

4 BOA Implementation Strategy & GEIS

The first sections of this report described the BOA planning process, the future vision and desired outcomes of revitalization, and existing conditions that will influence redevelopment. This section translates the community's vision into action. It describes the specific projects that emerged from the analysis of existing conditions and community's vision for revitalization.

The BOA Plan represents the culmination of multiple years of planning and includes recommendations made after extensive engagement and partnership with stakeholders, public agencies, business and property owners, and residents of North Tonawanda. The BOA Plan includes recommended development projects, parks, trails, and infrastructure improvements spread over a 20-year time frame.

This section is intended to satisfy requirements of the BOA Program for documentation of a Step 3 BOA Implementation Strategy as well as New York State Environmental Quality Review (SEQR) requirements for a GEIS. Therefore, this section contains three key components; (1) a description of the BOA Plan Implementation Strategy and (2) a description of impacts, mitigation measures; and (3) description of alternatives.

4.1 Implementation Strategy

The BOA Plan Implementation Strategy stems from the Vision, Principles, and Strategic Objectives developed as part of the Step 2 Nomination Process and carried forward into the Step 3 planning process.

The BOA Plan is intended to capitalize on the existing character, fabric and strengths of Downtown North Tonawanda and Tonawanda Island. It recommends development and infrastructure projects that represent a significant shift in the Study Area's land use pattern to reflect changing demographics and market realities. These land use changes are intended to facilitate North Tonawanda's transformation from a waterfront industrial center to a vibrant, mixed-use destination known for its quality of life and visitor attractions.

To that end, the BOA Plan envisions new development, redevelopment of former industrial sites into mixed-use residential, commercial, and civic buildings providing open space, pedestrian amenities, and housing options for young professionals, seniors, and families. In addition, the Plan envisions redevelopment and enhancement of North Tonawanda's waterfront assets to create amenities that will attract residents and visitors alike. These projects are described in detail below.

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4.1.1 Description of Future Land Uses and Recommended Redevelopment for all Sites

This section includes detailed descriptions of all sites identified in the BOA Plan. The site numbers correspond to Map 16, BOA Master Plan. This section also includes a description of end uses and illustration of design alternatives for the six Strategic Sites identified earlier in this report.

1. Gratwick Riverside Park Redevelopment Phase 1

Public Realm Improvement

Public Cost: \$500,000 to \$1 million

Funding Sources: NYS LWRP, NYS EPF, NYS EFC, Niagara River Greenway

The Gratwick Riverside Park Master Plan was completed in 2009 and the first implementation action was the construction of an Accessible Fishing Pier in 2010 funded by Niagara River Greenway Commission. Additional Phase I improvements call for continued enhancements to increase the family-friendly atmosphere and recreational offerings within the park.

The continuation of Phase I improvements will require funding sources in addition to that available via the Niagara Greenway Commission. The City should investigate an application for a grant through the NYS Environmental Protection Fund's Parks Program and Local Waterfront Revitalization Program, which would support projects such as the design and construction of restrooms and kitchen facilities at the existing shelter, or the construction of a children's natural playground. Additional funding will need to be sought for the design and installation of a sanitary force main to service the renovated pavilion, with potential funding available from the NYS EFC.

2. Buffalo Bolt Business Park Redevelopment

Private Development

Public Cost: \$2+ million (this public investment is complete, no further public investment is expected)

Funding Sources: various

The Buffalo Bolt Business Park Master Plan proposes 156,000 square feet of industrial, manufacturing, professional office and retail space within the Business Park's 24-acre boundary. Additional commercial/retail and services would be located along Oliver Street to service new employees and support the surrounding residences. It is anticipated that at full build-out, the Business Park could support approximately 400 employees and provide a significant boost to the neighborhood and local economies.

The development of the Business Park's roadway and utility infrastructure was completed, and the City has experienced early success in marketing the approximately eight shovel-ready sites. The continued marketing of remaining parcels should be targeted to ensure that future businesses are creating jobs.

In addition, streetscape improvements along Oliver Street should be completed to finalize the development of a high-quality business park, including the provision of enhanced lighting, paving materials, and landscaping. The City should coordinate with the Niagara Frontier Transit Authority on the development of a bus-stop within the park or along Oliver Street to improve the range of transportation alternatives for future park employees.

3. North Island Residential & Park Development

Private Development / Public Realm Improvement

The privately-owned northern tip of Tonawanda Island provides a significant opportunity for public access and open space that is coordinated with private residential development. The BOA Plan recommends small clusters of townhomes and condominiums set within a naturalized setting. The perimeter of the island should remain open to public access and enjoyment, including a focal point located at the northern-most point. The development should include direct access to private docks on the Little River, with slips potentially included in the sale of residential units.

The next step of the redevelopment process will include further coordination with property owners on their intentions to develop the property. An agreed upon framework for development should include the ability to perform a Phase II Environmental Site Assessment to ascertain environmental conditions, which would permit the City and property owner to seek funding and support for remediation activities from the NYS DEC Brownfield Cleanup Program.

4. Thompson Street Bridge Rehabilitation (Frederick B. Durkee Memorial Bridge)

In July 2015, the City completed a \$2.5 million restoration of the bridge to like new condition. The project involved complete rehabilitation of the structural deck and curbs, replacement of the pin and hanger plates, and addition of redundant structural supports. Repairs were also made to concrete abutments and piers.

5. Taylor Drive & Island Boulevard Construction

Infrastructure Investment

Public Cost: up to \$5 million

Funding Sources: US DOT STP, US DOT TIGER, NYS DOT TEP, US DOT Congestion Mitigation and Air Quality (CMAQ)

The roadway infrastructure on Tonawanda Island requires significant reinvestment prior to recommended private development activity. Michigan Street and Detroit Street are proposed to be redeveloped as Island Boulevard. The new tree-lined, two-lane roadway is anticipated to be funded by a combination of private money with state and federal subsidies. The project should include a central landscaped median and potentially a focal point gateway and new Taylor Drive intersection.

6. Tonawanda Island Promenade

Public Realm Improvement

Public Cost: up to \$1 million

Funding Sources: NYS Parks EPF, NYS LWRP, NYS Parks Recreational Trails

The provision of public access to the Niagara River waterfront should be of paramount importance during the initial implementation phase of the BOA Plan. The proposed promenade extends along the western shoreline, and should seek to connect the northern and southern tips of the island. Several enlarged gathering spaces or plazas provide the interface between private development and the public waterfront. These public realm improvements should be required as part of the redevelopment of Tonawanda Island, provided via a public/private partnership or other agreement.



The Battery Park Promenade in New York City offers an example of how to create a unique waterfront experience in a narrow corridor.

The development and implementation of this promenade will require several public and private sources of funding. The Niagara River Greenway Commission is a stable and flexible source of funding that can be utilized for public projects. In addition, NYS EPF funding via the NYS Parks Office and the NYS DOS Local Waterfront Revitalization Program can also be utilized to acquire property and develop public improvements.

7. Office Mixed Use

Private Development

The BOA Plan depicts a mixed-use office and retail structure located at the southwest corner of the enhanced intersection on Island Boulevard. This three-story building would include first floor retail and upper-story Class A office space that would bolster the daytime population on Tonawanda Island. The development of this project will require coordination between the City and private landowners, including land assembly alternatives and schematic design alternatives.

8. Retail/Restaurant Mixed-Use and Little River Promenade (Strategic Site)

Private Development / Public Realm Improvement

The former Fire Training Facility publicly owned, and is located at a key gateway to Tonawanda Island. A proposed three-story structure is intended to have frontage along the Little River, Taylor Drive and Island Boulevard while providing internal parking hidden from street view. Proposed uses include upper-story residential, marine-centered retail, services and restaurants. The waterfront is proposed to include a new public access promenade that connects with Island Street. In addition, the feasibility of transient and private boat docking along the Little River should be investigated to bolster the economic viability of the mixed-use project. Due to extensive historic fill on the site, the City should complete a geotechnical assessment of the property and a Phase 2 ESA to determine the potential buildable area. As part of the development process, the City should consider preparing and distributing a developer RFP to solicit proposals from qualified developers. The City should also consider development incentives to encourage private financing in support of Little River Promenade improvements.



The former Fire Training Facility is proposed to be redeveloped as multi-story retail, restaurant and office. The building would front on both Taylor Drive and the Little River along a new pedestrian promenade that offers outdoor dining and public space. View looking west across the Thompson Bridge to Tonawanda Island.



A view of proposed mixed-use development on Site #8, looking east towards downtown North Tonawanda. The recommended site design includes parking within the interior of the site. This configuration creates a more welcoming streetscape for pedestrians and bicycles.

9. Downtown Structured Parking

Infrastructure Investment

Public Cost: \$15 to \$20 million

Funding Sources: Private, Public Bond, NYS ESDC, TIF and/or PIF

As a prelude to future investments in downtown, the construction of structured parking will permit a significant increase in density while removing large surface parking lots. This project is located adjacent to the redeveloped Remington Lofts, which contains live-work residential units, office and retail space, and a restaurant. The proximity of a parking garage to this development will be critical to the success of on-going investments taking place in the neighborhood.



A parking structure with first floor retail space promotes street activity and masks the appearance of the structure within the neighborhood. Vertical and horizontal mixed use parking structures are becoming more commonplace, with many including retail, office and residential units.

As part of the implementation process, the City will need to begin discussions with adjacent property owners about *the potential* purchase or lease of property to building the parking structure. During negotiations, the City should consider the opportunity for shared-use arrangements to provide parking availability throughout the week, yet retain revenue generation capabilities. Parking stalls within the structure could also be set aside as part of an incentive zoning package for nearby properties.

10. Oliver Street Enhancements

Infrastructure Investment

Public Cost: \$400,000 to \$750,000

Funding Sources: NYS DEC Community Forestry; NYS EFC Green Innovations; Niagara River Greenway Commission, TIF and/or PIF



The narrowing of a roadway is an excellent opportunity to provide green infrastructure improvements to enhance the function and aesthetics of the neighborhood.

Oliver Street functions as a neighborhood commercial services hub on the west side of the City. The street's width provides ample opportunity for streetscape and mobility improvements, including the potential for a dedicated bike lane that extends north to Felton and Wards Streets and connects to the River Road multi-use path. Streetscape improvements should focus on curb bump-outs to reduce pedestrian travel distances and additional street-trees to enhance the aesthetic quality of this important neighborhood corridor.

Enhancements along Oliver Street should also include improvements to the tree canopy and the utilization of green infrastructure techniques to management storm water runoff.

Urban forestry and green infrastructure funding is available through the NYS DEC Urban and Community Forestry Cost Share Grants, and the NYS EFC Green Innovations Grant Program. Niagara River Greenway Commission funding may also be eligible for use on infrastructure projects that would improve the water quality of the Erie Canal and the Niagara River.

11. New Pocket Park

Public Realm Improvement

Public Cost: \$200,000

Funding Sources: NYS Parks EPF, Niagara River Greenway, TIF and/or PIF

The development of a neighborhood scale pocket park in this location should focus on providing unique recreational elements not found in adjacent parks, such as a 'dog-park' or other themed program. Funding for the design and development of parks can be found through the NYS Environmental Protection Fund Parks Program, which can be utilized for the planning, design, construction and acquisition of land for parks. In addition, Niagara River Greenway funding has been successfully utilized at Gratiwick Riverside Park, and is also available for improvements at this location.

12. Gateway Memorial Park

Public Realm Improvement

Public Cost: \$200,000 - \$500,000

Funding Sources: NYS Parks EPF, NYS LWRP, NYS DOT TEP, TIF and/or PIF

The intersection of Thompson Street, Main Street, and River Road creates a large triangular shaped parcel perfectly suited to become a primary gateway element that welcomes visitors to Downtown North Tonawanda. As the opportunity arises, the City should acquire this land to create a large gateway open space that will also provide travelers with wayfinding cues as they approach Downtown. The park should include high-quality landscaping, directional and gateway signage, and public art to denote entry into the core of the City.

Funding opportunities for this project include the NYS Environmental Protection Fund Parks Program and the Niagara River Greenway Commission standing committees. Funding for this project would also be available through the NYS DOS Local Waterfront Revitalization Program. During the planning and design phase of improvements to River Road, the City should seek to require a portion of project funding be set aside for pedestrian and public art improvements at this location.

The City should also seek funding through the State Transportation Enhancements Program. This program provides expanded funding for pedestrian and aesthetic improvements in connection with state and federally funded highway and bridge projects.

13. Hotel (Strategic Site)

Private Development

This strategic site was selected for its location downtown, availability for redevelopment, frontage along the Canal, and vehicle access. This privately-owned 1.6-acre site is located in the heart of downtown North Tonawanda, near restaurants and shopping, and just steps from the Canal waterfront. The site currently holds a warehouse building and is available for redevelopment. The City completed Market Analysis and Tourism analysis and Hotel Feasibility, which concluded that there is demand for hotel accommodation in downtown North Tonawanda. The BOA Plan recommends a 4-5 story extended stay hotel on this site.



Illustration and design alternative for Site #13, a downtown hotel.

14. Main Street Pedestrian Enhancements

Public Realm Improvement

Public Cost: \$250,000 to \$400,000

Funding Source: NYS Environmental Facilities Corporation Green Innovations Grant Program

Main Street recently underwent a major reconstruction, with the inclusion of new curbing, tree lawn, lighting and street trees. Additional recommended improvements to Main Street include the provision of curb bump-outs at primary intersections, wayfinding and interpretive signage, benches, and public art. The street offers opportunities for green infrastructure and storm water management techniques such as bio retention areas and rain gardens. This infrastructure would improve the function and aesthetics of the corridor, and provide it with a unique identity separate from Webster Street.

15. Multi-Family Residential (Strategic Site)

Private Development

The BOA Plan recommends multi-family residential on this site, located at 600 River Road. The City is currently reviewing a proposal for 102 residential units, made up of townhomes, apartments, and retail space along the Niagara River.



Illustration of recommended multi-family residential development at 600 River Road Site #15. This strategic site is located along River Road and the Little River, offering views of Tonawanda Island and the Niagara River. The City has received a development proposal for a mixed-use development, with 102 residential units and retail space.

16. Multi-Tenant Warehouse Facility

Private development

The City received a development application for a multi-tenant warehouse in 2015. The BOA Plan was updated to reflect future plans for the site.

17. Gratiwick Riverside Park Redevelopment Phase 2

Public Realm Improvement

Public Cost: \$5 million

Funding Source: NYS Parks EPF, Niagara River Greenway, USFWS Boater Infrastructure Grants (BIG), NYS LWRP, TIF and/or PIF

The redevelopment of the inactive marina adjacent to Gratiwick Riverside Park is to include public open space and a restaurant or banquet facility. The marina is to continue servicing transient boats, while retaining a portion of the marina as a fishery. Marina grounds will be redeveloped as open space during Phase I, with the addition of a focal element at the entrance to the basin and dockage improvements taking place in Phase II.

The City was recently awarded \$300,000 in Niagara River Greenway funding to undertake a series of improvements recommended by a Marina Redevelopment Feasibility Study. These improvements include:

- Rewiring electrical service to docks;
- Dock Reconstruction;
- Shoreline stabilization;
- Marina dredging and soils disposal;
- Boater welcoming signage and lighthouse reconstruction;
- Development of boater services at the reconstructed boathouse; and

18. Tonawanda Island Internal Roads, Central Park, Mixed-Use Buildings & Townhomes

Private Development / Public Realm Improvement / Infrastructure Investment

Public Cost: \$2 to \$4 million (incentives)

Funding Sources: NYS DEC Brownfield Clean Up Program, NYS ESDC, LCDC, NCIDA, TIF

The continued revitalization of Tonawanda Island includes additional mixed-use buildings with upper-story residences. Surface parking lots will be required as an interim land use prior to full-build out and the addition of structured parking in Phase III. The townhomes along the northern tip will reach full build-out at this stage, yet waterfront development is to be completed in future years.



Mixed-use development on Tonawanda Island, with a central focus on leveraging the Niagara River Promenade.

19. River Road Reconstruction

Infrastructure Reinvestment

Public Cost: \$23M (not including bridge widening)

Potential Funding: US DOT TIGER, US DOT STP, NYS DOT TEP, TIF

As part of this Step 3 planning process, a Traffic Capacity Analysis and Project Scoping Report were completed for the River Road corridor, which is a critical transportation link that would help support development within the Study Area. The results of the full build BOA traffic capacity analysis in Attachment 2 show that five lanes are needed on River Road south of Felton Street. Geometric improvements are also recommended at one or two intersections, depending on the future access to Tonawanda Island. Geometric improvements are recommended at both the Wheatfield Street and Thompson Street intersections on River Road if the existing bridge to Tonawanda Island is widened. The analysis also shows that north of Felton Street a road diet is feasible on River Road, modifying the roadway from five lanes to three lanes. The three lane alternative was proposed for analysis in an effort to calm traffic and help improve pedestrian access, specifically to areas along the Niagara River. Detailed results of the analysis and recommended improvements are described in Appendix F.

20. Industrial Infill Redevelopment & Access

Private Development

Existing industrial and recycling land uses along River Road are envisioned to transition to low-intensity industrial and manufacturing activity in a business park environment. The development of an internalized loop-road has the potential to reduce the number of curb-cuts along the roadway and improve corridor safety, while also increasing the buffer distance between industrial uses and the corridor.



Crossing River Road on foot or by bicycle can be a daunting and dangerous task.

21. Mixed-Use Redevelopment (Strategic Site)

Private Development

The area bounded by Main Street, River Road, and Island Street is a Strategic Site and recommended to undergo redevelopment that provides a positive influence on the northern extent of downtown North Tonawanda. This location serves as a gateway to both downtown and Tonawanda Island, and is envisioned to be transformed into a mixed-use node with office and/or retail space on the ground floor, with upper-story residential units.



Mixed-use development is proposed on Site #21. Its location along River Road and proximity to downtown North Tonawanda make it a strategic redevelopment opportunity, offering a chance to create a transition between Tonawanda Island and downtown.

22. Rail Park and Interpretive Center (Interpretive Rail Park and Museum)

Public Realm Improvement

Public Cost: \$500,000

Potential Funding: Private, NYS Parks EPF, Niagara River Greenway

The concept for this new recreational space includes the development of a flexible system of educational, recreational, interpretive and performance spaces located on converted rolling stock. Repurposed former rail cars take on new roles as play equipment, performance spaces, interpretive exhibits, retail and dining space and artist galleries. A new Rail Museum and Interpretive Center would relocate the Railroad Museum of the Niagara Frontier on Oliver Street, and include new exhibit space. This unique destination would celebrate the importance of rail development in the City's history, while serving to draw visitors from throughout the region.

This distinctive attraction would further the City's goal of providing family-oriented activities, and could also be targeted to those traveling to Niagara Falls. Rail Park admission revenue could be used to off-set museum and interpretive center operations costs, while corporate donations and advertising opportunities could also assist in funding exhibits.

23. Thompson Street Improvements

Infrastructure Investment

Public Cost: \$150,000

Funding Sources: US Federal Railroad Administration, Congestion Mitigation and Air Quality (CMAQ), NYS DOT STP, NYS DOT Transportation Enhancements Projects (TEP)

Thompson Street functions as the primary gateway corridor to Tonawanda Island from the east. This roadway segment requires significant pedestrian and aesthetic enhancements to improve connectivity and safety between Oliver Street and Main Street. Improvements should include sidewalks, landscape plantings, and enhanced crossing aids for pedestrians.



The above depicts a simulation of improvements at the railroad crossing at Ward Road, which is similar to Thompson Street. A series of these improvements should be made to all six at-grade crossings between downtown and the City boundary.

24. Weatherbest Slip Redevelopment

Public Realm Improvement

Public Cost: \$1 million

Funding Sources: NYS Parks EPF, NYS LWRP, NYS Parks Recreational Trails

The future of this area is envisioned to include public access to the waterfront, open space, and public amenities such as a community building and waterfront plaza. A proposed trail connection underneath the River Road Bridge to the canal and Sweeney Street should be investigated for feasibility. Such a trail connection would link Gratwick Riverside Park and Gateway Harbor Park with a continuous multi-use trail. The remainder of the area should continue to be accessible by boat and car, although the facility should not include significant parking accommodations. The primary use of this area should be for passive recreation and the enjoyment of the Erie Canal waterfront.

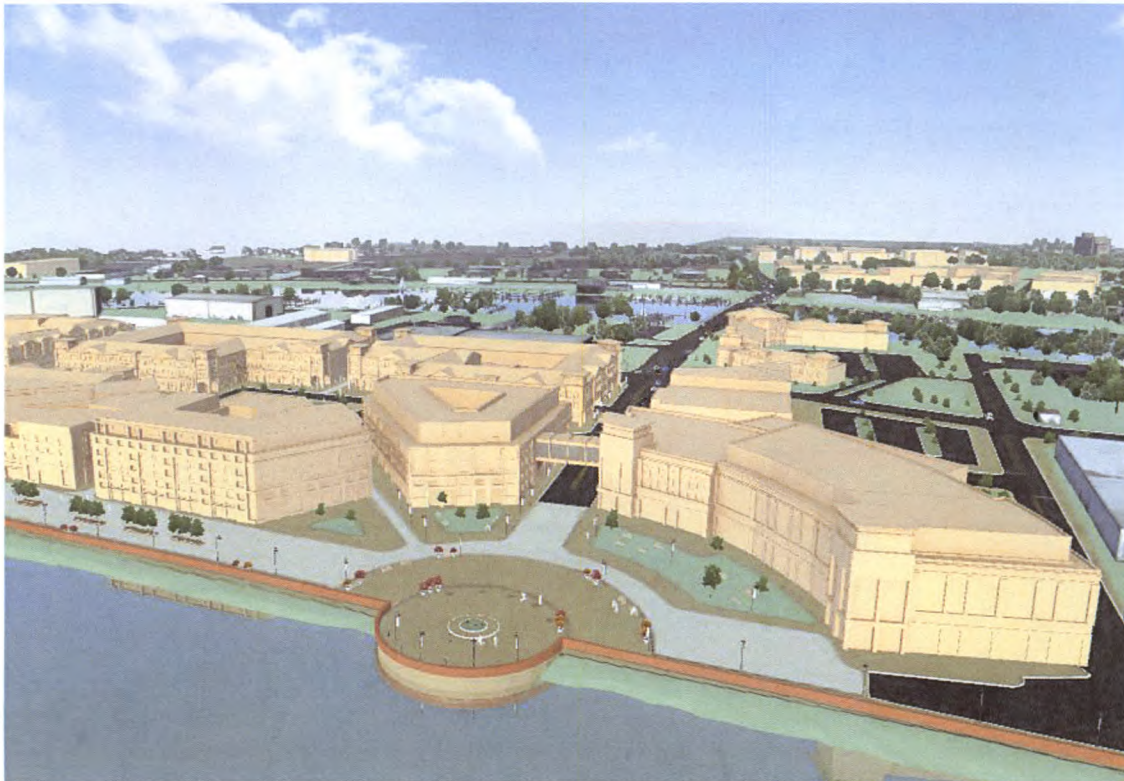
25. Hotel and Restaurant (Strategic Site)

Private Development

Public Cost: \$2 to \$6 million (incentives, tax credits)

Funding Sources: NYS DEC BCP, NYS ESDC

This project includes residential, hospitality, and restaurant uses. The Tourism Market Analysis completed in 2013 noted opportunities for North Tonawanda to attract water-based tourism activity by offering water-oriented amenities and accommodation. Initial phases of this project would include multi-unit housing along the waterfront on Tonawanda Island that can take advantage of River views. In the initial phase, this development is envisioned to provide high-end housing in a 4-plus story structure with the opportunity for expansion in future phases.



A phased development with residential uses, retail, and accommodation is recommended for Site #25, located on Tonawanda Island.

This initial phase of development would include portions of the Tonawanda Island Promenade, including a large centralized waterfront plaza at the center of the project under public control. Ground floor tenant space should be reserved for commercial uses, such as niche retail, restaurant and personal services such health and fitness. Phase I would utilize surface parking lots on the inland side of the island, with some covered surface parking possible to support above market rate housing. Future phases of this development would include the construction of multistory structured parking in place of surface parking, and additional uses including a full-service hotel.

The development process for this privately-held property will require significant coordination amongst public and private interests to determine the appropriate roles and responsibilities for each party. The City should seek authorization from property owners to complete a Phase II Environmental Site Assessment (ESA) to determine if the site includes potential environmental contamination. Any remediation efforts should be coordinated to receive tax incentives through the NYSDEC Brownfield Cleanup Program.

Later phases of development at this site would include an expansion of the hotel and residential mixed use structure. Together, these two buildings define the waterfront plaza and provide a high quality public realm along the Niagara River. This development project will be the capstone investment on Tonawanda Island, and will leverage all previous public and private investments.



A rendering of the recommended public promenade on Site #25 is adjacent to a multi-story mixed use development that takes advantage of high-quality river views.

26. Residential or Hospitality (Strategic Site)

Private Development / Public Realm Improvement

Public Cost: Possible assistance with public access

Funding Sources: Private, USFWS Boater Infrastructure Grant Program (BIG), Niagara River Greenway

The southern tip of Tonawanda Island offers views upstream along the Niagara River towards the south Grand Island Bridges. This location also functions as the gateway to the Erie Canal and offers maritime infrastructure for the docking and launching of boats. The views, location, and infrastructure make this a good location for accommodation and services catering to the boating community. The redevelopment of the southern tip of Tonawanda Island should provide high-end services and quality architecture that establishes a refined and appealing identity for the City and its waterfront.

Significant coordination with the existing property owners will be required to ascertain current intentions for reinvestment or redevelopment of the property. The City should also seek an enhanced understanding about existing ownership/leasehold agreements between the owner and third parties for existing boat slips and dock space, and determine if these agreements will impact any subsequent sale or redevelopment of the property.



The recommended development at the southern end of Tonawanda Island (Site #26)) would provide boaters and visitors with much needed services, and would function as a gateway feature into the community for those arriving by water. View is looking west from Tonawanda Island towards the Niagara River.



A view of recommended residential/hospitality development on Site #26, looking northeast at Tonawanda Island.

27. Multi-Family Residential

Private Development

This site, located at 624 River Road is directly adjacent to a Strategic Site (Site #15, 600 River Road). Recommendations for this site are intended to capitalize on its prime location along the Little River, Fisherman's Park and location adjacent to 600 River Road (Site #15), which is a Strategic Site planned for future residential development. Future development of high-value waterfront housing should incorporate, where appropriate, ground floor uses that are focused on water-oriented uses and design. The waterfront should be, open to the public and include the provision for public access with the development of a waterside trail system.

28. Gratwick Riverside Park Phase 3

Public Realm Improvement

Public Cost: \$5-\$8 million

Funding Source: Niagara River Greenway, NYS Parks EPF, NYS LWRP

The continued redevelopment of Gratwick Riverside Park includes the relocation of the primary loop road away from the waterfront and the development of the waterfront promenade. Future phases of the Park's development also include the construction of the Gratwick Community Room and band shelter to provide a formalized venue for events and activities.

29. Mixed-Use with Structured Parking

Private Development

The completion of residential development on Tonawanda Island includes several infill projects on temporary parking lots constructed during previous phases. The structures are envisioned to be three to four stories, with lower-level parking and upper story residences.

30. Townhomes and Oliver Street of Shoppes

Private Development

The development of townhomes and enhanced commercial/retail services at the intersection of Oliver and Thompson Streets provides a strong anchor to the northeast corner of the Downtown Central Business District Character Area. Townhomes are proposed internal to the site, while mixed-use, multistory development flanks the street frontage and strengthens the urban form of the intersection. The redevelopment of this intersection is a central feature of the revitalization strategy for Oliver Street, and was included in the City's Downtown Redevelopment Plan.

31. Enhanced Oliver Street Gateway

Public Realm Improvement

Public Cost: \$250,000 to \$650,000

Funding Sources: NYS Parks EPF, NYS DOT TEP

As part of the phased redevelopment of the Oliver Street corridor, a major gateway opportunity exists at the current terminus of the Heritage Park trail. The unique, mid-block gateway feature may include a raised table trail crossing, enhanced paving materials, aesthetic lighting, street trees, and potentially a public art structure that spans the corridor. In addition, the historic railroad switching tower sits directly adjacent to this area and should be utilized as part of the gateway. Public funding may be attainable via the NYS Parks EPF Historic Preservation program to restore the switching tower, which could leverage other funding sources to make gateway improvements feasible.

32. Mixed-Use Housing and Municipal Parking Lot

Private Development / Infrastructure Investment

Funding Source: NY Main Street

The area bounded by River Road, Backer Alley, Goundry Street, and Island Street is proposed to undergo a major transformation from industrial uses to a mixed residential/commercial node. The redevelopment of this block relocates surface parking from Manhattan Street, and bolsters the urban form of both Island Street and Goundry Street through mixed-use, multistory frontage development. Proposed uses include business services, office, retail, and upper story residential.

33. Manhattan Street Mixed-Use & Parking Structure

Private Development

Public Cost: \$15 to \$20 million

Funding Sources: NYS ESDC, Public Bond, TIF

This project includes the construction of a multistory parking structure and accessory mixed-use buildings along Manhattan Street. A direct connection from this development to Webster Street is envisioned, linking the City's historic core with an abundant supply of parking. Attached to the parking structure would be larger-tenant retail space and top-floor condominiums with views of the Niagara River. This development project would define Goundry Street as the primary gateway to downtown from River Road, and would strengthen the sense of arrival into the City from the south. Funding sources for this project will likely include significant private investment, though public monies will likely be required to make the parking structure feasibly. There is the potential to partially fund the parking structure through the presale of residential condominiums and long-term leasing arrangements with nearby anchor tenants and/or first floor retail tenants within the parking structure.

34. Office Park

Private Development

Existing Industrial uses along River Road are envisioned to transition to office and flex light industrial uses in a business park environment. This location will allow employers to capitalize on access from River Road, as well as proximity to Downtown North Tonawanda and new residential developments along the Little River.

35. Riviera Theatre

Private Development

In conjunction with, and as an outcome of the BOA Planning process, the Riviera Theatre was recently awarded \$1.2 million for the Riviera Theatre Expansion and Development Project, a \$6.1 million project that will provide a 23,000 square foot addition for a smaller performance space called the Black Box Theatre, new dressing rooms and rehearsal space, a new lobby, and new theater box office. The renovation will maintain the history of the existing theatre, in particular the Mighty Wurlitzer Theatre Organ.

7	Office Mixed-Use	Private Development	Schematic Design	Private Investment	TBD
			Final Design		
			Construction		
8	Retail/Restaurant & Little River Promenade	Private Development / Public Realm Improvement	Planning & Feasibility	Private Investment	TBD
			Environmental Investigation & Remediation		
			Schematic Design		
			Final Design		
			Construction		
9	Downtown Structured Parking	Infrastructure Investment	Site Acquisition	\$15 to \$20 million	Private, Public Bond, NYS ESDC, TIF and/or PIF
			Design		
			Construction		
10	Oliver Street Enhancements	Infrastructure Investment	Schematic Design	\$400,000 to \$750,000	NYS DEC Community Forestry; NYS EFC Green Innovations; Niagara River Greenway Commission, TIF and/or PIF
			Final Design		
			Construction		
11	New Pocket Park	Public Realm Improvement	Site Acquisition	\$200,000	NYS Parks EPF, Niagara River Greenway, TIF and/or PIF
			Schematic Design		
			Final Design		
			Construction		
12	Gateway Memorial Park	Public Realm Improvement	Site Acquisition	\$200,000 to \$500,000	NYS Parks EPF, NYS LWRP, NYS DOT TEP, TIF and/or PIF
			Schematic Design		
			Final Design		
			Construction		
13	Hotel	Private Development	Design	Private Investment	TBD
			Construction		
14	Main Street Pedestrian Enhancements	Public Realm Improvement	Schematic Design	\$250,000 to \$400,000	NYS Environmental Facilities Corporation Green Innovations Grant Program
			Final Design		
			Construction		

15	Multi-Family Residential	Private Development	Design	Private investment	TBD
			Construction		
16	Multi-Tenant Warehouse Facility	Private Development	Design	Private Investment	TBD
			Construction		
17	Gratwick Riverside Park Redevelopment Phase 2	Public Realm Improvement	Schematic Design	\$5 million	NYS Parks EPF, Niagara River Greenway, USFWS Boater Infrastructure Grants (BIG), NYS LWRP, TIF and/or PIF
			Final Design		
			Construction		
18	Tonawanda Island Internal Roads, Central Park, Mixed Use	Private Development / Public Realm Improvement / Infrastructure Investment	Planning & Feasibility	\$2 to \$4 million (incentives)	NYS DEC Brownfield Clean Up Program, NYS ESDC, LCDC, NCIDA, TIF
			Schematic Design		
			Final Design		
			Construction		
19	River Road Reconstruction	Infrastructure Reinvestment	Planning & Feasibility	\$23 million (not including bridge widening)	US DOT TIGER, US DOT STP, NYS DOT TEP, TIF
			Design		
			Construction		
20	Industrial Infill, Redevelopment, Access Management	Private Development	Design	Private Investment	TBD
			Construction		
21	Mixed-Use Redevelopment	Private Development	Schematic Design	Private Investment	TBD
			Final Design		
			Construction		
22	Interpretive Rail Park and Museum	Public Realm Improvement	Schematic Design	\$500,000	Private, NYS Parks EPF, Niagara River Greenway
			Final Design		
			Construction		
23	Thompson Street Improvements	Infrastructure Investment	Design	\$150,000	US Federal Railroad Administration, Congestion Mitigation and Air Quality (CMAQ), NYS DOT STP, NYS DOT Transportation Enhancements Projects (TEP)
			Construction		
24	Weatherbest Slip Redevelopment	Public Realm Improvement	Schematic Design	\$1 million	NYS Parks EPF and Recreational Trails, NYS LWRP
			Final Design		
			Construction		

25	Hotel and Restaurant	Private Development	Planning & Feasibility	Private Investment	TBD
			Environmental Investigation & Remediation		
			Schematic Design		
			Final Design		
			Construction		
26	Residential or Hospitality	Private Development / Public Realm Improvement	Planning & Feasibility	Private Investment	TBD
			Schematic Design		
			Final Design		
			Construction		
27	Multi-Family Residential	Private Development	Schematic Design	Private investment	TBD
			Final Design		
			Construction		
28	Gratwick Riverside Park Redevelopment Phase 3	Public Realm Improvement	Schematic Design	\$5 to \$8 million	Niagara River Greenway, NYS Parks EPF, NYS LWRP
			Final Design		
			Construction		
29	Mixed-Use with Structured Parking	Private Development	Design	Private Investment	TBD
			Construction		
30	Townhomes and Oliver Street of Shoppes	Private Development	Design	Private Investment	TBD
			Construction		
31	Enhanced Oliver Street Gateway	Public Realm Improvement	Schematic Design	\$250,000 to \$650,000	NYS Parks EPF, NYS DOT TEP
			Final Design		
			Construction		
32	Mixed-Use Housing and Municipal Parking Lot	Private Development / Infrastructure Investment	Schematic Design	Private Investment	TBD
			Final Design		
			Construction		
33	Manhattan Street Mixed-Use and Parking Structure	Private Development	Design	Private Investment	TBD
			Construction		
34	Office Park	Private Development	Design	Private Investment	TBD
			Construction		
35	Riviera Theatre Expansion and Upgrades	Public/private investment	Schematic Design	Already Funded	TBD
			Final Design		
			Construction		

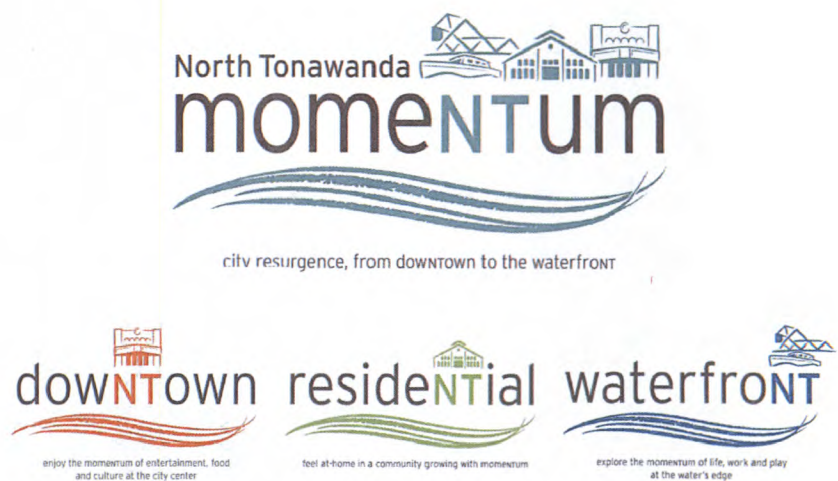
4.1.3 Other Implementation Actions

ZONING UPDATES

The BOA Plan recommends updates to the City's zoning map and code language that will implement site and building design standards that promote smart growth and protect environmental and cultural resources. As part of BOA Plan implementation, zoning code updates within the BOA include code language revisions for the Waterfront District as well as a form-based code for the Downtown Mixed-Use District. These updates apply different districts to parcels within the BOA Study Area, primarily to districts that would restrict the types of uses that may be introduced within the BOA boundary, particularly in the historic downtown and along shorelines. In addition, the updates would improve the organization, structure, and flow of the existing zoning ordinance. Updates to the Zoning Map and code language are included in Appendix G.

MARKETING AND BRANDING

A marketing and branding campaign was developed as part of this Step 3 planning process. The branding campaign includes a logo concept and tagline for the entire Study Area, as well as subareas within the boundary. As part of this effort, a marketing brochure was developed to describe the BOA Study Area and illustrate the graphic BOA Plan. The *logo is designed* so that the overall branding of the BOA project can transition to become branding for the Study Area after the BOA planning process is complete. The branding concept, logos, and brochure are included in Appendix E.



PROFILES OF STRATEGIC SITES FOR MARKETING PURPOSES

Descriptive marketing profiles were prepared for each of the Strategic Sites identified above. Site profiles are included in Appendix E. The profiles include descriptions of each site, including possible development concepts that fit within the land use recommendations of the BOA Plan. They do not represent a commitment to development or design, but are intended to show potential options based on analysis of the sites and market demand. Each of the six sites will require additional investigation and detailed design in order to fully implement redevelopment projects.



4.1.4 Local Management

Structure to Implement the Strategy

Management of the Tonawanda Island BOA Plan will be a complex undertaking because the implementation of the plan will span over a more than 20-year period and involve a wide variety of projects ranging from public infrastructure, transportation, and open spaces to large-scale private developments and individual properties. This will require active participation of the City of North Tonawanda, Niagara County, New York State, property owners, private developers, existing businesses, residents, community members, and other local organizations.

It is recommended that The Lumber City Development Corporation act as the leading entity managing the redevelopment of the BOA Study Area.

4.2 Potentially Significant Adverse Impacts & Mitigation Measures

The BOA Plan was developed through years of planning and extensive public outreach conducted by the City of North Tonawanda. It represents the community's vision for the future and is expected to have a beneficial impact on the community over time. Adoption of the Plan and zoning code updates will have no *direct* impact on the physical environment of the community. It does not constitute approval of development activity, either private or public. However, the plan does envision significant new growth and development over the next 20 years. While adopting the plan is not a guarantee that any specific development project will occur, the intent of the plan is promote revitalization and therefore this section addresses the *indirect* impacts of the plan (i.e. redevelopment projects facilitated by the Plan and associated zoning updates).

The following sections describe potential significant impacts that may result from the action. The section is organized according to impact categories that were initially identified in the Generic Environmental Impact Statement (GEIS) Scoping Document (Appendix B).

4.2.1 Demographic/Socioeconomic Conditions and Housing

Implementation of the BOA Plan may result in new development that may impact the City's demographic and economic landscape.

The BOA Plan illustrates numerous opportunities for redevelopment of vacant sites for commercial, residential, hospitality, and mixed uses. These projects, if implemented, will bring increased vitality to the City and attract new residents, resulting in a potential population increase for the City of North Tonawanda. Potential negative impacts resulting from population increases such as increased housing prices, demand for municipal services, and traffic congestion will likely be mitigated by virtue of the project's long-term phasing plan. The development scenarios within the plan are phased over a period of 20 years; thus the growth will be incremental over time and will not result in a sudden increase in demand for housing, public services, and other amenities. The long-term impacts of this incremental growth in population are addressed in the transportation systems, infrastructure, and community services sections. Table 10 summarizes the total number of residents and employees that may be expected under a full build out scenario.

Table 10 Total Projected Residents and Jobs

Use	Total	Coefficient (sf/employee)	Short-term (5-10 years)			Mid-term (10-20 years)			Long-term (20+ years)		
			Total units/sq ft	Employees	Residents	Total units/sq ft	Employees	Residents	Total units/sq ft	Employees	Residents
Residential	588 units	2.54	155.47	--	395	257		653	176	0	447
Office	367,951 sf	300	125,800	419		178,401	595		63,750	213	
Restaurant	79,050 sf	200	13,600	68		34,850	174		30,600	153	
Manufacturing	211,000 sf	2,000	151,000	76					60,000	30	
Warehouse	190,000 sf	5,000	15,000	3		20,000	4		155,000	31	
Retail	242,250 sf	500	50,150	100		130,050	260		62,050	124	
Total				666	395		1,033	653		551	447
Total @ Full Build Out											
Residents	1,495										
Employees	2,250										

*Source: Bergmann Associates, 2016

Coefficients: Institute of Transportation Engineers (ITE) Trip Generation Manual, 9th Edition.

- **Residential:** The BOA Plan envisions 588 new residential units, which equates to approximately 1,495 potential net new residents (based on average household size of 2.54). If constructed according to the phasing plan, the potential population growth would be phased in over the 20-year time period. The first phase accounts for 155 new units, or 26% of the potential new residents. The second phase accounts for 257 units, or 44% and the third phase accounts for 176 units, or 30% of the new potential population growth that can be attributed to the BOA Plan. (It is noted that new residential units may be filled by current residents who move from other homes in North Tonawanda. It is assumed that homes vacated by residents moving to would be occupied by other North Tonawanda residents or those from outside of North Tonawanda).
- **Office:** If constructed according to the phasing plan, the potential growth in jobs would be phased over the 20-year time period. The total amount of office space envisioned in the BOA Plan is 367,951 sf and 1,227 employees. The first phase accounts for 125,800 square feet, equating to approximately 419 employees. The second phase accounts for 178,401 square feet, equating to approximately 595 employees. The third and final phase accounts for 63,750 sf of office space equating to 213 employees.
- **Manufacturing:** If constructed according to the phasing plan the potential growth of jobs in the manufacturing sector would be 395 employees. The total amount of manufacturing space envisioned in the BOA Plan is 211,000 sf. The first phase accounts for 151,000 sf equating to 76 employees. The second phase does not have any manufacturing construction planned. The third and final phase has 60,000 sf of space planned equating to 30 employees. The BOA Plan envisions a total of 106 employees after the three phases have been completed.
- **Warehouse:** The BOA Plan envisions a total of 38 employees within the warehouse sector of employment with 190,000 sf after the three construction phases have been completed. The conversion factor used to

equate the number of employees is 5,000 sf per employee. The first phase accounts for 15,000 sf of manufacturing space equating to 3 employees. The second phase accounts for 20,000 sf equating to 4 employees. The third phase has 155,000 sf equating to 31 employees. The three phases total 190,000 sf of space with 38 employees.

- **Restaurant:** The BOA Plan envisions a total of 395 employees after the full build out of restaurant space; with a total of 79,050 sf. The conversion factor used to reach the total number of employees is 200. Phase 1 has the amount of restaurant space being built at 13,600 sf with 68 employees. Phase 2 has 34,850 sf with 174 employees. The final phase has 30,600 sf with 153 employees.

4.2.2 Land Use and Zoning

The BOA Plan and proposed land use/zoning changes are consistent with the community's goals, as identified in this document, as well as the City's Comprehensive Plan and Local Waterfront Revitalization Strategy. The proposed land use and zoning changes will allow for new development, most notably the introduction of mixed-use, residential and commercial uses within the BOA. In addition, the BOA Plan will result in changes to the City's existing zoning code, which may alter allowed uses and densities in certain zones located within the BOA boundary. The changes will implement site and building design standards that promote smart growth and protect environmental and cultural resources. The purpose of the land use and zoning changes is to manage growth as it occurs over time and to ensure that new development is built in a manner that enhances the built environment and is consistent with the community's goals.

These proposed land use and zoning changes do not create development directly, but they do help facilitate new development by modernizing, harmonizing and streamlining the City's regulations governing land use development. The potential impacts of new development include loss of natural resources and habitat, increased stormwater runoff, erosion and sedimentation, traffic increases, and new pressure on City infrastructure and services.

The BOA Plan recommends changing the zoning districts of approximately 141 acres of land within the BOA. Table 11 quantifies the total acres affected by proposed zoning changes within the BOA boundary. Changes will most significantly impact River Road and downtown North Tonawanda. The BOA Plan recommends changing the zoning of properties along River Road, from General Industrial to Waterfront District. Downtown North Tonawanda is currently zoned General Commerce (C-2) and Light Manufacturing (M-1). The BOA Plan recommends changing the zoning in most of downtown to a new district (Downtown Mixed-Use District) that is better able to accommodate a diversity of mixed-uses.

It is noted the existing zoning districts would permit a much wider range of heavy industrial uses within the historic downtown and along the waterfront than the proposed zoning changes. The proposed zoning changes would restrict the types of uses that may be introduced within the BOA boundary, particularly in the historic downtown and along shorelines. The restriction of uses along with the addition of rigorous design standards will likely constitute a reduction in the potential impacts of new development and could be considered as a mitigation measure in itself.

Figure 7 Proposed Zoning Changes

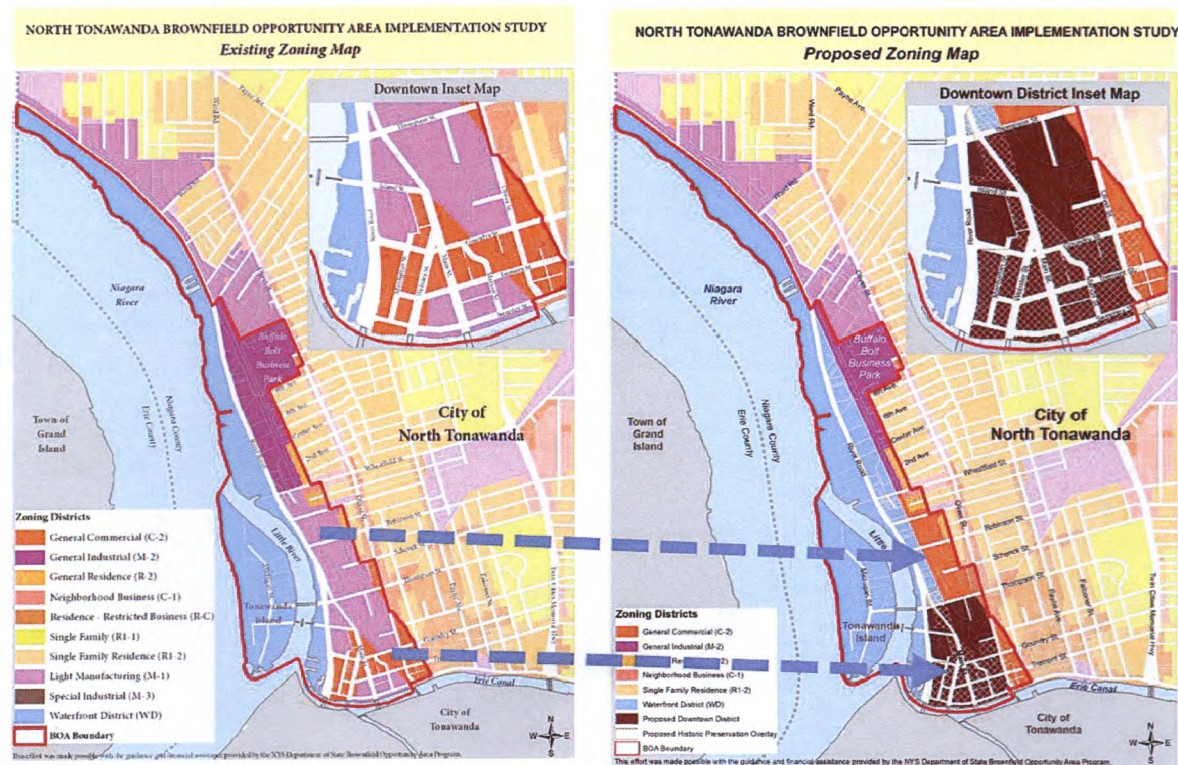


Table 11 Lands Affected by Proposed Zoning Changes

Existing	Acres		Proposed	Acres
Light Manufacturing (M-1)	87.3	Changed	General Commercial (C-1)	31.2
		Changed	Downtown District (DD)	42.6
		Changed	Waterfront District (WD)	15.7
General Industrial (M-2)	80.6	Changed	Waterfront District (WD)	31.4
General Commercial (C-1)	33.2	Changed	Downtown District (DD)	20.1
General Residence (R-2)	8.6	no change	General Residence (R-2)	n/a
Waterfront District (WD)	216.2	no change	Waterfront District (WD)	n/a
TOTAL	425.9		Total Acres Affected	140.9

*Source: City of North Tonawanda, Bergmann Associates 2016

Note: Total acres excludes lands classified as right-of-way

4.2.3 Housing

The BOA Plan recommends the development of approximately 588 new residential units in the BOA. Of these new units, the majority is envisioned as apartments or condominiums included as part of mixed-use developments. The zoning code updates for the Downtown Mixed-Use District allows the implementation of recommended housing presented in the BOA Plan.

Apartments and condominium units generally attract young professionals and retirees who prefer a more urban lifestyle and access to amenities such as restaurants and retail stores. Apartments within downtown and mixed-use settings can cater to such preferences. Therefore the proposed development of these types of units may bring an increase of young adults and retirees into the area.

The proposed BOA Plan does not recommend demolition or displacement of any existing residential structures, and it is not expected that the plan will have negative impacts on the housing stock within the City. The addition of new housing units will likely serve to increase property values, thus also increasing associated tax revenues.

4.2.4 Open Space, Parks and Recreation, and Scenic Resources

The BOA Plan recommends implementation measures that will increase the amount of protected open space, parks, trails, shoreline access, and scenic resources, through zoning changes, and incentive zoning. Several recommendations for increased or improved public spaces are made within the BOA plan, as summarized below:

- **Gratwick Riverside Park.** The recommended improvements to Gratwick Park and the adjacent marina align with the Gratwick Riverside Park BOA Plan completed in 2009. Such recommendations include the addition of restroom and kitchen facilities, the construction of a children's natural playground, new public access trails to a picnic point, and other recreational opportunities within the park.
- **Tonawanda Island Open Space.** The development of public open space in conjunction with private residential development on the northern tip of Tonawanda Island is recommended by the BOA plan. Coordination between the City and the current private owners of the land must occur to agree upon a framework for such future development. Given this agreement, a Phase II Environmental Site Assessment should be performed to determine the environmental conditions of the site.
- **Tonawanda Island Promenade and Public Plazas.** Increased public access to the Niagara River Waterfront is recommended within the BOA Plan through many initiatives. Included in these initiatives is a proposal for the development of a public promenade along the western shoreline of Tonawanda Island. In addition, several public plazas and open spaces are recommended to act as an interface between the public waterfront and the private development on the island. A public promenade is also proposed along the little river from Taylor Street to Bridge Street.
- **New Parks.** The BOA Plan proposes several new park spaces, including a pocket park south of the intersection of North Marion and Schenck Streets, as well as a park in the triangular lot formed by the intersection of Thompson Street, Main Street, and River Road. This park would serve as a gateway to the downtown district of North Tonawanda, and is recommended to include wayfinding signage, high-quality landscaping, and public art.
- **Multi-use space for educational, recreational, interpretive, and performance** purposes is recommended in the plan. This space would utilize existing rail cars for these purposes, and the Railroad Museum of the Niagara Frontier would be relocated to this area on Oliver Street.
- **Weatherbest Boat Slip.** The Plan calls for redevelopment of the Weatherbest Boat Slip in the southern area of the BOA for public open space. This area is envisioned to include a trail connection between Gratwick Riverside Park and Gateway Harbor Park, as well as amenities for passive recreation along the waterfront.
- **Improved Pedestrian Amenities.** In addition to the above, the Plan calls for improvement of pedestrian mobility through development of streetscape elements such as trees, street art, and curb bump-outs at intersections. These improvements, targeted specifically at Oliver Street and Main Street, would provide increased ease of access to the multitude of public spaces within the city for pedestrians.

Given the myriad recommendations for increased public and open spaces, no adverse impacts on the open space, parks and recreation, and scenic resources of the BOA and the City of North Tonawanda are foreseen.

4.2.5 Historic and Cultural Resources

A key principle of the BOA Plan and zoning code update is to “Celebrate our History and Culture” Several of the recommendations tied to this principle directly and indirectly support preservation of historic and cultural assets, including following:

- Capitalize on the Canal as an important historic, cultural, and recreational asset.
- Continue to identify historic buildings and structures and assist with their preservation and protection.
- Develop historic design guidelines for the downtown core to ensure existing historic fabric is preserved and protected.
- Conduct Phase IA and IB archeological resource assessments to improve the understanding of important archeological resources worthy of preservation and protection during BOA redevelopment activities.

The proposed BOA Plan and zoning code updates include numerous recommendations and implementation strategies intended to protect and enhance historic and cultural resources within the Study Area, including those relating to designated historic buildings and places. No adverse impacts to historic and cultural resources within the BOA are anticipated.

- **Riviera Theatre.** The Riviera Theatre is listed on the National Register of Historic Places. In conjunction with, and as an outcome of, the BOA Planning process, the Riviera Theatre was recently awarded \$1.2 million for the Riviera Theatre Expansion and Development Project, a \$6.1 million project that will provide a 23,000 square foot addition for a smaller performance space called the Black Box Theatre, new dressing rooms and rehearsal space, a new lobby, and new theater box office. The renovation will maintain the history of the existing theatre, in particular the Mighty Wurlitzer Theatre Organ.
- **Remington Rand Mixed-Use Development.** Formerly known as the Herschell-Spillman Motor Company Complex. The building is listed on the National Register of Historic Places and is located adjacent to the Erie Canal. This building was renovated and now contains loft apartments and retail/restaurant space. The BOA Plan does not include any changes to this building, thus there will be no impacts.
- **Downtown Historic District.** A significant portion of downtown North Tonawanda is designated a local historic district. This area includes much of Manhattan, Webster, and Main Streets. The zoning modifications proposed in the BOA Plan include a Historic Overlay District that identify clear standards and procedures to protect and enhance the historic character of the Study Area by addressing alterations to historic structures within the area and encouraging development that is harmonious with the existing historic character.
- **Former Railroad Switching Tower.** Located on Oliver Street opposite the Linear Park that leads to the Allan Herschell Carousel Museum, this structure is one of a few remaining switching towers in New York State. Originally constructed to act as a lookout tower for the intersection of two railroads, the structure is now owned and managed by the Niagara Frontier Chapter of the National Railway Historical Society. The Society has plans for restoring the structure to permit interpretive exhibits. The tower is currently boarded up, yet receives regular maintenance from Society members. The BOA Plan does not include any changes to this building, thus there will be no impacts.
- **North Tonawanda History Museum.** The North Tonawanda History Museum is located at 54 Webster Street, in the heart of Downtown and in the core of the BOA project boundary. This building houses the Lumber City History Center and a welcome center for visitors. The Lumber City History Center was developed as part of a resident-led effort to enhance the North Tonawanda History Museum. The history center is planned to provide educational, interpretive, and interactive exhibits on the history of North Tonawanda. Fund raising is ongoing for history center improvements, which will include an event hall and several exhibits that simulate life in historic North Tonawanda. The BOA Plan does not include any changes to this building, thus there will be no impacts.

- **Ghostlight Theater.** The Ghostlight Theater is host to the Ghostlight Theater Company, which is a celebrated arts and humanities organization founded in 1972. The theater is managed and operated by Starry Night Theater, Inc., a non-profit arts and education organization with the mission of protecting and preserving the Ghostlight Theatre Company and the Ghostlight Theatre. The Ghostlight is host to drama classes and numerous productions of on-stage theater and musicals. The theater is located just outside of the BOA on Schenck Street. The BOA Plan does not include any changes to this building; thus there will be no impacts.
- **Post Office (directly adjacent to the BOA).** The North Tonawanda post office, located at the corner of Goundry and Oliver Streets, is an excellent example of public building architecture dating from the early 20th Century. Constructed from 1912 to 1914, the building was one of the last Post Offices to be individually designed, with standardization taking place in 1915. The building is architecturally significant, and plays an important role as an anchor of the Oliver Street corridor. The BOA Plan does not include any recommended changes to this building; thus there will be no impacts.

4.2.6 Transportation Systems

This section describes the potential impacts on the existing transportation system that may result from the implementation of the BOA Plan. Since zoning code updates facilitate the implementation of the BOA Plan, the analysis encompasses these updates as well. As part of this Step 3 planning process, a Traffic Capacity Analysis and Project Scoping Report were completed for the River Road corridor, which is a critical transportation link that would help support development within the Study Area. Full build out of the Preferred Alternative may potentially generate traffic impacts that require mitigation.

The traffic analyses and evaluations were performed using standard traffic engineering methodologies in accordance with the 9th edition Institute of Transportation Engineers (ITE) Trip Generation Manual 2012. Data used in the traffic analysis has been collected from field investigations, field visits, intersection traffic counts, BOA build-out concept plans, and the New York State Department of Transportation (NYSDOT). The sections below summarize the analysis of the River Road corridor as well as recommended mitigation measures.

TRAFFIC CAPACITY ANALYSIS

The purpose of the traffic analysis was to determine the impacts of development planned for the Study Area and determine if a road diet is feasible on River Road, modifying the roadway from five lanes to three lanes. The three lane alternative was proposed in an effort to reduce speeds and help improve pedestrian access, specifically to areas along the Niagara River including parkland. Future development in the BOA Study Area is expected to have an impact on the following corridors:

- River Road from Goundry Street to Witmer Road
- Main Street from River Road to Sweeney Street
- Webster Street from Goundry Street to Sweeney Street
- Oliver Street from Felton Street to Tremont Street

The future 2035 traffic volumes and level of service (LOS) were determined for two scenarios; (1) the full build-out of the Preferred Alternative and (2) the no-build scenario. The no-build scenario analyzes the impact on traffic should none of the developments described in the BOA Plan take place. The no build scenario was calculated by increasing the existing peak hour traffic volumes by 0.5% per year. The increase was done as a means of accounting for normal traffic growth and any developments taking place outside of the BOA boundary.

The full build conditions were calculated by adding the no build traffic to the traffic expected from the development sites identified in the Step 3 BOA Plan. The analysis calculated the expected traffic from the development by estimating the trip generation for each development site identified within the Step 3 BOA Plan and assigning the trips to the roadway system based on existing and expected travel patterns, both inside and outside of the study area. The latest

edition of the ITE Trip Generation Manual was used to determine the trip estimate for each development site identified within the Step 3 BOA Plan.

The results of the analysis revealed three major conclusions resulting from the full build out:

1. Traffic is expected to increase by 90% on River Road;
2. The level of service at three intersection on River Road and three intersections on Main Street are expected to decline; and
3. Congestion on the bridge to Tonawanda Island is expected to increase before the end of Phase One of the Preferred Alternative.

ALTERNATIVES

The Traffic Impact Analysis mitigation alternatives:

1. Mitigation Alternative 1: No action, which would leave River Road in its current configuration.
2. Mitigation Alternative 2: Three Lanes with a Raised Median North of Felton Street and Five Lanes South of Felton Street with Geometric Improvements based on one of two options for access to Tonawanda Island:
 - Alternative 2A – Three Lanes with a Raised Median North of Felton Street and Five Lanes with Geometric Improvements at Two Intersections based on Traffic Impacts of Widening the Existing Bridge to Tonawanda Island
 - Alternative 2B – Three Lanes with a Raised Median North of Felton Street and Five Lanes with Geometric Improvements at One Intersection based on Traffic Impacts of Constructing a Second Bridge to Tonawanda Island

Both Mitigation Alternatives 2A and Alternative 2B include streetscape enhancements which include improved sidewalks, landscaping, trees, well-marked crosswalks and pedestrian traffic signals to enhance pedestrian experience and safety. The signalized intersections located at rail crossings would also be enhanced to make stronger and safer connections between residential neighborhoods, the waterfront and the multi-use path along River Road for pedestrians and bikes.

The preferred alternative is Alternative 2A. A detailed description of the mitigation measures recommended to accommodate the Preferred Alternative (Full Build Scenario) is included in Appendix F.

4.2.7 Infrastructure

WATER/WASTEWATER

The zoning code updates will not have an impact on water or wastewater systems within the City. Based on the projected domestic water demand, the BOA Plan will also not have a significant adverse impact on the North Tonawanda public water/wastewater systems. For purposes of this review, the projected wastewater flow was calculated for land uses within the BOA Plan preferred alternative. The projected demand is based on different factors based on the type of use: (1) the square footage of future retail uses (2) the number and type of potential future residential units and (3) the number of potential future restaurant seats and (4) the number of future office and warehouse employees.

The water treatment facility is located on Tonawanda Island and draws its water from the Niagara River. This plant has a capacity of 12 million gallons per day (MGD), yet the average draw is 3.6 MGD and the maximum draw was 5.3 MGD. The City's existing waste water treatment plant is located along the Niagara River on River Road. This plant has a capacity of 14 MGD. Based upon the water supply figures, the waste water treatment plant should also have significant available capacity for treating waste.

The projected water demand created by full build out of the proposed BOA Plan would result in an average of 262,697 gallons per day, and a maximum peak of 525,395 gallons per day. Based on projected water demand and wastewater

flow, the proposed BOA Plan will not have a significant adverse impact on the North Tonawanda public water and waste water systems.

Some specific components of the existing water distribution system may have limitations due to pipe diameters and obsolescence (service life). Required upgrades and replacements to the water distribution system can occur parallel with public street improvements and individual development projects. All new utility facilities should be designed and built to required flood proofing standards and codes.

Table 12 Project Daily Water Demand

Proposed Land Use	Unit	Quantity	GPD per unit	Projected Daily Demand (GPD)
Office	Employees	1,227	15	18,398
Restaurant (seat)	Seats	1,976	35	69,169
Industrial (per person)	Employees	144	15	2,153
Retail	Square Feet	242,250	0.1	24,225
Single Family/Townhomes	Dwelling Units	188	300	56,400
Multi-family	Dwelling Units	400	130	52,054
Hotel (rooms)	Rooms	310	130	40,300
Total Average Daily Demand				262,697
Maximum Daily Demand (2x average)				525,395

Source: Bergmann Associates, New York State Design Standards for Intermediate Sized Wastewater Treatment Systems, NYS DEC Division of Water

Note: GPD = Gallons Per Day

4.2.8 Community Facilities and Services

This section provides an analysis of the impacts the BOA Plan may have on demand for community facilities and services. No significant adverse impacts are anticipated resulting from the adoption of proposed zoning code updates.

SCHOOLS

The development of new housing units, and in particular the development of single-family homes (188), may bring an additional 100-150 school-aged children to the City. This may have the potential to create additional burden on the North Tonawanda City Schools. There are certain mitigating factors that will reduce or avoid negative impacts. New residents would pay local property taxes allocated to schools, which funds approximately 40% of the school district's budget. Federal and state aid covers the majority of the remaining budget. Both sources of funding would offset the costs of new students.

PARKS, RECREATION, AND OPEN SPACE

The BOA Plan recommends increases in the total amount of open space and parks within the Study Area. Therefore, any population increase would be matched by an increase in the park space in the area, thus limiting the possibility of overuse of parks or public space is foreseen. Further, the addition of significant amounts of new parkland is a benefit to the community and is itself considered a mitigation strategy. Based on the above, the BOA Plan will not create any significant negative impacts to supply and function of parks, recreation, and open space.

POLICE, FIRE, AND EMERGENCY SERVICES

The slight increase in population described above may increase the demand for police, fire, and emergency services. However, two mitigating factors will limit any negative impacts: (1) the BOA Plan is proposed to be phased in over 20 years, thus any population gains will occur incrementally over time, with an average of 50 to 60 people per year. In addition, new residents will pay property and sales tax as well as other local fees that will offset the costs of providing such additional services.

4.2.9 Natural Resources

This section addresses the potential impacts of the BOA Plan and zoning code updates on habitat, wetlands, groundwater, flood plains and other designated resources. Implementation of the BOA Plan and zoning code updates may result in land use or other changes that would alter surface and/or groundwater resources, including habitat, wetlands, streams, floodplains, watersheds, and groundwater resources.

A key consideration in this analysis is that North Tonawanda is an urbanized city and most of the major sites within the Study Area are located on former industrial sites/potential brownfields. The types of proposed development within the BOA area have fewer environmental impacts, and in many cases may improve the overall quality and abundance of natural resources in the area by hastening environmental remediation, applying high quality zoning and design standards that create shoreline buffers and encouraging the use of green infrastructure techniques. In addition, the creation of new parks and green space as well as ecologically-sensitive landscaping will aid in restoration of the natural environment within the BOA. The zoning code updates recommended as an implementing strategy of the BOA Plan will preserve and protect open space, environmentally-sensitive vegetation, critical wildlife habitat, and scenic views of the Niagara River.

HABITAT

The Study Area is located within an urbanized area. However, throughout the plan, habitat restoration is encouraged within open and vacant spaces. Furthermore, the Niagara River acts as a host to many species of fish within the BOA area, and the BOA Plan recommends increasing fish habitats in the area through techniques such as dredging marinas and boat slips.

Congruent with the Gratwick Riverside Park Master Plan and the Niagara River Greenway Plan, the BOA Plan's recommendations for Gratwick Riverside Park include significant habitat restoration efforts for both fish and birds in the park. In addition, educational features will be implemented that highlight the process of habitat restoration within the area, and the Great Lakes Region as a whole.

NYSDEC recently designated North Tonawanda as a Waterfowl Winter Concentration Area. The habitat of such waterfowl can be threatened by dredging, filing, and bulkheading, as well as discharges from combined sewer overflows and industrial sites. Such impacts must be taken into account when entering the construction process of the recommended development projects along the waterfront in the BOA and appropriate mitigation measures implemented as part of such development activities.

Given the urbanized character of the BOA, as well as the plans to create and restore natural habitats, no significant adverse impacts to natural habitats are predicted.

WETLANDS

Currently, there is one designated wetland within the BOA. It is classified as a freshwater emergent wetland according to the National Wetland Inventory. The wetland is located within Fisherman's park and is 1.73 acres in size. The BOA Plan does not recommend any new development or alternation to Fisherman's Park, therefore no disturbance to wetlands within the BOA is anticipated.

FLOODPLAINS

Due to its adjacency to the Niagara River and the Erie Canal, several sites are located within Special Flood Hazard Area, or 100-year floodplains, as determined by the Federal Emergency Management Agency. The floodplain within the BOA covers portions of both the east and west coasts of Tonawanda Island, as well as the Weatherbest boat slip in the southern portion of the BOA.

The Niagara River is a large body of water and has a significant conveyance capacity. Therefore, future development in the BOA should not have a significant effect on the water surface level or risk of flooding on the River. Development within these areas of the BOA will be in accordance with the City's Flood Hazard Area ordinance which requires specific

construction methods and additional permitting to ensure that the development that occurs does not increase the risk of flooding and protects individuals and real property from the effects of flooding.

New development or redevelopment projects which involve soil disturbance of 1 or more acres will be subject to the requirements the New York State DEC SPDES General Permit for Stormwater Discharges from Construction Activities. These projects will be required to implement temporary erosion and sedimentation control measures as well as permanent stormwater management practices for runoff reduction, water quality treatment and regulation of discharge rate and volume. The SPDES General Permit may not apply to all BOA redevelopment projects.

WATERSHEDS

The BOA area is located in the Niagara River watershed, as well as the Tonawanda Creek sub-watershed which runs into the Niagara River watershed. New development or redevelopment projects which involve soil disturbance of 1 or more acres will be subject to the requirements the New York State DEC SPDES General Permit for Stormwater Discharges from Construction Activities. These projects will be required to implement temporary erosion and sedimentation control measures as well as permanent stormwater management practices for runoff reduction, water quality treatment and regulation of discharge rate and volume. The SPDES General Permit may not apply to all BOA redevelopment projects.

GROUNDWATER

Preliminary environmental site assessments on 33 sites in the BOA have shown that spills or releases of contaminants have impacted the soil or groundwater. Of those sites, 17 sites were noted as potentially having groundwater contamination due to the presence of chemical and/or petroleum storage tanks. Proposed development on these sites should be contingent on further examination of the possibility of groundwater contamination, most likely through a Phase II ESA.

4.2.10 Environmental Contamination

Within the Study Area, there are 61 sites that have been identified as potential brownfields. Properties were identified as having moderate environmental concerns on the site if they were found within an environmental database, there was visual evidence of environmental impact (such as surface staining or evidence of debris), or groundwater wells were visible on the property. The development of these sites is contingent on determining the appropriate environmental remediation required for the proposed redevelopment, as well as the obtainment of funding for such efforts.

Several sites were identified as likely to require Phase II Environmental Site Assessments. The sites that are currently publically owned or vacant are more likely to move forward with Phase II ESAs, as further assessment of privately owned sites would require cooperation with the current owners. The sites selected as potential recipients of Phase II ESAs are described below.

Table 13 Summary of Sites that May Require a Phase II Environmental Assessment

Address	Ownership	Environmental Concern	Rationale
63 Oliver Street	Private	Unregulated PBS tanks	Bulk storage tanks require a higher level of regulation due to the volume of contaminants. If a site is not in compliance with NYS DEC regulations, the threat for spills is higher.
161 Tremont Street	Private	Unregulated PBS and CESQG	If a site is not in compliance with NYS DEC regulations, the threat for leaks and spills is higher. Listing as a hazardous waste generator also indicates handling of waste not suitable for disposal in standard landfills.
210 Sweeney Street	City of North Tonawanda	Visual evidence of soil impacted by hydraulic oil	Visual staining indicates there was a release on the property. A Phase II may be required to determine the extent of contamination and need for remediation.
900 River Road	Private	Existing monitoring wells identified	Monitoring wells indicate that the presence of groundwater contamination is suspected. The site also has former spill events from which groundwater was impacted by chlorinated solvents. Groundwater provides a mobile medium for contamination, which can then travel offsite creating a plume.
871 River Road	Private	Unregulated PBS and CBS, chemical drums visible throughout the property	If a site is not in compliance with NYS DEC regulations, the threat for leaks and spills is higher.
830 River Road	City of North Tonawanda	CBS facility, CESQG	Due to the volume of chemicals and/or hazardous waste that may be handled at the site, there is an elevated potential for environmental contamination.
765 River Road	Private	CESQG	Listing as a hazardous waste generator also indicates handling of waste not suitable for direct disposal in standard landfills, which may have greater impact on public health or the environment if released.
555 River Road	Private	PBS facility and historic spill site	The site has a long history of spill events that have impacted area soil and groundwater. Additionally, the site is a petroleum bulk storage facility, indicating the potential for future spills to occur.
512 River Road	Private	PBS facility	The site is currently an active PBS facility and is slated for future residential waterfront development. It's possible that historic use of petroleum products have impacted the environmental integrity of the property.
87 Robinson Street	Private	Unregulated PBS facility	If a site is not in compliance with NYS DEC regulations, the threat for leaks and spills is higher.
51 Robinson Street	Private	CBS facility, unregulated PBS facility, historic spill site	The volume of chemicals and petroleum handled at the site increase the potential for contamination. Furthermore, the site has spill history that impacted area soil and groundwater. Groundwater increases contaminant mobility, facilitating travel off-site.
90 Taylor Drive	Private	Visible drums, CESQG	There is visual evidence of on-site storage of materials, possibly hazardous. In addition, the site is a small quantity hazardous waste generator, indicating it may handle materials not suitable for disposal in a standard landfill. These materials are generally more hazardous to the environment and public health, and have stringent disposal regulations.

4.2.11 Other Impacts

CUMULATIVE IMPACTS

Cumulative impacts are considered those that result from the incremental or increased impact of actions when the impacts of that action are added to other past, present and reasonably foreseeable future actions. Cumulative impacts can result from a single action or a number of individually minor but collectively significant actions taking place over a period of time.

The analysis included in Section 4.3 describes potential impacts of full build-out (i.e., all three phases of the BOA Plan). By virtue of this approach, the potential cumulative impacts have been considered as part of this. Potential cumulative impacts created by other development not envisioned in the BOA Plan have not been identified.

ADVERSE IMPACTS THAT CANNOT BE AVOIDED

The BOA Plan was developed as a means to guide redevelopment of Strategic Sites in such a way that limits the potential negative impacts resulting from land use and development activities. The majority of the adverse impacts foreseen through the implementation of the recommended BOA redevelopment projects will be minimal and mitigated where possible. Additionally, the intent of the zoning code update is to clarify development type and density to guide future development that is aligned with the established community vision. Therefore, it is not foreseen that the North Tonawanda BOA Plan will result in significant and unavoidable adverse impacts.

Development that takes place after the adoption of this BOA Plan, GEIS, and zoning code updates will still be subject to the SEQRA process on a site-specific basis. Environmental review of future actions may be necessary. This BOA Plan and GEIS is intended to be a resource to facilitate the review under SEQRA of future development actions.

4.2.12 Irreversible and Irretrievable Commitment of Resources

The implementation of the North Tonawanda BOA Plan will entail the use of human, material, energy, natural, and financial resources, many of which cannot be retrieved once used. However, the potential benefits will outweigh the cost of such resources. Said irreversible and irretrievable commitments of resources are described below.

Human Resources

Human labor will be necessary to implement the recommended projects within the BOA Plan. This entails design and engineering, permitting, financial analysis, construction, operation and many other forms of labor. Additionally, human resources will be needed to ensure proposed development is in conformance with the zoning code updates. This use of resources is irreversible, however it will result in an overall benefit, as the expenditure of such resources creates or supports jobs within the community.

Material Consumption

Physical building materials such as gravel, concrete and lumber will be required for construction of new buildings, enhancements to streetscapes, development of new parks and other recommended projects. These materials will be irretrievable once used, but they will play an integral role in the revitalization of the BOA. No material consumption is anticipated resulting from the adoption of the proposed zoning code updates.

Natural Resources

A minimal amount of natural space may be compromised with the development of parking lots for new structures. All six of the Strategic Sites identified have been developed in the past and are no longer in a natural state, thus not creating a loss of natural resources. Similarly, some sites identified in the BOA Plan that were previously developed are proposed to be redeveloped as vegetated parks and open space, thus provided a net addition of natural resources. It is not anticipated that implementation of the BOA Plan will result in significant negative environmental impacts to the existing natural resources within the BOA. Additionally, the zoning code updates encourage the infill development and protection of open space and natural resources where possible.

Financial Resources

Financial assets from the State of New York, the City of North Tonawanda, private landowners and other entities will be used in the implementation of the BOA Plan. Expenditures will be necessary for the acquisition of land, professional services such as engineering and architectural services, construction labor, finance services, environmental remediation and many other goods and services. This initial use of financial resources will be irreversible, but will leverage additional economic opportunities that are expected to surpass the initial investment.

GROWTH-INDUCED IMPACTS TO INFRASTRUCTURE

Implementation of the BOA Plan is intended to catalyze redevelopment of mixed-use, commercial, residential, and light industrial uses, thus inducing growth. The purpose of the BOA program is to identify and facilitate redevelopment on brownfields, vacant, abandoned, or underutilized sites. This plan includes six strategic sites on which development is intended to act as a catalyst for future revitalization efforts. The direct and secondary growth impacts of the proposed BOA Plan and zoning code updates will have numerous benefits, including job growth and indirect spending at local businesses, increased tax revenues, new business generation, and improvements in public safety.

4.3 Description of Alternatives

This section describes an evaluation of alternatives to the proposed BOA Plan. Alternatives considered include the following:

NO ACTION

The no-action alternative would be to not implement any of the components of the BOA Plan or zoning code updates. The City of North Tonawanda would be left as it currently is.

The no-action alternative is considered a baseline for assessing the relative impacts and benefits of the proposed action. The discussion of this alternative is intended to describe and evaluate the adverse and/or beneficial impacts that are likely to occur on the site and in the community in the absence of the Proposed Action.

This alternative would preclude the Preferred Alternative. Under this scenario, coordinated redevelopment of the BOA is less likely to occur. Strategic Sites would be more likely to remain vacant and underutilized. The visual conditions and setting would remain the same. Existing brownfields would be less likely to be remediated, meaning the benefits of environmental remediation would not be experienced by the community. The economic benefits anticipated from revitalization activities are less likely. Additionally, development within the downtown and waterfront will not encourage smart growth principles.

ALTERNATIVE SCENARIO

The Alternative Scenario is the City of North Tonawanda's Step 2 BOA Nomination Study BOA Plan, which was completed in 2014. It is different from the preferred alternative in size and scale, the feasibility and compatibility of projects, and does not proposed changes to the current zoning ordinance. The Step 2 Nomination Study BOA Plan was divided into three phases, spanning over 20 years. The Step 2 Nomination Study BOA Plan identified 31 projects located within the BOA boundary. The projects range from public waterfront access, the improvement of public space, and the development of mixed-use nodes. The projects described in the Step 2 Nomination Study BOA Plan were evaluated and in some cases modified, resulting in the Preferred Alternative, which is the Step 3 BOA Plan and zoning code updates.

PREFERRED ALTERNATIVE (PROPOSED ACTION)

The Step 3 BOA Plan is the preferred alternative for revitalization of the BOA Study Area. This preferred alternative is based, in part, on the Step 2 BOA Nomination Study Maser Plan, but includes a few key modifications (summarized below). The preferred alternative incorporates land use changes and zoning modifications that better respond to existing market realities than the previously developed Step 2 BOA Plan. In addition, the preferred alternative recommends transportation improvements that better address potential traffic impacts than previously

recommended transportation improvements. The preferred alternative is described in detail in Section 4.1, BOA Plan Projects and Phasing. Potential impacts have been identified and assessed in Section 4.2, along with mitigation measures where appropriate.

Modifications to the Alternative Scenario

The following projects and recommendations were modified from the Alternative Scenario. The resulting plan became the Step 3 BOA Plan, referred to as the Preferred Scenario.

Downtown Structured Parking. The Alternative Scenario placed a parking structure downtown at the corner of Tremont and Marion Streets. For the Preferred Alternative, structured parking was moved to a site across Tremont Street to better capitalize on proximity to the recommended downtown hotel.

512 River Road (formerly Site #2). The Alternative Scenario proposed residential development on this site. That alternative would be less responsive to the current market conditions, which would not support residential development on this site in addition to other adjacent properties. This site has been replaced with the adjacent site, known as 600 River Road.

600 River Road. The Alternative Scenario did not include this site. Since completion of the Step 2 BOA Nomination Study, the City of North Tonawanda has received proposals to develop multi-family residential units on this site. Thus, 600 River Road has been added to the BOA Plan (i.e., the Preferred Alternative) in place of the adjacent site, known as 512 River Road. At present, there are no plans anticipated for 512 River Road.

High Density Residential Site #15 is located near the corner of Marion and Robinson Streets. The Alternative Scenario recommended this site for high density residential. This alternative would be less compatible with surrounding uses and less responsive to the market than the Preferred Alternative, which proposes a multi-tenant warehouse on this site.

Downtown Mixed-Use Site #13 is located near the corner of Sweeney and Main Streets. The Alternative Scenario recommended this site for mixed-use development. The Alternative Scenario would be less responsive to the downtown market than the Preferred Alternative. The City completed a hotel feasibility analysis in 2014 concluding that the downtown market is well-positioned for a hotel.

Zoning Code Updates. This alternative includes zoning code modifications determined necessary to implement the preferred alternative. The zoning code modifications involve two parts; a downtown form-based code and waterfront zoning code revisions. All zoning modifications are included as Appendix H.

5 Compliance with SEQRA

5.1 Consistency with NYS CMP Coastal Policies

Consistency review is the decision-making process through which proposed actions and activities are determined to be consistent or inconsistent with the coastal policies of the New York State Coastal Management Program or approved Local Waterfront Revitalization Plans (LWRPs).

All LWRPs include a local consistency review law which is used to ensure that the actions of the community are consistent with the policies, uses and projects described in the LWRP. Communities with approved LWRPs conduct consistency reviews as part of their local decision-making on applications for development proposals.

During the SEQRA review for these activities, the potential impact(s) to coastal or inland waterway resources must be given equal weight with other environmental considerations in the determination of significance. If a positive declaration is issued, the EIS must address the potential impact(s) of the proposed action on coastal or inland waterway resources.

5.2 Conditions for Future Actions (Thresholds for Future Review)

Thresholds and conditions for future review are established to help ensure that private development proceeds in accordance with the BOA Plan and zoning code updates. This may include conditions for supplemental EIS's to reflect site-specific impacts that cannot adequately be addressed at this time:

REDEVELOPMENT, LAND USE & ZONING

The BOA Plan establishes preferred land use patterns, recommended development projects, and zoning revisions to facilitate redevelopment. The analysis of impacts and mitigation measures is based on the amount and intensity of development proposed in the BOA Plan (summarized below). Future development proposals should demonstrate consistency with land uses identified in the BOA Plan and the scale/intensity thresholds established for each timeframe below.

Figure 8 Scale and Intensity Thresholds for Future Development

Use	Total	Coefficient (sf/employee)	Short-term (5-10 years)			Mid-term (10-20 years)			Long-term (20+ years)		
			Total units/sq ft	Employees	Residents	Total units/sq ft	Employees	Residents	Total units/sq ft	Employees	Residents
Residential	588 units	2.54	155.47	--	395	257		653	176	0	447
Office	367,951 sf	300	125,800	419		178,401	595		63,750	213	
Restaurant	79,050 sf	200	13,600	68		34,850	174		30,600	153	
Manufacturing	211,000 sf	2,000	151,000	76					60,000	30	
Warehouse	190,000 sf	5,000	15,000	3		20,000	4		155,000	31	
Retail	242,250 sf	500	50,150	100		130,050	260		62,050	124	
Total				666	395		1,033	653		551	447
Total @ Full Build Out											
Residents	1,495										
Employees	2,250										

If future project-specific proposals for the redevelopment within the BOA Study Area does not meet the requirements of the revised zoning code, or if they exceed the intensity of development proposed in the BOA Plan, then the proposed development may not have been adequately considered in this assessment, and a new project-specific SEQRA assessment should be undertaken.

Future projects should be substantially consistent with the North Tonawanda Comprehensive Plan and the Local Waterfront Revitalization Plan. If future project-specific proposals for the redevelopment of the Strategic Sites are substantially inconsistent with the Comprehensive Plan or Local Waterfront Revitalization Plan, then the proposed development may not have been adequately considered in this assessment, and a new project-specific SEQRA assessment should be undertaken.

NATURAL RESOURCES

Proposed development projects should not be located within a designated State or Federal wetland or within a 100' buffer of a State wetland. Projects should be designed to avoid the wetland to the maximum extent possible or minimize the footprint; if not, wetland mitigation would most likely be required. Future project-specific proposals that impact wetlands to the extent that require permitting or mitigation may not have been adequately considered in this assessment, and a new project-specific SEQRA assessment should be undertaken.

Future proposed development should comply with all shoreline regulations set forth in the North Tonawanda Zoning Code Waterfront District (WD), which establishes setbacks and other performance standards intended to protect shoreline natural resources.

OPEN SPACE & PARKS

It is anticipated that implementation/full build-out of the BOA Plan will require improvements to publicly owned lands and/or dedication of privately owned lands for parkland use. The potential purchase of lands by the City or dedication of lands by private parties will require legislative approvals and costs not addressed in this document. These actions may be subject to further review under SEQRA.

TRANSPORTATION SYSTEMS

As project-specific proposals are made for the redevelopment of the Strategic Sites, a more complete assessment of their potential impact to the transportation systems will need to be completed.

INFRASTRUCTURE

Water: Individual projects that require public infrastructure improvements to deliver adequate water supply to the site to support the project should be subject to further review under SEQRA.

Wastewater: Individual projects that generate wastewater of a volume, rate, or composition that exceed the capabilities of the local Municipal sanitary sewer system and/or Publicly Owned Treatment Works should be subject to further review under SEQRA.

Stormwater: Individual projects which involve soil disturbance of 1 or more acres will be subject to the Federal, State and local requirements for stormwater discharges and should be subject to further review under SEQRA. Eligibility under the SPDES General Permit for Stormwater Discharges from Construction Activities may not be applicable to all BOA redevelopment projects. If not, then projects may require an individual SPDES permit, as well as other Federal, State and local permits.

VISUAL IMPACTS

Individual projects should be assessed for their potential visual impacts. The visual impact assessment should include a viewshed analysis to determine where the new development will be visible from and line-of-sight diagrams to facilitate an assessment of their level of impact.