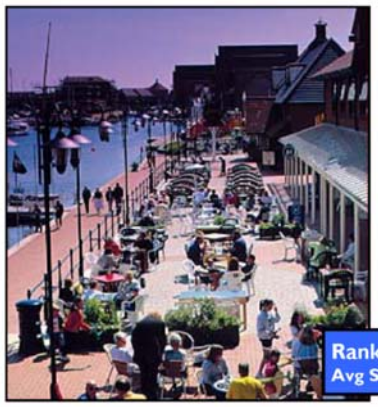
COMMUNITY CHARACTER SURVEY RESULTS - ALL IMAGES

25

Rank: 26
Avg Score: 6.75

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

26



Rank: 2
Avg Score: 8.75

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

27

Rank: 26
Avg Score: 6.75

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

28

Rank: 30
Avg Score: 6.38

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

29

Rank: 42
Avg Score: 4.50

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

30

Rank: 8
Avg Score: 8.31

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

COMMUNITY CHARACTER SURVEY RESULTS - ALL IMAGES

31

Rank: 39
Avg Score: 5.06

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

32

Rank: 45
Avg Score: 3.94

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

33

Rank: 29
Avg Score: 6.41

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

34

Rank: 25
Avg Score: 6.77

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

35

Rank: 17
Avg Score: 7.29

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

36

Rank: 5
Avg Score: 8.53

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

COMMUNITY CHARACTER SURVEY RESULTS - ALL IMAGES

37

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

38

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

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COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

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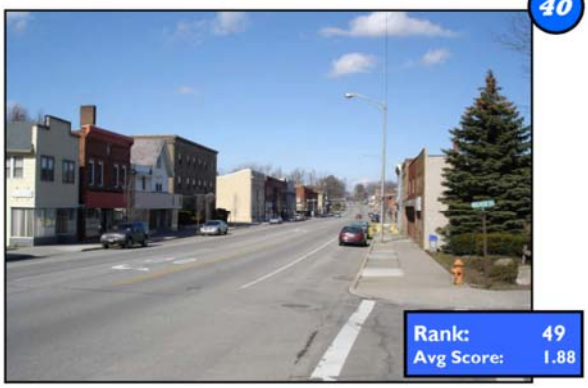

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

41

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

42

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

COMMUNITY CHARACTER SURVEY RESULTS - ALL IMAGES

43

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

44

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

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COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

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COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

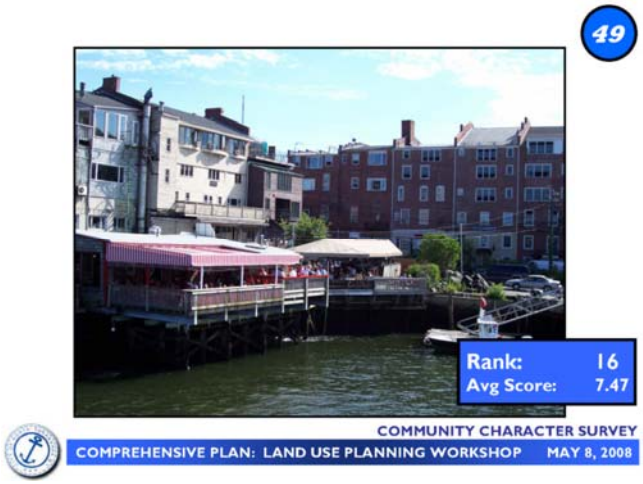
47

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

48

COMMUNITY CHARACTER SURVEY
COMPREHENSIVE PLAN: LAND USE PLANNING WORKSHOP MAY 8, 2008

COMMUNITY CHARACTER SURVEY RESULTS - ALL IMAGES



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