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# City of Tonawanda Comprehensive Plan

Final Generic Environmental Impact Statement



*prepared by:*

**URS Corporation**

Buffalo, New York

## **DEDICATION**

The City of Tonawanda Mayor's Office, the Master Plan Steering Committee, and URS Corporation dedicates this Comprehensive Plan to the citizens of the City of Tonawanda, whose civic pride and participation proved to be this project's greatest resource. The City's new direction for the future, documented herein, is a culmination of each individual's enthusiasm and genuine concern for their hometown. Thank you for the privilege of serving with all of you on this project.

## **ACKNOWLEDGEMENTS**

This plan is the result of collaboration between Erie County and the City of Tonawanda as part of the County's commitment to creating regional opportunities for Erie County municipalities. This comprehensive planning exercise was made possible through grant funds awarded to the City of Tonawanda from Erie County.

**Joel A. Giambra**, Erie County Executive

**Alice A. Roth**, City of Tonawanda Mayor

URS Corporation wishes to acknowledge the assistance and information provided by the following persons listed below.

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Photos courtesy of Mayor's office

URS Corporation wishes to specially recognize the dedication and assistance of the Comprehensive Plan Steering Committee. Their guidance, knowledge of the City, encouragement, and participation greatly assisted our efforts in developing this useful planning document.

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## **EXECUTIVE SUMMARY**

The City of Tonawanda has undertaken the development of a new Comprehensive Plan to help guide public policy decisions in the 21<sup>st</sup> Century. This document provides a summary of the existing conditions for land use, transportation, utilities, waterfront development, housing, and recreation resources. A discussion of the implications for planning for each of the above components is also provided.

The 2000 census data recently collected is not entirely available for public usage. Therefore, 1990 census data was used in place of missing 2000 data. The City will need to update these figures when all 2000 census data is made available to the public.

Population, economic, and housing statistics indicate that this area is experiencing increasing average population age while the total population is undergoing a slight decline. In 1990 the total population was 17,294. Since then, population has fallen to 16,136, a loss of over 1,000 people. Efforts should be made to reverse this trend. Most of the City of Tonawanda residents fall into two age groups ranging between the ages of 30-39 years and between 60-69 years of age. According to the 1990 Census, a majority of the residents have at least a high-school diploma, which coincides with the description of the City of Tonawanda as a blue-collar community that has relied on industry for most of their livelihood.

The City of Tonawanda has over 50% of its boundaries formed by waterways (the Niagara River and Erie Canal). The historic significance of the Erie Canal and Tonawanda's close location to Niagara Falls has created a means for the City to capitalize on tourism. The collaboration between the City of Tonawanda and the City of North Tonawanda created the Gateway Harbor along the Erie Canal. This City has other historically significant sites such as Long Homestead, the Renaissance, Jackknife, and Erie Canal bridges, cemeteries, and former railroad station. Bike trails along the waterfront, and many of the park/open spaces, offer various recreational activities.

Services for senior citizens and youth are highly used by City residents, with a desire to increase the types of services offered. Creating an assisted living facility and building a larger recreational center were two suggestions made during numerous community meetings.

Alternative land use and development density was evaluated and a preferred land use plan was prepared based upon existing characteristics and future development options. The primary sites suitable for future development include areas located along the Niagara River, the Spaulding Fibre Site, 153 Fillmore Avenue (formerly Envirotek), and the southern Young Street Corridor.

The Comprehensive Plan is structured as a Draft Generic Environmental Impact Statement (DGEIS). The DGEIS is designed to comply with the State Environmental Quality Review Act (SEQRA) and be ready for adoption by the City following notification of a positive declaration, public hearing, the addressing of public comments in a Final GEIS (FGEIS), and the adoption of findings. Implementation of the goals, action steps, and Implementation Plan stated herein, will depend upon the public's acceptance and willingness to support the plan in order to be successful. Future projects requiring legislative changes to implement the policies of the Comprehensive Plan should be reviewed for consistency with the assumptions, thresholds, conditions, and findings of the FGEIS.

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# CITY OF TONAWANDA COMPREHENSIVE PLAN

## 1.0 INTRODUCTION

The City of Tonawanda's (City) Comprehensive Plan (Plan) is intended to provide the community with guidelines to assist in current and future public policy decisions. According to New York State (NYS) Land Use Laws, the power to utilize zoning and comprehensive plans is granted by City law. A municipality may have a zoning ordinance without having a comprehensive plan. No municipality is required to have either zoning ordinances or a comprehensive plan. However, communities without a zoning ordinance or comprehensive plan have a very limited ability to control the form of growth and economic development within their municipal boundary.

Comprehensive plans and zoning ordinances are designed to mutually benefit each other. A comprehensive plan should establish goals, action items, and policies that complement a desired land use plan in order to achieve the City's goals and objectives. The Plan, upon adoption by the City Council, becomes the legislative basis for future land use and zoning ordinance regulations. Once a plan for future development is established in the form of a comprehensive plan, zoning ordinances should be reviewed and amended to effectively implement regulations associated with the policies of the Plan.

The Plan serves as an effective statement of the City residents' vision for the future. For this reason, annual reviews and continuous development of goals and action steps need to be implemented. New goals and action steps may require the altering or adopting of local codes and ordinances to support those goals. The Plan's extensive analyses and policy statements will provide both background information and political leverage as municipal officials negotiate inter-governmental agreements or dedicate financial and administrative support for identified Plan objectives.

Zoning and Planning Boards should use this Plan to measure the desirability of development applications and their conformity to the Plan's goals and objectives. In addition, the Boards should adopt policies and procedures that actively assist those projects that comply with Plan goals and objectives and discourage those projects that fail to honor the community's vision. Working closely with developers, local planning boards will be able to target investment in projects that promote Plan objectives and reduce the need for excessive variance hearings and inefficient development patterns.

Municipal employees should use the Plan when interpreting legislative mandates, making administrative decisions, enforcing development related codes, and soliciting public funding for community capital projects, and prioritizing work efforts as they relate to new programming activities and development. Potentially new residents and business owners should use the Plan as a reference for making location choices.

Over the course of the ten-month project period for the City of Tonawanda's Comprehensive Plan, URS conducted more than six public meetings during the months of July 2000 through February 2001. URS also held meetings with government agencies and the Steering Committee throughout the entire project period.

The Steering Committee members were selected by the Mayor of Tonawanda and included a representative from Erie County's Department of Environment and Planning. The Steering Committee members represented a cross-section of the City's residents often assisting in incorporating public comments into the Plan. They provided thoughts, information, and perspective relative to the City's needs, wants, and concerns. Participating under the guidance of URS staff, the Steering Committee welcomed and provided suggestions for different types of growth patterns, and developed methods for attracting tourists. URS often met with the Steering Committee throughout the entire planning process.

Along with meeting with the Steering Committee, URS conducted a complete housing stock inventory of the homes in the City of Tonawanda. Each home was evaluated on the basis of outward appearance, landscaping and the overall condition of the home. A Citizen's Survey was also prepared and administered to 800 City residents. The results of the housing stock survey and the Citizen's Survey are described in greater detail throughout this Plan.

URS met with all City Department Heads to review their ideas for making their community a better place to live. Their ideas were practicable and insightful and consistent with many of the suggestions offered at the community meetings held later on. URS relied upon documents retrieved from the City Assessor's Office and the Building Department, as well as lists of programs offered through the Recreation Department and Senior Citizen's Center to create this plan.

The County of Erie has shown strong interest and commitment throughout the entire planning process. Along with their 50% financial match for the creation of the Comprehensive Plan, the Department of Environment and Planning assigned a Senior Level Planner to work with the Steering Committee and URS. Ultimately, the City of Tonawanda's Comprehensive Plan will be augmented

into the County's web site which will provide coordination between municipalities, easily accessible information for developers and more marketing exposure for the City. URS followed the County's A Template For Preparing Local Master Plans (August 4, 1998) during the planning process.

## **1.1 Defining the Comprehensive Planning Process**

Comprehensive planning activities play an important role in the continued development of a community. The comprehensive planning process is organized in a manner by which a community can identify its needs and establish goals and objectives for future development. Development and implementation of a comprehensive plan is an effective and efficient means of achieving meaningful and desired change in a steady, incremental manner. Furthermore, the Plan serves to identify changes or trends that could be either desirable or undesirable to a community.

The Plan is most effective as a current statement of the residents, and City's desires for the future of the city. The proposed mission statement for the City of Tonawanda states that the city shall be recognized as a historically rich waterfront community, which strives to provide its residents with a high standard of personal service and enhanced community activity, through innovative government and aggressive economic development. This proposed mission statement, along with the other city agency proposed mission statements, falls in line with the vision generated by the City of Tonawanda public. This government's objective recognizes the need to streamline some services, while simply improving others to better serve the changing requirements of their residents. For this reason, periodic review and/or revision of this document will be required to keep it current. A more thorough review is usually required every five years.

## **1.2 The Planning Process**

To develop cogent, effective decisions regarding change and the degree to which change will occur, there is a basic need for: accurately developed and analyzed facts; principles and standards, goals, and objectives; and community discussion and understanding. Generally, the planning process encompasses several steps. These steps are:

- Identification and definition of the problem(s) or opportunity(ies)
- Determination of goals and objectives
- Inventory of resources (or gathering of relevant information)
- Identification of various planning concepts to address goals and objectives

- Analysis of a concept plan(s) and selection of a preferred plan
- Plan implementation and evaluation
- Community input/feedback

Not only are the above steps used to develop new plans, but they also are helpful when revising or updating an existing plan. Regardless of the activity to be undertaken, the above steps offer an orderly and rational method of addressing community needs.

### **1.3 Community Participation**

The Plan development process was designed to be highly interactive with the community. A master plan steering committee comprising eclectic professional backgrounds coupled with numerous community meetings with residents fostered the creation of the Plan's goals, objectives, and aspirations. The Plan development process creates a constituency that supports the adoption and implementation of the Plan. Each community member participating brought unique experiences or information that was useful in developing the Plan inventory, alternatives, and final recommendations.

A key element of the City of Tonawanda's community participation efforts was the creation of the Citizens' Survey. Ultimately, 800 surveys were randomly distributed to City residents. The survey distribution was broken into different segments. Step 1 involved randomly mailing 200 surveys to each of the City's four wards. Step 2 involved distributing the survey at various City offices. These offices included: the City Clerk's Office, the Public Library, the Recreation Department, and the Senior Citizen's Center. Surveys were also distributed to participants attending City Ward meetings. The response to the Citizens' Survey was more than expected. There was a 36% response rate to the randomly distributed survey and an equally high response rate to the City department surveys.

The respondents did not necessarily answer every question asked on the Citizens' Survey. Also, some questions asked for more than one response. The lack of fully answered questions and the presence of multiple-answer questions resulted in inconsistent percentages between questions. Additionally, where multiple answers were requested, URS chose only the top three selections of the total number of responses received. The analysis was based on the total number responses for each answered question. The final results of the Citizens' Survey are itemized in Appendix A.

Public meetings were held at each stage of the comprehensive planning process. Residents, through their participation in the planning process, articulated additions and changes they would like to make in the City. The Public's suggestions represented their vision for the City's future and were used to develop the goals and objectives listed in Section 4.0 of this plan. The "vision" the residents of the City of Tonawanda perceive for the future will not drastically change the physical look of the City. Instead, their suggestions and comments recommends reinvesting in the existing resources that the City already has. The real effort towards turning "vision" into reality involves redesigning streets, reinvesting in parks, keeping up with capital infrastructure improvements, creating new recreational programs to meet new demands for all ages, and meeting housing needs for the City's aging population. The message from residents on the Steering Committee, attending community meetings, and completing the Citizen's survey was clear. They want their community to be prosperous while maintaining a small-town atmosphere.

A 30-day comment period (ending June 20, 2002) was held after the Draft Generic Environmental Impact Statement was accepted as complete by the City Council on May 21, 2002. A public hearing was held on June 4, 2002 and no public comments were received. Upon closing the open 30-day comment period, no public comments were received by the City Clerk's office. Therefore, no adjustments to this plan were made.

## **2.0 COMMUNITY BACKGROUND**

The City of Tonawanda is located within the northern portion of Erie County (Figure 1) and is surrounded by the Niagara River, Tonawanda Creek/Erie Canal, and the Town of Tonawanda. The municipalities surrounding the City of Tonawanda (Figure 2) were invited and encouraged to comment on issues that pertained to their communities during the public comment sessions. Issues such as border beautification, truck routes, and signage at the entrances and exits of each municipality were discussed.

### **2.1 Historic Context**

According to a pamphlet written by Williard B. Dittmar entitled A History of the City of Tonawanda, the origin of the name “Tonawanda,” which means “swift running water,” is derived from the Iroquois Indians who named this area after Tonawanda Creek. The Erie Canal running from Buffalo to Albany gave “Tonawanda” its start in commerce. In the early 1830s, the prosperity of the East Boston Timber Company was responsible for “Tonawanda” being known as “the lumber capital of the world” (A History of the City of Tonawanda, W.B. Dittmar).



In January 1854, “Tonawanda” was incorporated as a village with four wards, one of which was situated along the north side of Tonawanda Creek. After years of disputes regarding favoritism over financial assistance, the north ward eventually separated in 1857 from the village and became what is known today as the City of North Tonawanda.

On March 23, 1903, Tonawanda changed its status from village to city. Following this status change, the City lobbied for receiving approval from the State of New York to re-construct a segment of the Erie Barge canal for improving navigation of tugs, watercraft, and barges. The mouth of Tonawanda Creek eventually became the western terminus of the canal.

The evolution of the City of Tonawanda is similar to many other small historic cities along the Erie Canal. When the Erie Canal was used as a prime method for transporting goods throughout New York State, the City of Tonawanda benefited economically. The decline of the importance of the Erie Canal as a transportation route and then an economy less focused on manufacturing resulted in the decline of business in the City’s downtown area.



**Legend**

-  Municipal Boundary
-  City of Tonawanda

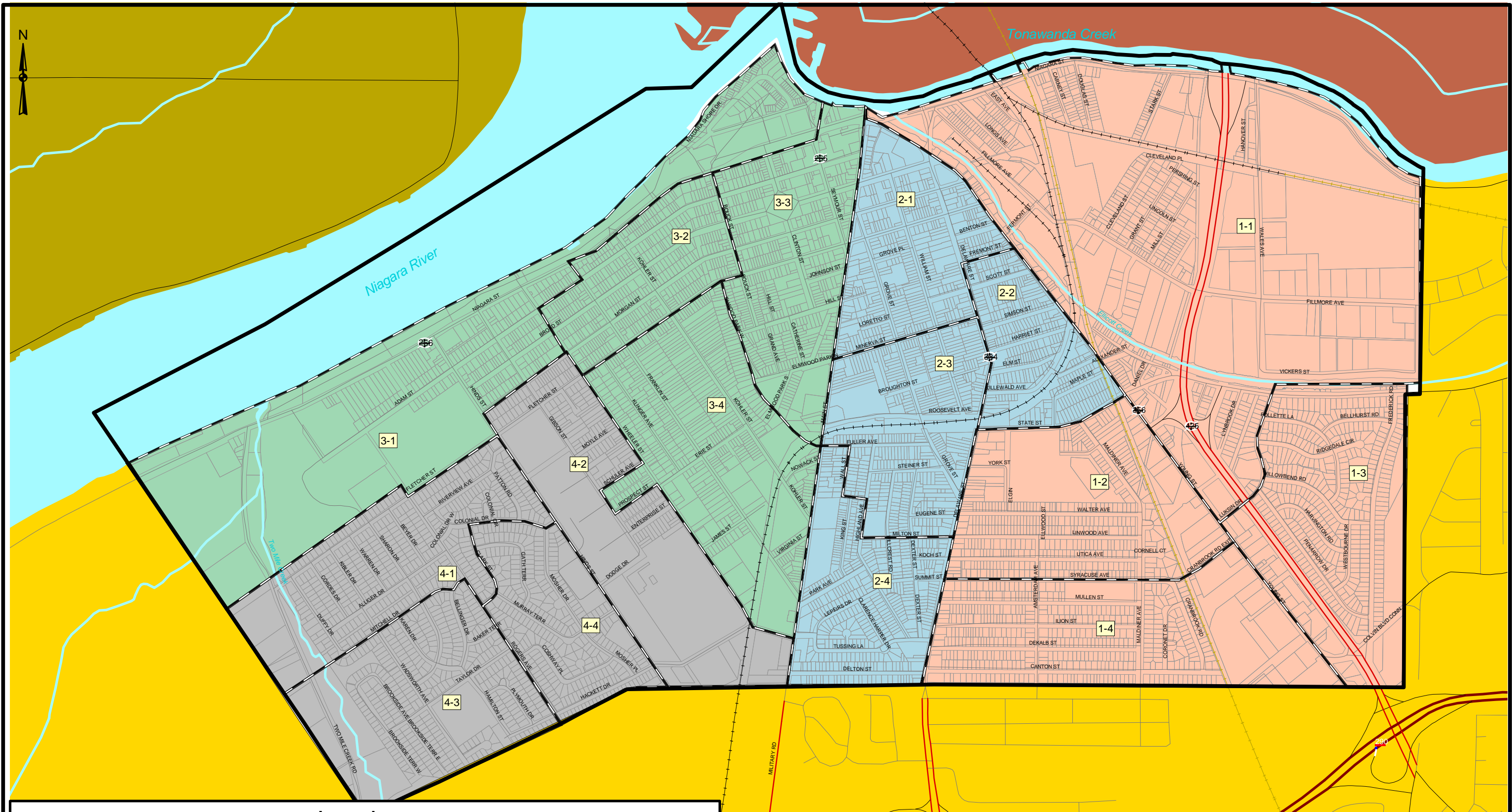
J:\35779.00\GIS\maps2.apr (16) CITY OF TONAWANDA COMPREHENSIVE PLAN REGIONAL VIEW 4/23/2001



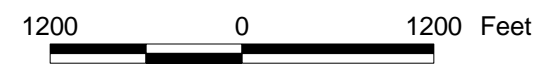
CITY OF TONAWANDA COMPREHENSIVE PLAN  
REGIONAL VIEW

FIGURE 1





Legend			
	Municipal Boundary		Political Ward Boundary
	Parcel Boundary		Railroad
	Town of Tonawanda		Abandoned Railroad
	City of N. Tonawanda		Streams/Creeks
	Grand Island		Water Bodies
	Ward 1		Roads
	Ward 2		County Road
	Ward 3		Interstate Route
	Ward 4		Local Road
	Ward/Sub District-Zone		State Route



CITY OF TONAWANDA COMPREHENSIVE PLAN CITY VIEW	
	FIGURE 2

## **2.2 Regional Context**

A comprehensive plan addresses regional issues that illustrate shared ideas and commitment for future growth, and encourages a cooperative approach to achieving community land use, development, and transportation goals.

Erie County's A Template for Preparing Local Master Plans, Erie County Department of Environment and Planning, August 4, 1998, encourages communities developing or revising their comprehensive plans to develop a plan that not only describes the course of development for the specified community, but also defines development in the context of the region as a whole. Erie County provided grant funding to many of the County municipalities to update their comprehensive plans. Upon completion of the planning process, these plans will become available on the County's website and will be incorporated in future County planning programs.

## **2.3 Regional Demographics Context**

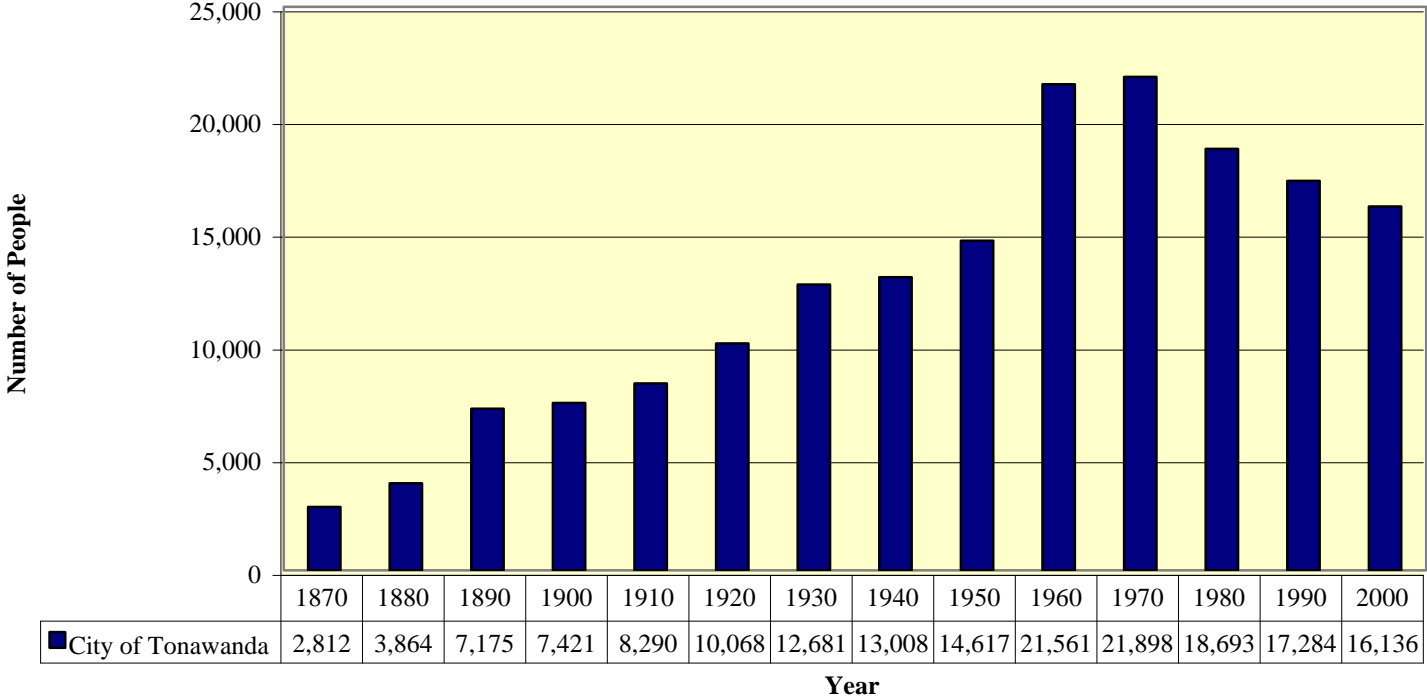
From 1980 to 1990, the City lost 1,409 people or about 3.8% percent of the population. The 1990 census population totaled 17,294 persons. According to total population data available under the 2000 census, the City of Tonawanda again has declined in population to a total of 16,136 (population loss of 1,148). The City's population decrease mirrors many of the losses presently being experienced by other Western New York communities as well. Figure 3 depicts the fluctuating population for the City of Tonawanda using 1870 to 2000 census data. The 2000 census data is not entirely available at the time this Plan was being produced. The City should update these projections when all of the census information is complete and available to the public.

Figure 4 takes a close look at the population changes for the City of Tonawanda and compares these changes with the Town of Tonawanda and the City of North Tonawanda. This chart illustrates the fact that the populations for the Tonawandas have steadily declined between 1970 and 2000 according to the US Census. The median age in the City of Tonawanda is 38.9 years according to the 2000 Census. Figure 5 illustrates the ages of City residents according to the 2000 U.S. Census.

The City of Tonawanda was characterized (by City residents during public meetings) as a bedroom community, consisting of mostly single family homes. Population density decreased while the number of households increased. For instance, in 1990, one-to-two-person occupancy accounted for 58% of the households in the City of Tonawanda. The total number of households increased from

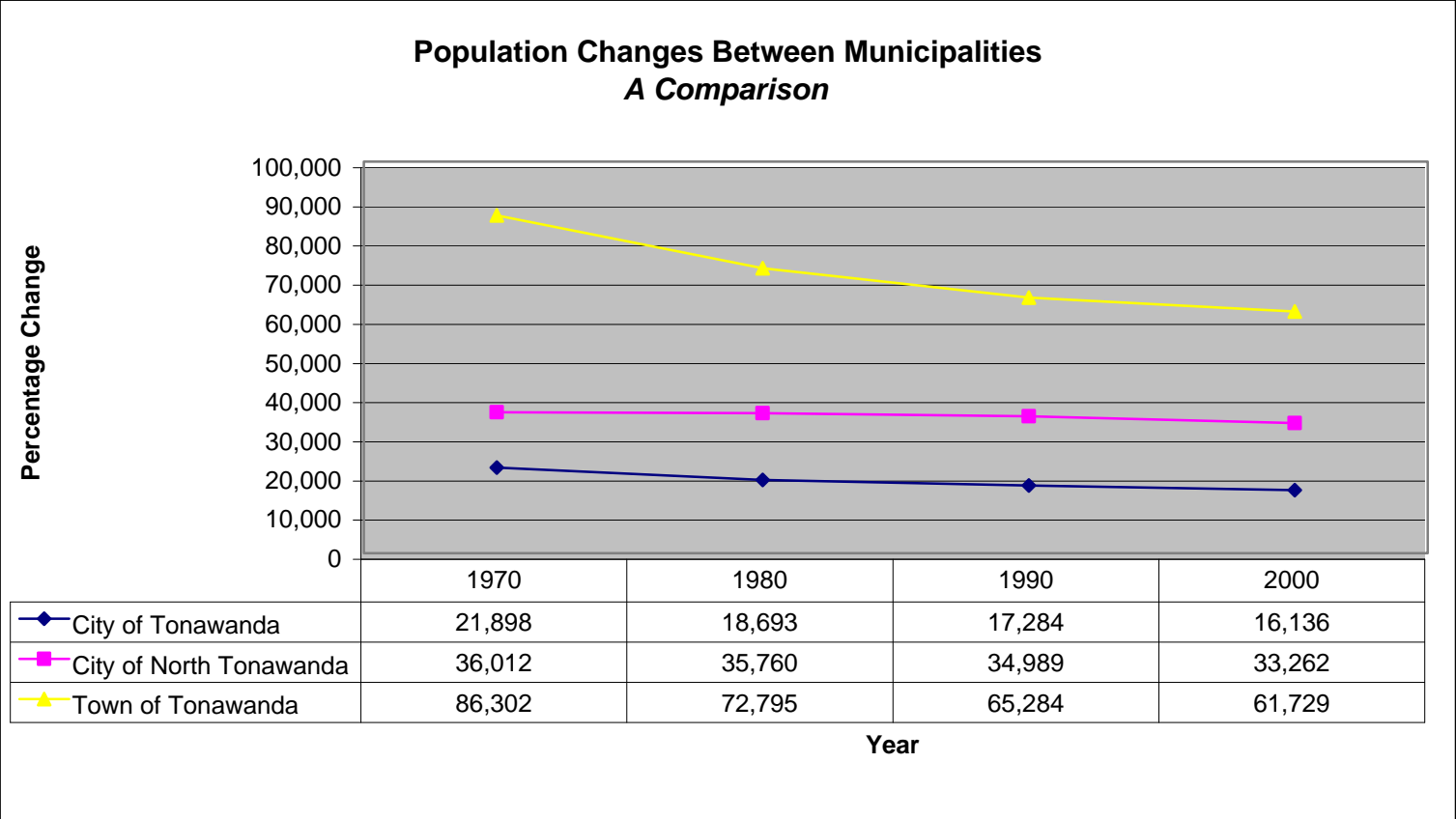
**Figure 3**

**Population for the City of Tonawanda  
1870-2000**



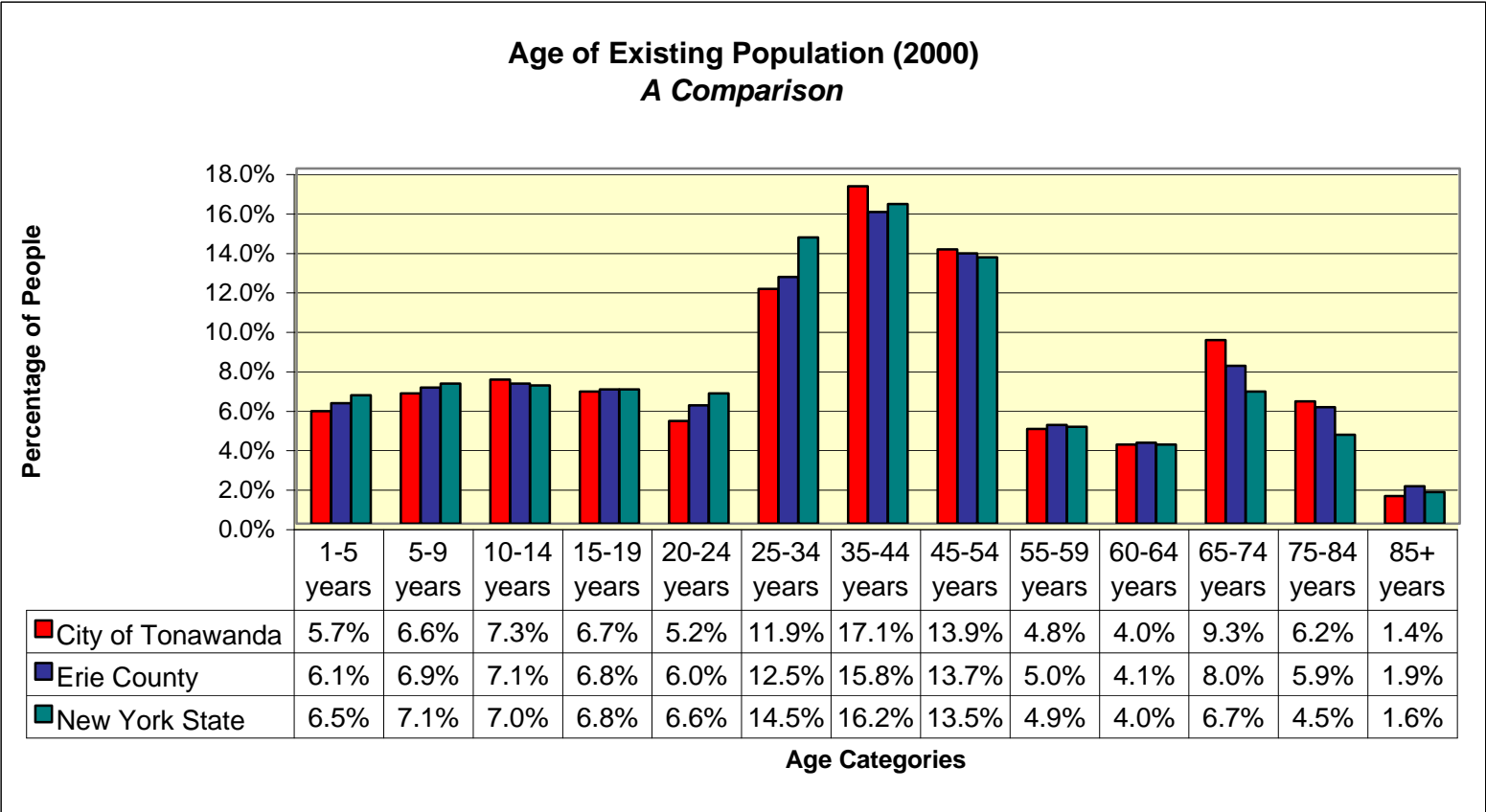
SOURCE: United States Census - [www.census.gov](http://www.census.gov)

Figure 4



SOURCE: United States Census - [www.census.gov](http://www.census.gov)

Figure 5



SOURCE: State of the Cities Data System - <http://socos.huduser.org>

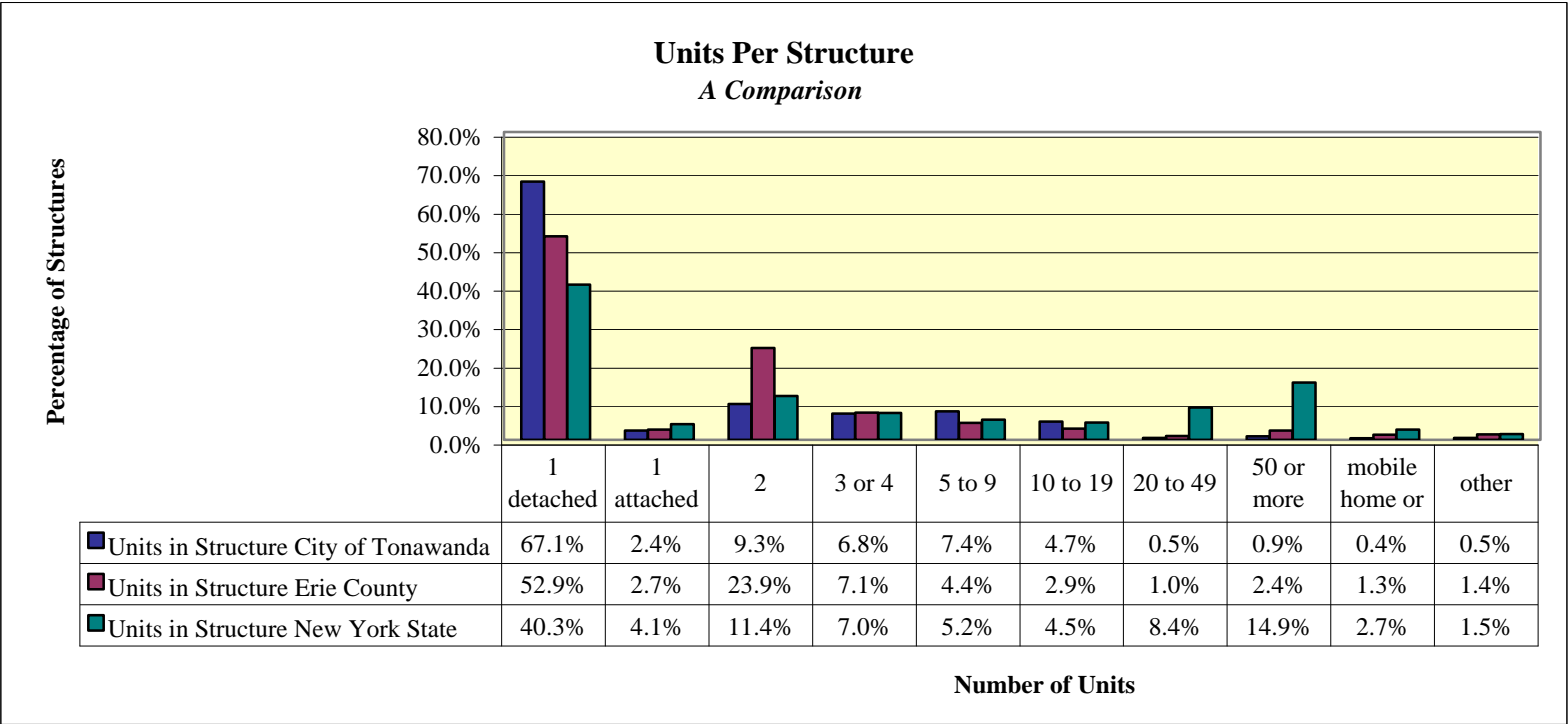
6,710 in 1980 to 6,869 in 1990. However, in 2000, the census number of households totals 6,741 a decrease of 128 households since 1990. The average household size currently is 2.39. Figure 6 provides a visual description of the 1990 Census results for the total number of units per structure. As shown in Figure 7, a majority of the homes in the City of Tonawanda range in value between \$40,000 and \$99,000.

The 1990 census information reports that senior population (ages 65-84) in the City totaled 2,265 persons. The 2000 census indicates that there has been an increase in senior population of 224 seniors, bringing the current total to 2,489 senior citizens. Responding to the comments expressed by seniors at the community meeting who live in the City of Tonawanda, more senior housing in a controlled environment is needed. Seniors believe there is not an adequate amount of housing to accommodate the City's aging population, and suggested creating assisted living facilities and one-level housing complexes.

The City of Tonawanda is comprised mostly of administrative support personnel. As shown in Figure 8, the City education level is comparable to the types of occupations held by the residents. For instance, approximately 42.4% of City residents have at least a high school diploma (Census 1990). Population not having high school diplomas totals 21.1% and more than 36% have received some form of higher education, with 20% receiving degrees (Figure 8). Figure 9 depicts the types of occupations held by City residents. For example, 18.7% of the population work in the administrative support field, which is slightly higher than Erie County and overall New York State averages. The City also leads in the sales positions, machine operators/assemblers, and laborers categories with 14.3%, 7.3%, and 5.4% respectively. Overall, the City has four categories of occupations that comprise the various types of occupations. The categories are:

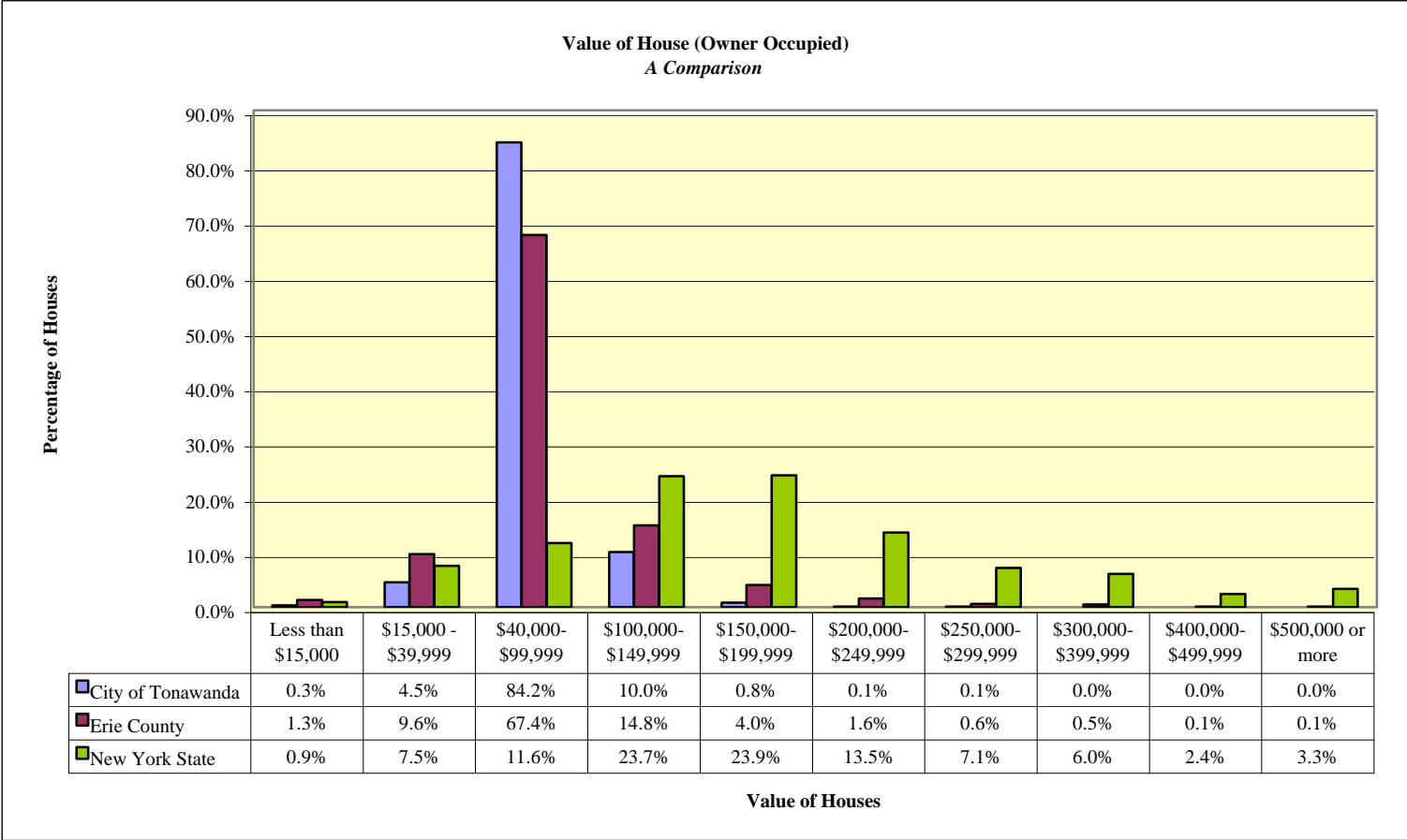
1. Professional – Executive Administration and Managerial positions, Professional Specialty, and Technical Related Support.
2. Support – Sales and Administration Support.
3. Labor/Industrial – Farming, Forestry, and Fishing, Precision Production, Craft and Repair, Machine Operators, Assemblers and Inspectors; Transportation and Material Moving; and Laborers.
4. Other – Private Household, Protective Service, and Other Services.

**Figure 6**



SOURCE: 1990 United States Census - www.census.gov

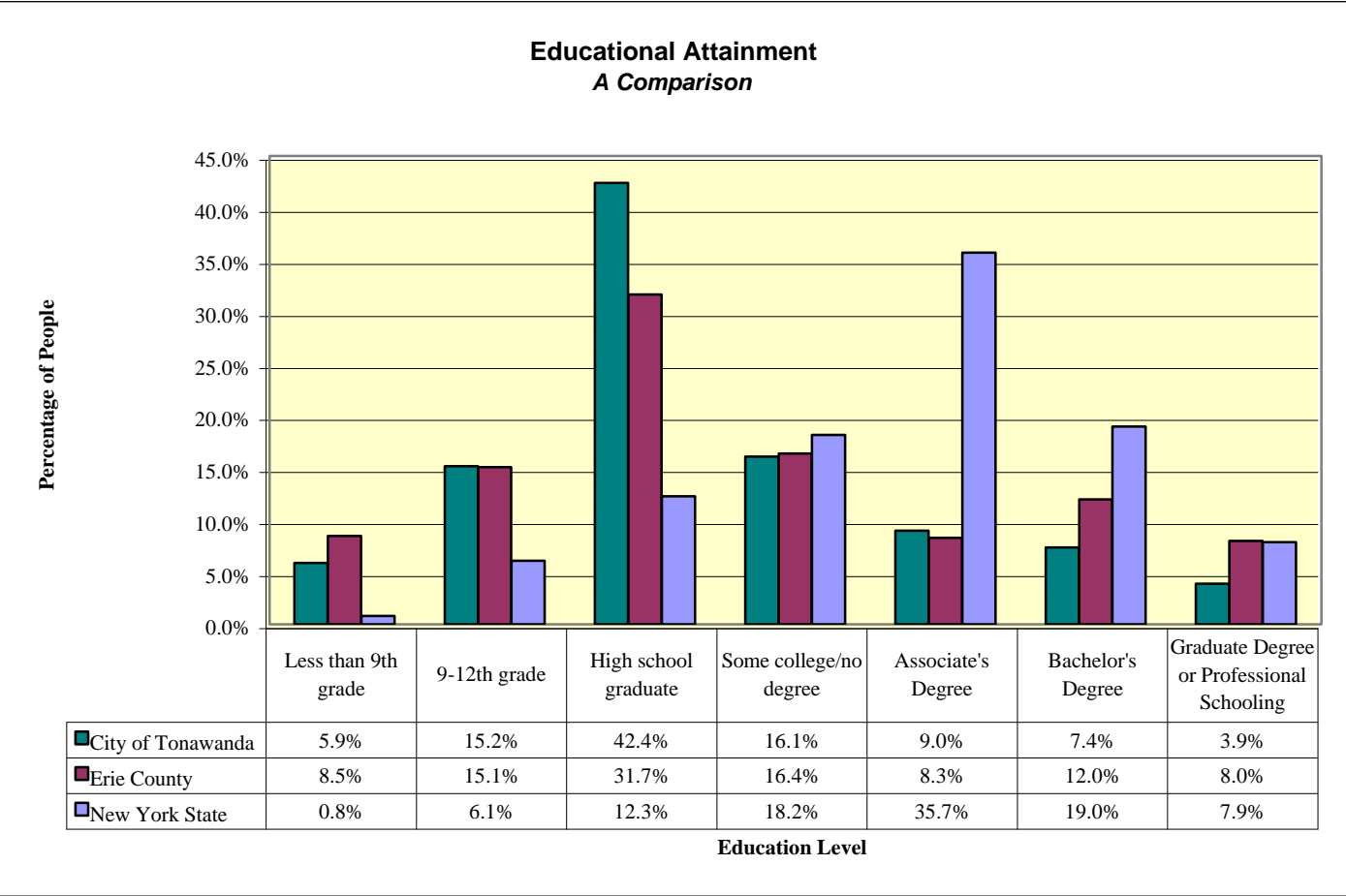
**Figure 7**



SOURCE: 1990 United States Census - www.census.gov

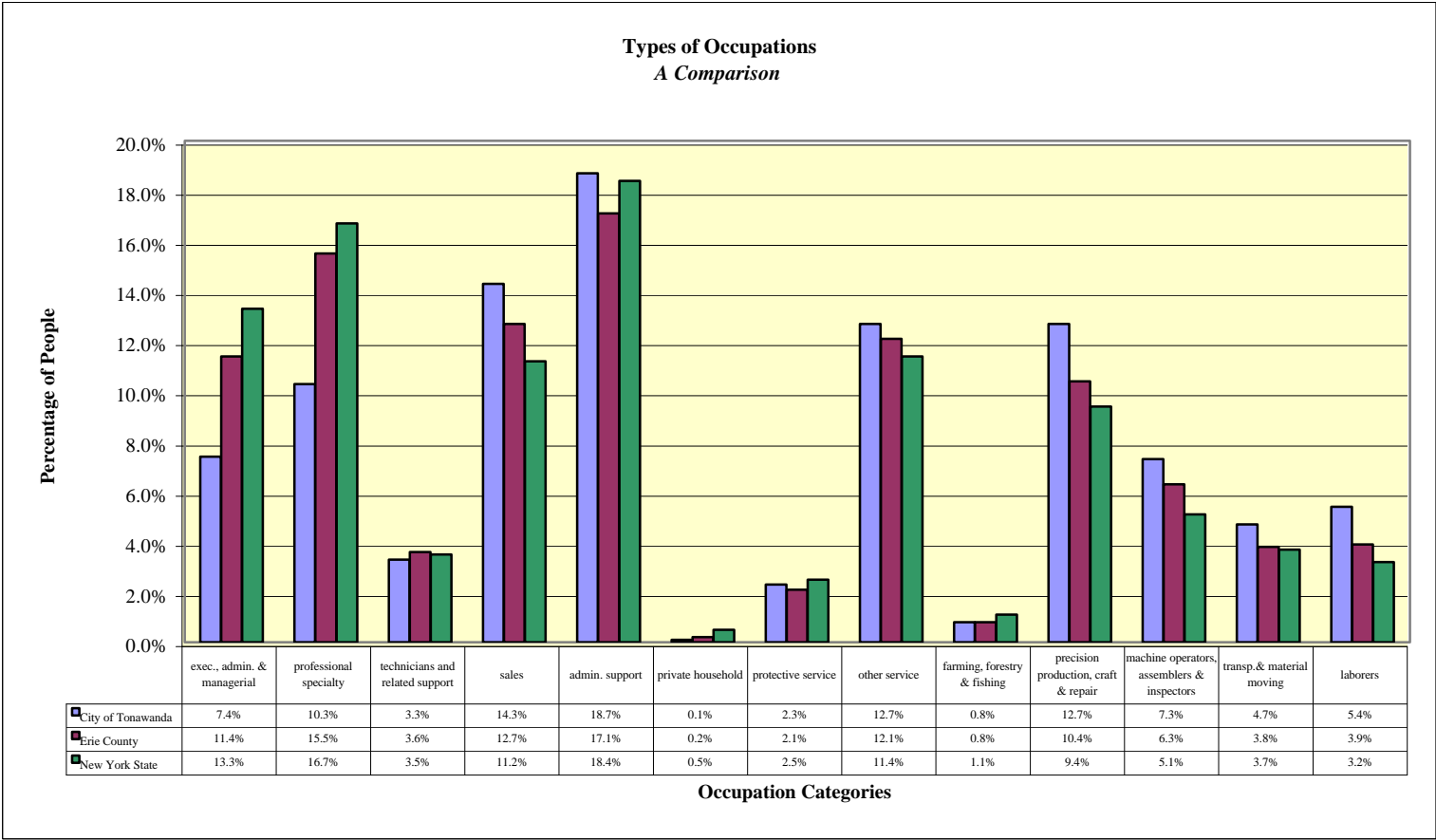


**Figure 8**



SOURCE: 1990 United States Census - [www.census.gov](http://www.census.gov)

**Figure 9**



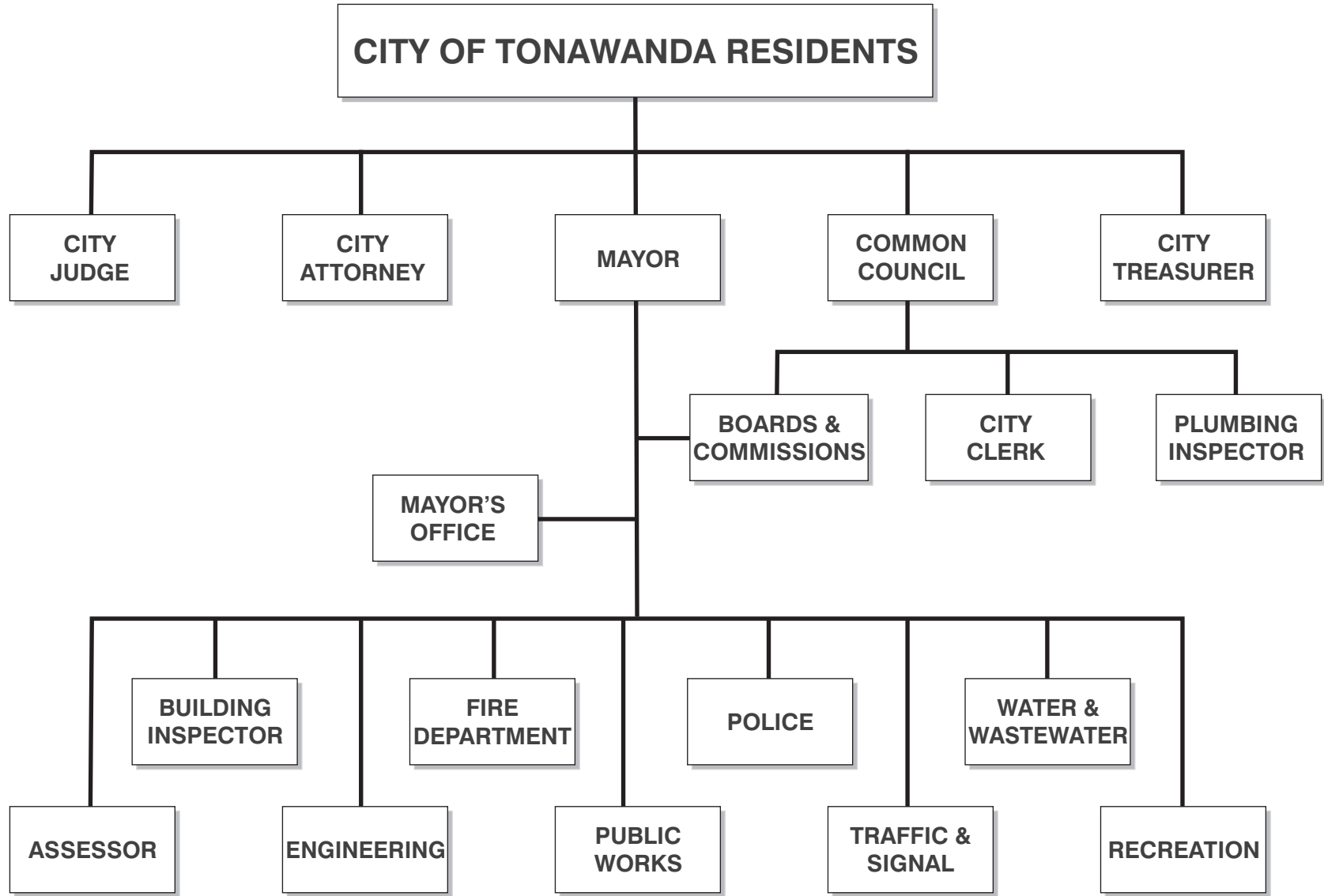
SOURCE: 1990 United States Census - www.census.gov

## **2.4 City Government Structure**

The general organization of the City's government structure is illustrated in chart form on the following page. Essentially, the City departments answer to the Mayor. Boards and commissions are under the governance of both the Mayor and City Council, while the City Clerk and Plumbing Inspector report to the Common Council.

The City's proposed Mission Statement states that "*The City of Tonawanda shall be recognized as a historically rich waterfront community, which strives to provide its residents with a high standard of personal service and enhanced community activity, through innovative government and aggressive economic development.*" Over the course of developing this Plan, the scope of the City's proposed Mission Statement was substantiated through the many public and committee meetings as well as the survey responses. This Plan compliments the City's proposed Mission and is verification that the residents support the goals and objectives of the Mission Statement.

Referring to Appendix B, the proposed Mission Statements with Key Results Areas (KRA's) were developed for each department within the City's government structure.



### **3.0 INVENTORY AND EVALUATION OF COMMUNITY RESOURCES**

The purpose of this section is to identify and evaluate the existing uses of the land in the City of Tonawanda and the existing infrastructure located within the municipal boundary. In order to inventory the natural and cultural resources, services, and infrastructure offered by the City of Tonawanda or desired by the City residents, the following action steps were taken:

- Agency meetings were held in the beginning of the planning process.
- Public meetings were held throughout the process.
- Citizens' surveys were mailed to 800 random citizens (200 in each of the four wards) and distributed to the Public Library, the Senior Citizens' Center, the Recreation Department, and the City Clerk's office.
- Field verification performed by URS Corporation staff.
- Engineering records such as sewer and water line maps were reviewed.
- Documents from the Assessor's Office were used in preparing figures for the Plan.

According to the Engineering Department, the City has approximately 50 miles of streets, waterlines, and sewerlines. There are a total of seven bridges in service in the City of Tonawanda including the reconstructed Renaissance Bridge. Historic bridges include an 1880 pedestrian bridge, the Jackknife railroad bridge which is still active, the swing bridge (out of service), and a historic canal bridge on Delaware Street. The City has an aggressive 5-year Capital Improvements Plan and successfully managed to keep infrastructure and facilities operating in good working order. The Capital Improvements Plan is provided in Appendix C.

#### **3.1 Community Facilities**

The Citizen's Survey identified the Senior Citizen's Center as a very important organization within the City of Tonawanda. The Center is located in the central part of the City on Main Street and provides various educational and recreational services for seniors. The center offers a forum for social interaction, adult education, a center of organization for civic participation, and a source of information about public assistance programs and services. The services are attractive to many of the senior citizens and, as a result of attendance, updated facilities to accommodate special needs and more space is needed. The present Senior Citizen's Center is located in an older building that needs modifications to provide improved access to events.

Over the course of holding meetings with the public, issues regarding more housing for senior citizens was discussed by the participants. Presently, the Tonawanda Housing Authority, Tonawanda Towers, and the former Junior High School (Kibler Senior Housing Complex) are the only facilities in the City providing housing for senior citizens. The residents expressed their desires to have the City consider additional housing for seniors, possibly developing a housing facility that includes a new senior center. Sites close to shopping and public activities should first be considered for new senior housing complexes, combining their lifestyle activities with the needs of the community.

The senior community could include various types of housing possibly ranging from duplexes to apartment-type residences, as well as nursing/assisted-living facilities. The activity centers would be connected to the facility and offer senior activity programs during the day and evening education advancement courses at night for the public. This combination of activities increases the potential for tapping various funding sources for the development and programming of the center.

The City and senior center advocates should offer a range of programs to enhance the whole life of the resident. For example, services that could be offered might include: a senior center, a center for lifelong learning, a base for travel programs, and mental health and community outreach programs. An example of such a facility is located at the Dale Association in Lockport, New York.

Many of the programs are paid for through funding opportunities through the New York State Department of Aging and Medicare and Medicaid programs. The City of Tonawanda would benefit greatly from offering a comprehensive set of programs offered to not only the aging population but also the adult population. The Recreation Department and a new Senior Center could collaborate on various programs, thus covering the entire population in Tonawanda.

There are three existing fire department buildings in the City run by paid professional staff and supported by four volunteer companies. The City has staff to operate equipment, but volunteers fight the fires. City residents, as indicated in the Citizen's Survey, feel that these units meet their fire protection needs. Centralizing fire prevention and suppression activities could benefit the City by decreasing operational costs. The consolidation could provide the Fire Department with a more modern facility and increase efficiency, leaving the vacant sites for redevelopment opportunities.

There are five schools in the Tonawanda City School District: the Junior/Senior High School, and four elementary schools: Fletcher, Riverview, Highland, and Mullen. According to the May 2000

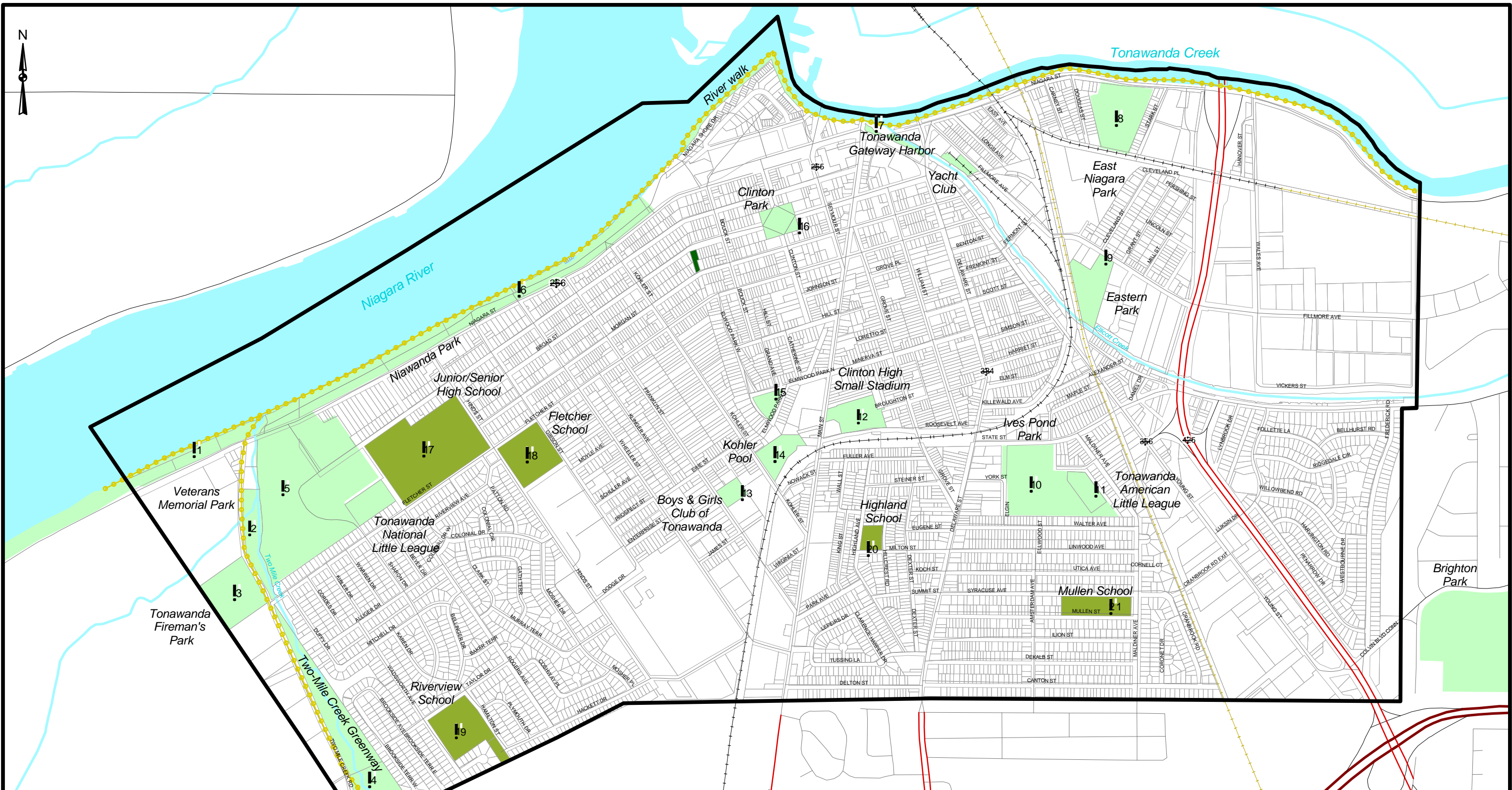
message from the School Board/Administration to city residents, student enrollment for the 1999-2000 school year was 2,488 and projected to increase to 2,497 students in the 2000-2001 school year. This slight increase represents a 0.36 percentage change in enrollment.

The school district is currently involved in a \$26.2 million capital project. In 1999, the Long Range Planning Committee, or "Tonawanda 2000", was formed to address the school district's programs and facilities issues. The final Capital Project plan involves extensive renovation at all five of the district's schools. Construction is set to begin during the 2001-2002 school year and is expected to be completed by the Fall of 2002.

According to the Tonawanda City School District May 2000 newsletter, there are several aspects to the Capital Project, including the reorganization of the elementary grades, which will result in four neighborhood Pre-K through 5 elementary schools. Other renovations and/or additions include: mechanical/operating system upgrades, basic infrastructure renovations, and technology improvements (replacement of district-wide telephone system, computer networking equipment and fiber optics for improved technology access).

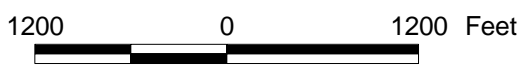
Upgraded school facilities present opportunities to the City and its residents for shared services. Such cooperation is reflected by the recent and growing trend across the country to plan and build schools with multiple purposes (*Planning*, Neighbours, Andrea, August 2001, pp 10-13). Some examples of school facilities that could be used for community purposes include: library/media centers, recreational facilities, natatoriums, and auditoriums/common areas, which could be used for performances, receptions, conferences, etc.

Figure 10 illustrates the amount of land used for recreation. The Citizens' Survey stated that 62.3% of the respondents believe the amount of parkland available in the City is adequate. The respondents are fairly confident that the City maintains their existing parkland properly. The parks are a great asset for the City and should be reviewed to determine the feasibility for increasing recreation benefits and uses. The parks in the City of Tonawanda draw tourists benefiting local businesses such as Mississippi Mudds and Old Man River, which are seasonal attractions. The parks are regularly utilized and provide tourists and City residents a place to relax, socialize, and exercise. The most used parks in the City of Tonawanda are Niawanda Park and Veterans Park. These two parks are situated beside the Niagara River and Two Mile Creek, respectively. Both parks offer trailways that connect to other trailways within Erie County. The scenery and views along the River are picturesque and



**Legend**

- |                    |                    |                  |  |
|--------------------|--------------------|------------------|--|
| Municipal Boundary | Existing Trailway  | Roads            | Inventory Reference Number (See Table 3)     |
| Parcel Boundary    | Railroad           | County Road      | Existing Parks                               |
| Streams/Creeks     | Abandoned Railroad | Interstate Route | Open Space Areas associated with schools     |
| Water Bodies       | Local Road         | State Route      | Open Space Areas not associated with schools |



**CITY OF TONAWANDA COMPREHENSIVE PLAN  
PARKS AND PUBLIC RECREATION**



FIGURE 10



offer the trailway user a pleasant experience. The path along Two-Mile Creek also provides users with a beautiful view of nature. The Niawanda Park and the Veterans Park draw visitors from around the region.

In keeping with the Buffalo & Erie County Public Library System's five-year Service Plan, the City of Tonawanda Public Library's mission is to enrich the lives of library patrons. This can be accomplished by creating and sustaining superior public library services through responsive staff, dynamic collections, appropriate technology and access to global information. Currently, the City's Public Library provides numerous programs to the residents. There are numerous programs designed for children between the ages of 0-11 years. There are two programs set up for young adults between the ages of 12-17 years. Finally, there are twenty-three programs for the adults (ages 18 and over). According to the City of Tonawanda Public Library, a total of 79,196 patrons have used the library, while 3,686 participated in programs established at the public library.

The Public Library plans on enhancing their current collections by creating special "pocket areas". Examples of the "pocket areas" will be a parenting collection, travel, computer and home repair. In order to meet the growing demands of the community's need for technology, additional public access computers will be needed at the Library. The additional computers will be purchased through various grants and private donations.

The Public Library plans to continue changing their programs to meet the needs of their community. Plans have been suggested that include adding new magazine titles to the racks and including the latest music CD's for the teenage population.

The City of Tonawanda Public Library and the Historical Society provide the historical information about this area and the region. They are both located in fairly visible locations and used regularly. Having the new Kibler Senior Housing apartments nearby, the library will most likely see an increase in senior participation and attendance. The library should consult further with the Senior Citizens Center to offer new educational programs.

Currently, many spring and summer events are held that draw hundreds of people to the City. Events such as Canal Fest (Photo 1), Weekend On The Niagara (Photo 2), the Riviera Theater, Weekend on the Niagara Art Show, and Summer Concert Series (Photo 3) and Jazz Festival have become successful traditions that draw tourists to the City during the summer months. This past







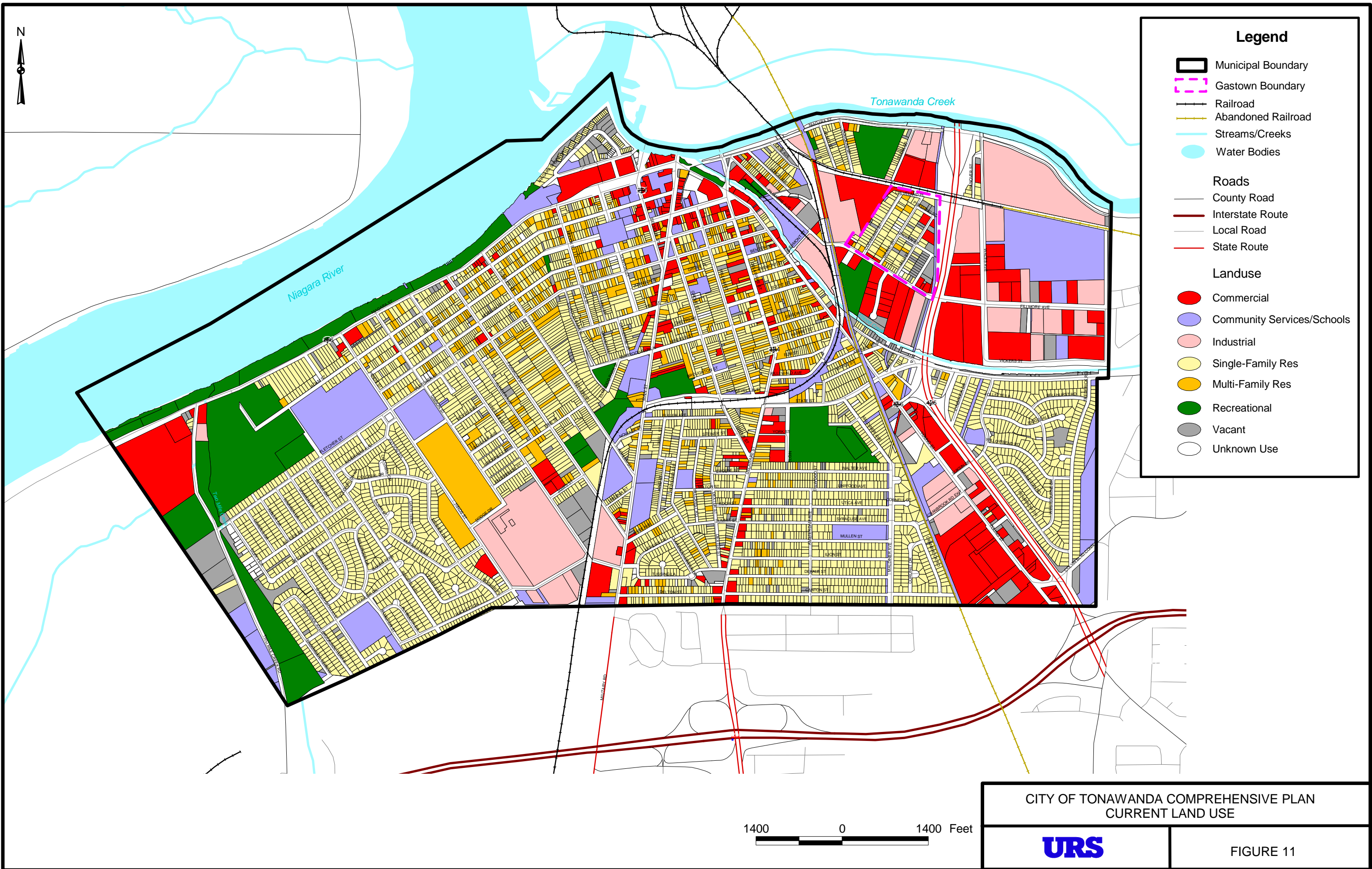
summer, the Chamber of Commerce for the Tonawandas brought “Wednesday Night on the Canal” to North Tonawanda featuring big name bands. These types of events on the canal can be financial successes that City businesses are able to capitalize on and should be maintained as seasonal attractions. The recently completed Gateway Harbor (Photo 4) along with periodic seasonal events held along the Erie Canal could increase tourism and increase business in the downtown area.

### **3.2 Current Land Use**

Current land uses for the City of Tonawanda are shown in Figure 11. This map was developed by URS representatives who, confirmed the City’s assets/amenities during several site visits. URS representatives also held meetings with the Assessor’s Office and Steering Committee to verify and collect additional data. The categories and their descriptions are as follows:

- *Commercial:* This category consists of large-scale retail shops and corporate offices utilized by more than just pedestrian users.
- *Community Service:* This category consists of open space or facilities such as the Public Library, Senior Citizen’s Center, and the Boys and Girls Club of the Tonawandas, which are designed to provide a specific community service.
- *Industrial:* This category consists of large-scale manufacturing companies often associated with shipping and loading of materials and/or products.
- *Single Family Residential:* This category describes houses for one family.
- *Multi-Family Residential:* This category is used for structures that contain two (2) or more dwelling units.
- *Recreational:* This category consists primarily of schools, open green space, and passive recreation areas for residents.
- *Vacant:* This category consists of property with no structure or active uses.





### Legend

- Municipal Boundary
- Gastown Boundary
- Railroad
- Abandoned Railroad
- Streams/Creeks
- Water Bodies

**Roads**

- County Road
- Interstate Route
- Local Road
- State Route

**Landuse**

- Commercial
- Community Services/Schools
- Industrial
- Single-Family Res
- Multi-Family Res
- Recreational
- Vacant
- Unknown Use

CITY OF TONAWANDA COMPREHENSIVE PLAN  
CURRENT LAND USE

FIGURE 11

1400      0      1400 Feet

I:\35779.00\gis\maps\1\_9\_apr\_09\LANDUSE 9/18/2001

- *Unknown Use:* This category describes land with a current use that still was not identifiable after fieldwork was completed.

Land use in the City of Tonawanda consists mostly of residential single-family homes, with some multi-dwelling units dispersed sporadically throughout. As older homes are converted into multi-family dwellings under present zoning, the random locations of multi-family housing create an illusion of disparity or “spot zoning” in the current land use patterns.

Land used primarily for providing community services are clustered primarily along Main Street, but not exclusively. The remaining community service providers are spread throughout the City. The amount of green space (e.g., parks) appears to serve the residential community fairly equally. In the northeastern part of the city, the land is heavily used for industrial purposes.

Figure 12 illustrates sites within the City of Tonawanda that were former industrial and waste disposal sites. These facilities often have imposed environmental restrictions which limit the type of development that can occur. Presently, Spaulding Fibre and 153 Fillmore (formerly Envirotek) sites are being investigated for future brownfield development.

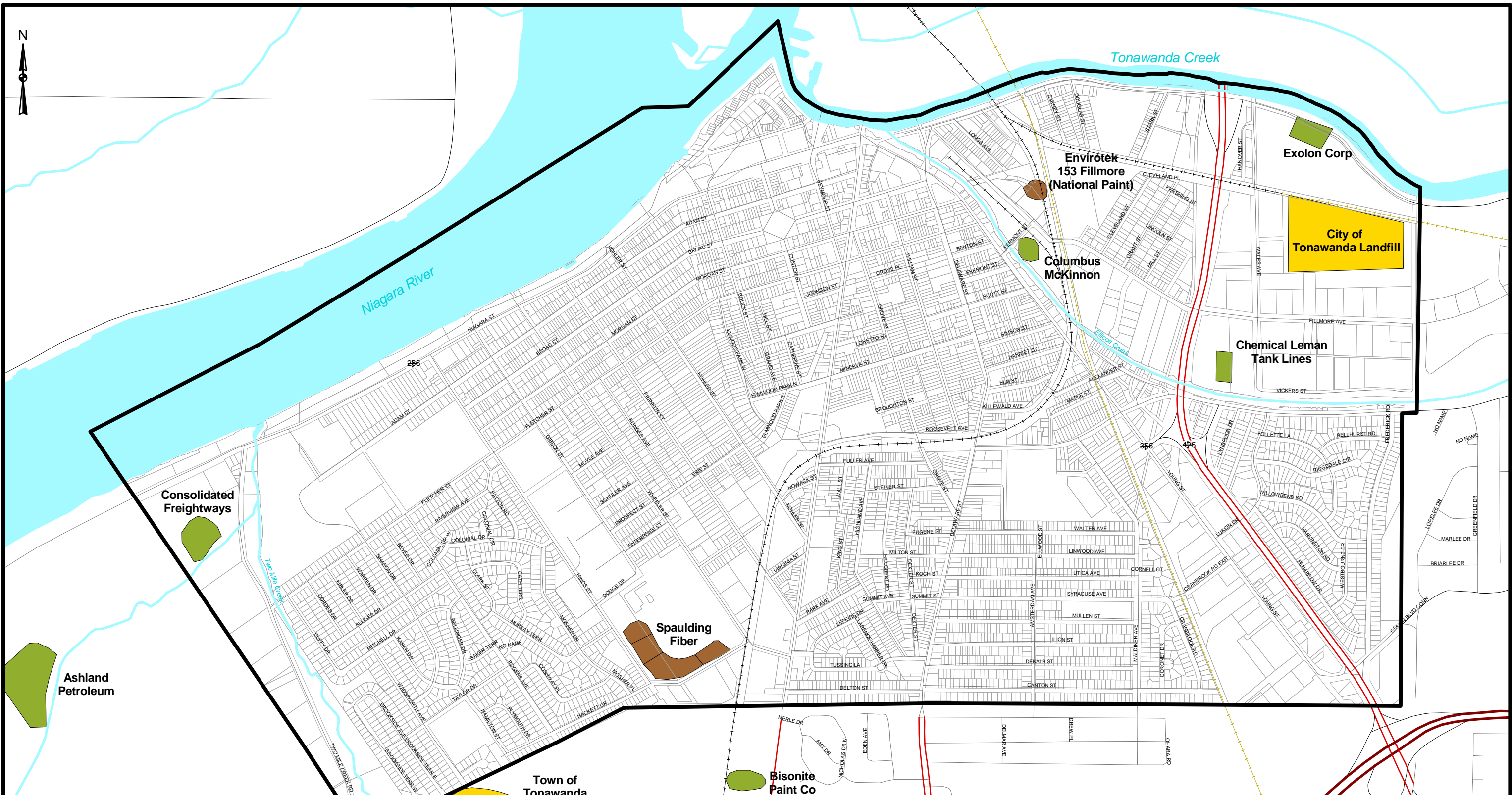
### **3.3 Public Recreation Development**

The Citizens’ Survey listed the following services offered by the Recreation Department:

- Kohler Pool/Youth Center
- Athletic fields for activities such as soccer, baseball, softball, and football
- Playgrounds at local schools
- Concerts
- Youth services (i.e., Homework Assistance Program, Halloween and Christmas Parties, swimming programs, and sports clinics)
- Senior services (e.g., Transportation)

A complete list of programs and services as well as a park inventory offered by the Recreation Department can be found in Appendix D. When answering Question 17 on the Citizens’ Survey, which asked, “What is your opinion about the amount and type of recreational activities offered?,” about 40.7% responded that the services provided were “just right.” The largest providers





Consolidated Freightways

Ashland Petroleum

Envirotek  
153 Fillmore  
(National Paint)

Columbus McKinnon

Exolon Corp

City of  
Tonawanda Landfill

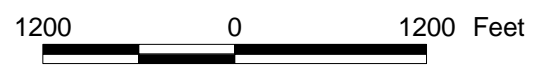
Chemical Leman  
Tank Lines

Spaulding  
Fiber

Bisonite  
Paint Co

Town of  
Tonawanda  
Landfill

Legend			
	Municipal Boundary		Industrial Sites
	Parcel Boundary		Brownfield Sites
	Streams/Creeks		Waste Sites
	Water Bodies		Interstate Route
	Railroad		State Route
	Abandoned Railroad		Local Road
	Roads		
	County Road		



CITY OF TONAWANDA COMPREHENSIVE PLAN  
FORMER INDUSTRIAL AND WASTE DISPOSAL SITES



FIGURE 12

of recreational activities (excluding parks) are the Senior Citizen's Center, the Recreation Department, City School District and the Boys and Girls Club of the Tonawandas.

During occasional visits to the City over the course of Plan development, URS representatives observed that most of the parks have moderate to high usage. Niawanda and Veterans Park are the most used parks along the Niagara River. Newly restored Gateway Harbor is also a significant gathering spot for residents. Parks such as Eastern Park have fallen victim to vandalism and should be considered for relocation to a different location in Gastown in order to better serve the neighborhood community.

### **3.4 Transportation**

Transportation within the City of Tonawanda includes rail, road, bicycle, boat and public transportation components. The focus of discussions and concerns by the public and municipal staff almost entirely dealt with vehicular (i.e., truck and automobile) traffic. The transportation network within the City's boundaries consist of local and State roadways.

The City has an appointed Traffic and Safety Committee who advise the City Council on transportation issues. This committee evaluates the public's concerns regarding traffic and safety issues and offers mitigative alternatives to the Council for approval and implementation.

The most significant traffic issues identified in the Citizens' Survey, as well as at public meetings were 1) the large number of stop signs, 2) the Delaware/Broad/Young intersection, and 3) the high frequency of rollerbladers using the street, disrupting the traffic flow.

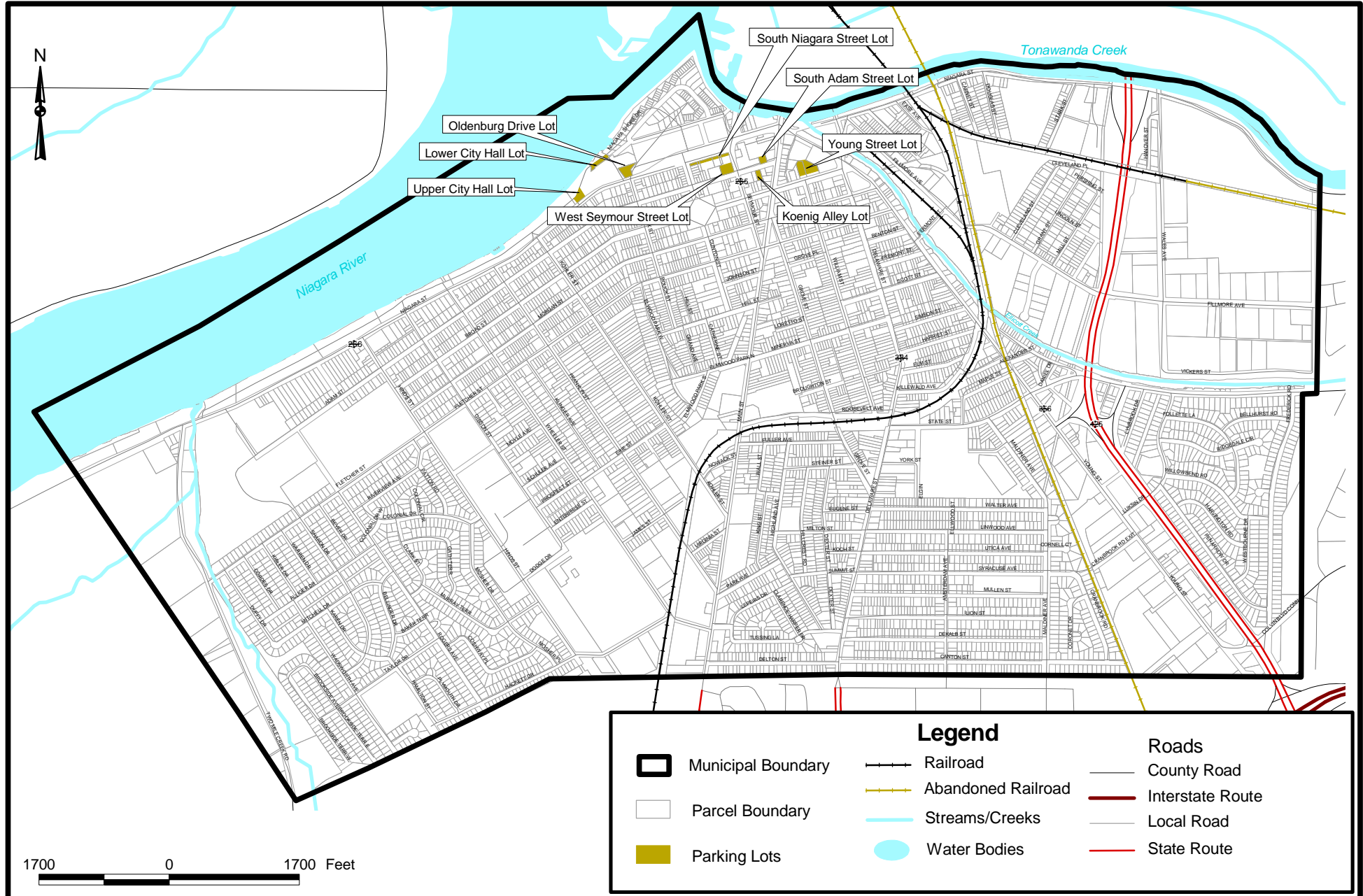
The lack of direct truck routes through the City has hampered the transporting of manufactured goods by companies within the City of Tonawanda. The City has a traffic signal system for the coordination of signalization, which is admittedly older than most modern systems that are presently available. Lack of up-to-date equipment limits the coordination of signal phasing to manage traffic flows. Many residents have petitioned for traffic control devices at the intersections nearest to their homes to enhance pedestrian safety with little regard to the larger scale issue of efficient traffic flow management. Over the years, traffic management for each individual intersection has been subject to public pressure resulting in the proliferation of traffic control devices.

In the past, there has been piecemeal approach to managing traffic, and the modifications made over time to the road network, has resulted in stop-and-go traffic through the City. This pattern of traffic discourages drivers from travelling the City of Tonawanda routes unless it is absolutely necessary to make deliveries or visit a specific business. Stop and-go traffic increases air emissions and noise, and causes drivers to become irritable and consider different routes around the City. However, stop and go traffic also provides safe pedestrian crossings, especially for those Citizens going to nearby parks, schools, and waterways. The City needs to re-evaluate pedestrian and traffic patterns in order to allow better access, safe conditions, and efficiency. Drivers are more apt to take routes that allow them to move quickly to their destination; if they are able to travel through the City at a reasonable pace, drivers are more apt to continue going through the City and eventually stop to visit businesses along the way.

A few concerns were raised at the public meetings about inadequate parking in the downtown area. A physical review of the availability of parking (Figure 13) at individual recreational and commercial facilities (on-street parking availability, lots, etc.) lead to the conclusion that this concern may be unwarranted. This figure (data provided by the Building Inspector's Office) illustrates the public parking areas that are presently maintained by the City of Tonawanda. They do not include on-street parking areas, semi-public areas, or private parking lots. While minor problems during peak hours or during special events may occur, available parking appears to be adequate. The large parking lot behind the buildings on Broad, Main, and Young Streets has moderate capacity. Better signage and identification of parking areas may lead to better utilization of existing parking. The most significant issue related to the availability of parking in the central business district, is the lack of open area for new development. Potentially, new site development would need to consider the number of parking spaces required and evaluate their need to spaces available in the immediate development area. The demolition of old buildings may be necessary to increase parking availability. Parking would need to be evaluated on a case by case basis.

### **3.5 Utilities**

Generally, cable, electric, natural gas, and telephone services are adequate. Fiber Optics and high speed cable are presently being installed throughout the western New York area and should be further explored by the City for future connections. The City Engineer reports that all of the sanitary sewer lift stations have undergone recent improvements and are functioning well. However, as is the case for many aging sewer systems, high inflow and infiltration still occurs, which results in the need to convey and treat higher flows than necessary. The City has analyzed and is in the process of



CITY OF TONAWANDA COMPREHENSIVE PLAN  
PUBLIC PARKING LOTS IN THE DOWNTOWN AREA

FIGURE 13

implementing a sewer rehabilitation program using sliplining technology where possible before the sewers deteriorate so badly that they would need to be replaced in their entirety which could be more costly.

The City recently re-examined the infrastructure used to provide water to their residents. The City determined that many homes are serviced by outdated pipes which are corroded, undersized, and leaking. Recently, the City of Tonawanda voted to enter into an agreement with the Erie County Water Authority to take over the City's Water Treatment Plant and distribution network through the sale of the entire system. The former City Water Treatment Plant should be demolished and the land used for future development projects.

### **3.6 Housing and Demographics**

At several of the public forums, residents expressed their desire to continue living out their lives in the City of Tonawanda. Familiar nearby friends, community history, shopping opportunities, social events, politics, and religious organizations are comforting and contribute to the common desire to live in their neighborhood. In making land use policy decisions, municipal officials should strive to provide a variety of housing opportunities that permit continuous residency for City residents throughout their lives. These would include multi-unit rental properties, single-family and duplex starter homes, middle-to-higher level single-family homes, and senior-affordable/assisted living facilities.

Several key issues arose out of the public meetings and Citizens' Survey. The key issues include:

- Inadequate senior housing
- Lack of variety of housing opportunities
- Inadequate rental opportunities
- Concern about excessive subsidized housing
- Hinds Street multi-unit development
- Maintenance by property owners and landlords
- Perception by citizens that code enforcement is selective

Survey respondents and speakers at the public meetings were generally in favor of a wider variety of housing types being made available. For example, in response to Question 10a of the Citizen's Survey, which asked: "Do you agree that there is a strong demand for different types of

housing?” over 54.1% said they either strongly agreed or agreed, compared to 31.2% who disagreed. The survey respondents indicated that 48.0% were in favor of additional senior apartments, townhouses/condos, and/or assisted living facilities and 50.7% desired additional single-family (starter, middle income, or executive) homes.

The primary concern of survey respondents that either opposed different types of housing or preferred additional single-family housing had to do with new subsidized housing developments. Subsidized housing rarely contributes significant amounts to the tax base. This concern corresponds with the response to Question 11, which identified the most significant economic issue in the City of Tonawanda as having high taxes. Similarly, Question 9 listed the second most significant housing issue for City residents, is high taxes. The City of Tonawanda needs to encourage affordable housing programs, multi-family homes, and commercial development in order to increase its tax base. Although the City is entirely developed, there is room to expand and/or recreate housing in blighted areas. Future housing development and redevelopment should give consideration to the potential negative impact subsidized housing has on the City’s tax base.

The multi-unit development bounded by Dodge Drive, Hinds, Gibson, and Fletcher Streets is subsidized public housing and is in relatively poor physical condition. This area is a prime location for residential redevelopment efforts. Several positive outcomes would be derived from the redevelopment of this area:

- Newer housing would be constructed to potentially encourage residents on adjacent streets to make home improvements
- The population density could be increased
- The tax base most likely would be increased
- Diversity of housing opportunities could be provided

The public identified the issue of inadequate property maintenance and code enforcement as a concern. Code regulations and enforcement need to be reviewed and modified as necessary to meet current standards and the goals/objectives of the Comprehensive Plan. A complete housing stock inventory was undertaken as part of the comprehensive planning process. Table 1 describes the housing stock evaluation criteria established by URS to evaluate residences. The criterion is subjective and standardized to an extent possible to assess the comparable status of City homes.


**TABLE 1  
HOUSING CRITERIA EVALUATION**

<b>A</b>	Excellent	<ul style="list-style-type: none"> <li>- Very well maintained and aesthetically pleasing</li> <li>- No repairs necessary</li> <li>- Exterior appearance above average</li> </ul>
<b>B</b>	Very Good/ Good	<ul style="list-style-type: none"> <li>- Exterior appearance good</li> <li>- Some minor repairs may be necessary (e.g., driveway resurfacing)</li> </ul>
<b>C</b>	Fair	<ul style="list-style-type: none"> <li>- Roof in need of repair</li> <li>- Painting and/or siding necessary</li> <li>- Aesthetically unattractive</li> <li>- Problems with property could be remedied with investment/effort</li> </ul>
<b>D</b>	Deteriorated	<ul style="list-style-type: none"> <li>- Eave troughs detached or missing</li> <li>- Unfinished exterior</li> <li>- Structural aspects suspect</li> <li>- Aesthetically unattractive</li> <li>- Extensive repairs needed</li> </ul>

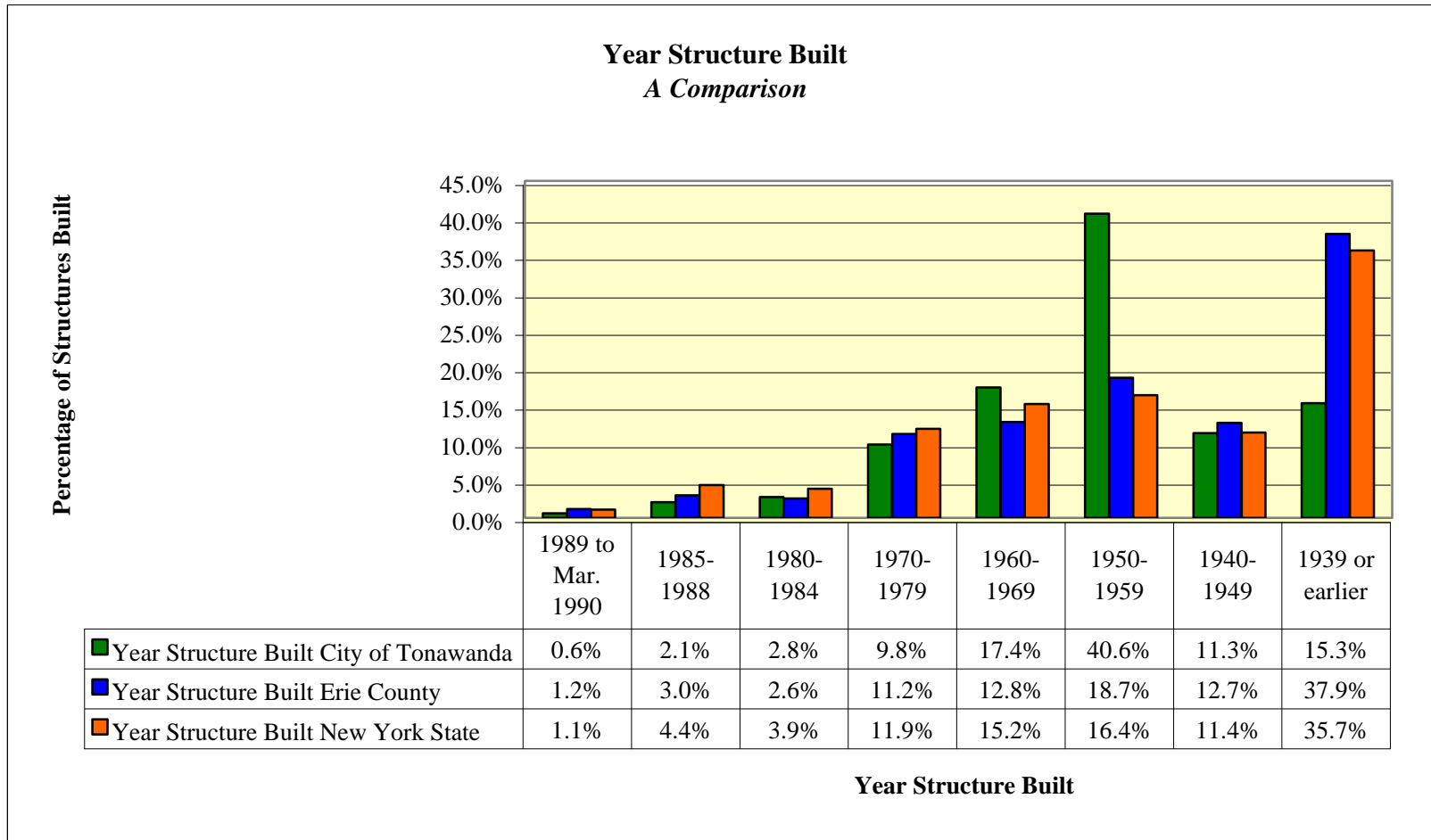
A reoccurring complaint made during the public meetings was the problem that poorly maintained homes cause a poor perception of the City and its residents. According to the 1990 Census, more than 40% of the homes in the City of Tonawanda were built between 1950 and 1959 (Figure 14). These older homes are beginning to need structural repairs.

Tables 2 and 3 provide the number of units in a housing quality category and the percentage of units within the housing quality category for each of the four political wards. Table 2 calculated the number and percentage of homes in each housing quality category horizontally (e.g., 78 units or 60% of all the “A” housing quality category were in Ward IV). Table 3 calculated the number and percentage of homes in each housing quality category vertically (e.g., 78 units or 9.8% of the homes in Ward IV fall into the “A” housing quality category).

**TABLE 2  
PERCENTAGE OF HOUSING QUALITY CATEGORIES BY WARD (HORIZONTALLY)**

	Ward I	Ward II	Ward III	Ward IV
"A" rating	9 (6.9%)	18 (13.8%)	25 (19.2%)	78 (60.0%)
"B" rating	1,018 (31.6%)	769 (23.8%)	1,077 (33.4%)	361 (11.2%)
"C" rating	398 (38.6%)	305 (29.6%)	283 (27.4%)	46 (4.5%)
"D" rating	12 (17.1%)	21 (30.0%)	32 (45.7%)	5 (7.1%)
Multi Units "A" rating	0 (0.0%)	0 (0.0%)	13 (100.0%)	0 (0.0%)
Multi Units "B" rating	0 (0.0%)	42 (28.4%)	10 (6.8%)	96 (64.9%)
Multi Units "C" rating	41 (11.4%)	105 (29.2%)	0 (0.0%)	214 (59.4%)


**Figure 14**



SOURCE: 1990 United States Census - [www.census.gov](http://www.census.gov)



**TABLE 3**  
**PERCENTAGE OF UNITS IN EACH WARD BY HOUSING QUALITY CATEGORY**  
**(VERTICALLY)**

	Ward I	Ward II	Ward III	Ward IV
"A" rating	9 (0.6%)	18 (1.4%)	25 (1.7%)	78 (9.8%)
"B" rating	1,018 (68.9%)	769 (61.0%)	1,077 (74.8%)	361 (45.1%)
"C" rating	398 (26.9%)	305 (24.2%)	283 (19.7%)	46 (5.8%)
"D" rating	12 (0.8%)	21 (1.7%)	32 (2.2%)	5 (0.6%)
Multi Units "A" rating	0 (0.0%)	0 (0.0%)	13 (0.9%)	0 (0.0%)
Multi Units "B" rating	0 (0.0%)	42 (3.3%)	10 (0.7%)	96 (12.0%)
Multi Units "C" rating	41 (2.8%)	105 (8.3%)	0 (0.0%)	214 (26.8%)

Overall, Ward IV had the most category "A" structures and the least category "C" and "D" structures. This is largely a result of the structures within Ward IV being substantially newer than the other three Wards in the city. For Wards I, II, and III, no conclusive generalization can be made about the location of the poorest quality homes. There were category "C" and "D" structures in all four wards. The ward with the most deteriorated homes, category "D," was Ward III with 32 units or 2.2% units within Wards I, II, and III, respectively, are categorized as housing quality "C" or "D".

Code enforcement was identified as a potential method of solving the problem of some poor quality housing being present within the city. More strict code enforcement is an antagonistic approach to achieving the goal of improving the lowest quality housing within the City of Tonawanda. Frequently, those living in the lowest quality units are the least able to make necessary improvements. The elimination of poor quality housing is not the only effect of strict enforcement of existing codes, increased vacancy rates and tax delinquency may also occur. These actions would lower adjacent property values and result in fewer structural improvements.

A more effective approach to the reduction of the number of inadequately maintained homes would be to develop a program that would disseminate information and provide assistance for residents wanting to make home improvements. It would be very important to stress the need for adequately maintained housing and provide direction on how to obtain funding or other assistance. The results of this public effort and assistance would be the improvement of the lowest quality units, which would increase property values and spur private investment in housing improvements. The

City could also work with HUD to initiate a “buy back” program of dilapidated homes, demolish the structures, and sell the land for new build.

### **3.7 Economic Profile**

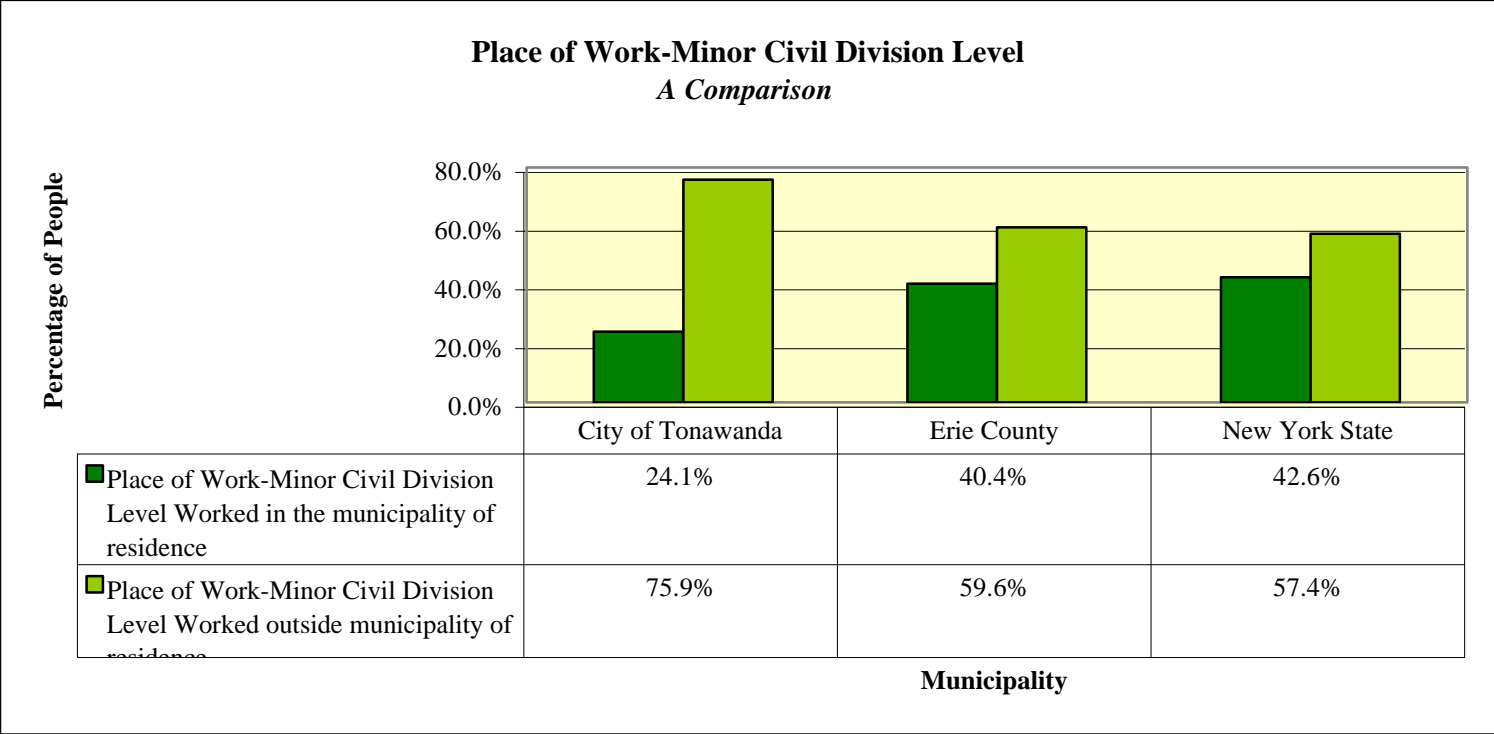
The City of Tonawanda is currently experiencing the same changing economic situation as the rest of Western New York and other older industrial cities. In an age of fast-paced technological changes, these older industrial cities need to remake themselves in order to be competitive with revitalized or newer cities. In the City of Tonawanda’s case, the Erie Canal brought industries and purpose to this city. Today, the Erie Canal is no longer used as a means of transporting goods throughout New York and industries have gone out of business. Instead, there have been efforts made to memorialize the canal and enhance its perception as a tourist attraction. Also, the northeast sector of the City accommodates light industrial companies who employ only a small fraction of the number of persons who staffed industries like Spaulding Fibre and Columbus McKinnon.

Figures 15 and 16 illustrate where the residents of the City of Tonawanda are working in Western New York. According to the 1990 Census, over 75% of the City of Tonawanda residents work outside of the City. However, the public survey showed an indication that this percentage may have decreased. Until the 2000 census data is completed and made public, these are the only figures available.

During many of the public meetings conducted, comments were made in favor of hiring an economic development specialist to work on a number of items to improve the local economy. This economic development specialist would be charged with working and creating programs such as Economic Development Zones (EDZs), searching for funding opportunities for development, and interacting between local Industrial Development Agencies (IDA’s) to entice businesses that would accomplish the goals/objectives of the City of Tonawanda. Presently, the City has applied and been approved with the Town of Tonawanda for Empire Development Zone status for the Spaulding Fibre site.

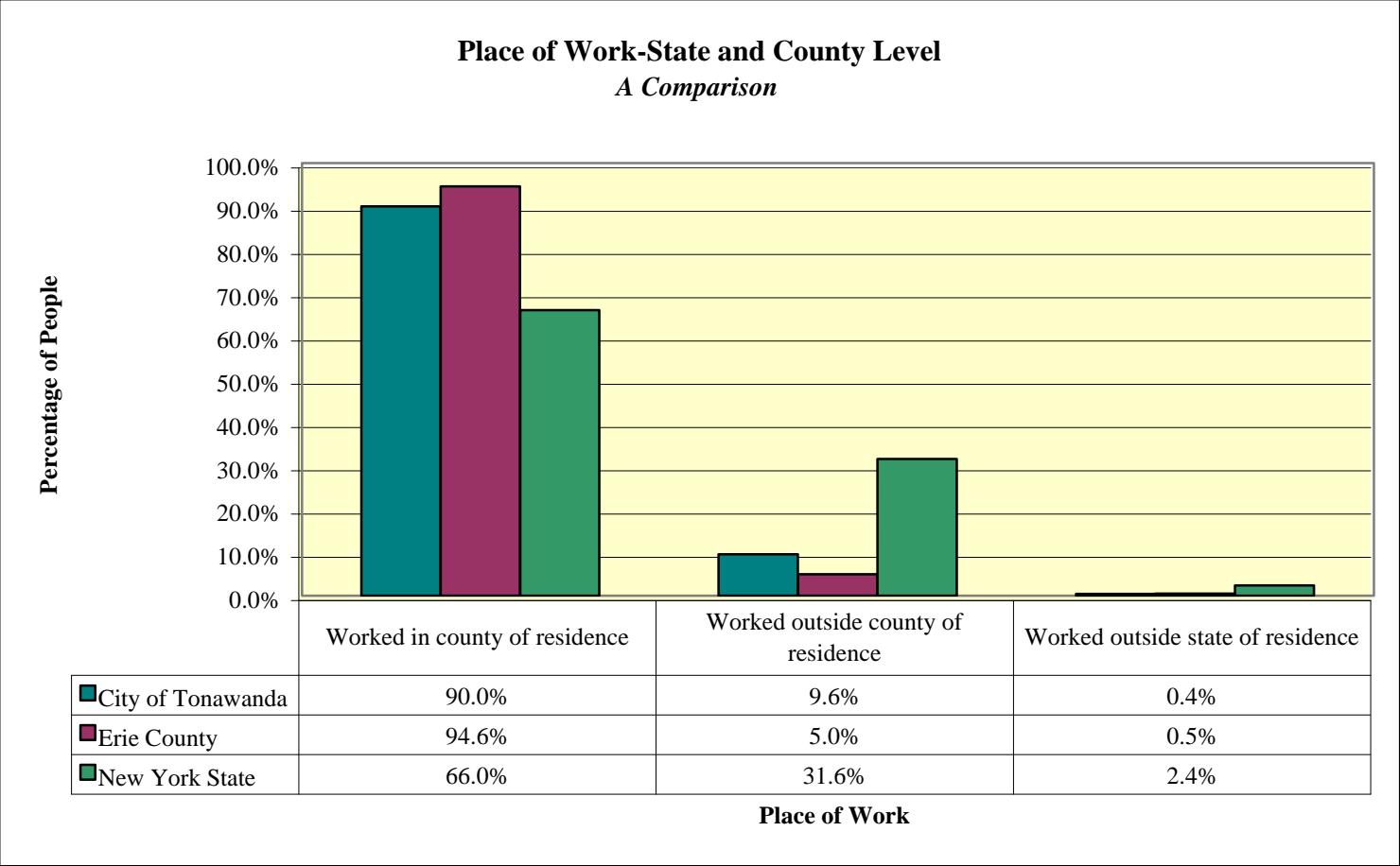
Existing brownfields, primarily Spaulding Fibre and 153 Fillmore (formerly Envirotek) are currently the City’s two high priority development sites within the City. The remaining known potential brownfields sites are: Columbus McKinnon, Exolon Corporation, Tonawanda City Landfill and Chemical Leamen Tank Lines.

**Figure 15**



SOURCE: 1990 United States Census - [www.census.gov](http://www.census.gov)

**Figure 16**



SOURCE: 1990 United States Census - www.census.gov

At this time, 153 Fillmore is being remediated under the auspices of Erie County Department of Environment and Planning by URS Corporation. Upon completion this site will be suitable for redevelopment use. Spaulding Fibre has gone back to bankruptcy court and the NYSDEC has recognized that Spaulding Composites does not have the revenue to finance remediation. Presently, a private development company is interested in purchasing the property and has initiated the necessary paperwork to make the purchase. The company through its local representative has expressed cooperation with the City to address public access, open space, and industrial park development. The site has some potential to be classified under Superfund cleanup.

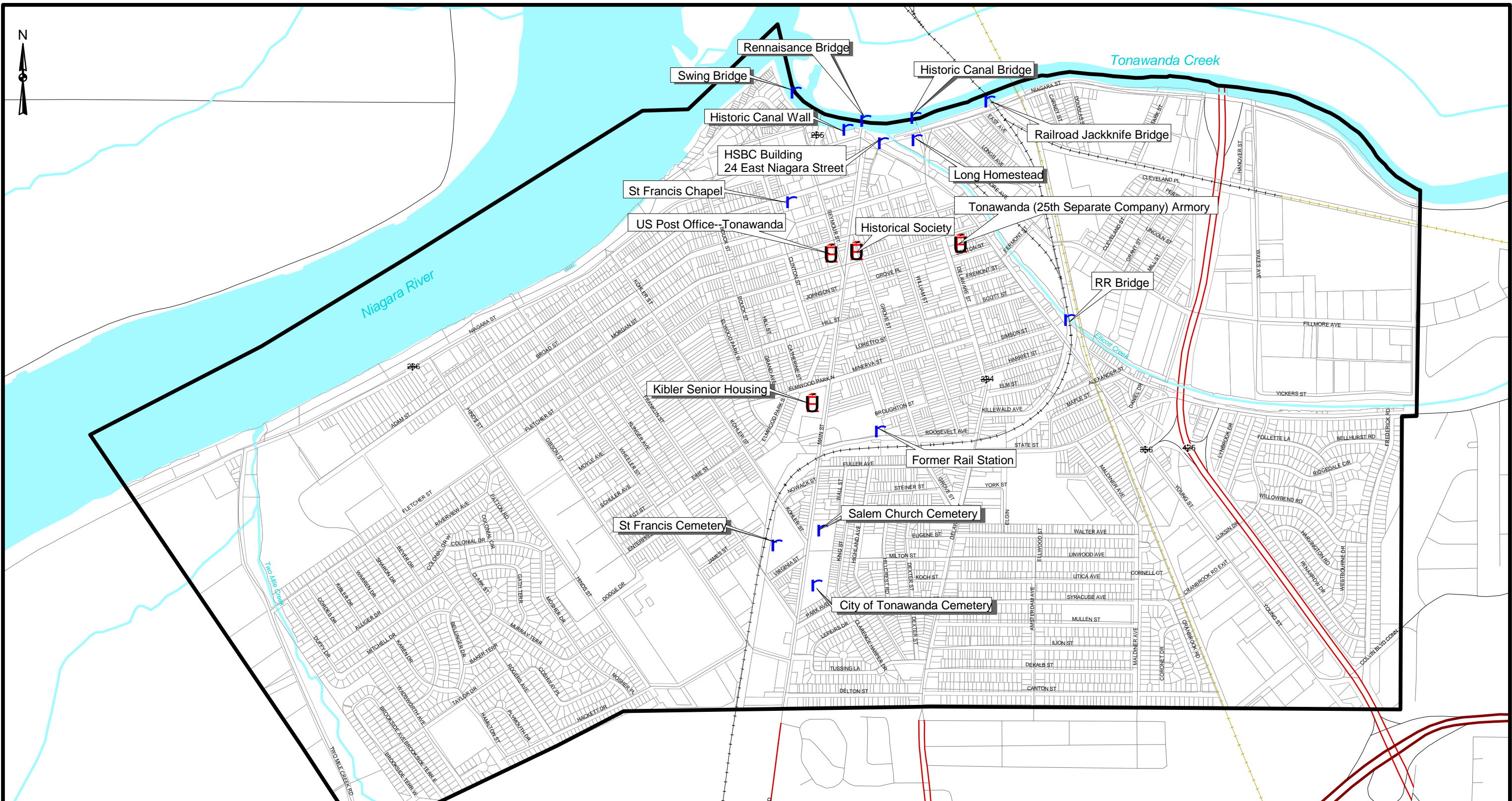
Although the City of Tonawanda does not have a substantial amount of open space for new development, the possibility of redeveloping existing parcels of land is feasible. In addition, the appropriate development of any potential property or existing vacant land should be pursued. For instance, the City should seriously consider relocating City Hall to the Central Business District and selling the present property for hotel/restaurant development. The sale of the water system could yield property for future businesses. A high tech corridor could be established on the south side of Two Mile Creek Road and Young Street to encourage business growth and light manufacturing.

### **3.8 Historic and Cultural Resources**

The City of Tonawanda is an older city that has a rich history to share with its residents and tourists. The old Erie Canal, Swing bridge (Photo 5), canal bridge, pedestrian bridge, and railroad jackknife bridge, the Long Homestead (Photo 6), cemeteries, former railroad station, and lumbering are an all-important aspect of the City's history (Figure 17). According to the results of the Citizens' Survey, numerous structures were identified as being important to the preservation of the city's history. The top three responses to question 20a ("If you answered yes, in your opinion, what are the most historically significant items to preserve?") were the Erie Canal, the Long Homestead, and the Historical Society Building. Availability of historical information needs to be more accessible to the public.

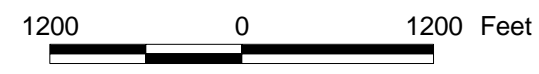






L:\35779.00\GIS\maps1\_9\_apr\07 NATIONAL REGISTER INVENTORY 10/22/2001

Legend			
	Municipal Boundary		National Register Inventory Location
	Parcel Boundary		Historically Significant to City's History
	Roads		Streams/Creeks
	County Road		Water Bodies
	Local Road		
	Railroad		
	Interstate Route		
	State Route		
	Abandoned Railroad		



**CITY OF TONAWANDA COMPREHENSIVE PLAN  
HISTORIC SITES**

	FIGURE 17
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## **4.0 GOALS AND OBJECTIVES**

The goals and objectives identified below resulted from numerous community, agency, and steering committee meetings, research of existing documents and reports, and the Citizens' survey that was distributed during the summer of 2000. These goals and objectives were designed to assist the city in achieving the residents "vision" for the City of Tonawanda. The following section lists the specific goals desired and the action steps identified to achieve those goals. It is important to understand that the goals/action steps are not exhaustive and should be updated over time.

### **4.1 Open Space and Recreation Goals**

#### **Goals:**

- *Create a comprehensive open space and recreation system that compliments the existing and future population needs*
- *Protect significant scenic areas*
- *Protect environmentally important lands for enjoyment by city residents*
- *Protect the City's natural resources*

#### **Action Steps:**

- Cooperation and coordination with school system as well as, development of programs and use of facilities.
- Conduct a professional recreational/tourism needs assessment/feasibility study.
- Consider connecting the Riverwalk, Erie Canal and Two-Mile Creek bikeways with all of the existing major parks in the City of Tonawanda.
- Continue to implement and expand yearly beautification and restoration activities for all city residents.
- Assess the feasibility of relocating the senior center to an appropriate site.
- Work with the Town of Tonawanda and the City of North Tonawanda to offer residents collective recreational activities.

- Maintain existing views and vistas, as well as identifying new locations.
- Use the former Spaulding Fibre parking lot for a designated skating area for teens.
- Identify funding sources to improve existing facilities.
- Implement improvements to Eastern Park by moving the park to the north side of Fillmore Street and selling the park land for commercial development.
- Create a comprehensive parkland plan that designates how development should interact with existing parks.
- Pursue funding and professional assistance from a variety of sources to increase revenues for maintenance and operation of facilities.
- Develop and implement a tree ordinance.

## **4.2 Transportation Goals**

### **Goals:**

- *Improve the existing transportation system in the City of Tonawanda*
- *Improve transportation and traffic flow in heavily congested areas in order to facilitate movement within the city*
- *Maintain the “small town” atmosphere desired around the residential dwelling units*
- *Facilitate pedestrian and bicycle traffic*

### **Action Steps:**

- Conduct a professional traffic study. This traffic study should include an emphasis on the needs of pedestrians surrounding tourist sites.
- Close Young Street between Main and Delaware to permit development.
- Redesign the intersection at Young/Delaware/Broad.
- Eliminate a large number of stop signs to improve the traffic flow within the City.

- Initiate discussions for an inter-municipal traffic study involving the Town of Tonawanda and the City of North Tonawanda.
- Coordinate maintenance and protection of traffic/pedestrian for upcoming construction activities in street right-of-ways.
- Work with NFTA to offer the City of Tonawanda residents more bus routes to surrounding municipalities.
- Assess traffic routes/access/signage.
- Upgrade traffic signals for better coordination.
- Discourage truck traffic in residential neighborhoods and redirect them to designated truck routes.
- Encourage pedestrian traffic that is consistent with the existing character, land use, and density of the City.
- Continue advocating support of light rail transit system connection for the City of Tonawanda.
- Account for increased tourism in traffic studies.

#### **4.3 Commercial Goals**

##### **Goals:**

- *Revitalize the downtown businesses on Main Street*
- *Reduce the existing vacancies/turnovers in commercial buildings*
- *Establish new design standards to enforce continuity of building design, minimizing effects of diversity*
- *Encourage the continued commercial development on Young Street*

**Action Steps:**

- Update zoning and building code documents.
- Create a committee to study and recommend new design standards to establish a building architectural theme that will showcase the City’s features, assets, and history.
- Promote architectural themes.
- Promote the Grant Building and its key location downtown.
- Assess the feasibility of building a new senior citizen center keeping it close to housing, stores, and public transportation.
- Redevelop the senior center for commercial uses along Main Street.
- Provide designated parking lots for residents and visitors. Provide a shuttle that transports people around the city.
- Increase code enforcement.
- Form a “Business Improvement District” in the central business district.
- Attract hotel(s) and restaurant(s) to the waterfront area.
- Attract specialty stores to Main Street area and urge commercial retailers to locate along Young Street.
- Rehabilitate existing buildings for adaptive reuse.
- Implement streetscape improvements, such as landscaping, signage, and cleanup around the downtown and Erie Canal areas.
- Connect various business corridors.

#### 4.4 Economic Goals

##### Goals:

- *Implement an economic development plan that would benefit the City of Tonawanda and surrounding communities*
- *An economic development plan should be used as a resource for rebuilding the economic base in the City of Tonawanda*
- *Encourage more fiber optic lines to be installed in the business/commercially-zoned areas in order to compete with larger cities*

##### Action Steps:

- Employ an experienced economic development specialist.
- Collaborate with Town of Tonawanda, City of North Tonawanda, Erie County Industrial Development Agency for the reclamation of brownfields industrial site development and marketing of Empire Zone.
- Extend infrastructure and/or special use districts to facilitate development in designated areas.
- Create a targeted marketing campaign for tourists and business development.
- Promote “Smart Building” development/renovation.
- Ensure, through codes, ordinances, design and performance standards, that industrial activities are not deleterious to surrounding uses or to the environment at large.
- Maintain designation of light rail corridor.
- Promote the historic preservation and development of areas such as the Erie Canal, Historical Building, and Long Homestead as an economic activity.
- Encourage the cooperation between the City of Tonawanda and the City of North Tonawanda to create a cultural tourism district for visitors and residents.
- Create and issue brochures highlighting the City of Tonawanda’s assets and distinguishing the City from the “other” Tonawandas.

- Attempt to increase the tax base of the City without increasing the tax burden on existing residential properties.
- Develop underutilized properties along Two-Mile Creek Road.
- Initiate beautification programs to enhance the value of public/private properties.
- Continue beautification programs to support increased economic activity resulting from tourism.
- Actively pursue the redevelopment and remediation of existing brownfield sites, including Spaulding Fibre and 153 Fillmore Avenue.
- Encourage development of “Smart buildings” to offer a greater opportunity to entice companies to have their businesses in the City of Tonawanda.
- Explore options for contacting existing companies from the high-tech market to relocate to the City.
- Identify means to connect to high-tech fiber optic hardware and high speed cable network systems.

#### **4.5 Cultural Resource Goals**

##### **Goals:**

- *Encourage economic growth and tourism*
- *Develop a marketing program promoting the City’s historical features*
- *Market the natural/cultural heritage of the City to increase economic growth and tourism*

##### **Action Steps:**

- Delegate program responsibility to an Economic Development Specialist.
- Create a historic district around the Erie Canal.

- Assist citizens/businesses to obtain historical designation of facilities.
- Inventory all historic buildings and significant sites.
- Move the historical society building into a larger, more useful facility, or expand existing facility.
- Encourage the creation or development of bed and breakfast facilities.
- Ensure that surrounding development complements the character of the historic sites.

#### **4.6 Industrial Goals**

##### **Goals:**

- *Promote the City of Tonawanda's key location in Western New York*
- *Attract and retain high-tech companies*
- *Entice international trade companies to relocate to City to increase or stabilize tax revenues.*
- *Encourage development of industrial development facilities that are compatible with the surrounding development and consistent with the goals of the Comprehensive Plan*

##### **Action Steps:**

- Rejuvenate any abandoned or closed industrial sites within the City's jurisdiction and means.
- Use the Spaulding Fibre site to create a mixed industrial complex.
- Determine where the fiber optic lines exist or could easily be provided and build suitable facilities around them.
- Determine new sites and establish appropriate zoning for industrial facilities.
- Launch an aggressive campaign to inform existing companies of the usefulness of using high-tech services.
- Create and circulate brochures to large companies looking to (re)locate. The brochure should highlight the high quality of living offered by the City of Tonawanda and its

proximity to major cities (i.e., Buffalo, Rochester, Albany, Syracuse, Toronto, Cleveland, and Pittsburgh).

- Develop a trade corridor for businesses such as warehouses and trade brokers.
- Renovate the Spaulding Fibre plant to be a key location for manufacturing use. The return of this land to the City's tax rolls would be a significant improvement to the local economy.

#### **4.7 Residential Goals**

##### **Goals:**

- *Promote the rehabilitation and the redevelopment of the older housing*
- *Create programs to assist those without the financial means to rehabilitate their homes*
- *Build residential homes to match the changing needs of the residents*
- *Attract younger home buyers to the community*

##### **Action Steps:**

- Disseminate information to the public about housing rehabilitation programs to support code enforcement efforts.
- Establish historic corridors to become eligible for grant money.
- Have Building Code Officer and the Assessor provide instructional forums to educate residents on house renovations and beautification and how assessments are affected.
- Demolish un-repairable homes and provide opportunity to build alternative housing (i.e., apartments, townhouses, and condos) where appropriate.
- Enhance residential areas to satisfy a diversity of housing needs to permit long-time residents the opportunity to continue to live in the City.
- Create assisted living communities using existing residential neighborhoods.



- Rebuild the area surrounding the redeveloped Erie Canal (e.g., the corner of Fillmore and Niagara).

#### **4.8 Government Goals**

##### **Goals:**

- *Promote the enhancement of government services*
- *Rehabilitate community facilities*
- *Enforce existing codes to meet the needs of the citizens of the City of Tonawanda in a continuing cost-effective manner*
- *Create a Geographic Information System (GIS) to connect all City Departments*
- *The City should consider seeking accreditation for the Department of Public Works*

##### **Action Steps:**

- Identify additional areas where cooperative service provision between the Town of Tonawanda and the City of North Tonawanda may be appropriate including: utility service, highways, schools, and economic development.
- Continue to apply for available federal, state, and county funding to rehabilitate existing sewer and water lines.
- Develop strategies to deliver government services in an efficient and cost-effective manner.
- Continue to support the use of GIS for information management of City's infrastructure and data/statistics.
- Continue a systematic long-term analysis, repair, and replacement program for street and sewer infrastructure.
- Study the feasibility of amalgamating fire stations.
- Consider the relocation and redevelopment of the current City Hall.
- Create new mechanisms for communication between city residents and city government.

- Study the effectiveness of government services/structure.
- Share the GIS with other City departments in order to coordinate systems, maintenance, operations, and redevelopment activities efficiently and cost effectively.
- Acquire accreditation, which is an acknowledgement that the policies, procedures, and practices of the Department of Public Works (DPW) has been favorably compared to other nationally distinguished management policies, procedures, and practices. Accreditation demonstrates that the DPW is well managed, complies with recommended procedures, and is committed to continually improving practices. Additionally, this certification program results in the development of a needs assessment, evaluation of expenditures within the department, establishment of performance measurement evaluations and standards, and the elimination of areas where services are duplicated or could be combined to increase efficiency and cost-effectiveness.

## **5.0 LAND USE ALTERNATIVES**

### **5.1 Alternatives**

Upon completion of the public participation questionnaires and development of the Plan, three alternative Land Use Plans (LUPs) were created representing: 1.) intense development, Concept A; 2.) moderate development, Concept B); and 3.) minimum development, Concept C. The plans were presented to the Steering Committee, City Councilmembers, and the public for comment. Discussions and concerns expressed at these presentations were used to modify the LUP concepts into a “preferred LUP.” The primary differences between the alternatives were: housing development land uses, economic development opportunities, recreation program opportunities, continuing canal corridor/water front development, and senior housing/community center.

### **5.2 Preferred Land Use Plan**

The Preferred LUP incorporates some of the existing land use categories and was created as a result of comments from public meetings, agency meetings, the Citizens’ Survey, and the Steering Committee. The following are new land use categories identified on the preferred land use plan (Figure 18), as well as their descriptions.

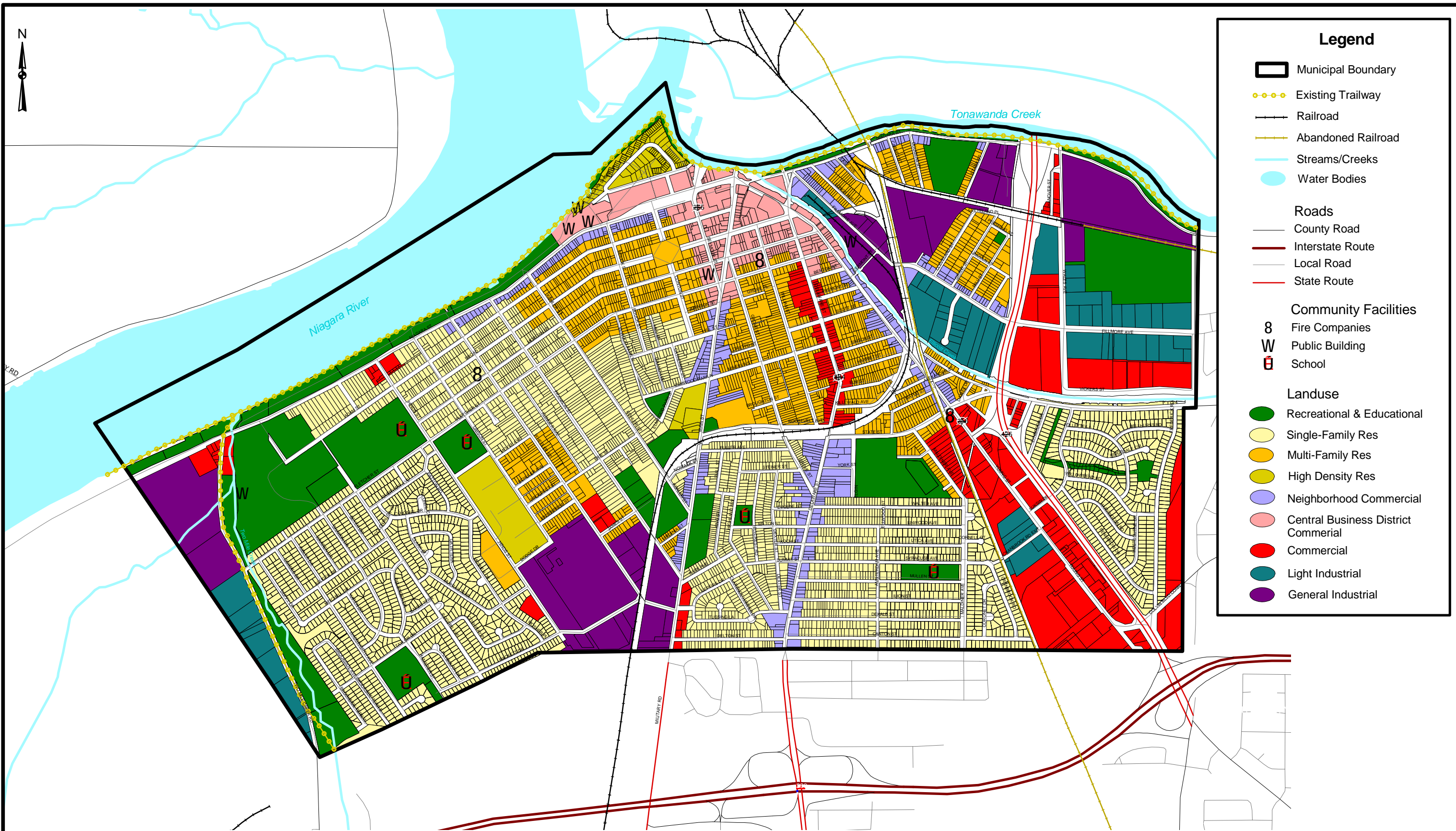
*Recreational and Educational:* This category consists of schools, open green space, and passive recreational facilities.

*Single-Family Residential:* This category describes houses containing one family per unit.

*Multi-Family Residential:* This category describes houses with two (2) to four (4) units per structure.

*High Density Residential:* This category describes houses with five (5) or more units per structure.

*Neighborhood Commercial:* This category consists of small-scale commercial (“Mom and Pop” Stores), as well as some mixed use residential.



### Legend

- Municipal Boundary
- Existing Trailway
- Railroad
- Abandoned Railroad
- Streams/Creeks
- Water Bodies

**Roads**

- County Road
- Interstate Route
- Local Road
- State Route

**Community Facilities**

- 8 Fire Companies
- W Public Building
- E School

**Landuse**

- Recreational & Educational
- Single-Family Res
- Multi-Family Res
- High Density Res
- Neighborhood Commercial
- Central Business District Commercial
- Commercial
- Light Industrial
- General Industrial

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CITY OF TONAWANDA  
PREFERRED LAND USE PLAN

FIGURE 18

*Central Business District Commercial:* This category of land use is typically located in the most highly developed areas. It contains mixed uses of commercial on the first floor and residential uses on the upper floors. It could also contain large-scale, big-box development.

*Commercial:* This category consists of large-scale retail shops, big-box development stores, and warehouse outlets that are used for bulk supply purchasing.

*Light Industrial:* This category consists of large-scale retail shops and corporate offices utilized by more than pedestrian users.

*General Industrial:* This category consists of large-scale manufacturing companies often associated with tractor-trailer activity.

Presently, the City's current land uses are comprised mostly of single-family homes surrounded either by waterfront or commercial/industrial sites. Recreation is spotted except for a long corridor of recreational land uses situated along the north and west borders of the City.

Future development opportunities within the City are almost perceived by the public to be very limited or non-existent. However, there are sites that offer opportunities for redevelopment. These sites are: the Spaulding Fibre composite site; Eastern Park, Two Mile Creek corridor; Youngs Street; City Hall/Water Treatment Plant property, the abandoned industrial 153 Fillmore property (Envirotek) and along sections of the canal corridor.

Currently, the population and City tax base is relatively stable, but needs to improve in order for the City to keep up with capital improvements to infrastructure necessary to be attractive to developers. The City will need to update the Census data used for this Plan with new Census data using the year 2000 figures, once they are released.

The City has done a remarkable job in restoring areas along their Erie Canal border and the Niagara River waterfront. However, the restored areas are more recreational/tourism-based. To encourage interest from prospective developers, the City needs to designate potential land areas for development. These development sites should border or be close to the recreational trails and Canal Corridor. One prime site that could initiate development interest is the City Hall-Police Station-Water Treatment Plant property.

To influence growth, zoning/ordinance codes must be kept up-to-date, conforming with state municipal law. If planning documents are not continuously updated, the City's growth will continue to be limited and economic development either may not occur or be out of conformance with the City's goals and objectives. Additionally, the City should annually review and modify as necessary, existing zoning ordinances to prevent spot zoning. The ordinance should be reviewed and revised to reflect the preferred LUP.

The City's Comprehensive Plan is intended to offer a basis for the City's growth management regulations that will provide effective tools for the decision-makers. Although there is a perception that the City has no room to grow within its already developed boundaries, population increases and development opportunities can still occur. The Preferred LUP will be utilized by City officials to administer land use changes, foster potential development opportunities, and coordinate local decisions so the community's goals are embodied into the planning program. The primary guiding principle during the process of assigning land use categories was to increase the tax base by fostering new industrial/commercial development and improvements, as well as redevelopment of existing neighborhoods, without substantial burden to the existing residential tax base.

The Preferred LUP focuses on expanding the Central Business District. Multi-family housing zones would mostly be located south and southwest of the Central Business District and north of the Spaulding Fibre site. Other multi-family housing would be located in the neighborhood known as Gastown.

In order for the City to continue with improvement projects and entice developers and businesses into the City, changes in land use must be made. However, the borders of land use designations should not be construed to be fixed and precise unless they are concurrent with obvious boundaries (i.e., streets, municipal boundaries, etc.). The preferred LUP is a general statement of desired future land use and does not identify existing non-conforming uses. The preferred LUP is not intended to preclude the continued operation of existing non-conforming land uses, but to guide local decision-making in the future. The preferred LUP provides a starting point for subsequent updates to City of Tonawanda development policies.

Finally, the Preferred LUP indicates changes to infrastructure, incorporation of new building development, and traffic changes. These recommended improvements include the following:

- Construct mixed use (high rise) buildings

- Close Young Street between Main Street and Delaware Avenue.
- Redesign the Broad/Delaware/Young Streets intersection.
- Consider rapid transit from the City to City of Buffalo.
- Create a ferry crossing to the Grand Island Holiday Inn to increase tourism/use of City businesses.
- Relocate City Hall to the Central Business District.
- Encourage high density for mixed use development in the area between Spaulding Fibre and the Fletcher Street School.
- Consolidate fire stations.
- Implement a traffic study.
- Promote a high tech corridor along Young Street

The proposed changes advocate utilizing present resources to jump start ideas that could produce new growth opportunities. The demographics of the City indicate a continued aging of the population. This aging process will place additional burdens on services for senior citizens and create a need for specialized housing for this age group. The Plan recognizes this trend by providing land uses that will accommodate senior citizen housing in close proximity to the services and medical facilities designed to meet their needs.

The City is centrally located between Buffalo and Niagara Falls, and should be able to capitalize on tourist visitations to the area. To be attractive, the City must continue developing the waterfront borders and initiate the goal/objectives of this Plan.

The suggested relocation of services and proposed new services/traffic changes will also encourage growth in tourism and business. Promoting commercial and business development along Delaware Street and at the north-central part of the City will encourage tourists to stay and shop as well as enjoy the new esplanade along the Erie Canal Heritage Corridor.

In order to implement many of the recommendations of the plan, comply with state planning statutes, and create a predictable, user-friendly regulatory environment, the City must recognize the need to overhaul their zoning practices and planning strategies.

## **6.0 ECONOMIC DEVELOPMENT ACTIVITIES AND OPPORTUNITIES**

One of the key objectives of comprehensive planning is to preserve neighborhoods and quality character of the City while promoting economic development. Economic initiatives reflected in the Comprehensive Plan include capitalizing upon the waterfront area, Western Erie Canal Heritage Corridor, brownfield development, and commercial/business development corridors.

As a result of numerous steering committee meetings and public meetings, a desire was expressed for the designation of an economic development specialist for the City of Tonawanda. The City of Tonawanda is one of only three cities located within Erie County who are experiencing decrease in population. Suburban communities entice businesses away from the City offering better tax incentives, services, new infrastructure, and room for expansion. The Cities are built out to their boundaries and infrastructure is often much older, in need of significant repairs or replacement, or not of sufficient size to handle additional service capacity. An economic development director must be creative and showcase the City's assets to potential businesses interested in relocating. Competition is fierce, and coordination with local industrial development agencies and exchange of information/resources must be enacted. However, the City must have an advocate, dedicated and experienced to net positive results and boost the City's economy. The designated economic development specialist should rely more heavily on utilizing proven existing services such as the Erie County Industrial Development Agency (ECIDA) and Empire State Development Corporation to pursue economic development opportunities.

The availability of land in combination with new land use designations offer the City of Tonawanda key opportunities for economic growth. For instance, City Hall/Police Station and the Water Treatment Plant are situated in a prime development location. Negotiations with a hotel/restaurant developer interested in the site could yield a new City Hall/Police Station in another location, preferably closer to central business district. In a City, where growth is often stalemated horizontally, residential and economic growth can be stimulated vertically by means of creating two-family residences and tall buildings for offices. Many owners in the City have acquired special use permits to convert older homes to two family units. Designating multi-family housing in the older sections of the City could benefit local businesses and stimulate population growth.

The Spaulding Fibre and 153 Fillmore industrial sites offer prospective industrial growth and creation of jobs for the community. Gastown also has potential areas for growth, and the commercial businesses along Young Street offer areas for expansion and new business development.



Coordinating development with the Town of Tonawanda, a high-tech corridor could be planned along the south side of Two Mile Creek Road. Empire Development Zone (EDZ) status was recently granted to the Town of Tonawanda and the boundaries include the Spaulding Fibre site located in the City of Tonawanda. Having this site located in an EDZ will provide monetary packaged initiatives for prospective developers to rehabilitate the site and establish potential growth, business opportunities and employment for the City residents.

The Preferred Land Use Plan (LUP) is development-friendly and will foster a new pattern of business development that can address the Community's needs, goals, and objectives. A large amount of segmented land use and lack of economic planning has occurred over many years, which has left the City with fewer resources. The diversified and sporadic locations of businesses, industry, housing, schools, parks and other facilities makes the planning process difficult for locating new development projects. To reverse this trend, the City of Tonawanda needs to rezone, establish areas for economic development, identify future locations for specific housing types, and market itself in order to encourage the interest of new residents, business people and developers.

The City is situated along the Niagara River waterfront corridor, which has undergone significant changes including a recreational trailway that runs from the City of Buffalo to the Tonawandas. Eventually, the trail will continue into the towns/cities/villages south of Buffalo and further north towards Youngstown as well as along the Erie Canal to Albany. The NYS Canal Corporation has begun a program of installing trailways along the Canal continuing the process annually until completion. The City's main natural features are: the Niagara River, Ellicott Creek, Two-Mile Creek, and Tonawanda Creek. In the future, adding access for boaters and passengers along the steep embankment of Ellicott Creek would enable tourists to experience the City's downtown. Improvements to Ellicott Creek and Two Mile Creek embankments should be made to enhance the area's natural aesthetics.

With most of the City bordering natural waterways, the City should continue working with its municipal neighbors to enhance these boundaries. For instance, along parts of the Niagara River, rebar from old concrete structures stick out above the water along the shoreline. While the concrete debris is being used to stabilize shoreline embankment, the concrete demolition is unsightly and dangerous to those using the waterfront for fishing or access to water's edge. Ellicott Creek and Two-Mile Creek both have natural beauty and native plant life growing along the steep embankments. Two-Mile Creek is almost gorge-like in some areas where an escarpment tends to be predominant between the Town/City border. The Two-Mile Creek Trailway stream corridor should be preserved

and used for encouraging tree memorial gardens. On the south side of Two-Mile Creek Road, the area could be developed as a high-tech corridor. Both the Town and City of Tonawanda could market this area together. Coastal Zone Management policies govern the waterways with the City. Future development and improvements will need to abide by these policies.

For Ellicott Creek, boat mooring/launching and fishing access is scheduled to be developed. Continued access and trailway developments along Ellicott Creek could boost use of downtown businesses by people using the trailway.

In regard to the City of Tonawanda's current list of capital project (Appendix A), the following is a list of new ideas that came out of the public and steering committee meetings, the government agency meetings, and the Citizens' Survey.

- Create a bed and breakfast community.
- Turn the historic Long Homestead into a revenue source (wedding receptions, small parties; i.e., rent out the space).
- Develop a new theme for the City.
- Tourism is seasonal; improve "climate" for businesses.
- Construct nine-hole golf course or revenue-generating recreation over the remediated Wales Avenue Landfill.
- Implement more boat docking in Tonawanda Creek/Erie Canal corridor.
- Initiate tourism programs with outlying communities.
- Conduct a professional recreational needs assessment/feasibility study and evaluate recreational programs and tourist attractions.
- Redevelop a portion of the Tonawanda Housing Authority apartments on Hind Street to higher density, multi-use residential development.
- Initiate economic interests/initiatives with local IDAs.

- Establish a Community Development Department to market the City and work on establishing new businesses and revitalizing existing businesses, collaborating with other development agencies within the region.
- Create new senior housing with a community center.
- Redevelop the existing Senior Center for small scale commercial stores along Main Street with multiunit residential development within the building where possible.
- Develop underutilized lands along Two-Mile Creek Road for light industrial uses.
- Provide a ferry service to Grand Island.
- Have a professional traffic study completed.

## **7.0 ASSESSMENT OF ENVIRONMENTAL IMPACTS**

This Comprehensive Plan is unique in that it is the culmination of the community's involvement in defining the goals and objectives for the City of Tonawanda. The magnitude of public participation throughout the course of this community project resulted in a plan which accurately reflects the goals and objectives of the people of the City of Tonawanda. The plan is not "cast in stone" rather, the plan offers a flexible guide that can be refined as new opportunities are identified in the future.

### **7.1 Potential Adverse Environmental Impacts**

The City of Tonawanda Comprehensive Plan will have no direct impact on the overall physical environment of the community. It will not result in the approval of any development activity, either private or public during the adoption process. The purpose for adopting this plan is to encourage increased numbers in resident population and commercial development; while, directing and controlling the anticipated growth as it occurs. Overall, the plan is expected to have a beneficial impact on the community over time.

### **7.2 Irreversible and Irretrievable Commitment of Resources**

Adoption of the proposed Comprehensive Plan will have no direct impacts on the physical environment. Furthermore, the purpose of the plan is not to encourage growth along sensitive areas that would impact the scenic vistas or shoreline flora/fauna. Growth and new building will be directed to locations where development has already occurred.

In addition to the environmental resources previously identified, there are other resources that will be committed to development. They include building resources such as: wood, steel, concrete, gravel and asphalt for roads, as well as other construction materials. The commitment of these relatively common resources would not be substantial.

Moreover, there is an obligation of energy resources to power construction equipment and tools, sustaining the uses over time. New structures and plantings that substantially close off

existing scenic views of the local waterways will be discouraged unless new visual or access opportunities are created.

### **7.3 Mitigation Measures**

To the greatest extent possible upon implementation of specific projects, the zoning code should be used to direct development to appropriate areas and to identify development categories that are most appropriate for specific areas. Development within any flood-prone or industrialized areas should be controlled and specific requirements enforced. Development inconsistent with the Plan and zoning code should not be permitted. Sediment and erosion control measures should include limits on the run-off generated during new construction in waterway areas and post-development run-off should not be any greater than pre-development run-off. This measure will serve to protect downstream areas of the watersheds and maintain existing flood levels and conditions.

### **7.4 Growth Inducing Aspects**

Although the City is “built-out” to its corporation limits, various land-use development scenarios were given consideration that analyzed the potential for growth patterns ranging from minimal growth to intensive development growth patterns. The preferred development scenario permits a moderate amount of future residential, commercial, and some light industrial growth in accordance with public opinions, input from the Plan Steering Committee, and professional planning judgement. The preferred LUP development scenario gives consideration to potential environmental impacts as well as other issues such as community character and the economic welfare of the public and the City.

## **8.0 PLAN IMPLEMENTATION**

The preceding elements of this Plan provide direction for adopting the Comprehensive Plan; this is the first step in achieving the City of Tonawanda's overall planning goals and objectives. The Plan provides clear guidance to the desired land use pattern and intensity the City should achieve in the future. It specifies those areas where commercial uses should predominate and establishes a design for community open space, recreation, and a program to attract visitors to the Erie Canal. Recommendations for improving and maintaining the transportation system are provided along with clear guidance on the extension of utilities that could promote economic growth.

The comprehensive plan is most effective as a current statement of the public and City's desires for the future of the City of Tonawanda. For this reason, periodic review and/or revision of this document is required to remain current. An annual review of the Plan's development goals and objectives are recommended. The Comprehensive Plan's Implementation Plan (IP) following this section identifies various tasks related to planning categories identified in Section 4.0, and should be incorporated into the City's 5-year Capital Improvements Plan for actual implementation as feasible. A more thorough review of the Comprehensive Plan is required every five years.

Each plan recommendation, however, requires a clearly defined action plan if it is to be achieved. Should revisions of the Comprehensive Plan be deemed to be necessary, the procedures of Municipal Law would govern. Amendment procedures generally consist of:

- Identification of the issue warranting comprehensive plan amendment
- Development of the proposed amendment
- Referral to the County Planning agency
- Holding a public hearing
- Publishing notice of a public hearing in a newspaper of general circulation at least 10 days prior to the hearing
- City Council adoption of the amendment by resolution

The provisions of the State Environmental Quality Review Act (SEQRA) must be complied with as dictated by the circumstances of the proposed amendment.

As stated before, each plan recommendation requires a clearly defined action plan if it is to be achieved. The accompanying Implementation Plan (IP) located on the following page was developed by revisiting each identified goal and objective, action steps, opportunity, and plan recommendation and providing one or more actions under special notes that will be required to effectively address each unique task. Actions are organized by category so that all additional planning or plan adoption activities are grouped together. Specific actions required to implement the plan are listed in these categories and are numbered to aid in identifying that activity. Each action is described in sufficient detail to create an understanding of its required outcome.

The agency or department responsible for moving each task forward to completion is identified in the IP. The responsible agency(ies) are listed in order of who takes lead in implementing the task and who assists in completing the task. This concept is designed primarily to spread the responsibility among departments as a means for managing the Mayor's and City Council's "workload," while involving those department heads that have unique experience or special expertise with the particular action item.

The Mayor should be responsible for executing the IP and verifying tasks with representative department heads to be completed within the 5 year Capital Improvements Plan. The programs and improvements must be coordinated between the two plans and updates performed annually.

**IMPLEMENTATION PLAN**

Task Description	Estimated Project Cost	Re-sponsible Agency	Implementation Priority Rating			Special Notes
			V	I	A	
<b>OPEN SPACE, RECREATION, &amp; SPECIAL ACTIVITIES</b>			V	I	A	
1. Provide activities that efficiently utilize present facilities and support existing services	TBD	RC	✓			Prepare a Master Plan for City recreational programs that evaluate the recreational needs of the community. Coordinate and develop programs in conjunction with the school district to cost-effectively maximize use of tax dollars.
2. Implement yearly beautification and restoration activities, enhance scenic areas and natural resources	TBD	BC, CC	✓			Encourage businesses to contribute plants and hold fundraisers for beautification projects. Identify areas that need sprucing up and signage.
3. Construct a trail system to connect the Riverwalk, Canal, and Two-Mile Creek Trailways with all of the existing major parks in the City of Tonawanda.	TBD	CM, RC, PC		✓		By connecting the trailways to the parks, use of the facilities will increase. With more people using the parks, less random acts of vandalism will occur. Apply for grant funding assistance to implement planning, design, and construction of trailways over a phased period of time.
4. Create a comprehensive parkland plan that distinguishes how future programs and remaining development should interact with existing parks. Protect scenic vistas and natural areas	\$30,000 to \$50,000	RC, CC, DD	✓			The Plan for parks will assure protection of these sites from development. The Plan can also be used in funding applications as more and more grant programs are requiring applicants to submit their comp plans as evidence the planning of the project is acceptable to the community. Evaluate relocating Eastern Park to a lot north of its present location in order to sell the property to the neighboring developer for new or expanded manufacturing facilities.
5. Pursue and apply for grant funding and professional assistance from a variety of sources to improve existing recreational facilities and continue or create recreational programs	\$35,000/yr.	CM, CC, PC	✓			Retain the services of a grant writer to research and apply for grant funding. Create a recreational needs assessment to evaluate the public's needs and desires for new programs or changes to existing events.
6. Work with neighboring municipalities to offer recreation programs.	TBD	CM, RC, CC		✓		Consider having an inter-municipal Recreation Commission to discuss combining and sharing programs
7. Inventory and assess the programs being offered at the City's Senior Citizen Center. Evaluate existing curriculum to other New York Community programs to determine if the City's recreation needs are being met.	\$25,000 to \$40,000	CM, RC, PC		✓		Establish a committee of business leaders, school officials, and community residents to identify programs. Visit the Dale Association in Lockport to understand the multitude of opportunities that can be offered to meet senior citizen desires as well as community needs. Have professional assist w/study.

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## IMPLEMENTATION PLAN

Task Description	Estimated Project Cost	Re-sponsible Agency	Implementation Priority Rating			Special Notes
			V	I	A	
<b>TRANSPORTATION</b>						
1. Perform a professional traffic study that also includes an evaluation of pedestrian traffic around the City's business district, Senior Citizens Center/Housing, and tourist areas.	\$35,000 to \$100,000	CM,EN, DD, TAC, PC	✓			Work with the NYS Department of Transportation to identify program requirements and scope of work. Solicit funding from Senator/Congressman for project. Also work with Erie County DPW-Dept. of Highways to get study funded and completed.
2. Reduce the large number of stop signs throughout the neighborhoods to improve traffic flow.	TBD	TAC, CC, CM	✓			Consider evaluating streets that most drivers use to get through the City. More visitors/drivers are apt to come into the City if they know they can easily get through the City in a timely manner.
3. Implement better signage to route truck traffic effectively through the City along designated truck routes.	TBD	CM, TAC, CC, EN			✓	Consider moving delivery truck traffic going through City to more direct routes that have minimal stops. Evaluate moving truck traffic around and away from tourist attractions.
4. Synchronize traffic lights and consider implementing a "running red light" program.	TBD	CM,TAC, CC, EN		✓		Tickets will increase revenues over a short period of time and streets will become safer for pedestrians.
5. Evaluate parking area locations and develop an implementation plan that will create parking areas that will enhance pedestrian traffic around the City's business district.	\$20,000 to \$35,000	CM, TAC, EN, PD, FD		✓		Clearly sign and plan open parking areas where events usually occur and where tourists can park and have optimal views of scenic areas and easily walk to the City's attractions/features. Consult a PC to create a traffic and pedestrian routing plan.
6. Modify street signs to be in compliance with Dept. of Transportation signage standards	TBD	TAC,PW		✓		Follow Manual of Uniform Traffic Control Devices Handbook and any other guidance materials by the State Dept. of Transportation and Federal Highway Administration.

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## IMPLEMENTATION PLAN

Task Description	Estimated Project Cost	Re-sponsible Agency	Implementation Priority Rating			Special Notes
			V	I	A	
<b>COMMERCIAL</b>			<b>V</b>	<b>I</b>	<b>A</b>	
1. Promote the Grant Building and other key downtown buildings and locations	TBD	CM, DD	✓			The Development Director should be tasked with assisting in the marketing/promotion of commercial vacancies with assistance from Owners and Developers to help revitalize the downtown Business District.
2. Rehabilitate existing sites and vacant buildings for adaptive reuse.	TBD	DD, CM, CE, EN	✓			Reclaim Spaulding Fibre and create master plan for soliciting developers to build onsite. Establish incentives that would encourage businesses and developers to rehab buildings and promote new growth.
3. Promote architectural themes for “new build” projects in order to improve upon the City’s features.	TBD	DD, CE, CM, CC		✓		Establish an architectural standards committee to recommend changes to the building code in order to develop an architectural theme or venue for future building construction. Use this opportunity to capitalize on the historical architecture that remains today and develop a code that will compliment the City’s historical setting along the canal.
4. Form a “Business Improvement District” in the central business district.	TBD	DD, CM,		✓		Encourage a “Downtown Association” to work with the Development Director and Mayor’s Office to improve the Downtown Business District. The Association would be responsible for implementing promotions/events to attract people to the City. Apply for grants to improve facades on the buildings, and to retain a PC to create a master plan of the Downtown Business District.
5. Pursue discussions with reputable developers (i.e. Benderson, Bench-mark, Forest City, etc.) to build new City Hall and Police Station at other locations in order to sell or lease the City waterfront property City Hall presently occupies.	TBD	DD, CM, CC	✓			Encourage hotel/restaurant chain to build at this location. The City needs to promote a development idea that will bring people to the City and add revenue to the tax base. Consider deals where the City could get a new City Hall built in return for the land.
6. Promote development at the Water Treatment Plant site if the City no longer needs the plant as a result of buying water from other sources.	TBD	CM, CC, DD	✓			Consider having a reputable family type restaurant business build in this location (i.e-Applebees, Friendly’s, Outback Steakhouse, Barnes & Noble with café, Olive Garden, etc.) Consider food establishments that offer family dining and complete entrees. The City needs more and better restaurants. These above suggestions will not displace the family diners or elegant dining establishments.
7. Master Plan the Spaulding Fibre and Envirotek sites, and the Young Street corridor.	\$50,000 to \$80,000	CM, EN, DD, CC	✓			These areas offer prime development opportunities and the City would benefit in having the sites master planned to “pave the way” for improvements. Having the master plans adopted through the SEQR process will help expedite approvals.

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## IMPLEMENTATION PLAN

Task Description	Estimated Project Cost	Re-sponsible Agency	Implementation Priority Rating			Special Notes
			V	I	A	
<b>ECONOMIC DEVELOPMENT</b>			V	I	A	
1. Hire a Development Director that has a strong background of experience in real estate, commercial development, and economics.	<b>\$45,000 to \$65,000/yr. (plus fringes)</b>	<b>CM, CC</b>	✓		✓	The Development Director would create, promote, and implement economic development opportunities that would benefit the City of Tonawanda, boosting revenues and tax base.
2. Research and apply for business development grant funding to im-prove business growth and ultimately improve the economic stability and tax base of the City.	<b>TBD</b>	<b>DD, CM, CC,</b>		✓		Work closely with the County Industrial Development Agency to tap funding sources and create a business plan for mapping out the City's prosperity for the next 10 to 20 years.
3. Create a marketing plan that targets ways to attract tourists to visit the City.	<b>\$20,000 to \$40,000</b>	<b>DD, PC</b>	✓			Interface with Downtown Association and Chamber of Commerce. Apply to the New York Business Alliance for funding assistance and guidance.
4. Promote "Smart Building" development and renovation.	<b>TBD</b>	<b>DD, EN, CM, BI</b>			✓	Inventory buildings in the City of Tonawanda that need to be rewired with fiber optic lines in order to attract "high tech" businesses to the City and allow them to remain competitive with other local communities.

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## IMPLEMENTATION PLAN

Task Description	Estimated Project Cost	Re-sponsible Agency	Implementation Priority Rating			Special Notes
			V	I	A	
<b>CULTURAL RESOURCES</b>			V	I	A	
1. Create a historic district around the Erie Canal.	TBD	CM, DD, CC	✓			Establish building code requirements to protect area neighboring the Gateway Harbor, and promote features associated with the history of the canal.
2. Expand the activities of the Historical Society and acquire funding to archive and record the City's historical information for public access and display.	TBD	CM, CC		✓		The City needs to have more governship of its history. Create archives to retain historical information and provide interpretive displays for the public. Take advantage of funding for archiving historical records from the NYS Archive and Records Association.
3. Develop a marketing program promoting the City's historical fea-tures	\$10,000 to \$25,000	CM, DD		✓		Use the City's historical information and features to promote itself as a tourist location. Take advantage of the Canal Bike tour that is held each year in August to promote the City.
4. Market/promote the natural and cultural heritage of the City as a means to increase economic growth	\$10,000 to \$30,000	DD, CM, PD, FD			✓	Have the newly refocused Historical Society promote a heritage festival. Continue to support the Canal Fest.
5. Identify historic homes and buildings and evaluate if these structures should have historical designation. Consider marketing these dwellings as tourist attractions.	TBD	CM, BI, Historical Society			✓	City may want to encourage walking tours with an architect and/or historian to promote Community to the public and City Residents.
6. Work with other local cultural groups (i.e.- Riviera Theater, Carousel Society of Niagara Frontier, County of Erie Historical Society, etc. to promote historical sites.	TBD	Historical Society			✓	Designate a point person to direct programs and work with other groups to promote regional events.

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## IMPLEMENTATION PLAN

Task Description	Estimated Project Cost	Re-sponsible Agency	Implementation Priority Rating			Special Notes
			V	I	A	
<b>INDUSTRY</b>			V	I	A	
1. Launch an aggressive campaign to encourage light industry to locate in the City of Tonawanda.	<b>\$50,000 to \$150,000</b>	<b>CM, CC, DD,</b>	✓			The Development Director for the City of Tonawanda should coordinate efforts with the Erie County Industrial Development Agency (ECIDA) to attract companies to the City.
2. Develop a high-tech corridor.	<b>TBD</b>	<b>CM, CC</b>		✓		Consider working with the Town of Tonawanda to create a "High Tech" corridor along Two Mile Creek Road, Young Street, and Spaulding Fibre Site.
3. Create a strategic business development plan that outlines the type of businesses the City of Tonawanda would like to attract and the methods/criteria needed to campaign for these businesses.	<b>TBD</b>	<b>DD, CM, CC</b>			✓	This will provide the City with a powerful development tool in directing the specific type of business development wanted at various sites. The Plan will be useful for developers/business people to get through the SEQR and approval processes with proper zoning already in-place.
4. Create and circulate brochures to large companies looking to relocate.	<b>TBD</b>	<b>CM, DD</b>	✓			The brochure should highlight the high quality of living and services offered by the City of Tonawanda. Seek professional assistance from IDA's, Convention Visitor's Bureau, Chamber of Commerce, and NY Business Alliance.

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## IMPLEMENTATION PLAN

Task Description	Estimated Project Cost	Re-sponsible Agency	Implementation Priority Rating			Special Notes
			V	I	A	
<b>RESIDENTIAL</b>			V	I	A	
1. Explore and implement housing rehabilitation programs.	TBD	CM, BI, DD		✓	✓	Provide housing information to the public. Design outreach programs to assist those without the financial means to rehabilitate their homes. Work with local banks to develop/offer loan assistance to homebuyers that would live in the home. Coordinate with the local banks to market the City.
2. Establish historic corridors to become eligible for grant money.	TBD	CM, DD, CC, PC		✓		Research and evaluate creating an historic corridor around the Gateway Harbor and Downtown. Assess the advantages/disadvantages before making a determination.
3. Build apartments over bottom storefronts.	TBD	DD, EN, BI	✓			More housing opportunities are created.
4. Further evaluate Senior Housing needs and facilities, and create a Senior Housing Master Plan that identifies programs and funding assistance	\$5,000 to \$50,000	BI, EN, DD, CM	✓			Establish a committee to investigate and develop a plan that can be implemented over a phased period of time. Utilize social services, HUD, and other development funding assistance. Work with reputable development companies. Expand the beautification award program
5. Demolish unrepairable/abandoned homes and provide opportunities to build alternative housing (i.e. apartments, townhouses and condos.)	TBD	CM, CC, BI, EN	✓		✓	Attract younger homebuyers to the community.
6. Educate the residents regarding restoration of property and how these efforts affect assessment/appraisal values	TBD	CE, BI, BC, CM	✓		✓	Establish a checklist of information that clarifies for residents, ways and means for beautifying their property without facing a rise in their assessment.
7. Initiate a "Take Pride In Our Community" program	\$10,000 to \$35,000	CM, CC, DD	✓		✓	Create a bonus program that awards residents for keeping their houses and property in top order and encourages beautification. Using positive measures to encourage a higher quality of living in the City will increase population and tax base.

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## IMPLEMENTATION PLAN

Task Description	Estimated Project Cost	Re-sponsible Agency	Implementation Priority Rating			Special Notes
			V	I	A	
<b>GOVERNMENT</b>			V	I	A	
1. Update 5-year Capital Improvements Plan and prioritize projects	TBD	CM, & ALL DEPTS.		✓	✓	Incorporate tasks from this plan as necessary
2. Deliver governmental services in a timely manner.	TBD	CM, CC			✓	Review efficiency of various departments and evaluate effectiveness and need. Look for ways to combine duties/assignments to prevent overlap.
3. Continue applying for available federal, state and county funding to rehabilitate facilities and execute projects.	TBD	CM, CC, ALL DEPT. HEADS			✓	Use GIS data base to track and update grant funding information that is repeatedly requested in grant applications.
4. Enforce existing building codes.	TBD	CE, BI, Zoning BOA	✓			Review codes, policies and ordinances annually and update as necessary
5. Utilize GIS for developing programs, assembling data, and presenting information to the community.	TBD	ALL DEPTS		✓		Continue staff training in GIS and visit other municipalities and talk to PC's to realize the overall benefits and savings that can be realized by using GIS.
6. Pursue accreditation for the Public Works Department and Engineering	TBD	CM, CC, EN, PC	✓			Accreditation assures the public that the DPW knows what they are doing and have the policies in place to follow procedures as needed. Accreditation has also proven effective in eliminating departmental overlap in caretaking of City fixtures and assigned duties among departments and personnel. Insurance rates have decreased significantly for municipalities that have become accredited due to policies being in-place and enforced. The City could use a modified accreditation approach in lieu of a national certification to keep costs at a minimum.

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## IMPLEMENTATION PLAN

Task Description	Estimated Project Cost	Re-sponsible Agency	Implementation Priority Rating			Special Notes
			V	I	A	
<b>PLANNING</b>			<b>V</b>	<b>I</b>	<b>A</b>	
1. Adopt the Comprehensive Plan	No Cost	CC	✓			Adoption of plan should be in accordance with the policies set forth in NYS Environmental Conservation Law Part 617. After adoption, provide copies to local, State, County, and Federal agencies and authorities with notification that this is the officially documented plan for the City.
2. Update Plan every 5 years	\$20,000 to \$40,000	CM, CC, CM, DD	✓			Annual reviews of development goals and objectives should be included in the updates. Have Department Heads meet at the beginning of the year along with Boards, Committees, and School Officials to brainstorm new concepts, ideas, and policies for the betterment of the City Residents.
3. Produce Landscaping/Streetscapes and lighting and access management guidelines for street corridors	TBD	DD, EN, CM, PC		✓		Draft and adopt specific zoning provisions for managing land use changes. Work towards improving the downtown area and link the area to the Gateway Harbor. Create themes that will attract the public into the City.
4. Develop zoning code language that facilitates historic preservation	TBD	CM, H, BI, CE,		✓		Work with the NYS Office of Historic Preservation to determine historical significance of structures/buildings. Weigh the advantages/disadvantages before pursuing official designation.
5. Review and develop new landscape, parking, and setback provisions in “commercial” areas to reflect contemporary practice and the needs for present day business development	TBD	CM, DD, BI, CE, EN		✓		These items are somewhat important to businesses that seek to relocate to new areas. Make sure ordinance is user friendly and understandable to public. Be prepared to show your ideas for how you want the City to look.
6. Support the idea of running water taxis to/from the Grand Island Holiday Inn and Niagara Falls Best Western during summer months.	TBD	CM, DD		✓		Work with Empire State Development Corp. and hotels to develop a program. More tourists may visit the City as a result of this action.
7. Re-evaluate and master plan the Niagara River Waterfront between City Hall and Niwanda Park.	TBD	CM, CC		✓		The waterfront along the railway needs improvement and plantings to make the area more alluring and complacent to those who see the area from across the river.

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## REFERENCES

## **REFERENCES**

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2. City of Tonawanda Agency Meetings.
3. City of Tonawanda Public Meetings.
4. United States Census, ([www.census.gov](http://www.census.gov)).
5. State of Cities Data Systems, (<http://socds.huduser.org>).
6. Willard B. Dittmar, "A History of the City of Tonawanda".
7. Housing Stock Survey by URS Corporation.
8. Assessors Tax Data, City of Tonawanda.
9. State of the Region: Performance Indicators for the Buffalo-Niagara Region in the 21<sup>st</sup> Century, Institute for Local Governance and Regional Growth at the University of Buffalo.

## **APPENDIX A**

### **SUMMARY OF CITIZENS SURVEY RESPONSES**

**SUMMARY OF CITIZENS SURVEY RESULTS**

**Total No.  
Responses to  
Question**

**Question 1**

<b>How would you rate the quality of living in the City of Tonawanda?</b>	Very Good	Good	Poor	No Opinion	
	53 (15.5%)	251 (73.2%)	32 (9.3%)	7 (2.0%)	343

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**Question 2**

<b>Do you believe the cost of living in the City of Tonawanda reflects the amount and quality of services provided?</b>	Absolutely	Somewhat	No	No Opinion	
	55 (16.1%)	200 (58.7%)	70 (20.5%)	16 (4.7%)	341

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**Question 3**

<b>How do you stay informed about current events, both nationally and locally?</b>	Local Radio	Buffalo News	Internet	Local TV News	
	171 (14.1%)	255 (21.0%)	70 (5.8%)	276 (22.7%)	1215
	National TV News 149 (12.3%)	Tonawanda News 184 (15.1%)	City Newsletter 57 (4.7%)	NPR 22 (1.8%)	
	Web Page 10 (0.8%)	Other 21 (1.7%)			

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**Question 4**

<b>What are the areas within the City of Tonawanda that need improvement?</b>	Streets	Spaulding	Water Lines	
	115 (26.8%)	24 (5.6%)	24 (5.6%)	429

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**Total No.  
Responses to  
Question**

**Question 5**

<b>Are you satisfied with the services you receive from the following City Departments?</b>	<b>Yes</b>	<b>No</b>	<b>No Opinion</b>	
<b>Assessor</b>				
Assessment of property value	144 (48.8%)	65 (22.0%)	86 (29.2%)	295
Property tax exemptions	155 (50.0%)	50 (16.1%)	105 (33.9%)	310
<b>Animal Control</b>	237 (69.3%)	30 (8.8%)	75 (21.9%)	342
<b>Building Inspection</b>				
Permits for construction, remodeling	170 (50.3%)	62 (18.3%)	106 (31.4%)	338
Code enforcement	132 (41.6%)	79 (24.9%)	106 (33.4%)	317
<b>City Clerk</b>				
Licenses for dogs, fishing, and marriage	240 (70.6%)	3 (0.9%)	97 (28.5%)	340
Issuance of public information	168 (52.2%)	45 (14.0%)	109 (33.9%)	322
<b>Engineering</b>				
Construction project design & oversight	78 (23.6%)	123 (37.2%)	130 (39.3%)	331
<b>Fire</b>				
First aid	294 (86.0%)	4 (1.2%)	44 (12.9%)	342
Fire suppression	274 (81.8%)	7 (2.1%)	54 (16.1%)	335
Safety inspections	216 (65.1%)	13 (3.9%)	103 (31.0%)	332
<b>Plumbing</b>	117 (36.3%)	57 (17.7%)	148 (46.0%)	322
<b>Police</b>				
Traffic enforcement	270 (79.6%)	45 (13.3%)	24 (7.1%)	339
Response to complaints	261 (77.2%)	29 (8.6%)	48 (14.2%)	338
Crowd control at events	258 (76.6%)	31 (9.2%)	48 (14.2%)	337
Domestic violence program	184 (54.8%)	15 (4.5%)	137 (40.8%)	336
Response time	274 (81.1%)	15 (4.4%)	49 (14.5%)	338

	Yes	No	No Opinion	Total No. Responses to Question
<b>Public Works</b>				
Snow plowing	280 (82.4%)	53 (15.6%)	7 (2.1%)	340
Sidewalk plowing	117 (38.4%)	168 (55.1%)	20 (6.6%)	305
Garbage pick up	281 (82.4%)	54 (15.8%)	6 (1.8%)	341
Recycling	296 (87.1%)	33 (9.7%)	11 (3.2%)	340
Leaf collection	267 (78.5%)	50 (14.7%)	23 (6.8%)	340
Road repair	92 (27.2%)	230 (68.0%)	16 (4.7%)	338
Sidewalk maintenance	93 (27.6%)	218 (64.7%)	26 (7.7%)	337
Street cleaning	232 (68.4%)	83 (24.5%)	24 (7.1%)	339
Tree trimming and removal	159 (47.6%)	122 (36.5%)	53 (15.9%)	334
Maintenance of parks	260 (76.9%)	42 (12.4%)	36 (10.7%)	338
Maintenance of City buildings	250 (73.7%)	24 (7.1%)	65 (19.2%)	339
<b>Recreation</b>				
Kohler pool/youth center	186 (55.9%)	12 (3.6%)	135 (40.5%)	333
Athletic fields	199 (60.7%)	23 (7.0%)	106 (32.3%)	328
Playgrounds	208 (62.8%)	30 (8.7%)	93 (28.1%)	331
Concerts	228 (68.9%)	13 (3.9%)	90 (27.2%)	331
Youth services	160 (48.2%)	43 (13.0%)	129 (38.9%)	332
Adult services	154 (45.8%)	31 (9.2%)	151 (44.9%)	336
Senior services	158 (46.6%)	22 (6.5%)	159 (46.9%)	339
<b>Sewer</b>				
Reliability of system	148 (44.2%)	106 (31.6%)	81 (24.2%)	335
Responsiveness to request for repairs.	111 (33.5%)	52 (15.7%)	168 (50.8%)	331
<b>Traffic and Signal</b>				
Traffic lights	239 (71.6%)	73 (21.9%)	22 (6.6%)	334
Traffic signs	233 (70.4%)	77 (23.3%)	21 (6.3%)	331
Pavement markings	261 (77.9%)	46 (13.7%)	28 (8.4%)	335
Street lights	271 (80.9%)	45 (13.4%)	19 (5.7%)	335
<b>Treasurer</b>				
Collection of taxes and water bills	256 (75.5%)	25 (7.4%)	58 (17.1%)	339
<b>Water</b>				
Water quality	214 (64.1%)	94 (28.1%)	26 (7.8%)	334
Water pressure	187 (55.2%)	129 (38.1%)	23 (6.8%)	339
Responsiveness to request for repairs	115 (34.4%)	51 (15.3%)	168 (50.3%)	334

	Yes	No	No Opinion	Total No. Responses to Question	
<b>Zoning Board of Appeals</b>					
Variances to zoning requirements	99 (30.1%)	33 (10.0%)	197 (59.9%)	329	
<b>Question 6</b>	Very Safe	Safe	Unsafe	No Opinion	
<b>How safe do you feel in the City of Tonawanda?</b>	97 (28.2%)	235 (68.3%)	8 (2.3%)	4 (1.2%)	344
<b>Question 7</b>	Too Many Stop Signs	Delaware/Broad/and Young Intersection	Get Roller-bladers off the Street		
<b>What are your most significant traffic issues (i.e., automobile, pedestrian, bicycle, other) within the City of Tonawanda?</b>	39 (16.5%)	21 (8.9%)	11 (4.7%)	236	
<b>Question 8</b>	Remove Many Signal Lights	Synchronize Signals	Shorten the Lights at Fletcher & Main, Broad & Young		
<b>What suggestion (s) do you have to improve the traffic flow in the City of Tonawanda?</b>	65 (38.0%)	13 (7.6%)	6 (3.5%)	171	
<b>Question 9</b>	Up Keep by the Owners	High Taxes	Code Enforcement		
<b>What do you believe are the most significant housing issues within the City of Tonawanda?</b>	56 (30.3%)	8 (4.3%)	7 (3.8%)	185	
<b>Question 10</b>	Very Good	Good	Poor	No Opinion	
<b>In your opinion, what is the condition of the homes in your neighborhood?</b>	82 (47.7%)	64 (37.2%)	24 (14.0%)	2 (1.2%)	172
<b>Question 10a.</b>	Strongly Agree	Agree	Disagree	No Opinion	
<b>Do you agree with the following statement? Is there a strong demand for different types of housing?</b>	27 (9.2%)	131 (44.9%)	91 (31.2%)	43 (14.7%)	292

<b>Question 10b.</b>	Senior Apts.	Single Family- Middle Income	Single Family- Starter	Single Family- Executive	<b>Total No. Responses to Question</b>
<b>If you agree with the statement in Question 10a, please indicate what type of housing.</b>	65 (21.5%)	87 (28.8%)	44 (14.6%)	22 (7.3%)	
	Townhouses/ Condos 31 (10.3%)	Assisted Living Facilities 49 (16.2%)	Other 4 (1.3%)		302
<b>Question 11</b>	High Taxes	Ability to Lure Industry to the City	Loss of Industry		
<b>What do you believe are the most significant economic issues within the City of Tonawanda?</b>	35 (15.2%)	24 (10.4%)	13 (5.6%)		231
<b>Question 12</b>	Yes	Somewhat	No	No Opinion	
<b>Would you support an increase in tourism as a way to the improve the economic condition of the City?</b>	147 (45.8%)	102 (31.8%)	50 (15.6%)	22 (6.9%)	321
<b>Question 13</b>	Spaulding Fibre	Downtown- Commercial Shopping	Main Street- Commercial/Recr eational Use		
<b>Please identify three locations where new development and/or redevelopment could occur and list what type of development you would desire (e.g., commercial, industrial, recreational, residential, open space, etc.).</b>	81 (28.4%)	10 (3.5%)	6 (2.1%)		285
<b>Question 14</b>	Too Much	Just Right	Not Enough	No Opinion	
<b>What is your opinion about the amount of parkland in the City of Tonawanda?</b>	17 (7.4%)	144 (62.3%)	40 (17.3%)	30 (13.0%)	231
<b>Question 15</b>	Yes	Somewhat	No	No Opinion	
<b>Do you feel that the City of Tonawanda maintains their existing parkland properly?</b>	190 (56.7%)	112 (33.4%)	20 (6.0%)	13 (3.9%)	335



					<b>Total No. Responses To Question</b>
<b>Question 16</b>	Niawanda Park	Longs Point	Mullen School		
<b>Which park do you use most?</b>	196 (58.3%)	6 (1.8%)	9 (2.7%)	90 (26.8%)	
	Eastern Park	Clinton Park	Ives Pond	Luksin	
	10 (3.0%)	3 (0.9%)	9 (2.7%)	3 (0.9%)	
	Fletcher	Other			
	4 (1.2%)	6 (1.8%)			336
<b>Question 17</b>	Too Much	Just Right	Not Enough	No Opinion	
<b>What is your opinion about the amount and type of recreational activities?</b>	3 (0.9%)	132 (40.7%)	123 (38.0%)	66 (20.4%)	324
<b>Question 18</b>	Yes	Somewhat	No	No Opinion	
<b>Do you feel that the City of Tonawanda provides high-quality recreation programs?</b>	75 (23.0%)	126 (38.7%)	56 (17.2%)	69 (21.2%)	326
<b>Question 19</b>	Kohler Pool	Parks	Boys & Girls Club of the Tonawandas		
<b>Which recreational programs do you use most?</b>	26 (19.7%)	19 (14.4%)	11 (8.3%)		132
<b>Question 20</b>	Yes	Somewhat	No	No Opinion	
<b>Is it important to preserve the history of the City of Tonawanda?</b>	226 (67.9%)	74 (22.2%)	14 (4.2%)	19 (5.7%)	333
<b>Question 20a</b>	Erie Canal	Long Homestead	Historical Society Building		
<b>If you answered yes, in your opinion, what are the most historically significant items to preserve?</b>	112 (40.9%)	31 (11.3%)	16 (5.8%)		274
<b>Question 21</b>	Safe Place to Live/Low Crime	It is a Peaceful & Quiet Area	People	Other	
<b>What do you like most about living in the City of Tonawanda?</b>	57 (15.5%)	52 (14.2%)	37 (10.1%)	221	367

## **APPENDIX B**

### **PROPOSED MISSION STATEMENTS**

## **CITY DEPARTMENT PROPOSED MISSION STATEMENTS**

### **A. Mayor's Mission Statement**

To provide the vision, leadership, motivation and resources that will foster a progressive and innovative environment in which the City and its individual departments, can effectively pursue their respective missions.

#### **Key Results Areas (KRA's)**

1. Provide resources without increasing the cost to taxpayers by securing grants and other funding from outside sources. Goal is 25% increase in outside revenues.
2. Provide professional management training for department heads. Goal is one professional seminar for each department head per year plus 16 hours of specialized training per year, e.g. computer training, project management, public relations, etc. Also seeking to increase department heads understanding of their respective roles under the new Charter.
3. Actively pursue economic development opportunities for canal development. Secure a tour boat operator and outdoor vendors for the canal area. Continue efforts with the ECIDA to develop Spaulding site and development of other Brownfield sites with the city.
4. Develop community pride by increasing awareness of our historical significant with new signage and brochures. Also continue to pursue Tonawanda High School Alumni Hall of Fame, increase news releases from my office to at least 2 articles per month, focusing on positive activities with in the city and maximize the public involvement in the Master Plan process.

### **B. Assessors Office Mission Statement**

“To support the Real Property Tax Laws of the State of New York, and to provide prompt, courteous, fair, and skillful assistance to the citizens of the City of Tonawanda in the administration of these laws.

### **Key Area Issues**

1. Reduce misunderstanding of requests for information to 0 tolerance.
2. Response time for request of information is at a high level now and I wish to continue this level.
3. Upgrade community awareness of the Assessment Administration through work sessions, civic group meetings, newspaper and personal interaction.
4. Continuous training of all staff members by attending seminars, as well as in-office sessions.
5. Seek funding through programs offered by the State of New York Office of Real Property Services, such as Maintenance Aid and the Assessment Equity Programs.

### **C. Building Department Mission Statement**

To provide the City of Tonawanda with a professional and reliable building inspection department that will enforce the ordinances of this City and State in an expedient and fair manner, so as to protect the health and welfare of the community.

### **Key Results Areas**

The City of Tonawanda Building Department will seek to improve in the following areas:

1. Provide further computer skill training in Microsoft Word for the secretary.
2. Increase housing maintenance inspections by 15%.
3. Reduce time for court case settlement from 90 days to 60 days.

**D. City Clerk's Mission Statement**

It is the mission of the City Clerk's Office to serve the public on a daily basis with efficiency, courtesy and a willingness to assist the citizens and employees of the City of Tonawanda; while, preserving, maintaining, and providing access to vital records, personnel files and numerous licenses, laws and resolutions of the City.

The City Clerk shall promote and nurture a good working relationship between the Common Council and the Mayor for the betterment of government in the City of Tonawanda.

**Key Results Areas**

The City Clerk will seek to improve:

1. Personnel files (eventually 100% in one place)
2. Cemetery records (compile 4 different sets of records)
3. Contracts, agreements and bids (all on file in the City Clerk's Office)
4. Vital statistics (find a program that meets our needs)

**E. City of Tonawanda Engineering Department Mission Statement**

The City of Tonawanda Engineering Department shall perform professional design, construction, and administration of improving waterlines, storm and sanitary sewer lines, roadways, bridges, and other potential projects. The Department shall use the latest in technology and engineering techniques to improve service and reduce cost. Prioritizing, planning, and building the City's infrastructure presents a constant challenge because of its age and condition. We continually strive to meet the needs of City residents, businesses, and departments by responding to information requests.

### **Key Results Areas**

1. Eliminate all undersized (4-inch or 6-inch) cast iron waterlines in the City (currently a six page list; attempt to remove a page every 5 years).
2. Fulfill the terms of the NYSDEC Sanitary Sewer Consent Order; includes the rehab of one pump station and corrective sewer work in one remaining specific area of the City.
3. Update City engineering records 1 – 2 hours every week; investigate the upgrade of GIS software to ArcView Version 3.2 or ArcView FM.
4. Establish 25 or 50 year plan for infrastructure improvements that can be fine-tuned to accompany the current 5-year Capital Plans.

### **F. City of Tonawanda Fire Department**

To improve the quality of life within the City of Tonawanda using good code enforcement practices and fire prevention education programs, along with providing protection of life and property threatened by fire, medical emergencies, hazardous materials, severe weather conditions, and all other natural or manmade catastrophes, with the resources provided to us.

### **Key Results Areas**

1. Reduce the number of fire deaths in the City by educating the public in proper use of smoking materials and cooking fires. We have had two deaths involving seniors. Target senior citizens. Conduct fire safety for the aging at the Tonawanda Senior Citizens Center at Tonawanda Housing Center. Conduct exit drills at Tonawanda Towers. Zero deaths last year.
2. Reduce firefighter's injuries on fire ground by improved training, SOP's, improved turnout gear and self-contained breathing apparatus. Goal: stop burns, smoke inhalation. Increased training with SCBA's, purchased new up-to-date SCBA's. Rewrote SOP's that all firefighters in Immediately Dangerous to Life and Health (DLH) atmosphere be in full turnout gear. Total fire ground injuries in 1999 were three. Two were exposure to fire products: 1) burned ears; ear flaps in place, no hood

worn and 2) burned knee; off-shift wearing old NFPA compliant gear kneeled on burning material. The third was frostbite to hands: Officer needed to operate radio. New style gloves were purchased to work in conjunction with turnout gear. There were ten injuries in 1995 and three in 1999.

3. On-going training program of teaching children in grades K-8, fire safety programs: Edith, Call 911, Kitchen Safety, Stop Drop and Roll, Crawl, and Check batteries in Smoke Detectors. No fatalities involving young persons and no injuries since 1995.
4. Juvenile Fire Prevention, Response and Education. It is estimated that 50% of all incendiary/suspicious fires are attributed to juveniles. Working with young people to show proper use of fire; young persons, three years old and up to 15 years of age; curiosity to adolescent. Get into homes, find the problem, and teach or get proper assistance. There were thirteen incidents in 1995, and only nine in 1999. This is mainly due to the fact, we are no longer working with youths who are smoking.

All of these results could change at any time.

#### **G. City of Tonawanda Department of Parks**

The City of Tonawanda Department of Parks is dedicated to serving the residents of the Tonawanda Community by creating an aesthetically pleasing and safe environment. We are responsible for providing a passive recreation setting while maintaining, beautifying, and preserving park areas and waterways throughout the City.

#### **Key Results Areas**

The City of Tonawanda Parks Department will seek to improve in the year 2000, the following areas:

1. *Safety* – We will replace all five (5) pieces of play apparatus in Veterans Park so we will be in compliance with all Federal and State safety standards.
2. *Facilities* – We will improve the conditions of the park shelters and restrooms in Veterans Park and the restrooms in Niawanda Park.

3. *Forestry* – We will reduce the amount of dead trees along our city streets by removing forty (40) trees. We will add approximately fifty (50) new trees to our street landscape.
4. *Staff Development* – We will provide training to 50% of our employees to improve their skills and efficiency in their work, by sending them to work-related seminars such as turf and landscaping and equipment repair.

#### **H. City of Tonawanda Police Department**

The mission of the City of Tonawanda Police Department is to create and maintain a multifaceted approach to community wellness while using a proactive approach in dealing with problems faced in the community. Its members will strive to protect all persons within the City to be free from criminal attack, secure in their possessions and the right to live in peace by effective Law Enforcement operations. Productive, cooperative relationships with the citizens of this city through crime prevention, education, and partnership programs as well as other intervention and outreach programs in our schools and other community organizations will form a solid foundation for these linkages. Each member of this department will make the concerns of the community their own and must be willing to contribute to solutions as able within their role as a Police Officer.

##### **Key Results Areas**

1. Anger Reduction and Management Training.
2. School Based Partnerships to better deal with Juvenile/Young Adult Problems.
3. Upgrade Records/Dispatch for more efficient and quicker records management.
4. Continue developing and improving Community Relationships.

#### **I. Department of Public Works**

The Department of Public Works will provide a safe, clean and efficient operation that maintains streets, sidewalks and sewers within the City's right-of-way, reacts to Resident's inquires, provides a Refuse and Recycling Operation, and responds to all weather related conditions.



## **Key Results Areas**

1. *Provide services with less personnel*
  - Prioritize job assignments
  - Minimize number of workers per job
  - Work with Mayor to establish minimum number of employees for the department
  
2. *Improve vehicle maintenance records*
  - Update computer equipment
  - New maintenance program and vehicle repair record sheet
  - Printer
  
3. *Building appearance improvements*
  - Planning
  - Set date of work
  - Order material
  
4. *Vehicle replacement program*
  - More input from mechanic
  - Vehicle repair records
  - Lease/buy option
  - Vehicle needs

## **J. City of Tonawanda Recreation Department**

The City of Tonawanda Recreation Department's mission is to provide a comprehensive recreation and park program suitable to the needs and interests of its residents in a safe leisure environment. We will strive to provide, assist and coordinate community resources to implement services and programs for youth, adult, and senior groups, related to the well-being of the City's residents in a professional, efficient, and courteous manner.

## **Key Results Areas**

The Recreation Department will seek to improve in the following five (5) areas:

### *1. Use of Technology*

- a. Marketing techniques will improve with use of computer software, such as Publisher.
- b. Data collection will be more thorough and accurate by the addition of bar codes to recreation passes to monitor amount and type of usage.
- c. HVAC software will be installed at the Kohler Pool/Youth Center facility to more efficiently adjust settings and significantly decrease the need to call on outside contractor.

### *2. Professionalism of Staff*

- a. Staff training will be provided in the areas of public management; the department's mission statement and objectives; and standard operating procedures to provide clear expectations, direction, and procedures.
- b. Sexual harassment training will be provided to the staff to identify and prevent inappropriate behavior in the work place; to aid seasonal staff in preparing for future employment opportunities; and create respect among employees which, will result in a more professional staff.

### *3. Coordination with Community Resources*

- a. Particular attention will be given to the coordination of activities with the Boys and Girls Club to expand youth services while not duplicating programming.
- b. Voids or needs in services will be identified by coordinating with community groups such as the Family Assistance Center and the Youth Board, and the Police and Fire Departments, which will result in new or expanded services such as youth intervention or parent support programs.

- c. Local sports organizations, both private and school related, will be linked to recreation short and long-range planning to meet the demands of the residents.

4. *Efficiency of Operations*

- a. Explore the cost of moving department offices to 291 Kohler Street to eliminate duplication of equipment/supplies; improve convenience for the residents; enable proper supervision of seasonal employees; and eliminate confusion with duplicated paperwork.
- b. Use the new data to evaluate programming; possibly increase grant funding; and evaluate budget funding.
- c. Create a standard operating procedure regarding the use of computers and hardware to eliminate employee confusion, make files easier to locate, and increase the life of the computers.
- d. More frequent meetings will be held between the Director of Recreation and seasonal supervisors so that problems can be handled more expediently and adjustments can be made.
- e. Devise an operational and safety manual to improve working conditions, reduce accidents, decrease liabilities, and reduce “loss” time.

5. *Maintenance of Facilities*

- a. Evaluate the conditions of facilities in order to prioritize maintenance with regard to safety, liability concerns, improvements, aesthetics, and costs by devising and implementing a regular inspection plan.
- b. Prevent the deterioration of facilities by devising and implementing a preventive maintenance schedule and procedures for reporting unsafe conditions and equipment.
- c. Explore ways of reducing maintenance time and costs through use of maintenance procedures and/or equipment.

**K. Traffic and Signal Department**

The City of Tonawanda Traffic and Signal Department is dedicated to serving the public in the operation of traffic control. We will serve our citizens with efficiency, courtesy and make it our responsibility to stay current with technology.

**Key Results Areas**

The Traffic and Signal Department will attempt to improve:

1. The traffic systems by obtaining funding for the newest technology.
2. Training for employees to keep them in touch with new technology also for the latest safety techniques.
3. Creating a better maintenance program using better record keeping methods and with better employees knowledge of the VNT laws through IMSA training seminars.

**L. City Treasurer**

The City Treasurer's Office will coordinate all financial responsibilities of City government at a level that will allow its Elected Officials and Department Heads to make intelligent, informed decisions regarding the direction of the City. Included in these functions are the management of cash resources, budgetary development, control, and reporting, collection of revenues and disbursement of expenditures. At all times this department will serve the public in a courteous and professional manner.

**Key Results Areas**

1. Maximize returns on investments, increase by 3% over previous year.
2. Continued revision and enhancement of 5 year financial plan by reviewing long range projections with Department Heads, 2 meetings per year with Department Heads.

3. Decentralization, review and streamlining of City purchasing process, install purchase order module of accounting software and training departments.
4. Staff training and development, attendance at one/two day WORD or EXCEL type seminars.

**M. Water and Wastewater Department**

The City of Tonawanda Water Department will provide clean and potable water which meets or exceeds all current water quality regulations and standards, for drinking, bathing, recreational and municipal purposes. The Department is responsible to maintain an efficient distribution and water pumping operation. All employees of the Department will assist the citizens of our City in a courteous and professional manner in dealing with water problems.

The City of Tonawanda Wastewater Department will provide sanitary conditions for the residents of the City by maintaining the equipment at the six Lift Stations and the Wastewater Pumping Station, and by doing whatever is necessary during storms and surcharge conditions to keep flooding and basement backups from occurring. The employees of the Department will service and assist the citizens in a courteous and professional manner in dealing with sewage problems.

Key Results Areas

The Water and Wastewater Departments will seek to improve in the following areas:

1. Technology
2. Productivity (maintenance and projects)
3. Priorities (prioritize work/projects)
4. Time Management.

**APPENDIX C**

**CITY OF TONAWANDA  
5-YEAR CAPITAL IMPROVEMENTS PLAN (FY2001-2002)**

# Memo

**To:** Department Heads

**From:** Don Witkowski, Administrative Assistant *DW*

**Date:** May 24, 2001

**Re:** Five Year Capital Plan

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Enclosed for your information is the City of Tonawanda Five Year Capital Plan for the period 2002 – 2006 along with the Mayor's Capital Plan message. The Five Year Capital Plan was introduced and modified by the Mayor, and was then adopted by the Common Council on May 22, 2001.

## **CAPITAL PROJECTS REPORT TO COMMON COUNCIL FOR 2002-2006 FIVE-YEAR CAPITAL PLAN**

**Last year I reported my deep concern with our financial ability to carry out an ambitious capital program. I am happy to report that due to the receipt of additional revenue, we are back on track and able to move ahead. Our tax base has begun to show a slight increase and much of our General Fund debt will be retired or transferred to other funds by the year 2003. ( 2003 would be 1<sup>st</sup> yr for a principal payment on new debt.)**

**In particular, I am recommending that we bond additional street repair along with the repairs to the Niagara River retaining wall. The list of street is attached with the understanding that changes will be made as we go along because street conditions may change but the commitment will still be there in terms of dollars. At the end of 2005, we will have addressed all the streets in the city including the dead ends. We can fit in the three public parking areas as need be.**

**The retaining wall project is still in design stage at the US Army Corp of Engineers. It is funded by the federal government as a shoreline stabilization project. Best case scenario we will have a cost estimate and design decision by end of the month which work starting this fall. USACE program requires a 35% match from the City and the maximum allocation from the USACE is one million...or 65% which ever is less. If you've been near the area this spring, you know how much worse it has become so we can not delay once the design has met with final approvals.**

**Ellicott Creek improvements were put on the back burner once the Delaware Bridges were shut down. Funding has been secured from the NY Dept. of State for \$50,000 with a \$50,000 match from the General Fund. Survey work has been completed and design work is underway. Trowbridge & Wolf are the landscape architects working on the design. They also designed the Gateway Harbor so Ellicott Creek and Gateway**



should be a seamless and continuous harbor area. We are also awaiting additional funds for expanded docks by the Homestead.

Also of note: Figures have NOT been adjusted for inflation.  
Projects listed will be included in the Master Plan

In conclusion, I think our planning efforts have paid off. We have a good picture of the needs of the community and can continue to improve the quality of life of our residents by sticking to a well thought out long range capital plan.

CITY OF TONAWANDA  
 FIVE YEAR CAPITAL PROGRAM  
 2002 TO 2006  
 SUMMARY OF 2002 PROJECTS

OFFICE OF THE MAYOR  
 Introduced March 30, 2001  
 Modified May 22, 2001

COMMON COUNCIL  
 Adopted May 22, 2001

<u>Project Descriptions</u>	<u>Fund</u>	<u>Funding Source</u>	<u>2002 Budget Cost</u>	<u>Total Project Cost</u>
Main Street Paving	General	Grants/Bond	\$ 0	\$ 500,000
Resurface Various Residential Streets (CHIPS)	General	Operations	\$ 100,000	\$ 325,000
City Hall parking lot improvements	General	Operations	\$ 15,000	\$ 15,000
Public Works garage roof replacement	General	Operations	\$ 150,000	\$ 400,000
Public Works garage door replacement	General	Operations	\$ 4,500	\$ 27,000
All City buildings ADA compliance	General	Operations	\$ 20,000	\$ 20,000
City Hall elevator installation	General	Grant/Operations	\$ 100,000	\$ 100,000
Fire Department Headquarters bottled air fill station installation	General	Grant	\$ 0	\$ 32,000
Fire Department Headquarters ceiling, wall, lighting, door rehab	General	Grant/Operations	\$ 0	\$ 52,000
Library carpeting installation	General	Grant/Operations	\$ 6,000	\$ 12,000
Ives Pond Park renovations	General	Grant/Operations	\$ 0	\$ 97,000
Veterans Park shelter installation/rehabilitation	General	Grant/Operations	\$ 20,000	\$ 170,000
Wales Ave. landfill recreation reuse	General	Private	\$ 0	\$2,000,000
Kohler Youth Center office space addition	General	Grant	\$ 0	\$ 100,000
River retaining wall repairs	General	Grant/Operations	\$ 50,000	\$1,800,000
Wales Ave. landfill post closure monitoring	General	Operations	\$ 30,000	\$ 600,000
City Hall line up parking lot/road entry with Bouck Street	General	Operations	\$ 75,000	\$ 75,000
Con Can site rehab and improvements	General	Operations	\$ 30,000	\$ 180,000
Sidewalk repairs	General	Operations	\$ 75,000	\$ 450,000
Building demolitions	General	Operations	\$ 15,000	\$ 70,000
Ellicott Creek shoreline improvements	General	Grant/Operations	\$ 100,000	\$ 200,000
		<b>General Fund</b>	<b>\$ 790,500</b>	
		<b>Total</b>		

<u>Project Descriptions</u>	<u>Fund</u>	<u>Funding Source</u>	<u>2002 Budget Cost</u>	<u>Total Project Cost</u>
Main Street water line replacement	Water	ECWA	\$ 0	\$ ?
Back Flow Prevention installation on City buildings	Water	Grant/Operations	\$ 50,000	\$ 100,000
Hydrant replacement	Water	Operations	\$ 45,000	\$ 110,000
		<b>Water Fund</b>	<b>\$ 95,000</b>	
		<b>Total</b>		
Young Street lift station inflow line and pump replacement	Sewer	Bond	\$ 0	\$ 50,000
Young Street lift station bypass pump upgrade	Sewer	Operations	\$ 25,000	\$ 25,000
Sewer Lines manhole replacement	Sewer	Operation	\$ 50,000	\$ 250,000
Sewer lines TV 5,000 ft.	Sewer	Operations	\$ 12,500	\$ 62,500
Luksin St. lift station outflow line replacement	Sewer	Bond	\$ 0	\$ 100,000
Two Mile Creek Road sewer line installation	Sewer	Bond	\$ 0	\$ 900,000
		<b>Sewer Fund Total</b>	<b>\$ 87,500</b>	
		<b>Total All Funds</b>	<b>\$ 973,000</b>	

CITY OF TONAWANDA		COMMON COUNCIL				OFFICE OF THE MAYOR				
FIVE YEAR CAPITAL PROGRAM		Adopted May 22, 2001				Introduced March 30, 2001				
2002 TO 2006						Modified May 22, 2001				
GENERAL FUND [ G F ]										
A.) STREETS	project					proposed	proposed	proposed	proposed	proposed
Project Description	total cost	1998	1999	2000	2001	2002	2003	2004	2005	2006
1.) Delaware st. paving [federal,state, General Fund]	1,200,000		x	x						
2.) Main st. paving [ State, General Fund]	500,000					x				
3.) Young st. paving [ ECWA, State, General Fund]	325,000	x		x			x			
4.) Niagara st. paving [ federal, state ]	1,000,000	x								
5.) Maldiner st. resurfacing [ GF ]	67,000		x							
6.) Franklin st. reconstruction [ G F ]	850,000							x		
7.) Amsterdam ave. resurfacing [ GF ]	62,100		x							
8.) Hinds st. partial reconstruction [ G F ]	920,000				x					
9.) Resurface residential streets in house [chips, GF]	325,000 yr	x	x	x	x	x	x	x	x	x
10.) Niawanda park - pave road, parking lot [G F]	37,000	x		x						
11.) City hall parking lot improvements [ G F ]	15,000					x				
12.) Kohler pool pave parking lot [ G F ]	20,000							x		
13.) Ives pond park parking imp tennis ct, soc fld [GF]	20,000				x					
14.) Eastern park pave parking lot [ G F ]	16,000								x	

A.) STREETS	project					proposed	proposed	proposed	proposed	proposed
Project Description	total cost	1998	1999	2000	2001	2002	2003	2004	2005	2006
15.) Veterans park pave road, drainage [G F, VetPk Fd]	50,000		x							x
16.) Veterans park pave parking lot, add parking [GF]	50,000							x		
17.) Fletcher st. - repair box culvert [ G F, Grant]	220,000						x			
18.) Fremont st. bridge reconstruct [ federal, state, GF ]	1,000,000	x								
19.) TCM bridge reconstruction, paving [state]	xxx	x	x							
20.) Delaware st. bridges reconstruct [federal, state, GF]	2,534,000			x	x					
21.) Pave various streets - Grove Pl, Grove Ter, Loretta Broughton. (Kohler, Hill, Hill Pl, Catherine, Grand completed) [General Fund]	1,076,000	x	x				x			
22.) Two Mile Creek rd. reconstruction [state, county, GF]	700,000			x						x
23.) Niagara st. - repair twomile creek bridge [state, GF]	300,000						x			

City of Tonawanda  
 Five Year Capital Program  
 2002 to 2006  
 General Fund

A.) Streets – Details of Street Repair Program

<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Dodge	Frederick Ct.	Cranbrook	Follette **	Ellicott Crk.**
Lincoln	James	Cranbrook Ext.	Luksin **	William
Pershing	Fillmore	Canton (P)	Adam	King
Hackett	Penarrow	DeKalb	Brookside	Ilion (P)
Hamilton	Wales	Broughton	Clark	Simson
Hinds * *	Prospect	Virginia	Murray	E. Niagara
Edith	Court	Walter	Moyle	
Morgan (P)	Main **	Franklin**		
Canton (P)		Schuler		
		Sharon		
		Broad		
		Morgan (P)		
\$350,061 DPW	\$369,940 DPW	\$340,583 DPW	\$333,661 DPW	\$313,216 DPW
<u>\$435,712 BOND</u>	<u>\$507,000 BOND</u>	<u>\$271,666 BOND</u>	<u>\$286,361 BOND</u>	<u>\$287,083 BOND</u>
<b>TOTAL \$785,773</b>	<b>TOT. \$876,940</b>	<b>TOT.\$612,249</b>	<b>TOT.\$620,022</b>	<b>TOT. \$600,299</b>

- Recommend \$3 million bond:

\$1.8 million in projects,+ inflation, +City parking lots, +funds to match Erie County Water Authority road work.

- Bond half the cost of Young St., cost unknown? Street must have waterline – ECWA will share cost 50/50 on road.

- Costs not adjusted for inflation.

- DPW in-house road work funded from General Fund & CHIPS (state \$).

\*\* PROJECTS REQUIRING BONDING. Bonded projects to be bid out.

(P) Only part of the street will be repaired.

CITY OF TONAWANDA										
FIVE YEAR CAPITAL PROGRAM										
2002 TO 2006										
GENERAL FUND [ G F ]										
<b>B.) BUILDINGS</b>	project					proposed	proposed	proposed	proposed	proposed
<b>Project Description</b>	<b>total cost</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
1.) Public works garage - replace roof [General Fund]	400,000	x		x	x	x	x	x		
2.) Public works garage - replace doors [General Fund]	27,000	x	x	x	x	x	x			
3.) All City buildings - ADA compliance [General Fund]	20,000 yr		x		x	x	x	x	x	x
4.) Library - air conditioning chiller [GF]	15,000			x						
5.) All City buildings-energy efficiency improv[state,GF]	322,000			x						
6.) Fire dept. buildings - exhaust removal systms [GF]	32,000				x					
7.) Fire dept. headqtr,station2 - truck bay floor [ G F ]	35,000				x					
8.) Fire dept. station3 - employee quarters [ G F ]	15,000						x			
9.) Long homestead-repair found.,wall,wind. [state,GF]	40,000	x	x		x	x				
10.) Historical soc.-repair furnace,roof,wind.[state,GF]	30,000			x	x					
11.) City buildings - roof repairs-police station,fire sta.2 niwanda restrm, library(incl heat system) [G F]	170,000	x	x	x	x					
12.) City hall - lightng,sidwalk,landscp, foyer wall [G F]	15,000	x	x							
13.) Library - tuckpointing [G F]	110,000							x		
14.) Fire headquarters - expand/consolidate [ G F ]	3,500,000							x	x	x

<b>B.) BUILDINGS</b>	project					proposed	proposed	proposed	proposed	proposed
<b>Project Description</b>	<b>total cost</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
15.) City Hall - electrical system upgrade [GF]	50,000									x
16.) City Hall - install elevator [G F, CDBG]	100,000					x				
17.) Fire Dept. HQ - install bottled air fill station [state]	32,000					x				
18.) Fire Dept. HQ - refurbish ceiling,walls,lights,doors [ G F, State, Federal ]	52,000					x				
19.) Library - replace carpeting [GF, County]	12,000					x				
20.) Senior Center - relocate facility [State, GF]	1,000,000							x		



CITY OF TONAWANDA										
FIVE YEAR CAPITAL PROGRAM										
2002 TO 2006										
GENERAL FUND [ G F ]										
C.) PARKS AND RECREATION	project					proposed	proposed	proposed	proposed	proposed
Project Description	total cost	1998	1999	2000	2001	2002	2003	2004	2005	2006
1.) Ives Pond Park-renovations- SP craft bldg, soccer fld, basketball ct [ GF,state]	97,000				x	x				
2.) Veterans Park - renovations - softball fld4 bleachers, fence, ballfield3 rehab, ballfield2 fence, shelters 3,4,5 rehab, construct new shelter [state, private, G F]	170,000	x	x	x		x	x			
3.) Niawanda Park - renovations - boat launch,docks, bandshell, concession trailer [ state, G F ]	45,000		x	x				x		
4.) East Niagara Park - renovations - basketball ct, ballfld2,football fld, maint/craft/restrm bld [state]	43,000								x	
5.) Kohler Youth Center - construct gym [state, G F]	150,000						x			
6.) Wales Landfill - recreational reuse[state,private,G F]	xxx					x	x	x	x	
7.) Kohler Youth Center-office space addition [state]	100,000					x				

CITY OF TONAWANDA										
FIVE YEAR CAPITAL PROGRAM										
2002 TO 2006										
GENERAL FUND [ G F ]										
D.) MISCELLANEOUS	project					proposed	proposed	proposed	proposed	proposed
Project Description	total cost	1998	1999	2000	2001	2002	2003	2004	2005	2006
1.a.) River retaining wall-repair [federal,state,Gen Fund]	1,800,000		x		x	x				
1.b.)River retain wall-emergency repair[state,Gen Fund]	50,000					x				
2.) Wales landfill - closure [state, General Fund]	3,600,000		x	x	x	x				
3.) Wales landfill - 30 year post closure monitor [ G F ]	30,000 yr					x	x	x	x	x
4.) City hall -line up front entry road with Bouck St.[GF]	75,000					x				
5.) Computers - year 2000 compliance [G F ]	10,000	x	x							
6.) Cemetary - improvements [ state ]	40,000	x					x			
7.) Con Can - site rehab and improvements [G F ]	30,000 yr	x	x	x	x	x	x			
8.) Canal Development + Harbormaster site [State, Thruway auth.,County,Comm. Dev.,Gen Fund]	1,760,000	x	x	x	x	x				
9.) Public works garage - replace fuel tanks [ G F ]	15,000	x								
10.) Fire dept.(Delaware Hose)-remove fuel tanks [G F]	7,000	x								
11.) Municipalization of gas, electric (under study)	xxx			x	x					
12.) Sidewalk repairs [G F]	75,000 yr			x	x	x	x	x	x	x
13.) Building Demolition [G F]	35,000 yr				x	x	x	x		

	project					proposed	proposed	proposed	proposed	proposed
Project Description	total cost	1998	1999	2000	2001	2002	2003	2004	2005	2006
D.) MISCELLANEOUS										
14.) Ellicott Creek Improvements [G F, State]	200,000				x	x				

CITY OF TONAWANDA										
FIVE YEAR CAPITAL PROGRAM										
2002 TO 2006										
WATER FUND [ W F ]										
	project					proposed	proposed	proposed	proposed	proposed
Project Description	total cost	1998	1999	2000	2001	2002	2003	2004	2005	2006
1.) Water line replacement - Adam, Young, Niagara Gibson, Morgan, Franklin, Main [WF, ECWA]	2,900,000		x	x	x	x				
2.) Water line replace - Delaware, Ilion [Water Fund]	1,500,000		x	x						
3.) Water line replacement - in house (1000'/yr) [W F]	70,000 yr									
4.) Water intake and pipe - inspection [W F, County]	15,000	x								
5.) Water line - emergency interconnects [ W F ]	250,000			x						
6.) Roof repair - plant, pump station [W F]	15,000	x	x							
7.) Water plant - study [ county ]	140,000	x	x	x	x					
8.) Water meters - replacement [ W F , S F, ECWA ]	1,000,000		x	x	x	x				
9.) Water line extension-Two Mile Creek Rd[WF, State]	590,000						x			
10.) Water line replacement - Grant St. [GF, CDBG]	180,000		x							
11.) Hydrant and Valve replacement [ W F ]	45,000 yr			x	x	x	x			
13.) Water Intake - disable/mothball [County, State]	75,000						x			
14.) Water Plant - decommission/demolish [County,St]	250,000						x			
15.) Hackett Water Storage Tank-demolish [County,St]	75,000						x			

WATER FUND [ W F ]										
Project Description	project total cost	1998	1999	2000	2001	proposed 2002	proposed 2003	proposed 2004	proposed 2005	proposed 2006
16.) Outside Water Maint. Facility and holding tanks - demolish/removal [County, State]	250,000						x			
17.) Backflow Preventors installation in city bldgs [WF, County]	50,000					x				
Projects Eliminated if ECWA takes over water system										
18.) Water plant-replace motor,high serv pump2 [W F]	40,000									
19.) Water plant - replace motor,low serv pump2 [W F]	20,000									
20.) Water plant - refurbish filter 1 [W F]	60,000									
21.) Old sewage plant - repair wall [ W F ]	10,000									
22.) Water tower painting - Hackett St. [ W F ]	100,000									

CITY OF TONAWANDA										
FIVE YEAR CAPITAL PROGRAM										
2002 TO 2006										
SEWER FUND [ S F ]										
Project Description	project					proposed	proposed	proposed	proposed	proposed
	total cost	1998	1999	2000	2001	2002	2003	2004	2005	2006
1.) Sewer lines-TV,test,seal,relina,replace (6205') Fletcher, Gath ter., Hacket, Duffy, Karen, Sharon, Hamilton, Clark, Patton, Hinds [SF]	1,000,000		x	x	x					
2.) Filmore St. Lift Station - renovation [Sewer Fund]	250,000		x	x	x					
3.) Luksin Pump Station-replace inflow line [ S F ]	50,000				x					
4.) E.Niagara Lift Station-replace enclosure [ S F ]	5,000			x	x					
5.) Main Lift Station - replace pump #3, controls [SF]	140,000				x					
6.) Main Lift Station - inspect and repair roof [ S F ]	5,000						x			
7.) Main Lift Station - install effluent flow meter [ S F ]	10,000				x					
8.) Main Lift Station-upgrade/replace pump#2 & drive	150,000						x			
- replace controls [ S F ]	30,000						x			
- upgrade/replace pump#1 & drive	160,000								x	
9.) Young St. Lift Station - replace inflow sewer line, replace pump [ S F ]	50,000					x				
10.) Young St. Lift Station - upgrade bypass pump discharge line [ S F ]	25,000					x				
11.) Sewer lines - Manhole replacement (50yr) [SF]	50,000 yr					x	x	x	x	x

SEWER FUND [ S F ]										
Project Description	project					proposed	proposed	proposed	proposed	proposed
	total cost	1998	1999	2000	2001	2002	2003	2004	2005	2006
12.) Sewer lines - TV 5,000ft per year [SF]	12,500 yr					x	x	x	x	x
13.) Luksin Pump Station - replace outflow line [S F]	100,000					x				
14.) Two Mile Creek Rd -sewer line extension[SF, state]	900,000					x				

**APPENDIX D**

**2001 RECREATION DEPT. PROGRAMS AND SERVICES,  
AND  
PARK INVENTORY**



## **2001 RECREATION DEPARTMENT PROGRAMS & SERVICES**

### **I. YOUTH SUMMER PROGRAMS:**

#### **A. PLAYGROUND PROGRAMMING**

1. Nine playground sites supervised from 10am-4pm, Monday through Friday, end of June to middle of August.
2. Daily craft, social, and game activities.
3. Weekly special events on each site.
4. Local activities are planned, such as a bike trip.
5. Arts & Crafts Instructor visits each site three times/week for special project activities.
6. Two-four field trips are offered each summer for a nominal fee.
7. Year-end playground party will be offered.

#### **B. YOUTH PROGRAMMING**

1. **TENNIS LESSONS** (Recreation pass is required)
  - a. Pee Wee Program for 4-7 year olds.
  - b. Youth lessons are ages 8-17.
2. **GIRLS SOFTBALL** (Recreation pass is required)
  - a. Kiwanis Kids Instructional Program for girls current in 1<sup>st</sup> grade (6 weeks). Instructors, equipment, and awards are provided.
  - b. Kiwanis League for girls currently in 2<sup>nd</sup>-4<sup>th</sup> grade. Instructors, equipment, awards, schedules, coaches (if necessary) are provided.
  - c. Zonta League for girls currently in 5<sup>th</sup>-7<sup>th</sup> grade. Volunteer coaches. Instructional support, equipment, awards, schedules, umpires are provided.
  - d. Shaggie Program for girls 13 & Under, interested in playing in two tournaments. Uniforms, coaches, instruction is provided.
  - e. Girls Fast Pitch Tournament Team for girls 18 & Under plays in the Erie County Tournament.
  - f. Co-Ed Teenage Slo-Pitch Program. Friday nights under the lights @ Kohler Field. Umpires, organization provided. No pass, but \$1.00/player/game.
3. **IMAGINATIONS THEATER GROUP** (Recreation pass required)
  - a. Youth Theater Classes for 12 & under (8-10 classes).
  - b. Youth Summer Production for 18 & Under. Audition required. Rehearsals begin in May, performances in August. This year - "The Odd Couple"

4. **TRACK & FIELD (Recreation pass required)**
  - a. The Department organizes and practices a track & field team for youth ages 8-16 that participates in the Erie County Track Meet.

#### **C. YOUTH CENTER**

1. The Youth Center is open on limited hours for crafts, computer fun, nintendo, etc.

#### **D. SPECIAL YOUTH EVENTS**

1. **GIRLS BASKETBALL SUMMER CAMP**
  - a. For girls 10-16 years old. This year the camp will be July 23-27<sup>th</sup> at Tonawanda High School from 9am to 12noon. Cost is \$25 resident, \$35 non-resident.
2. **BOYS BASKETBALL SUMMER CAMP**
  - a. For boys 8-15 years old. Camp will be July 30-August 3<sup>rd</sup> from 8:30am to 12:30pm at Tonawanda High School. Cost - \$30 resident, \$40 non-resident.
3. **KIDS FISHING DERBY**
  - a. For youth ages 16 & Under, the free "catch and release" derby will be held on Saturday, July 7<sup>th</sup> from 8:30am to 11:30am at Niawanda Park. A casting contest is also held.
4. **PARADE FLOAT**
  - a. Youth help decorate a float for entry in the Canal Fest Parade on July 17<sup>th</sup>.

#### **E. KOHLER POOL (Recreation pass required or \$1.00 daily fee)**

1. **Open Swim Sessions**
  - a. Normally offered from 1:00pm to 4:50pm and 6:00pm to 7:50pm Monday through Friday with slight variations. Also, 1:00pm to 4:50pm Saturday and Sundays.
2. **Swim Lessons**
  - a. Youth swim lessons are offered on Monday/Wednesday or Tuesday/Thursday mornings at various times for Red Cross Levels 1 - 4. Fee - \$3.00 and pass.
  - b. Parent-Toddler swim lessons are offered for youth 4 & under on Tuesday/Thursday mornings or nights. Fee - \$3.00 and the parent (or special person) must have a recreation pass.
  - c. Special needs or Special Attention swim times and needs should be addressed with a Head Guard.
3. **Junior Olympic Swimming (JO's)**
  - a. The "Tonawanda Typhoons" Kohler swim club has lessons Monday through Thursdays.
  - b. The "Typhoons" enter from 2-4 swim meets, in addition to the City Meet.

**4. Special Events**

- a. City Swim Meet – open to any resident youth 8-15 years old, held in mid-August.
- b. Fun Nights – games, contests, special events.
- c. End of Year Swim Lesson Picnic for all participants.

**II. ADULT SUMMER PROGRAMMING**

**A. SOFTBALL**

1. Four mens leagues are offered. Entry fee - \$240 plus \$10 A.S.A. fee. Recreation passes or non-resident fee of \$10 is required.
2. One womens league is offered. Entry fee - \$240 plus \$10 A.S.A. fee. Recreation passes or non-resident fee of \$10 is required.

**B. KOHLER POOL**

1. Adult lap swim is offered from 8-12 times a week at various times. Recreation pass or daily fee is required.
2. Watercize classes are offered from 3-5 times a week. \$3.00 fee plus pass or daily fee.

**III. SPECIAL SUMMER PROGRAMMING**

- A. David E. Miller Bandshell offers from 16-20 summer concerts.
- B. Gateway Harbor Park will offer weekly entertainment and special activities.
- C. Fireworks Display is held annually on July 4<sup>th</sup> in the Niagara River.

**IV. INDOOR YOUTH PROGRAMMING**

**A. YOUTH CENTER**

1. After-school Homework Assistance Program runs everyday that school is in session from 2:30pm – 5:30pm.
2. Half-Day Mini-Camps are held for elementary age children when Tonawanda schools have ½ days. Includes lunch, snack, and special activities. Fees - \$5.00, or \$3.00/each for families.
3. Full-Day Camps are held for elementary age children when Tonawanda schools have single day holidays (except the day after Thanksgiving and Memorial Day). Includes breakfast, lunch, snacks, and special activities. Fees - \$8.00 or \$5.00/each for families.
4. Dances are held regularly for 4<sup>th</sup>-6<sup>th</sup> grade students.
5. Post-Dance Parties are held regularly 7<sup>th</sup>-8<sup>th</sup> grade students.
6. Other special events, such as Movie Nights, are also planned.
7. Tutoring is available for 7<sup>th</sup>-12<sup>th</sup> students on a scheduled basis.

## **B. OFF-SITE SWIM PROGRAMS**

1. Youth lessons (8 weeks) are offered from January-March. Recreation pass is required.
2. Splash parties are scheduled weekly for 4<sup>th</sup>-6<sup>th</sup> graders.

## **C. SPECIAL YOUTH EVENTS**

1. "Easter Egg Hunt" is held a week before Easter at Veterans Park for youth 10 & Under.
2. "Not Very Haunted House" Halloween Parties are held for youth 10 & Under.
3. Halloween Dance Parties are held for 4<sup>th</sup>-6<sup>th</sup> graders.
4. "Haunted (and not haunted) Hay Rides are held in October.
5. December Holiday Parties are held for all age groups.
6. Pre-Mother's Day Breakfast for elementary age & their guests.
7. Pre-Father's Day Breakfast for elementary age & their guests.
8. Junior High Youth Days, similar to the Youth Board's Senior High Days, are scheduled when gym time permits.

## **V. OFF SITE INDOOR ADULT PROGRAMMING**

- A. **Open Mens Basketball** is held in the fall, and offered again after the holidays. Fee - \$1.00 per night, \$2.00 per night/non-residents.
- B. **Open Womens Basketball** is held in the fall, and offered again after the holidays. Fee - \$1.00 per night, \$2.00 per night/non-residents.
- C. **Open Womens Basketball** dates to be announced.
- D. **Mens Volleyball Leagues** run from October-February. Fees - \$140/team. Recreation passes or non-resident fees are required.

## **VI. OFF SITE SPECIAL PROGRAMMING**

### **A. MAJOR PROJECTS**

1. "Fall Festival" will be held September 29<sup>th</sup> in Veterans Park
2. Veterans Monument is ongoing.

### **B. ASSISTED EVENTS**

1. Christmas in the Park.
2. Christmas Home Decorating Contest.
3. Police Night Out

## **VII. SENIOR CITIZEN PROGRAMMING**

- A. The Senior Center at 35 Main Street is open Monday through Friday from 9:30am - 4:00pm, and Monday nights from 6:00-9:00pm. Various activities.

- B. **Special Senior Events** are occasionally held.
- C. A **monthly newsletter** is printed and mailed monthly.
- D. The **"Going Places Van"** is scheduled on Mondays for appointments the rest of the week.

#### **VIII. MAINTENANCE SERVICES**

- A. Three City owned **baseball fields** are maintained in cooperation with local youth leagues and the High School teams.
- B. Four City owned **softball fields** (1-girls, 3-adult) are maintained for City programs and in cooperation with the High School teams.
- C. Three City owned **soccer fields** (one is a combination soccer/football field) are maintained, and five summer fields are set-up and maintained at the High School in cooperation with the local soccer club.
- D. One City owned **football field** is maintained in cooperation with the local youth football club.
- E. **Ives Pond outdoor skating rinks.**
- F. **The David E. Miller Bandshell** is maintained and programming supervised.
- G. **The Gateway Harbor Park** programming is supervised.
- H. **Kohler Pool/Youth Center.**
- I. **Off-site, i.e. schools, maintenance** is assisted.
- J. **Tennis courts.**
- K. **Outdoor lavatories** at East Niagara and Frances Street.
- L. **Outdoor roller hockey court.**
- M. **Playgrounds** (five City owned, and four school owned).
- N. **Grass cutting, many areas** in addition to those listed above.
- O. **Veterans Monument.**
- P. **Senior Center.**

#### **IX. OFFICE**

- A. **Administration of above programs.**
- B. **Employee hiring, training.**
- C. **Gestetner printing jobs** for all City departments.
- D. **Purchasing.**
- E. **Public Relations**
- F. **Collaboration with school, public and private organizations.**
- G. **Concessions.**
- H. **Promotion/Marketing**
- I. **City Newsletters**
- J. **John Kopczynski Awards**
- K. **Specifications, Bids, overseeing projects.**
- L. **Recreation Passes**
- M. **Referrals**

**X. MAJOR PROJECTS FOR 2001**

- A. Complete renovations to ball fields, with the exception of Vets #3.
- B. Design a skate park.
- C. Update office and reporting procedures.
- D. Implement the new recreation pass and reporting system.
- E. Complete a short and long-range Recreation Master Plan.
- F. Add asphalt path to Ives playground, and replace grass areas in the tennis courts with asphalt surfacing.
- G. Ives drainage issues.

**NOTE:** Each program or event listed necessitates any or all of the following responsibilities: Administration (goals, objectives, contacts, organization, volunteerism, hiring and scheduling of officials, budgeting, employee scheduling, reports), supervision (employee conflict, correction, discipline), organization (how, when, where, why), program paperwork (permits, standings, attendance, permission forms, daily field reports, etc.), associated phone calls (in and out), etc.

## PARK INVENTORY FOR THE CITY OF TONAWANDA PARKS

1. Isle View Park
  - 29 picnic tables
  - River Walk
  - 3 benches
  - Maintenance building/restrooms in the club house
  - Cousin Vinny's Doghouse
  - Gazebo
  - Numerous boat docks and trailer launches
2. Open green space
3. Tonawanda's Fireman Park
  - 2 picnic shelters
  - 15 picnic tables
  - Banquet size grills
  - 1 play system:
  - Contains jungle gym made of wood
  - 6 swings
  - Sand volleyball court
  - Horseshoe pits
  - Maintenance garage
  - Private facility
  - Gravel parking lot
4. Two Mile Creek Greenway
  - 4 benches
  - Pedestrian pathway
5. Veteran's Park
  - Tonawanda National Little League:
    - 2 Little League diamonds
    - Snack stand
    - Garage
    - Bleachers-2 per diamond
  - City of Tonawanda
    - 2 hardball diamonds
    - 2 softball diamonds
  - Gravel parking surface
  - 6 picnic shelters
  - 75+ picnic tables
  - Sand volleyball court
  - 1 grill per shelter
  - Shuffle board
  - Paved parking lot
  - Veteran's monument
6. Niawanda Park
  - 1 restroom facility
  - 1 play system:
    - 2 slides
    - 4 swings
7. Tonawanda Gateway Harbor
  - Band shelter/amphitheater
  - Restroom facility
  - 41 picnic tables
  - River Walk
  - 5 boat dock/trailer launches
8. East Niagara Park
  - Flower beds along the canal
  - Benches
  - Boat tie-ups
8. East Niagara Park
  - 2 Softball diamonds
  - 1 field with lights
  - 1 football field/soccer field
  - 6 bleachers
  - 6 swings
  - 2 play systems
  - Wood chip surface
  - Restroom facility
  - Snack stand (football clinic's)
  - Basketball court
  - 1 picnic table and shelter

9. Eastern Park
- 4 swings
  - 2 picnic shelters
  - 20 tables
  - Restroom facility (seasonal)
  - 1 play system
  - Merry Go Round system
  - Basketball hoop
  - 2 horseshoe pits
  - 1 banquet size grill
10. Ives Pond Park
- Hardball diamond
  - 4 tennis courts
  - 4 bleacher sets
  - 1 picnic shelter
  - 1 table
  - Basketball Court
  - Street hockey court (fenced)
  - Wading pool (closed)
  - Rollerblade area
  - 1 play system:
    - 2 slides
    - 6 swings
  - Restroom facility
  - 2 Soccer fields
11. Tonawanda American Little League
- 3 little league fields
  - Snack bar
  - 6 bleachers
12. Clinton H. Small Stadium
- Football field/soccer field
  - Stadium bleachers
  - 2 soccer nets
  - 1 baseball back-stop (unkept)
  - Field lighted
13. Boys and Girls Club of the Tonawandas
- 2 baseball diamonds
  - 2 soccer fields
  - 3 tables
  - 4 benches
14. Kohler Pool
- 1 softball diamond
  - 1 bleacher
  - Wading pool
  - Swimming pool with locker rooms
  - Basketball court
15. Elmwood Park
- Open Green Space
16. Clinton Park
- 8 benches
  - Bocce court
  - Gazebo
17. Tonawanda Junior/Senior High School
- Football field
  - Track and field facilities
  - Soccer fields
  - 6 Tennis courts
  - 6 Basketball courts
  - 2 Softball diamonds
18. Fletcher School
- Soccer field
  - Basketball court
  - 8 swings
  - 1 play system
  - 1 picnic shelter
  - 1 picnic table
19. Riverview School
- 5 swings
  - 1 shelter
  - 1 picnic table
  - 4 teeter totters
  - Basketball court
  - 1 play system



20. Highland School
- 1 play system
  - 2 swings
  - 1 picnic shelter
  - 1 bench
  - Basketball court

21. Mullen School
- 1 picnic shelter
  - 1 picnic table
  - 7 swings
  - 1 play system
  - Sports hoop
  - Basketball court

