



CHADAKOIN RIVER WEST BROWNFIELD OPPORTUNITY AREA NOMINATION STUDY CITY OF JAMESTOWN, NEW YORK

OCTOBER 2017



This report was prepared for the City of Jamestown and the New York State Department of State with state funds provided through the Brownfield Opportunity Areas Program



MAKING A DIFFERENCE



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This Nomination Document was prepared for the City of Jamestown, through funding provided by the New York State Department of State (NYS DOS) Brownfield Opportunity Area (BOA) Program for the Chadakoin River West BOA. The purpose of this program is to provide municipalities, across New York State, the opportunity and resources to revitalize their economies and produce implementation strategies necessary to cultivate a vision for community redevelopment.

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Chautauqua Watershed Conservancy:

Advisory Committee member organization providing valuable insight and collaboration into redevelopment efforts represented by CWC Board Member, Becky Nystrom.



Jamestown Renaissance Corporation:

Advisory Committee member organization providing valuable insight and collaboration into redevelopment efforts represented by Mary Maxwell, Neighborhood Project Manager at JRC.



Chadakoin River West BOA Advisory Committee:

The following Advisory Committee members provided valuable insight and collaboration into redevelopment efforts: China Kinney
Dave Warren
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Rod Drake



Executive Summary

The City of Jamestown is located in southeastern Chautauqua County in the westernmost portion of New York State, approximately 75 miles southwest of the City of Buffalo. The City shares municipal borders with the Town of Ellicott, which surrounds the north, west and eastern borders of the City, as well as the Town of Busti located to the southwest and the Town of Kiantone located to the southeast. The City is located approximately one mile west of the eastern end of Chautauqua Lake and is bisected by the Chautauqua Lake Outlet, also known as the Chadakoin River.



Location of the Chadakoin River West BOA in context to its location within the City of Jamestown and the WNY region

The Chadakoin River West Brownfield Opportunity Area (BOA) sits in the northwestern section of the City of Jamestown, Chautauqua County, New York, encompassing approximately 710 acres. The Chadakoin River West BOA is currently comprised of varying types of land use surrounding the Chadakoin River, Chadakoin River wetlands, and the municipally-owned Chadakoin Park. The area also encompasses the commercial areas of Washington Street and Fluvanna Avenue, as well as the industrial area of Jones and Gifford Avenue. The BOA contains approximately 11 sites categorized as brownfield, underutilized and vacant sites.



Chadakoin River West BOA Boundaries

This section of the City was selected for redevelopment for several reasons. The Chadakoin River, which flows directly through the BOA, was imperative to the original industrial development of the City.

The accessibility of water power encouraged the manufacture of furniture and textile mills. However, today many of the businesses that once resided in this area are now closed leading to the decline of the industrial base in the City and ultimately leaving numerous tracts of vacant and underutilized land. The proximity of this land in relation to the pristine natural resources of the Chadakoin River West BOA is a concern due to potential contaminant migration.

Public Engagement and Participation

In order to engage a wide variety of stakeholders throughout this process, a Community Participation Plan (CPP) was created at the onset of the study. The public engagement process conducted throughout the BOA process lead to the establishment and refinement of a specific set of goals and objectives for the Chadakoin River West BOA.

The methods instituted for public outreach activities consisted of traditional public meetings, Advisory Committee meetings, site analysis and visioning tours, small community conversations, and marketing and branding efforts. Through the public engagement process, a Community BOA Vision was developed for the Chadakoin River West BOA. This Vision Statement is as follows:

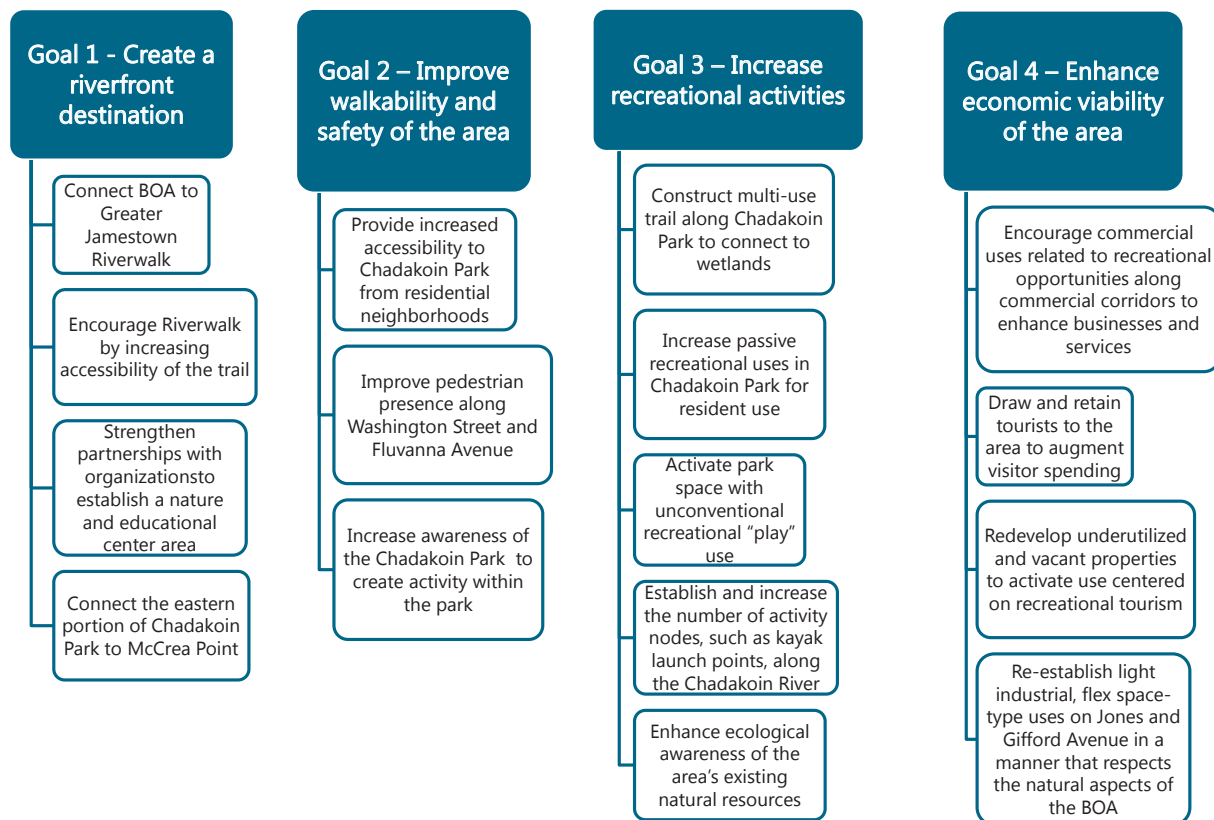
Chadakoin River West BOA Vision Statement:

The Chadakoin River West BOA will be transformed into a destination focused on the outstanding Chadakoin River, its encompassing wetlands and park, and Chautauqua Lake. Redevelopment projects will drive a tourism-based economy as a riverfront destination along the Greater Jamestown Riverwalk to connect people to the employment centers of downtown Jamestown. Recreational, educational and eco-tourism components of revitalization will create enhanced connections to the City's environmental resources, celebrate the rich natural and industrial heritage of the City, offer a safe and walkable district, provide a sensible place for residents to actively engage in the environment, and spur economic development, all while conserving the respected but underutilized wetlands and natural resources.

Goals and Objectives

To further the vision of the Chadakoin River West BOA, the community, Advisory Committee members, and the Project Team developed formulated goals and objectives to ensure

development plans will result in the best possible use of the area and benefit the City of Jamestown as a whole. Many of these goals and objectives are directly aligned to previous planning efforts that have taken shape over past years. These goals and objectives are shown below:



Inventory and Analysis Findings

Activities during this Nomination Study involved an inventory and analysis of the existing conditions of the Chadakoin River West BOA, including an analysis of existing land use, existing zoning, property ownership pattern, available parks and open space, historic or archeologically significant areas, transportation systems, infrastructure systems, natural resources and environmental features, and an economic and market analysis. The findings of the analysis provided in Section 5 are summarized below. These findings helped formulate the Master Redevelopment Plan for the Chadakoin River West BOA presented in Section 6.

Land Use

The Chadakoin River West BOA is a largely undeveloped portion of the City of Jamestown. The land use pattern contains a mix of uses; however, the majority of land use within this area is largely undeveloped, either in the form of wetlands (Chadakoin Park wetlands) or municipal parks, such as Jones Memorial Park and Chadakoin Park. Other uses within the BOA consists of commercial and vacant land uses along Washington Street, Fluvanna Avenue, making up approximately 11 percent of the BOA. Industrial uses along Jones and Gifford Avenue

and residential uses comprise approximately four percent of the existing land use within the BOA.

Zoning

There are a total of five zones within the BOA, including L-C (Land Conservation), L-M (Light Manufacturing), C-M (Service and Highway Commercial), C-1 (Neighborhood Commercial) and R-2 (Two-Family Residential). The L-C zone makes up approximately 69 percent of the BOA, L-M makes up 14 percent of the BOA area.

Additionally, the Chadakoin River West BOA is within five special districts/designations. These include:

- Environmental Zone (En-Zone)
- HUD Renewal Community
- New York State Empire Zone
- Small Business Administration Historically Underutilized Business Zone (HUBZone)
- Local Waterfront Revitalization Program (LWRP)

Brownfield, Underutilized, and Vacant Properties

The Chadakoin River West BOA contains 11 brownfield, underutilized and vacant sites. Environmental and site history was collected for all these sites. These identified brownfield sites are also selected as the strategic sites within the BOA to catalyze redevelopment and reinvestment opportunities within the City. The City of Jamestown owns several selected strategic sites within the Chadakoin River West BOA. Redevelopment potential has been determined through numerous interaction and discussions with stakeholders, community members and the Advisory Committee over the duration of this BOA process.

The properties that lie along the commercial and industrial corridors of Washington Street, Fluvanna Avenue, and Jones and Gifford Avenue have the ability to be redeveloped to support the revitalization of the Chadakoin Park and the wetlands. Site redevelopment will work synergistically to bring increased vitality and activity within this section of the City of Jamestown.

Land Ownership

The City of Jamestown owns an overwhelming majority of the land within the Chadakoin River West BOA. Therefore, the City is a major player in the redevelopment potential and options recommended as part of this plan.

Parks and Open Space

The majority of the Chadakoin River West BOA is dominated by park land and open space, with 55 percent of the land currently used for park and open space land uses. This includes a 152-acre park located off Washington Street known as Chadakoin Park. Within the park there is a playground, two basketball athletic courts, a community garden, a skate park, two pavilions and two parking areas. For years, the City has struggled to maintain athletic fields, such as baseball and soccer fields, due to the saturation of the soils in this area. Often times, the fields would remain underwater during the baseball season and were not feasible to use, which resulted in the removal of these fields.

Jones Memorial Park is located between Jones and Gifford Avenue. This park is 60 acres containing a great amount of undeveloped parkland on the northern section. The southern section of the park, however, contains three softball fields and restrooms for public use.

Other area of open space within the BOA boundary are considered wetlands.

Building Inventory

An inventory of the commercial and industrial buildings within the BOA was created and outlines the location, size, year constructed, current use, general conditions, and ownership of these structures. 79 commercial and industrial structures generally lie on the periphery of the Chadakoin River West BOA along Washington Street, Fluvanna Avenue and Jones and Gifford Avenue, with some commercial buildings south of Chadakoin Park, totaling 1,017,414 square feet.

Historic and Archeological Resources

No sites or buildings on the National Register of Historic Places are within the Chadakoin River West BOA. Portions of the BOA do contain Archeological Significant Areas, and include the southern portion along Jones and Gifford Avenue and 8th Street, as well as the northeastern section along Fluvanna Avenue and Washington Street.

Transportation Networks

The Chadakoin River West BOA has an extreme advantage in terms of transportation systems. The main transportation routes within the BOA serve the City and region efficiently. The BOA is bordered by three major New York State owned and operated roadways with capacity for increased development; however, there is major concern over the safety of pedestrians and bicyclists along Washington Street, Fluvanna Avenue, and Jones and Gifford Avenue. For example, accessibility to the Chadakoin Park from Washington Street needs to be addressed through redevelopment plans.

Additionally, the BOA is serviced by three public transportation routes and two bus stops; one on Washington Street and one on Jones and Gifford Avenue. Parking within the BOA is somewhat limited for resident and visitor use of the municipal parks.

The Western New York and Pennsylvania (WNYP) rail line runs parallel to Jones and Gifford Avenue and should be considered an asset for economic development within the BOA. The presence of railroad poses an opportunity to foster redevelopment of brownfields along the southern side of Jones and Gifford Avenue with business that can utilize the rail for shipping. The railroad has expressed a willingness to work with businesses on creating sidings to help serve

brownfield sites that currently do not have a connection to the rail line.

McCrea Point serves as a water based transportation route for small powered watercraft and canoes/kayaks. The majority of this area is a “no wake zone” and offers scenic views of the wetlands and wildlife, and access to great fishing. Downstream of McCrea Point, shallow water and changing water conditions associated with the operation of the Warner Dam make powered watercraft impractical and challenging for non-powered canoes and kayaks. The BOA will enhance roadway networks and safety of pedestrians along these routes with streetscaping recommendations provided in Section 6.

Infrastructure Networks

The entire BOA is served by water, sewer, telecommunication, gas and electric services with room for increased capacity and development. Jamestown potable water is supplied by eight artesian wells in the Cassadaga aquifer (Town of Ellicott) and four artesian wells in the Conewango aquifer (Town of Poland), both several miles from City limits. Any new development within the City of Jamestown would tap into the current groundwater retrieval system operated by the City of Jamestown Board of Public Utilities (BPU); however, the use of this groundwater would not impact the groundwater quality. According to correspondence with the City of Jamestown BPU, water main replacement will be necessary in the near future on Washington Street from 11th to 18th Street.

The BOA is also serviced by both force main and gravity sanitary sewer lines, with sufficient capacity for increased development. According to correspondence with the City of Jamestown

Natural and Environmental Resources

The Chadakoin River West BOA contains a wealth of natural resources including the Chadakoin River, Chautauqua Lake and the encompassing wetlands in this area. While these resources are viable to the BOA's redevelopment potential, caution must be taken to preserve their ecological integrity.

Two portions of the BOA are classified as wetlands and are under both federal, U.S. Army Corps of Engineers (USACE), and state (NYS DEC) jurisdiction. Chadakoin River wetland lies to the west of the Chadakoin River, is the largest wetland under state regulation is a "Class 1" (308.6 acres), which is the highest ranking out of a four tier system. The U.S. Fish and Wildlife Service identifies this wetland as palustrine, freshwater/forested shrub wetland, broadleaved deciduous, that is seasonally flooded/saturated.

The second wetland, which straddles the Chadakoin Park and River, is a 41.5-acre wetland classified as "Class 1". The Chadakoin Park may have been part of this wetland complex before it served as a municipal landfill. These wetlands serve an important role in absorbing and holding floodwaters downstream populated areas and represent the majority of accessible floodplain areas within the BOA. A large portion of the Chadakoin River downstream from McCrea Point has been channelized by retaining walls, rip-rap, bulkheads, and building foundations. Only in small narrow stretches does the River have access to narrow floodplains. Flooding has mostly been eliminated by the Warner Dam regulating water levels, the wetland complex itself and the building of river walls throughout the large stretches of the river corridor.

The soils within the BOA primarily consist of carlisle musk (Ce) and Udorthents, landfill (Ud) soils, which are very poorly drained. Some

development within the BOA may require more significant structural elements for support.

Economic/Market Analysis

An economic and market analysis was completed in this study to determine what uses would be best supported within the Chadakoin River West BOA. This market analysis analyzed the potential for residential, retail/commercial use, and industrial redevelopment of the properties within the BOA. Additionally, a detailed eco-tourism analysis was conducted to showcase the strong likelihood of tourism and recreation as a major component of the revitalization strategy for the Chadakoin River West BOA.

Below is a summary of the markets included in the analysis:

Office Space: Many commercial office properties in the Jamestown area fall under the flex property category consisting of a blend of office and industrial components. These properties are well suited to attract a number of tenants and different types of uses. Recent trends in Western New York have pointed to a recent surge in the "flight to downtown" where more businesses are searching for loft style space for their offices. Being that Jamestown is the largest population in Chautauqua County, opportunity exists to capture these projections.

Retail Space: The commercial trade area found along Washington Street consists of a high concentration of auto dealerships, limited franchises and small retail service shops. The area has developed with an array of zoning and some residential areas back up to many of the retailers. The retail corridor blurs access to Chadakoin Park which is highly underutilized. The area is in need of revitalization with the support toward a neighborhood commercial corridor that is pedestrian friendly and allows for accessibility to the park.

Improvements to Chadakoin Park; publicly accessible Chadakoin River recreational amenities off of Fluvanna Avenue; and, signage designating services and attractions along both the eastbound and westbound Interstate 86 near the Strunk Road exit would serve to assist development or redevelopment of healthy retail along both Fluvanna and Washington, thus increasing the economic stability of the City.

Medical Office Space: Demand for medical services is projected to rise as changing demographics and new legislation are foreseen. These trends bode well for the Jamestown area, where additional new medical office space could be supported in the City.

Industrial, Light Industrial, And High Tech Space: Industrial commercial real estate has remained strong over the past few years with vacancy rates declining and demand remaining solid. Preservation of the industrial sector coupled with the realization for lighter/incubator type space to encourage a mixed of opportunities within the BOA. The development of new or adaptive reuse for additional flex space within the BOA should be highly encouraged.

Residential: The BOA contains 88 residential parcels (zoned R-2) located on 12.5 acres which is less than 2 percent of the BOA acreage. An estimate of the residential population within the BOA is approximately 300 people, or 16 percent of Census Tract 303. The housing stock within the BOA closely resembles most of the housing stock within 303 extending east of Washington Street to Main Street.

Both recent historical and projected figures through 2020 indicate the total number of households decreasing within both the City of Jamestown and Census Tract 303. The creation of new residential units within the City via new build or adaptive reuse of existing obsolete industrial or commercial properties would not appear to be a large opportunity for developers.

The exceptions are in small volume rental development for niche categories such as young professionals and affluent older empty nesters not wanting the responsibilities of ownership.

Eco-Tourism Analysis: The BOA's natural resources, such as the Chadakoin River and wetlands and Chautauqua Lake, are rich assets that the City should work to take advantage of. Seen in the wake of the growing eco-tourism industrial sector in New York State and the Western New York region, the BOA and surrounding community can benefit substantially from tourism.

Collaboration and partnerships with major organizations in the region such as the Chautauqua Institution, Roger Tory Peterson Institute, Jamestown Audubon Society, Jamestown Renaissance Corporation, Gebbie Foundation, among others can create momentum in the City related to nature, recreation, and educational opportunities.

Key Recommendations/ Redevelopment Projects

Through this study, it was uncovered that the City's establishment was heavily reliant upon the region's natural resources. Historically, the City originally thrived due to business which capitalized upon the surrounding extensive forests and the endless potential energy of Chautauqua Lake and the Chadakoin River. Therefore, for decades, furniture manufacturing was the pinnacle of economic vitality which later expanded into additional industry such as textiles, and metal and machinery production along the Chadakoin River waterfront. However, since that time, this industrial sector has thinned.

As with many of America's 19th and 20th century manufacturing centers, focus shifted to urban downtowns framed by residential neighborhoods, leaving the land around the Chadakoin River largely vacant.

Since this time, there is a desire and vibrant opportunity to “turn 180 degrees” and shift attention back to the previously abandoned Chadakoin River, wetlands and natural resources. Therefore, this Master Redevelopment Plan presents projects that will create connections within Jamestown and the region, celebrate the rich natural and industrial heritage of the City, conserve wetlands and natural resources, increase recreational opportunities and spur economic development.

Progress has been made through the efforts of multiple agencies and organizations with the preparation of several planning documents in recent years related to the revitalization of this area; namely the Chadakoin River West BOA Pre-Nomination Document completed in July 2013 and the Chadakoin River East BOA Nomination

Document completed in July 2014. Steps must be taken to incorporate the concepts identified in those studies and advance the recommendations of this study to create a comprehensive strategic plan for the area.

The City of Jamestown, public stakeholders, and local organizations can institute general methodologies that will invigorate the Chadakoin River West BOA. Six key ideas were strategically developed through this study that are anticipated to drive economic development and increase the quality of life in the BOA and within the City of Jamestown. These are presented in the graphic below:



These recommendations will be implemented through a series of redevelopment projects over the course of approximately 10 to 15 years. These projects include development projects for specific strategic sites and the BOA in general. Redevelopment of the strategic sites represents an opportunity to reverse the downward economic trend seen in the City of Jamestown after the close of industry many years ago.

Specific strategic sites and associated redevelopment opportunities include the following:

Recreational and Park Type Uses

Former Jamestown City Landfill: Strategic and detailed Chadakoin Park Revitalization Plan consisting of additional recreational amenities, such as a BMX bike track, a playground, community gardens, and passive recreational use of space, that will activate the currently underutilized space into a community and tourist driver for the City of Jamestown.

Former Furniture Manufacturing Site: The site could be utilized for recreational purposes that would enhance use of the Chadakoin River. Passive recreational activities, such as interactive play areas or additional greenspace would be viable uses for the site without investing a great deal of money to accomplish. Additionally, the site could be utilized for a concessions stand or other uses that would support the visitation of Chadakoin Park.

Chadakoin Park Wetlands: The site should act as a centerpiece of the BOA for recreational activity including kayaking on the Chadakoin River and raised boardwalks, while being sensitive to ecological pieces of the wetlands.

Reliable Garage Site: The site could be utilized for recreational purposes or other uses that would enhance use of the Chadakoin River, such as a viable location for a kayak or paddle boarding outlet.

Commercial and Retail Type Uses

Pelican Site, Dunn Wright Building, C&B Cleaners: These three sites could be combined to create a larger, developable parcel that would be best used for commercial purposes along the commercial corridor of Washington Street. The close proximity of this site to Chadakoin Park and the potential future BMX bike track is an opportunity for a retail outlet supported by recreational activity and high visibility along the street.

Anderson Cleaners Site: The site could be redeveloped for continued use as a commercial property, such as small professional office, or recreational amenity type use.

The Eatery: The site could be reused as a restaurant or could be converted for other commercial purposes such office space or retail.

Industrial and Flex Space Uses

19 Jones and Gifford Avenue: Based on its location adjacent to the rail, future uses could include light manufacturing and/or warehousing that takes advantage of access to rail transportation.

Former AVM Site: Based on its location adjacent to the rail, future uses of this site could include light manufacturing and/or flex space type uses that takes advantage of access to rail transportation and natural resources. The parcels that comprise this site will potentially need to be combined in order to create an encompassing industrial complex.

Specific redevelopment projects for the Chadakoin River West BOA include the following:

1. Pedestrian Bridges within Chadakoin Park
2. Construction of Riverwalk Trail through Chadakoin Park
3. Downtown Riverwalk Trail Connection to Chadakoin Park
4. Public Access to Chadakoin River from Fluvanna Avenue
5. Creation of Strategic Nodes along Chadakoin River
6. Enhancement of Washington Street Park Entrance
7. Nature Educational Center at Washington Street Park Entrance
8. Light Industrial/Commercial Uses on Jones and Gifford Avenue
9. Canal Enhancements for Increased Water Access
10. Trail Connection from McCrea Point to Chadakoin River Wetlands

To drive the recreationally based tourism economy supported by the unique natural resources of the Chadakoin River, wetlands, Chadakoin Park, and Chautauqua Lake, a revitalization plan specific to the Chadakoin Park has been developed. The revitalization of Chadakoin Park will lead to an increased number of visitors and tourists, which will drive economic growth in this section of the City. These actions and potential implementable features within the park will also create a cooperative and interactive nature experience for both residents and visitors. Additionally, important streetscaping enhancements to Washington Street are crucial to create safe and walkable connections to Chadakoin Park and River, as well as to

encourage increased pedestrian activity along the street, while maintaining the ability of this route to serve truck traffic. This would involve the reduction of lanes and addition of bicycle lanes to create complete streets. Other transportation improvements include improved crosswalks at key intersections on Washington Street, wayfinding signage on Interstate 86, water main replacement on Washington Street, and the rehabilitation of the rail station and rail lines within the BOA.

Ultimately, the redevelopment of the BOA strategic sites as well as identified redevelopment projects to take place within the Chadakoin River West BOA represents a unique opportunity to add to the recent invigoration of the City of Jamestown. These sites and the associated redevelopments will act as a catalyst for reinvestment within the Chadakoin River West BOA and the City of Jamestown and lead to long term financial stability and recovery of the City.



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SECTION 1: PROJECT DESCRIPTION AND BOUNDARY

1.0 Project Description and Boundary

1.1 Introduction

The Chadakoin River West Brownfield Opportunity Area (BOA) is a 710-acre area located in the northwestern section of the City of Jamestown, Chautauqua County, New York. This area encompasses the Chadakoin River, which flows directly out of Chautauqua Lake, the Chadakoin River wetlands, Chadakoin Park, commercial areas of Washington Street and Fluvanna Avenue, as well as the industrial area of Jones and Gifford Avenue. The BOA contains approximately 11 sites categorized as brownfield, underutilized and vacant sites, which have the ability to be redeveloped and act as a catalyst toward renewed economic development within the City of Jamestown.

This report is prepared in accordance with the guidelines established by the New York State Department of State (NYS DOS) and the New York State Department of Environmental Conservation (NYS DEC) for the Nomination Study of the Brownfield Opportunity Area (BOA) Program in the City of Jamestown. The purpose of this program is to provide municipalities, across New York State, the opportunity and resources to revitalize their economies and produce implementation strategies necessary to cultivate a vision for community redevelopment.

New York State Environmental Conservation Law defines a brownfield site as “any real property where a contaminant is present at levels exceeding the soil cleanup objectives or

other health-based or environmental standards, criteria or guidance adopted by the DEC that are applicable based on the reasonable anticipated use of the property, in accordance with applicable regulations.” The potential for contamination of brownfield sites has historically hindered the redevelopment of this section of the City, which has stagnated development and investment. However, the assessment and remediation of these sites has the ability to spark reinvestment and spur increased economic development in and around the community.

This Nomination Study is the second step in a three step process of the BOA Program. The first step of the BOA process is referred to as the Pre-Nomination Study, which involves the gathering and collection of data pertinent to inventory the area as a whole, as well as the preliminary selection of a particular area in need of remediation and redevelopment. This study provides an initial analysis of City characteristics such as land use, zoning, natural resources, transportation and utilities, parks and open space, land ownership, as well as the identification of brownfield, vacant and underutilized sites. Furthermore, the Pre-Nomination Study uses this analysis to form the pilot recommendations for BOA area revitalization.

The second step of the BOA Program is the Nomination Study. In this step (current step), more detailed information about the area is obtained, and utilized to analyze economic and market trends.

The public visioning process is also advanced in order to best identify the community's desires for successful redevelopment of the study area. In this step, area revitalization plans and recommendations for redevelopment are created and specifically laid out for the Implementation Strategy.

The final step of the program is referred to as the Implementation Strategy. The purpose of this step is to strategically plan the actions necessary to achieve the successful redevelopment of high-priority sites and the BOA revitalization plan as a whole. Additionally, the conduction of Phase I and Phase II Environmental Site Assessments (ESA) takes place to determine the extent of environmental contamination as well as eligibility for participation in the New York State Brownfield Cleanup Program (BCP).

1.2 Lead Project Sponsor and Project Team

The City of Jamestown Department of Development (DOD) serves as the lead project sponsor for this Chadakoin River West BOA Nomination Study, with funding provided by the NYS DOS BOA Program and technical assistance provided by the NYS DEC.

This planning process was led by the City of Jamestown and supported by the Project Advisory Committee, which included representatives from municipal government agencies, several community and environmental organizations, local business owners, community representatives, and state agencies. The collaborations and partnerships throughout the duration of this study were a key component to the redevelopment opportunities and strategies developed for this portion of the City. These strengthened relationships between the City and community organizations will ensure the successful revitalization of the Chadakoin River West BOA.

The consultants whom were involved in this Chadakoin River West BOA included, C&S Companies, whom lead the Project Team consisting of six (6) firms including Regenesys, Sasaki, Joy Kuebler Landscape Architecture (JKLA), CBRE Buffalo, and Allieway Marketing.

1.3 Project Overview and Description

The City of Jamestown is located in southeastern Chautauqua County in the westernmost portion of New York State, approximately 75 miles southwest of the City of Buffalo (as shown in Figure 1). The City shares municipal borders with the Town of Ellicott, which surrounds the north, west and eastern borders of the City, as well as the Town of Busti located to the southwest and the Town of Kiantone located to the southeast. The City is located approximately one mile west of the eastern end of Chautauqua Lake and is bisected by the Chautauqua Lake Outlet, also known as the Chadakoin River.

The Chadakoin River West BOA sits in the northwestern section of the City of Jamestown, Chautauqua County, New York, encompassing approximately 710 acres. The Chadakoin River West BOA is currently comprised of varying types of land use surrounding the Chadakoin River, Chadakoin River wetlands, and the municipally-owned Chadakoin Park. The area also encompasses the commercial areas of Washington Street and Fluvanna Avenue, as well as the industrial area of Jones and Gifford Avenue. The BOA contains approximately 11 sites categorized as brownfield, underutilized and vacant sites. Figure 2 displays the contextual relationship of the BOA to the regional setting of the community.

Figure 1: Community Context Map

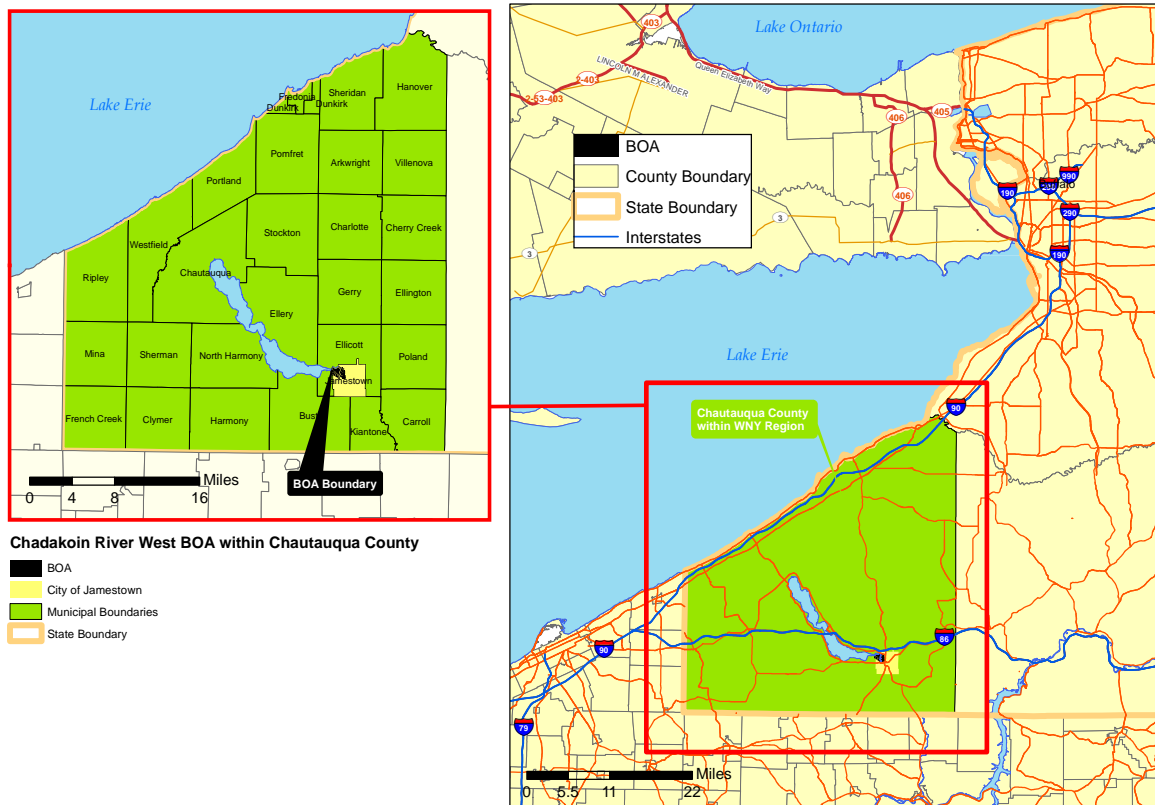
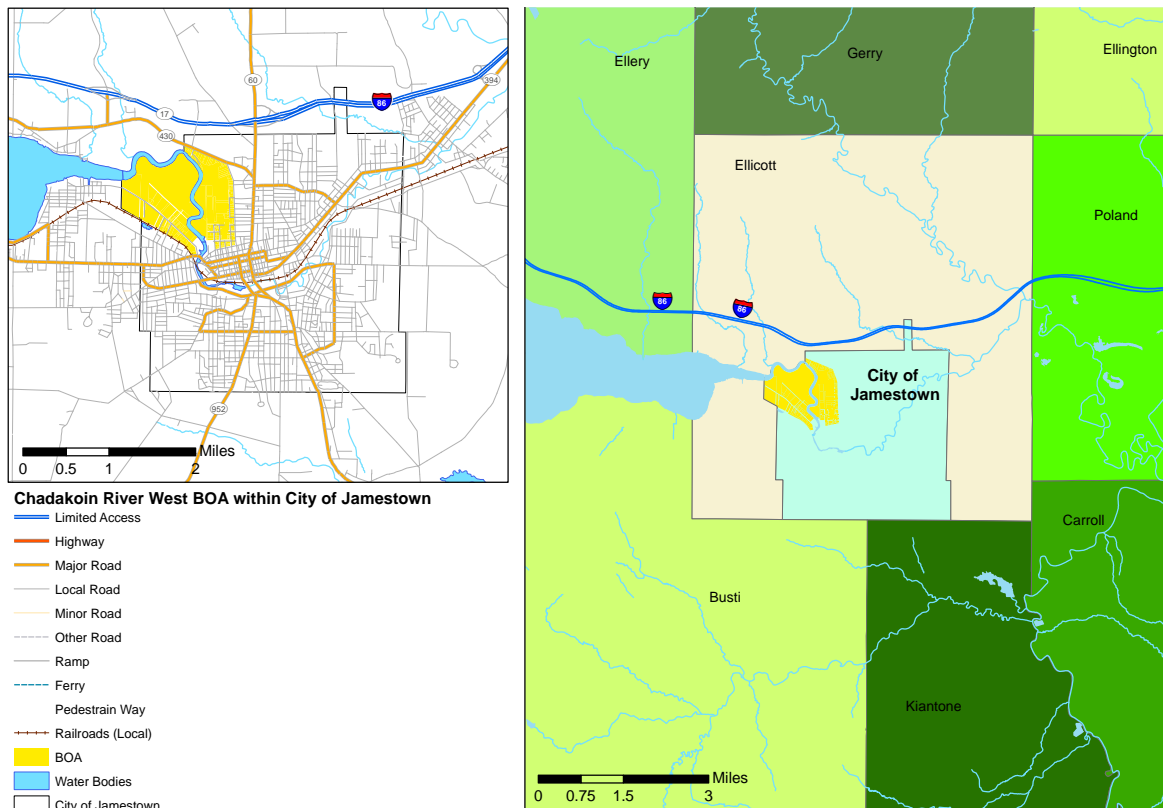


Figure 2: Study Area Context Map



The purpose of this study is to analyze specific, viable redevelopment opportunities that align with the community's vision to determine key projects and investments to stimulate revitalization. These recommendations will work to transform the paradigm of disinvestment to create areas of opportunity within the BOA, while also providing myriad benefits to the entire City of Jamestown.

This document serves as a guide to development to catalyze economic development throughout the City.

This section of the City was selected for redevelopment for several reasons. The Chadakoin River, which flows directly through the BOA, was imperative to the original industrial development of the City. The accessibility of water power encouraged the manufacture of furniture and textile mills. However, today many of the businesses that once resided in this area are now closed leading to the decline of the industrial base in the City and ultimately leaving numerous tracts of vacant and underutilized land. The proximity of this land in relation to the pristine natural resources of the Chadakoin River West BOA is a concern due to potential contaminant migration.

While the Chadakoin River West BOA has stagnated in development, the area also presents numerous opportunities to revitalize and bring renewed vitality to the City of Jamestown. By building off of community assets and the rich natural resources of the Chadakoin River, Chadakoin River wetlands, and Chautauqua Lake, significant economic development, public and private sector reinvestment, creation of additional employment opportunities, an increased tourism base, additional recreational activities, and strengthened community bonds will be established. These elements will be established through development of this BOA program. The extensive analysis and development of area revitalization plans will be

developed to revitalize the Chadakoin River West BOA into an inviting and attractive destination for all to enjoy.

The Chadakoin River West BOA Project Team and City of Jamestown are aware that blanket redevelopment projects are not universally successful. The realization of these projects is dependent on the existing assets of the region and the region's ability to implement ideas as their own. For this reason, the Project Team undertook the development of the City of Jamestown Story of Place (SOP) to legitimately understand the attributes and patterns that make the City the unique place that it is today. The Project Team then utilized these outcomes to determine specific redevelopment goals and projects that will ultimately lead to the economic revival and enhancement of the Chadakoin River West BOA and the City of Jamestown.

Existing Planning Initiatives

A major component of the Chadakoin River West BOA Nomination Study is to ensure recommendations developed from this BOA process align to existing initiatives already underway. Many goals and objectives of these existing plans have begun the conversation and enacted policies to enhance the quality of life within the City of Jamestown. For example, many plans previously conducted reflect the importance of the ecological environment within the Chadakoin River West BOA and the City of Jamestown. For this reason, it is necessary to review previous plans and documents that have been created pertaining to the City and surrounding region.

Table 1: Existing Planning Documents, can be found in the Tables & Figures section at the end of this document.

1.4 Community Vision, Goals and Objectives

The public engagement process conducted throughout the BOA process lead to the establishment and refinement of a specific set of goals and objectives for the Chadakoin River West BOA. Many of these goals and objectives are directly aligned to previous planning efforts that have taken shape over past years.

1.4.1 Community BOA Vision

See the Chadakoin River West BOA Vision Statement that was developed below:

Chadakoin River West BOA Vision Statement:

The Chadakoin River West BOA will be transformed into a destination focused on the outstanding Chadakoin River, its encompassing wetlands and park, and Chautauqua Lake. Redevelopment projects will drive a tourism-based economy as a riverfront destination along the Greater Jamestown Riverwalk to connect people to the employment centers of downtown Jamestown. Recreational, educational and eco-tourism components of revitalization will create enhanced connections to the City's environmental resources, celebrate the rich natural and industrial heritage of the City, offer a safe and walkable district, provide a sensible place for residents to actively engage in the environment, and spur economic development, all while conserving the respected but underutilized wetlands and natural resources.

1.4.2 Goals and Objectives

To further the vision of the Chadakoin River West BOA, the community, Advisory Committee members, and the Project Team developed formulated goals and objectives to ensure development plans will result in the best possible use of the area and benefit the City of Jamestown as a whole. These goals and objectives are presented:

GOAL 1 - CREATE A RIVERFRONT DESTINATION TO CONNECT AND ENHANCE THE GREATER JAMESTOWN RIVERWALK AND INCREASE TOURISM OPPORTUNITIES



Goal 1 Objectives:

- Connect the Chadakoin River West BOA to the Greater Jamestown Riverwalk
- Encourage the use of the Greater Jamestown Riverwalk trail by increasing accessibility and convenience of the trail
- Develop and strengthen partnerships with organizations and agencies to establish a nature and educational center that will draw tourists and residents to Chadakoin Park and surrounding area
- Connect the eastern portion of the Chadakoin Park to McCrea Point

GOAL 2 - IMPROVE WALKABILITY AND SAFETY OF THE AREA



Goal 2 Objectives:

- Provide increased accessibility to Chadakoin Park from residential neighborhoods
- Reduce traffic speeds along Washington Street, Fluvanna Avenue and Jones and Gifford Avenue
- Improve pedestrian presence along Washington Street and Fluvanna Avenue
- Increase awareness of the Chadakoin Park in order to create additional foot traffic and activity within the park

GOAL 3 – INCREASE RECREATIONAL ACTIVITIES AND AMENITIES IN ORDER TO ENHANCE THE RELATIONSHIP WITH THE WATER



Goal 3 Objectives:

- Construct a multi-use trail along Chadakoin Park that connects to the western portion of the Chadakoin wetlands
- Increase passive recreational uses in Chadakoin Park for resident usage and enjoyment
- Activate currently underutilized park space with unconventional recreational “play” use
- Establish and increase the number of activity nodes, such as kayak launch points, along the Chadakoin River
- Enhance ecological awareness of the area’s existing natural resources

GOAL 4 – ENHANCE ECONOMIC VIABILITY OF THE AREA



Goal 4 Objectives:

- Encourage retail and commercial uses related to recreational opportunities along Washington Street and Fluvanna Avenue to enhance businesses and services in the area
- Draw and retain tourists to the area in order to augment visitor spending in the City
- Redevelop currently underutilized and vacant properties to activate use centered on recreational tourism
- Re-establish light industrial, flex space-type uses on Jones and Gifford Avenue in a manner that respects the natural aspects of the BOA

1.5 Chadakoin River West BOA Description and Justification

The Chadakoin River West BOA encompasses 710 acres and contains 375 parcels. The Chadakoin River West BOA is located in the northwestern section of the City of Jamestown. The north and west BOA boundaries are formed by the municipal bounds of the City of Jamestown, while the southern boundary is coincident with the western boundary of the Chadakoin Central/Eastern BOA. The eastern boundary is formed by the primary streets of Washington Street and Fluvanna Avenue. Figure 3 displays the boundaries of the Chadakoin River West BOA.

The BOA boundary was previously established in the Chadakoin River West BOA Pre-Nomination Study. The boundary was selected to primarily encompass the Chadakoin River, wetlands, and Chadakoin Park, due to the importance of their existing ecological integrity and potential to stimulate significant economic development. These resources will serve to formulate the revitalization goals of the area and to enhance waterfront connections to downtown Jamestown, to promote enhanced tourism throughout the City.

The properties along Washington Street and Fluvanna Avenue were selected due to their commercial nature and ability to support recreational opportunities along the water and within Chadakoin Park, as well as an additional opportunity to enhance the streetscape to increase compatibility of land uses between Chadakoin Park and the commercial streets. Additionally, industrial and vacant properties along Jones and Gifford Avenue were included within the BOA due to their potential to be brownfield sites. The sites along this roadway can be redeveloped to create jobs within the City of Jamestown while simultaneously supporting the natural aspects of the proximate natural resources.

Figure 3: BOA Boundary Map





SECTION 2: PUBLIC PARTICIPATION AND TECHNIQUES TO ENLIST PARTNERS

2.0 Public Participation and Techniques to Enlist Partners

The Project Team was tasked with engaging the community and helping the community see and understand the value in existing assets. It was vital to discover and understand the answer to the community's "why". These answers informed the framework of the plan and served as a guide to project redevelopment recommendations. This process provided clear articulation of goals and objectives of the BOA project as well as the understanding of "how" the recommended redevelopment is to be achieved. "How" will the City increase its current tax base while attracting new development, attract visitors and money to the local economy, and advance vision goals? The answers to these questions laid the foundation for the BOA process and provided a playbook for the City to refer to throughout the process.



Site Tour participants review concerns and ideas for the role that Chadakoin Park plays in their community

In order to accomplish a clear redevelopment plan throughout the BOA process, the Project Team utilized a Placemaking Methodology as an approach for community outreach and engagement. The purpose of the engagement process was to engage a diverse group of people devoted to bettering the community. The plethora of involved groups included community leaders, community organizations, stakeholders, business owners, citizens, elected officials, planners, architects, engineers, landscape architects, potential developers, and representatives from local, county, state and regional agencies. The instituted methods allowed the Project Team to work closely with the community to identify solutions to current issues, while ensuring that the triple bottom line of economic, social and environmental benefits of potential redevelopment projects were met.

A Citizen Participation Plan (CPP) was created at the onset of the BOA project to ensure the local community was given a voice in the redevelopment planning. This document is attached in Appendix A and includes the combination of methods for accomplishing public outreach activities. The specific methodology instituted included the following techniques:

- Traditional Public Meetings
- Advisory Committee Meetings
- Site Analysis and Visioning Tours
- Small Community Conversations
- Marketing and Branding Efforts

2.1 Traditional Public Meetings

The Project Team understands that the public is the Chadakoin River West BOA's ultimate constituent and biggest champion. Larger community knowledge and support means long term success for any project. Particular outreach efforts were planned to involve the residents and various stakeholders directly impacted by this Chadakoin River West BOA redevelopment plan.

The Project Team coordinated and led two public meetings; one at the onset and one at the close of the BOA process. The initial kick-off meeting was held on February 2, 2016 at the Robert H. Jackson Center. This meeting was supported by representatives from the City's DOD, Department of Public Works, NYS DOS and NYS DEC. The intent of this meeting was to explain the BOA Program, review the BOA project scope of work, refine goals and priorities for the BOA project, and solicit initial public input on a vision for the study area, goals, objectives, opportunities, and constraints.

The second public meeting was held at the conclusion of the project on June 22, 2017 at the James Prendergast Library and presented the findings of the BOA project and opened the public comment period. The recommendations and redevelopment projects presented to the public were well received and supported by all interested agencies.



Advisory committee members and public representatives brainstorm vision, goals and objectives for the Chadakoin River West BOA



Community members and the project team discuss priorities for redevelopment within the Chadakoin River West BOA at the Public Kick-off Meeting

2.2 Advisory Committee Meetings

At the onset of the BOA project, an Advisory Committee was established and was comprised of local business owners, citizens, and community groups. The Advisory Committee played a vital role and worked very closely and collaboratively with the Project Team. It was imperative that the Project Team and the Advisory Committee meet on a regular basis for review and feedback of analysis, project opportunities and the

development of the BOA plan. The Advisory Committee met for a total of eight meetings. The meeting minutes from these conversations are provided in Appendix B.

Table 2: Chadakoin River West BOA Advisory Committee

NAME	AFFILIATION
CITIZEN ADVISORS	
Rod Drake	JRC / Gebbie Foundation
China Kinney	Citizen / Stakeholder
Mary Maxwell	Jamestown Renaissance Corporation
Becky Nystrom	Chautauqua Watershed Conservancy
Rev. Chloe Smith	Blackwell Chapel AME Zion Church
Dave Warren	Dave Warren Auto Group
Twan Leenders	Roger Tory Peterson Institute
CITY OF JAMESTOWN ADVISORS	
Vince DeJoy	Department of Development
Bill Rice	Department of Development
Jeff Hollern	Department of Development
Jeff Lehman	Department of Public Works
STATE ADVISORS	
Chris Bauer	NYSDOS
Maurice Moore	NYSDEC
PROJECT TEAM	
Daniel Riker	C&S Companies
Samantha Herberger	C&S Companies
Timothy Hughes	C&S Companies
Joy Kuebler	Joy Kuebler Landscape Architect, PC
Crystal Surdyk	Joy Kuebler Landscape Architect, PC
Sarah Cashimere-Warren	CBRE
Robert Starzynski	CBRE
Frederick Merrill	Sasaki Associates
Paul Schlapobersky	Sasaki Associates
Vee Petchthevee	Sasaki Associates
William Reed	Regenes Group
Ben Haggard	Regenes Group
Joel Glanzberg	Regenes Group

2.3 Site Analysis & Visioning Tours

The Project Team integrated placemaking techniques into various site visioning tours throughout the BOA process in order to engage the community in a more natural and conversational method. These techniques cultivated more efficient, productive, and quality data collection. Through these visioning sessions, a spirit of cooperation and creative problem solving was fostered within the community, which combined with a transparent process that helped to build trust from the onset of the BOA project. Approaching the engagement process in this non-traditional fashion proved to be an effective and efficient, as well as an approachable and engaging way to interact with the community.

Site analysis and visioning tours involved a 'boots on the ground' approach to engage the public and Advisory Committee. The Project Team, Advisory Committee, municipal department heads, community members, and stakeholders participated in two site analysis and visioning tours; one of the Washington Street/Chadakoin River and Wetlands Corridor and one of the Chadakoin Park Corridor.

Together, participants discovered the challenges and constraints of the sites, discussed real solutions in real time, and identified creative ways to re-envision the areas as integral parts of the community. These tours allowed participants to move toward consensus much faster than traditional public meeting methods. They also provided participants with a shared sense of pride and ownership of the final community vision and redevelopment plan. Visioning activity workbooks provided during the site analysis and visioning tours are provided in Appendix C.

Washington Street Commercial Corridor/Chadakoin River and Wetlands Corridor

This site analysis and visioning tour was held on June 23, 2016 and involved the participation of approximately 30 community members, stakeholders, and Advisory Committee members. For this tour, participants were led down two major corridors within the Chadakoin River West BOA.



Participants tour the Washington Street Corridor, taking a "boots on the ground" approach to creative and collaborative problem solving

Participants first walked down Washington Street from the Chadakoin Park entrance on 10th Street north to 17th Street. During this leg of the tour, participants discussed the difficulty of crossing Washington Street for pedestrians, the frightening experience walking along Washington Street, the separation of the park from the commercial corridor, the car-centric nature of the Washington Street corridor and the noise generation from truck traffic.

Discussions from these conversations included the potential for a more welcoming Chadakoin Park entrance from Washington Street, the possibility streetscape transformation (including reduction of car travel lanes and additions of crosswalks at strategic intersections), the potential to include green infrastructure along Washington Street, and the creation of a better connection between the Chadakoin Park and the commercial corridor.



Participants engage in brainstorming and visioning activities to re-imagine the Washington Street Corridor

Chadakoin River and Wetlands Corridor

The second leg of the tour centered on the Chadakoin River wetlands. During this tour, participants gathered on a pontoon boat and experienced the Chadakoin River and wetlands from the water. This gave participants an alternative view and appreciation for the pristine natural resources that exist within the City.

Topics of discussion during this tour centered on the unconventional ways residents and visitors can enjoy the river and wetlands without disturbing the resources, the opportunity for additional recreational amenities, such as kayak launches and bird watching venues, and methods to advertise the unique beauty of the Chadakoin River and wetlands.



Participants travel along the Chadakoin River in a pontoon boat to experience the wetlands from a different perspective

Chadakoin Park Corridor

This site analysis and visioning tour was held on September 24, 2016 and involved the participation of approximately 40 community members, stakeholders, and Advisory Committee members. During this tour, participants first engaged in a visioning activity to discuss their perceptions of Chadakoin Park in its current state and how they envision the park in the future. From this discussion, many participants recognized the recreational limitations of the park due to soil conditions and the resident's neglect of the park in recent years. However, participants also saw opportunity of the park to support non-traditional recreational activities.

During the second half of the day, participants enthusiastically walked the Chadakoin Park from the pavilion on Lafayette Street north through the recreational section of the park to the City of Jamestown's brush disposal site. Discussions of the tour included the diverse opportunities that the Chadakoin Park could support, the integration of the new playground to be installed in the near future, and the desire of the residents to make the park more inviting with the institution of a community garden.

When walking toward the River from the park, discussions included the lack of connections to the Chadakoin River from Washington Street and particular ways this could be revamped. The residents talked about the desire to implement a naturalized trail and freely moving paths within the Chadakoin Park for visitors to walk on but as to not disturb nature, and the opportunities to better utilize nature for educational purposes. Additionally, participants discussed the need to create a sound buffer (with trees) between the more commercial areas surrounding the park and more naturalized ways to "play" in nature.

Participants engage in visioning activities to re-imagining Chadakoin Park potential



2.4 Small Community Conversations

Additional outreach efforts with City residents included “meeting the public” where they are, which involved the Project Team spending time in places where residents spend their everyday lives, rather than inviting residents to take time out of busy schedules. These small community discussions occurred at the Blackwell Chapel AME Zion Church, the City’s annual Lucy Fest event, as well as at the weekly Farmer’s Market.

The goal of the community conversations was to hear the local perspective, from as many view points as possible. By going to the community where they already were, the Project Team was able to have many casual conversations, which resulted in real and valuable contributions.



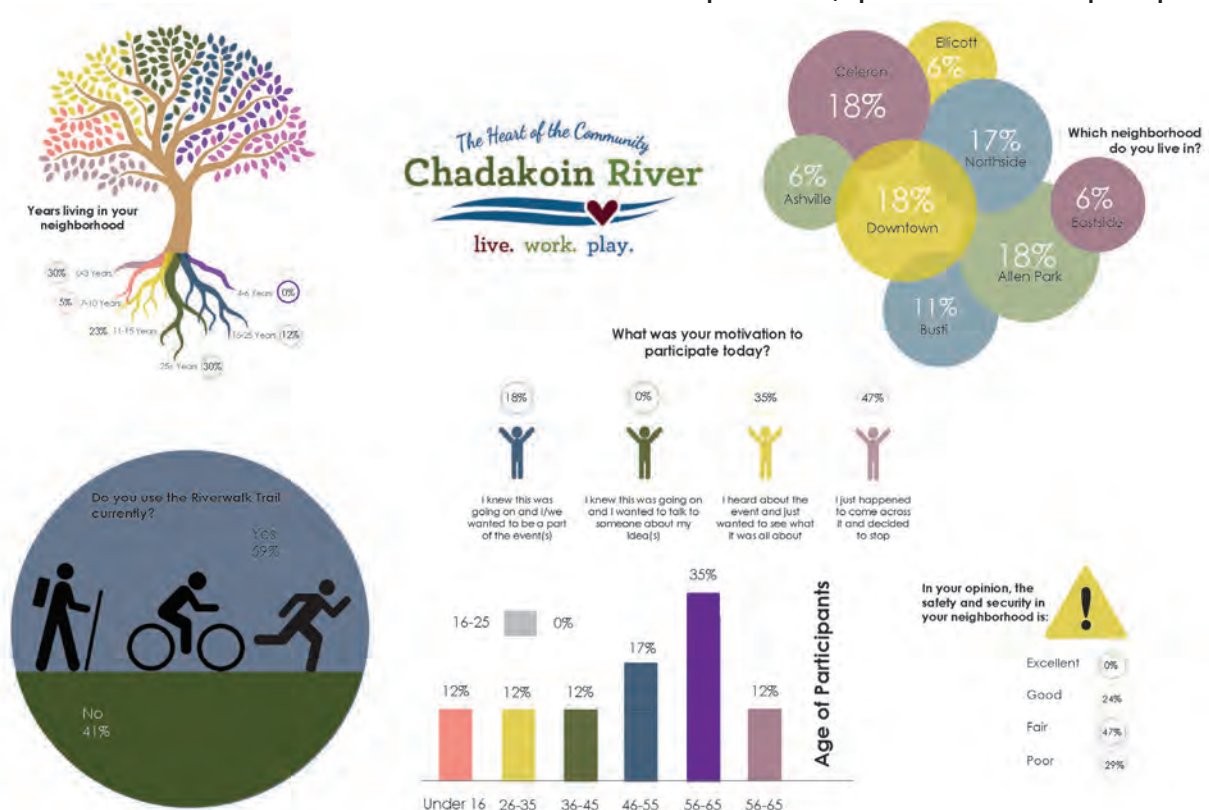
Project Team engages with community members at the Blackwell Chapel AME Zion Church to discuss amenities they would like to see in Chadakoin Park

Events, such as the Lucy Fest and weekly Farmer's Market, draw tourists to the City of Jamestown from the greater region. During the Summer of 2016, the Project Team attended these events in order to speak with these visitors and gauge what specific elements drew them to the City of Jamestown and what types of amenities they would suggest to draw additional tourists to the area.

During these events, a paper survey was distributed to visitors and online to quantify and visualize the community's responses. The survey results indicated that the people surveyed lived in downtown Jamestown, the Town of Celeron, the Northside neighborhood, and Allen Park neighborhood. The majority of people currently use the Greater Jamestown Riverwalk Trail and find their neighborhood security to be fair. The entirety of the survey and results are included in the Appendix C.



Summer 2016 events, such as the Lucy Fest and Farmer's Markets allowed the Project Team to interact with tourists. Below: Community survey results indicate various preferences, opinions and habits of participants



2.5 Marketing and Branding

2.5.1 Chadakoin River West BOA Logo

The Project Team worked with the Advisory Committee to develop a brand and marketing strategy appropriate for the Chadakoin River West BOA and to be utilized as a recognizable feature of the area's revitalization efforts. In order to develop this logo, the Advisory Committee agreed that the logo should align with on-going efforts within the City of Jamestown, such as the development of the Greater Jamestown Riverwalk and the tourism marketing efforts of the "Up Close and Jamestown" campaign.

Additionally, the logo was to focus on the Chadakoin River and the area's potential to provide additional amenities for residents as

well as business opportunities centered on recreation.

The "live, work, play" slogan encompassed this theme perfectly. Additionally, the Advisory Committee wanted to ensure the Chadakoin River, wetlands, and Chadakoin Park were the central focus of the logo and the ability of it to be cross marketed for all Chadakoin River-related efforts. The all-encompassing logo is shown above.

This Chadakoin River West BOA logo was incorporated into flyers, handouts, and other print media throughout the BOA process.



Several drafts of what would become the Chadakoin River West BOA logo were developed with input from Steering Committee Members, stakeholders and community members

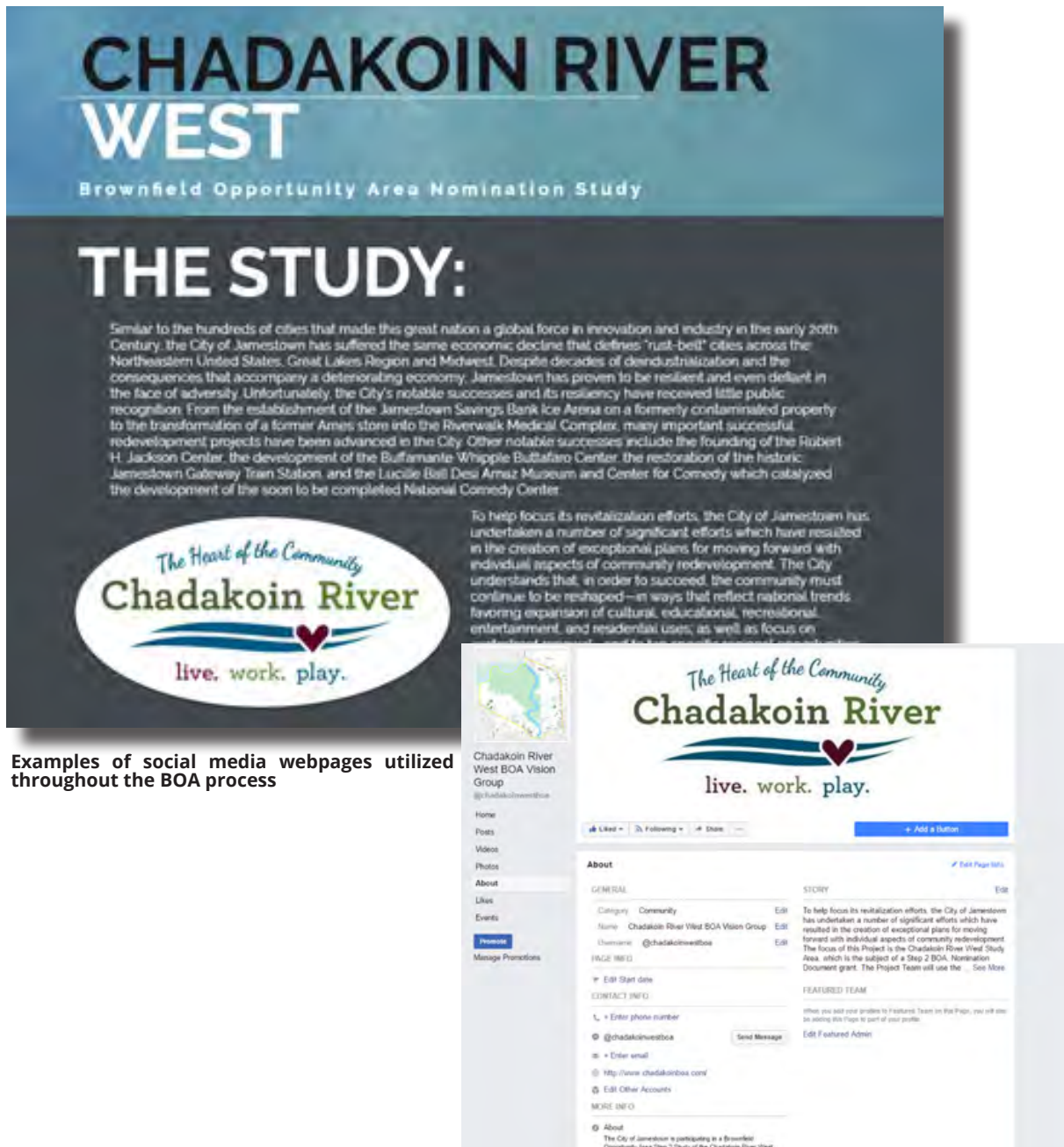
2.5.2 Web and Social Media

Outreach via the web and social media was also used throughout the BOA process as the digital medium for promotion of events and providing a way to introduce visioning and engaging opportunities to the public.

A project website was developed to keep the public informed of the BOA project status,

new developments, and upcoming events and meetings. This webpage can be found at <http://www.chadakooinboa.com/>.

The Project Team also created a Facebook Page for the community to stay in touch and up to date with BOA project happenings and meetings.



Examples of social media webpages utilized throughout the BOA process



SECTION 3: INVENTORY AND ANALYSIS OF THE CHADAKOIN RIVER WEST BOA

3.0 Inventory and Analysis of the Chadakoin River West BOA

3.1 Community and Regional Setting

The City of Jamestown is located in southeastern Chautauqua County, New York in the westernmost portion of New York State. The Towns of Busti, Ellicott and Kiantone and the Villages of Falconer and Celoron border the City of Jamestown. The City is located approximately one mile west of the eastern end of Chautauqua Lake, and is bisected by the Chautauqua Lake Outlet, also known as the Chadakoin River. The City is approximately 75 miles south of Buffalo, New York and 53 miles east of Erie, Pennsylvania.

Refer to Figures 1 and 2 for contextual relationship of the City of Jamestown and the Chadakoin River West BOA to the region and community.

The City of Jamestown is accessible by various routes. Route 86 accesses the City from both the east and west. NYS Route 60 and US Route 62 are the primary access means from the north and south. The Chautauqua Airport is located approximately three miles north of the City of

Jamestown with daily commutes to Pittsburgh, Pennsylvania. Additionally, the Western New York and Pennsylvania Railroad (WNYP) operates a short line railroad that passes through the Chadakoin River West BOA. Although rail service in the City is limited to freight, passenger rail service is available in nearby Erie and Buffalo.

The City of Jamestown currently has a population of approximately 30,000 people, while the Chadakoin River West BOA, represented by Census Tract 303, contains approximately 2,000 people. Additional demographic information and comparisons between Census Tract 303, the City of Jamestown, Chautauqua County and New York State are presented below.

Table 3: Population

	Population (Year)				Change 1990-2015	
Area	1990	2000	2010	2015	Number	Percent
Tract 303	2,662	2,441	2,132	2,060	-602	-22.60%
City of Jamestown	34,681	31,730	31,146	30,546	-4,135	-11.90%
Chautauqua County	141,895	139,750	134,905	132,646	-9,249	-6.50%
New York State	17,990,455	18,976,457	19,378,102	19,673,174	1,682,719	9.40%

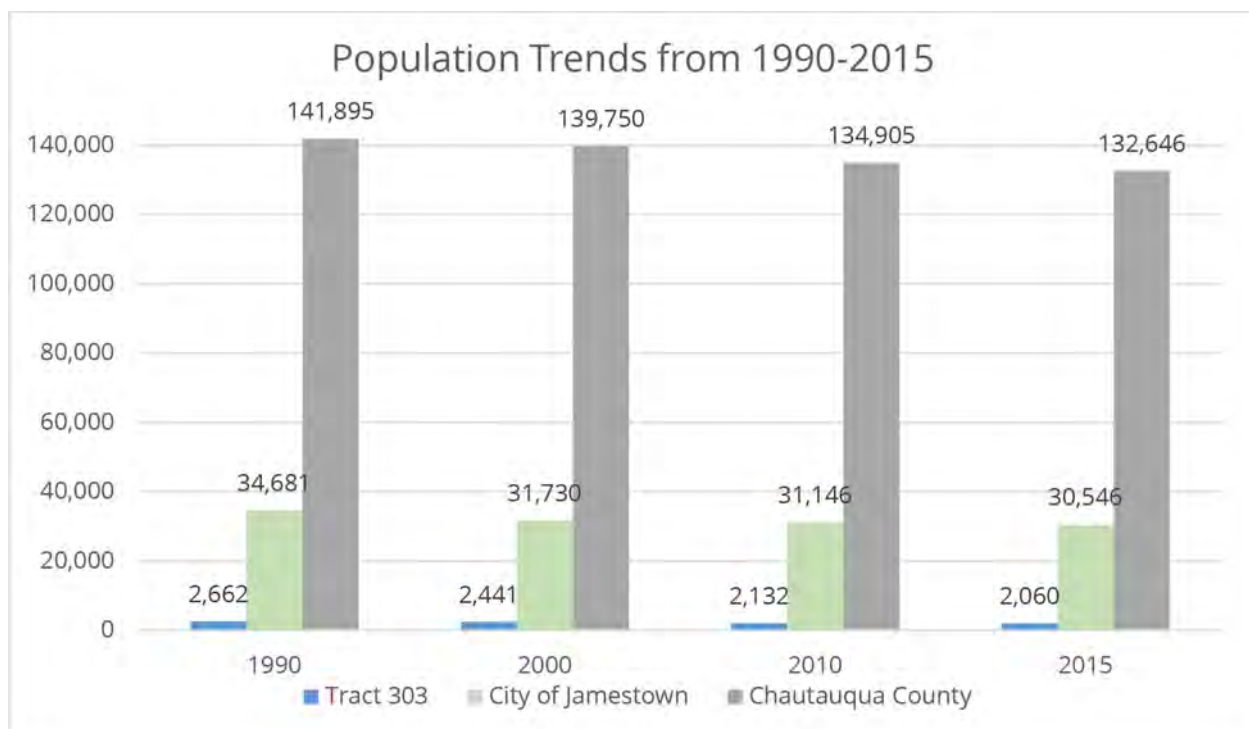
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the City of Jamestown, Chautauqua County and New York State. Census Tract 303 is representative of the BOA since it encompasses the boundaries of the BOA, which are shown in the figure below.

LEGEND

- BOA BOUNDARY
- CENSUS TRACT 303

The map displays the geographical area of Census Tract 303, which is shaded in light purple. The boundary of the BOA is marked with a thick yellow line. The map includes a grid of streets, with major thoroughfares like Clifton, Clifton, and Clifton labeled. Other streets shown include 430, 23Rd, 22Nd, 21St, 18Th, 17Th, 15Th, 14Th, 13Th, 12Th, 11Th, 10Th, 9Th, 8Th, 7Th, 6Th, 5Th, 4Th, 3Th, 2Th, 1Th, 0Th, and various residential streets like Walden, Jones And Gifford, Erie, Lyngton, Ulica, Gomer, Blake, Seymour, Fairview, Hall, Cook, Lakin, Stewart, Andrews, Woodworth, Bullis, Chicago, McDaniel, Todd, Harding, Hunt, Logan, Sessions, Columbia, Canterbury, Westminster, and Center. The map also shows the location of Exit 12 and a Ramp.



Since 1990, the population throughout the City of Jamestown has decreased. This decline in population is also in line with the loss of population seen in Chautauqua County. Population in the BOA, as estimated by Census Tract population data, has declined by 22.6 percent. While these areas have decreased in population, the population in New York State has seen an increase of 9.4 percent. The total population trends since 1990 are detailed in *Table 3* on page 36.

Population Characteristics

Data for minority races, Hispanic and Latino, female population, dependents and median age are also presented in Table 4. In the City of Jamestown, the percentage of minority races and Hispanic and Latino population has increased substantially. . In Census Tract 303, the Hispanic and Latino population has doubled to more than 24 percent since 2000. The female population in Census Tract 303 is approximately 50 percent as well as the dependent population at about 40 percent. Median age of the census tract as decreased slightly to be approximately 30.5 years old.

Table 4: Population Characteristics

	Tract 303	City of Jamestown	Chautauqua County	New York State
Minority Race (All races other than White)				
2000	26.46	8.48	5.96	32.05
2010	27.2	11.56	7.43	34.25
2015	31.8	12.2	6.9	35.4
Change (%)	41.34	43.87	15.77	10.45
Hispanic and/or Latino				
2000	11.55	4.94	4.22	15.11
2010	18.01	8.79	6.11	17.63
2015	24.8	9.2	6.8	18.4
Change	114.72	86.23	61.14	21.77
Female Population				
2000	49.77	52.34	51.24	51.8
2010	49.16	51.39	50.7	51.61
2015	50.1	50.8	50.5	51.5
Change	0.66	-2.94	-1.44	-0.58
Dependents (Less than 18 years old or 65 years and older)				
2000	39.57	41.81	40.5	37.62
2010	38.79	39.22	38.42	35.83
2015	39.9	39.8	38.7	36
Change	0.83	-4.81	-4.44	-4.31
Median Age				
2000	33.2	36.2	37.9	35.9
2010	32.8	36.9	40.9	38
2015	30.5	37.3	41.7	38.1
Change	-8.13	3.04	10.03	6.13

* All numbers are expressed as percentages

Education and Income

The social and economic characteristics of Census Tract 303, City of Jamestown, Chautauqua County and New York State are shown in Table 5. Educational attainment for Census Tract 303 has increased slightly with the majority of the adult population having obtained a high

school diploma or equivalent education level. Both median household income and per capital income in Census Tract 303, is lower than the City, county and state. Poverty levels in Census Tract 303 are higher than the levels in the City, county and state.

Table 5: Education and Income Characteristics

	Tract 303	City of Jamestown	Chautauqua County	New York State
Education (High School Diploma or Equivalent and Greater)				
2000	66.37	79.42	81.20	79.06
2010	67.41	84.27	86.20	84.45
2015	70.50	85.80	88.20	85.60
Change	6.22	8.03	8.63	8.27
Median Household Income				
2000	\$17,622	\$25,837	\$33,458	\$43,393
2010	\$25,911	\$33,092	\$40,639	\$55,603
2015	\$19,565	\$30,950	\$42,993	\$59,269
Change	11.03	19.79	28.50	36.59
Per Capita Income				
2000	\$12,904	\$15,316	\$16,840	\$23,389
2010	\$13,513	\$18,374	\$21,033	\$30,948
2015	\$12,565	\$18,796	\$22,903	\$33,236
Change	-2.63	22.72	36.00	42.10%
Individuals Below the Poverty Level				
2000	32.43	19.55	13.84	14.59
2010	28.59	23.42	17.14	14.16
2015	41.8	28.2	18.20	14.40
Change	28.89	44.25	31.50	-1.30

* All unlabeled numbers are expressed as percentages

Work Characteristics

Work characteristics for Census Tract 303, City of Jamestown, Chautauqua County and New York State is shown in Table 6. Unemployment rates in Census Tract 303 have increased dramatically from 2000-2010, however in 2015 the unemployment rate decreased. The rate of 19.2 percent is approximately double the rate of the City of Jamestown at 10 percent. Close to 60 percent of those living within Census Tract 303 live within the immediate neighborhood, which

is comparable to 50.15 percent of the population living and working within the City of Jamestown. The numbers in this table indicate that more than half of Census Tract 303 drive in a private vehicle alone to work while 17 percent access public transit, walk or bike, and 34.8 percent have no access to a vehicle. The number of people utilizing public transit is significantly higher at a rate of 17 percent compared to the City's rate of 8.4 percent.

Table 6: Work Characteristics

	Tract 303	City of Jamestown	Chautauqua County	New York State
Unemployed				
2000	17.86	8.34	6.25	7.08
2010	32.22	13.76	8.12	7.5
2015	19.2	10	7.8	8.2
Change	7.5	19.9	24.8	15.82
Worked within Neighborhood Residence				
2000	64.02	58.87	44.93	57.38
2010	59.71	50.15	39.93	58.93
2015	N/A	N/A	N/A	N/A
Change	-6.73	-14.82	-11.13	12.71
Trip to Work (Drove Alone)				
2000	56.69	75.09	78.51	56.26
2010	55.18	74.38	78.67	54.12
2015	65.45	76.2	80.9	53.2
Change	15.45	1.48	3.04	-5.44
Trip to Work (Transit, Walk or Bike)				
2000	20.96	8.71	6.5	30.97
2010	24.11	10.45	7.24	33.95
2015	17	8.4	6	36.1
Change	-18.89	-3.56	-7.69	16.56
No Household Access to Vehicle				
2000	36.01	20.03	11.21	29.66
2010	29.66	20.65	10.86	28.5
2015	34.8	19.8	10.6	29.4
	-3.36	-1.15	-5.44	-0.88

* All numbers are expressed as percentages

Industry Employment Sectors

Additionally, the following occupational categories for the employed population within the City of Jamestown and Census Tract 303 in 2015 are presented below, in Table 7. While the major industry employment sectors in both the City of Jamestown and Census Tract 303 are largely the same. While employment sectors

seem to be evenly distributed, the Educational Services and Health Care sector employs the majority of the residents both in Census Tract 303 and the City of Jamestown. The Manufacturing sector also employs approximately 19 percent of residents from the City of Jamestown and Census Tract 303.

Table 7: Top 5 Industry Employment Sectors - 2015

	Census Tract 303	City of Jamestown
Educational Services & Health Care	30.1	25.4
Manufacturing	19.3	19
Retail Trade	11.9	13.5
Arts Entertainment & Recreation and Accommodation and Food Services	15.1	10.2
Professional Scientific & Management Admin and Waste Management	6.9	6.8

* All numbers are expressed as percentages

Household Characteristics

As for household characteristics, the general trend of households in Census Tract 303, City of Jamestown and Chautauqua County has been decreasing. This is shown in Table 8 below. For Census Tract 303, number of total households has decreased by 13.09 percent while the percentage

of family households has also decreased by 10.94 percent. Average household size for Census Tract 303 has increased by 2.13 percent and 0.44 in the City of Jamestown, while Chautauqua County and New York State has slightly decreased.

Table 8: Household Characteristics

	Tract 303	City of Jamestown	Chautauqua County	New York State
Total Households				
2000	1,031	13,558	54,515	7,056,860
2010	891	13,122	54,244	7,317,755
2015	896	12,935	53,546	7,262,279
Change	-13.09%	-4.60%	-1.78%	2.91%
Family Households				
2000	54.12%	58.28%	65.97%	65.74%
2010	52.41%	56.48%	62.87%	63.54%
2015	48.20%	55.90%	62.70%	63.70%
Change	-10.94%	-4.08%	-4.96%	-3.10%
Average Household Size				
2000	2.35	2.29	2.45	2.61
2010	2.38	2.29	2.37	2.57
2015	2.3	2.3	2.4	2.6
Change	-2.13%	0.44%	-2.04%	-0.38%

Housing Unit Characteristics

Housing unit characteristics are displayed in Table 8. For Census Tract 303 and the City of Jamestown, the number of housing units has declined. However, in Census Tract 303 the percentage lost is larger. Housing vacancy in the City has increased 42.13 percent compared to 2.46 percent in Census Tract 303. The number of owner occupied housing units in Census Tract

303 is 36.20 percent compared to 51.10 percent of homes in the City. Median gross rent in Census Tract 303 is comparable to the City, however, the median housing value is \$37,200 compared to \$63,600 in the City. In addition, the percentage of housing units built before 1939 is the majority in Census Tract 303 at 71.8 percent compared to 58.70 percent in the City of Jamestown.

Table 9: Housing Unit Characteristics

	Tract 303	City of Jamestown	Chautauqua County	New York State
Total Housing Units				
2000	1,219	15,027	64,900	7,679,307
2010	1,092	14,738	66,920	8,108,103
2015	1,064	15,015	66,741	8,171,725
Change	-12.72%	-0.08%	2.84%	6.41%
Housing Vacancy Rate				
2000	15.42%	9.78%	16.00%	8.11%
2010	18.41%	10.96%	18.94%	9.75%
2015	15.80%	13.90%	19.80%	11.10%
Change	2.46%	42.13%	23.75%	36.87%
Housing Units - Owner Occupied				
2000	36.47%	51.35%	69.25%	52.99%
2010	36.14%	49.15%	67.98%	53.27%
2015	36.20%	51.10%	69.60%	53.60%
Change	-0.74%	-0.49%	0.51%	1.15%
Median Gross Rent				
2000	\$381	\$407	\$438	\$672
2010	\$686	\$555	\$581	\$977
2015	\$569	\$587	\$612	\$1,132
Change	49.34%	44.23%	39.73%	68.45%
Median Housing Value				
2000	\$36,000	\$50,500	\$62,700	\$147,600
2010	\$38,400	\$63,500	\$79,600	\$303,900
2015	\$37,200	\$63,600	\$84,500	\$283,400
Change	3.33%	25.94%	34.77%	92.01%
Homes Built Prior to 1939				
2000	75.00%	63.97%	47.28%	31.23%
2010	74.37%	61.05%	46.57%	34.05%
2015	71.80%	58.70%	43.10%	32.70%
Change	-4.27%	-8.24%	-8.84%	4.71%

3.2 Jamestown Story of Place

During the BOA process, the Project Team and Advisory Committee intended to determine the City of Jamestown's Story of Place (SOP). The purpose of determining the SOP for Jamestown was to better understand the opportunities presented in the Chadakoin River West BOA as well as provide a thorough evaluation of the area's history. The SOP is also an attempt to capture and share the unique essence of a particular region or place—why has the City of Jamestown emerged and evolved in this specific location to become what it is today?

The City of Jamestown's SOP was created through extensive research of the human, geological and ecological histories across many eras, in addition to traveling the region personally and conducting interviews with numerous people who live in the area. The agglomeration of this data and analysis of this information revealed patterns that emerge and endure throughout the region's existence, not within only during one era. These patterns revealed a clearer understanding of the unique role or vocation and potential of this place in the larger economic, ecological and human systems. This shared understanding can be powerful in guiding and aligning the efforts of all residents to contribute toward pursuit of the region's potential.

While conducting stakeholder interviews during the SOP development process, it was found that many people are attracted to the area due to its close connection with nature and opportunities for outdoor recreation. Chautauqua Lake is certainly the central attractor of the region and the engine for economic vitality. This resource must be cared for above all else.

In this analysis, it was discovered that the City of Jamestown repeatedly exists on the edge of numerous systems, also referred to as "Edge Effect Abundance". Edge Effect Abundance

posits that creativity and abundance flourish synergistically at the "edges" of systems, where the bonds holding the dominant pattern in place are weakest. For example, there is an abundance of interdependent life in salt marshes where a river meets the ocean. At those edges, the opportunities for innovation and cross-fertilization are the greatest. Working collaboratively across edges – with ongoing learning and development sourced from the diversity that exists there – is transformative for both the communities where the exchanges are happening, and for the individuals involved.

These edge systems include:

Political Boundaries: The City of Jamestown lies on the edge of the geographical location of the Northeast and Midwest United States as well as on the edge of the New York/Pennsylvania state line.

Naturalized Boundaries: The City of Jamestown lies on the edge of all significant population centers of New York State, the edge of the Allegheny Plateau, and the edge of the Eastern Continental Divide. The City is also located on the northeastern-most point of the Allegheny/Ohio/ Mississippi River/Gulf of Mexico watershed.

Ecological Boundaries: The City of Jamestown lies on the northeastern-most point of the Central Lowlands near the boundary of the Appalachian Highlands, and on the edge of what was once the most productive forest ecosystem in North America; the chestnut-oak ecosystem. The City was also on the northeastern edge of the range of the woodland bison.

Economic System Boundaries: The City of Jamestown region was in close proximity, but not the central point, to the historic transportation hub of steel from Cleveland to Youngstown.

Additional research and analysis into the City of Jamestown area highlighted significant historic events and facts, including:

- The City was once Native American controlled land until the British and French claimed the region due to abundant resources;
- The City was a held territory of the American War, referred to as the Indian Reserve, an uncolonized area acquired by Great Britain from France through the Treaty of Paris at the end of the French and Indian War;
- The region, in which the City lies, was once central to the European power's struggle for control of beaver trade. Many European powers desired control of the area due to its placement and ability to connect vast regions;
- The City of Jamestown remained unsettled the majority of the time it was occupied and exploited for its resources throughout history;
- William Prendergast recognized the endless potential of Chautauqua Lake and referred to the area as an "infinite mill pond". This later translated into the industrial driving force the City of Jamestown once was;
- Innovation was a major characteristic of the City of Jamestown over its history including the invention of the automatic voting machine, the crescent wrench and the file.

The entirety of this discussion and analysis is in Appendix E.

The history of the City of Jamestown, and its placement in the region, is fundamental to the potential role this region has to play in the larger social, economic and ecological world. Over time, the connective edges of the various "edge" systems, that the City is a part of, have

hardened and closed off the City, rather than exist as membranes of exchange. Many things have contributed to this situation, although perhaps none as significantly as the "home rule" form of government practiced in New York State. The question becomes, how can we overcome these barriers and rebuild those connections?

The following approaches to hold central to the strategy for economic revitalization of the City of Jamestown and the Chadakoin River West BOA redevelopment plan:

1. Invest in the connections, not things. Seek opportunities to bring together the various, disparate elements and resources of the surrounding region in ways that develop functional/beneficial collectives. Jamestown's core process is about bringing this all together; to invest in the connections, not things. Life and economy are about exchange and relationship. Making deeper and more complex/intricate connections will increase socioeconomic activity, vitality and prosperity.

2. Consider the whole system over time, not just in the short term. Transformation takes time and there are no quick fixes or silver bullets. Consider the impact of all investments over a longer horizon. Appreciate and leverage the contributions and roles of all of the partners in the larger region and systems. Chautauqua Lake and the Chadakoin River are at the core of what attracted settlement to this region from the very beginning.

3. Consider the returns to all five capitals on all investments. The five capitals include financial, manufactured, social, human and natural. Of these, many traditionally only consider returns on financial and manufactured (or built) forms of capital, often at the sacrifice of social, human and/or natural capitals. It is increasingly understood that these five capitals are all interconnected and interdependent; therefore, we cannot

degrade any one form of capital without ultimately degrading all other forms of capital. For example, to degrade the local community in the pursuit of short-term economic success results in neighborhoods that are difficult to attract employee talent to live, increasing social program costs and shifting tax burden more to business – rendering them non-competitive and ultimately resulting in closure or relocation from the region.

Key Findings

The City of Jamestown lies on the edge of many systems, which allows transformative collaboration between the City and surrounding communities. Therefore, the City must invest in the “connections” to natural resources, to the surrounding neighborhoods and to downtown, as well as the human and social capital of the residents. This will transform the economic viability of the City and BOA.



3.3 Existing Land Use

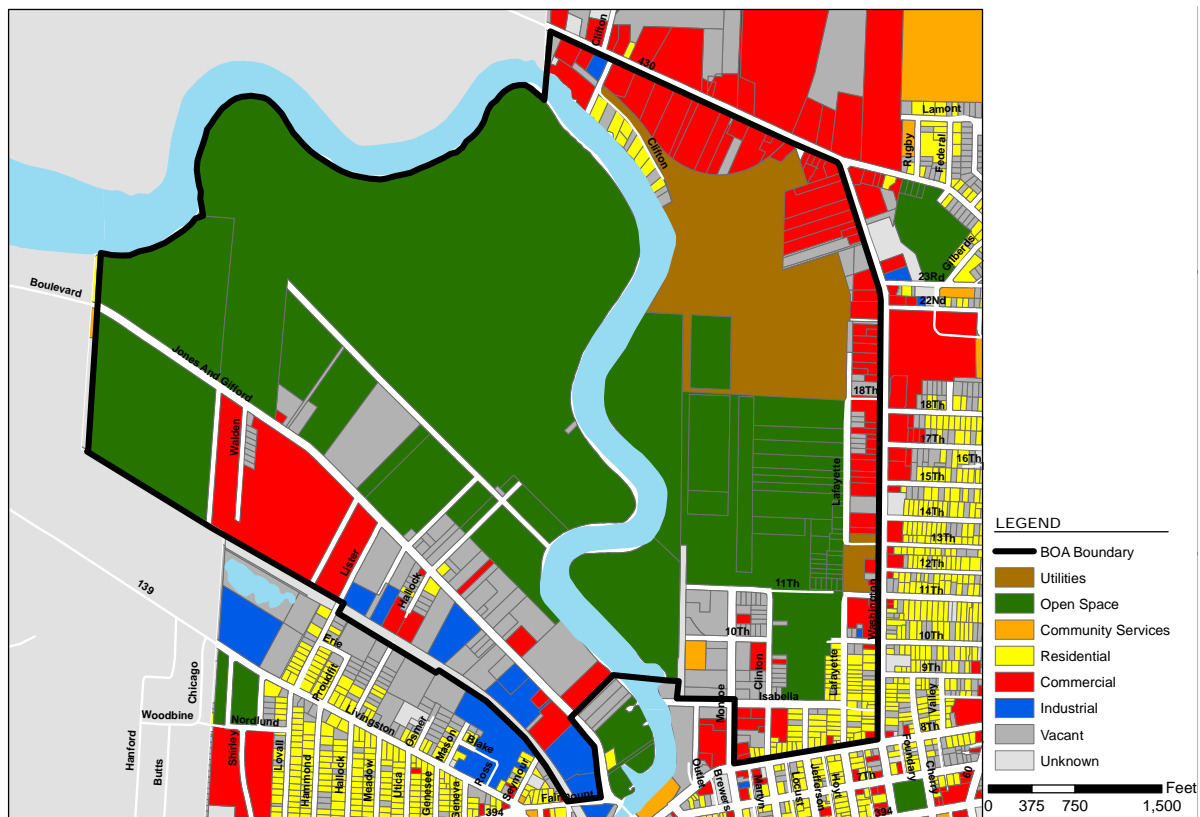
Land use determination within the BOA was conducted based on New York State Property Class Codes and visual analysis. These codes are representative of the primary use of each parcel. The existing land use within the BOA is displayed in Figure 4 and listed in Table 10.

The Chadakoin River West BOA is a largely undeveloped portion of the City of Jamestown. The land use pattern contains a mix of uses; however, the majority of land use within this area is largely undeveloped, either in the form of wetlands (Chadakoin Park wetlands) or municipal parks, such as Jones Memorial Park and Chadakoin Park. Other uses within the BOA consists of commercial and vacant land uses along Washington Street, Fluvanna Avenue, making up approximately 11 percent of the BOA.

Table 10: Land Use Characteristics

Land Use	Acres	Parcels
Residential	12.5	88
Commercial	78.7	76
Industrial	13.2	8
Utility/Transportation Service	59.2	4
Government/Community Services	-	-
Vacant	59.8	140
Park/Open Space	386.7	59
Roads and Water	100.1	-
Total	710.1	375

Figure 4: Existing Land Use



*See 11"x17" of above Figure in the Appendices section of this report.

Industrial uses along Jones and Gifford Avenue comprise approximately two percent of the existing land use within the BOA. Along the south side of Jones and Gifford Avenue, historic industrial sites (many of which are now vacant or underutilized) are served or have the potential to be served by the railroad. The northern side of Jones and Gifford Avenue is predominantly vacant due to poor soil stability.

Additionally, residential use lies within the southeastern portion of the BOA, comprising only approximately two percent of the BOA.

Key Findings

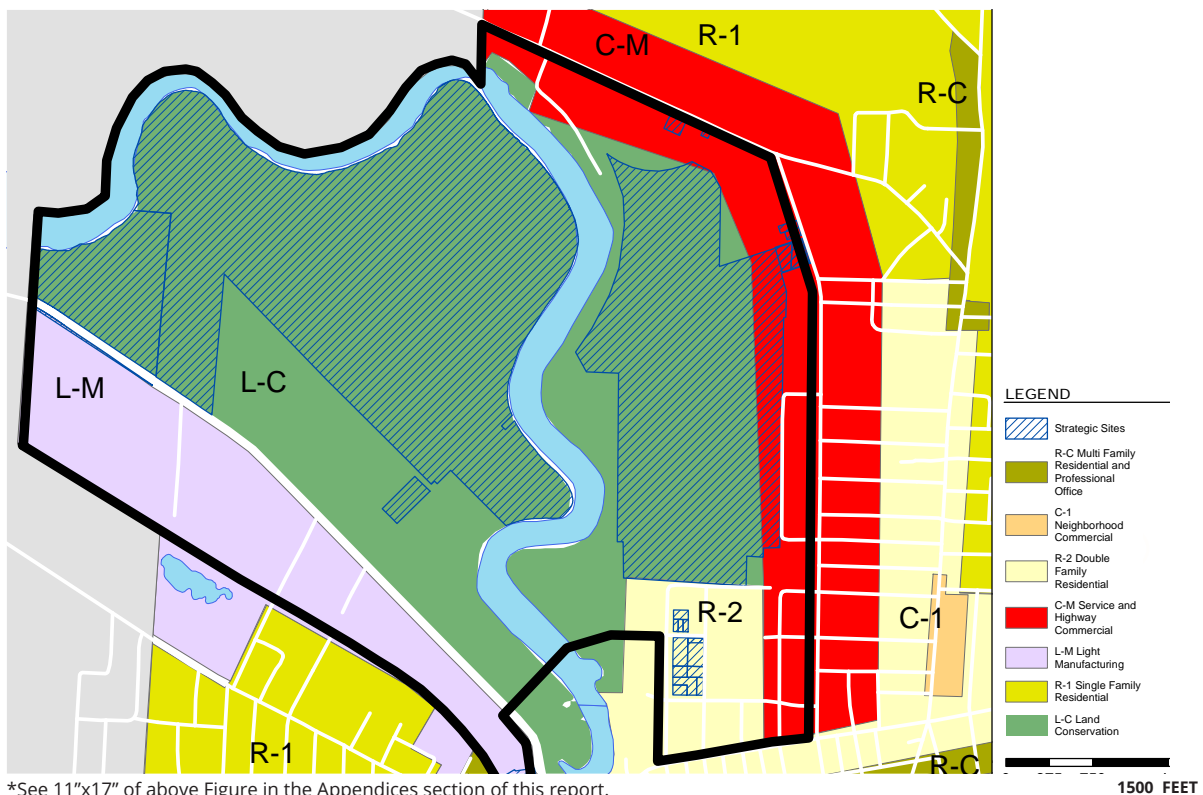
The BOA is largely undeveloped, with vast areas of wetlands and municipal parks, surrounded by commercial and industrial areas.



3.4 Existing Zoning

Zoning in the Chadakoin River West BOA is displayed in Figure 5 and detailed in Table 11, and generally reflective of current land uses. There are a total of five zones within the BOA, including L-C (Land Conservation), L-M (Light Manufacturing), C-M (Service and Highway Commercial), C-1 (Neighborhood Commercial) and R-2 (Two-Family Residential). The L-C zone makes up approximately 69 percent of the BOA, while L-M comprises 14 percent of the BOA.

Figure 5: Existing Zoning



*See 11"x17" of above Figure in the Appendices section of this report.

Table 11: Zoning Characteristics

Zone	Principle Uses	Accessory Use	Acres
L-C	Non-commercial agriculture, parks, playgrounds, marinas, game preserves, fire stations, police stations	Signs	487.6
L-M	C-M uses (except dwellings), research/development facilities, warehouses, laboratories, assembly plants, distribution plants, storage facilities, light manufacturing or clean industrial operations (with approval)	As permitted in C-M, signs	102.6
C-M	Retail, office, entertainment, and residential uses (provided all non-residential uses are primarily oriented toward a major street), auto/marine sale and service, greenhouses, bottling works, wholesale bakery plants, dry-cleaning and laundry, car washes, animal hospitals/kennels, tattoo parlors	As permitted in R-2, coffee/snack bars, manufacturing/processing of articles for on-site retail sale, signs	81.5
R-2	Single and two-family dwellings, places of worship, schools, parks, playgrounds, planned unit residential developments, owner-occupied beauty parlors/barber shops (with special use permit)	Private garages, off-street parking, private swimming pools, signs	37.3

Special Zoning Designations/Districts

Environmental Zones (En-Zone):

Additionally, the Chadakoin River West BOA is within what is known as an En-Zone in which case New York State Brownfield Cleanup Program (BCP) sites are provided enhanced tax incentives for remediation and redevelopment. Designation of En-Zones is based on census tracts with poverty rates of at least 20 percent and unemployment rates of at least 125 percent of the New York State Average, or poverty rates of at least double the rate for the County in which the tract is located. Since Census Tract

303 contains a 32.43 percent poverty rate and an unemployment rate of 19.2 percent, the Chadakoin River West BOA qualifies as an En-Zone.

Under this legislation, sites within the boundaries of an En-Zone and in designated BOAs are eligible for these tax credits. Brownfield sites slated for remediation and redevelopment will receive an additional five percent of tax credits toward costs, such as site preparation, site remediation, and tangible development costs.

HUD Renewal Community:

The United States Department of Housing and Urban Development (HUD) Community Renewal Initiative designated Renewal Communities to encourage revitalization of the poorest census tracts through the use of tax and wage credits. A total of 40 distressed communities across the country were given the Renewal Community designation, five of which are located in NYS, and one of which was located in Jamestown.

These communities were given a share of regulatory relief and tax incentives in order to stimulate job growth, promote economic development and create affordable housing. The Renewal Community Initiative provided tax incentives to eligible businesses of all sizes located within Renewal Communities. These incentives encouraged businesses to open, expand, and hire local residents. The incentives also included employment credits, a zero percent tax on capital gains, accelerated depreciation through Commercial Revitalization Deductions and other incentives. Within the City of Jamestown, Census Tracts 301, 303, 305 and 306 fell within the designated Jamestown Rural Renewal Community. The Chadakoin River West BOA lies within Census Tract 303.

Although the Renewal Community designation expired on December 31, 2009, the designation is still a factor on several grant applications.

New York State Empire Zone:

The Greater Jamestown Empire Zone (GJEZ) was established in 1994 through a partnership between the City of Jamestown, the Villages of Falconer, Lakewood and Celoron and the Towns of Ellicott and Busti. The NYS Empire Zone Program helped distressed communities and enhance economic growth and encourage new jobs. Following the designation of the federal Renewal Community, the GJEZ was expanded to include the Renewal Community census tracts.

Sites within the Empire Zone could apply for Zone Certified Business status, which allowed for real property tax credit, business tax reduction credit, sales tax exemption, wage tax credits, employment incentive credits and infrastructure loans.

While the Empire Zone is now closed to new entrants, these zones are still a factor in several grant applications and the former boundaries are used in part to qualify companies for the new Excelsior Tax Credits – Real Property Tax Credit.

Small Business Administration Historically Underutilized Business Zone:

The Historically Underutilized Business Zone (HUBZone) program was enacted into law as part of the Small Business Reauthorization Act of 1997. The Act defines a Qualified Census Tract (QCT) for purposes of the Low Income Housing Tax Credit (LIHTC) program which provides who criteria for QCT eligibility. A census tract must either have a poverty rate of a least 25 percent; or 50 percent or more of its householders must have incomes below 60 percent of the area median household income.

The HUBZone program helps small businesses in urban and rural communities gain preferential access to federal procurement opportunities. These preferences go to small businesses that obtain HUBZone certification in part by employing staff who live in a HUBZone. The company must also maintain a “principal office” in one of these specially designated areas. Within the City of Jamestown, Census Tract 303 and 305 have the HUBZone QCT designation.

Local Waterfront Revitalization Program:

The entire Chadakoin River West BOA is within the Jamestown Local Waterfront Revitalization Program (LWRP) boundary. Projects within the LWRP are eligible for land and water based construction project grants through New York Department of State and Parks.

Key Findings

The BOA contains five zoning districts, which dictates the type of development in each zone. The BOA also contains an En-Zone, HUB Renewal Community, New York State Empire Zone, HUBZone and LWRP.



3.5 Brownfield, Underutilized, And Vacant Sites – Strategic Sites

The Chadakoin River West BOA includes 11 sites categorized as brownfield, underutilized and vacant sites and are simultaneously the strategic sites. These sites were originally identified in the Pre-Nomination study, and have since been updated to reflect sites that will best catalyze development within the BOA. The sites are described below and shown in Figure 6. Descriptive profiles of the sites are also provided in Appendix F.

All brownfield and underutilized sites identified have been identified as the strategic sites for the Chadakoin River West BOA. These sites have been selected based on their known contamination, suspected contamination based on historical review and analysis, strategic location, and potential to spur economic development. The properties that lie along the commercial and industrial corridors of Washington Street,

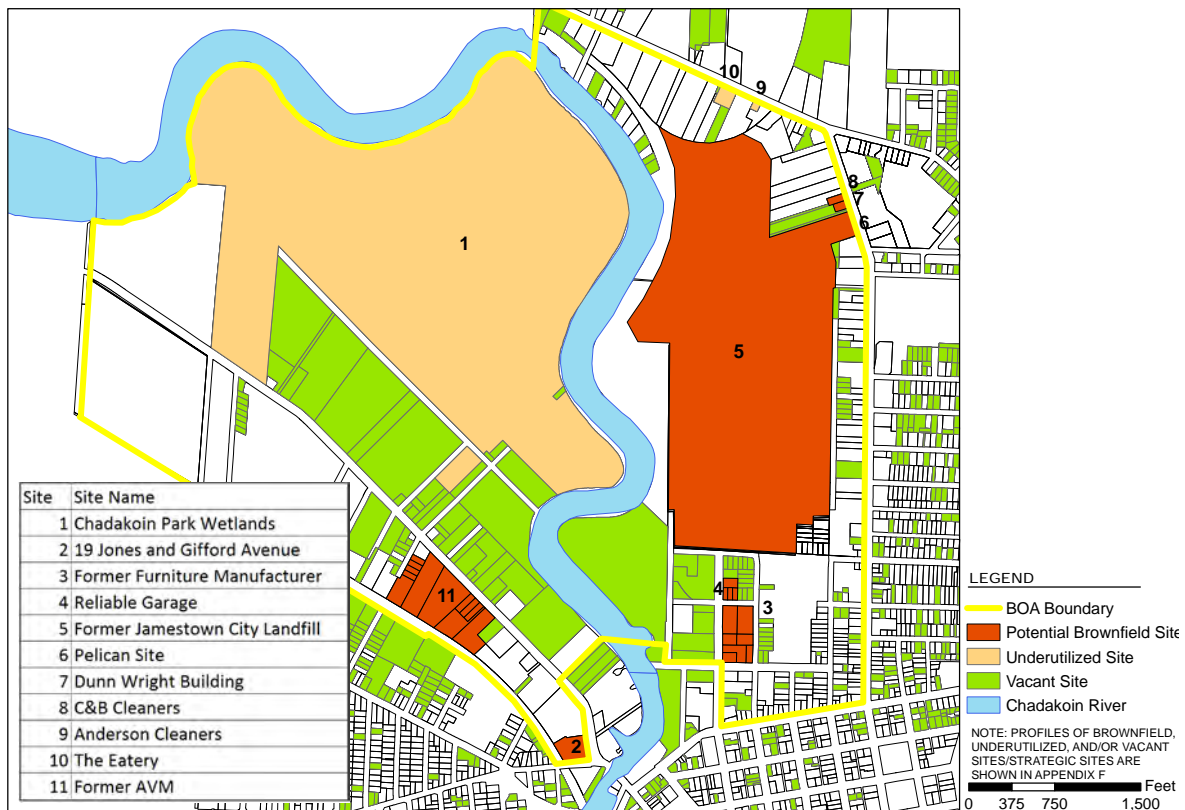
Fluvanna Avenue, and Jones and Gifford Avenue have the ability to be redeveloped to support the revitalization of the Chadakoin Park and the wetlands.

The site's redevelopment will work synergistically to bring increased vitality and activity within this section of the City of Jamestown. Aerial views of the strategic sites are shown in Figure 7 and descriptions can be found in Table 12.

Key Findings

The 11 identified brownfield sites within the BOA are also selected as the strategic sites to catalyze reinvestment. These are located throughout the BOA and redevelopment plans will work to stimulate economic development and revitalization of the area.

Figure 6: Brownfield, Underutilized, & Vacant Sites



*See 11"x17" of above Figure in the Appendices section of this report.

Figure 7: Strategic Sites

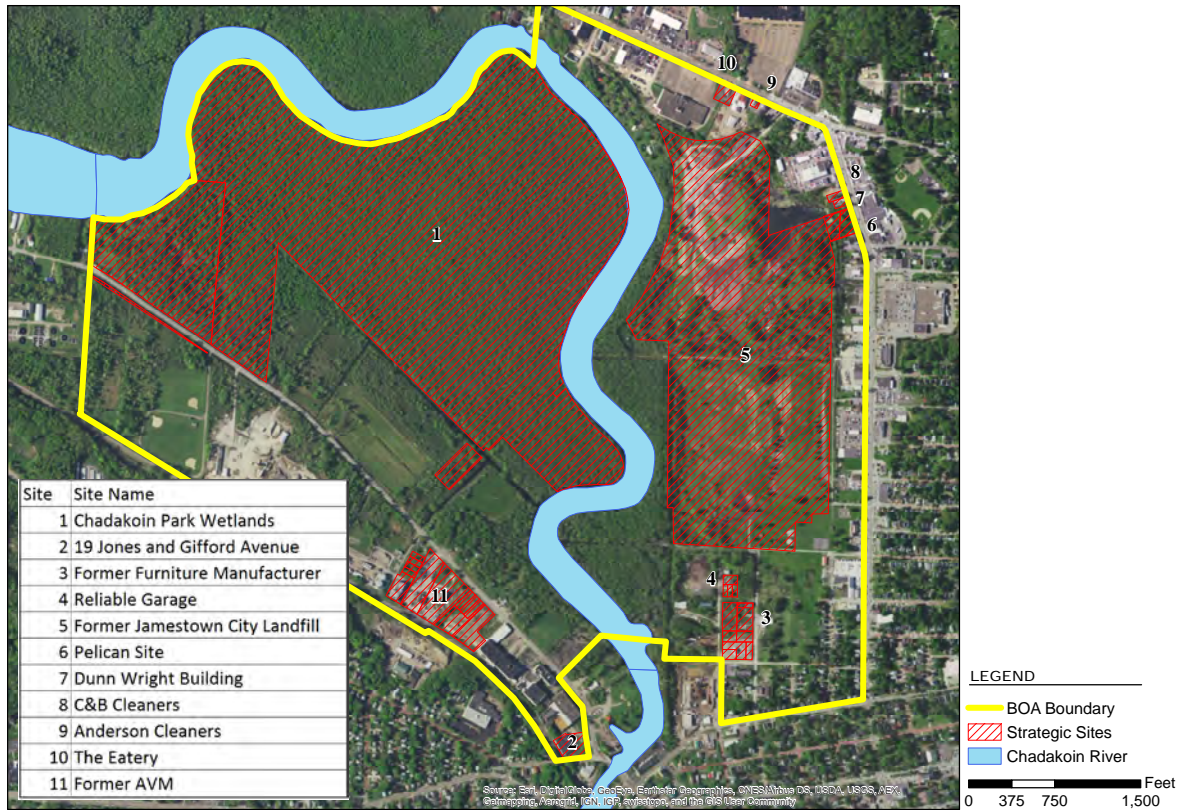


Table 12: Identified Brownfield Sites

Site Name Address	Site Size (acres)	Buildings	Owner	Map #
Chadakoin Park Wetlands Unaddressed	236	None	City of Jamestown	1
19 Jones and Gifford Avenue 19 Jones and Gifford Avenue	1.24	32,276 SF	Tiny Monkey Holdings LLC	2
Former Furniture Manufacturer 901 Clinton Street	2.99	2,301 SF	Multiple owners	3
Reliable Garbage 1010 Monroe Street	0.55	None	Multiple owners	4
Former Jamestown City Landfill Washington Street	105.65	None	Multiple owners	5
Pelican Site 2223 Washington Street	1.3	None	City of Jamestown	6
Dunn Wright Building 2229 Washington Street	0.21	8,400 SF	Gerald Swanson	7
C&B Cleaners 2243 Washington Street	0.24	None	Chautauqua County	8
Anderson Cleaners 217 Fluvanna Avenue	0.17	1,443 SF	Snooker LLC	9
The Eatery 235 Fluvanna Avenue	0.63	3,737 SF	Jamestown Regional Prop LLC	10
Former AVM Site 151-153 Jones and Gifford and 488 Hallock Street	9.43	4,420 SF, 12,600 SF and 41,233 SF	Multiple owners	11

3.6 Land Ownership

Table 13 lists property ownership characteristics of land within the BOA and they are illustrated in Figure 8 below. Public entity property owners include the City of Jamestown, Chautauqua County, as well as the Chautauqua, Cattaraugus, Allegany, and Steuben Southern Tier Extension Rail Authority. As can be seen, the majority of land within this area is owned by the City of Jamestown at approximately 66 percent (404.3 acres), who owns the Chadakoin Park, Chadakoin River wetlands, and Jones Memorial Park. The second highest land ownership within the boundary is the Southern Tier Extension Railroad Authority (STERA). Chautauqua County also owns one small parcel located in the northeast section of the BOA. The remaining land is privately owned for residential, commercial and manufacturing purposes.

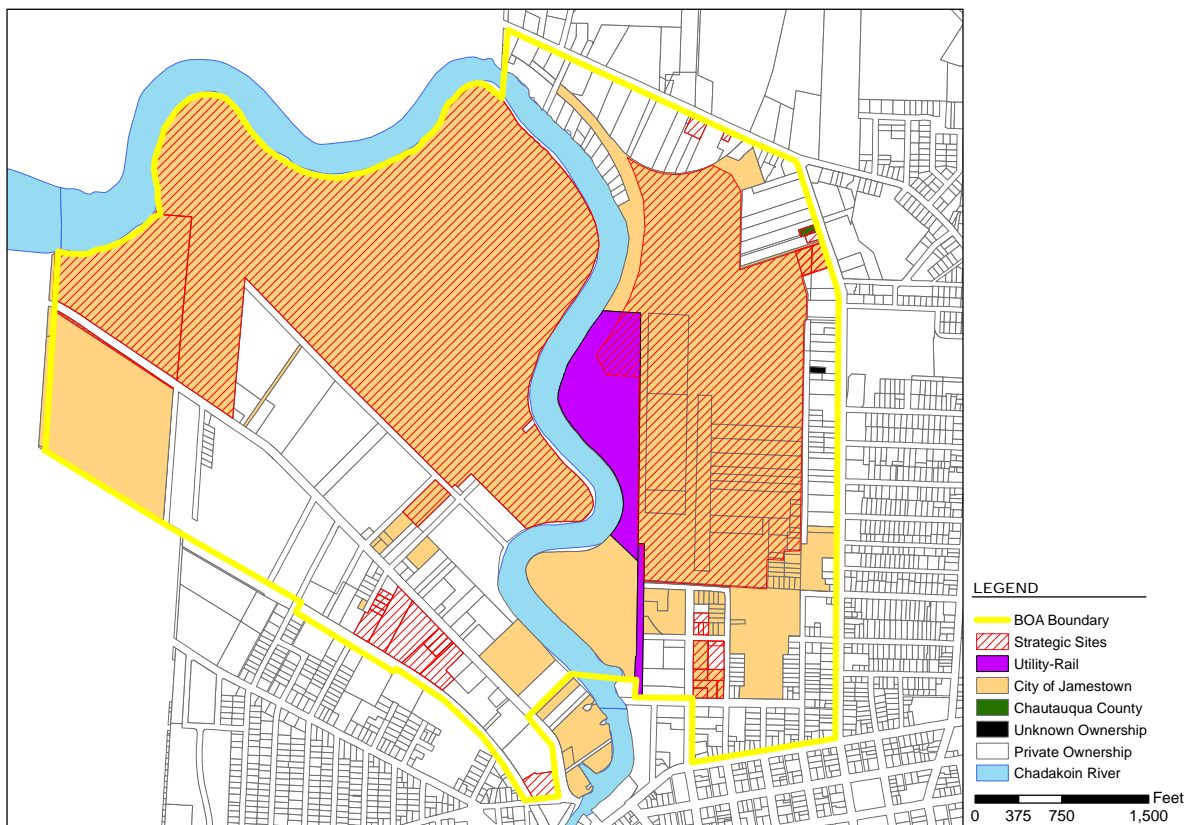
Key Findings

The majority of the land area within the BOA is owned by the City of Jamestown, in the form of municipal parks and open space.

Table 13: BOA Land Ownership

Public Ownership	Acres
City of Jamestown	404.3
Utility/Rail	23.1
Chautauqua County	0.24

Figure 8: Land Ownership



*See 11"x17" of above Figure in the Appendices section of this report.

3.7 Parks and Open Space

The majority of the Chadakoin River West BOA is dominated by park land and open space, as shown in Figure 9. In fact, 55 percent of the land is currently used for park and open space land uses. Two parks and vast tracks of open space, associated with local wetland complexes, are located within the BOA.

Chadakoin Park is 152-acre park located off Washington Street. Within the park there is a playground, two basketball athletic courts, a community garden, a skate park, two pavilions and two parking areas. Much of the land that exists within the northern park limits had been delineated as possible brownfield areas because of its past usage as a municipal landfill. For years, the City has struggled to maintain athletic fields, such as baseball and soccer fields, due to the saturation of the soils in this area.

Often times, the fields would remain underwater during the baseball season and were not feasible to

use, which resulted in the removal of these fields.

Additionally, Jones Memorial Park is located between Jones and Gifford Avenue. This park is 60 acres containing a great amount of undeveloped parkland on the northern section. The southern section of the park, however, contains three softball fields and restrooms for public use.

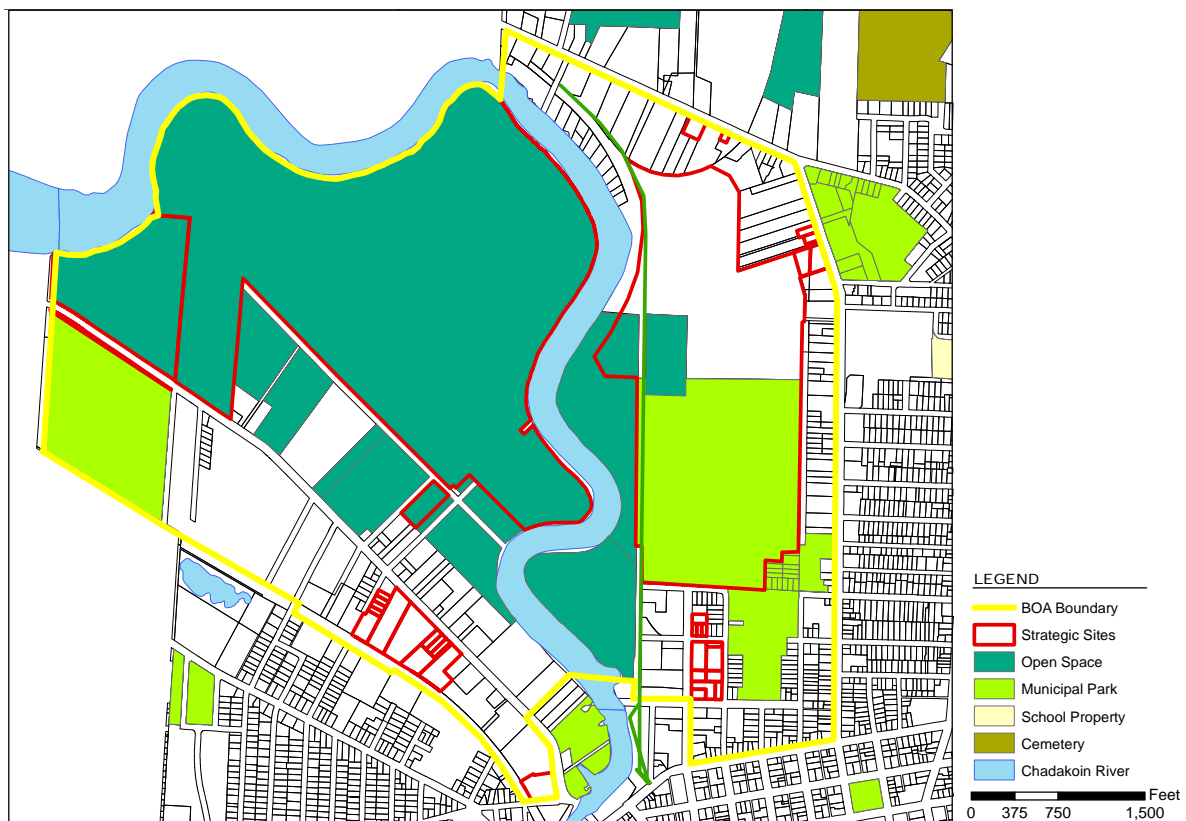
Other area of open space within the BOA boundary are wetlands inside of the Chadakoin River and in between the east bank of the River and Chadakoin Park.

Key Findings

Parks and open space are an important aspect of the BOA and dominate the landscape, making up 55 percent of the area.



Figure 9: Park & Open Space



*See 11"x17" of above Figure in the Appendices section of this report.

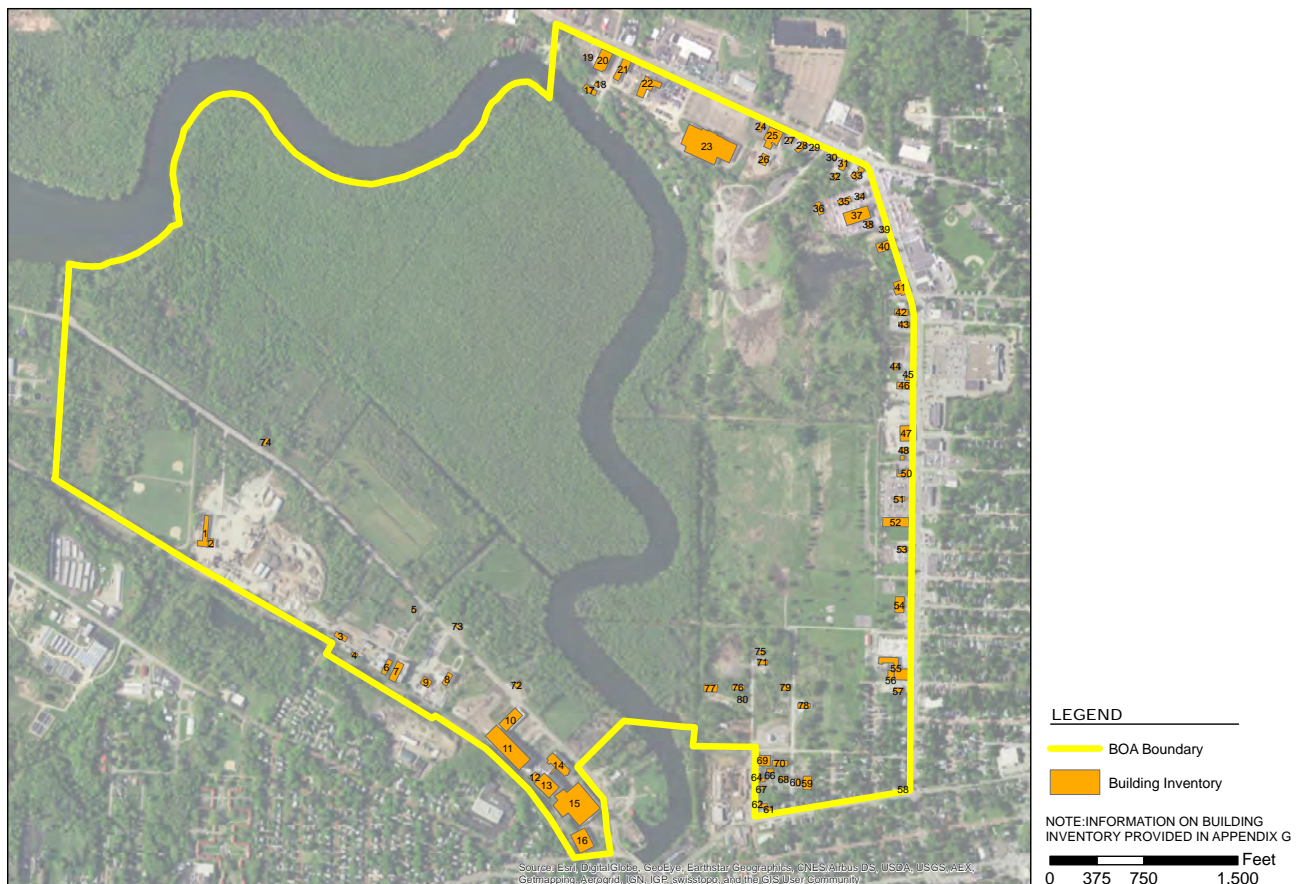
3.8 Building Inventory

An inventory of the commercial and industrial buildings within the BOA was created. Figure 10 shows the commercial and industrial buildings within the BOA and Appendix G outlines the location, size, year constructed, current use, general conditions, and ownership of these structures. As can be seen, these structures generally lie on the periphery of the Chadakoin River West BOA along Washington Street, Fluvanna Avenue and Jones and Gifford Avenue, with some commercial buildings south of Chadakoin Park. There are 79 total commercial and industrial structures totaling 1,017,414 square feet. The average age of construction of these buildings is 66 years old.

Key Findings

79 commercial and industrial structures lie within the BOA along the commercial and industrial areas.

Figure 10: Building Inventory



*See 11"x17" of above Figure in the Appendices section of this report.

3.9 Historic and Archeological Resources

The City of Jamestown contains six listed sites on the National Register of Historic Places. None of these, however, are within the BOA. Portions of the BOA do contain Archeological Significant Areas. These areas include the southern portion along Jones and Gifford Avenue and 8th Street, as well as the northeastern section along Fluvanna Avenue and Washington Street. These areas are shown in Figure 11. In the case that a future development project comes to fruition within one of these archeologically significant areas, the developer must seek consultation from the New York State Office of Parks, Recreation and Historic Preservation (OPRHP).

Key Findings

There are no historic structures within the BOA; however, portions of the northern and southern section of the BOA are within archeologically significant areas.

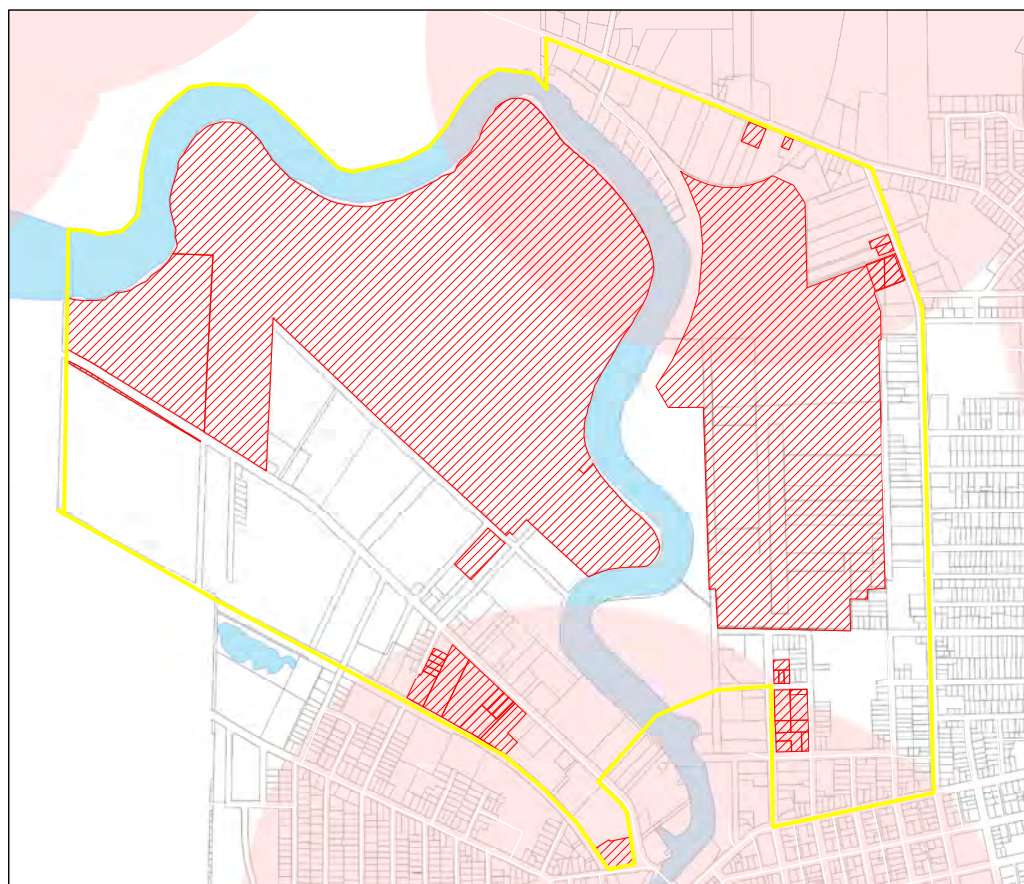


Figure 11: Historic & Archeological Resources

*See 11"x17" of above Figure in the Appendices section of this report.

3.10 Transportation Networks

During the Chadakoin River West BOA Pre-Nomination Study (2012), a Transportation and Utility Infrastructure Analysis was conducted by Greenman-Pedersen, Inc (GPI). The information below provides an updated analysis of the transportation networks within the City of Jamestown and the Chadakoin River West BOA.

The Chadakoin River West BOA is served by multiple transportation systems including vehicular, rail, water, transit and pedestrian/ bicycle systems. The primary networks are shown in Figure 12.

Figure 12: Transportation Networks



*See 11"x17" of above Figure in the Appendices section of this report.

3.10.1 Roadway Network

Regional Transportation Infrastructure

NYS Route 60, the major north-south highway running through the core of Chautauqua County, originates south of Jamestown at its intersection with US Route 62. This highway from south to north traverses through the center of Jamestown into the Town of Ellicott located on the north boundary of the City.

This highway then continues generally in a northerly direction to its terminus with NYS Route 5 in the City of Dunkirk. Between the Cities of Jamestown and Dunkirk, Route 60 provides access to and intersects Interstate 86 (I-86), the NYS Thruway (I-90), and US Route 20. NYS Route 60 is the most traveled highway in Chautauqua County and is the primary connector between the extreme south and north ends of Chautauqua County.



Route 60 is the primary connector between the north and south ends of Chautauqua County

Local Transportation Infrastructure

The Chadakoin River West BOA is bordered by Fluvanna Avenue and Washington Street to the east, Jones and Gifford Avenue and a small section of Fairmount Avenue to the west

and Isabella Avenue to the south. The portion of the BOA which does not lie adjacent to a street is the northern area, which is bordered by the Chadakoin River. Both Fluvanna Avenue and Washington Street are classified as Urban Principal Arterials. These roadways are NYS owned and operated and are important north-south transportation corridors for the City of Jamestown and adjacent municipalities. These four-lane roadways have a speed limit of 30 miles per hour (mph) and pass through an area of mixed use that is characterized with automobile dealerships, grocery and convenience stores, retail, restaurants and residential properties. Access to the east side of the BOA from I-86 is available via Exit 11 (Strunk Road) via Fluvanna Avenue.



View of Washington Street looking east



View of Fluvanna Avenue looking south

For the portion within the BOA, NYS DOT estimates the Annual Average Daily Traffic (AADT) of Washington Street to be 12,139 vehicles per day, which has slightly decreased since the 2013 Pre-Nomination Study, and 10,517 vehicles per day for Fluvanna Avenue, which has slightly increased since the Pre-Nomination Study.

Towards the western portion of the BOA, Jones and Gifford Avenue and Fairmount Avenue are classified as Urban Collectors. Jones and Gifford Avenue is Chautauqua County owned and operated and extends northwesterly to the City line and the Village of Celeron. This roadway is largely built on fill placed on the unstable Palms-Carlisle soils and the high water table is highly visible in roadside ditches and the road is flooded during periods of high water on Chautauqua Lake. Development is denser along the southern side of the corridor, which is slightly higher in elevation and has soils with better engineering characteristics. NYSDOT estimates the AADT volume of Jones and Gifford Avenue as 4,786 vehicles per day, decreased from 5,746 AADT in 2013.

According to the NYS DOT, Washington Street, Fluvanna Avenue and Jones and Gifford Avenue are categorized as maintaining a level of service rating of “C or better”. This rating is desirable and suggests there is a larger capacity for development on these streets than what exists today.

Additionally, speed of cars and trucks along the major roadways within the BOA has been noted as a factor of concern. During the site tour of the Washington Street corridor, observations of cars and trucks traveling along the roadway at high rates of speed were confirmed. This presents hazardous and unsafe conditions for both pedestrians and bicyclists with several

incidents of deadly accidents over the last few years. According to the Active Transportation Plan for the City of Jamestown, pedestrian and bicycle injuries are more common compared to the national average; 4.8 times for pedestrian injuries and 2.3 times greater for bicyclist injuries.

Opportunities for enhancement of these routes to increase safety are identified in Section 6.3.

Parking Availability

The Chadakoin River West BOA contains areas of commercial and industrial development along the major corridors of Washington Street, Fluvanna Avenue, and Jones and Gifford Avenue. With this type of development comes the need for parking spaces and availability to serve those types of uses.

There are no parking garages within the Chadakoin River West BOA; however, much parking exists along the major transportation routes. Much of this parking is privately owned and for use in association with the auto-dealerships that line Washington Street and Fluvanna Avenue. Along Jones and Gifford Avenue, there is a 0.9-acre parking lot across the street from the Resource Center just north of McCrea Point, which accommodates approximately 80 spaces.

Municipal-owned parking lots within the BOA include small surface parking lots at McCrea Point and Chadakoin Park. Much of the parking availability for residents and visitors is accessible via the transportation routes that lie adjacent to these areas, such as Lafayette Street and W 11th Street. If additional development in these municipal parks were to take place, additional parking must be addressed.

3.10.2 Public Transportation

Public transportation within the City of Jamestown and Chautauqua County is provided by the Chautauqua Area Regional Transit System (CARTS). CARTS offers 26 routes throughout the County, which operates from 6:00 AM to 4:30 PM Monday through Friday; there is no weekend service. Three of these routes access portions of the Chadakoin River West BOA. These include Lakewood Route via Jones and Gifford Avenue, Lakewood Route via Fairmount Avenue, and North Main Route. Bus route descriptions are provided below:

Lakewood Route via Jones and Gifford Avenue:

Originating in downtown Jamestown, this route traverses City streets primarily in a counterclockwise direction. Some of the streets along this route are Washington Street, West 8th Street, and Jones and Gifford Avenue. After leaving Jones and Gifford Avenue, the route continues into the Village of Celeron, the eastern half of the Village of Lakewood, returning along Fairmount Avenue with stops at several shopping complexes.

Lakewood Route via Fairmount Avenue: This route is similar to the previously mentioned route only it runs in a clockwise direction and at different time intervals. Originating in downtown Jamestown, this route traverses along several City streets within the BOA and eventually onto Fairmount Avenue. This route also serves the eastern half of the Village of Lakewood and runs through the Village of Celeron and back into the City along Jones and Gifford Avenue, and then connects to West 8th Street and Washington Street.

North Main Route: This route travels through north Jamestown along a section of Washington Street between 10th Street and Fluvanna Avenue.

There are two bus stops within the Chadakoin River West BOA. These include a stop at The Resource Center on Jones and Gifford Avenue and at Tops Supermarket on Washington Street.

3.10.3 Pedestrian/Bicycle Transportation Network

Pedestrians in the vicinity of the BOA are served by sidewalks located on the perimeter of the site. Sidewalks are located along the east and west sides of Washington Street as far north as West 18th Street. However, the portion of Washington Street where the majority of businesses are located, there are only sidewalks on the east side of the street. This creates difficulties for pedestrians trying to access the road or the park to the west of Washington Street.

Sidewalks on the west side of the BOA are located on both sides of Jones and Gifford Avenue from 8th Street to McCrea Point. Beyond McCrea Point, sidewalks only exist on the west side of Jones and Gifford Avenue to Hallock Street, where an abundance of underutilized properties are located. The only crosswalk present along this corridor is located at The Resource Center facility. While Jones and Gifford Avenue is regulated at a 30 mph speed limit, cars and trucks tend to drive at a higher speed due to the lack of pedestrian infrastructure and the industrial feel of the roadway.

In terms of determining walkability for the area, Walk Score is a company that measures the walkability of an address or location by analyzing public transportation, residences and nearby amenities, and pedestrian friendliness. On a scale of 1 to 100, Walk Score will identify how walkable a location is. According to this scale, the entire City of Jamestown obtains a Walk Score of 52, meaning it is a “somewhat walkable” city. This also means that some errands can be accomplished on foot, without the need for a car. Generally, this walkability score is considered low. This is because the type of development that is occurring along these roadways is tailored to automobile transport with less emphasis on the pedestrian. Jones and Gifford is especially difficult for pedestrians because of the lack of sidewalks and heavy truck traffic that travels

at a high rate of speed through this corridor. These factors culminate to create an intensely automobile dominated environment with no barrier between pedestrians and the street. Enhancements are possible to reverse these elements to encourage pedestrian walkability in the BOA.

As for bicycling, New York State Department of Transportation maintains a signed, long-distance-on-road bicycle route known as New York State Bicycle Route 17. This route follows NYS Route 394 and NYS Route 430. Also, even though routes are signed, no bicycle lanes are present and cyclists are expected to ride on the roadway shoulder. There are no bicycle amenities such as bike racks within the limits of the BOA, which is very uncommon due to the amount of park space that exists in this area.

Multi-use trails within the City of Jamestown exist, mainly in the form of the Greater Jamestown Riverwalk. The overall vision for the Greater Jamestown Riverwalk (Riverwalk) is to create a continuous multi-use trail alongside the Chadakoin River that extends throughout the majority of the City and all have the opportunity to use.

The Riverwalk is intended to improve connectivity for pedestrians and bicyclists within the City,

throughout downtown, as well as in the BOA. The map shows the extent of the Riverwalk in the City. The Riverwalk does not currently extend into the Chadakoin Park area; however, funds have been secured to do so. The proposed trail will be built within the Chadakoin Park from approximately 10th Street up north toward Fluvanna Avenue.

The City and residents should encourage additional connections to expand the network of the Riverwalk trail in the future to create a more interesting and diverse experience within the City.

Additionally, Chautauqua County is in the implementation stage of creating the Chautauqua County “Lucy Trail”, a multi-use trail which will connect the Village of Celoron and City of Jamestown via Jones and Gifford Avenue. This trail will be implemented along the southern portion of the roadway, extending from the Village of Celoron to Hallock Street. At that point, the trail will switch to the northern side and



City of Jamestown plans for the Greater Jamestown Riverwalk

3.10.4 Railroad Transportation Network

The first railroad reached Jamestown in August 1860. The Atlantic and Great Western Railroad (A&GW) was, and is today through its successors, the primary east-west rail corridor for the northeast, linking New York City and Chicago. The A&GW was merged and reorganized as the New York, Pennsylvania & Ohio (1880) and as later as the Erie Railroad. The Erie Railroad merged with Delaware, Lackawanna & Western (1962) and later into Conrail (1976). As a result of the 1998 breakup of Conrail, the trackage in the Jamestown area became a part of the Norfolk Southern Railway. As a result of the efforts of the Southern Tier Extension Rail Authority, the rail corridor between Hornell, NY and Corry, PA was leased to the Western New York and Pennsylvania (WNYP) in 2001, thus preserving an important part of the region's transportation infrastructure. The Western New York and Pennsylvania (WNYP) rail line delineates the southern extent of the BOA and should be considered an asset for economic development within the BOA.

The WNYP is considered a "shortline" and provides services to businesses located throughout the Southern Tier. The route of the WNYP follows the north side of the Chadakoin River until it enters the BOA in the vicinity of McCrea Point, where it crosses the River and then continues on the south side of Chautauqua Lake, passing through the Villages of Celeron and Lakewood before trending to the southwest.

Currently, the WNYP railroad employs approximately 60 employees in Olean, New York. Shipments include heavy commodities such as aggregates for construction and highway projects, lumber, and steel. This rail operates four times a week (twice on every Tuesday and Thursday). The first train runs from Meadville and meets another in Falconer coming from the east and returns to Meadville.

The presence of railroad poses an opportunity to foster redevelopment of brownfields along the southern side of Jones and Gifford Avenue with business that can utilize the rail for shipping. The railroad has expressed a willingness to work with businesses on creating sidings to help serve brownfield sites that currently do not have a connection to the rail line.

3.10.5 Water Transportation Network

Historically, McCrea Point (located just outside of the BOA) served as a docking and servicing station for first keelboats and later steamships, which served the tourist trade and commerce of the area. McCrea Point was once the multi-modal hub of Jamestown.

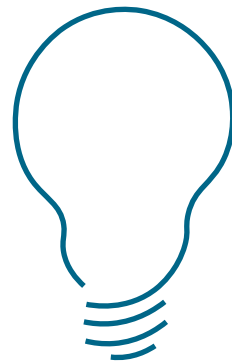
Today, McCrea Point remains a destination point for residents and tourists, but at a much smaller scale. Most boats on Chautauqua Lake, with the exception of deep keeled sailboats and large powerboats, can navigate the southern basin of the Lake and the Chadakoin River to McCrea Point. The majority of this area is a “no wake zone” and offers scenic views of the wetlands and wildlife, and access to great fishing. The City of Jamestown has developed a public park at McCrea Point with amenities including boat docks, launch ramps, playground equipment and restrooms.

On any given day, the docks are occupied by people fishing and enjoying the waterfront. There is a growing interest in competitive rowing, a sport that has been popular on Chautauqua Lake since the 1870s. The Chautauqua Lake Rowing Association (CLRA) owns a boat house and launch at McCrea Point. The CLRA is a non-profit organization organized and run by a team of volunteer coaches, whom instruct rowers and have created a scholastic rowing program. The CLRA reportedly uses the canal directly north of McCrea Point for recreational use. Their weekly rowing schedule runs from June to September.

Downstream of McCrea Point, shallow water and changing water conditions associated with the operation of the Warner Dam make powered watercraft impractical and challenging for non-powered canoes and kayaks.

Key Findings

- Major transportation routes within the BOA serve the City efficiently; however, car and truck travel at high speeds making pedestrian use unfriendly.
- Parking within the BOA is somewhat limited for municipal park use
- Three public transportation routes serve the BOA with two bus stops; one on Washington Street and one on Jones and Gifford Avenue
- The WNYP serves the southern and eastern portion of the BOA and presents an opportunity to foster revitalization
 - McCrea Point serves as water based transportation route for small powered watercraft and canoes/kayaks, as well as a location for recreational fishing.



3.11 Local Infrastructure Networks

The Chadakoin River West BOA is served by multiple public and private infrastructure systems including water, stormwater, sanitary sewer, electric, gas, and telecommunications/cable/fiber optics systems. Infrastructure layout maps are shown in Figures 13 and 14.

3.11.1 Potable Water Network

The City of Jamestown Board of Public Utilities (BPU) provides potable water to approximately 48,000 people in the City of Jamestown and the Villages of Falconer, Lakewood and Celoron, as well as parts of the Towns of Ellicott, Busti and North Harmony. The potable water supply is pumped from eight artesian wells in the Cassadaga aquifer (Town of Ellicott) and four artesian wells in the Conewango aquifer (Town of Poland), both several miles from City limits.

The Cassadaga aquifer extends approximately 140-square miles, while the Conewango aquifer is approximately 290-square miles in size. The below figure displays the aquifers from which

the City of Jamestown receives its potable water supply.

The potable water trunk line extends along Washington Street and Fluvanna Avenue to the western boundary of the City. The trunk line is a six-inch ductile iron and older six-inch cast iron pipe. The laterals that extend to the secondary streets are a combination of four- and six-inch pipe, both ductile iron and cast iron. This portion of the system is extensively looped with numerous interconnections with the 12-inch ductile iron trunk line on Main Street. On the south side of the BOA, the trunk line extends along Jones and Gifford Avenue and is constructed of 12-inch ductile iron pipe.



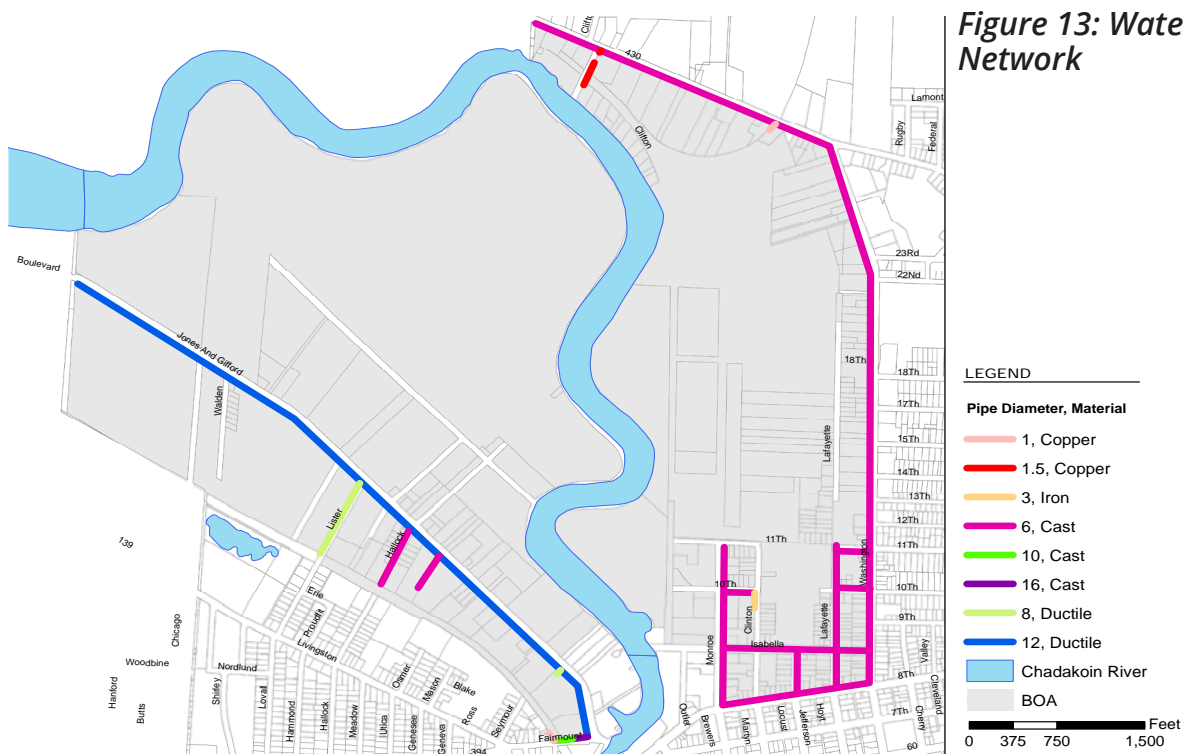
Graphic representing City of Jamestown potable water supply

Since the potable water system was built when the City of Jamestown had a larger population, there is excess capacity to serve today's needs. The system, which was built in the 1930s, is old but well maintained. According to the BPU, the water main system along Jones and Gifford Avenue is relatively new having been completely replaced approximately 15 to 20 years ago. Any new development within the City of Jamestown would tap into the current groundwater retrieval system operated by the BPU; however, the use of this groundwater would not impact the groundwater quality.

migration onto the Pelican Site and Dunn Wright Building site. These sites are currently undergoing groundwater remediation and monitoring. The contamination of groundwater on these properties does not impact the potable water supply for the City of Jamestown.

The water main along Washington Street from approximately 10th Street to 18th Street has suffered numerous breaks in recent years and would likely need to be either repaired or replaced in the near future. This type of replacement would cost approximately \$40 per linear foot.

Groundwater contamination was formerly discovered on a few brownfield sites located on Washington Street; Pelican Site, Dunn Wright Building, and C&B Cleaners. High concentrations of solvents, such as perchloroethylene (PCE) was discovered on the C&B Cleaners site with



*See 11"x17" of above Figures in the Appendices section of this report.

3.11.2 Sanitary Sewer Network

Wastewater from the entire BOA is conveyed to a pump station located at the intersection of West 8th Street and Fairmount Avenue. Sewage is directed to this location from the following areas:

On the northeasterly side: Gravity sanitary sewer lines beginning near the intersection of Fluvanna Avenue and Washington Street flow northwesterly to the City lines. Sewage is then collected at a pump station and in an eight-inch diameter pipe to Washington Street gravity sewer line.

On the southwesterly side: A forcemain sewer line originating at Jones Memorial Park on Howard Avenue directs sewage along Jones and Gifford Avenue to a 12-inch diameter gravity sewer located on the northwesterly side of the outlet. Sewage is then directed to a pump station located at West 8th Street and Fairmount Avenue.

Sludge is also carried from Chautauqua Lake and Central Sewer District wastewater treatment which is constructed along the railroad corridor that bounds the southern BOA. This portion of the wastewater collection system transects the Chautauqua Lake Outlet wetlands; and therefore, much of the wastewater infrastructure is constructed below the water table.

According to the BPU, sewer system within the BOA has sufficient capacity for increased development. The sanitary sewer network serves the entire City of Jamestown as well as the Village of Falconer with a total capacity of about 12 million gallons per day. On a typical day, the sewer lines convey approximately 6 to 7 million gallons per day.



Figure 14: Sanitary Sewer Network

*See 11"x17" of above Figures in the Appendices section of this report.

3.11.3 Stormwater Network

In the City of Jamestown, stormwater is collected from the streets, basement drains, roof gutters by laterals and trunk lines, which in turn discharge into the wetland in the center of the BOA. In order to facilitate this, open channels have been excavated in the wetland areas beyond the outfalls. The stormwater system is old but fairly well understood. Almost all existing development in the City of Jamestown predates current stormwater regulations. In addition, current NYS DEC and USEPA stormwater regulations and design criteria are incorporated into the City's site plan review process. According to the BPU, heavy rains within the network pose problems for the City due to overflow.

Key Findings

- Potable water supply for the BOA is provided by artesian wells within the Conewango and Cassadaga aquifers.
- The BOA is serviced by several ductile pipes, mainly along commercial/industrial corridors.
- The BOA is serviced by both forcemain and gravity sanitary sewer lines with sufficient capacity for increased development.



3.12 Natural and Environmental Resources

During the Chadakoin River West BOA Pre-Nomination Study, an Ecological Conditions and Living Infrastructure Framework was created by Biohabitats. The information below provides an updated analysis of the natural resources and features within the City of Jamestown and the Chadakoin River West BOA. The Chadakoin River West BOA contains various natural resources within its boundaries, displayed in Figure 15.

Chautauqua Lake lies on the just outside the northern border of the Chadakoin River West BOA. The Lake formed during a glacial retreat approximately 16,000 years ago. The northern basin measures approximately nine miles long and 26 feet deep, while the southern basin is eight miles long and approximately 11 feet deep. The Chautauqua Lake Outlet, also known as the Chadakoin River, drains out of the Chautauqua Lake and forms the border of the Chadakoin River West BOA, and is a major asset contributing to the overall region and City.

The Chadakoin River is a 7.8-mile long stream that is a tributary of the Conewango Creek, and originates at the Chautauqua Lake Outlet. This River lies entirely within Chautauqua County draining in an area approximately 192-square miles. The River flows eastward toward the City of Jamestown to the Village of Falconer where it is joined by Cassadaga Creek. Originally, the City of Jamestown settled due to its position along the Chadakoin River as a source of water power for milling operations.

The Chadakoin River is currently used for small boating, kayaking, canoeing, and fishing. Different species of fish including muskie, walleye, white bass, carp, and largemouth bass have been found there. Other species including spiny softshell turtles, many species of birds, and Price's baskettail dragonflies call the Chadakoin River and the surrounding watershed their habitat.

Two portions of the BOA are classified as wetlands and are under both federal, U.S. Army Corps of Engineers (USACE), and state (NYS DEC) jurisdiction. There are both New York State and National Wetland Inventory wetlands within the bounds of the BOA. The largest wetland under state regulation is a "Class 1", which is the highest ranking out of a four tier system. This wetland is 308.6 acres situated in the center of the BOA. The U.S. Fish and Wildlife Service identifies this wetland as palustrine, freshwater/forested shrub wetland, broadleaved deciduous, that is seasonally flooded/saturated.

The second wetland is a 41.5-acre wetland classified as "Class 1" and straddles Chadakoin Park and Chadakoin River. The Chadakoin Park may have been part of this wetland complex before it served as a municipal landfill. These wetlands are protected by the NYS DEC and USACE wetland regulations and serve an important role in absorbing and holding floodwaters downstream populated areas. These wetlands represent the majority of accessible floodplain areas within the BOA as a large portion of the Chadakoin River downstream from McCrea Point has been channelized by retaining walls, rip-rap, bulkheads, and building foundations.

Only in small narrow stretches does the River have access to narrow floodplains. Flooding has mostly been eliminated by the Warner Dam regulating water levels, the wetland complex itself and the building of river walls throughout the large stretches of the river corridor.

The specific strengths, weaknesses, opportunities and threats of the natural resources within the BOA are configured in a SWOT analysis in the table on the following page. This analysis presents the notion that the natural resources and environmental features that exist within the BOA are in abundance and healthy. There are also several unique characteristics of these features including the presence of large natural wetlands that are generally undisturbed. While it is important to protect these wetlands, it is possible that these features can be capitalized upon including passive forms of recreation to view special birds and insects and the incorporation of an educational center to highlight these resources.

A threat to natural resources within the BOA include the presence of invasive species, such as Japanese Knotweed. Additionally, the dumping of trash along Monroe Street has been reported, which threatens the natural habitats of the many species that live in this area.

Table 14: SWOT Analysis of Natural Resources within the BOA

Strengths	Weaknesses
<ul style="list-style-type: none"> BOA holds Class I wetlands (significant ecological feature) Within pathway of several unique, migratory birds Current but limited use of Chadakoin River and Chautauqua Lake as fishing location Healthy plant life along river corridor Natural shorelines for direct access to water 	<ul style="list-style-type: none"> Wetlands are inaccessible due to dense vegetative cover and much y soil Western portion of Chadakoin Park is not suitable for recreational activities due to saturated soil Presence of Eastern Spiny Softshell Turtle as State Special Concern and NYS Endangered Plant, Burdick's wild leek
Opportunities	Threats
<ul style="list-style-type: none"> Passive forms of recreation within BOA (Insect and bird watching) Restoring natural features of wetlands Create buffer from dumping along Monroe Street Increase stream bank stabilization for healthier aquatic habitat Educational Center to highlight unique natural resources within BOA 	<ul style="list-style-type: none"> Japanese knotweed (invasive species) should be addressed immediately while it is still manageable - located on where landfill meets Chadakoin River Dumping of trash along Monroe Street is actively contributing to stormwater pollution

Soils Classification

A soil classification analysis was conducted to determine the types of soils that exist in the BOA. The Chadakoin River and wetlands are in such close proximity to the Chadakoin Park and commercial areas of the BOA making the soils organically rich and poorly drained. Figure 16 shows the varying types of soil that area present in the BOA.

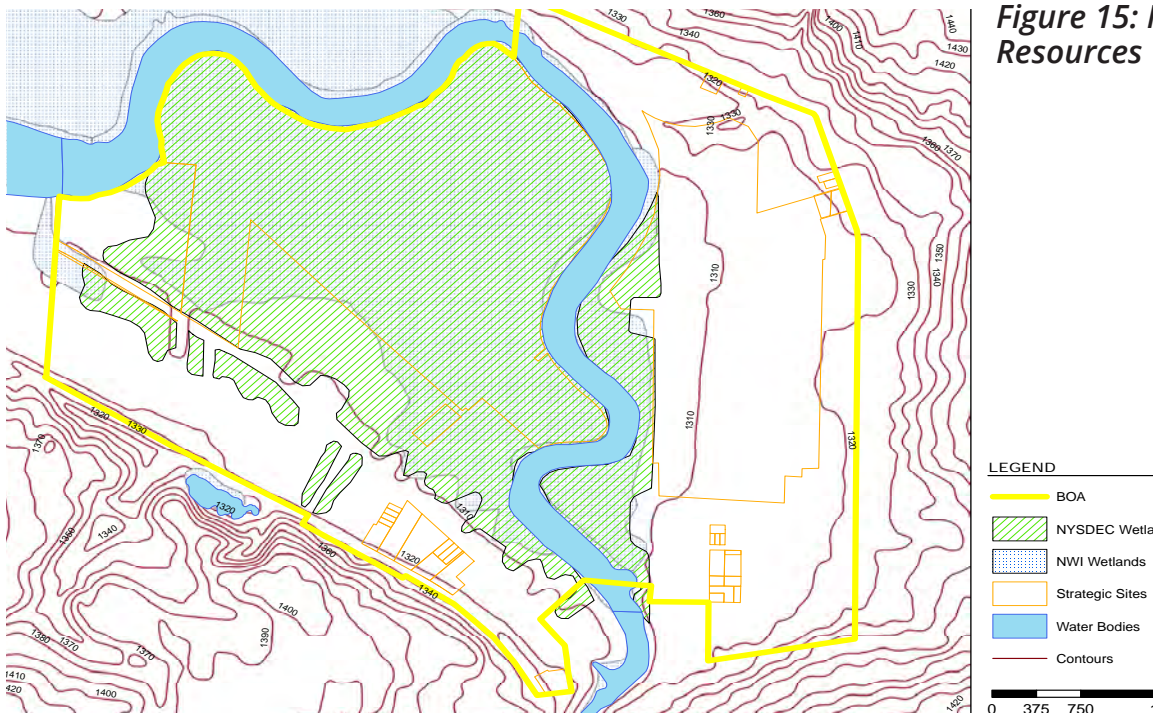
The Chadakoin River West BOA primarily consists of carlisle musk (Ce) and Udorthents, landfill (Ud) soils. Ce soils generally consist of very deep, very poorly drained soils formed in woody and herbaceous organic materials in depressions within flood plains. Ud are nearly level and gently sloping areas where the original soils have been cut away for covered with a loamy fill material, with a moderate to slow permeability to a depth of 10 inches.

According to geophysical surveys conducted in 1984, the soils in the area of Monroe Street and 10th Street, as well as the Chadakoin Park area, are made up of moist sand and loose, wet peat. Peat is a very unstable and unstructured soil, which causes difficult engineering and building

Key Findings

- Natural resources in and adjacent to the BOA include Chautauqua Lake, Chadakoin River, Chadakoin River wetlands, and Chadakoin Park.
- Soils primarily consist of carlisle musk (Ce) and Udorthents, landfill (Ud) soils, which are very poorly drained. Some development may require more significant structural elements for support.

conditions. The water table in these areas are close to the surface meaning that the soils are more likely to be weakened due to potential compression. Due to the slow permeability of the soil and extensive depth to bedrock in some areas of the BOA, some sites may require additional structural elements, potentially increasing the costs of development.



*See 11"x17" of above Figures in the Appendices section of this report.

3.13 Economic and Market Analysis

An economic and market analysis for the City of Jamestown was conducted to evaluate current conditions and trends, predicted future needs for the major elements that comprise the local economy including residential, commercial, and industrial uses within the City. These conditions were then utilized to forecast potential development opportunity within the City as well as formulate recommendations for development within the BOA. The following sections summarize the results of the study and the full analysis is provided in Appendix H.

New Professional Office Space


The Western New York (WNY) office market has been relatively stable over the past ten years with gradual increases occurring in vacancy rates beginning in 2007 and continuing through the economic recession and post-recession periods, but currently leveling off. The office market typically stays on par with national trending with a small lag. The WNY office sector is known for continuous tenant shifting occurring when users move from one submarket to the next. Unfortunately, large office users entering the WNY market do not occur frequently.

The region is home to many back office users and call center operations due to the skilled workforce, affordable real estate and accessibility. Collection agencies, customer service centers, and financial service centers are some of the segments that account for a large component of office occupiers. The WNY market is also home to a large number of General Service Administration (federal government) occupiers accounting for over 1 million square feet in Erie County alone. This is an important segment for the Jamestown office market as well, as there are several federal and state occupiers that secure long-term leases, and often times these groups will want to locate near one another.

Nationally and in the WNY office market, the growing trend has been the flight to downtown. A number of traditional office users are relocating back to the urban centers largely due to the changing demographics of today's workforce where millennials are greatly impacting the workplace. The growing trends have shown a push towards collaborative work space along with 24 hour locations and abundant amenities. (NAIOP, Spring 2015) More and more businesses are choosing to locate in loft style office conversions as well as new construction projects that are coming online in downtown markets. The Jamestown Brownfield Opportunity Area presents options for office redevelopment in both former industrial and retail buildings.

Many commercial office properties in the Jamestown area fall under the flex property category consisting of a blend of office and industrial components. These properties are well suited to attract a number of tenants and different types of uses. The downtown Jamestown corridors and business blocks are home to a number of historic buildings that house office and retail tenants.

Historic properties often call on specific users that will benefit from unique character and older cut-up configurations, or buildings that were formerly homes. Maintenance costs and adaptive reuse issues often limit the pool of prospective investors, owners and occupiers, but these properties are often sought out for redevelopment into apartments, condominiums, and boutique hotels.



Office product in Jamestown has evolved as needed with limited new construction. Krog Development is a major player in the market, and along with their medical product they constructed a 48,000-SF Class A building in downtown Jamestown known as the BWB Building. The building has held a strong occupancy with limited vacancy. The BWB Building offers limited parking but this has not deterred Class A office tenants from locating to the property.

Lynn Development, a Jamestown-based developer, lists 84,000-SF of commercial and professional office space for lease at the Jamestown Post Office Building, now known as the Lynn Building. The building has a flex office design and has a number of vacancies available to tenants. This type of redevelopment is a great repurpose for a former government occupied building. The building's position in the city and its size makes it an important redevelopment for energizing the surrounding area and acting as a catalyst for future development and growth. Office product such as the Lynn Building presents challenges due to the quality of the space with longer lease up periods. Tenants, however, often stay in place and continue to renew once a lease is signed in the Jamestown market.

Buffalo-based Benderson Development is another large developer with properties in Jamestown. Benderson is typically known for retail properties and its Northcrest Business Park located on Fluvanna Avenue has a retail plaza design and former use as retail, but today is home to medical and human services offices. This transformation of formerly retail sites that were underperforming and been redeveloped into new uses including government, business, and professional offices is prevalent not only in Jamestown but in many other parts of the country.

Retail Space

The retail commercial sector in WNY has been improving over the last couple of years, after seeing a number of big box retailers shut their doors and aging shopping facilities sit vacant. There has been an increase in boutique shop interest and niche neighborhood shopping areas as opposed to the traditional mall. The push back to the urban center has shown improvements in the drive to bring retail back to downtown markets. Jamestown's western retail corridors are focused primarily along Washington Street, and Fairmount Avenue which continues into suburban Lakewood, New York. The City's urban center is home to limited traditional retailers but a number of cultural, recreational and educational anchors including the Lucille Ball - Desi Arnaz Center and the Ice Arena, among others, present the opportunity for viable nearby retail.

The current development of the National Comedy Center in downtown Jamestown will also aid in bringing additional retail by way of restaurants and other small establishments. The adjacent Gateway Train Station redevelopment into a mixed use commercial center is also anticipated to house a retail component as well as event space. These developments should generate new demand and aid in filling the number of downtown retail vacancies and gaps in concentration.

The commercial trade area found along Washington Street consists of a high concentration of auto dealerships, limited franchises and small retail service shops. This retail corridor blurs access to the highly underutilized Chadakoin Park. The area is in need of revitalization with the support toward a neighborhood commercial corridor that is pedestrian friendly and allows for accessibility to Chadakoin Park.

National retailers look to strong demographics and traffic counts when analyzing site selection. Due to the seasonal nature of the tourism in Jamestown, an attraction that could draw people in who are travelling through the area would be ideal to help slow the migration of shoppers to nearby areas and retail leakage. Improvements to Chadakoin Park, publicly accessible Chadakoin River recreational amenities off of Fluvanna Avenue, and signage designating services and attractions along both the eastbound and westbound Interstate 86 near the Skunk Road exit would all serve to assist development or redevelopment of healthy retail along both Fluvanna and Washington.

New Medical Office and Social Service Space

Medical and educational institutional product has been on the rise drawing life science users to the WNY area with tremendous growth occurring at the Buffalo Niagara Medical Campus (BNMC). The same notion is held for the City of Jamestown as well. The Jamestown General Hospital, opened in 1911 and owned by the City until 1988, is now a part of WCA (formerly known as the Woman's Christian Association of Jamestown, N.Y.) chartered in 1885. WCA is southwestern New York's largest not-for-profit healthcare provider. WCA recently formed an affiliation with University of Pittsburgh Medical Center (UPMC) to expand healthcare services across the region with an anticipated deal affirmation expected in Summer 2017.

WCA is a huge asset for Jamestown and the surrounding area. The hospital employs over 1,100 people and the area surrounding the hospital (Foote Avenue) has evolved to accommodate a number of medical providers and become the area's medical corridor. W-ZHA's 2013 study mentions the Healthcare Corridor Concept development, and how the clustering of health and wellness services aids in land use synergy.



UPMC-WCA Hospital located on Foote Avenue in the City of Jamestown

Medical office commercial real estate has continually been an area where new construction has seen both private and institutional based investment. Krog Development has been successful with a brownfield redevelopment project of the Jamestown Area Medical Associates Building, and the once blighted Brass building, now home to Western New York Urology Associates and Cancer Care.

Demand for medical services is projected to rise as changing demographics and new legislation are foreseen. These trends bode well for the Jamestown area, where additional new medical office space could be supported.

CBRE's Healthcare Capital Group noted in 4Q 2015 the following industry updates:

- Healthcare spending is rebounding in a big way, growing at a rate of 5.3% last year.
- Hospitals have been aggressively purchasing medical groups in recent years, and when they do so, prices charged to patients for medical services have a tendency to rise.
- New construction of out-patient medical office buildings may be slowed due to the Bipartisan Budget Act of 2015 affecting the Medicare reimbursement rates, while "grandfathered" older off campus medical out-patient buildings could see their assets in demand by investors.

Industrial, Light Industrial, And High Tech Space

As industries began to migrate away, Jamestown, like many rust belt cities, was left with a much smaller manufacturing presence. Nevertheless, today manufacturing remains one of the largest industry sectors in the Jamestown area. Much of the industrial commercial product is found along the Chadakoin River, which also includes abandoned old factories having become the center of attention for cleanup efforts to increase public access and recreation.

The manufacturing and flex product found along Jones and Gifford Avenue is located across from a significant wetland area and McCrea Point Park, where park enhancements are underway as part of the Greater Jamestown Riverwalk. The mixed industrial uses in this area have brought noise, fumes, and heavy delivery traffic. Combining public spaces with these uses presents a number of challenges, but also presents an opportunity to preserve the industrial sector while recognizing the need for lighter industrial and incubator spaces that encourage a broader

mix of commercial opportunities. Attracting pedestrians back to this area will call for an increase in lighting, signage, traffic calming techniques, and safe road crossings.

Industrial commercial real estate has remained strong over the past few years with vacancy rates declining and demand remaining solid. Nationally, strong growth has been seen in core distribution markets as well as secondary markets largely due to supply chain users in big box and light industrial. (CBRE, Q3 2015) There has been limited supply of quality Class A product throughout the United States.

In a tertiary market such as the Buffalo-Niagara region, industrial product has been increasingly in demand and we are now seeing vacancy rates below 5 percent. Aside from a decrease in available existing functional space in the market, and despite the increase in demand over the past several years, developers continue to be reluctant to commit to construction of speculative product in the absence of having a prospective user in hand. This is the case historically with the region overall not being a "spec build" market, and the severe economic recession of 2008-2011 served to reinforce this trend.

Many properties have been slated for reuse through preservation and adaptive techniques when feasible. Some projects have seen old factories turned into loft apartments and mixed use commercial buildings while preserving the buildings' rich history.

Industrial users are paying a premium for "clean" space, generous ceiling heights, and proximity to the Interstate highway network. Access is increasingly important for both the user and its employee base. There is an ongoing preference for existing product over new builds with shorter timelines needed for the industrial sector occupiers due to market demands.

A great deal of the demand for industrial space comes from increased spending on consumer goods. Gas and oil prices contribute to how much disposable income families may or may not have, affecting the overall industrial demand.

In terms of Interstate access, Jamestown is ideally positioned with three interchanges of Interstate 86 providing connectivity to southwestern New York and northwestern Pennsylvania. In addition, Interstate 86 provides a very accessible shortcut as well as offering Jamestown as the approximate midpoint along the important east-west Interstate corridor between the Chicago and New York City metroplexes.

Residential Uses

Recent historical and projected figures through 2020 indicate the total number of households decreasing within both the City of Jamestown and Census Tract 303. The creation of new residential units within the City via new build or adaptive reuse of existing obsolete industrial or commercial properties does not appear to be a large opportunity for developers. The exceptions are in small volume rental development for niche categories such as young professionals and affluent older empty nesters not wanting the responsibilities of ownership. Developer potential for these niche categories was touched on briefly in a report titled Downtown Jamestown Economic Development Strategy, compiled in August 2015 by AECOM, for the Gebbie Foundation. The report cited strong apartment occupancy results for the Wellman Building and Ellicott Building, both of which were adaptive reuses of former mixed use ground floor retail with upper floor offices. Leasing of ground floor retail spaces has proven to be more of a challenge than the apartment components. The bigger challenge for any developer of an adaptive reuse project has, and will continue to be, the overall cost and attendant financing versus the short and long term returns on invested capital.

A March 2010 research report compiled by czbLLC for the Jamestown Renaissance Corporation (JRC) provided a comprehensive summation of the state of the entire housing inventory within the City. The report can be capsulized in an economic context of supply and demand. In an environment where Jamestown has faced a decades long downward spiral of departing businesses and industries along with a steady loss of population, it still has the capacity to survive and prosper as a City with a population base of 25,000-30,000 people. In terms of housing stock, there is a lot of supply, but that too much of that supply is unappealing, thereby resulting in price stagnancy or decreases. The lack of appeal relates in large part to deferred maintenance and higher than tolerable dwelling vacancy levels in both single family as well as multi-family units in various neighborhoods. The challenge in breaking the disinvestment cycle is in fixing the demand side, and doing so via a concerted effort at all levels of individual citizens, neighborhood groups, private enterprises, and government and community leaders. The argument is that there exists the financial capacity to pay for proper upkeep, but that it needs to be addressed in terms of the willingness to do so and that willingness can be enhanced via financial incentives and unwillingness penalized to force action.

The BOA includes 88 residential parcels located on 12.5 acres, which comprises less than 2 percent of the 710 total BOA acreage. These parcels are designated R-2. An estimate of the residential population within the BOA would be approximately 300 people, or a fraction of the total Census Tract 303 (303) population of more than 1900. The housing stock within the BOA closely resembles most of the housing stock within 303 extending east of Washington Street to Main Street (Route 60), which forms most of the easterly boundary of 303. The 303 is formed also by an irregular boundary to the southeast and south which includes a large portion of the northern section of Jamestown's downtown

central business district. Much of the 303 to the immediate east and south of the BOA is zoned and in use as R-2 residential, and many of the dwellings within (including those within the BOA) appear to have deferred maintenance aspects. Given that approximately 8 percent of all land within the BOA is vacant, and many of those vacancies have little development potential due to the proximity to wetland areas and lack of soil stability, new residential development of any scale is doubtful. On the other hand, the ongoing trend of visible residential disinvestment in much of 303 holds the possibility of being reversed in the intermediate and longer term given the proximity and improved accessibility to Chadakoin Park as an important regional environmental setting and recreational amenity.

Average Lease Rates

Lease rates for the City of Jamestown were determined to help in formulating the type of development that will be viable in the Chadakoin River West BOA. General real estate terms for property and building uses are described below.

Gross Rent: The tenant normally pays rent on a gross basis (pays gross rent). Gross rent includes a tenant's proportionate share of base year operating costs (common area utilities and cleaning, management fees, etc.), real estate taxes and property insurance. The tenant pays its proportionate share of any increases in operating costs and real estate taxes each year. Gross rent many times includes tenant's electricity, water/sewer and heat/cooling and is then called full service gross.

Net Rent: The tenant pays rent on a net basis, also known as triple net rent (NNN). Net rent includes net real estate taxes, property insurance and net common area maintenance. The landlord bills these costs to the tenant in addition to the net rent. Occupiers of single tenant office buildings normally pay rent on a net basis.

Office Building Classifications

Class A: High quality buildings with high quality finishes, state of the art systems, and excellent accessibility and amenities. The very best buildings are sometimes called A+ buildings or trophy buildings. Tenant base can also be a factor.

Class B: Average quality buildings with average rents. Building finishes are fair to good. Systems are adequate.

Class C: Buildings of below average quality and below average rents.

Medical Office Buildings: Office properties where the majority of space is specifically designed for medical use such as general practice, surgical centers, and dentistry, including extensive interior improvements not generally found in general purpose office properties.

Industrial Building Classifications

Light Manufacturing: Characterized by high ceilings, they can easily be converted to warehouse facilities. These buildings are often owned by investors, both local and institutional.

Manufacturing: These facilities often have heavy power and cranes, and tend to be serviced by rail access. Typical demand for such buildings comes from single-purposed users. They are often owner-occupied.

Flex: A blend of office and industrial, these facilities tend to house both uses.

Warehouse: Typically, these buildings have a rectangular configuration, and can have a loading capacity of up to 15,000 SF per dock. They vary greatly in size.

Distribution Centers: Much larger versions of the warehouse, typically upwards of 300,000 SF. Fulfillment centers for online purchases make up the majority of this category.

Light Industrial: The most common industrial building, they are often owned by landlords or investors and are occupied by multiple tenants. They typically do not have a rectangular shape, can have lower ceiling heights, and varied loading capacities.

Analysis of the region and City was conducted to determine the average prevailing lease rates in the City of Jamestown. These numbers are helpful in determining the redevelopment potential of particular sites within the BOA for use with real estate pro-formas and calculations.

Key Findings

- New additional retail development could be supported by tourism, due to recreational opportunities and the newly developed National Comedy Center.
- Office space development within the City of Jamestown downtown is likely with options in former retail/industrial buildings.
- Medical office space is projected to increase in downtown.
- Additional industrial/flex-space development could be supported.



Table 15: Average Lease Rates, City of Jamestown

Classification	Price per SF
Office Building	
Class A Office	\$17.00-\$20.00/SF
Class B Office	\$12.00-\$16.00/SF
Class C Office	\$11.00/SF and under
Industrial Building	
Manufacturing	\$4.35-\$4.50/SF NNN
Warehouse	\$3.00/SF-\$5.50/SF[1] NNN
Retail	\$8.00/SF-\$11.00/SF NNN

* Increases in rental rates seen for newer retail builds

Eco-Tourism Analysis

In addition to the economic and market analysis conducted for the City, an economic analysis of the effects of tourism was conducted for the Chadakoin River West BOA. This section summarizes the eco-tourism analysis, with the full analysis provided as Appendix I. The BOA's natural resources, such as the Chadakoin River, wetlands and Chautauqua Lake, are seen as rich assets that the City should take advantage of. Seen in the wake of the growing eco-tourism industrial sector in New York State and Western New York, the BOA and surrounding community can benefit substantially.

Many fail to realize the benefits both economically and ecologically that stem from the preservation and enhancement of outdoor recreational activities. Outdoor recreation is a growing and diverse economic super sector that has been seen as a vital cornerstone to successful and thriving communities. As an overlooked economic giant, the outdoor recreation industry is one of the highest consumer spending industries, among pharmaceuticals, motor vehicles, insurance, and outpatient health care. Eco-tourism is a sub-sector of the outdoor recreation economy which the City of Jamestown can incorporate into all economic accelerating efforts in development.

Eco-tourism can be defined as all nature based forms of tourism in which the main motivation of the tourists is the observation and appreciation of nature. It also contains educational and interpretation features, service providers as well as destinations that tend to be small locally owned businesses. Eco-tourism minimizes the impacts upon the natural and socio-cultural environment and supports the maintenance of natural areas which are used as eco-tourism attractions. (Ramsar, 2012) Eco-tourism can also be viewed as "showing off: things that are already there including natural, local environment". (Beeton, 1998) Eco-tourism contributes to a better understanding of the natural environment

and conservation along with appreciation for sustainability and ethics.

Eco-tourism is seen as an industry that fuels the American economy because of the high number of consumer dollars spent in products, trips and travel related spending, as well as the robust number of jobs created and diversity of career opportunities. In total, 6.1 million American livelihoods directly depend on outdoor recreation, making it a critical economic sector in the United States.

Eco-tourism has been a growing industry in New York State the past several years. Data from the Tourism Economics Report for New York State reveals a positive and growing trend in tourism spending in 2014. NYS achieved pre-recession (2008) levels in overall traveler spending in 2011, increasing each year since. 2014 closed at \$62.5 billion in overall traveler spending, a 5.4 percent growth over 2013, and an 18 percent growth over 2008 highs. This spending generated \$100.1 billion in total business sales, which includes both indirect and induced impacts. The most notable sector in terms of growth in 2014 was recreation, logging 6.6% gains over the prior year.

A continued growth trend in New York's tourism economy has far-reaching effects across the state. Travel spending has a direct impact on jobs, wages, taxes and GDP within each sector (recreation, transportation, lodging). The sectors also provide indirect impacts from the purchase of goods and services as inputs, as well as induced impacts, from employees who directly or indirectly spend their incomes in the city economy.

In 2014, direct tourism employment grew 3.2 percent, sustaining 748,000 jobs with total income of \$31.6 billion (a 4.2 percent expansion in associated personal income); both measures reflect the fact that tourism outpaced the general economy. Overall, 8.2 percent of all jobs in New York are sustained directly or indirectly by tourism. Additionally, tourism is now the 4th largest employer in New York on the basis of direct tourism employment, behind only health care and social assistance, professional and business services, and retail trade. Generally, tourism can generate anywhere from 6-19 percent of employment for a region.

The lodging sector saw traveler spending increases of 6.5 percent, as both room demand and rates rose, while transportation was also strong, showing traveler spending gains of 6.2% over 2013. These increases help illustrate the fact that tourism is a substantial and growing component of the New York State economy, and translate, notably, into a reduction in taxes paid by New York households. In 2014, the \$7.8 billion in state and local taxes generated through tourism resulted in an average savings of \$962 in taxes for each New York household.

Chautauqua-Allegany Region:

Traveler spending in New York is tracked and divided into 11 economic regions with Jamestown being accounted for in the Chautauqua-Allegany region. The latest data from 2014 reflects that this area makes up 1 percent of traveler spending in all of New York (Tourism Economics, 2014). The Chautauqua-Allegany regional share of direct tourism employment in 2014 was 9%.

Traveler spending in the region was well distributed across all the sectors with Restaurants & Lodging along with Second Homes accounting for the most in tourism dollars. Recreation spending for Chautauqua-Allegheny was 9% in 2014. Sales, property and hotel bed taxes contributed \$37.9 million in local taxes. This

reflects a tax savings of \$603 per household. About 80% of tourism spending in the local area can be captured as direct sales from tourism. (NRPA, 2010)

Chautauqua County Visitors Bureau Tourism Survey:

In a marketing analysis report for Chautauqua County Visitors Bureau in 2015 by Dr. Lei Huang, a survey was conducted to investigate the “motivations, opinions and behaviors related to visits to Chautauqua County.” The survey obtained results from 561 participants with the mean age being over 55 years old. Approximately 27 percent of responders were from Pennsylvania, 26 percent from Ohio and 17 percent from New York State.

The following results were determined from the survey:

- 80 percent of respondents took at least one trip to Chautauqua County in the past four years
- Most visits occurred within June, July, and August
- Primary travel motivations were weekend getaways and summer vacations

Activities during their visits were primarily:

- Dining
- Lake and waterways
- Shopping/antique locations



Lake Chautauqua is a predominant tourist draw for Chautauqua County

19.7 percent of respondents were motivated to visit for recreation purposes, 37.6 percent visited a beach or park area and 66.3 percent visited a lake or waterway, and 23.8 percent participated in hiking trails/canoe routes.

The study determined that the average trip to Chautauqua County lasted a duration of 2.6 days with 3.6 people spending \$469.51 daily on lodging, meals, shopping, admissions and gasoline. While visitors of Chautauqua County were satisfied with their trip, some suggested the cleaning up of lakes, more dining and shopping and historical interests as well as more art and craft fairs. Other recreation features utilized during visits included: bicycle riding on area roads, boating, fishing and walking tours (Huang, 2015).

Cultural and Nature Attractions:

Cultural attractions have been known to generate economic dollars for local entities due to visitor spending at local businesses. Since arts and culture are magnets for tourists, this type of tourism should be capitalized on within the Chadakoin River West BOA.

The appeal for municipalities to create tourist destinations, especially cultural tourists, is the increase of money infused into the local economy, generating both jobs and additional tax revenue. This appeal is due to the fact that cultural tourists typically spend more money and stay for extended periods of time compared to other types of travelers.

The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences in Greater Buffalo found that \$27.79 per person, per event, in addition to the cost of admission was spent on culture experiences. Non-local visitors ended spending twice as much and higher spending occurred for lodging, meals and transportation (Arts and Economic Prosperity III, 2007).

Cultural tourists generally are searching for a more authentic and immersive experience that typically involves community participation and interaction between the tourist and the local community. The following cultural institutions in Jamestown help bring in thousands of visitors and these numbers are expected to increase as development continues within the City. The Lucy Desi Museum and Center for Comedy has Desi Museum and Center for Comedy has approximately 20,000 visitors each year while the Roger Tory Peterson Institute (RTPI) takes in on average 3,400 paid attendance visitors. The Chautauqua Institution receives 110,000-120,000 visitors over their summer season.

The Chautauqua Institution is a large attraction for out-of-town visitors but it is believed these visitors do not take full advantage of the recreational and cultural attraction outside of the Institution. Therefore, immense opportunity exists to retain these visitors as well as engage the community due to the apparent ecological nature and health of the Chadakoin River and wetlands in the Chadakoin River West BOA.

Nature centers have a very specialized role in an eco-tourism based economy. The role of a nature educational center in Chadakoin Park would be to conduct research, provide education to tourists and residents, advocate for natural aspects of the wetlands and river, as well as provide outreach efforts to the community and tourism base. Nature centers in ecological rich areas have the ability to draw a wide variety of local and out-of-town visitors, generating vast economic impacts to the City and region.

Economic impacts from nature centers include increased direct visitor expenditures in the Chadakoin River West BOA and downtown Jamestown, as well as indirect expenditures such as sustained ecosystem services, pollution mitigation, improved health outcomes and protection of natural heritage. All-in-all this type of investment in the BOA will dramatically change the Chadakoin Park area by benefitting both the economic and biological components of the BOA.



Natural parks and scenery contain immense ecological value of which nature centers can extrapolate from



Since 1996, Lucy's hometown has welcomed visitors from all over the world to the Lucille Ball Desi Arnaz Museum in the heart of downtown Jamestown, New York

Water Recreation:

Substantial economic benefits have been related to increased access to water trails (such as rivers, lakes and canals) for utilization of small motorized boats, kayaks, canoes, rafts and rowboats. Many municipalities have not tapped the economic potential of their natural water resources, such the City of Jamestown and the Chadakoin River. Across the county, increased water access could generate new money into the economy, as well as lead to population growth, increased amenities and increased standard of living.



Providing increased opportunities to access the Chadakoin River will support economic growth through recreational tourism

Water recreation sports such as the ones mentioned above will have both direct and indirect impacts to the Jamestown economy. Direct impacts include the purchase of equipment (such as kayaks and canoes), lodging, restaurants, and transportation. Indirect impacts result from the purchase of supplies by the businesses travelers buy goods or services from, including real estate, employment and taxes. Therefore, a manner in which the City of Jamestown could see increased dollars in the local economy would be to establish additional kayak launches and fishing docks along the Chadakoin River. An increase in activity along the River will lead to more dollars spent in the City and ultimately additional services supply of goods in the City, such as recreational outfitters, rental shops restaurants, breweries, grocery stores, local shops, among others.

In New York, increased amenities for tourists has successfully attracted new audiences and visitors, leading to the generation of economic activity in smaller communities. Recreational tourism amenities such as increased access to the Chadakoin River, coupled with marketing strategies will bring both local and non-local tourists to the area creating a large impact in visitor spending.

BMX Bike Track:

There are over 46 million people in the United States road biking, mountain biking or riding



Pump tracks are an easy and relatively inexpensive recreational infrastructure to build and can range in size, making them an ideal addition to community parks

BMX, which makes up approximately 16 percent of the population. However, few facilities are available and those that exist are of poor quality.

For this reason, bike parks have been increasing in popularity throughout the country in recent years. The demand for purpose-built bicycle facilities has taken hold of the region; riders, bike advocates, and land managers are working together to create landscapes intended for all levels of bicycle riding.

A BMX bike track is an endless loop of rollers and berms built so riders can shift their body weight in conjunction with the contours, rather than pedaling. Three types of bike riding within bike parks include 'jumps', 'pump tracks' and 'free riding or flow tracks'. These types of bicycle facilities have the ability to be congregated into

BMX bike tracks are typically constructed using natural materials such as compacted soil and, in some cases, asphalt. They can be built in an area no larger than a standard football field or soccer field and can be designed to accommodate available land space. The time needed for construction is limited to one to two weeks, depending on the level of sophistication of the curves and jumps. An important aspect of maintenance of these tracks is the necessity of good drainage and hydrated soil. Additionally, BMX bike tracks can be used in the winter as snow pump tracks with fat tire bikes, making this amenity a year round facility. Potential use as a short cross country ski track is possible as well.

BMX bike tracks are extremely popular due to their versatility. Children and adults of all ages are able to participate in these types of activities. These tracks are an amenity that can be enjoyed by the entire family, are extremely affordable to build and require little to no maintenance for municipal governments and the community. Generally, pump tracks follow the same guidelines and enforcement and programming as skateboard parks. This is a benefit for the City of Jamestown due to the existing skate park facility in Chadakoin Park.

Bike track facilities in other areas of New York State have been noticing increased usage and demand for bike amenities. Grippen Park BMX in Vestal, NY has reported receiving visitors from across New York State as well as North Carolina, Maryland, Delaware, Virginia, New England area states, as well as Canada (TWC News, 2015). Increased visitation and diversity of users showcases the demand and need for these types of facilities in Western New York, where the closest facility is in Hamburg, NY.

A basic BMX bike track costs approximately \$10,000, which is a relatively low upfront cost compared to other types of park amenities. Maintenance of the bike track is a low burden

on the Parks and Recreation Department of the City of Jamestown. Increased visitation of bikers to this facility has the ability to spur spin off development including a bicycle shop, bicycle repair shop, among others.

A bike track in the area of Chadakoin Park is an ideal location for this type of amenity for several reasons. The high water content of the soils in the Chadakoin Park area will simplify the maintenance needed; existing land available for development provides opportunities to expand over time; the rules and enforcement guidelines align to skate park facilities, which already exists in Chadakoin Park; and there has already been voiced opinion for a BMX bike track in this location by community groups.

Riverfront Development:

There is a body of evidence that suggests the significant economic value brought about from riverfront investment and development. Riverfronts are now seen as “game changers” in the economic realm of development, but also taking part in changing the perspectives of residents and visitors. Public space infrastructure investment along riverfronts has been successful in increasing property values, creating a sense of place, engaging the community and amplifying positive social and cultural behaviors across the country.

Precedents of this type of development in cities, such as Pittsburgh, Atlanta, Cincinnati and Toronto, show a high return of investment when public infrastructure is made a high priority. Over the last 15 years the City of Pittsburgh has made \$130 million of investment which in turn created approximately \$4.1 billion in riverfront development and \$2.6 billion in riverfront development activity. The City of Detroit’s investment in its riverfront has evolved beyond a physical asset and is “now a community in itself, and an asset to the entire downtown”.

An overview of benefits of riverfront investment are listed below:

- Increased property value
- Additional tax revenue
- Stimulation of private sector investment
- Substantial increases in visitor spending
- Creation of jobs

In most cases, planning and investment has taken place over many years and even decades. However, the implicit benefits and positive indications of riverfront development has been realized in other cities similar in nature to the City of Jamestown. Riverfronts are truly a transformational asset that will work to catalyze development throughout the entire City of Jamestown and has been successful in altering previously negative connotations associated with the river and City. The Chadakoin River BOA can act as a major destination along the larger goal of Chadakoin River development in the

downtown area. This destination will ultimately draw addition local and non-local visitors to the area, which will stimulate the local economy and create added revenue to both the public and private sector.

Potential Economic Impact of Tourism on Jamestown

The above analysis displays the potential for successful outdoor recreational development in the City of Jamestown, centered on the Chadakoin Park and Chadakoin River. All recreational amenities and activities suggest that recreation and eco-tourism will be a substantial economic driver in this area. In order to realize the economic impact tourism could play in the Chadakoin River West BOA, an economic impact scenario was created.

A general example of a simple tourism impact scenario is described below:

A region attracts an additional 100 tourists, each spending \$100 per day. That's \$10,000 in new spending per day in the area. If sustained over a 100-day season, the region would accumulate a million dollars in new sales. The million dollars in spending would be distributed to lodging, restaurant, amusement and retail trade sectors in proportion to how the visitor spends the \$100 (Economic Impact of Tourism, Daniel J. Stynes).

To examine the economic impact of visitor spending the following assumptions were implied:

- Hard visitor counts from the Chautauqua Institution, Roger Tory Peterson Institute, and the Lucy Desi Museum and Center for Comedy at approximately 150,000
- A conservative 1% of new visitor growth
- Current Visitor spending reported from Chautauqua County Visitors Bureau Survey at \$469.51/family (3.6 persons)
- 1500 additional tourists over the course of one year each spending \$469/day/3.6 persons results in **\$195,629** in new spending for the year in this area. It is estimated that 30% of this number would account as leakage to cover the costs associated with goods and services.

Upon the implementation of development of the BOA it would be assumed that visitor counts would increase each year along with visitor spending. Tourism growth would vary from year to year, regional growth of traveler spending for Chautauqua has seen growth up each year from 2012, and was reported at 3.7% from 2013-2014 (Travel & Tourism, 2015).

Key Findings

- Significant opportunity in recreational tourism and eco-tourism to increase economic vitality of the BOA and City
- The City should partner with highly involved organizations in order to capitalize tourism opportunity in the BOA
- Riverfront development is seen as a game-changer in a region's economic development potential and the BOA is perfectly poised for such redevelopment





SECTION 4: ECONOMIC, ENVIRONMENTAL, AND COMMUNITY BENEFITS

4.0 Economic, Environmental, and Community Benefits

The redevelopment of the Chadakoin River West BOA will result in a lively, thriving recreational district to significantly improve and benefit the surrounding neighborhoods and overall City of Jamestown. Below is a description of the anticipated benefits the City can expect to experience if the plan is implemented.

Social and Cultural Benefits

Implementation of the projects proposed, later in this document, will spur social improvements for the community at large. Social impact of this project refers to the change in the lives of people and well-being of individuals and families while cultural impact refers to change in customs, beliefs and values of a community as a whole. While these effects are difficult to quantify, it is important to understand the real influence tourism and recreational opportunities will play on the neighborhoods surrounding Chadakoin Park and wetlands.

By introducing additional recreation activities and higher educational partnerships focused on the Chadakoin Park and wetlands a supportive force for community conservation and enhancement will be immediate. Recreation such as biking, walking, kayaking, canoeing and bird watching in Chadakoin Park will create a sense of pride for the park and the neighborhood resulting in a strengthened community identity as well as contribute to conservation and sustainable management of natural resources. Higher education partnerships in conjunction with the natural resources of the wetlands will promote environmental stewardship among residents for protection and safeguarding of the wetlands and

biodiversity. Ultimately, educational components of the wetlands raises awareness of the financial value of both natural and cultural sites in and around the BOA.

Recreational tourism in Chadakoin Park creates additional activity in the general vicinity of the BOA resulting in a lower crime rate and decreased drug activity in the city. Increased pedestrian activity in the park and along Washington Street will change behaviors of automobiles and result in lower traffic speeds. This behavior induced traffic calming will in effect increase the safety and welfare of pedestrians and the neighborhood environment of the BOA. Another effect of increased activity within the park includes health improvement of the residents and reduction in obesity due to increased walkability on the periphery and within the boundaries of the BOA. Residents within the BOA will be better connected to downtown Jamestown and additional everyday services and amenities as a result of this BOA plan.

Additionally, strong evidence suggests that recreational tourism and the redevelopment of Chadakoin Park will significantly improve the health of community residents. Park amenities and active open space in close proximity to these neighborhoods help reverse the sedentary lifestyle of Americans and reduce the risk of obesity, heart disease, diabetes, relieve symptoms of depression and improve psychological well-being. A growing body of research has shown that increased contact to the natural world will improve both physical and psychological health substantially.

Environmental Benefits

A major finding of this study revealed the rich natural and environmental resources this BOA holds. Many U.S. cities do not have the luxury of being in close proximity to such high quality environmental resources, let alone contained within their municipal limits. Therefore, the conservation of the unique, diverse and abundant ecological integrity is a primary focus of this BOA and contributes to the overall potential of this area. For this reason, it is of crucial importance to ensure future plans and developments respect and compliment these rare assets.

The incorporation of green infrastructure techniques will ensure the protection of the natural resources of the area. Water quality of the Chadakoin River and Chautauqua Lake will be protected by reducing the amount of stormwater runoff entering the water table and surrounding waterbodies. Additionally, planting of trees will work to mitigate flood risk and reduce stormwater discharges.

The Master Redevelopment Plan is centered on the maintenance and improvement of natural resources by educating residents and tourists about the wetlands and river. Hands on educational training and experience of wetland resources and the ecological systems

within it will educate residents and students the importance of the health of these systems. The slight increase in visitation and disturbance of these wetlands will be mitigated with this training and heightened knowledge.



Examples of municipal stormwater management through the utilization of green infrastructure

Economic Benefits

The key redevelopment projects in conjunction with recreational tourism centered on Chadakoin Park is expected to amplify the economic stability of this section of the City. This section of the City has been suppressed for some time and the amount of activity that will be seen from the implementation of these projects will work to bring vibrancy and support the larger Greater Jamestown Riverwalk trail.

Many of the anticipated improvements will be focused on enhanced infrastructure of the BOA as well as the continued enrichment of the public realm. Private sector investment from these enhancements is expected to take place following these initial public sector improvements.

Once fully developed, it is expected that many people will live on the periphery of the BOA, job growth will be strong in the BOA and thousands will visit and traverse the BOA and Chadakoin Park area. Much of the employment is anticipated to be directly connected to recreational amenity needs such as kayak/canoe rentals, bicycle rentals, food service operations, and green industry research and development careers. Traveler spending within the BOA will be increased within the City due to the anticipated increased length of stay of these visitors. Many of the current tourists to the City include those whom are interested in the arts, culture and natural elements of the City. An augmented reason for these visitors to stay and explore the Chadakoin River, learn about the incredible wetlands and experience the beauty of Chautauqua Lake will incentivize these visitors to stay in town longer.

Additionally, the property value of the surrounding area, both commercial and residential, is expected to increase due to these enhanced connections and park redevelopment. This is because the availability of park space, recreational facilities, increased walkability and connection to downtown has an important

“quality of life” factor that both commercial tenants and residents gravitate toward when searching for a perfect location to locate to. This concept is already a factor that drives current residents to live within Jamestown as explained in the Story of Place.



SECTION 5: SUMMARY ANALYSIS OF FINDINGS

5.0 Summary Analysis of Findings

The City of Jamestown initiated the Chadakoin River West BOA to pinpoint redevelopment opportunities for currently underutilized properties and sites. The purpose of this plan is to provide a written document on the consensus of redevelopment plans created by the advisory committee, community members, stakeholders and the project team. Implementation of this plan will create positive economic, social, cultural and physical impacts and changes to the BOA and the City as a whole.

The findings of the analysis provided in Section 4 are summarized below. These findings helped formulate the Master Redevelopment Plan for the Chadakoin River West BOA presented in Section 6.

Land Use

The Chadakoin River West BOA is a largely undeveloped portion of the City of Jamestown. The land use pattern contains a mix of uses; however, the majority of land use within this area is largely undeveloped, either in the form of wetlands (Chadakoin Park wetlands) or municipal parks, such as Jones Memorial Park and Chadakoin Park. Other uses within the BOA consists of commercial and vacant land uses along Washington Street, Fluvanna Avenue, making up approximately 11 percent of the BOA. Industrial uses along Jones and Gifford Avenue and residential uses comprise approximately four percent of the existing land use within the BOA.

Zoning

There are a total of five zones within the BOA, including L-C (Land Conservation), L-M (Light Manufacturing), C-M (Service and Highway Commercial), C-1 (Neighborhood Commercial) and R-2 (Two-Family Residential). The L-C zone makes up approximately 69 percent of the BOA, L-M makes up 14 percent of the BOA area.

Additionally, the Chadakoin River West BOA is within five special districts/designations. These include:

En-Zone:

New York State Brownfield Cleanup Program (BCP) sites are provided enhanced tax incentives for remediation and redevelopment.

HUD Renewal Community:

Designated by HUD to encourage revitalization of the poorest census tracts through the use of tax and wage credits. Although the Renewal Community designation expired on December 31, 2009, the designation is still a factor on several grant applications.

New York State Empire Zone:

The Greater Jamestown Empire Zone (GJEZ) was established in 1994 through a partnership between the City of Jamestown, the Villages of Falconer, Lakewood and Celoron and the Towns of Ellicott and Busti to help distressed communities and enhance economic growth and encourage new jobs. This program is now closed to new entrants; however, it is still a factor on several grant applications.

HUBZone:

This zone helps small businesses in urban and rural communities gain preferential access to federal procurement opportunities. These preferences go to small businesses that obtain HUBZone certification in part by employing staff who live in a HUBZone

LWRP:

Projects within the LWRP are eligible for land and water based construction project grants through New York Department of State and Parks.

Brownfield, Underutilized, and Vacant Properties

The Chadakoin River West BOA contains 11 brownfield, underutilized and vacant sites. Environmental and site history was collected for all these sites. These identified brownfield sites are also selected as the strategic sites within the BOA to catalyze redevelopment and reinvestment opportunities within the City. The City of Jamestown owns the entirety or a portion of several selected strategic sites within the Chadakoin River West BOA. Redevelopment potential has been determined through numerous interaction and discussions with stakeholders, community members and the advisory committee over the duration of this BOA process.

The properties that lie along the commercial and industrial corridors of Washington Street, Fluvanna Avenue, and Jones and Gifford Avenue have the ability to be redeveloped to support the revitalization of the Chadakoin Park and the wetlands. The site's redevelopment will work synergistically to bring increased vitality and activity within this section of the City of Jamestown.

Land Ownership

The City of Jamestown owns an overwhelming majority of the land within the Chadakoin River West BOA. Therefore, the City is a major player in the redevelopment potential and options recommended as part of this plan.

Parks and Open Space

The majority of the Chadakoin River West BOA is dominated by park land and open space, with 55 percent of the land is currently used for park and open space land uses. This includes a 152-acres park located off Washington Street known as Chadakoin Park. Within the park there is a playground, two basketball athletic courts, a community garden, a skate park, two pavilions and two parking areas. For years, the City has struggled to maintain athletic fields, such as baseball and soccer fields, due to the saturation of the soils in this area. Often times, the fields would remain underwater during the baseball season and were not feasible to use, which resulted in the removal of these fields.

Jones Memorial Park is located between Jones and Gifford Avenue. This park is 60 acres containing a great amount of undeveloped parkland on the northern section. The southern section of the park, however, contains three softball fields and restrooms for public use.

Other areas of open space within the BOA boundary are considered wetlands.

Building Inventory

An inventory of the commercial and industrial buildings within the BOA was created and outlines the location, size, year constructed, current use, general conditions, and ownership of these structures.

79 commercial and industrial structures generally lie on the periphery of the Chadakoin River West BOA along Washington Street, Fluvanna Avenue and Jones and Gifford Avenue, with some commercial buildings south of Chadakoin Park, totaling approximately 1,017,414 square feet.

Historic and Archeological Resources

No sites or buildings on the National Register of Historic Places are within the Chadakoin River West BOA. Portions of the BOA do contain Archeological Significant Areas, and include the southern portion along Jones and Gifford Avenue and 8th Street, as well as the northeastern section along Fluvanna Avenue and Washington Street.

Transportation Networks

The Chadakoin River West BOA has an extreme advantage in terms of transportation systems. The main transportation routes within the BOA serve the City and region efficiently. The BOA is bordered by three major New York State owned and operated roadways with capacity for increased development; however, there is major concern over the safety of pedestrians and bicyclists along Washington Street, Fluvanna Avenue, and Jones and Gifford Avenue. For example, accessibility to the Chadakoin Park from Washington Street needs to be addressed through redevelopment plans.

Additionally, the BOA is serviced by three public transportation routes and two bus stops; one on Washington Street and one on Jones and Gifford Avenue. Parking within the BOA is somewhat limited for resident and visitor use of the municipal parks.

The WNYP rail line runs parallel to Jones and Gifford Avenue and should be considered an asset for economic development within the BOA.

The presence of railroad poses an opportunity to foster redevelopment of brownfields along the southern side of Jones and Gifford Avenue with business that can utilize the rail for shipping. The railroad has expressed a willingness to work with businesses on creating sidings to help serve brownfield sites that currently do not have a connection to the rail line.

McCrea Point serves as a water based transportation route for small powered watercraft and canoes/kayaks. The majority of this area is a “no wake zone” and offers scenic views of the wetlands and wildlife, and access to great fishing. Downstream of McCrea Point, shallow water and changing water conditions associated with the operation of the Warner Dam make powered watercraft impractical and challenging for non-powered canoes and kayaks.

The BOA will enhance roadway networks and safety of pedestrians along these routes with streetscaping recommendations provided in Section 7 Master Redevelopment Plan.

Infrastructure Networks

The entire BOA is served by water, sewer, telecommunication, gas and electric services with room for increased capacity and development. Jamestown potable water is supplied by eight artesian wells in the Cassadaga aquifer (Town of Ellicott) and four artesian wells in the Conewango aquifer (Town of Poland), both several miles from City limits. Any new development within the City of Jamestown would tap into the current groundwater retrieval system operated by the BPU; however, the use of this groundwater would not impact the groundwater quality. According to correspondence with the City of Jamestown BPU, water main replacement will be necessary in the near future on Washington Street from 11th to 18th Street.

The BOA is also serviced by both force main and gravity sanitary sewer lines, with sufficient capacity for increased development. According to correspondence with the City of Jamestown BPU, the lines along Jones and Gifford Avenue are relatively new and in good condition.

Natural and Environmental Resources

The Chadakoin River West BOA contains a wealth of natural resources including the Chadakoin River, Chautauqua Lake and the encompassing wetlands in this area. While these resources are viable to the BOA's redevelopment potential, caution must be taken to preserve their ecological integrity.

Two portions of the BOA are classified as wetlands and are under both federal, U.S. Army Corps of Engineers (USACE), and state (NYS DEC) jurisdiction. Chadakoin River wetland lies to the west of the Chadakoin River, is the largest wetland under state regulation is a "Class 1" (308.6 acres), which is the highest ranking out of a four tier system. The U.S. Fish and Wildlife Service identifies this wetland as palustrine, freshwater/forested shrub wetland, broadleaved deciduous, that is seasonally flooded/saturated.

The second wetland, which straddles the Chadakoin Park and River, is a 41.5-acre wetland classified as "Class 1". The Chadakoin Park may have been part of this wetland complex before it served as a municipal landfill. These wetlands serve an important role in absorbing and holding floodwaters downstream populated areas and represent the majority of accessible floodplain areas within the BOA. A large portion of the Chadakoin River downstream from McCrea Point has been channelized by retaining walls, rip-rap, bulkheads, and building foundations. Only in small narrow stretches does the River have access to narrow floodplains. Flooding has mostly been eliminated by the Warner Dam

regulating water levels, the wetland complex itself and the building of river walls throughout the large stretches of the river corridor.

The soils within the BOA primarily consist of carlisle musk (Ce) and Udorthents, landfill (Ud) soils, which are very poorly drained. Some development within the BOA may require more significant structural elements for support.

Economic/Market Analysis

An economic and market analysis was completed in this study to determine what uses would be best supported within the Chadakoin River West BOA. This market analysis analyzed the potential for residential, retail/commercial use, and industrial redevelopment of the properties within the BOA. Additionally, a detailed eco-tourism analysis was conducted to showcase the strong likelihood of tourism and recreation as a major component of the revitalization strategy for the Chadakoin River West BOA.

Office Space:

Many commercial office properties in the Jamestown area fall under the flex property category consisting of a blend of office and industrial components. These properties are well suited to attract a number of tenants and different types of uses. Recent trends in Western New York have pointed to a recent surge in the "flight to downtown" where more businesses are searching for loft style space for their offices. Being that Jamestown is the largest population in Chautauqua County, opportunity exists to capture these projections.

Retail Space:

The commercial trade area found along Washington Street consists of a high concentration of auto dealerships, limited franchises and small retail service shops. The

area has developed with an array of zoning and some residential areas back up to many of the retailers. The retail corridor blurs access to Chadakoin Park which is highly underutilized. The area is in need of revitalization with the support toward a neighborhood commercial corridor that is pedestrian friendly and allows for accessibility to the park.

Improvements to Chadakoin Park; publicly accessible Chadakoin River recreational amenities off of Fluvanna Avenue; and, signage designating services and attractions along both the eastbound and westbound Interstate 86 near the Skunk Road exit would serve to assist development or redevelopment of healthy retail along both Fluvanna and Washington, thus increasing the economic stability of the City.

Medical Office Space:

Demand for medical services is projected to rise as changing demographics and new legislation are foreseen. These trends bode well for the Jamestown area, where additional new medical office space could be supported in the City.

Industrial, Light Industrial, And High Tech Space:

Industrial commercial real estate has remained strong over the past few years with vacancy rates declining and demand remaining solid. Preservation of the industrial sector coupled with the realization for lighter/incubator type space to encourage a mixed of opportunities within the BOA. The development of new or adaptive reuse for additional flex space within the BOA should be highly encouraged.

Residential: The BOA contains 88 residential parcels (zoned R-2) located on 12.5 acres which is less than 2 percent of the BOA acreage. An estimate of the residential population within the BOA is approximately 300 people, or 16 percent of Census Tract 303. The housing stock within the BOA closely resembles most of the housing

stock within 303 extending east of Washington Street to Main Street.

Both recent historical and projected figures through 2020 indicate the total number of households decreasing within both the City of Jamestown and Census Tract 303. The creation of new residential units within the City via new build or adaptive reuse of existing obsolete industrial or commercial properties would not appear to be a large opportunity for developers. The exceptions are in small volume rental development for niche categories such as young professionals and affluent older empty nesters not wanting the responsibilities of ownership.

Eco-Tourism Analysis:

The BOA's natural resources, such as the Chadakoin River and wetlands and Chautauqua Lake, are rich assets that the City should work to take advantage of. Seen in the wake of the growing eco-tourism industrial sector in New York State and the Western New York region, the BOA and surrounding community can benefit substantially from tourism.

Collaboration and partnerships with major organizations in the region such as the Chautauqua Institution, RTPI, Jamestown Audubon Society, Jamestown Renaissance Corporation, Gebbie Foundation, among others can create momentum in the City related to nature, recreation, and educational opportunities.



SECTION 6: MASTER REDEVELOPMENT PLAN

6.0 Master Redevelopment Plan

Through this study, it was uncovered that the City's establishment was heavily reliant upon the region's natural resources. Historically, the City originally thrived due to business which capitalized upon the surrounding extensive forests and the endless potential energy of Chautauqua Lake and the Chadakoin River. Therefore, for decades, furniture manufacturing was the pinnacle of economic vitality which later expanded into additional industry such as textiles, and metal and machinery production along the Chadakoin River waterfront. However, since that time, this industrial sector has thinned. As with many of America's 19th and 20th century manufacturing centers, focus shifted to urban downtowns framed by residential neighborhoods, leaving the land around the Chadakoin River largely vacant.

Since this time, there is a desire and vibrant opportunity to "turn 180 degrees" and shift attention back to the previously abandoned Chadakoin River, wetlands and natural resources. Therefore, this Master Redevelopment Plan presents projects that will create connections within Jamestown and the region, celebrate the rich natural and industrial heritage of the City, conserve wetlands and natural resources, increase recreational opportunities and spur economic development.

Progress has been made through the efforts of multiple agencies and organizations with the preparation of several planning documents in recent years related to the revitalization of this area; namely the Chadakoin River West BOA Pre-Nomination Document completed in July 2013 and the Chadakoin River East BOA Nomination

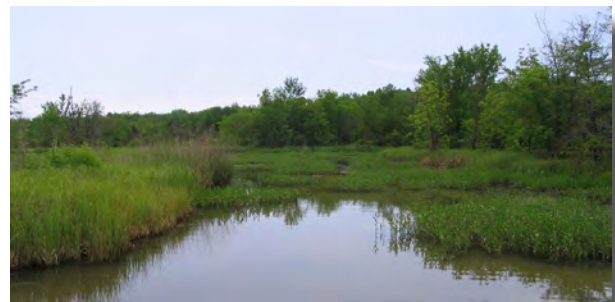
Document completed in July 2014. Steps must be taken to incorporate the concepts identified in those studies and advance the recommendations of this study to create a comprehensive strategic plan for the area.

6.1 Predominant Themes

Throughout the duration of this BOA project, discussions that centered around the redevelopment potential of the Chadakoin River West BOA with the Advisory Committee, the public and stakeholders, circled back repeatedly around a few main points. The predominant themes listed below comprise the essence of the redevelopment goals for the Chadakoin River West BOA.

1. Maintain a balance between environmental protection and economic/social performance:

The ecological integrity of the BOA is the single most important aspect of the area's redevelopment potential and strategy. While environmental health and predominance of the area is essential, it has often gone unnoticed and unappreciated. The Master Plan's intent is to build the economic stability of the area while protecting and enhancing the environmental wealth of the Chadakoin River, wetlands and Chautauqua Lake.



The integrity of the Chadakoin Park River is something an asset to be preserved and celebrated

2. Institute safer and accessible connections to Chadakoin River and Chautauqua Lake:

The built environment of the Chadakoin River West BOA is a major hindrance to community interaction. The surrounding neighborhood has limited access to the natural resources of the BOA due to the current streetscape of Washington Street, Fluvanna Avenue and Jones and Gifford Avenue. These bordering streets also contain significant derelict lands and properties. The Master Plan seeks to strengthen the relationship of the neighborhoods and the Chadakoin River with the creation of new and improved riverfront and lake connections, a newly imagined streetscape for Washington Street and Fluvanna Avenue, and other recreational amenities.

3. Create an enhanced and integrated network of open spaces:

The Master Redevelopment Plan works to expand the existing open space to create a focus for new investment as well as support a range of both active and passive recreational activities based on the existing natural resources. The system will work within the constraints of the redevelopment challenges of the poor soil stability in the area of the Chadakoin Park and wetlands. Gradual build-out of the BOA is a strategic opportunity to reconnect the City of Jamestown residents and area visitors to the waterfront and natural resources in order to create an interconnected system of parks and natural areas.

4. Attract residents and visitors to the riverfront:

The Chadakoin River West BOA remains unconnected to the surrounding neighborhoods and the Central Business District (downtown Jamestown). Current initiatives, such as the National Comedy Center (expected to open in 2017), the LWRP and the Chadakoin River East BOA should be used in conjunction with this study to implement strategies to create expanded riverfront development along the Chadakoin River and connect to downtown Jamestown.

Actions involved in this connection includes the creation of a continuous Greater Riverwalk Trail to connect downtown and the BOA.

The BOA is a key component for the creation of a new development fabric that will knit the surrounding neighborhoods to the existing city core and the ecological network of the river/ wetlands.

5. Foster economic development through riverfront and open space enhancements:

Through redevelopment of the strategic sites, redevelopment of Chadakoin Park, and open space enhancements centered on access to the riverfront, increased visitation from residents and visitors will be achieved. This activation, will result in subsequent redevelopment and stimulation of businesses in and around the Chadakoin River West BOA. Ultimate benefits from these strategies will increase tax revenue, raise property values, stimulate increased visitor spending for the revitalization and economic growth of the City of Jamestown.

6.2 Key BOA Recommendations

This section includes recommendations on general methodologies that can be instituted to invigorate the BOA. The six key ideas for the redevelopment of the Chadakoin River West BOA are derived from the predominant objectives decided upon following extensive collaboration with the Advisory Committee and public input.



RECREATIONAL TOURISM

Additional recreational tourism options within the BOA will positively impact the area by integrating the community and revitalizing the commercial areas on the bordering streets. Tourism centered on the natural resources and public amenities as proposed in this plan will generate much needed economic revenue in the form of sustained businesses and service-oriented amenities.

1. Increase recreational opportunities and activities centered on the Chadakoin River:

Plans for this area include the continuation of recreational opportunities as begun with the redevelopment of McCrea Point and focus on the Chadakoin River. Activities will work to enhance the blocked relationship residents and visitors have with the River by increasing kayak launch points, stimulation of kayak and canoeing on the river, increased fishing opportunities on the water, a potential BMX bike track, passive recreation enhancements in Chadakoin Park, and community gardens. Recommendations are more clearly identified in Section 6.3.

2. Enhance connections to downtown Jamestown through additional Riverwalk connections:

The overall vision for the Greater Jamestown Riverwalk is to create a continuous multi-use trail alongside the Chadakoin River that extends throughout the majority of the City and all have the opportunity to use. The Riverwalk does not currently extend into the Chadakoin Park area; however, funds have been secured to do so. The proposed trail will be built within the Chadakoin Park from approximately 10th Street north toward Fluvanna Avenue. The City and residents should encourage additional connections to expand the network of the Riverwalk in the future to create a more interesting and diverse experience within the City.

3. Increase tourist parking within the BOA:

With an increase in visitors to the Chadakoin BOA, additional parking throughout will be needed to support continued visitation in the coming years. Additional parking was identified through this study as a needed improvement to the area. It must be ensured that parking within the BOA is compatible with the park and recreational type uses. Parking should be visually screened with the utilization of vegetation or natural type elements.

4. Development of tourist overnight accommodations:

The goal of recreational tourism will not be sustainable or viable without the inclusion of travel accommodation. Comfortable hotels that are convenient and accessible for tourists are essential in popularizing any tourist destination. With the new developments occurring in the downtown area, there is increased demand for additional hotels within the City. However, more accommodating hotels close to the Chadakoin River and park amenities would be better suited to fishers and kayakers.

Boutique hotels catered to the recreational tourism agenda of the BOA are viable options for redevelopment. This is because smaller-sized hotels or bed-and-breakfast type accommodations fit into the fabric of the area. Just outside of the BOA, many residential units are in poor condition; therefore, opportunity exists to redevelop these smaller properties in conjunction with recreational tourism opportunities and activities.

5. Develop a nature educational center in partnership with local organizations:

The purpose of the nature educational center would be two-fold. The center would provide a location for the community and visitors to learn about the surrounding environment as well as incorporate a higher education component for training and environmental maintenance. Specific opportunity for a nature educational center is presented in Section 6.3.

Organizations, such as the Audubon Society, RTPI, Chautauqua Institution, Chautauqua Watershed Conservancy, and Gebbie Foundation are highly involved in the community as well as environmental aspects of the City of Jamestown and Chautauqua County; therefore, partnerships with these entities would streamline the process of building a nature educational center within the City.

6. Facilitate increased bird watching and kayak launch locations:

The Chadakoin River West BOA is an ideal location for passive recreational bird watching. This is because Chautauqua Lake is designated as an Important Bird Area by the National Audubon Society of New York as a major stopover for migration of waterfowl along the Atlantic Flyway.

For this reason, increased opportunities for wildlife observation are a possibility for this type of tourism. Bird watching platforms and bird hides are a simple way to encourage bird watching within the BOA. These amenities are non-invasive to the wetland ecology and passive method of attracting tourists and visitors to enjoy.

Additionally, a goal of the Chadakoin River West BOA is to improve the community's relationship with the Chadakoin River. Implementation of several kayak launches throughout the BOA area a feasible and inexpensive way to increase activity on the water.



CHADAKOIN PARK REDEVELOPMENT

The redevelopment of Chadakoin Park is composed of a number of high priority projects that must be implemented within the BOA. Enhancements to the park, made in the form of increased recreational amenities and showcasing of environmental integrity of the area, will improve public health, increase sense of community within the surrounding neighborhoods, and heighten social connections. Specific recommendations for amenities to be included as part of the overall park design and programming for park usage is expected to generate immense benefits to the community.

1. Plan and design a detailed phased recreational use Chadakoin Park Plan:

Throughout the last several years, during rain events, portions of Chadakoin Park are unable to be used for typical recreation and are largely underutilized due to the wet soil conditions of the area. Residents have stated that the Park is difficult to take advantage of because of these wet conditions, since the Park is in such close proximity to the wetlands. Additionally, the eco-tourism analysis generated as part of this study, revealed the beneficial impacts recreational tourism can play in the BOA.

For these reasons, Chadakoin Park Revitalization Projects have been recommended, which will utilize unconventional recreational uses and take advantage of more passive-type uses in specific areas of the Park. It is also recommended that the City work with the several community organizations who have similar interest in developing community interests to increase the vitality of Chadakoin Park. Chadakoin Park Revitalization projects are provided in Section 6.4.

2. Create Chadakoin Park programming for year-round activities:

The presence of programmed activities in a newly developed park attract and maintain positive park usage. This is because park programming will create a maintained community presence in both the day and evening, bring a diverse group of users to the park, and increase community interaction.



3. Collaborate with City of Jamestown Department of Parks and Recreation:

Recommendations for the Chadakoin River West BOA are intended to increase the visitation of the park and surrounding area, as well as support the development of the Greater Jamestown Riverwalk. The redevelopment of the Chadakoin River West BOA should also work to enhance the entire park system within the City of Jamestown in order to increase the resident's quality of life with additional access to recreation and create a cohesive and connected park system. In order to accomplish this, involvement of the City of Jamestown Department of Parks and Recreation is critical.

ECONOMIC DEVELOPMENT

Economic stimulation of the Chadakoin River West BOA is of high importance to the community and the revitalization of the area. Through eco-tourism analysis and redevelopment options for the area, economic development is expected to support the recreational tourism opportunities of Chadakoin Park and the Chadakoin River.

1. Retain existing business and cultivate new businesses:

Specific types of activities the City of Jamestown can take to retain existing businesses are the conduction of regular outreach activities to better understand business needs, wants and difficulties, and partnership with the Chautauqua County Industrial Development Agency (CCIDA) to create a business retention strategy for the area.

The City of Jamestown should also implement strategies to attract additional businesses and tourism industry retailers to the area to support planned redevelopment of the BOA. A business attraction strategy could work hand-in-hand with a marketing and branding campaign for the BOA.

2. Cultivate relationships with economic development organizations:

Partnerships and collaboration between existing agencies and organizations is the key to the redevelopment of the Chadakoin River West BOA. There are multiple established economic development councils and organizations within the City; therefore, the City of Jamestown should collaborate with organizations such as the CCIDA, the Gebbie Foundation, and Jamestown Renaissance Corporation to implement a strategy for marketing, attraction of businesses, and development of grant funds for park revitalization.

Table 16: Local Economic Development Organizations

Entity	Type	Role
Chautauqua County Industrial Development Agency (CCIDA)	Public Benefit Corporation	Offer tax incentives, assist in grant writing, business attraction, site selection assistance.
Gebbie Foundation	Private Organization	Economic development, partnerships, investment.
Jamestown Renaissance Corporation (JRC)	Non-Profit Organization	Business Development, research, fundraising, urban planning

3. Build upon existing light manufacturing base of the BOA:

The Chadakoin River West BOA is currently anchored by existing light manufacturing along Jones and Gifford Avenue, including Suite Kote Corporation, Jamestown Macadam Inc. Corporation, Jamestown Steel Service Center and Jamestown Soap and Solvent Inc. These businesses add to the value of this portion of the City and are sensitive to the surrounding resources.

In order expand upon this base, the City should encourage the redevelopment of vacant land and adaptive reuse of underutilized properties along Jones and Gifford Avenue into flex space to attract additional start-up businesses, as supported by the economic and market analysis. Flex space is commonly used to describe a large industrial type warehouse with office space. This type of space is extremely successful in attracting new business due to its versatility and affordability. Typically, flex space can house inventory, office space and light production within one building where the owners have options to create showrooms, laboratories, retail space, among others.

4. Encourage light industrial and commercial uses with improved frontages along Jones and Gifford Avenue:

While the existing businesses along Jones and Gifford Avenue are an important asset to the Chadakoin River West BOA, actions should be taken to ensure sensitivity to the surrounding environment. The construction of the Chautauqua County “Lucy Trail”, a multi-use trail that will connect the Village of Celoron and City via Jones and Gifford Avenue will enhance the visual appearance of this roadway. Design guidelines and standards for road frontage dimensions and architectural elements can be created in an overlay district. These guidelines will enhance the appearance of the roadway and act as a buffer between industrial/commercial uses and the park.



5. Encourage retail businesses and mixed-use buildings along Washington Street and Fluvanna Avenue:

Washington Street and Fluvanna Avenue are commercial corridors dominated by auto dealerships, parking oriented retail uses and vacant land. The vitality of these corridors can be enhanced with the establishment of smaller sized, local retail business uses and mixed use development.

This type of development coupled with design guidelines to orient buildings closer to the street, place parking lots in the back of buildings, will transform the essence and feel of the current landscape. These types of buildings with service-type businesses will create a corridor that is compatible with the surrounding natural features and will boost local business development. The City of Jamestown Urban Design Plan can be utilized (with some modifications, if necessary) for this type of development.

6. Encourage adaptive reuse of existing structures for mixed-use development and recreation-oriented businesses:

In recent years, adaptive reuse strategy of older buildings into fresh spaces has become a popular method of economic development. Programs such as the New York State Historic Tax Credit Program and NYS BCP has incentivized developers to restore and develop existing buildings. The City should seek to encourage adaptive reuse of particular structures within the Chadakoin River West BOA to enhance the character of the community and extend the life of these buildings and space. Types of conversion that can take place include residential to commercial, commercial to residential, industrial to creative office, among others.



The City can encourage this type of development by streamlining permitting and approvals at the local level, whenever possible.

Additionally, a clear and simplified approval process will boost investor confidence and facilitate additional development. Particularly, the City should encourage the development of these structures for recreational-oriented business use to support Chadakoin Park redevelopment and water related uses along Chadakoin River.

STREETSCAPING AND TRAFFIC CALMING

The conditions of Washington Street and Fluvanna Avenue are unsafe for pedestrians and create extreme difficulty in accessing Chadakoin Park from the surrounding neighborhoods. Several incidents over the last few years have warranted a complete makeover of these roadways to shift the attention away from the auto-oriented dominance to the pedestrian and bicyclist experience, while maintaining these routes for truck transport. Actions must be taken to better meld the commercial portions of these roadways to the natural landscape and peacefulness of Chadakoin Park and the River, while simultaneously encouraging the presence of commercial and retail businesses along these routes.

1. De-emphasize overly abundant parking and auto-dealerships along main thoroughfares:

Washington Street and Fluvanna Avenue in this section of the BOA are ridden with auto-dealerships and highly visible parking areas. Buildings are set back from the street and create a sense of auto-centric importance along these specific routes. These dealerships provide tax revenue and vitality to the City of Jamestown; however, the routes on which they lie can be better planned for the pedestrians rather than the cars that currently dominate the landscape.

2. Implement traffic calming and streetscaping along Washington Street:

While Washington Street is a major thoroughfare and is to remain a truck route for larger vehicles traveling into the City, traffic calming measures to slow traffic may still be implemented without hindering the amount of volume carried. Several options for road diet features are presented in Section 6.3.

3. Improve Washington Street park entrance:

The current entrance to Chadakoin Park is located on Washington Street at 13th Street. This entrance is somewhat hidden from view with a park sign that is set back from the street. While the entrance has a painted crosswalk across Washington Street, it is still difficult to cross due to cars traveling at high speeds and the lack of pedestrian crossing signage. Improvements will be made to this entrance in order to heighten visibility of the park and increase ease of crossing Washington Street. Specifics of these improvements are presented in the Section 6.3.

4. Improve street lighting, signage and sidewalks along Washington Street, Fluvanna Avenue, and Jones and Gifford Avenue:

Simple signage and increased street lighting along these routes will improve safety and security for pedestrians. Signage must be enhanced along all major thoroughfares due to the high traffic and speeds along these routes. Warning signs and lights on these streets and at specific crosswalks will aid in altering unfamiliar motorists to pedestrians whom may be crossing the street into Chadakoin Park. If motorists are aware of what to expect, there is a greater chance that they will behave properly along these routes.

GREEN INFRASTRUCTURE TECHNIQUES AND METHODS

Economic, social, cultural, and environmental viability and sustainability is at the forefront of the recommendations put forth in the Chadakoin River West BOA, along with the maintenance of water quality of the River and associated wetlands. Communities with more green space have higher property values, its citizens are happier and the environment around them is cleaner. Statistically, streetscapes with trees and plants are better for businesses and residents alike. Green infrastructure is now the primary device used to not only support urban forests, but allows them to thrive. A thorough analysis of run-off volumes, the use of engineered soils, and proper installation techniques should be utilized to create quality streets and greenspaces to support and enhance quality of life.

A number of green infrastructure techniques are available to determine the most appropriate method of stormwater management, cooling and shading and habitat diversity based on the context of the site and the vision for the future. There are many ways to solve the mathematical equations for run-off control and using the right solution in the right place is imperative.

Specific opportunities should be evaluated and considered on a project-by-project basis and should be heavily considered when revitalizing brownfield sites, as they provide increased environmental benefits. Such opportunities include:

1. Water Collection and Recycling:

Analysis can be completed to determine the potential for capturing stormwater and utilizing it for irrigation purposes on currently vacant parcels and in redevelopment plans. Providing this reclaimed resource as non-potable irrigation improves the chance for placed stormwater plantings to thrive.



2. Institution of Green Streets and Parking Lots:

Stormwater management can be addressed through permeable pavements, in-street rain gardens, bioretention and habitat areas in the City, and also support ecological diversity needed for healthy communities.

Additionally, there are several techniques that work to reduce the contribution of parking lots to total impervious cover as well as reduce the amount of stormwater runoff. Green parking lot techniques include minimizing the dimensions of parking lot spaces; utilizing alternative pavers in overflow parking areas; providing “compact vehicle” only parking spaces; providing bicycle parking; using bioretention areas to treat stormwater, encouraging shared parking, and structured parking with green roofs.

3. High Performance Landscapes:

High performance landscapes codifies an important shift in how people think about parks.

The purpose of high performance landscapes is to expand the function of parks beyond recreation; to store and clean water, filter air, help improve public health, and provide habitat and biotic connectivity to increase biodiversity. In urban settings, park and recreational space is sought out as a refuge from paved surfaces and city life.

High performance landscapes are seen as a method of techniques that can be instituted in order to combat the effects of climate change and protect the environment and ecosystem services. Vacant parcels can be seen as resources for larger stormwater management/ high performance landscape in denser urban conditions.

4. Clean Energy and On-site Power Generation:

Wind capture, solar, electric vehicle charging stations, urban agriculture, and green roofs are additional opportunities to be implemented.

Areas can be reviewed to determine if energy sources, such as wind and solar, can be incorporated into future development. Use of vacant parcels and rooftops should be considered.



5. Wetlands Management and Conservation:

The Chadakoin Park nature-oriented development plan seeks to maximize passive recreation, connectivity, accessibility, conservation, sustainability, and education. As a high-quality wetland, this area is extremely sensitive to surrounding conditions and potential development.

The Master Redevelopment Plan illustrates sincere effort to minimize the trails and structures within the wetlands while still providing a winding trail system that needs to engage a diverse population, one that desires education and positive experiences as much as physical recreation. The City and partners must ensure that impacts to the wetlands during trail construction are kept to a minimum. Additionally, it is imperative for the City to form partnerships with a number of local conservation organizations and agencies, environmental protection groups, and the local community.

The City should implement the recently completed LWRP methods to protect the various waterfront and watershed features within the BOA. Additional methods for protecting the wetlands include the adoption of a local wetland protection ordinance, adoption of a floodplain, stream buffer or hydric soil ordinance, protection of wetlands using regulatory or voluntary measures and the management of wetlands at the watershed scale.



Additional techniques for conserving and protecting wetlands include the following:

- Land acquisition
- Conservation easement or Purchase of Development Rights (PDRs) with the Chautauqua Watershed Conservancy
- Transfer of Development Rights (TDRs)
- Requirement of vegetated buffers around all wetlands
- Expanded wetland buffers to connect wetlands with critical habitats
- Increased stream buffer widths to protect downstream wetlands
- Encouragement of designs that minimize the number of wetland crossings
- Encouragement or requirement of site design techniques to protect wetlands
- Utilization of natural drainage systems
- Requirement of perimeter control practices along wetland buffer boundaries
- Encouragement of progressive stormwater management techniques to mitigate stormwater impacts on wetlands
- Incorporation of wetlands into watershed education programs
- Establishment of volunteer wetland monitoring and adoption programs
- Encouragement of wetland landowner stewardship
- Establishment of partnerships for funding and implementing wetland projects

MARKETING AND BRANDING CAMPAIGN

Marketing and branding of the BOA and its developments are essential to maintain momentum of the progress gained thus far. The purpose of a marketing campaign is to continue community involvement as well as facilitate the sustained development of this area. Marketing will be critical for the Chadakoin River West BOA considering the potential tourism could bring to this area.

1. Develop and strengthen Chadakoin River West BOA brand:



The City of Jamestown, in collaboration with the advisory committee members, developed a logo that visually represents the brand essence of the BOA by highlighting the natural resources of the Chadakoin River, wetlands and Chadakoin Park. This logo should be utilized for all programming, outreach, and engagement efforts for the Chadakoin Park and surrounding neighborhood area. This logo will become recognizable to the outside community over time and create a more cohesive network of supporters.

Incorporate Chadakoin Park destination into Downtown Jamestown overall identity:

Developments within the City of Jamestown, including the Greater Jamestown Riverwalk, have gaining momentum for some time. Promotion of these establishments have created recognition through tourism initiatives, such as the 'Jamestown: Up Close and Wonderful' campaign. Utilizing this website campaign as a tool to increase recognition of Chadakoin Park, McCrea Point and water-related tourism will substantially increase the number of visitors to

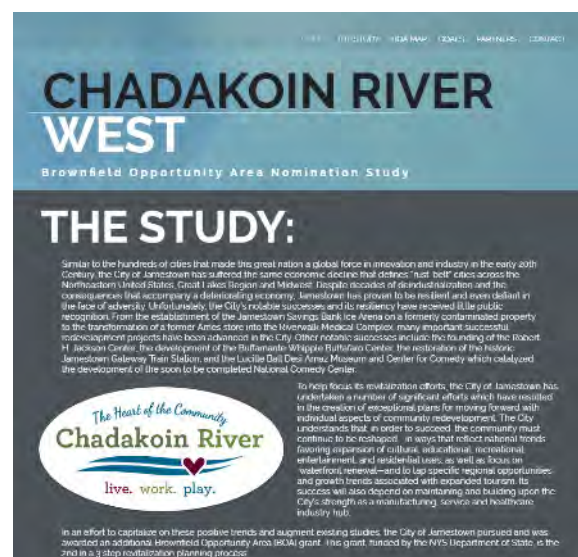
these areas. Additionally, placing the Chadakoin Park and McCrea Point as a major destination along the Greater Riverwalk Trail will incentivize pedestrians and bicyclists to travel to this portion of the City.

2. Collaborate with local visitor attractions to boost visibility:

Collaboration with visitor attractions such as the RTPI, Chautauqua Institution, Jamestown YMCA, Chautauqua Watershed Conservancy and Audubon Nature Center is necessary to increase visitation to Chadakoin Park. This is particularly true since these entities and organizations receive high numbers of travels already; therefore, tourists may be enticed to increase their stay length.

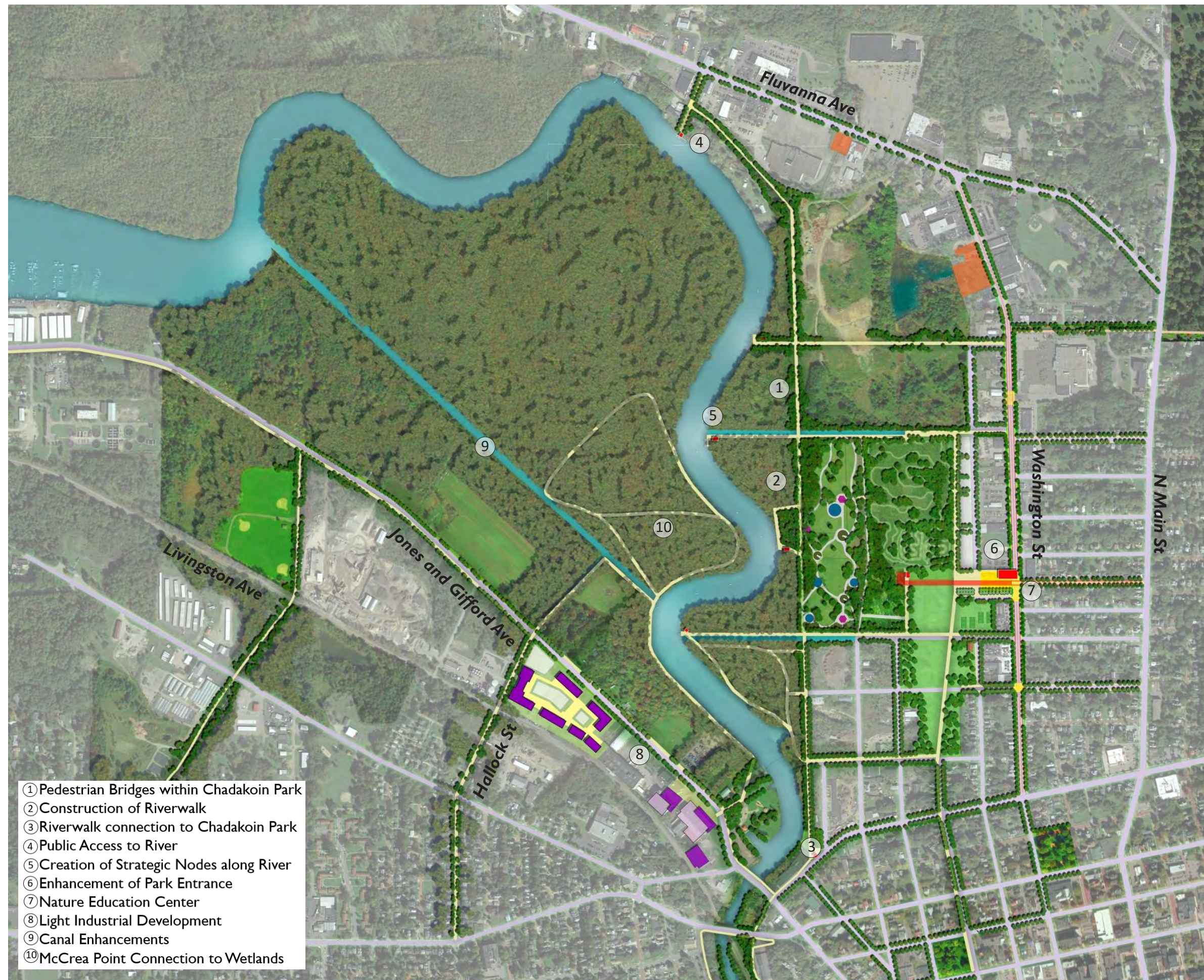
3. Enhance Chadakoin River West's webpage and social media presence:

Throughout this study, a webpage was created to boost visibility of the Chadakoin Park area and ongoing BOA study, as well as to engage the community and rally support for park redevelopment. This webpage can be viewed at <http://www.chadakoinboa.com/>.



6.3 Key Redevelopment Projects

Key redevelopment projects have been identified to advance the goals and objectives created throughout the Nomination Study process. Combined, the key redevelopment projects represent the Master Redevelopment Plan of the Chadakoin River West BOA. The urban design process that was conducted in order to finalize this plan is shown in Appendix J. The following redevelopment projects present a description of projects that are shown in the Master Redevelopment Plan for the Chadakoin River West BOA.



LEGEND

- Retail/Commercial Space
- Interactive Nodes
- Play Areas
- Observation Areas
- Transition Natural Buffer Zone
- Chadakoin Park Promenade
- Light Industrial/Flex Space

CHADAKOIN RIVER WEST BOA MASTER REDEVELOPMENT PLAN

The Heart of the Community
Chadakoin River

 live. work. play.



- ① Pedestrian Bridges within Chadakoin Park
- ② Construction of Riverwalk
- ③ Riverwalk connection to Chadakoin Park
- ④ Public Access to River
- ⑤ Creation of Strategic Nodes along River
- ⑥ Enhancement of Park Entrance
- ⑦ Nature Education Center
- ⑧ Light Industrial Development
- ⑨ Canal Enhancements
- ⑩ McCrea Point Connection to Wetlands



1. Pedestrian bridges within Chadakoin Park at 10th, 11th and 18th Street

Timeline: 0-1 Years

Plans for the Riverwalk trail include the expansion of the trail to extend toward the northern portion of Chadakoin Park near

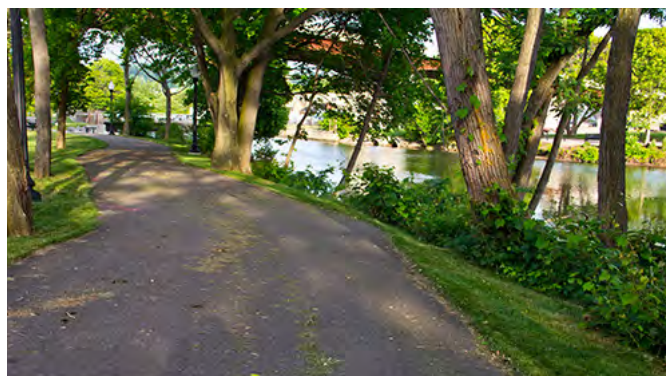
Fluvanna Avenue. In order for this to be a continuous trail, three pedestrian bridges are to be built across canals that exist within the park (near 10th, 11th and 18th Street). The funding for the construction of these bridges was awarded to the City of Jamestown in 2010. The construction of these foot bridges is expected to take place in 2017.



2. Construction of Riverwalk Trail through Chadakoin Park

Timeline: 0-1 Years

The Greater Riverwalk trail in the City of Jamestown is intended to improve connectivity for pedestrians and bicyclists within the City, throughout downtown, and in the BOA. Significant strides have been taken with the continued phased implementation of this trail. A subsequent phase slated to be constructed in 2017 will extend the Riverwalk trail through the Chadakoin Park extending up toward Fluvanna Avenue. This Riverwalk trail will connect the residents of Jamestown to more natural portions of the City. This portion of the trail will be a significant improvement to the Chadakoin Park area and provide greater connectivity to the City's Central Business District from the Chadakoin River West BOA.



3. Downtown Riverwalk Trail connection to Chadakoin Park

Timeline: 1-3 Years

The plans for a continuous Riverwalk trail in Jamestown are underway; however, a critical connection between the downtown Riverwalk trail and Chadakoin Park Riverwalk trail remains unsolved. This lack of connection exists on 8th Street from the southern point of the Riverwalk through Chadakoin Park to Fairmount Avenue.

The intersection of 8th Street and Fairmount Avenue is a difficult intersection currently for pedestrian and bicyclists due to the high speed of drivers on this route. The speed limit on Jones and Gifford is 30 MPH; however, this route is heavily dominated by truck traffic due to the industrial businesses on this street and trucks tend to travel at higher speeds. For this reason, a prominent and high visible bicycle crossing, as well as signage 100 feet or so before the crossing, is necessary to alert drivers of potential pedestrians and bicyclists. Two alternatives are proposed to connect these two trails to ensure a continuous, safe bicycle route for users.





Visual of potential bike crossing on Fairmount Avenue

Alternative 1: Railbed Connection

This alternative is the preferred option for connection of the Riverwalk trails. This option maintains an off-road pedestrian and bicycle path for users along the western side of 8th Street. A bicycle crossing with painted markings and signage will alert drivers to potential bicyclists or pedestrians entering the intersection. A designated bicycle lane on the northern side of Fairmount Avenue is also proposed to extend to McCrea Point.

Alternative 2: Bicycle Lane Connection

This alternative will be implemented in the case that the railbed is an impracticable option for the City of Jamestown. A designated bicycle lane will be created on the western side of 8th Street as well as a bicycle crossing with painted markings and signage. A designated bicycle lane will also be implemented on the northern side of Fairmount Avenue connecting to McCrea Point.

4. Public Access to River from Fluvanna Avenue

Timeline: 1-3 Years

The planned extension of the Riverwalk will extend toward Fluvanna Avenue and terminate at Clifton Avenue. In order to provide access to the Riverwalk and the Chadakoin River from Fluvanna Avenue a connection must be made on Clifton Avenue to the Riverwalk.

Clifton Avenue is currently a public right-of-way; therefore, improvements to this road can be made fairly easily. A sidewalk is proposed on Clifton Avenue from Fluvanna to the Chadakoin River to provide this accessibility. This section of Clifton Avenue is approximately 505 feet. Typical construction costs for this project is approximately \$20 per foot in material costs. Therefore, the estimated cost of construction (not including labor) would be approximately \$10,000.

A simple floating fishing dock can be installed at this waterfront location. The general range of costs for construction of a fishing dock is \$10,000 to \$30,000.



5. Creation of strategic nodes along Chadakoin River for kayak launches and bird observation

Timeline: 1-3 Years

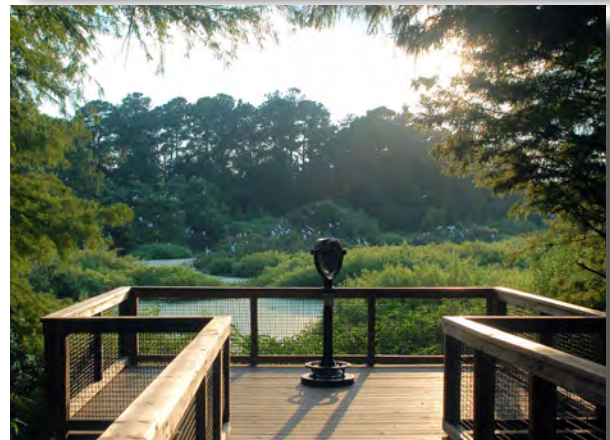
The Chadakoin River is a beautiful channel surrounded by exceptional wetlands and wildlife. Kayak launches and bird observation stations can be created for residents and visitors to enjoy this beauty and uniqueness. At least three strategic nodes have been identified along the river for these types of amenities.

Permitting may be needed depending on the location of the proposed launches. For example, in the wetland portion, U.S. Army Corps of Engineers permitting may be necessary along with City of Jamestown approval. Kayak launches along the river do not require large amounts of infrastructure to support. Launches can be constructed with a simple deck and rolling launches that are ADA accessible.

Wildlife hides/bird blinds can also be constructed easily at these same locations. These amenities offer comfort and protection for viewers of wildlife against weather (snow, wind, rain, sunlight) and a barrier between wildlife and the viewer.

Construction and implementation of these features are fairly inexpensive and provide greatly improved access to the river and wildlife. Each kayak launch is approximately \$10,000. A floating dock extending to this kayak launch would cost approximately \$10,000 to \$30,000 to construct for a high range total of \$40,000 per kayak launch. A wooden wildlife hide costs approximately \$2,500 in materials to construct.

Strategic nodes are identified by red boxes along the Chadakoin River as displayed in the Master Redevelopment Plan on page 116.

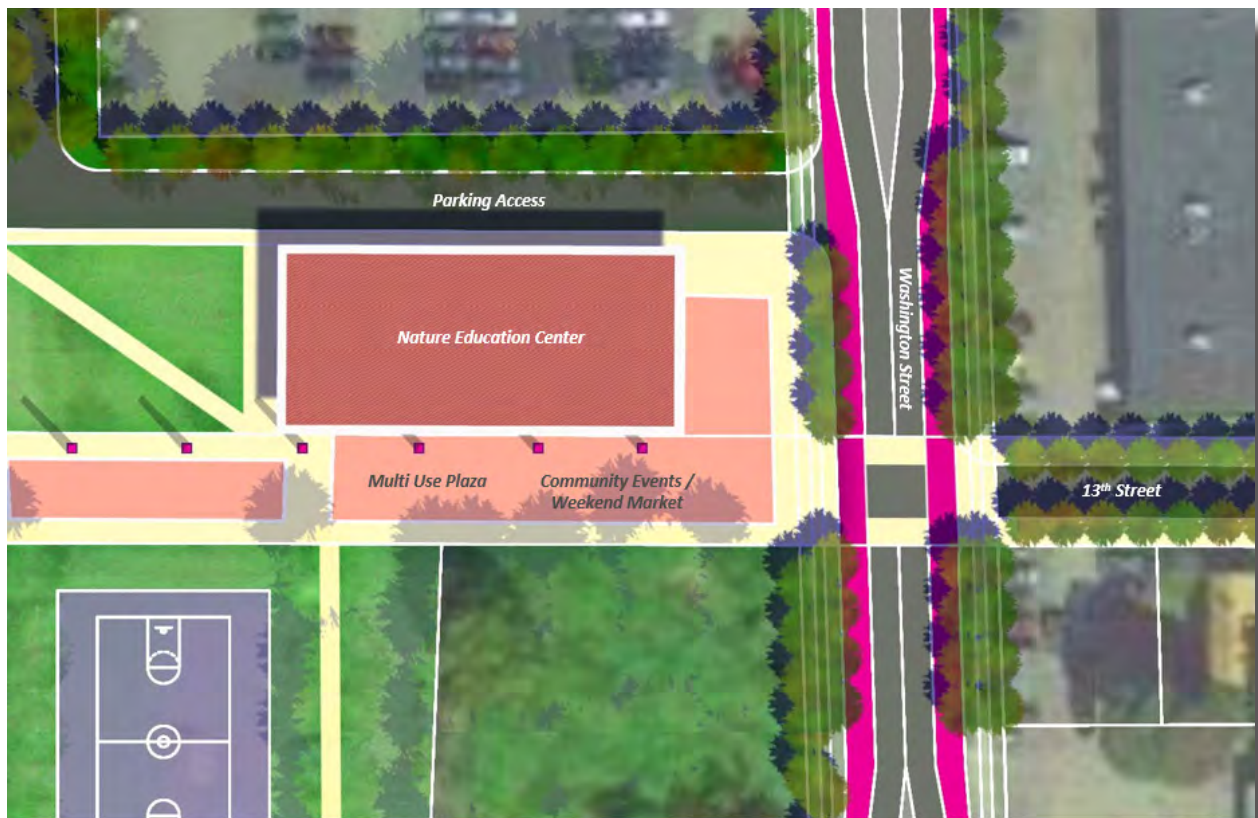


6. Enhancement of Washington Street Park Entrance at 13th Street

Timeline: 1-3 Years

The current Chadakoin Park entrance is a hazard for the surrounding residential community due to hidden signage, lack of attracting features, and difficulty crossing Washington Street. In order to create a more inviting park entrance, a larger, more visible park sign is needed. This park sign should be located closer to the roadway, oriented toward the street.

In addition to the Washington Street park entrance enhancement, a well-designed promenade and multi-use plaza area can be created to create a community event center. This plaza will work to invite visitors into the park, host events, farmer's markets, food truck vendors and other outdoor activities within the park. This space would serve as a gathering place for community members and visitors to enjoy the outdoors and recreational activities offered in Chadakoin Park.



EXISTING CHADAKOIN PARK WASHINGTON STREET PARK ENTRANCE



REIMAGINED CHADAKOIN PARK WASHINGTON STREET PARK ENTRANCE



7. Nature Educational Center at Washington Street Park Entrance

Timeline: 3-5 Years

Development of a nature educational center is dependent on partnerships between both community organizations, environmental organizations and local institutions. The main purposes of a nature education center are to teach the community the importance of the environmental health of the area, educate residents and tourists about the environment and history of the Chadakoin River and wetlands, partner with college students to maintain the environmental health of the area, as well as draw tourists to the area in order to increase economic activity of the Chadakoin River West BOA.

Nature Component: The nature educational center would be focused on the Chadakoin River and wetlands as well as the Chautauqua Lake watershed. Components of the nature center would include a visitor's center on Washington Street as well as the utilization of Riverwalk trails and Chadakoin Park amenities for interactive experiences. Offerings of the nature center could include:

- Youth programs
- Indoor interactive exhibits
- Outdoor exploration activities with informational kiosks located at strategic nodes
- Community gardens
- Programming of nature oriented events and activities



River Academy: A partnership between the City of Jamestown, Jamestown Community College, Chautauqua Watershed Conservancy, and the RTPI will work to create a 'River Academy' focused on the natural and environmental elements of the Chadakoin River and encompassing wetlands. The River Academy will function as part of the RTPI educational program where JCC students and adults within the community can receive training in watershed and wetland management, riparian restoration, and ecological systems.

The curriculum for courses can be composed of both classroom sessions as well as field trip sessions centered on the Chadakoin River. Upon completion, JCC students could receive course credit and receive a certificate of completion upon finishing course components.

Potential course curriculum includes the following:

- Chadakoin River Watershed Hydrology
- History of the Chadakoin River and Chautauqua Lake
- Stream Assessment Monitoring
- Native and Plant Species in Riparian Environments
- Fishes of the Chadakoin River Basin
- Green Infrastructure and Stormwater Management
- Wetlands Assessment, Monitoring and Conservation

The City should actively work with these entities to create an implementable program within the next five years. Funding is available for development of this type of program in education training from Southern Tier West Appalachian Regional Commission Area Development Program. The City can request up to \$150,000 for technical assistance. This type of program directly aligns with a priority goal for the Appalachian Regional Commission to "strengthen Appalachia's community and economic development potential by leveraging the Region's natural and cultural heritage assets".





8. Light Industrial/Commercial uses on Jones and Gifford Avenue

Timeline: 5-10 Years

Jones and Gifford Avenue currently contains some light industrial businesses; however, underutilized and vacant parcels are still present. Creation of a vibrant light industrial and commercial district in balance with the natural features of the Chadakoin River and park is possible. Redevelopment of these properties into flex space will provide increased opportunity for business attraction and retention in this area.

Flex space is typically a single-story, industrial type building that generally contains 25 to 75 percent office space. Ceiling heights range from

14 to 16 feet to provide a range of opportunities, such as warehousing space and room for large equipment. Loading docks are usually included

in the design, depending on the tenant's needs. Quieter companies and businesses such as data stations, medical laboratories, distribution centers or recycling centers would be ideal for this area since they would be sensitive to the surrounding environment. These types of facilities generally range from \$3.00 to \$5.50 per square foot for rent; which is less than a similar type of Class B or Class C office space rates

Additionally, the adaptive reuse of 19 Jones and Gifford is proposed as a project that will produce additional tax revenue and business attraction within the BOA. Based on the environmental review of the property, it is possible to obtain NYS BCP tax credits for redevelopment of this property. A Phase I and Phase II Environmental Site Assessment will be necessary in the Implementation Phase to confirm potential participation. These tax credits provide incentives for the owner to redevelop and bring the property to productive use at a reduced cost.



9. Canal Enhancements for Increased Water Access

Timeline: 1-3 Years

One of the goals of this plan is to increase water access and recreational opportunities on the Chadakoin River. There are three former canals within the BOA that can be cleared of fallen tree limbs and debris for increased width to provide for additional kayak use on the water. These canals exist within the park in the east-west direction in the proximity of 11th Street and 18th Street, as well as in the northwest direction

extending from the area around the 11th Street canal to Chautauqua Lake.

This type of activity will most likely require approval from the USACE to complete; however, it is expected that the shifting of this material will not impede or harm the natural resources of the area. A hydrographic survey should be completed in the BOA Implementation Strategy to determine if this type of construction is feasible in this area.

10. Trail Connection from McCrea Point to Chadakoin River Wetlands

Timeline: 5-10 Years

McCrea Point has undergone recent development with the addition of a Riverwalk Trail and additional play areas for children. The revitalization of this park has drawn additional visitors to the Chadakoin River area so that nature watchers can enjoy the immaculate environment this area has. For this reason, it is important to continue fostering human interaction with wetland systems and environmental features. This system can be created to be a controlled environment with limited disturbance of the high quality resources that exist in the wetlands. McCrea Point will be utilized as a control point for those whom wish to enter the wetlands in a respectful manner.

Trails will bring users in contact with key features of the wetland, while simultaneously avoiding impacts to sensitive plant and animals. The trails that will run through this portion of the BOA will be constructed as raised boardwalks. The boardwalk will be constructed at least 48 inches wide to fit at least the width of two adults and constructed with materials that resist rot and deterioration. Permits may also be needed in order to construct these boardwalks.



6.4 Chadakoin Park Revitalization Projects

The following figure and recommendations encompass the redevelopment plan for revitalization of Chadakoin Park. The revitalization of Chadakoin Park will lead to an increased number of visitors and tourists, which will drive economic growth in this section of the City. These actions and potential implementable features within the park will also create a cooperative and interactive nature experience for both residents and visitors.



Chadakoin Park Revitalization Projects

The Heart of the Community
Chadakoin River
 live. work. play.



CONCEPTUAL PARK DESIGN DEVELOPMENT OPTIONS

1 Park Entrance & Multi-Function Welcome Center



2 Traditional Park Amenities & Open Space



3 RiverWalk Trail Extension



4 Water Access Points



5 Proposed Bike Pump Track



6 Existing Active Recreation Amenities



7 Nature Education & Institutional Programmed Space



8 Observation Areas



BMX Bike Track

BMX bike tracks are a low impact human powered recreation facility for bicyclists of all ages and abilities to enjoy. The local community has a significant number of bike park and track advocates that currently travel to ride and compete in facilities located outside of the Jamestown area. Pump tracks can be relatively inexpensive to build and maintain and the community has identified Chadakoin Park as an ideal location for this type of recreational activity.

Currently, the location most suitable for a BMX bike track to be installed in Chadakoin Park is the area that once served as baseball, softball, soccer, and other sports fields. These fields have not been in use for many years due to the unstable soils and fill that the fields were built upon. Because the BMX bike track can be built by simply piling mounds of dirt to form the course, this underutilized open space can be put back to use as an active recreational space for the surrounding community as well as attract BMX riders and competitors from other areas.

The local bicycle community would benefit from this conversion and hopefully by introducing this facility to more people, it will help with long term goals to construct a regional bike park in Jamestown with multiple skill development options such as progressive trails, jump lines, skill features and flow trails that would be a benefit to local riders and a 'must-visit' destination for tourists.



There are several benefits to building a BMC bike track in Chadakoin Park. These benefits include but are not limited to:

- Attraction of tourists and visitors to increase economic growth
- Promotes healthy, physical outdoor activity
- Offers active families a new way to come together for fitness and help promote a life-long value of good health choices
- Low risk environment for cyclists of all ages and skill levels
- Creates gathering area for the community
- Affordable and accessible for families
- Activities like biking have rapidly grown in popularity because it's an exercise the entire family can do together
- A community effort supported by donors and volunteers- Building a pump track also aligns with many of the same goals and criteria of community driven initiatives or urban renewal programs that the City may be eligible for.

- Sustainable recreation with minimal environmental impact
- Low initial costs and low maintenance costs- With a typical playground set averaging \$150,000, a BMX bike track is an easy choice, with prices starting at \$10,000.
- Minimal risk/liability- The City would assume the risk with a BMX bike track as they would any other recreation facility such as the skate park or playground. Risk is low due to the way that a bike track is used. Signs should be installed at entrances to the bike track area outlining the rules and etiquette for users.
- Simple and Fun- Riders from ages 2-72 can enjoy a BMX bike track. The obstacles on the course are smooth and easy to ride over on any style of bike. If you can ride a bike, you can ride a pump track.

Pump track features typically consist of the following but can be customized to fit within the context and constraints of Chadakoin Park:

Skills Area: An area dedicated to basic mountain bicycling skills using both natural and man-made objects that uses as little as 500-square feet of terrain.

Pump Track: An area that encourages bicycle propulsion from using core muscles and arms instead of only the legs that uses as little as 1,000-square feet of flat terrain.

Dirt Jumps: An area that allows people to get into the air using shape dirt to build ramps that uses as little as ½ of an acre of flat terrain.

Freeride Park: An area dedicated to more advanced mountain biking skills that relies heavily on man-made structures that requires at least one acre preferably with topographic variation. Most of the facilities are created using natural materials without the same “duty of care” as manmade structures, such as buildings, playgrounds, and pools.

In addition to the BMX bike track, Chadakoin Park is an ideal location to introduce a bike sharing or rental program which could provide rental services for every season and could include ice bikes and fat tire bikes for winter riding, cruiser bikes for Riverwalk riding, and even BMX bikes for the pump track.



New Playground Equipment

The Chadakoin Park Playground Rebuild Project Committee has been working with stakeholders, the Chautauqua Region Community Foundation, and city officials to develop a new playground to replace existing aging playground equipment that is in dire need of being upgraded.

The new playground is still in the process of raising funds to build the playground but have created a draft design that was completed with input from the surrounding community. A committee is in the process of being formed to serve as an advisory group to oversee the overall redevelopment of Chadakoin Park. Members of this committee will include members of the

Playground Rebuild Project Committee and plans for the playground structure will be integrated into the comprehensive park plan.

In addition to the updated playground, opportunities for outdoor public fitness zones should be considered. As the focus on public health and wellness continues to increase, promoting regular physical activity should be a priority. There are a number of new ways to make physical activity and fitness equipment more affordable, more enjoyable, and more beneficial to society. Research has proven that the use of outdoor fitness equipment for adults are providing a variety of meaningful outcomes to communities including engaging participants more physical activity.



Creation of Play Areas

Minimizing the use of manufactured materials and promoting nature play allows a play area to occur and feel harmonious within the sensitive areas of the park. Families that visit parks with natural play areas stay longer and return more often.

Concept designs should identify areas that highlight particular sensitivity to flora and fauna within the wetland and park scope boundary to identify how the area is to be treated on the trail (featured or protected), highlight particular feature areas; canopy cover, open areas, habitat areas, can accommodate more active recreation uses and can accommodate community resource groups with education spaces.

Some examples of these play areas include areas that utilize recycled materials, water play,

natural materials, plants, and adventure play that provides varying levels of challenge and introduce risk.

Nature Park Programming

Through the site analysis process, the opportunity to reconnect Chadakoin Park and the community to the natural environment revealed itself. A successful park plan will promote the tactile experience in this natural setting. The tactile experience is fully developed when it implies not only the sense of touch but also our moods that emanate from the combined palette of earth, water, and sky to leverage natural features to create outdoor classrooms, where pedestrians can learn about park geology, vegetation, local history, and even the solar system. Examples of this are shown below:



Integration of Education/ Institutional Partnerships for Habitat and Wetland Conservation

The redevelopment of Chadakoin Park should provide an interactive and educational experience that interprets the beauty and function of the wetlands. This can be accomplished utilizing a variety of techniques. Possible techniques could include:

- Identification of key areas where detailed interpretive panels could be located as part of the project. The use of QR codes to be incorporated as a means of keeping the initial investment simple and cost effective.



- Placement of boulders or logs that serve as seating can also contain interpretive elements. Compass and coordinate information could be engraved into the seating boulders to add a level of beauty, but also functionality. Areas of the boardwalks could incorporate a living geological timeline within the construction materials.
- Outdoor classroom areas that highlight elements of the natural world other than the wetland, but that the space of the wetland allows an opportunity for; such as astronomy, geology, culture of native peoples. Migration corridors, climate change (could be a benchmark site to document effects of climate change on wetlands)
- Land art, which are works of art that are created with natural materials such as soil, rock, stones, and logs. Land art is often inaccessible to the average citizen, but this park has the ability to incorporate land art in a real and meaningful way. Artists such as Andy Goldsworthy, who is presently working with the Albright Knox Art Gallery and has worked in Ithaca, New York and Betty Beaumont, who is a native Torontonionian are both acclaimed environmental artists who regularly work in landscapes such as Bicentennial Park/ Scenic Woods. Likewise, there is a growing artist population in WNY specifically interested in environmental art that could be tapped to work within the park. Expanding the range of activity type and user type that would visit the park.



Other Park Amenities

There are a number of ways to create a multi-generational and accessible park, with specific components and spaces for young and old alike, as well as to accommodate an array of passive recreational activities, such as walking, running, roller blading, snow shoeing, bird watching, and fishing. Traditional park amenities such as concessions, facilities, areas for cooking and gathering, picnic shelters, and even a small amphitheater are all possibilities and have been identified as desired by the community. In addition, aforementioned amenities such as kayak and canoe launches, areas that support fishing, bird watching, biking, and other activities should also be considered when developing a park plan.



6.5 Transportation and Utility Improvement Recommendations

The Master Redevelopment Plan includes transportation and utility improvements in and around the Chadakoin River BOA to increase efficiency of traffic, increase safety of pedestrian and bicyclists, enhance the aesthetics of the Chadakoin River West BOA, and improve connectivity within and around the BOA.

1. Washington Street Traffic Calming

Timeline: 3-5 Years

Washington Street is a major thoroughfare in the City of Jamestown and the Chadakoin River West BOA that receives truck traffic traveling into downtown. North Main Street (Route 60) runs parallel to Washington Street and also retains a large number of truck traffic. Recently, the North Main Street Corridor Project, also known as Unite North main, is a campaign developed to “make the City more presentable for both residents and out of town guests by turning a dividing line into a community connector”.

Much of the effort from this campaign is to direct truck traffic off of North Main Street onto Washington Street. However, this presents a direct conflict of interest for this Chadakoin River West BOA, which would like to see traffic lessened on this roadway. Increased collaboration between the Unite North Main campaign and the Chadakoin River West BOA must take place to determine how these differing viewpoints can benefit the City as a whole.

For this section of Washington Street, it is believed that this roadway can still exist as a major thoroughfare with modification that would create more of an urban street with a neighborhood experience through streetscaping

options. These options are presented to slow traffic, place more emphasis on the pedestrian, encourage entry into Chadakoin Park and create a friendlier urban street.

The existing roadway on Washington Street is shown in the graphic below. Washington Street currently has four lanes (two in each direction) with a 30 MPH speed limit. This roadway experiences medium traffic volumes with minimum traffic controls, making pedestrian crossings very difficult. Additionally, these roadways contain narrow sidewalks with little utilization by residents.

Option #1: Bicycle Lanes

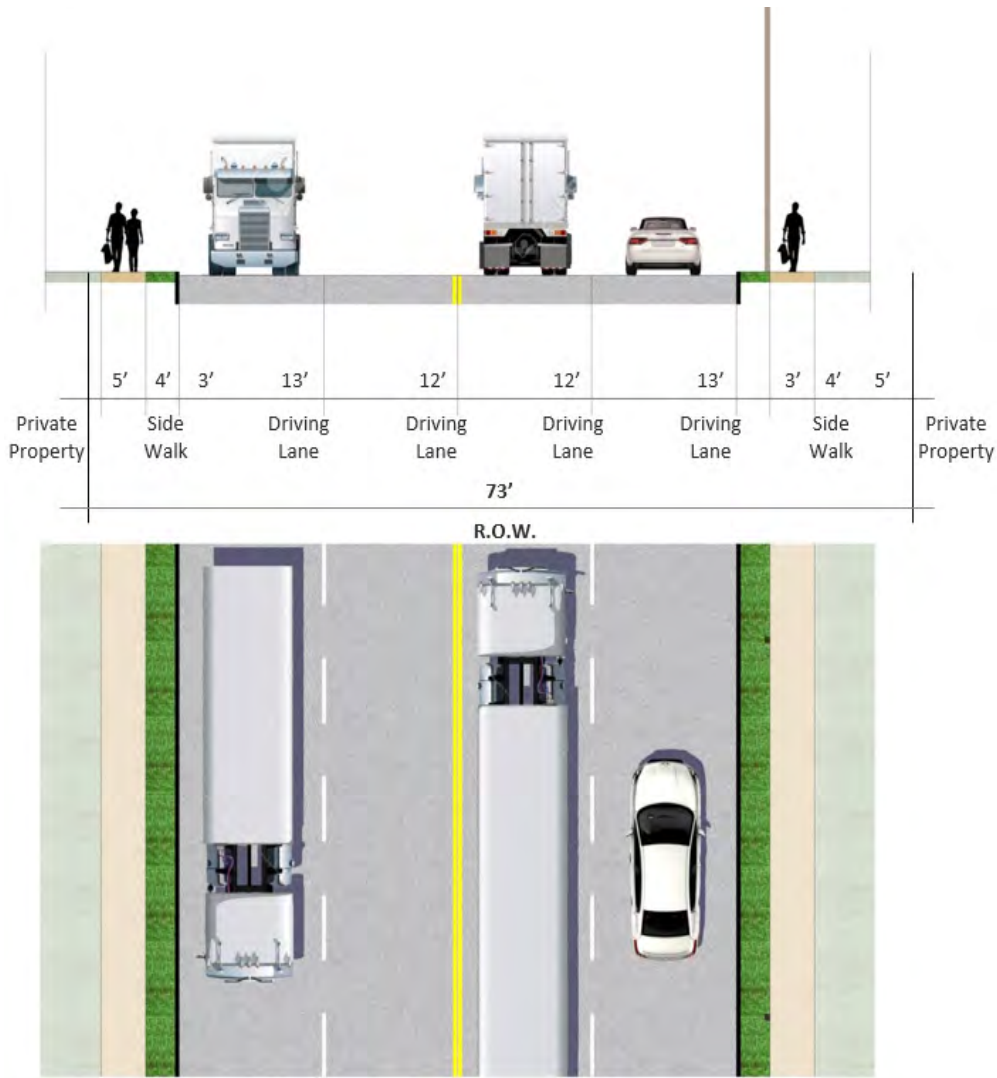
The existing Washington Street corridor contains ample width to implement traffic calming elements without hindering the travel flow of the corridor. The relatively low volume of traffic enables the reduction of a single lane in each direction with a turning lane and two designated bicycle lanes. The figure below provides a cross section of roadway improvements that can be implemented. In order to plan and execute, coordination between the City of Jamestown and New York State Department of Transportation is necessary. It is suggested that the BOA Step 3 Implementation Strategy include a traffic impact study to assess the potential impacts of these proposed changes. Estimated cost for restriping of the roadway is approximately \$195,000.00.

Option #2: Additional Street Trees

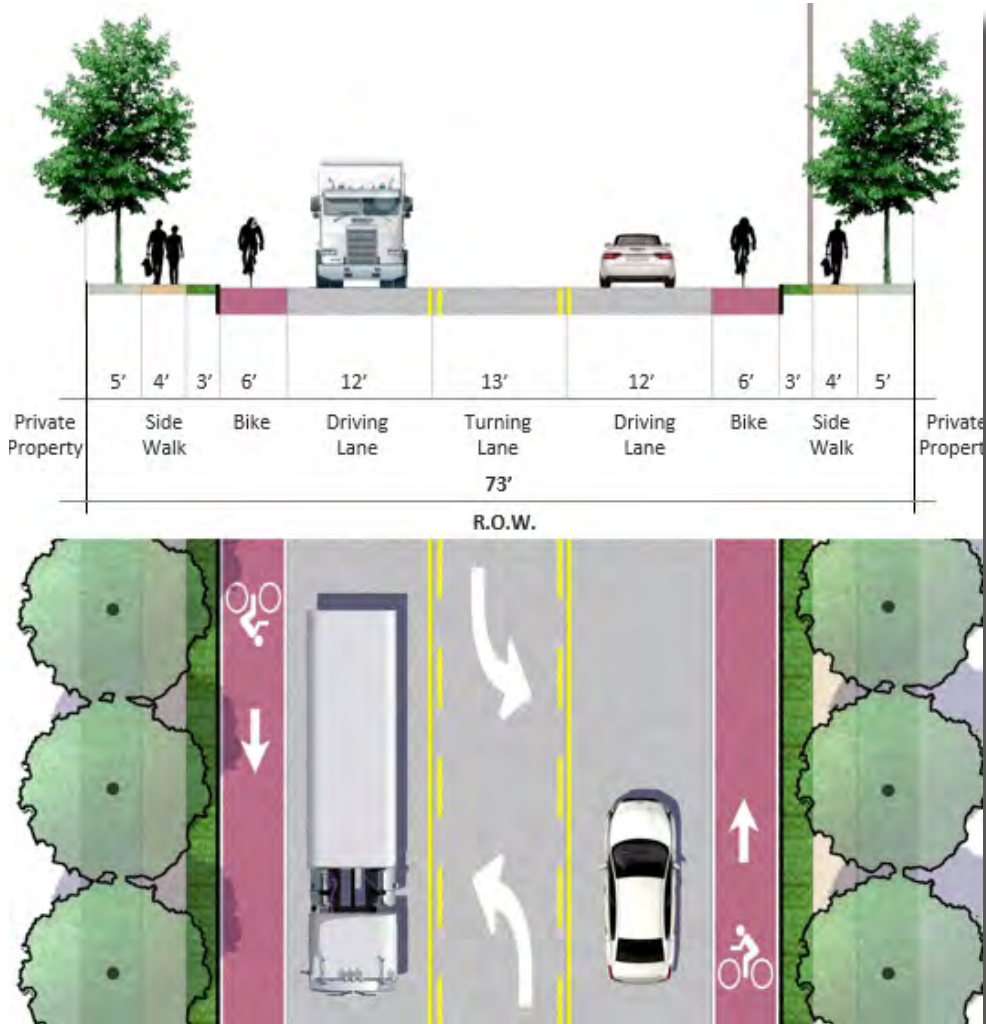
Option #2 involves traffic calming elements on the roadway with a single lane of traffic in each direction with a middle turning lane, but with no bicycle lanes. Instead, the planting of street trees along the roadway is proposed in a 9-foot-wide planting zone as well as new sidewalks. Street trees are effective at slowing traffic speeds, increase attractiveness of the roadway, provide opportunities for shade for pedestrians, improve air quality, and increase sense of safety for pedestrians utilizing the space. These trees should be planted in between the roadway and the sidewalk.

Estimated cost for street improvements to Washington Street including roadway restriping, new street trees, new sidewalks and new curbs (also includes replacement of the storm drain and connections) is \$1,350,000.00. Detailed summary of cost estimates is provided in Appendix K. In addition to the proposed streetscape improvements to the roadway, it must be noted that the southern side of Fluvanna Avenue does not currently have pedestrian sidewalks. Sidewalks must be constructed on this section of Fluvanna Avenue to enhance pedestrian ease of access.

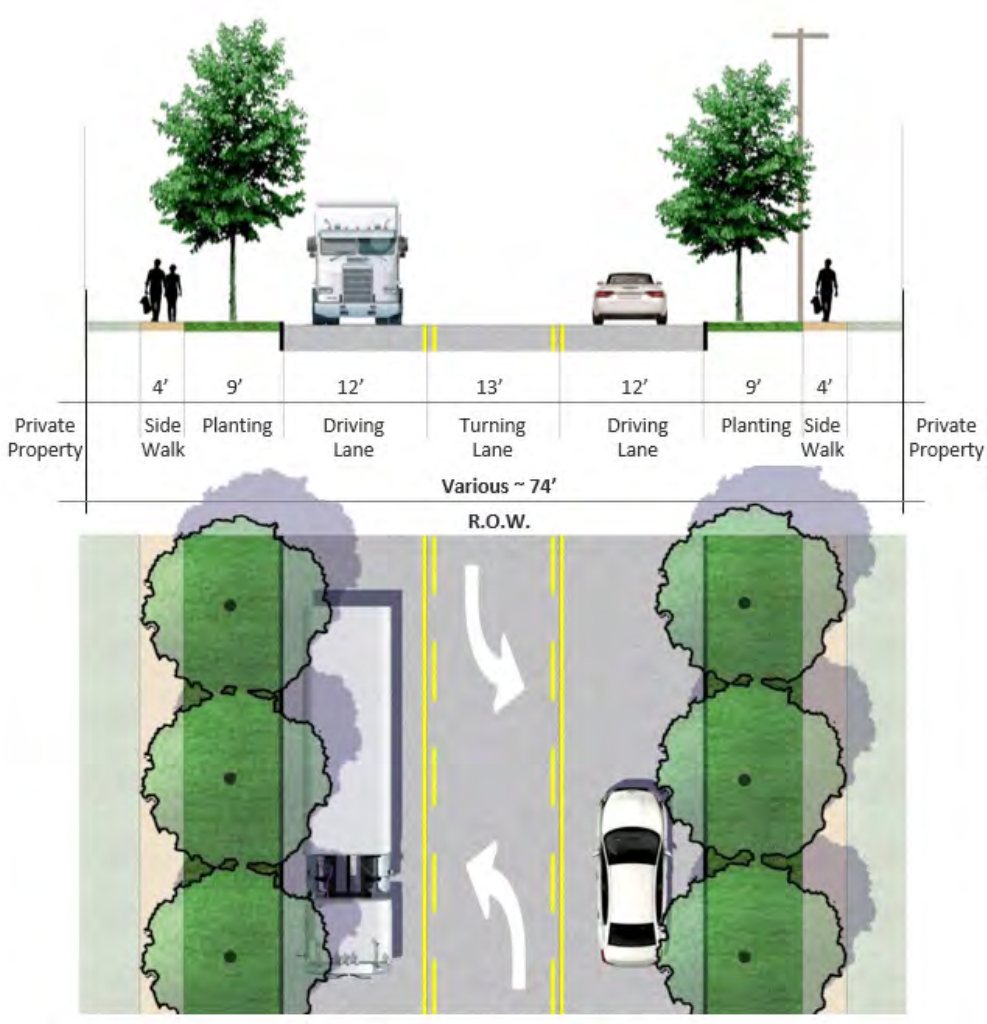
EXISTING WASHINGTON STREET CROSS-SECTION



OPTION 1: BICYCLE LANES



OPTION 2: ADDITIONAL STREET TREES

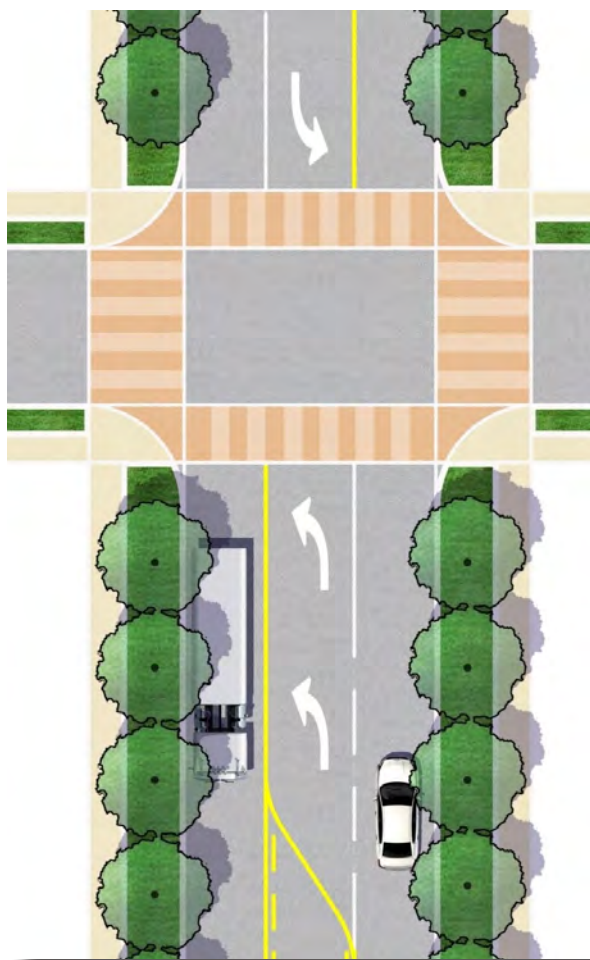


2. Improved Crosswalks at Key Intersections

Timeline: 3-5 Years

One of the most problematic aspects of the Chadakoin River West BOA is the difficulty of crossing Washington Street into Chadakoin Park. The key intersection crossings include Washington Street and 10th Street, Washington Street and 13th Street, and Washington Street at the Tops Supermarket. Residents from the surrounding neighborhoods are consistently attempting to cross the street at these locations with increased difficulty.

Improved safety features at these key intersections will provide safer crossings for pedestrians. Proposed features include increased signage, brightly painted crosswalks to alert drivers, and a HAWK beacon signal installation (only at 13th Street).



Washington Street/13th Street Intersection

The current crosswalk on Washington Street at the 13th Street intersection is not conducive for safe crossing. Pedestrians are forced to cross the street with high speed cars and trucks traveling on both sides. An enhanced HAWK signal should be implemented where the current crosswalk is located.

HAWK signals stand for High-Intensity Activated Crosswalk. These traffic controls are used to stop or slow traffic to allow pedestrians to cross the street safely. This system only slows or stops traffic when a pedestrian is attempting to cross the intersection. The pedestrian activates the signal by pressing a button. Flashing lights are then activated to alert drivers followed by a solid red light to indicate a complete stop of vehicles to allow the pedestrian to cross.

A typical HAWK signal cost ranges from \$75,000 to \$150,000. Costs vary depending on the suspension of the signal; either by wire or metal mast arm. Signage warning drivers of the pedestrian crossing will need to be instituted 100 feet in front of the crosswalk as well.



3. Signage on Interstate 86

Timeline: 1-3 Years

Both Fluvanna Avenue and Washington Street have the ability to be accessible to the regional network. Interstate 86 travels across the border of the New York and Pennsylvania border from about Erie to South Waverly.

This interstate graces the northern portion of the City of Jamestown. Traffic traveling on I-86 are able to exit to the City from Exit 11 Strunk Road. In 2015, I-86 off ramp into the Town of Ellicott was 1,175 AADT. While this amount of traffic into the City is high, significant opportunity to draw visitors into the City from this interstate exists. Signage on I-86 indicating the City of Jamestown as a destination along this route will raise the number of travelers into the City significantly. Increased traffic will also lead to additional customers to retail storefronts on Fluvanna Avenue and Washington Street.

4. Water Main Replacement

Timeline: 5-10 Years

Through conversations with the City of Jamestown Board of Public Utilities, a water main on Washington Street will be necessary in the near future. This water line replacement will be needed from 11th Street to 18th Street. The cost of this replacement is estimated at \$40/foot. Total cost for replacement is approximately \$64,200. This replacement will enhance the BOA by updating infrastructure and increasing efficiency of the utilities of the BOA.

5. Rehabilitation of Rail Station and Rail Lines

Timeline: 5-10 Years

The City of Jamestown is seeing increased development downtown due to the construction of the National Comedy Center, Ice Arena, and renovation of the Jamestown Gateway Erie Train Station on West Second Street. The rail line, owned by the Southern Tier Extension Railroad Authority (STERA), is a 145-mile long line connecting Corry, Pennsylvania to Hornell, New York. Through the City, the rail line extends from the downtown train and travels west past McCrea Point and along Jones and Gifford Avenue. In order to be viable for passenger travel, the rehabilitation of this rail line must be planned and implemented. The rehabilitation of this rail line can serve two roles in the BOA; passenger travel from downtown Jamestown to McCrea Point and shipping of goods to businesses on Jones and Gifford Avenue.

Additionally, if passenger service is to be a viable project in order to transport passengers to McCrea Point, a rail “hub” is necessary. A former rail entrance at the intersection of Fairmount Avenue and the rail line exists, but must be

renovated to support this type of use. This rail stop will facilitate the possibility of passengers to travel from downtown Jamestown to McCrea Point and Chadakoin Park in a short, easy and accessible train ride. One challenge of this that needs to be addressed through further study and analysis is the connection of this rail hub to McCrea Point, due to the need for passengers to cross Jones and Gifford Avenue at Fairmount Avenue.

STERA works in conjunction with several entities to promote rail service and economic development; therefore, this organization can help support these potential redevelopment projects. Also, the Transportation Enhancements (TE) program under the Federal Highway Administration contains the rehabilitation of former rail buildings as an eligible activity for funding opportunities.

6.6 Underutilized Sites Redevelopment Potential

The 11 sites identified in Section 3.5 are categorized based on their use potential for redevelopment. These categories consist of limited development with recreational and park-type uses, retail-type uses, and industrial/flex space-type uses. These sites and their use potential are directly aligned to the Master Redevelopment Plan's goals and objectives, and are presented in this section.

6.6.1 Recreational/Park-Type Use

1. Chadakoin Park Wetlands

It is the BOA's intention to protect the unique and healthy wetlands to as to not alter their quality and respect the biodiverse integrity of the area. For this reason, and the fact that this site is not conducive for construction due to unstable soils, built development of this site is unlikely and unwarranted. The site should act as a centerpiece of the BOA for recreational activity including kayaking on the Chadakoin River and raised boardwalks, while being sensitive to ecological pieces of the wetlands.

There are three former canals adjacent to this site that can be cleared of fallen tree limbs and debris for increased width to provide for additional kayak use on the water. These canals exist within the park in the east-west direction in the proximity of 11th Street and 18th Street, as well as in the northwest direction extending from the area around the 11th Street canal to Chautauqua Lake.



2. Former Furniture Manufacturing Site

The site could be utilized for recreational purposes or other uses that would enhance use of the nearby river. This site can be consolidated into the Chadakoin Park, if possible. This site would be an easy win for the City of Jamestown due to the fact that they own the majority of the parcels that make up this site. Passive recreational activities, such as interactive play areas or additional greenspace would be viable uses for the site without investing a great deal of money to accomplish. Additionally, the site could be utilized for a concessions stand or other uses that would support the visitation of Chadakoin Park.



3. Reliable Garage Site

The site could be utilized for recreational purposes or other uses that would enhance use of the nearby river. For example, this site is in close proximity to the Chadakoin River and canal, which would make it a viable location for a kayak or paddle boarding outlet.



4. Former Jamestown City Landfill

The development of the site is limited somewhat by the soils; in addition to material disposed in the landfill, 10 to 20 feet of highly organic soils with little strength underlie the site, resulting in high costs for construction of any structures. Depth to bedrock is estimated at over 200 feet. However, recreational amenities on this property such as a bike track and playgrounds as well as community garden features are potential uses of the site. A detailed park plan for this site is provided in Section 6.4.



6.6.2 Commercial/Retail-Type Use

1. Pelican Site, Dunn Wright Building, C&B Cleaners

These three sites could be combined to create a larger, developable parcel that would be best used for commercial purposes along the commercial corridor of Washington Street. The close proximity of this site to Chadakoin Park and the potential future BMX bike track is an opportunity for a retail outlet supported by recreational activity and high visibility along the street.



2. Anderson Cleaners Site

The site could be redeveloped for continued use as a commercial property, such as small professional office, or recreational amenity type use.



3. The Eatery

The site could be reused as a restaurant or could be converted for other commercial purposes such office space or retail.



6.6.3 Industrial Use/Flex Space

1. 19 Jones and Gifford Avenue

Based on its location adjacent to the rail, future uses could include light manufacturing and/or warehousing that takes advantage of access to rail transportation.



2. Former AVM Site

Based on its location adjacent to the rail, future uses of this site could include light manufacturing and/or flex space type uses that takes advantage of access to rail transportation and natural resources. The parcels that comprise this site will potentially need to be combined in order to create the industrial complex depicted in the illustration.





SECTION 7: IMPLEMENTATION

7.0 Implementation

The following project matrices represent both project recommendations and actions items necessary to implement the proposed Master Redevelopment Plan. These matrices present potential partners, expected timeframe, estimated cost and funding source of each action to be implemented.

Chadakoin River West BOA

Project Recommendation Matrix

Actions	Type	Potential Partners	Time Frame	Potential Funding Source
Streetscaping and Traffic Calming				
De-emphasis of parking along commercial streets	Policy	Jamestown Planning Commisson	1-3 Years	FAST, NY Main Street Program, NYSDOT, TIGER, Bicycle and Pedestrian Program, Outdoor Recreational Grant Program
Streetscaping along Washington Street and Fluvanna Avenue	Initiative	NYSDOT, Jamestown DPW	1-3 Years	
Improve Washington Street Entrance	Initiative	NYSDOT, Jamestown DPW, Jamestown Parks and Rec	1-3 Years	
Improve street lighting/signage/sidewalks on all commercial streets	Initiative	NYSDOT, Jamestown DPW	3-5 Years	
Chadakoin Park Redevelopment				
Plan and Design Park	Initiative	Park Planning Committee,	Ongoing	National Recreation Foundation, CFA Assistance, Parks, Recreation and Historic Preservation Parks Program
Park Programming	Initiative	Park Planning Committee, RTPI	3-5 Years	
Recreational Tourism				
Increase Recreational Opportunities centered on Chadakoin River	Initiative	Institution, Jamestown Parks and Rec	1-3 Years	National Recreation Foundation, Recreational Trails Program, NY Main Street Program, Appalachian Regional Commisson, National Environmental Education Foundation (NEEF), Outdoor Recreation Grant Program, NY Main Street Program
Enhance connections to Downtown Jamestown	Initiative	Jamestown DPW	1-3 Years	
Increase tourist parking within BOA	Initiative	CCIDA	3-5 Years	
Develop tourist overnight accomodations	Initiative	CCIDA	3-5 Years	
Develop Nature Education Center	Coordination & Initiative	RTPI, JCC, Park Planning Committee	3-5 Years	
Faciliate increased bird watching and kayak launch locations	Initiative	Jamestown DPW, Jamestown Parks and Rec	1-3 Years	
Economic Development				
Retain and attract businesses	Policy & Coordination	CCIDA, JURA, JRC, Gebbie Foundation	Ongoing	NYSERDA Commercial New Construction Program, NYS Historic Tax Credits, NYS Brownfield Cleanup Program, NY Main Street Program
Cultivate economic development organization relationships	Partnership	CCIDA, JURA	Ongoing	
Build existing manufacturing base	Policy, Initiative	JURA	Ongoing	
Encourage light industrial/commercial uses with improved frontages	Policy	CCIDA, JURA	Ongoing	
Encourage retail businesses and mixed-use buildings (Washington Street and Fluvanna Avenue)	Policy	CCIDA, JURA	Ongoing	
Encourage adaptive reuse	Policy	CCIDA, JURA	Ongoing	

Chadakoin River West BOA
Project Recommendation Matrix

Actions	Type	Potential Partners	Time Frame	Potential Funding Source
Marketing and Branding				
Develop and strengthen Chadakoin River brand	Marketing/Branding	JRC	Ongoing	I LOVE New York Campaign
Incorporate Chadakoin Park destination into Downtown Jamestown identity	Coordination & Initiative	JRC	0-1 Years	
Collaborate with local visitor attractions	Coordination & Initiative	RTPI, Audubon Nature Center	Ongoing	
Enhance social media presence	Marketing/Branding	JRC, Department of Development	Ongoing	
Green Infrastructure Methods and Techniques				
Water collection/recycling	Policy/ Coordination & Initiative		1-3 Years	GIGP, TIGER, FAST, NY Main Street Program, NYSDOT, Bicycle and Pedestrian Program, Safe Routes to School, NY Main Street Program, Transportation Enhancements, US Fish and Wildlife Service, Environmental Protection Fund, Rivers, Trails, and Conservation Assistance Program
Green Streets	Initiative	NYSDOT, Jamestown DPW, Jamestown Parks and Rec, Chautauqua County Division of Transportation	1-3 Years	
High Performance Landscapes	Initiative, Policy		3-5 Years	
Clean Energy and On-site Power Generation	Policy		3-5 Years	
Green Parking	Initiative, Policy		1-3 Years	
Wetlands Management and Conservation	Policy, Initiative	Jamestown Planning Commission, Chautauqua County DEP, Chautauqua Watershed Conservancy, USEPA, NYSDEC, USACE, Jamestown Audubon Society, National Fish and Wildlife Foundation, NOAA	1-3 Years	

Chadakoin River West BOA Redevelopment Projects Matrix

Actions	Potential Partners	Time Frame	Potential Funding Source	Estimated Cost
Key Redevelopment Projects				
Installation of Pedestrian Bridges within Chadakoin Park	Jamestown DPW, NYSDOT	0-1 Years	Project is funded. Construction expected in Summer 2017	Funding secured
Riverwalk Trail Construction	Jamestown DPW, Riverwalk Committee	0-1 Years	Project is funded. Construction expected in Summer 2017	Funding secured
Downtown Riverwalk Trail Connection to Chadakoin Park	Jamestown DPW, NYSDOT, CSX, Riverwalk Committee	1-3 Years	NYSDOT	\$30,000
River Access from Fluvanna Avenue	Jamestown DPW, LS Aero Marine	1-3 Years	Recreational Trails Program, Outdoor Nation- Paddle Nation	\$40,000
Strategic Nodes along Chadakoin River	Jamestown Parks and Rec, DPW	1-3 Years	National Recreation Foundation, Outdoor Nation-Paddle Nation	\$2,500/wildlife hide Up to \$40,000/kayak launch
Washington Street Park Entrance Enhancement	Jamestown DPW, Jamestown Parks and Rec, RTPI, Audubon Nature Center, JRC	3-5 Years	National Recreational Foundation, NYSEFC GIGP	TBD in Step 3
Light Industrial/Commercial use on Jones and Gifford Avenue	CCIDA, JRC, Gebbie Foundation	5-10 Years	NYS Historic Tax Credits, NYS BCP, Private Investment	N/A
Nature Educational Center	RTPI, JCC, Audubon Nature Center, Jamestown Parks and Rec, Chautauqua Watershed Conservancy	3-5 Years	Appalachian Regional Commisison, National Environmental Education Foundation (NEEF)	\$150,000-\$400,000
Canal Enhancements	Army Corps of Engineers, NYSDEC, Chautauqua Watershed Conservancy	1-3 Years	NYS Environmetnal Facilities Corporation, GIGP	N/A
Trail Connection to Wetlands	Chautauqua Watershed Conservancy	5-10 Years	Recreational Trails Program, The North Face Explore Fund	\$150,000
Specific Chadakoin Park Revitalization Projects				
BMX Bike Track	Park Planning Committee, Jamestown Parks and Rec, Chautauqua Health Network, WNYMBA	1-3 Years	KaBoom, Let's Play Initiative, Lowe's Foundation, KEEN Effect Grant	\$10,000-\$150,000
Playground	Park Planning Committee, Jamestown Parks and Rec	1-3 Years	Action for Healthy Kids, United Way, Keen Effect Grant	\$155,000
Park Programming	Park Planning Committee, RTPI, Audubon Nature Center, JCC	1-3 Years	DOE, CCECC, COTA NYS, Groundwork USA	N/A
Additional Park Amenities	Jamestown Parks and Rec, Park Planning Committee	1-5 Years	RTCAP, Recreational Trails Program, NYSEFC GIGP, Groundwork USA	\$100,000-\$500,000
Transportation/Utility Recommendations				
Washington Street Traffic Calming	Jamestown DPW, NYSDOT	3-5 Years	NYSDOT, NYS EFC, GIGP	\$55,000 - \$1,350,800
Improved Crosswalks at Key Intersections	Jamestown DPW, NYSDOT	3-5 Years	NYSDOT, NY Main Street Program	TBD in Step 3
Signage on Interstate 86	NYSDOT	1-3 Years	NYSDOT	\$2,000
Water Main Replacement	Jamestown BPU	5-10 Years	City Budget, Surdna Foundation	\$64,200
Rehabilitation of Rail Hub and Rail Lines	Jamestown DPW, STERA	5-10 Years	Transporation Enhancements, TIGER, NYSDOT,	TBD in Step 3



SECTION 8: FUNDING THE CHADAKOIN RIVER WEST BOA MASTER REDEVELOPMENT PLAN

8.0 Funding the Chadakoin River West BOA Master Redevelopment Plan

There are a vast number of organizations and agencies to provide funding for the proposed redevelopment projects of this BOA. The following section categorizes these funding sources by project-type.

Transportation Funding

Surface Transportation Program (STP): The STP provides flexible funding to states and localities to preserve and improve the conditions on any Federal-aid highway, bridge, and tunnel projects on any public road, pedestrian and bicycle infrastructure, and transit capital projects.

Transportation Enhancements (TE):

This federal program offers funding opportunities to expand transportation choices and enhance the transportation experience related to surface transportation, including pedestrian and bicycle infrastructure and safety programs, scenic and historic highway programs, landscaping and scenic beautification, historic preservation, and environmental mitigation.

Fixing America's Surface Transportation Act (FAST):

This act replaced the former Transportation Alternatives Program (TAP) with a set-aside of funds under the Surface Transportation Block Grant Program (STBG). This program authorizes funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced

mobility, community improvement activities such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity; recreational trail projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former divided highways.

Highway Safety Improvement Program:

The Highway Safety Improvement Program (HSIP) is a core Federal-aid program with the purpose to achieve a significant reduction in traffic fatalities and serious injuries on all public roads, including non-State-owned roads and roads on tribal land. The HSIP requires a data-driven, strategic approach to improving highway safety on all public roads with a focus on performance.

Transportation Investment Generating Economic Recovery Discretionary Grant Program (TIGER):

TIGER is a federal program that was created as part of the American Recovery and Reinvestment Act (Recovery Act) legislation. Like all Recovery Act programs, TIGER is focused on the near-term creation and retention of jobs, in particular those that are associated with transportation infrastructure projects. TIGER has nationwide federal funding of \$1.5 billion and is set up to make competitive awards for "shovel ready" transportation projects that are between \$20 million and \$300 million dollars.

New York Main Street Program:

New York Main Street provides financial resources and technical assistance to communities to strengthen the economic vitality of the State's traditional Main Streets and neighborhoods. The New York Main Street grant program provides funds to units of local government, and not-for-profit organizations that are committed to revitalizing historic downtowns, mixed-use neighborhood commercial districts, and village centers.

Main Street grants are revitalizing New York State's downtowns through targeted commercial/residential improvements such as façade renovations, interior commercial and residential building upgrades, and streetscape enhancements. Funds are not available for building demolition or new construction.

Safe Routes to School:

Provided through the National Center for Safe Routes to School, several potential source of funding exist. These include mini grants, as well as local, private, and federal funding.

Parks and Recreation Funding

National Recreation Foundation:

The National Recreation Foundation has actively made annual grants since its inception as a foundation in 1965. Grants are generally awarded in two ways: as a Trustee Grant or a Special Grant. Every year, each member of the Board of Trustees selects a project they believe fulfills the mission of the National Recreation Foundation. The sponsoring Trustee must propose the project to the Board with recommendations to fund the grant. Trustee Grants are limited to \$30,000. However, the Foundation also accepts, based on Trustee recommendations, proposals from other organizations, which are considered Special Grants. These grants do not exceed \$100,000 and are subject to stricter granting criteria.

Recreational Trails Program:

A matching grant program for the acquisition, development, rehabilitation and maintenance of trails and trail-related projects. Funds are available to non-profit organizations, municipal, state and federal agencies, and other government entities. Funded projects must be identified in, or further a specific goal of, the Statewide Comprehensive Outdoor Recreation Plan (SCORP) and must be available to the general public. Source of funds: Federal Highway Administration.

Bicycle and Pedestrian Program:

The Federal Highway Administration's Bicycle and Pedestrian Program promotes safe, comfortable, and convenient walking and bicycling for people of all ages and abilities. The support of pedestrian and bicycle transportation through funding, policy guidance, program management, and resource development.

Outdoor Recreational Grant Program:

The National Park Service (NPS) sponsors the Outdoor Recreational Grant program through the Land & Water Conservation Fund. Grants are used to acquire land and plan and develop recreational areas such as playgrounds, tennis courts, outdoor swimming pools, hiking trails, picnic areas, campgrounds, and boat-launching ramps. Funds are also used to build restrooms, water systems, and other support facilities for the general public. States, cities, counties, and Park districts are eligible to apply for these grants, and over the course of NPS's history, more than \$5 billion has been awarded for preservation and recreation grants. Funds are allocated as matching with state grants.

NPS River, Trails, and Conservation Assistance Program:

Project applicants may be state and local agencies, tribes, nonprofit organizations, or citizen groups. National Parks and other Federal agencies may apply in partnership with other local organizations.

National Environmental Education Foundation (NEEF):

NEEF offers a variety of grants and awards to support and highlight the great work being done across the nation at the local level. They applaud and support individual and group commitment to nature through education and service. In 2016, NEEF provided more than \$829,700 in grants and awards to educational (both formal and informal) and public land partners across the country.

New York State Parks, Recreation and Historic Preservation – Parks Program:

A matching grant program for the acquisition, development and planning of parks and recreational facilities to preserve, rehabilitate or restore lands, waters or structures for park, recreation or conservation purposes and for structural assessments and/or planning for such projects. Funds may be awarded to municipalities or not-for-profits with an ownership interest, for indoor or outdoor projects and must reflect the priorities established in the NY Statewide Comprehensive Outdoor Recreation Plan (SCORP).

KaBOOM Grants:

KaBOOM provides several grant opportunities related to beginning or completing playspace projects. KaBOOM partners with organizations to build conventional and unconventional playgrounds across the country. Some of their funding programs involves design of play equipment that encourages creativity, communication and collaboration in play.

Let's Play Initiative: Let's Play is a community partnership led by Dr. Pepper Snapple Group to get kids and families to play nationwide. They believe the key to healthy living is managing calories in and out. Their goal is to help families achieve that balance by providing the tools, places and inspiration to make physical activity a daily priority. Let's Play provides a multitude of grants ranging from photo contests, sports equipment grants, and playground equipment grants.

Captain Planet Foundation:

The Captain Planet Foundation offers several grants to educators, both K-12 classroom and informal, who are interested in receiving support for students to design and implement hands-on environmental solutions are eligible for project funding. Some of these grants include, eco-solution grants, project learning gardening grants, and ecology learning kit grants for young kids interesting in science and environmental systems.

Outdoor Nation – Paddle Nation:

Outdoor Nation recognizes that sometimes the smallest awards can make the largest differences. The Paddle Nation Project will award grants up to \$2,500 that are designed to give organizations the resources and funding needed to bring their innovative ideas to life.

This funding opportunity supports pioneering projects and initiatives that result in increased paddling participation. Projects should reinforce the idea that recreational paddling is one of the most accessible and impactful ways in which young Americans are introduced to the outdoors.

The North Face Explore Fund:

The North Face Explore Fund provides \$500,000 annually in grants to nonprofit organizations working in powerful and creative ways to encourage participants to experience outdoor activities and develop an enduring appreciation of the outdoors. Since its founding in 2010, the Explore Fund has provided nearly 500 grants to nonprofits that serve thousands of people in communities around the country. The Explore Fund reflects our commitment to introduce more people to the joy of exploring the outdoors and the natural world.

Environmental Cleanup Grant Opportunities

U.S. Environmental Protection Agency Assessment Grant:

Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites. An eligible entity may apply for up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) and up to \$200,000 to address a site contaminated by petroleum. Applicants may seek a waiver of the \$200,000 limit and request up to \$350,000 for a site contaminated by hazardous substances, pollutants, or contaminants and up to \$350,000 to assess a site contaminated by petroleum.

U.S. Environmental Protection Agency Cleanup Grant:

Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. An eligible entity may apply for up to \$200,000 per site. Due to budget limitations, no entity can apply for funding cleanup activities at more than three sites. These funds may be used to address sites contaminated by petroleum and hazardous substances, pollutants, or

contaminants (including hazardous substances co-mingled with petroleum). Cleanup grants require a 20 percent cost share, which may be in the form of a contribution of money, labor, material, or services, and must be for eligible and allowable costs (the match must equal 20 percent of the amount of funding provided by EPA and cannot include administrative costs). A cleanup grant applicant may request a waiver of the 20 percent cost share requirement based on hardship. An applicant must own the site for which it is requesting funding at time of application. The performance period for these grants is three years.

U.S. Environmental Protection Agency Brownfields Area-Wide Planning Program:

Brownfields area-wide planning (BF AWP) is a grant program which provides funding to conduct activities that will enable the recipient to develop an area-wide plan (including plan implementation strategies) for assessing, cleaning up and reusing catalyst/high priority brownfield sites. Funding is directed to a specific project area, such as a neighborhood, downtown district, local commercial corridor, old industrial corridor, community waterfront or city block, affected by a single large or multiple brownfield sites.

New York State Brownfield Cleanup Program (NYS BCP):

The NYS BCP provides tax credits for the remediation and redevelopment of brownfield sites in New York State. The NYS BCP establishes four separate levels of remediation based on final permissible uses and the need for continued engineering controls to protect the public health,

safety and welfare projects that pursue more extensive levels of remediation are eligible for greater tax benefits. In addition to tax credits, the NYS BCP confers a release of liability for contamination on the property.

New York State Environmental Restoration Program (NYS ERP):

Under the Environmental Restoration Program, the State provides grants to municipalities to reimburse up to 90 percent of on-site eligible costs and 100 percent of off-site eligible costs for site investigation and remediation activities. Once remediated, the property may then be reused for commercial, industrial, residential or public use.

Additional Grant Opportunities

I LOVE New York Matching Grant Program:

This New York State program is a local assistance program used by county and regional tourism entities to work cooperatively for advertising, research, promotion and tourism marketing strategies. The program develops and implements marketing strategies, coordinates domestic and international outreach, works with a variety of public and private sector marketing interests, and review tourism and economic development marketing and advertising programs.

New York State Environmental Facilities Corporation (NYS EFC):

The New York State Environmental Facilities Corporation is the arm of Governor Cuomo's administration that provides low-cost financing for local wastewater and drinking water infrastructure. EFC invests more than \$1 billion each year in water-quality improvements through the Clean Water State Revolving Fund and the Drinking Water State Revolving Fund – the largest and most-active revolving loan funds in the nation – along with its award winning Green Innovation Grant Program.

New York State Green Innovation Grant Program:

The Green Innovation Grant Program (GIGP) is funded and administered by the New York State Environmental Facilities Corporation and funded through the New York State Clean Water Revolving Loan Fund which is capitalized largely through federal support. The GIGP supports projects that incorporate unique ideas for stormwater management, innovative green infrastructure design, and cutting-edge green technologies. GIGP funded projects range from simple rain gardens to large-scale wastewater treatment sites. The GIGP program funds up to 90 percent of project costs with no defined maximum yet will only fund the green infrastructure portions of the project.

NYSERDA Commercial New Construction Program:

\$19,351,548 is available to offset a portion of the incremental capital costs to purchase and install energy-efficient equipment in these buildings to reduce energy consumption. Financial support is based on the anticipated building energy efficiency improvements. A Green Building Bonus is offered to encourage applicants to integrate green building practices through either Leadership in Energy and Environmental Design (LEED®) or New York Collaborative for High Performance Schools (NY-CHPS) certification.

Businesses, State and local governments, not-for-profit and private institutions, public and private schools, colleges and universities, and health care facilities interested in installing electric efficiency in new or substantially renovated buildings are able to apply through the CFA process. Buildings must be served by electric utilities participating in the System Benefit Charge (SBC).

Southern Tier West Appalachian Regional Commission, Area Development Program:

Each year ARC provides funding for several hundred investments throughout the Appalachian Region, in areas such as business development, education and job training, telecommunications, infrastructure, community development, housing, and transportation. These projects create thousands of new jobs; improve local water and sewer systems; increase school readiness; expand access to health care; assist local communities with strategic planning; and provide technical and managerial assistance to emerging businesses.

Surdna Foundation:

The Surdna Foundation seeks to foster sustainable communities in the United States - communities guided by principles of social justice and distinguished by healthy environments, strong local economies and thriving cultures. Surdna seeks to dismantle the structural barriers that limit opportunity for many, helping to create communities that are prosperous, culturally enriching, and sustainable.



SECTION 9: IMPLEMENTATION PHASE ACTIVITIES

9.0 Implementation Phase Activities

The following is a detailed list of activities and tasks to be focused on both in preparation and execution of the Step 3 Implementation Strategy.

1. Implementation Strategy Preparation

Apply for Step 3 Brownfield Opportunity Area Program:

The Implementation Strategy is the third and final step of the New York State Brownfield Opportunity Area Program. In this step, the main task is to strategically plan the actions necessary to achieve the successful redevelopment of the high-priority sites and identified redevelopment options of the City as a whole.

The funding timeline for this additional step in the program is uncertain and may take up to several years to be announced by New York State. However, when this funding does become available, the City of Jamestown should apply to complete and officially designate the BOA by the New York State Department of State.

2. Implementation Strategy Execution

Below is a list of activities that should be focused on in the creation of the Implementation Strategy to ensure all proposed recommendations and key redevelopment projects identified in this Nomination Study are feasible and practical for the City to implement.

Detailed Chadakoin Park Plan Feasibility Assessment:

The Chadakoin Park Plan as presented in this document are a critical component to the revitalization and economic revival of the Chadakoin River West BOA. For this reason, the conceptual park plan presented should undergo a more detailed design and feasibility assessment to determine if these uses can be viable projects.

Traffic Impact Study:

The streetscaping and traffic calming elements as proposed in this Nomination Study are a critical component of increasing park access and ensuring the safety of the residents. A Traffic Impact Study (TIS) should be conducted during the Implementation Strategy to assess how the proposed changes will affect traffic flow and potentially identify measures to mitigate impacts.

A preliminary scope of work to be conducted as part of this TIS can include:

- Assessment of Current Conditions
 - Existing Major Routes Roadway Network (Washington Street, Fluvanna Avenue and Jones and Gifford)
 - Traffic Volumes and Capacity Analysis
- No Build Conditions
- Build Conditions
 - Washington Street Traffic Calming - Option #1
 - Washington Street Traffic Calming - Option #2
 - Improved Crosswalks on Washington Street
 - Addition of HAWK Beacon Signal at Washington Street and 13th Street

Phase I/II Environmental Site Assessments:

There is a wealth of environmental information for a number of the identified strategic sites. Some of these sites are currently undergoing remediation under the DEC. Phase I and II Environmental Site Assessments will need to be performed on several strategic sites within the BOA and should be included within the Implementation Strategy budget. These sites include 19 Jones and Gifford Avenue. The Eatery (235 Fluvanna Avenue), Former Jamestown City Landfill (Chadakoin Park) and the Reliable Garage Site.

Engineered Designs and Cost Estimates:

Public realm improvements to Washington Street are strategic opportunities to start the revitalization process within the Chadakoin River West BOA. In the Implementation Strategy, engineering designs of the selected streetscaping options of these roadways as well as the crosswalk designs should be created for use with New York State Department of Transportation. Additionally, cost estimates should be generated to determine the financial feasibility of these improvements.

As part of this study, the creation of a rail hub and rehabilitated rail lines along Jones and Gifford was recommended. The Step 3 Implementation Strategy should investigate the feasibility of this rehabilitation and generate specific costs to implement.

Marketing and Branding Initiative:

The marketing and branding initiative for the Chadakoin River West BOA was initiated with the creation of a logo and webpage during this study. To promote redevelopment of the BOA strategic sites, Chadakoin Park redevelopment, and educate residents about the current contamination perceptions of the Park, the City should develop a comprehensive packet of useful marketing materials. These could include brochures and advertisements. Additionally, the City should coordinate with the "Jamestown: Up Close and Personal" campaign to promote the Chadakoin Park as a destination within the City.

Generic Environmental Impact Statement:

Communities participating in the BOA Program must comply with NY State Environmental Quality Review Act (SEQRA) to determine whether a proposed action may have a significant adverse impact on the environment. Typically, the Nomination Document and Implementation Strategy together conform to all of the necessary components to complete environmental review. In the Implementation Strategy the City would have to complete the following:

- Environmental Assessment Form
- Establish Lead Agency
- Determine Significance of Proposed Actions
- Scoping Session
- Creation of Generic Environmental Impact Statement

The GEIS should be completed as a coordinated review with all involved agencies. These agencies would most likely include New York State DOS, DEC and DOT.





TABLES & FIGURES

Table 1: Existing Planning Documents Alignment with Chadakoin River West BOA

The following documents illustrated in *Table 1*. are organized sequentially with respect to time. Many of the concepts presented in these documents have not yet been implemented. However, strategies to revitalize the area should be gathered from these documents and utilized collaboratively to revitalize the area should be gathered from these documents and utilized collaboratively.

Planning Document	Year	Plan Purpose	Related Goals to BOA
Jamestown Riverfront Reclamation and Development Study	1994	<ul style="list-style-type: none">• Promote recreational, economic and open space uses along the Chadakoin River.• Recommendations for the construction of a series of parks, green spaces, bike path and a Riverwalk throughout the community.	<ul style="list-style-type: none">• Development of recreational opportunities and activities along the Chadakoin River.
City of Jamestown Comprehensive Plan	1998	<ul style="list-style-type: none">• Outlined general goals, issues and recommendations to increase development and quality of life within the City.	<ul style="list-style-type: none">• Observations from this study included development constraints along Chadakoin River and lack of access to the River.• Recommended the development of recreational amenities to improve the visual appearance of the River and serve as a catalyst for economic development of the River corridor.• Increase interaction with the Chadakoin River.
Jamestown Urban Design Plan	2006	<ul style="list-style-type: none">• To create a community vision for the renewal and redevelopment of downtown Jamestown.• Provides design guidelines for creation of an attractive and vibrant downtown.	<ul style="list-style-type: none">• Promotion of economic development within the City.• Development of Chadakoin River into a recreational centerpiece of the community by adding recreational amenities to serve as a catalyst for economic development.• Chadakoin River is the most distinctive natural feature and should be centerpiece of the community. Riverwalk can act as a major amenity and regional attraction.• The recycling of buildings and landscapes should be encouraged through adaptive reuse, use special pacing and landscape treatment to enhance open space and natural areas.
City of Jamestown: Traffic and Streetscape Enhancement Plan	2008	<ul style="list-style-type: none">• Provided a strategy for improving traffic circulation and enhancement of safety on the roadway.• Developed guidelines to improve the physical streetscape.	<ul style="list-style-type: none">• This plan recognized the importance of creating pedestrian connections to riverfront areas of the City through wayfinding and traffic calming elements.
The City of Jamestown: A Livable City	2010	<ul style="list-style-type: none">• To address neighborhood, housing, and infrastructure issues within the City. Provided description of City's vision, planning principles, actions and specific recommendations.	<ul style="list-style-type: none">• Recommended the need for collaboration of private, public and non-profit entities throughout the planning process.
Chautauqua Lake Waterfront Revitalization Program (LWRP)	2011	<ul style="list-style-type: none">• Contribution of many municipalities from around Chautauqua Lake to identify projects along the waterfront in conjunction with a management program.	<ul style="list-style-type: none">• Maintain water quality and ecological health with development to attract business and activate sites along the waterfront.
Chautauqua 20/20 Comprehensive Plan	2011	<ul style="list-style-type: none">• Plan to develop and build Chautauqua County's existing assets to create jobs and enhance quality of life.	<ul style="list-style-type: none">• Outstanding outdoor activities available in the county must be balanced with conservation of natural resources and agricultural lands.• Preserving quality, safety and accessibility of water is critical to environmental sustainability as well as quality of life and business development.• Protect Chautauqua's water resources and improve management of and access to County's water resources, reduce impacts of development on environmental resources, create model local ordinances to protect the environment.
Chautauqua County Greenway Plan	2012	<ul style="list-style-type: none">• Provided a blueprint for making decisions regarding greenway and trail development that will enhance the quality of life for residents of the County.	<ul style="list-style-type: none">• Goals included enhanced connections through trail development, promotion of tourism, and enhancement of the Chadakoin River Water trail.• Develop and promote model conservation ordinances and easement agreements, conduct educational seminars regarding the value of natural system greenway corridors.
Active Transportation Plan for the City of Jamestown	2013	<ul style="list-style-type: none">• To provide recommendations for improving walking and bicycling conditions in Jamestown.• Detailed over 40 street intersection enhancement recommendations.	<ul style="list-style-type: none">• Creation of connected routes throughout the entire City of Jamestown.
City of Jamestown Local Waterfront Revitalization Program (LWRP)	2014	<ul style="list-style-type: none">• To increase quality of live within the City and provide local controls to guide waterfront development.	<ul style="list-style-type: none">• Goals and objective of proposed projects are to create quality, connected, safe, convenient and healthy places to live and work, that make the region attractive for residential, commercial, and industrial development.
Chadakoin River Central-Eastern Brownfield Opportunity Area (BOA)	2014	<ul style="list-style-type: none">• To create a community vision to address brownfield sites within the eastern portion of the City for economic development and environmental restoration.	<ul style="list-style-type: none">• Create high paying jobs by reclaiming residential, commercial, industrial, mixed use and greenspace land.
Southern Tier West Comprehensive Economic Development Strategy	2016	<ul style="list-style-type: none">• To outline strategic actions that can be taken to increase the region's attractiveness with the intent of promoting economic development.	<ul style="list-style-type: none">• Goals included improving the built environment and services to retain and expand businesses and the creation of quality, connected and safe spaces to live.

Table 2: Chadakoin River West BOA Advisory Committee

NAME	AFFILIATION
CITIZEN ADVISORS	
Rod Drake	JRC / Gebbie Foundation
China Kinney	Citizen / Stakeholder
Mary Maxwell	Jamestown Renaissance Corporation
Becky Nystrom	Chautauqua Watershed Conservancy
Rev. Chloe Smith	Blackwell Chapel AME Zion Church
Dave Warren	Dave Warren Auto Group
Twan Leenders	Roger Tory Peterson Institute
CITY OF JAMESTOWN ADVISORS	
Vince DeJoy	Department of Development
Bill Rice	Department of Development
Jeff Hollern	Department of Development
Jeff Lehman	Department of Public Works
STATE ADVISORS	
Chris Bauer	NYSDOS
Maurice Moore	NYSDEC
PROJECT TEAM	
Daniel Riker	C&S Companies
Samantha Herberger	C&S Companies
Timothy Hughes	C&S Companies
Joy Kuebler	Joy Kuebler Landscape Architect, PC
Crystal Surdyk	Joy Kuebler Landscape Architect, PC
Sarah Cashimere-Warren	CBRE
Robert Starzynski	CBRE
Frederick Merrill	Sasaki Associates
Paul Schlapobersky	Sasaki Associates
Vee Petchthevee	Sasaki Associates
William Reed	Regenesis Group
Ben Haggard	Regenesis Group
Joel Glanzberg	Regenesis Group

Table 3: Population

	Population (Year)				Change 1990-2015	
Area	1990	2000	2010	2015	Number	Percent
Tract 303	2,662	2,441	2,132	2,060	-602	-22.60%
City of Jamestown	34,681	31,730	31,146	30,546	-4,135	-11.90%
Chautauqua County	141,895	139,750	134,905	132,646	-9,249	-6.50%
New York State	17,990,455	18,976,457	19,378,102	19,673,174	1,682,719	9.40%

Table 4: Population Characteristics

	Tract 303	City of Jamestown	Chautauqua County	New York State
Minority Race (All races other than White)				
2000	26.46	8.48	5.96	32.05
2010	27.2	11.56	7.43	34.25
2015	31.8	12.2	6.9	35.4
Change (%)	41.34	43.87	15.77	10.45
Hispanic and/or Latino				
2000	11.55	4.94	4.22	15.11
2010	18.01	8.79	6.11	17.63
2015	24.8	9.2	6.8	18.4
Change	114.72	86.23	61.14	21.77
Female Population				
2000	49.77	52.34	51.24	51.8
2010	49.16	51.39	50.7	51.61
2015	50.1	50.8	50.5	51.5
Change	0.66	-2.94	-1.44	-0.58
Dependents (Less than 18 years old or 65 years and older)				
2000	39.57	41.81	40.5	37.62
2010	38.79	39.22	38.42	35.83
2015	39.9	39.8	38.7	36
Change	0.83	-4.81	-4.44	-4.31
Median Age				
2000	33.2	36.2	37.9	35.9
2010	32.8	36.9	40.9	38
2015	30.5	37.3	41.7	38.1
Change	-8.13	3.04	10.03	6.13

Table 5: Education and Income Characteristics

	Tract 303	City of Jamestown	Chautauqua County	New York State
Education (High School Diploma or Equivalent and Greater)				
2000	66.37	79.42	81.19	79.06
2010	67.41	84.27	86.2	84.45
2015	70.5	85.8	88.2	85.6
Change	6.22	8.03	8.63	8.27
Median Household Income				
2000	\$17,622	\$25,837	\$33,458	\$43,393
2010	\$25,911	\$33,092	\$40,639	\$55,603
2015	\$19,565	\$30,950	\$42,993	\$59,269
Change	11.03	19.79	28.5	36.59
Per Capita Income				
2000	\$12,904	\$15,316	\$16,840	\$23,389
2010	\$13,513	\$18,374	\$21,033	\$30,948
2015	\$12,565	\$18,796	\$22,903	\$33,236
Change	-2.63	22.72	36	42.10%
Individuals Below the Poverty Level				
2000	32.43%	19.55%	13.84%	14.59%
2010	28.59%	23.42%	17.14%	14.16%
2015	41.80%	28.20%	18.20%	14.40%
Change	28.89%	44.25%	31.50%	-1.30%

Table 6: Work Characteristics

	Tract 303	City of Jamestown	Chautauqua County	New York State
Unemployed				
2000	17.86	8.34	6.25	7.08
2010	32.22	13.76	8.12	7.5
2015	19.2	10	7.8	8.2
Change	7.5	19.9	24.8	15.82
Worked within Neighborhood Residence				
2000	64.02	58.87	44.93	57.38
2010	59.71	50.15	39.93	58.93
2015	N/A	N/A	N/A	N/A
Change	-6.73	-14.82	-11.13	12.71
Trip to Work (Drove Alone)				
2000	56.69	75.09	78.51	56.26
2010	55.18	74.38	78.67	54.12
2015	65.45	76.2	80.9	53.2
Change	15.45	1.48	3.04	-5.44
Trip to Work (Transit, Walk or Bike)				
2000	20.96	8.71	6.5	30.97
2010	24.11	10.45	7.24	33.95
2015	17	8.4	6	36.1
Change	-18.89	-3.56	-7.69	16.56
No Household Access to Vehicle				
2000	36.01	20.03	11.21	29.66
2010	29.66	20.65	10.86	28.5
2015	34.8	19.8	10.6	29.4
	-3.36	-1.15	-5.44	-0.88

Table 7: Top 5 Industry Employment Sectors - 2015

	Census Tract 303	City of Jamestown
Educational Services & Health Care	30.1	25.4
Manufacturing	19.3	19
Retail Trade	11.9	13.5
Arts Entertainment & Recreation and Accommodation and Food Services	15.1	10.2
Professional Scientific & Management Admin and Waste Management	6.9	6.8

Table 8: Household Characteristics

	Tract 303	City of Jamestown	Chautauqua County	New York State
Total Households				
2000	1,031	13,558	54,515	7,056,860
2010	891	13,122	54,244	7,317,755
2015	896	12,935	53,546	7,262,279
Change	-13.09%	-4.60%	-1.78%	2.91%
Family Households				
2000	54.12%	58.28%	65.97%	65.74%
2010	52.41%	56.48%	62.87%	63.54%
2015	48.20%	55.90%	62.70%	63.70%
Change	-10.94%	-4.08%	-4.96%	-3.10%
Average Household Size				
2000	2.35	2.29	2.45	2.61
2010	2.38	2.29	2.37	2.57
2015	2.3	2.3	2.4	2.6
Change	-2.13%	0.44%	-2.04%	-0.38%

Table 9: Housing Unit Characteristics

	Tract 303	City of Jamestown	Chautauqua County	New York State
Total Housing Units				
2000	1,219	15,027	64,900	7,679,307
2010	1,092	14,738	66,920	8,108,103
2015	1,064	15,015	66,741	8,171,725
Change	-12.72%	-0.08%	2.84%	6.41%
Housing Vacancy Rate				
2000	15.42%	9.78%	16.00%	8.11%
2010	18.41%	10.96%	18.94%	9.75%
2015	15.80%	13.90%	19.80%	11.10%
Change	2.46%	42.13%	23.75%	36.87%
Housing Units - Owner Occupied				
2000	36.47%	51.35%	69.25%	52.99%
2010	36.14%	49.15%	67.98%	53.27%
2015	36.20%	51.10%	69.60%	53.60%
Change	-0.74%	-0.49%	0.51%	1.15%
Median Gross Rent				
2000	\$381	\$407	\$438	\$672
2010	\$686	\$555	\$581	\$977
2015	\$569	\$587	\$612	\$1,132
Change	49.34%	44.23%	39.73%	68.45%
Median Housing Value				
2000	\$36,000	\$50,500	\$62,700	\$147,600
2010	\$38,400	\$63,500	\$79,600	\$303,900
2015	\$37,200	\$63,600	\$84,500	\$283,400
Change	3.33%	25.94%	34.77%	92.01%
Homes Built Prior to 1939				
2000	75.00%	63.97%	47.28%	31.23%
2010	74.37%	61.05%	46.57%	34.05%
2015	71.80%	58.70%	43.10%	32.70%
Change	-4.27%	-8.24%	-8.84%	4.71%

Table 10: Land Use Characteristics

Land Use	Acres	Parcels
Residential	12.5	88
Commercial	78.7	76
Industrial	13.2	8
Utility/Transportation Service	59.2	4
Government/Community Services	-	-
Vacant	59.8	140
Park/Open Space	386.7	59
Roads and Water	100.1	-
Total	710.1	375

Table 11: Zoning Characteristics

Zone	Principle Uses	Accessory Use	Acres
L-C	Non-commercial agriculture, parks, playgrounds, marinas, game preserves, fire stations, police stations	Signs	487.6
L-M	C-M uses (except dwellings), research/development facilities, warehouses, laboratories, assembly plants, distribution plants, storage facilities, light manufacturing or clean industrial operations (with approval)	As permitted in C-M, signs	102.6
C-M	Retail, office, entertainment, and residential uses (provided all non-residential uses are primarily oriented toward a major street), auto/marine sale and service, greenhouses, bottling works, wholesale bakery plants, dry-cleaning and laundry, car washes, animal hospitals/kennels, tattoo parlors	As permitted in R-2, coffee/snack bars, manufacturing/processing of articles for on-site retail sale, signs	81.5
R-2	Single and two-family dwellings, places of worship, schools, parks, playgrounds, planned unit residential developments, owner-occupied beauty parlors/barber shops (with special use permit)	Private garages, off-street parking, private swimming pools, signs	37.3

Table 12: Identified Brownfield Sites

Site Name Address	Site Size (acres)	Buildings	Owner	Map #
Chadakoin Park Wetlands Unaddressed	236	None	City of Jamestown	1
19 Jones and Gifford Avenue 19 Jones and Gifford Avenue	1.24	32,276 SF	Tiny Monkey Holdings LLC	2
Former Furniture Manufacturer 901 Clinton Street	2.99	2,301 SF	Multiple owners	3
Reliable Garbage 1010 Monroe Street	0.55	None	Multiple owners	4
Former Jamestown City Landfill Washington Street	105.65	None	Multiple owners	5
Pelican Site 2223 Washington Street	1.3	None	City of Jamestown	6
Dunn Wright Building 2229 Washington Street	0.21	8,400 SF	Gerald Swanson	7
C&B Cleaners 2243 Washington Street	0.24	None	Chautauqua County	8
Anderson Cleaners 217 Fluvanna Avenue	0.17	1,443 SF	Snooker LLC	9
The Eatery 235 Fluvanna Avenue	0.63	3,737 SF	Jamestown Regional Prop LLC	10
Former AVM Site 151-153 Jones and Gifford and 488 Hallock Street	9.43	4,420 SF, 12,600 SF and 41,233 SF	Multiple owners	11

Table 13: BOA Land Ownership

Public Ownership	Acres
City of Jamestown	404.3
Utility/Rail	23.1
Chautauqua County	0.24

Table 14: SWOT Analysis of Natural Resources within the BOA

Strengths	Weaknesses
<ul style="list-style-type: none"> • BOA holds Class I wetlands (significant ecological feature) • Within pathway of several unique, migratory birds • Current but limited use of Chadakoin River and Chautauqua Lake as fishing location • Healthy plant life along river corridor • Natural shorelines for direct access to water 	<ul style="list-style-type: none"> • Wetlands are inaccessible due to dense vegetative cover and much y soil • Western portion of Chadakoin Park is not suitable for recreational activities due to saturated soil • Presence of Eastern Spiny Softshell Turtle as State Special Concern and NYS Endangered Plant, Burdick's wild leek
Opportunities	Threats
<ul style="list-style-type: none"> • Passive forms of recreation within BOA (Insect and bird watching) • Restoring natural features of wetlands • Create buffer from dumping along Monroe Street • Increase stream bank stabilization for healthier aquatic habitat • Educational Center to highlight unique natural resources within BOA 	<ul style="list-style-type: none"> • Japanese knotweed (invasive species) should be addressed immediately while it is still manageable - located on where landfill meets Chadakoin River • Dumping of trash along Monroe Street is actively contributing to stormwater pollution

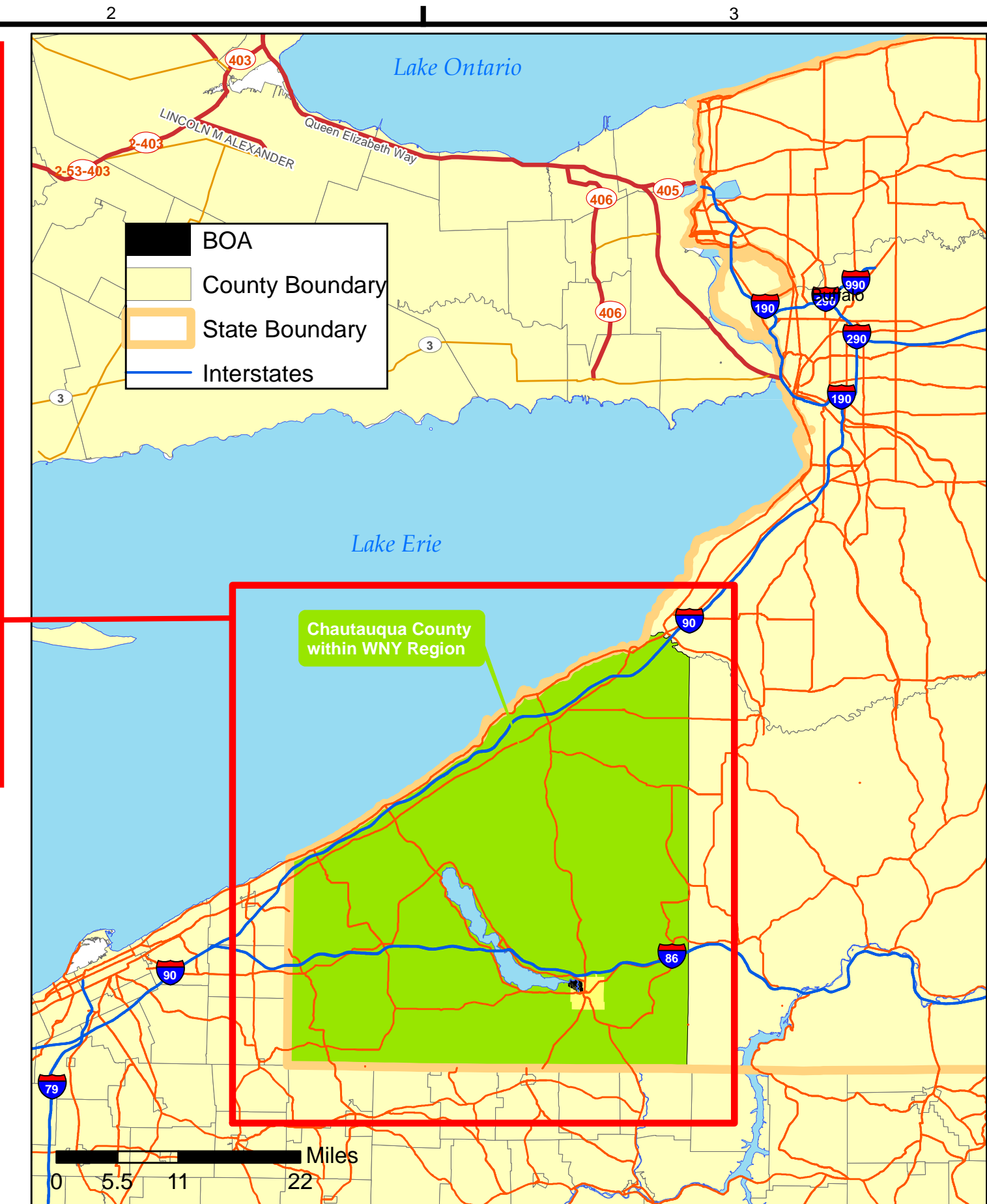
Table 15: Average Lease Rates, City of Jamestown

Classification	Price per SF
Office Building	
Class A Office	\$17.00-\$20.00/SF
Class B Office	\$12.00-\$16.00/SF
Class C Office	\$11.00/SF and under
Industrial Building	
Manufacturing	\$4.35-\$4.50/SF NNN
Warehouse	\$3.00/SF-\$5.50/SF[1] NNN
Retail	\$8.00/SF-\$11.00/SF NNN

[1] Increases in rental rates seen for newer builds.

Table 16: Local Economic Development Organizations

Entity	Type	Role
Chautauqua County Industrial Development Agency (CCIDA)	Public Benefit Corporation	Offer tax incentives, assist in grant writing, business attraction, site selection assistance.
Gebbie Foundation	Private Organization	Economic development, partnerships, investment.
Jamestown Renaissance Corporation (JRC)	Non-Profit Organization	Business Development, research, fundraising, urban planning



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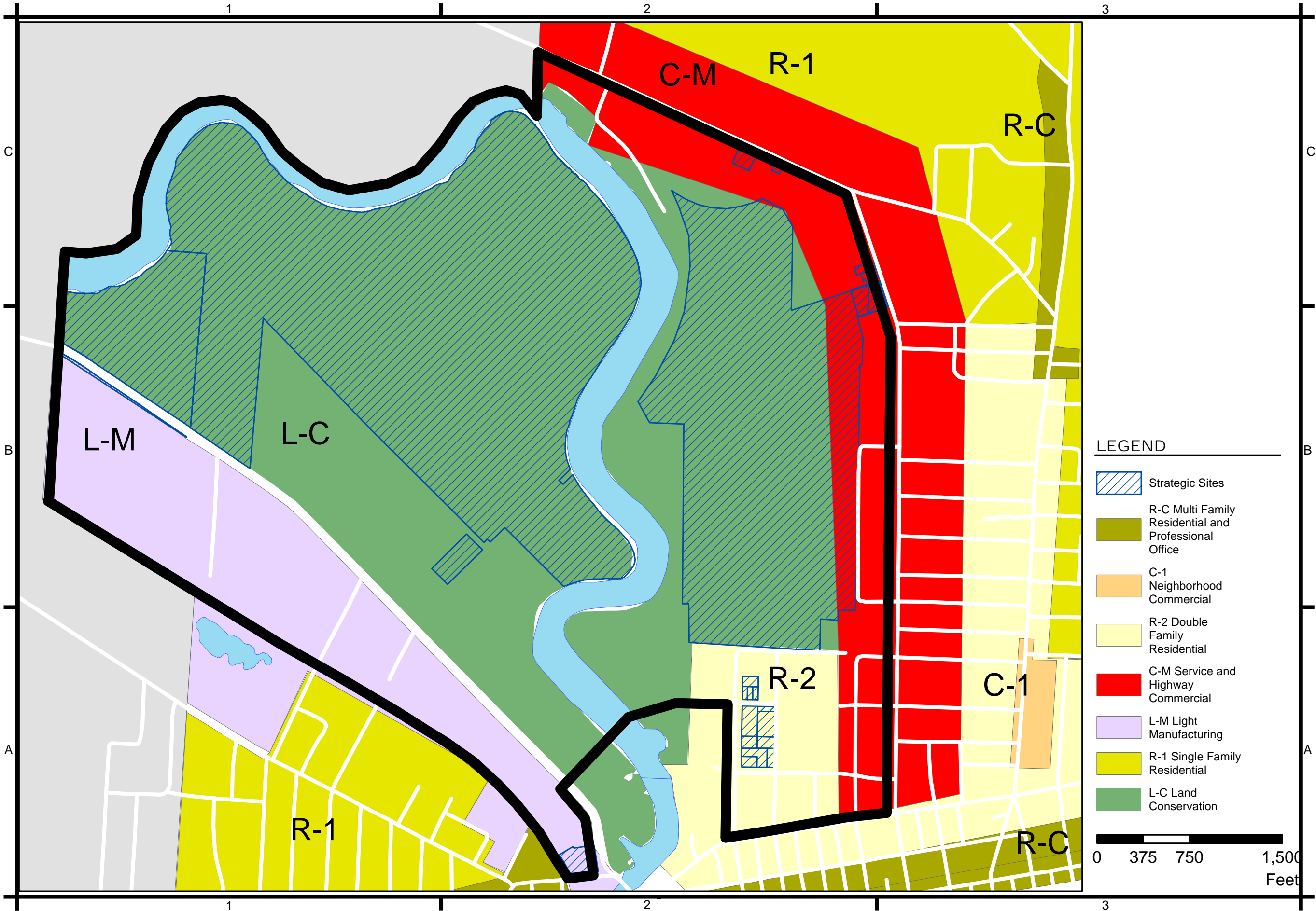
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Fax: 716-847-1454
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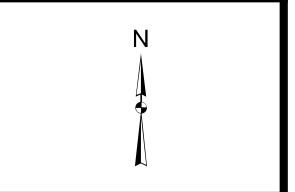
City of Jamestown
Chadakoin River West BOA
Community Context Map

COMMUNITY
CONTEXT
MAP

FIGURE 1



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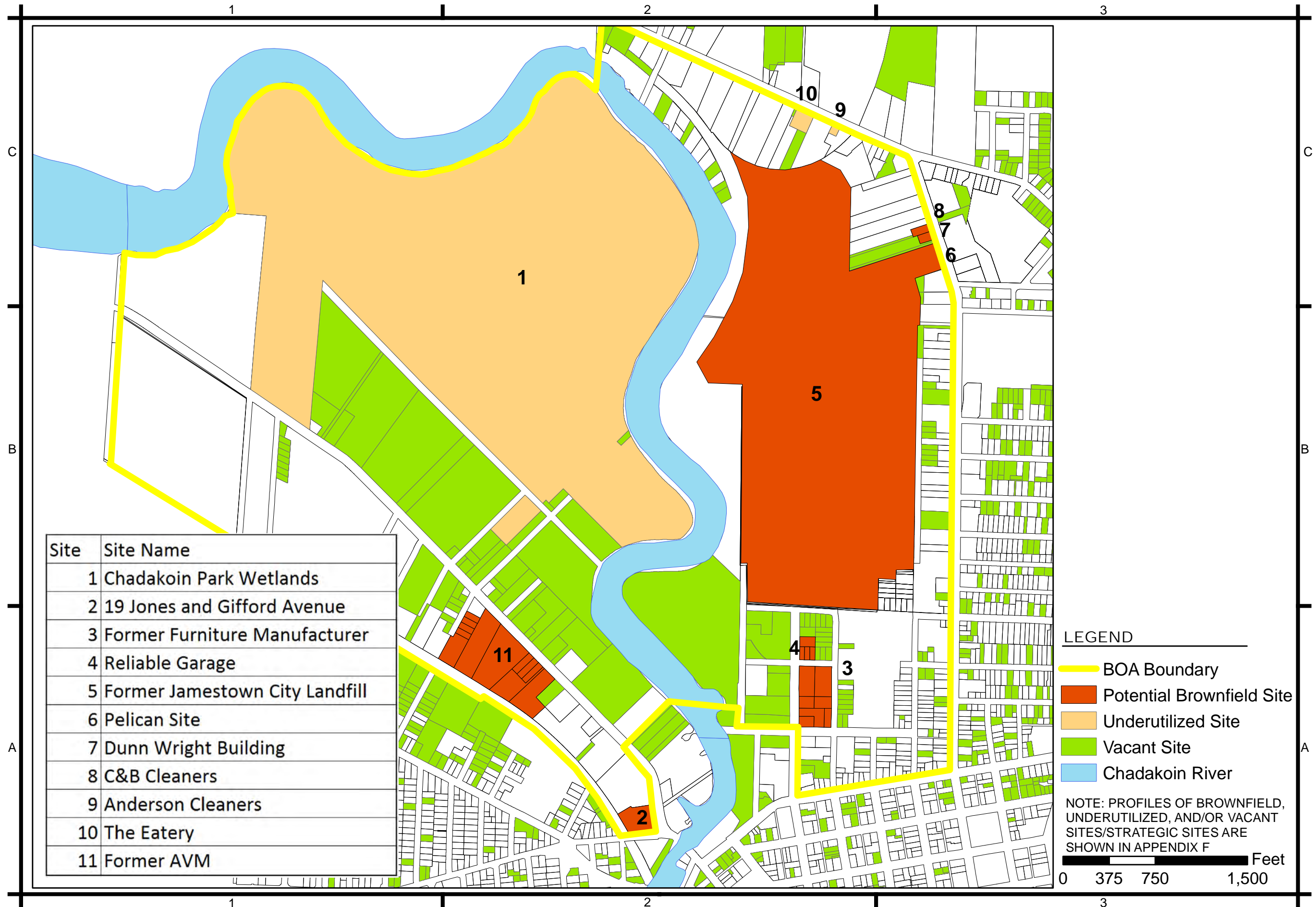


**City of Jamestown
 Chadakoin River West BOA
 Existing Zoning Map**

MARK	DATE	DESCRIPTION
REVISIONS		
PROJECT NO:	007.002.001	
DATE:	11/11/2016	
DRAWN BY:	S. HERBERGER	
DESIGNED BY:	S. HERBERGER	
CHECKED BY:	D. RIKER	
NO ALTERATION PERMITTED HEREON EXCEPT AS PROVIDED UNDER SECTION 7209 SUBDIVISION 2 OF THE NEW YORK EDUCATION LAW		

**EXISTING ZONING
 MAP**

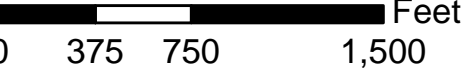
FIGURE 5



Site	Site Name
1	Chadakoin Park Wetlands
2	19 Jones and Gifford Avenue
3	Former Furniture Manufacturer
4	Reliable Garage
5	Former Jamestown City Landfill
6	Pelican Site
7	Dunn Wright Building
8	C&B Cleaners
9	Anderson Cleaners
10	The Eatery
11	Former AVM

- LEGEND**
- BOA Boundary
 - Potential Brownfield Site
 - Underutilized Site
 - Vacant Site
 - Chadakoin River

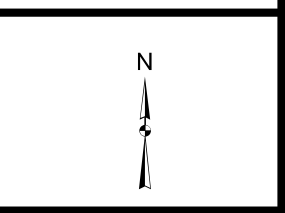
NOTE: PROFILES OF BROWNFIELD, UNDERUTILIZED, AND/OR VACANT SITES/STRATEGIC SITES ARE SHOWN IN APPENDIX F



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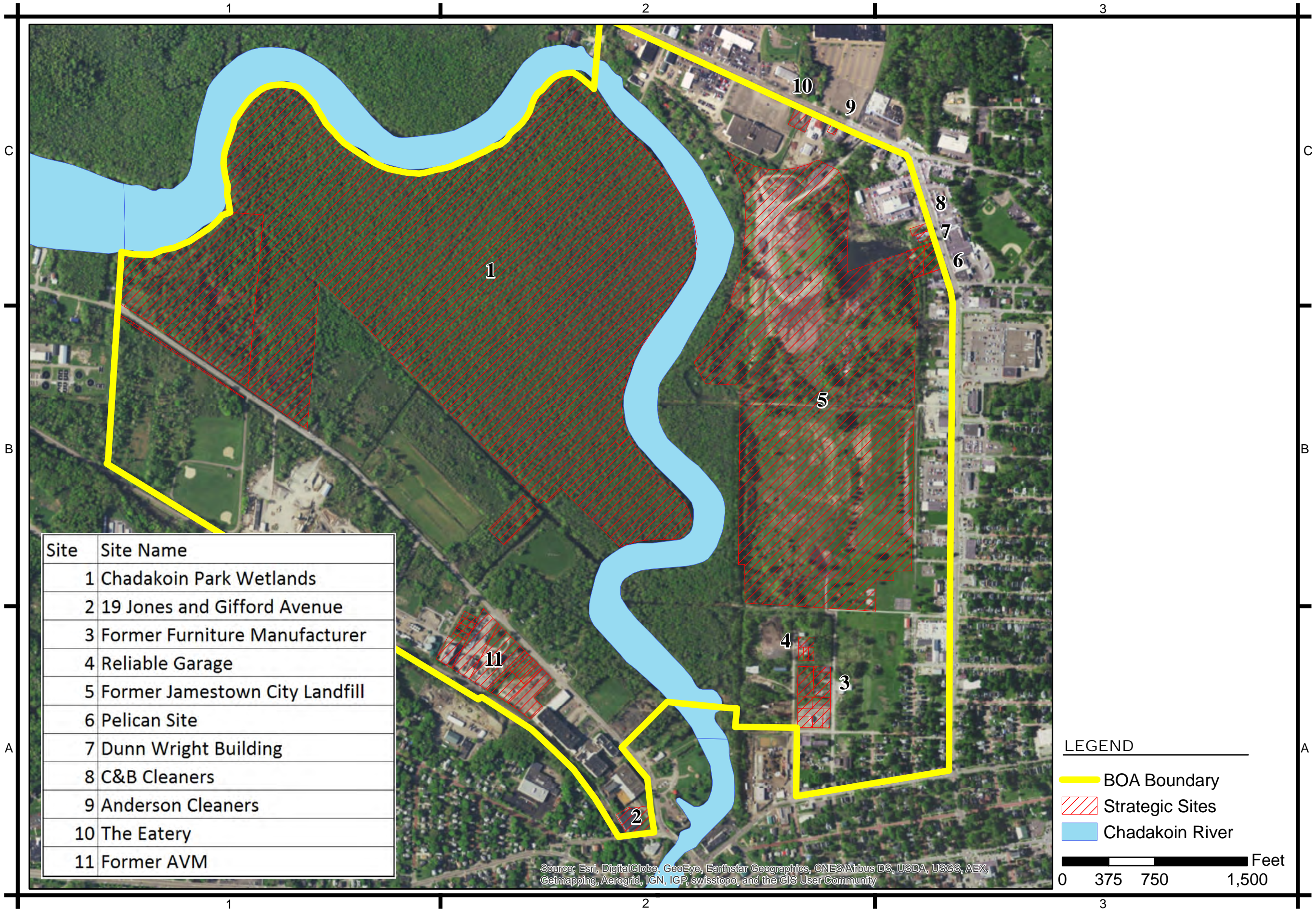


City of Jamestown
Chadakoin River West BOA
Brownfield, Underutilized,
and/or Vacant Sites

MARK	DATE	DESCRIPTION
REVISIONS		
PROJECT NO:		
DATE:		
DRAWN BY:		
DESIGNED BY:		
CHECKED BY:		
NO ALTERATION PERMITTED HEREON EXCEPT AS PROVIDED UNDER SECTION 7209 SUBDIVISION 2 OF THE NEW YORK EDUCATION LAW		

BROWNFIELD,
UNDERUTILIZED,
AND/OR VACANT
SITES

FIGURE 6



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City of Jamestown
Chadakoin River West BOA

Strategic Sites

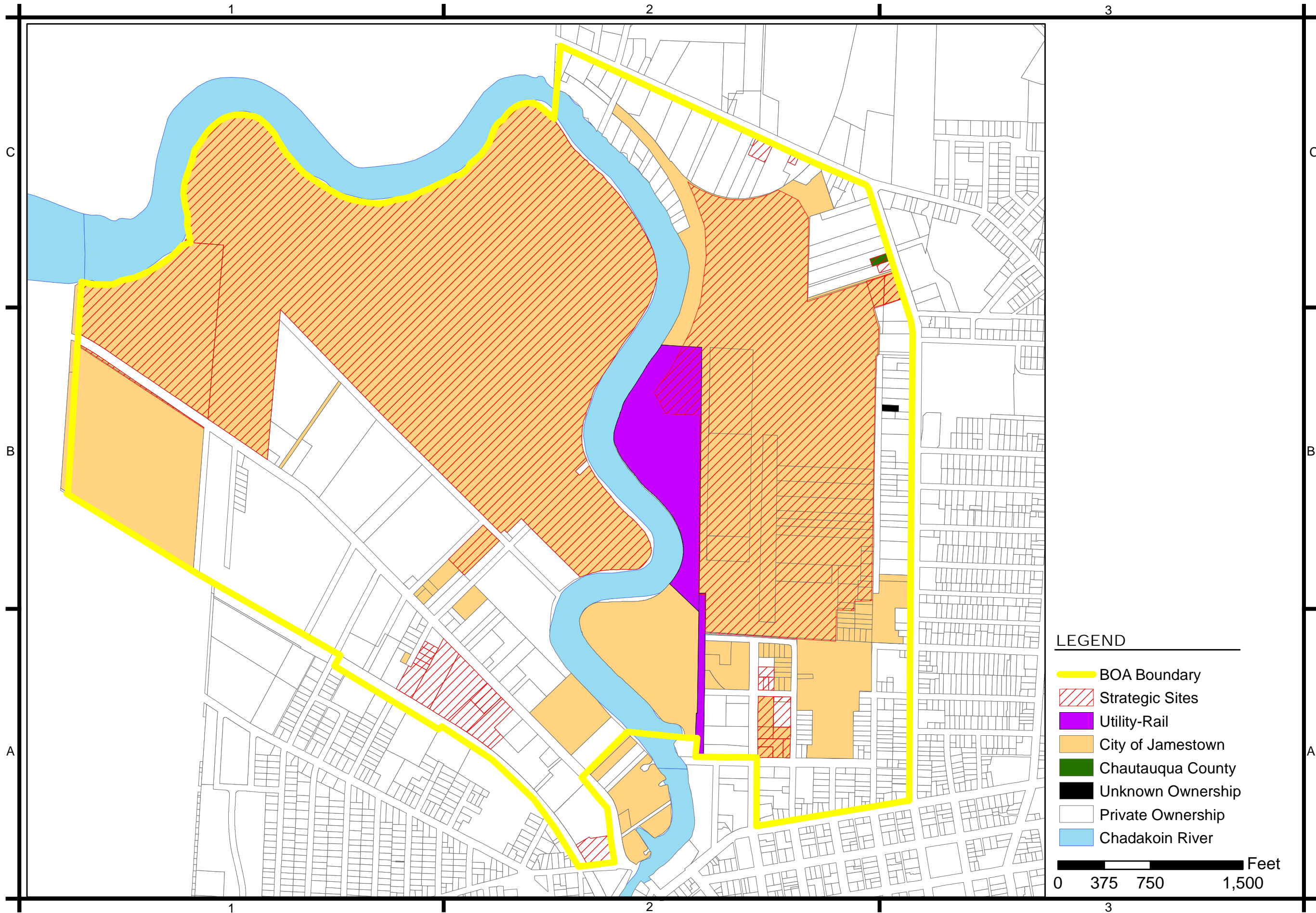
MARK	DATE	DESCRIPTION
REVISIONS		

PROJECT NO: _____
DATE: _____
DRAWN BY: _____
DESIGNED BY: _____
CHECKED BY: _____

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EXCEPT AS PROVIDED UNDER SECTION
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EDUCATION LAW

STRATEGIC SITES

FIGURE 7



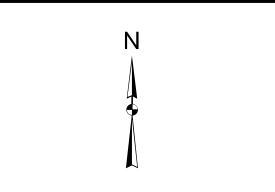
LEGEND

- BOA Boundary
- Strategic Sites
- Utility-Rail
- City of Jamestown
- Chautauqua County
- Unknown Ownership
- Private Ownership
- Chadakoin River



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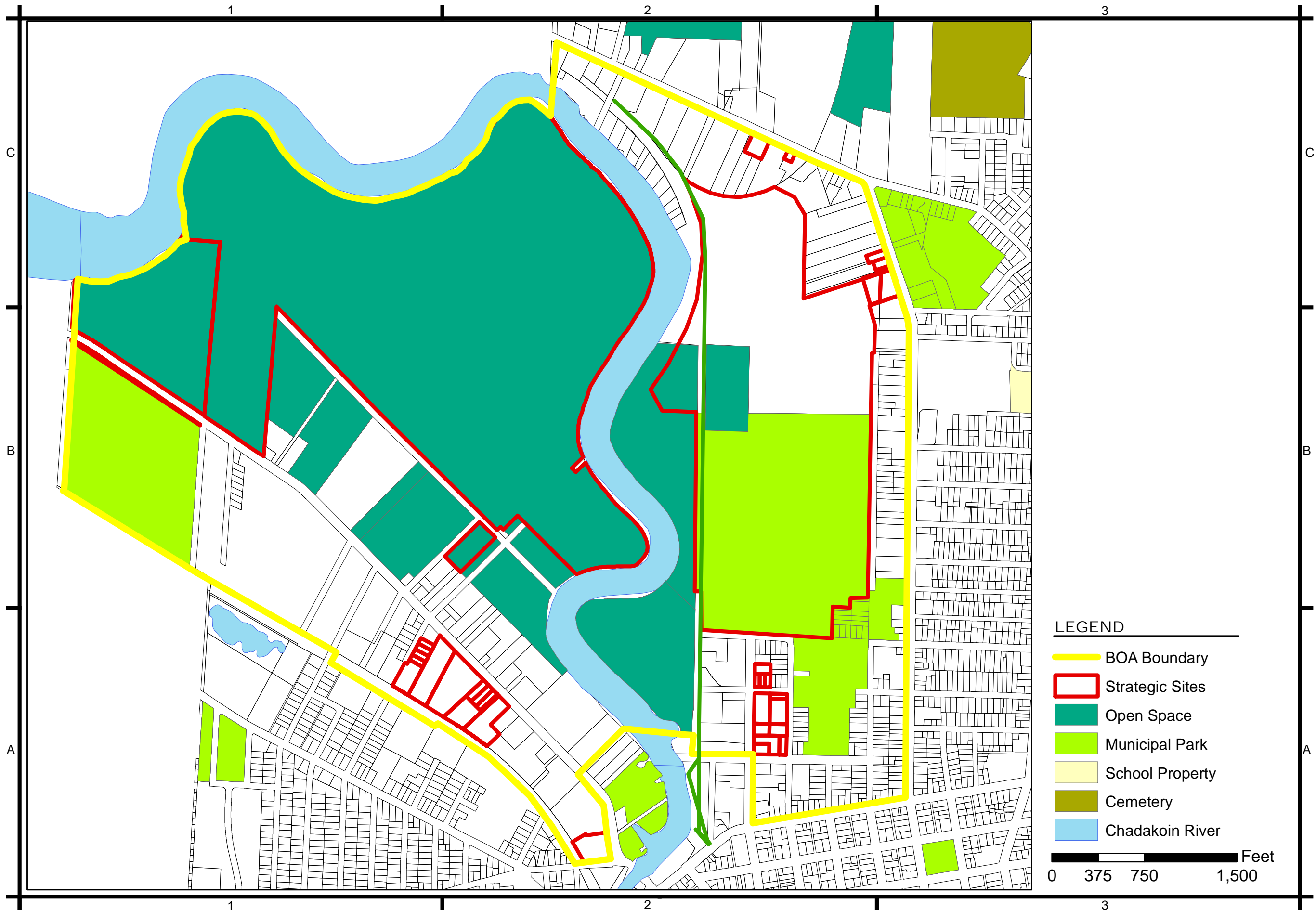


City of Jamestown
Chadakoin River West BOA
Land Ownership Map

</		

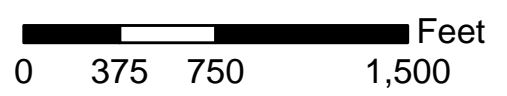
LAND OWNERSHIP
MAP

FIGURE 8



LEGEND

- BOA Boundary
- Strategic Sites
- Open Space
- Municipal Park
- School Property
- Cemetery
- Chadakoin River



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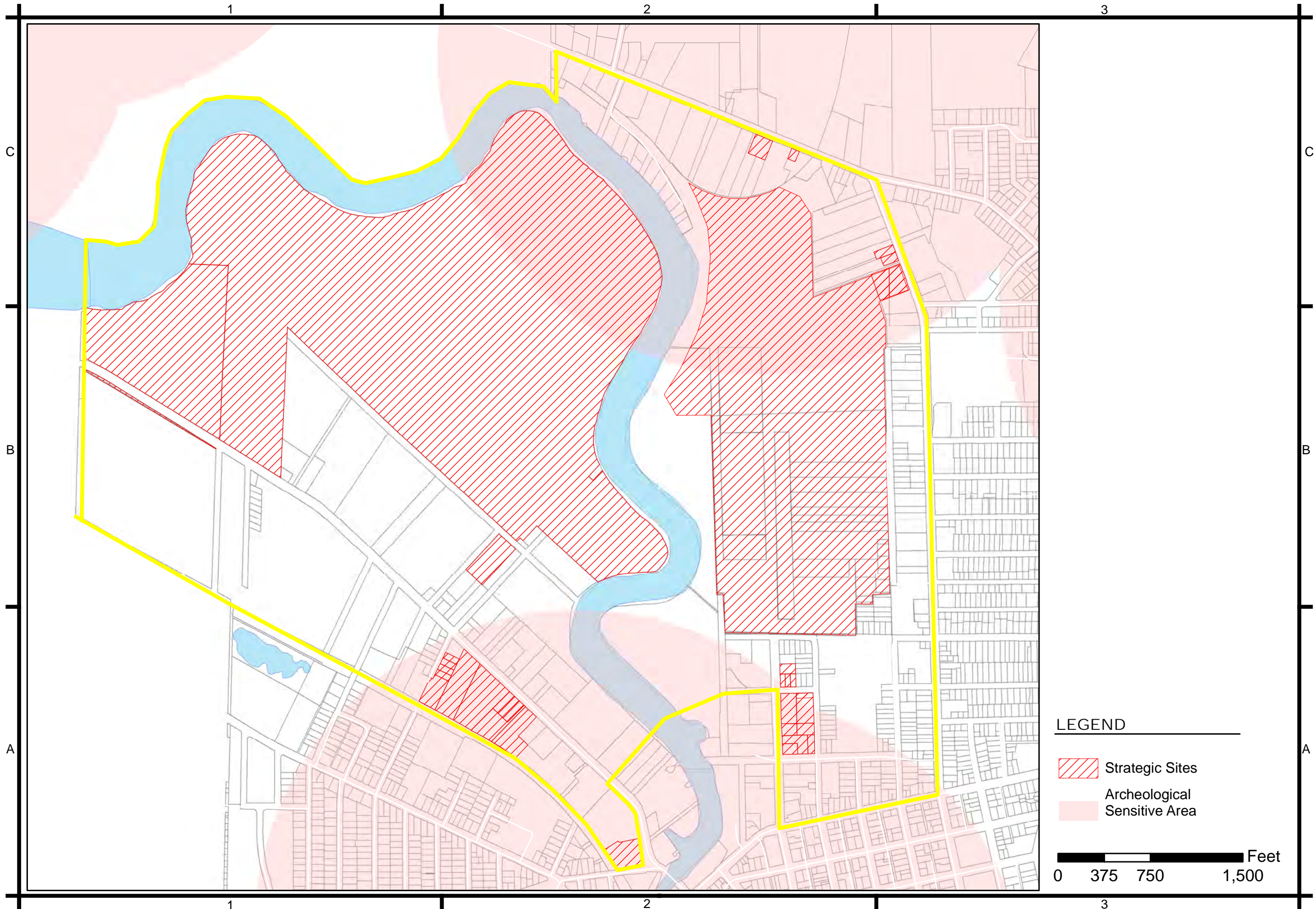
City of Jamestown
Chadakoin River West BOA
Parks and Open Space Map

MARK	DATE	DESCRIPTION
REVISIONS		
PROJECT NO:	Q07.002.001	
DATE:	11/11/2016	
DRAWN BY:	S. HERBERGER	
DESIGNED BY:	S. HERBERGER	
CHECKED BY:	D. RIKER	

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PARKS & OPEN
SPACE MAP

FIGURE 9



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City of Jamestown
Chadakoin River West BOA
Historic and Archeologically
Significant Areas Map

MARK	DATE	DESCRIPTION
REVISIONS		
PROJECT NO: Q07.002.001		
DATE: November 2016		
DRAWN BY: S. HERBERGER		
DESIGNED BY: S. HERBERGER		
CHECKED BY: D. RIKER		
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HISTORIC AND
ARCHEOLOGICALLY
SIGNIFICANT
AREAS MAP

FIGURE 11



APPENDIX A COMMUNITY PARTICIPATION PLAN

NYS BROWNFIELD OPPORTUNITY AREA STEP 2
(NOMINATION STUDY)

CITIZEN PARTICIPATION PLAN

CHADAKOIN RIVER WEST BROWNFIELD
OPPORTUNITY AREA (BOA)



Location:
CITY OF JAMESTOWN
CHAUTAUQUA COUNTY, NY

Submitted By:
JAMESTOWN URBAN RENEWAL AGENCY
MUNICIPAL BUILDING, 3RD FLOOR
200 EAST THIRD STREET
JAMESTOWN, NY 14701

Prepared By: C&S COMPANIES

NOVEMBER, 2015

NYS BROWNFIELD OPPORTUNITY AREA STEP 2
(NOMINATION STUDY)
CITIZEN PARTICIPATION
& VISIONING PLAN

TABLE OF CONTENTS

Citizen Participation & Visioning Plan

- I. Background
- II. Purpose
- III. Consultation Strategy Outline
- IV. Community Participation & Visioning
- V. Consultation Methods & Techniques
- VI. Project Team Members & Staff
- VII. Project Schedule

CITIZEN PARTICIPATION & VISIONING PLAN

BACKGROUND

Similar to the hundreds of cities that made this great nation a global force in innovation and industry in the early 20th Century, the City of Jamestown has suffered the same economic decline that defines “rust-belt” cities across the Northeastern United States, Great Lakes Region and Midwest. Despite decades of deindustrialization and the consequences that accompany a deteriorating economy, Jamestown has proven to be resilient and even defiant in the face of adversity. Unfortunately, the **City’s notable successes and** its resiliency have received little public recognition. From the establishment of the Jamestown Savings Bank Ice Arena on a formerly contaminated property to the transformation of a former Ames store into the Riverwalk Medical Complex, many important successful redevelopment projects have been advanced in the City. Other notable successes include the founding of the Robert H. Jackson Center, the development of the Buffamante Whipple Buttafaro Center, the restoration of the historic Jamestown Gateway Train Station, and the Lucille Ball Desi Arnaz Museum and Center for Comedy which catalyzed the development of the soon to be completed National Comedy Center.

To help focus its revitalization efforts, the City of Jamestown has undertaken a number of significant efforts which have resulted in the creation of exceptional plans for moving forward with individual aspects of community redevelopment. The City understands that, in order to succeed, the community must continue to be reshaped—in ways that reflect national trends favoring expansion of cultural, educational, recreational, entertainment, and residential uses; as well as focus on waterfront renewal—and to tap specific regional opportunities and growth trends associated with expanded tourism. Its success will also depend on maintaining **and building upon the City’s** strength as a manufacturing, service and healthcare industry hub.

In an effort to capitalize on these positive trends and augment existing studies, the City of Jamestown pursued and was awarded an additional Brownfield Opportunity Area (BOA) grant. The focus of this Project Outline is the Chadakoin River West Study Area, which is the subject of a Step 2 BOA, Nomination Document grant. The following sections outline the community participation and visioning techniques that the Project Team will undertake to obtain input from the community during the course of the project. Attachment 1 illustrates the roles the project team and lists project staff for each team member.

PURPOSE

The Nomination Study will provide an in-depth and thorough description of existing conditions, identify new development opportunities and re-use potential for properties located within the Brownfield Study Area with an emphasis on the identification and re-use potential of strategic sites that could be catalysts for revitalization.

Key BOA Project objectives include:

- Establishment of a community participation process to begin to identify a common vision, including goals and objectives for the area.
- Completion of a comprehensive land use assessment and analysis of existing conditions in the study area. This assessment will include an economic and market trends analysis to determine the range of realistic futures and identify the types of redevelopment projects that will contribute to the revitalization of the study area.
- Identifying the strategic sites which best represent key redevelopment opportunities and also serve as catalysts for future revitalization. Emphasis will be placed on the identification and re-use potential of strategic brownfield sites that may stimulate revitalization and long term market capture.
- Based on the overall analysis, the Project Team will create and present key findings and recommendations for implementation of the redevelopment and community revitalization objectives.

Commitment to, and from, the community will be vital to achieve both these objectives and for the ultimate success of the project. The program will build on similar efforts already conducted within the community during previous studies including the Urban Design Plan, other Brownfield Opportunity Area projects, and the Local Waterfront Revitalization Program. The purpose of this Citizen Participation Plan is to ensure that the local community is given a voice in the redevelopment planning for the Study Area. This will be accomplished primarily through public and stakeholder meetings, small-scale events, media advertising, and maintenance of a public project website, the elements of which are described below. In addition, an Advisory Committee comprised of members of local business owners, citizens, and community groups has been formed to assist in communicating events and milestones to the community.

CONSULTATION STRATEGY OUTLINE

PUBLIC KICKOFF MEETING:	February 2016
COMMUNITY CONVERSATIONS:	February 1 – July 31, 2016
SITE SPECIFIC TOURS:	May 1 - July 31, 2016
COMMUNITY VISIONING THEMED TOURS:	May 1- July 31, 2016
PROJECT CLOSE-OUT PUBLIC MEETING:	August 2016

COMMUNITY PARTICIPATION & VISIONING

Environmental sustainability is at the forefront of each and every one of this Project Team's plans and the team excels at envisioning opportunities for beautiful and stimulating environments that maximize investment dollars and enhance the overall aesthetic of a space, ultimately fostering a culture for economic development and sustainability. The Project Team understands that the context of place is a key component to any revitalization effort. The **place's history**, existing assets of the community, as well as the community's **vision for the future** should inform the plan from project commencement.

Identifying and leveraging the assets of the place, as well as the people most committed to the community, will allow the Project Team to design a plan rooted in its strengths while **maximizing the community's potential for economic growth**. Though this is a Brownfield Opportunities Area project on the surface, it is more a Community Visioning Plan for a large and important district in the City of Jamestown that happens to have a brownfield through the middle. This project will follow a Placemaking methodology that utilizes public engagement to build consensus through creativity, collaboration and community empowerment.

The Project Team will identify solutions that address the quality of life concerns of the community, while ensuring that the triple bottom line of economic, social and environmental benefits is met through this project. Larger community initiatives [such as improvements to public and transportation infrastructure, future or proposed new developments and/or housing, and public amenities and recreational opportunities] will be considered part of the site analysis and will identify specific sites where the existing context of place can best support these efforts as well as where the plan will need to accommodate future linkages, opportunities and community needs.

CONSULTATION METHODS & TECHNIQUES

Due to the increasing lack of interest and citizen participation in traditional public engagement methods, the Project Team will approach this process in a very different way. The **"Placemaking Vision Strategy"** is similar to the way Organizational Development and Team Building experts have been approaching problem solving and strategic planning with diverse user groups for corporations large and small for many years.

Approaching the visioning process in a nontraditional way is an excellent way to interact with users that is approachable and engaging. The Project Team will use **the "Placemaking Vision Strategy"** as the method for engagement with the intention of obtaining creative ideas, building relationships and inspiring imagination about the future of the Chadakoin River West BOA.

The success of this project will rely on outreach and engagement at various scales. Key participants include:

- *Stakeholders and Community Partners:* Project Advisory Committee, Municipal Department Leaders, Business and Market Development Partners
- *Vision Group:* This group looks to harnessing the collective knowledge of the COMMUNITY by inviting the **"UN-usual Suspects"** which may include:
 - Local shoppers
 - Visitors
 - Kids
 - Senior Citizens
 - Business Owners
- *Public:* **The project's ultimate constituent. Larger community knowledge and support** means long term success for any project. Particular outreach efforts will be made to involve the residents directly impacted by this project.

Specific Engagement Techniques will include:

- *Small Conversations around Town: (February 1- July 31, 2016)* Building off the successes of groups such as the Jamestown Renaissance Corporation (JRC) and the Lakeview Avenue Community Action Project (LACAP), the Project Team will continue these small community discussions throughout the City. Initial outreach will **include "meeting the public" where they are**, rather than inviting them to come to us. These small community discussions may occur at grocery and department stores, in the main area of the library, at local community services locations and even at school functions and sporting events.

The goal of the Project Team is to hear the local perspective, from as many view points as possible. By going to the community where they are, we are able to have many casual conversations with real and valuable contributions.

- *Understanding Your PLACE - tour techniques: (May 1 – July 31, 2016)* Often times we are looking at our surroundings from a distance and moving quickly while we do it. A great way to understand this site is to experience it. It is amazing to discover what elements are remembered, imagined or interpreted that are different from reality. Our experience of a place comes from our interaction within it, and walking tours allow us to see the area with fresh eyes. Access alternatives such as golf carts can allow people with special needs to participate as well.

It is important to have the “**Vision Group**”, **stakeholders**, **market analyst** and **Municipal Departments** on Site Analysis Tours to best maximize the opportunity for all participants and to experience and comment on issues and opportunities in real time.

Tours will be no more than two hours, with an average of 12-18 participants and will address the challenges and opportunities identified by a diverse user group.

- **Site Analysis Tours at “Node locations”:** *(May 1- July 31, 2016)*

*Node locations will be identified at start of project; however, we anticipate they will include:

- McCrea Point
 - Chadakoin Park
 - Downtown Riverfront
 - Medical Area Opportunity Zone(s)
- Tours will be planned to identify opportunities and constraints with real time discussion and may address the following:
 - Heritage **Story Walk**... “What was the pre-industrial story of the BOA Boundary Area? Should that influence the story for the next 50 years?”
 - **21st Century Industry within the BOA**... “What should and can it look like?”
 - Connectivity and Linkages Walks, the story of Hydro Power and our natural resources as a future legacy.
 - “How do we plan for the integration of recommendations developed under the BOA Step 2 Nomination Study with the existing and planned developments within the McCrea Point/ Chadakoin Park Opportunity Area, the Downtown Riverfront, and the Medical Area Opportunity Zones, as well as the potential opportunities for educational programming that would include the Audubon Society, Roger Tory Peterson Institute and Jamestown Community College?”
 - “How do we address traffic on Washington Street and enhance park entries at Chadakoin Park?”
- *Public and Steering Committee Meetings: (December 2015- August 2016)* In addition to the tours described above, the Planning Team will coordinate and lead two public meetings and periodic Advisory Committee meetings. The first public meeting will be an initial kick-off meeting to explain the Brownfield Opportunity Area Program and the project's intent and scope, and to solicit initial public input on a vision for the study area, goals, objectives, opportunities, and constraints.

The second public meeting will be held at the conclusion of the project and will present the findings of the study and open the public comment period for the Step 2 Nomination Study.

After the interactive visioning events, our team will disseminate the findings and similarities in the results and help to clarify priorities for the Vision Plan and start to translate the Vision onto the actual site constraints. The team will prepare 2-3 site organization diagrams for review with the Advisory Committee, Community Partners and the Vision Group.

As project findings are produced, and design solutions become clear the Project Team will **reach out to the community again. This participation is akin to the traditional “Public Information Meeting” where a project status and design recommendations are often presented.** Our team will coordinate with Municipal officials to determine the dates, locations and meeting style best suited for this stage of the project. Additionally, the following methods may be utilized to once again broaden the public engagement by **“going to the people”**.

- **Highlight what’s been done to date and gauge community priorities for implementation by attending the following:**
 - Farmers markets
 - Concerts
 - Festivals
 - Grocery store
 - Churches
- **Traditional Paper survey. Highlight what’s been done to date and gauge community priorities for implementation.**
- *Do something Special to showcase your efforts: (August 2016)* If desired a more interactive form of outreach could be developed to strengthen community commitment. Examples include hosting an event or festival along the corridor to announce the planned improvements and allow the **community to “try the design on for size”**. **These events** have been successful in taking planning ideas from paper documents to public enthusiasm very quickly.
- *Marketing and Branding for Outreach and Awareness: (Will take place beginning with project initiation and continue through project completion)* Developing the initial branding for the project at the onset is vital to creating an approachable face to the project and building enthusiasm from the community for this approach to planning. A strong brand builds trust in the project and the vision, and the Project Team will work with Municipal Leaders and Advisory Committee to develop a brand and marketing strategy that will deliver the highest level of professionalism to ensure that the Vision is achieved.

Social media will be used throughout the project as the digital medium for promotion of events as well as provide a way to introduce Visioning and Tactical Urbanism strategies through the practice of tagging articles and sharing **content tied to tour “save the date”** info and Facebook events. Social Media will be actively utilized as part of the outreach and participation efforts. Live Tweets and Facebook status updates and the interactions of real time events will be centrally coordinated. In addition, the use of photo albums and YouTube videos following live events will extend the opportunity for participation long after the live events are complete.

The full project website content starts with these initial Social Media interactions, allowing for the Chadakoin River West BOA Project to build a **“Vision” website easily. Branding, logo,** and physical media development will happen in parallel to the visioning process and be ready to disseminate upon approval.

PROJECT TEAM MEMBERS & STAFF

City of Jamestown

Vincent DeJoy
William Rice
Jeffrey Hollern

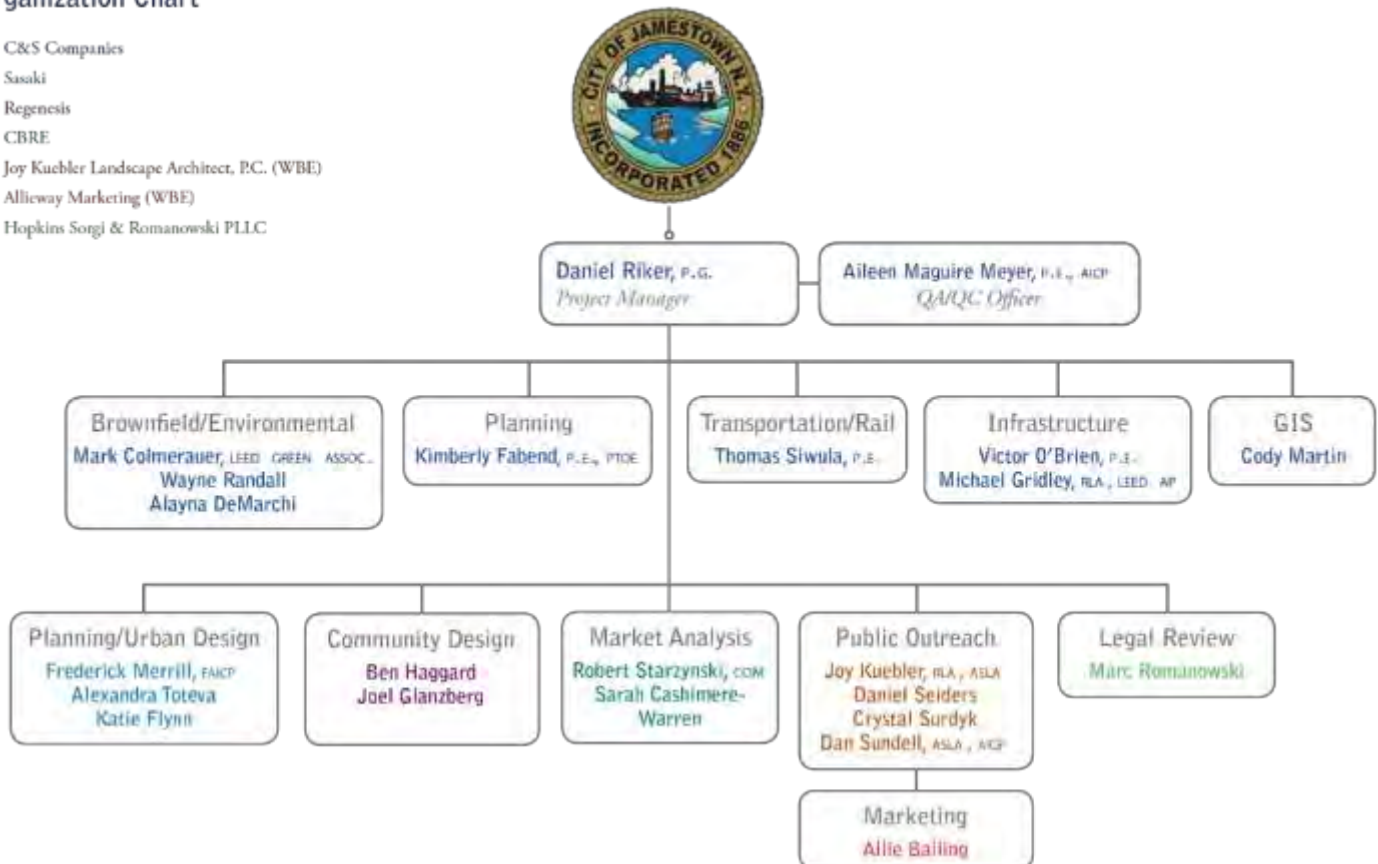
New York State Department of State
Christopher Bauer

New York State Department of Environmental Conservation
Maurice Moore

Consultant Team

Organization Chart

- C&S Companies
- Sasaki
- Regensis
- CBRE
- Joy Kuebler Landscape Architect, P.C. (WBE)
- Allieway Marketing (WBE)
- Hopkins Songi & Romanowski PLLC



PROJECT SCHEDULE

The following proposed project schedule is based on the project scope, which is detailed in the separate Step 2 BOA Project Plan.

Project Activity	Proposed Schedule
Component 1 – Project Startup	November 2015
Component 3 – Community Participation and Techniques to Enlist Partners	December 2015 to May 2017
Component 4 – Draft Nomination Study	December 2015 to January 2017
Component 5 – Nomination Completion and Distribution	February to April 2017
Component 6 – Final Nomination and BOA Designation	April to June 2017
Component 7 – NYS Environmental Quality Review	January to February 2017
Total Project Fee	

*Community participation events will be held periodically during the course of the project, as discussed in the sections above.



APPENDIX B MEETING MINUTES

Jamestown BOA Kick-Off Meeting Minutes
September 9th, 2015
2:00 PM, Jamestown City Hall

Persons Present:

William Rice – City of Jamestown, Department of Development
Jeff Hollern – City of Jamestown, Department of Development
Chris Bauer - New York State Department of State
Daniel Riker – C&S
Samantha Herberger – C&S
Joy Kuebler - JKLA
Dan Sundall - JKLA
Crystal Surdyk - JKLA
Robert Starzynski – CBRE
Bill Reed– Regenesis (via teleconference)
Paul Schlapobersky and Fred Merrill – Sasaki (via teleconference)

Discussion:

- After the introduction of each individual, William Rice explained the potential focus areas of the BOA. He expressed that he believes Chadakoin Park holds the largest potential and could be the focal point for the BOA program. This is because, in his opinion, there is a significant disconnect between the park and the community as it stands today. Washington Street, a four lane road bordering the park to the west, acts as a barrier for residents attempting to enter the park.
- Mr. Rice explained that there are several wetlands located in near proximity that could act as a continuation of the park land and provide opportunity for the creation/expansion of trails to enhance the park. Nature can be celebrated through this park, however, the residents of Jamestown are lacking in the opportunity to do so. Therefore, strategies need to be created to integrate the park and natural environment with the residents. In addition, he introduced the possibility of converting the park into a NYS park (if the state was interested).
- Mr. Rice stated that the neighborhood surrounding the park primarily consists of lower income residents. These residents fought adamantly for the development of the park and care deeply about the park. Therefore, it is imperative to work directly with these residents to ensure satisfaction with further developments.
- As for lines of communication, Dan Riker will be the primary contact for the consultant team. Mr. Riker stated that he encourages direct communication between the subconsultants and City and stakeholders but requested being copied on all communications.
- Bill Rice will be the primary contact for the City but requested copies of all materials to Jeff Hollern.
- Chris Bauer will act as lead for NYSDOS and provide assistance to City as appropriate.
- Dan Riker stated that C&S will act as the lead consultant. C&S's roles include:
 - Managing the overall project, acting as primary contact between the City and consultant team, ensuring compliance with the NYSDOS and City's requirements, and maintaining project quality.

- Gather data and perform engineering and brownfield/environmental evaluations.
- Bill Reed stated the role of Regenesys is to contextualize the cultural, biological, ecological and social systems that exist within the project boundaries - and the larger region - and develop an understanding of the synergism of these with the community and design team to generate relevant, meaningful, and motivational concepts. He said that it is important to start 'kitchen table conversations' in order to understand the City's and the community's values thoroughly.
- Joy Kuebler explained her role in community outreach. Ms. Kuebler noted that outreach allows organic communication and presents the community an opportunity to provide input. This is done through tangible and small group interactions, such as site analysis tours.
- Robert Starzynski explained that the role of CBRE is to conduct a market analysis of the larger region to determine what has worked and what hasn't worked in and around the City of Jamestown. In addition to this, it is important to gain the ground level perspective of property owners, developers, etc. The outcome of this analysis is the determination of how to market the area and change the status quo of the economy.
- Mr. Rice responded by saying that there is a continuation of the devaluing of property and decreased investment within the City. This has resulted in a decreased tax base for the City.
- In terms of project scope, Chris Bauer said that the study area boundaries and scope can be flexible to conform to the ongoing analysis and findings.
- Mr. Riker stated that the majority of data gathering will stem from previous planning efforts related to the project that have taken place in the City. It is important to synergize prior developments to this BOA project. The key task of the project will be to identify strategic sites for where the largest opportunities exist.
- Paul Schlapobersky commented that Sasaki looks forward to working with the team to identify strategic sites within the study area, identifying realistic development potential and possible catalytic projects, and in particular to helping to make the physical connections that are fundamental to the success of projects of this type. Mr. Schlapobersky added that a site visit by client and consultant team together would be ideal to hear from other team members their perceptions and anecdotes about the study area, noting that information gleaned during such informal tours can be invaluable to making the right physical connections and calibrating proposed solutions. He further added that Sasaki looks forward to assisting with visual information, to create an image of what the study area could be in the future. Bill Rice replied that visuals are important for securing buy-in. The project schedule is set for a term of 18 months, ending in March 2017. At the end of this time period, Mr. Bauer stated that there should be a completed Nomination Document to present to NYSDOS.
- The project schedule is set for a term of 18 months, ending in March 2017. At the end of this time period, Mr. Bauer stated that there should be a completed Nomination Document to present to NYSDOS.
- Mr. Bauer suggested that the documentation of hourly work for City in-kind services on this project be stressed and well organized. Generally, invoicing should be completed on a monthly basis and include interim work products.
- Mr. Rice explained that he is in the process of selecting a seven to nine person steering committee, which should be completed within the month.
- Mr. Riker stated that he will schedule a consultant team conference call for the next week and will be in touch with the City regarding schedules.

- Based on current schedules, the consultant team will likely perform an initial site tour and team kick-off meeting during the first full week of October.
- Next steps include creation and submittal of meeting minutes, a project plan, and a community participation plan.

Chadakoin River West BOA Advisory Committee Meeting

Jamestown City Hall, Jamestown, NY

December 7th 2015, 10:00 AM

Persons Present:

Daniel Riker and Samantha Herberger – C&S
Joy Kuebler and Crystal Surdyk – JKLA
William Rice, Jeffery Hollern, Jeff Lehman – City of Jamestown
Bob Starzynski and Sarah Cashimere – CBRE
Bill Reed – Regenesiis
Paul Schlapobersky - Sasaki
Chris Bauer – NYSDOS
Becky Nystrom – Chautauqua Watershed Conservancy
David
China

Discussion:

- Meeting began with a brief introduction by Daniel Riker
- All consultants (C&S, JKLA, Sasaki, Regenesiis, CBRE) discussed the current progress of the project thus far
- Discussion of Study Area Boundary
 - Agreement that study area is sufficient
 - The boundary provides opportunity to discuss wetlands and surrounding businesses
- Discussion of timeline for project
 - 18 months
 - Hope to finish Story of Place by end of January 2016
- Joy Kuebler introduced participation game with cards. The purpose of the game is to gain perspective of each person's contribution to the project; what value they bring and what success on the project looks like to them.
- Discussion of times and location for next steering committee meeting.

Chadakoin River West BOA Advisory Committee Meeting

Jamestown City Hall, Jamestown, NY

February 25th, 2016, 10:00 AM

Persons Present:

Sam Herberger – C&S Engineers

Joy Kuebler, Crystal Surdyk– JKLA

Bob Starzynski, Sarah Cashimere - CBRE

Bill Rice, Vince DeJoy, Jeff Lehman, Jeff Hollern – City of Jamestown

Maurice Moore– NYSDEC

Mary Maxwell

Rev. Chloe Smith

Rod Drake

Becky Nystrom

Discussion:

- Recap of Public Meeting
 - Public kick-off meeting held at Robert H. Jackson Center 2/2/2016
 - Well attended but noted several key community members absent as well as Advisory Group Members (sign-in sheets attached)
 - Attendees listened to brief presentation overview of the BOA Program, introduction of the Project Team and overview of process
 - Attendees participated in two Activities
 - “Community Connections”
 - Prioritization- “Talking About_____”
- Additional Community Partners
 - Ask Advisory Committee members for input on additional Community Partners that should be involved in process of BOA Study
 - Crystal (JKLA) to send list of questions to Committee to assist in helping them identify appropriate individuals, groups, stakeholders to contact
 - Discussed possibility of City donating wetlands to Land Conservancy
 - Would protect the wetlands from development and serve as opportunity to leverage ecotourism (as appropriate) and provide outdoor “classroom” space
 - Could leverage LC for grant funding opportunities
 - Potential for educational partnerships
- Review of preliminary branding
 - Logos- input on design, font, style
 - Clarified that logos are specific to BOA and are just a draft
 - Agreed that branding should maintain some consistency with existing branding initiatives
 - Will maintain same color scheme as “Up Close” branding

- Like possibility of “Chadakoin River West- Jamestown’s Pearl on the Water” as slogan
 - Not final
 - Website
 - Colors to match branding
 - Keep simple and easy to navigate
 - Map should be interactive
 - Additional list of resources to be linked:
 - DEC, natural resources, brownfields program (DOS), City of Jamestown, Prior Chadakoin BOA, Business associations, IDA, etc...
- Progress to-date
 - CBRE
 - Bob discussed need for better visibility from I-86
 - Jeff L. mentioned that DOT is currently working on updating signage
 - Need to identify specific properties, parcels, sites that could be put to complimentary uses surrounding and adjacent to park and natural areas
 - Have been working on data from previous study and checking for accuracy and bringing data up-to-date
 - Will be looking closer at potential for reuse and repurposing of existing buildings
 - Ie. The Foundry, Buffalo, NY type of use? (makerspace, small business incubator)
 - Artists collective space?
 - Talk to Bill Thomas (Biodome, Pine and 2nd)
 - Frank Bessey
 - C & S
 - Bringing Pre-Nomination document up-to-date
 - Review and revision of Building inventory
 - Updating of potential development sites
- Next Steps
 - Wrap up Story of Place (RegenesiS)
 - Community Conversations
 - JKLA to team with Rev. Chloe Smith to organize community conversations in neighborhood adjacent to Chadakoin Park
 - 2-3 weeks for first outreach event
 - Site Analysis Tours
 - Early spring

2/25/2016 10:00

Email

Phone

maurice moore

MAURICE MOORE Q Dec. 04. 600

(716) 851-7200

MARY MAXWELL

mary @ Amestown renaissance . org

(716) 665-599

Rev. Chas Smith

chloë @ windstr cam = net

916) 640-1552

BILL R. VANCE

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Find Den

de1094@cityoflancaster.com

716-483-7667

Jeff Holcomb

holländ city of james town ny com

716-483-7659

Chadakoin River West BOA Advisory Committee Meeting

Jamestown Renaissance Corporation, Jamestown, NY

April 26th, 2016, 5:30 PM

Persons Present:

Maurice Moore – NYSDEC

Chris Bauer – NYSDOS

Sam Herberger & Tim Hughes – C&S Engineers

Crystal Surdyk – JKLA

Bill Rice & Jeff Hollern – City of Jamestown

Jeff Lehman – Jamestown B.P.U.

Mary Maxwell – JRC

Chloe Smith & Rodney Drake - Committee

Discussion:

- Recap of Story of Place- presented by Tim Hughes
 - Introduction of Regenesiis
 - Identify “Place source potential”
 - When asked for committee’s “Reflections?”
 - Becky- Jamestown’s rich natural history should be celebrated
 - Pointed out that Jamestown is diverse and multicultural
 - Chadakoin River once called “the rapids” but is now hidden
 - River is so dynamic and part of who we are that it is grievous that most of it is hidden
 - Chris- major backbone of Jamestown is it’s natural resources
 - Rod- asked if we would be addressing “how did people get here?”
 - Railroad, horse and buggy, other?
 - Need to fact check Urban Renewal’s “transplanting” of population from NYC
 - Discussing Regenerative Framework
 - Becky- we are one of the poorest counties in the State
 - Need a simpler laymen’s term for “common wealth” or something that can be reflective of the definition
 - Core Process
 - Jeff L.- 25 years ago you didn’t want to be from Jamestown but now that’s changing
 - The 5 Capitals
 - Expansion on the Triple Bottom Line
 - Essentially the definition of “common wealth”
- Discussion of Potential Development Sites
 - Add wetlands to strategic sites
 - Divide park into two sections
 - 2 & 3- gateway to wetland area and McCrea Point?

- Riverwalk extension out to bid
 - Jeff L. to send plans to Crystal and Sam
 - 4 & 5- BPU substation and yard waste site
 - 6- City “dump” site- need to look at other potential sites to store gravel, soil, mulch, leaves, etc...
 - 7, 8, & 9- superfund sites and BCP
 - Requires source to be removed to the extent “practical”
- Crystal- suggests next steps should be to update Strategic Sites map to reflect current parcel information including ownership, use, planned development, and status of cleanup where applicable
 - Need to confirm dates to conduct site analysis tours with Project Team
 - Site tours and community conversations will be communicated to Steering Committee and publicized
 - Need to include business owners, potential developers, project team, residents, other stakeholders
- Major source of contention
 - Redirection of truck traffic from Rte. 60 (N. Main) to Washington Street



Subject

Jamestown BOA Steering Committee

Date

Meeting
4/26/16

Name

MAURICE MOORE	NYSDEC	716 851 7220	maurice.moore@dec.ny.gov
Becky Nystrom	JCC/CWC	716 (657) 428(c)	beckynystrom@mail.suny.ja
Chris Bauer	DOS	716 847-7114	chr3.bauer@dos.ny.gov
Bill Rice	bod	716-483-7657	rice@cityofjamestown.ny.gov
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JEFF LEHMAN	DPW	716.450.8840	lehman@ " "
RODNEY DRAKE	COMMITTEE	716 487-0294	rdrake37@yahoo.com
MARY MAXWELL	JRC	664-2477 x224	mamp@jamestownrenaisance.org
chloe Smith	committee	716 664-9672	chloes@windotcom.net
Crystal Surdyk	JKLA	716 695 1987	csurdyk@jklstudio.com
Sam Herberger	C&S		
Tim Hughes	C&S		

Chadakoin River West BOA Advisory Committee Meeting

Jamestown City Hall, Jamestown, NY

July 28th, 2016, 9:30 AM

Persons Present:

Sam Herberger & Dan Riker – C&S Engineers

Crystal Surdyk – JKLA

Maurice Moore – NYSDEC

Bill Rice, Jeff Hollern, Vince Dejoy– City of Jamestown

Jeff Lehman – Jamestown B.P.U.

Mary Maxwell – JRC

Chloe Smith, Rodney Drake and Becky Nystrom – Committee

Discussion:

- Revision of Strategic Sites
 - Based on changes since the Pre-Nomination Document and discussion with Team members thereafter, the strategic sites were revised. This involved the removal of the Automatic Voting Machine Corporation, 55 Jones and Gifford and Vacant Big Box Store (245 Fluvanna – recent acquisition by Shultz Real Estate).
 - The Chadakoin River Wetlands were added based on previous consensus on the importance and central role the wetlands play in the BOA.
- Discussion of Site Tours
 - Due to the fact that not all present were on the site tours, important locations that were visited were reiterated and discussed. These locations included Chadakoin River (drove a pontoon on the river) and Washington Street Corridor.
 - On the Washington Street Corridor, it is apparent that traffic and lack of walkability is an issue for residents and community. Beautification of the street is essential to altering this intense experience. Parking is overly abundant with the dominating presence of automobile retailers and there is both lack of residential connection to the park and wayfinding signage.
 - On the River tour, impressions that were apparent included the importance of nature to the BOA and the vast opportunities that can be leveraged including recreation, educational facilities, awareness of existing assets to residents and visitors and economic vitality.
 - The idea was posed that a way to leverage these assets is to meld the wetlands and the existing park into one large park (in order to conserve and protect)
 - Ensued discussed included the striking beauty that the River and its wetlands possess and that need to capitalize.
 - How do we balance the control of the wetlands with allowing people to experience and enjoy them? The more controlled the more economically viable the result will be
 - Should we include direct access to the wetlands from Washington Street?

- All decisions involve careful planning to ensure that wetlands are not disturbed
 - RiverWalk Commission should be brought into the conversation since both organizations have the same interest and intent, as well as similar agendas
- Discussion of Recreational Tourism
 - Recreational Tourism and eco-tourism are larger industries than expected and can generate a large amount of revenue for a community
 - The statistics show that the outdoor recreation economy involves a plethora of activities that can certainly be applied to the BOA and be implemented successfully
 - The recreational economy employs approximately 6.1 million people in the United States (larger than construction)
 - It creates jobs because of the various employment sectors that are involved from strategy building, to product development, to sales and marketing, to production, etc.
 - Opportunity was introduced to open up “Canal Street”, a historical canal that runs from the northwest to the southeast in order to provide a route for kayakers.
 - Since kayaking is in such high demand lately (around WNY, kayaking and other water



activities need to be incorporated)

- Canoes, kayaks, paddle boats can be easily integrated with a simple water docking station in the river!
 - Bill Rice emphasized that education needs to be an integral portion of the BOA. It is a low amount of investment that can spur a lot of other development in the community
 - It is important that the team and steering committee not forget that nature and educational components are not thought of in a “box”. We need to consider how to link tourism with other aspects of the economy
 - Connections to other parts of Jamestown are important (RiverWalk, pedestrian routes, etc)
 - Conversation spurred the fact that there is a huge limitation of parking for tourists who visit to enjoy the water. This needs to be addressed in BOA!

- Agencies and organizations that can leverage ecotourism include Roger Tory Peterson Institute, Jamestown Audubon Nature Center and Chautauqua Institute
- Precedent Studies
 - Opportunities for the BOA were presented that focused on five (5) areas including Conservation, Education, Recreation, Nature Center and Recreational Support.
 - Question by team to steering committee: What opportunities for this BOA do you think are the most important? What should be prioritized?
 - Education and Recreation together can act as a driving force
 - Is there a way to integrate with higher education (JCC) to allow for easier implementation on the City's part?
 - If the wetlands are joined to Chadakoin Park, Washington Street can be the primary entrance
 - Integration of technology for education is possibility – Phone Apps to locate trails, key destination map, particular features to look for, etc
 - Can piggy back off of Roger Tory Peterson's program of training interns to research and disseminate information to the public
 - This can also be a way to set young adults up with opportunities to allow them to explore future careers
 - Maurice Moore – Are there specific strategic sites suitable to these ideas?
 - Should overall park design be a component of this study
 - POTENTIAL SASAKI CONCEPTUAL DESIGN
- Next Site Tour Discussion
 - Team and Public should walk the entire length of the park up to Fluvanna
- Logo Selection
 - Melding of River and City needs to be apparent

Chadakoin River West BOA Advisory Committee Meeting

Jamestown City Hall, Jamestown, NY

October 6, 2016 6:00 PM

Persons Present:

See attached sheet.

Discussion:

- Samantha Herberger presented information on the market analysis completed thus far for the BOA which was prepared by CBRE.
 - Market projections were compiled for Residential, Retail, Office Space, Medical Space and Industrial space. Most projections were in line with the study put forth by AECOM in a previous study.
 - Assumptive average lease rates for these types of uses were presented to the committee. Next steps will be to compare these prices with surrounding municipalities to get a sense of where Jamestown stands.
 - Eco-tourism standings in the Chautauqua-Alleghany region were discussed as a follow up to the NYS numbers discussed in a previous meeting.
 - Visitor motivation to the Jamestown area was discussed. In a study conducted by Dr. Lei Huang, primary travel motivations seem to be centered on recreational type activities such as hiking, canoeing, visiting a lake or water way, or visiting a beach/park area.
 - Preliminary estimated economic impact was discussed. Seems to be quite the opportunity to capitalize upon in the Jamestown Area.
- Jeff Lehman brought up the recent plan brought forth for a high-end hotel to be built in the Town of Celeron.
- Crystal Surdyk went over the Site Tour of Chadakoin Park, which took place on September 24th 2016. This was a walking tour of the park with three stations dedicated to conversations centered around the current park conditions, potential uses that will be compatible with the soil types on the park, active versus passive type use, opportunities to connect with nature, shoreline access, and the DPW site located on the northern portion of the park.
- Rod Drake indicated that there were established fishing spots along the water and asked if the Team can look into additional locations.
- The Advisory Committee indicated that it is crucial to set up a meeting with community activists/organizations to forge a comprehensive conversation focused on the future of the park.
 - There are a lot of organizations with a passion and would be the ones that would likely implement the types of programming we have been discussing thus far in the study.
- Would the City like to see/think it is possible to have the park be more a natural setting? In this way, the DPW may have to mow portions of the park that are currently problem areas and create less of a “manicured” type setting.
 - DPW – Yes.
- Discussion of the possibility of converting 11th street to pedestrian access only.
 - There may be an issue with emergency vehicle access to the park.

- The road behind the Dodge car dealership could potentially be closed off and lined with trees as a noise and visual buffer between park and commercial uses.
- The playground is currently in the area that it is because it is the “best” type of soil in the park (former location of industrial sites)
- Current bathroom facilities exist on the street bed
- South of the playground is an area that contains about 25 feet of peat
- Jeff Lehman – Fort Niagara contains simple and inexpensive ways of creating play in their park. For example, a mound of soil with grass cover that can be used to run/sled on.
 - Natural types of park uses would be viable in Chadakoin Park.
 - Programming is all that it takes to get activity in the park going
- Would like to see more trees and benches in the park for users
- **It is very important to create a detailed park plan which will inform commercial space as well.**
- Next Steps
 - Create a detailed park plan for the City’s use
 - Create conceptual land use plan that highlights connections
 - Finalize market study/eco-tourism projections
 - Next Advisory Committee Meeting – January 2017

**City of Jamestown Brownfield Opportunity Area
Chadakoin River West BOA Steering Committee Meeting**

October 6, 2016 6:00PM

[illegible]

Chadakoin River West BOA Advisory Committee Meeting

Jamestown City Hall, Jamestown, NY

January 19, 2017, 3:00 PM

Persons Present:

See attached sheet.

Discussion:

- The purpose of this meeting is to bring together all necessary individuals from various groups, such as those who wish to see a bike track in the park, the Roger Tory Peterson Institute, Riverwalk Organization, Audubon Society, neighborhood members, property owners, City of Jamestown staff and Jamestown Renaissance Corporation.
 - These groups all have a common goal, which is to create a destination in the park, conserve ecological integrity of the community, bring the community together, increase recreational opportunities and create connections.
- At the conclusion of this meeting, the intent is to create a committee of individuals whom are interested in the long term improvement of the park and the surrounding area.
- What are some of the current initiatives taking place within the park?
 - New Playground – to be located in the same footprint (in the fundraising stage)
 - Fundraising in place for new bathroom facilities (in the same footprint)
 - Two pedestrian bridges to be built at 18th and 11th Street to create a full Riverwalk trail from 8th Street to City line up north towards Fluvanna
- Discussion surrounded by the need to create a separation of uses between the natural and more active portions of the park - keep more activity toward Washington Street
- Discussion about the economic impact of indoor and outdoor bike tracks
 - Multiple across the state that have visitors from different regions
 - Example: Binghamton Indoor BMX Race Track
- US Fish and Wildlife Service recently came out with a report about economic impact of recreation.
- Important to note in the BOA plan – What will be the economic return if we place X amount of dollars into the park and surrounding area?
- Need to ensure that the ecological integrity of the wetlands and in the park remains intact. Would like to include some walking fieldtrips within the park and area
- Access to the water is of high importance (from the east side)
 - Attention needs to be made to connect the eastern side of the park to the river and McCrea Point
- A committee was formed to take on the role of programming for the park in the future.

Chadakoin River West BOA Advisory Committee Meeting

Jamestown City Hall, Jamestown, NY

March 23, 2017, 6:00 PM

Persons Present:

See attached sheet.

Discussion:

- Crystal Surdyk recapped the public outreach activities that occurred throughout the study process, including: two site analysis and visioning tours (Washington Street/Chadakoin River and Chadakoin Park/Wetlands)
- Through the outreach process, the public and steering committee came up with a future vision of the BOA. This includes a natural space for tourists and the community to enjoy, balanced with respectful development to connect residents to ecological systems and downtown Jamestown.
- Samantha Herberger discussed the data collection and analysis as part of this study.
- Ms. Herberger also discussed the Story of Place findings.
 - Jamestown is on the edge of many systems making it a “Edge Effect Abundance”, meaning that Jamestown can leverage assets and resources from many different regions.
 - Jamestown should investing in connections rather than tangible things. Connections to neighborhoods, downtown, resources, assets are important to the economic potential of the area. This in conjunction with leveraging the five capitals will increase social connections and improve the entire City.
- Predominant themes of the BOA were discussed. Themes of the BOA include:
 - Need to maintain balance of the environment and social/economic performance
 - Safer, accessibly connections to natural resources
 - Create an enhanced and integrated network of open spaces
 - Establish a Riverfront tourist attraction
- Finding of all the public outreach efforts and the analysis were compiled and discussed
 - Bill Rice mentioned that the findings should reflect the fact that development within the BOA will spur redevelopment of the major thoroughfares of the area
- Ms. Herberger discussed the major recommendations as part of this Nomination study. The major categories of recommendations include streetscaping and traffic calming of Washington Street, Chadakoin Park Redevelopment, Recreational Tourism, Economic Development, Marketing and Branding Campaign, and Green Infrastructure Techniques and Methods
- The Connections Plan was presented to show the overall potential of the BOA redevelopment strategy.
- As part of the redevelopment strategy, key redevelopment projects were identified to implement the overall connections plan. Ms. Herberger presents the key redevelopment projects.
- Key Redevelopment Projects:
 - Installation of Three Pedestrian Bridges and Construction of Riverwalk Trails

- Jeff Lehman commented that the pedestrian bridges across the Chadakoin Park canals will not be covered. They will be rock-type structures.
- Downtown Trail Connection to Park/McCrea Pont
 - The downtown connection trail is a critical connection to connect to downtown Jamestown
 - Should consider the high traffic speeds on Jones and Gifford and 6th Street when presenting a design and recommendation
 - Note: Add the soon-to-be Chautauqua County Lucy Trail on the connections plan as a connection link
- Public Access to River from Fluvanna Avenue
 - Need to show access to river more clearly
 - John Lloyd's planned marina could be another possible connection to the river
- Creation of Strategic Nodes
- Washington Street Traffic Calming
 - Should include some pictures to show the possible buffer between auto-dealerships and pedestrians
 - Want to make sure we aren't diminishing the importance of the dealerships to the economy. However, buffering and enhancing the roadway will make cars travel slower and provide more opportunity for drivers to see the businesses on the roadway instead of speeding by
 - Rod Drake suggested that with the recent adoption of the City Complete Streets Ordinance, that the inclusion of shared bike lanes on Washington may be necessary
 - Traffic study/cost estimates need to be prepared for NYSDOT use
 - NYSDOT are generally concerned about the addition of street trees in the right of way since they then are usually responsible for maintenance and care
- Improved Crosswalks at Key Intersections
- Enhancement of the Washington Street Park Entrance
 - Bill Rice doesn't necessarily like the design of the building shown. Park development and park architecture needs to be consistent and recognizable across the City.
 - The nature education center on Washington Street will create a park presence on the roadway, which is currently lacking
 - Park Promenade should be a developed feature drawing people into the park
 - What is at the end of the promenade?
 - This is to be left fairly vague to determine in Step 3 what an appropriate use of this space should be
- Nature Education Center on Washington Street
- Light Industrial/Commercial uses on Jones and Gifford Avenue
- Canal Dredging for Increase Water Access
 - Change the word "dredging" to enhancement (or something similar)
 - Maurice Moore said that the canal most likely doesn't need to be dredged. Tree limbs and debris that has fallen into the canal just needs to be cleared for kayaks/canoes

- Trail Connection from McCrea Point to Wetlands
 - McCrea Point to remain a “hub” for controlling entry into the wetlands
- Chadakoin Park Revitalization Plan
 - There are ample opportunities within the park that will spur economic development and increase social connections within the City. Specific Opportunities include:
 - BMX Bike Track/Pump Track
 - Can be a year-round draw
 - Can be increased in size over time
 - The area above the proposed BMX bike track can be expanded in the future
 - Opportunities for Play
 - Play can appeal to both children and adults. Programming will make play in the park a large draw and a sustainable, inexpensive project to implement
 - New Playgrounds
 - The playground committee is currently raising funds to build a new playground. Additional amenities along these lines can be included into the park design as well
 - Integration of Natural Environment into Park Programming/Other Park Amenities
 - Play and interaction with the environment can be supported and enhanced with “out of the box” ideas.
 - Additional amenities such as pavilions and grills will entice and attract residents and tourists to stay in the park for extended periods of time
- Transportation and Utility Improvements
 - Sidewalks on the western side of Jones and Gifford
 - This needs to be removed as the County will be implementing a trail along this route to connect to Celeron
 - Signage on Interstate 86 to direct drivers into the City
 - Water main replacement on Washington Street
 - Rehabilitation of Rail station and rail lines
 - The City has been in conversations with organizations to determine the feasibility of this potential project as well
- Brownfield Redevelopment: 10 Strategic Sites
 - Recreational/Park-type uses
 - Chadakoin Park/Wetlands
 - Former Furniture Manufacturing Site (Monroe/Clinton Street)
 - Reliable Garage Site
 - Commercial/Retail-Type
 - Dunn Wright Building
 - Pelican Site
 - C&B Cleaners
 - Anderson Cleaners

- The Eatery
- Adaptive Re-use
 - 19 Jones and Gifford
- Chris Bauer noted that the document should clearly state which sites are to undergo Phase I/II Environmental Site Assessments.
- Additional sites to be included can be sites across from the Dodge Dealership and small garage across from the 50's grill
- Implementation Strategy activities were discussed and included:
 - A traffic impact study to assess streetscaping elements on Washington Street, conduction of Phase I/II ESAs, Engineering designs of Washington Street, progression of the marketing and branding campaign, and a GEIS.
- The Project Team and Steering committee will work to finalize the nomination document and schedule a public meeting to close out the study.



APPENDIX C VISIONING TOUR PACKETS

Chadakoin River West BOA
Site Analysis and Visioning Tour Packets

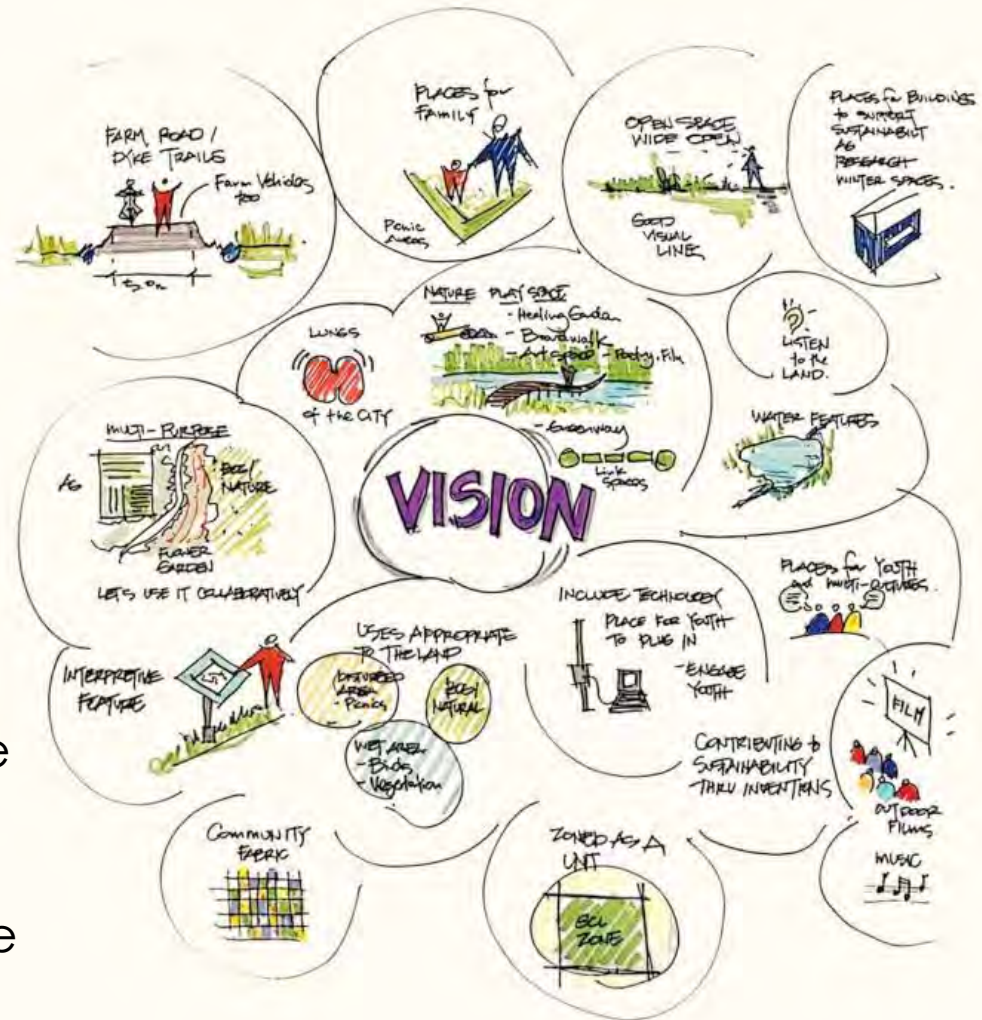
Washington Street Commercial Corridor and Chadakoin
River/Wetland Corridor

CHADAKOIN RIVER WEST BROWNFIELD OPPORTUNITY AREA STEP 2 NOMINATION STUDY



Agenda:

- Project Overview
- Visioning Activity
- Let's Take a Walk!
- Project Area
- Site Analysis Tour #1: Washington Street Commercial Corridor
 - We will make several stops along corridor for the purpose of discussing challenges, constraints, and opportunities as well as to begin to form a vision for the appropriate type of redevelopment of the corridor



Project Overview:

Chadakoin River West Brownfield Opportunity Area Step 2 Nomination Study

The City of Jamestown previously participated in the BOA program for the eastern portion of the city. The Step 2 Study boundary has been determined to be the Chadakoin River West as described below.

The northern and portions of the western boundary are formed by the municipal bounds of the City of Jamestown, while the southern boundary is based on the western boundary of the Chadakoin Central-Eastern BOA Nomination Area. The eastern boundary is formed by the primary streets of Washington Street and Fluvanna Avenue.

This area encompasses 710 acres and contains 375 parcels. A major component of this study is the Chadakoin Park which lies within the BOA boundary. Currently, this park has suffered decreased utilization due to its placement next to the busy thoroughfare, Washington Street.



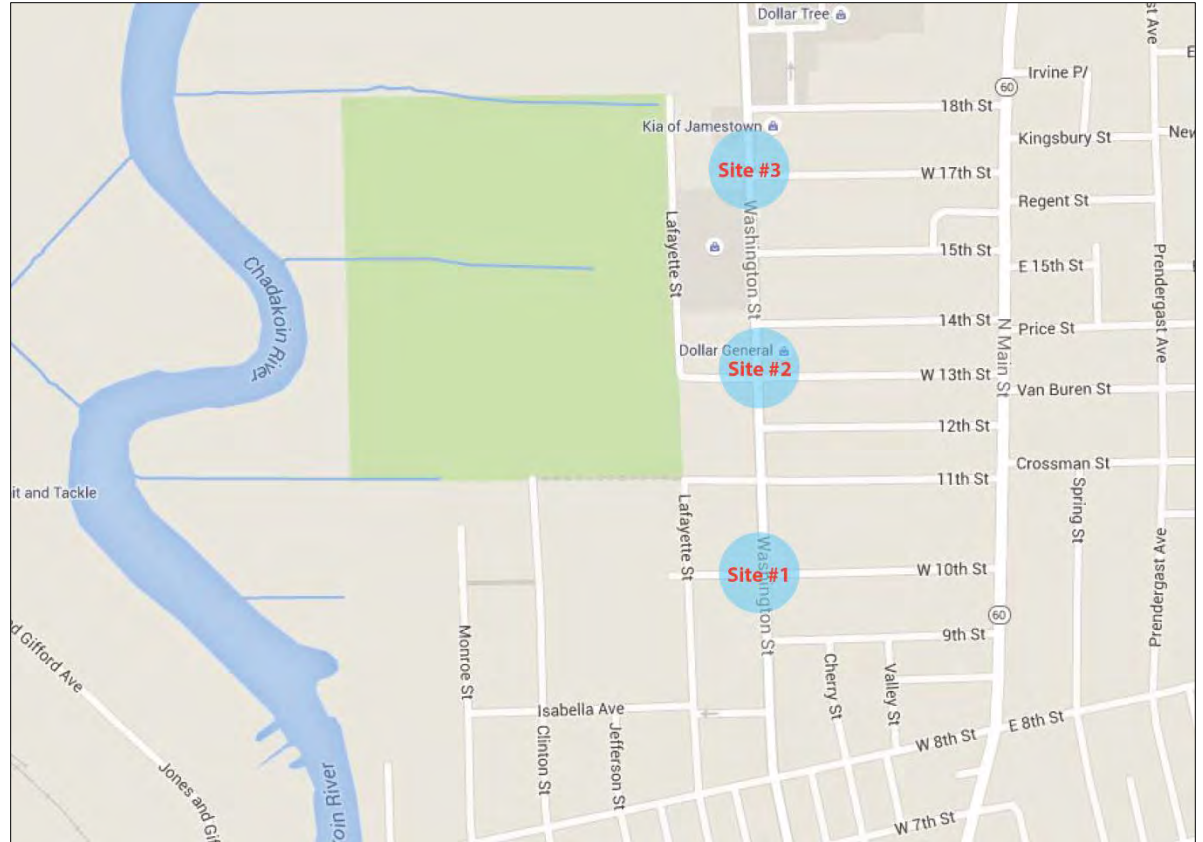
Chadakoin River West BOA Step 2 Nomination Study

Site Analysis Tour #1:

Site #1: Washington
Street from 10th Street to
13th Street

Site #2: Washington
Street and 13th Street

Site #3: Washington
Street and 17th Street



Notes:

Chadakoin River West BOA Step 2 Nomination Study

Site #1: Washington Street from
10th Street to 13th Street



DISCUSSION

Washington Street Corridor

- ❖ Value of Community and Family
 - Genuine love of the park
- ❖ Value of Experiencing a Place
 - Connecting residential and thriving commercial district
- ❖ Value of Connecting to Nature
 - Community-wide impacts



Washington Street Corridor

Community Connections

- ❖ Layered story of values that transcend Jamestown's history
 - ❖ Neighborhood has evolved over generations
 - ❖ *How do we want to write our next story?*
 - ❖ Honor transitions over time
 - ❖ Create scaffolding for community to grow into

Cultural Values

- ❖ Warmth of material palette
- ❖ Timeless design solutions add sustainability
- ❖ Community input to add value and authenticity



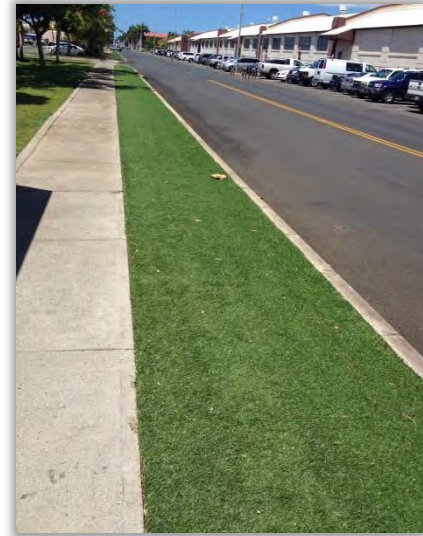
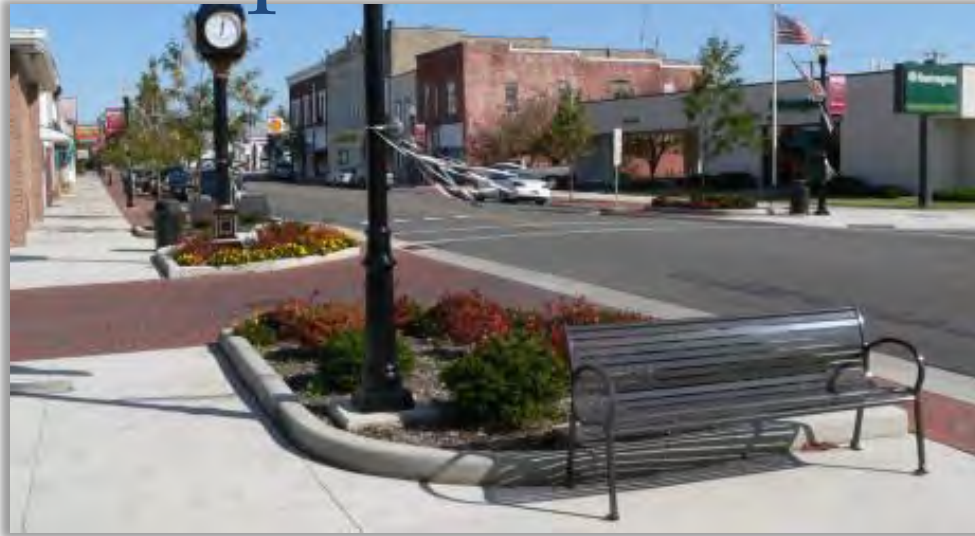
Crosswalks



Intersections



Streetscape Enhancements



Streetscape Enhancements



Park Entry Features



Chadakoin River West BOA Step 2 Nomination Study

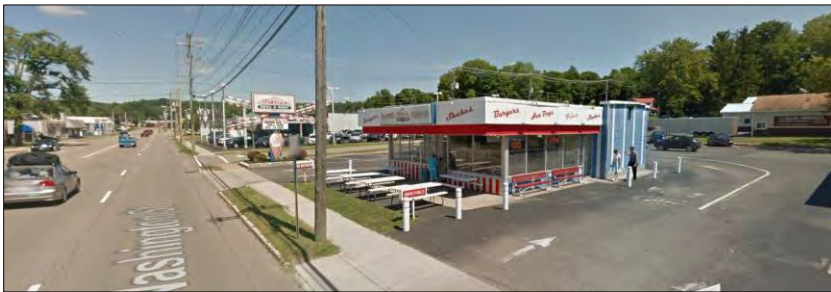
Site #2: Washington Street/ 13th Street



DISCUSSION

Chadakoin River West BOA Step 2 Nomination Study

Site #3: Washington Street/ 17th Street



DISCUSSION

Road Diet



Road Diet



Bump Out Options



Hawk Signal Options



Complete Streets



Charlotte, NC



Vancouver



Richmond, VA



New York, NY

Other Components of a Streetscape to keep in mind...



Chadakoin River West BOA Step 2 Nomination Study

Please share your thoughts, comments and questions from today's tour...

CHADAKOIN RIVER WEST BROWNFIELD OPPORTUNITY AREA STEP 2 NOMINATION STUDY



Agenda:

- Project Overview
- Visioning Activity
- Let's Take a Walk!
- Project Area
- Site Analysis Tour #2:
Chadakoin River
and Wetlands
 - We will make several stops along corridor for the purpose of discussing challenges, constraints, and opportunities as well as to begin to form a vision for the appropriate type of redevelopment of the corridor



Project Overview:

Chadakoin River West Brownfield Opportunity Area Step 2 Nomination Study

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This area encompasses 710 acres and contains 375 parcels. A major component of this study is the Chadakoin Park which lies within the BOA boundary. Currently, this park has suffered decreased utilization due to its placement next to the busy thoroughfare, Washington Street.



Chadakoin River and Wetlands Corridor

- ❖ Value of Community and Family
 - Genuine love of the river and wetlands
- ❖ Value of Experiencing a Place
 - Connecting residential, commercial, and natural
- ❖ Value of Connecting to Nature
 - Community-wide impacts



Chadakoin River and Wetlands Corridor

Community Connections

- ❖ Layered story of values that transcend Jamestown's history
 - ❖ Surrounding neighborhood has evolved over generations
 - ❖ *How do we want to write our next story?*
 - ❖ Embrace and leverage natural assets
 - ❖ Create scaffolding for community to grow into

Cultural Values

- ❖ Warmth of material palette
- ❖ Timeless design solutions add sustainability
- ❖ Community input to add value and authenticity



Chadakoin River West BOA Step 2 Nomination Study

Site Analysis Tour #2:

Site #1: Chadakoin River
and surrounding wetlands



Notes:

Chadakoin River West BOA Step 2 Nomination Study

Site #1: Wetlands



DISCUSSION

Opportunities for Conservation



Opportunities for Education



Everglades Camping: Florida



Presque Isle: Erie, Pennsylvania



Veta la Palma: Spain



Chadakoin River West BOA Step 2 Nomination Study

Site #2: Chadakoin River, Clifton Ave, City of Jamestown DPW site, former Quality Markets site



DISCUSSION

Opportunities for Nature Center



Opportunities for Recreation



Opportunities for Recreation Support



National Great Rivers Research & Education Center: East Alton, Illinois



Cootes Park: Dundas, Ontario



Chadakoin River West BOA Step 2 Nomination Study

Site #3: Chadakoin River and Chadakoin Park



DISCUSSION

Opportunities for Recreation



Opportunities for Recreation



Mill River Park: Stamford, Ct



Franklin Square: Syracuse, NY



Chadakoin River West BOA Step 2 Nomination Study

Please share your thoughts, comments and questions from today's tour...

Chadakoin River West BOA
Site Analysis and Visioning Tour Packets

Chadakoin Park Corridor

Chadakoin River West Step 2 BOA



Proposed Site Analysis Tour & Community Visioning Workshop Agenda

September 24, 2016

10:00 am – 4:00 pm

*We anticipate making several stops throughout the park as we complete our analysis for the purpose of discussing challenges, constraints, and opportunities as well as to begin to form a vision for the future of the park.

- **10:00-10:15 am**
 - Meet at Pavilion off of Lafayette Street
 - Introduction and visioning activity
 - Break off into groups and head to stations
- **10:15-11:15 am**
 - First site rotation
- **11:15 am -12:15 pm**
 - Second site rotation
- **12:30- 1:30 pm**
 - Lunch and break time!
- **1:30 -2:30 pm**
 - Third site rotation
- **2:45 -4:00 pm**
 - Bring it all back!
 - Return to the pavilion to recap the day and share what we've discovered, discussed, and problem solved!
 - Closing activity

- **Station 1: Pavilion and current park conditions**

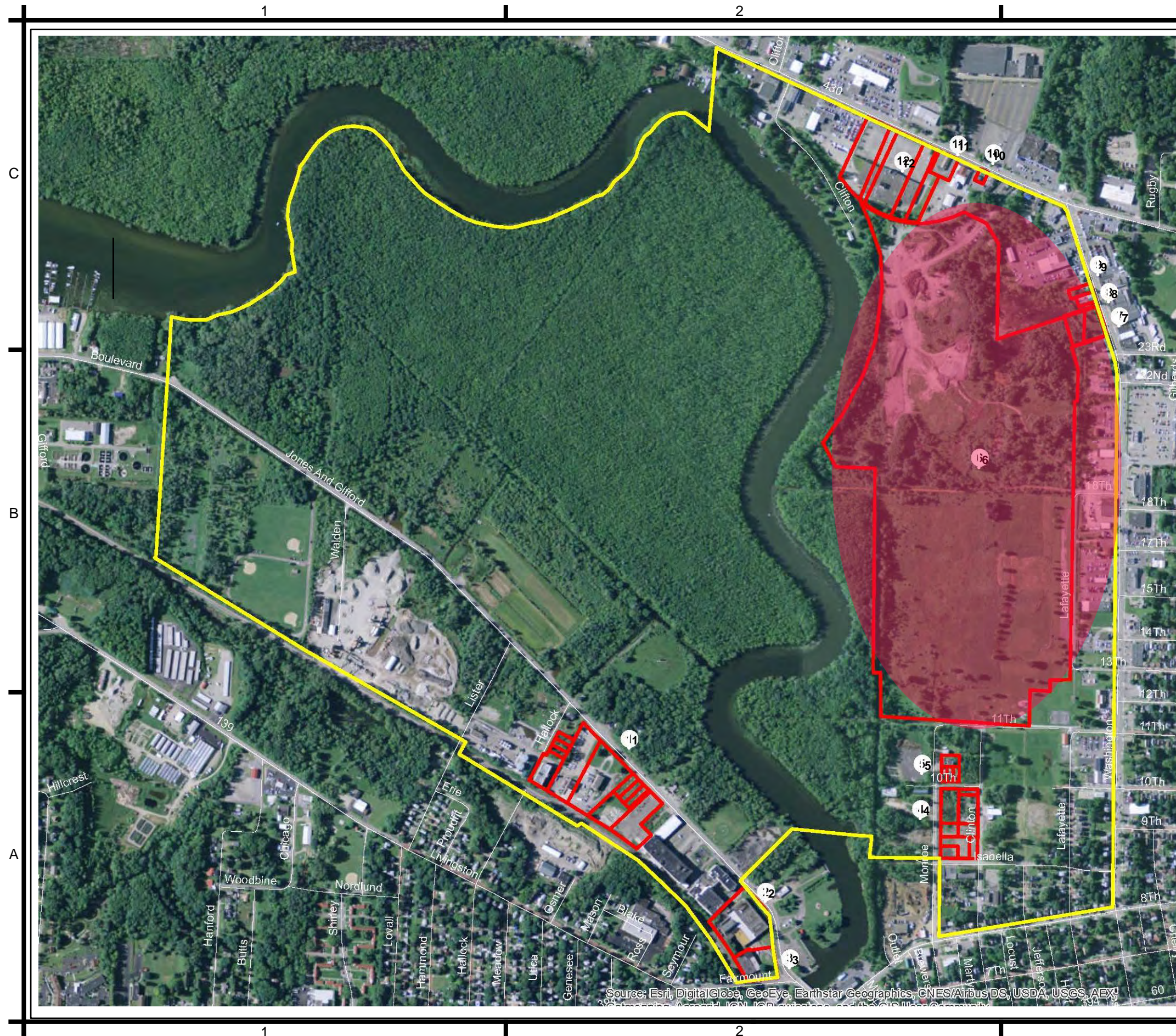
- Park Amenities
 - What do we have?
 - What do we need?
 - Will it work?
- Park Facilities
 - What do we have?
 - What do we need?
 - Will it work?
- Active recreation spaces vs Passive recreation spaces
- How do we transition between uses/ zones?
- Soil conditions

- **Station 2: Chadakoin River Edge at 18th Street channel**

- Opportunities to connect to nature
- Interpretive signage/ kiosks
 - History
 - Wildlife
 - Wetlands
 - Geology
- Shoreline access
 - Boardwalk or floating platform that extends to river's edge
 - How do we want to or should we experience the river from this edge?
- Wetlands
- How do we transition between uses/ zones?
- Soil Conditions

- **Station 3: Chadakoin River Edge at former DPW storage site**

- Nature/ Science Center?
- Shoreline access
 - Watercraft launch?
 - How do we want to or should we experience the river from this edge?
- Active recreation spaces vs Passive recreation spaces
- How do we transition between uses/ zones?
- How do we provide a buffer between commercial district to North (Fluvanna Avenue) and East (Washington Street) and the natural and recreational spaces of the park while improving connectivity between all?
- Soil Conditions



Chadakoin River West
Brownfield Opportunity Area
Step 2 Nomination Study:
Site Analysis and Visioning Tours

The Heart of the Community
Chadakoin River

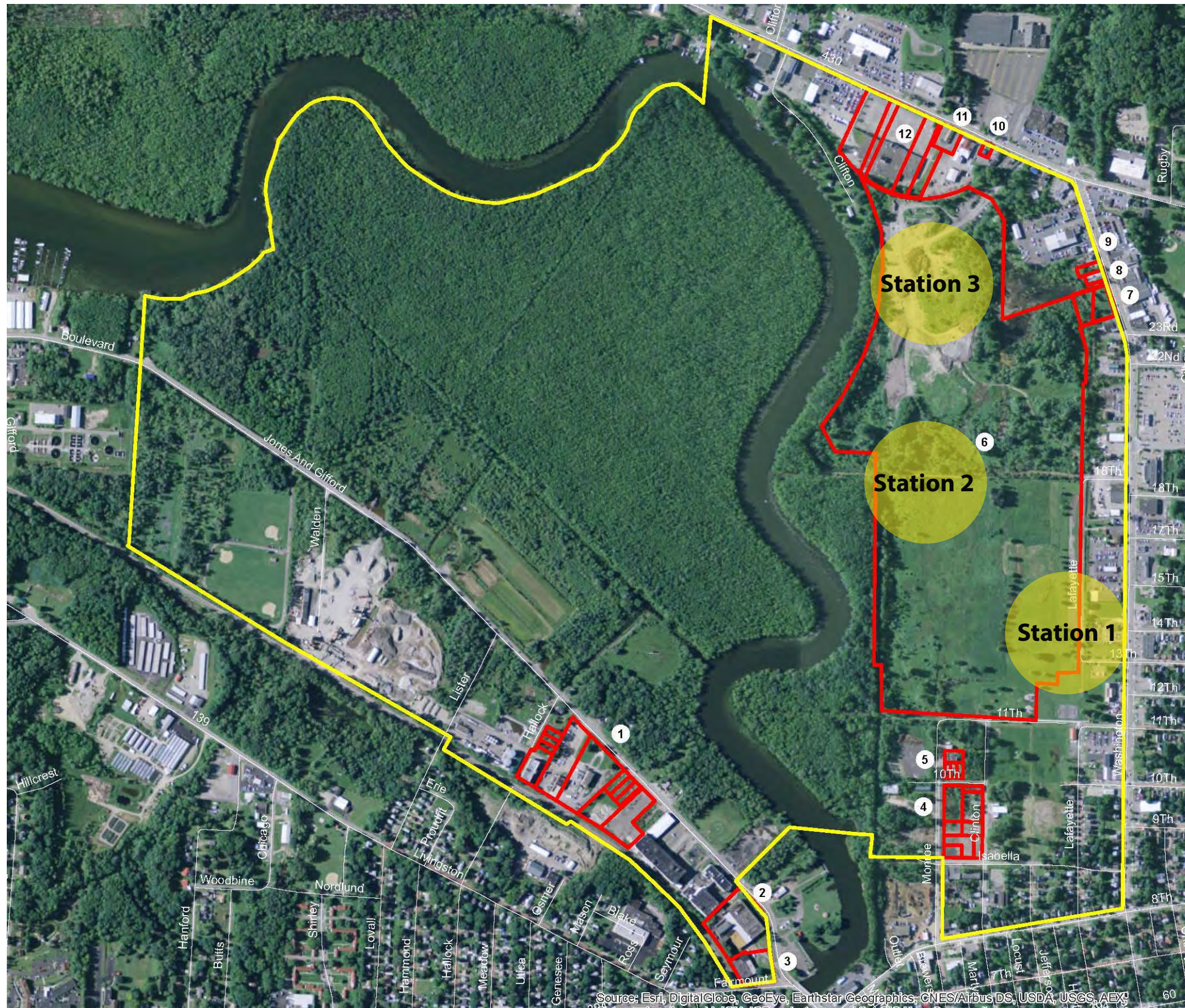
live. work. play.



Brownfield, Underutilized,
and Vacant Sites

BOA Boundary

Miles
0 0.075 0.15 0.3



Chadakoin River West
Brownfield Opportunity Area
Step 2 Nomination Study:
Site Analysis and Visioning Tours



Station 1: Pavilion and current park
conditions

Station 2: Chadakoin River Edge at 18th
Street channel

Station 3: Chadakoin River Edge at
former DPW storage site



APPENDIX D COMMUNITY OUTREACH RESULTS

Project Overview

From the establishment of the Jamestown Savings Bank Ice Arena on a formerly contaminated property to the transformation of a former Ames store into the Riverwalk Medical Complex, many important successful redevelopment projects have been advanced in the City of Jamestown. Other notable successes include the founding of the Robert H. Jackson Center, the development of the Buffamante Whipple Buttafaro Center, the restoration of the historic Jamestown Gateway Train Station, and the Lucille Ball Desi Arnaz Museum and Center for Comedy which catalyzed the development of the soon to be completed National Comedy Center.

To help focus its revitalization efforts, the City of Jamestown has undertaken a number of significant efforts which have resulted in the creation of exceptional plans for moving forward with individual aspects of community redevelopment. One of these efforts, the NYS Brownfield Opportunity Area Step 2 Nomination Study, which is led by C&S Companies, is currently in progress. In order to ensure that the local community is given a voice in the redevelopment planning for the Study Area, we are extending an open invitation to join us for a series of walking tours and community conversations as we move forward with a redevelopment strategy and design concepts.

PLACE
STAMP
HERE

Joy Kuebler Landscape Architect, PC

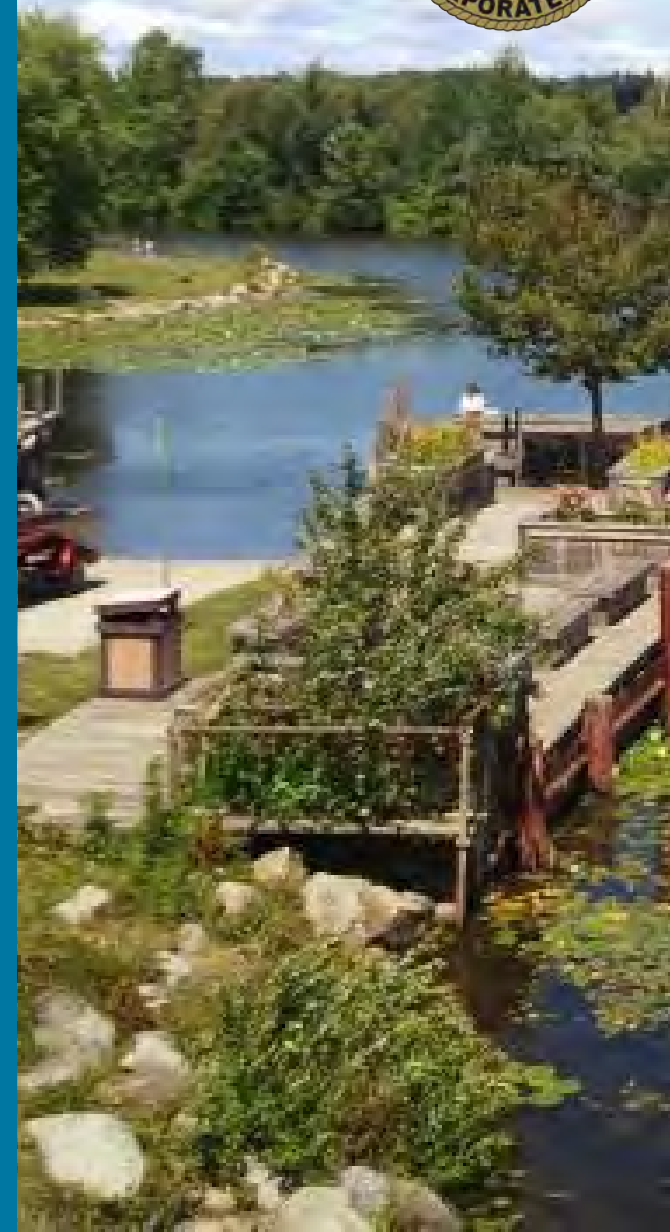
Attn: Crystal Surdyk

65 Zimmerman Street

North Tonawanda, NY 14120



Chadakoin River West Brownfield Opportunity Area- Step 2 Nomination Study



Tell us about You

1. Which neighborhood do you live in?

2. How long have you lived there?

3. Please circle your age group:

Under 16	36-45	56-65
16-25	46-55	66 or over
26-35		

4. Do you use the Riverwalk trail currently? If yes, where do you access the trail?

5. How often would you use this trail, given the opportunity? (Circle One)

Daily	A few times a year
Weekly	Not at all
Monthly	

6. In your opinion, the safety and security in this area of the park is: (Circle One)

Excellent	Fair
Good	Poor

7. What was your motivation to participate today? (Check one)

- ☐ I knew this was going on and I/we wanted to be a part of the event(s)
- ☐ I knew this was going on and I wanted to talk to someone about my idea(s)
- ☐ I heard about the event and just wanted to see what it was all about
- ☐ I just happened upon it and decided to stop

Contact information

If you would like, please fill out the following info:

Name: _____

Email: _____

Phone Number: _____

Picture your park

8. Do you live and/or work within the Chadkoin Park/ Washington Street project corridor? (Circle One) NO YES

9. How often do you drive within the project corridor? (Circle One)

Daily Occasionally (<2X Per Month) Seldom (>2X Per Month)

10. Do you feel the speed of traffic is too fast along Washington Street? (Circle One) NO YES

11. When approaching the park on foot, can you see the view of the park? (Circle One) NO YES

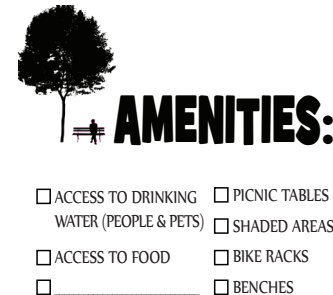
12. Do you feel that the connection to the Chadakoin River along the project corridor are: (Circle One)

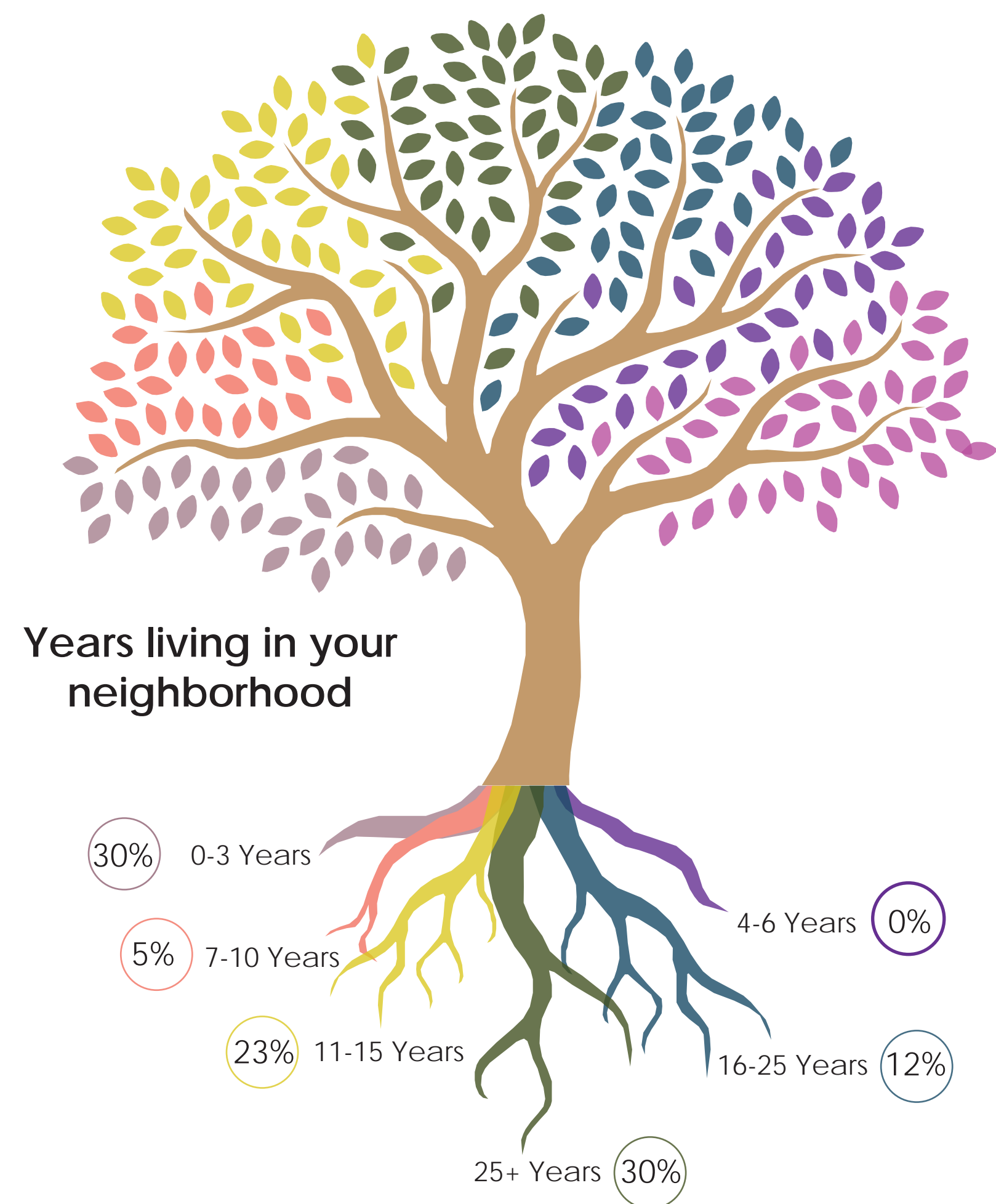
Easily accessible Somewhat Accessible Not Accessible

13. Is there anything else you would like to share about the Chadakoin Park, the Chadakoin River within the project area, and/or the Washington Street Corridor?

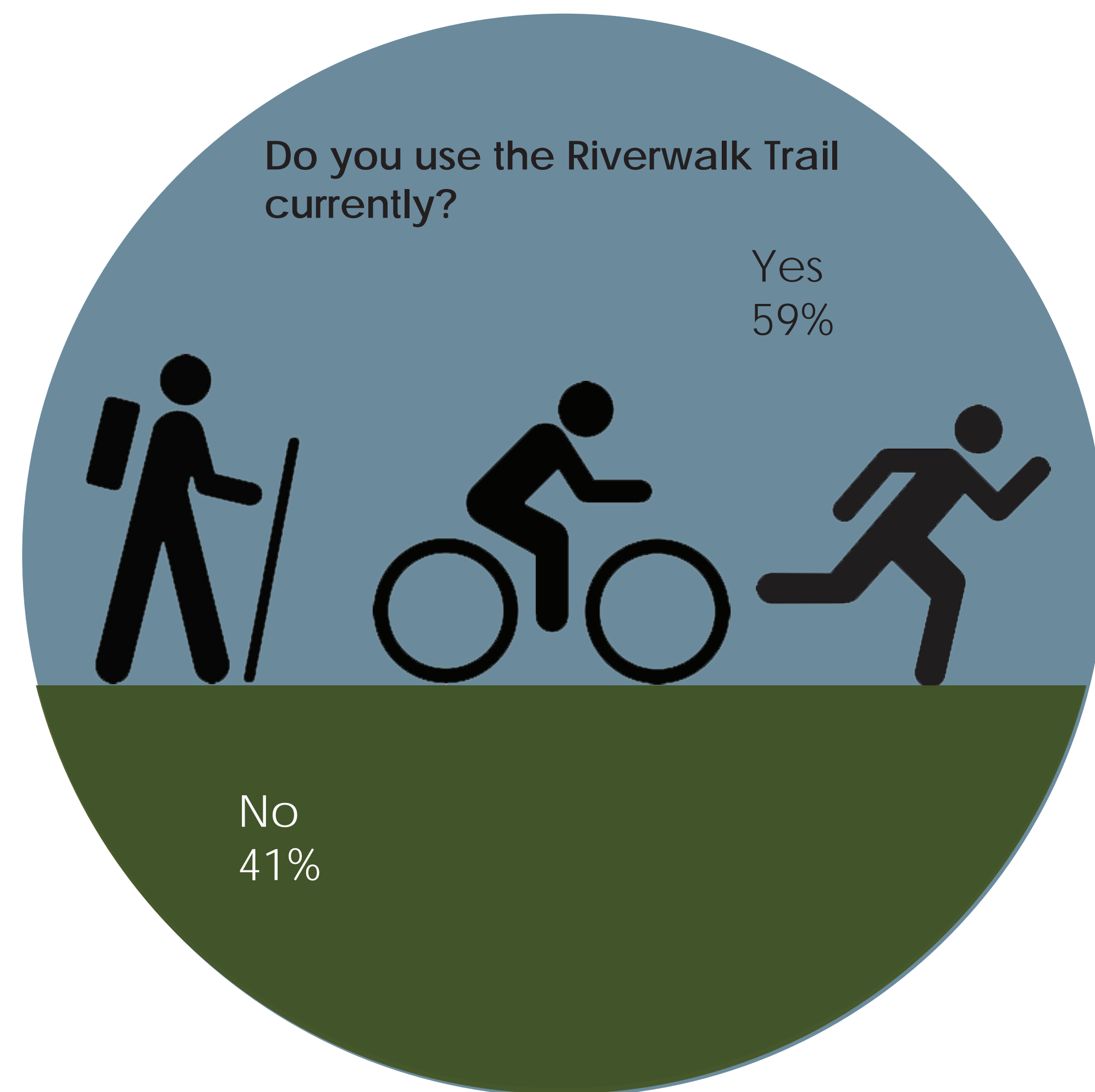
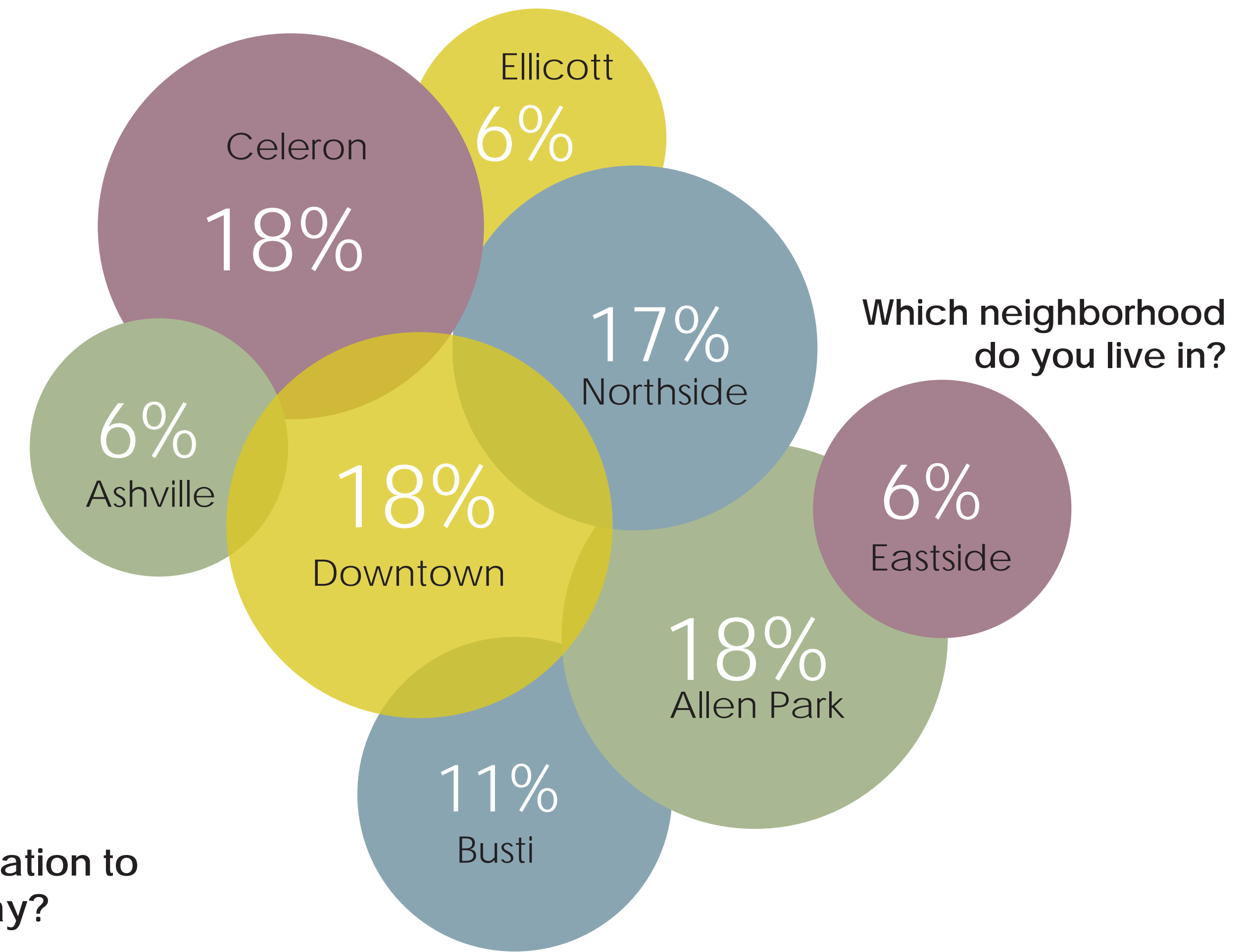
Build your park

14. What Opportunities and Amenities would you like to see in your park? Please check all that apply!

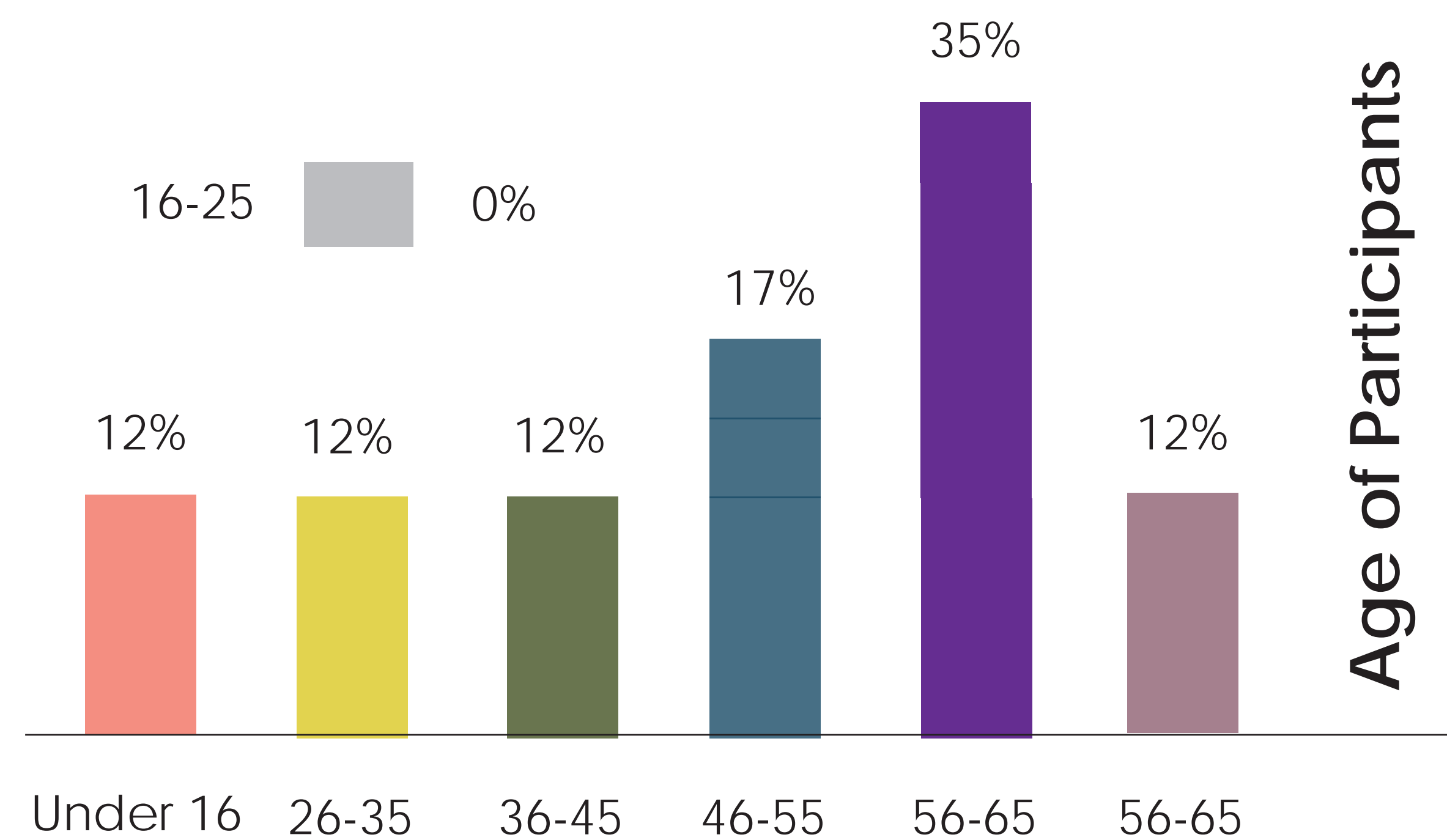
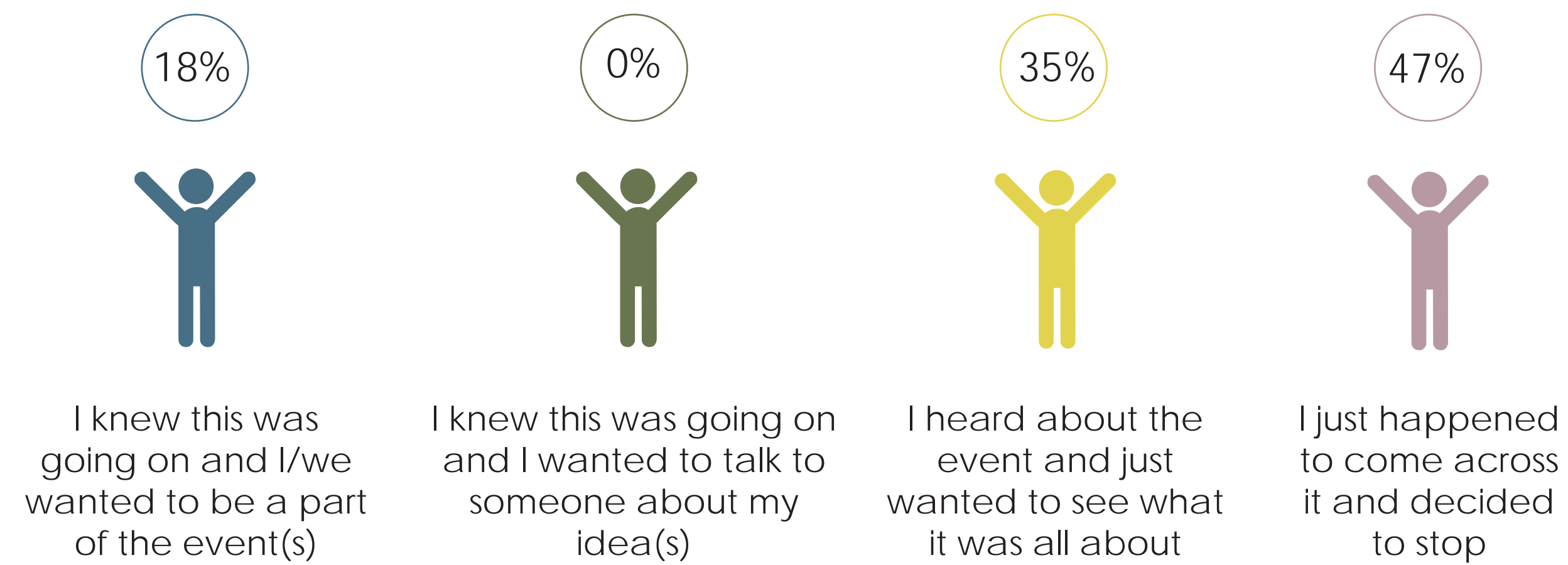




The Heart of the Community
Chadakoin River
live. work. play.



What was your motivation to participate today?



In your opinion, the safety and security in your neighborhood is:





APPENDIX E STORY OF PLACE

February 2017

Story of Place

City of Jamestown, NY

The Heart of the Community
Chadakoin River



live. work. play.



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Introduction

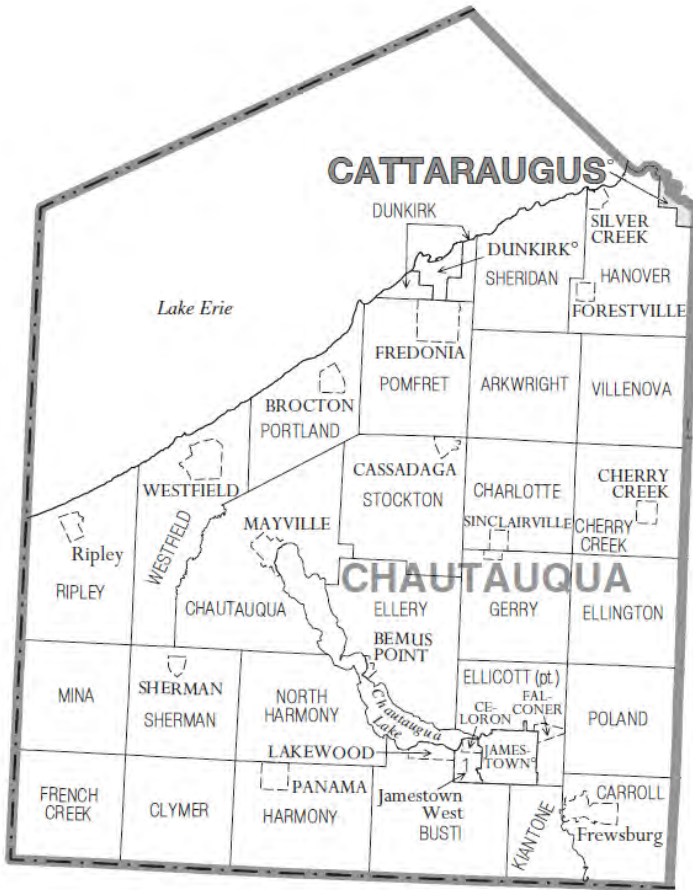
The purpose of the Story of Place is to attempt to capture and share the unique essence of a particular region or place—why has it emerged and evolved in this location, to become what it is? The Story of Place of the City of Jamestown was created through extensive research of the human, geological and ecological histories across many eras, in addition to traveling the region personally and conducting interviews with numerous people who live in the area. The conglomeration of this data and analysis of this information reveals patterns that emerge and endure throughout the region's existence, not within only one era. These patterns reveal a clearer understanding of the unique role or vocation and potential of this place in the larger economic, ecological and human systems. This shared understanding can be powerful in guiding and aligning the efforts of all residents to contribute toward pursuit of the region's potential.

The narrative that follows begins from the premise that it matters what stories people tell about themselves, as individuals and as communities. Some stories are true but superficial or only reflective of a brief moment in time. Other stories are misleading, and reinforce negative habits of thought. Still others are true in a deep sense—they get at something core that can be seen over and over through time. This narrative attempts to be the third kind of story. It is a story of place, a story about the interactions between the natural history of the land and the human histories of the different peoples who have inhabited it.

Political Boundaries

Political boundaries are the initial identifying features of a particular place. The City of Jamestown is located in Chautauqua County, which is the southwestern most county in the State of New York. It is bounded to the south and west by the State of Pennsylvania, to the northwest by Lake Erie and to the east by Cattaraugus County. The City of Jamestown is indicated by the red star in the figure.





The City of Jamestown sits just off the southeastern tip of Chautauqua Lake and roughly 30 miles from the Lake Erie shore. Jamestown shares municipal borders with the Town of Ellicott, as well as the Town of Busti and Town of Kiantone. What will become apparent in this report is the realization that the City of Jamestown is on the edge or boundary of a number of systemic influences.

Jamestown is also located very near the boundary that distinguishes what is considered the Mid-West Region from the Northeast Region of the United States. This geographical region is bordered to the north by Canada, to the east by the Atlantic Ocean and to the south by the Southern United States. The Northeast region is the most economically developed, densely population and culturally diverse region of the United States.



Naturalized Boundaries

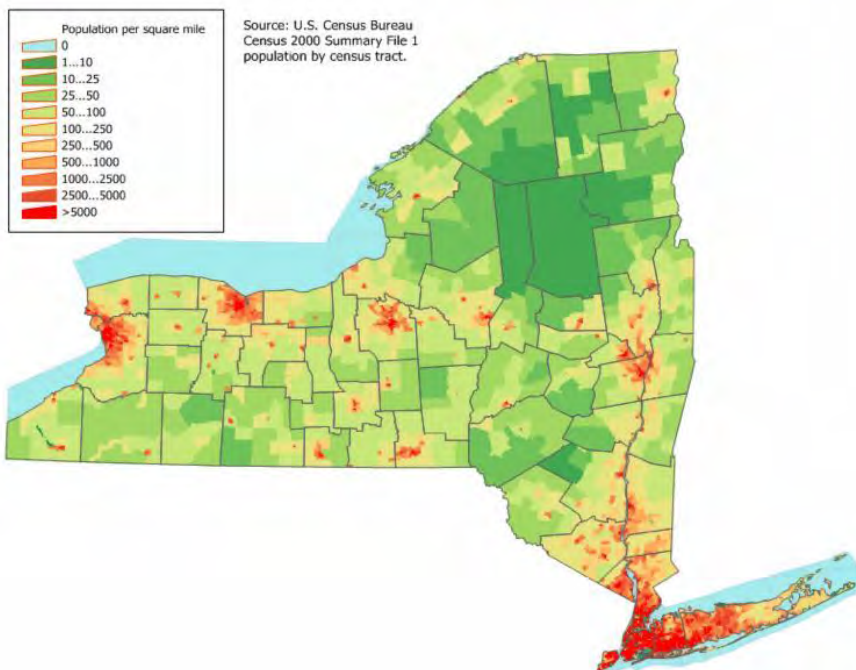
When attempting to characterize a particular place, the natural and geological boundaries are often much more informative than the arbitrary, manmade political boundaries.

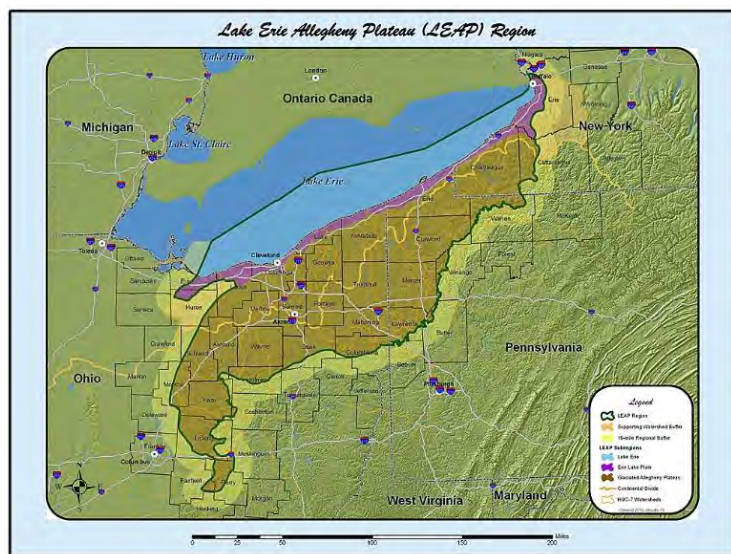


A relief map of the region, offers a very different perspective from the prior maps of jurisdictional boundaries. One can see the Great Lakes and their low-lying lake basins and the land rising to the south into the Allegheny Highlands. Some of the narrow passageways between the lakes and the mountains, which influenced migration and settlement patterns, are apparent.

The low-lying passageways essentially determined the traveling patterns of people and goods to and from the eastern shore to the mid-west and rest of the country. As you can see, Jamestown is not located directly within the path of this migration, but again very near the boundary in close proximity to it.

Evidence of the impact of this influence is demonstrated by the adjacent population map. It is clear to see that nearly all significant population centers exist within these travel corridors extending through Buffalo, Rochester, Syracuse, Albany and New York City.

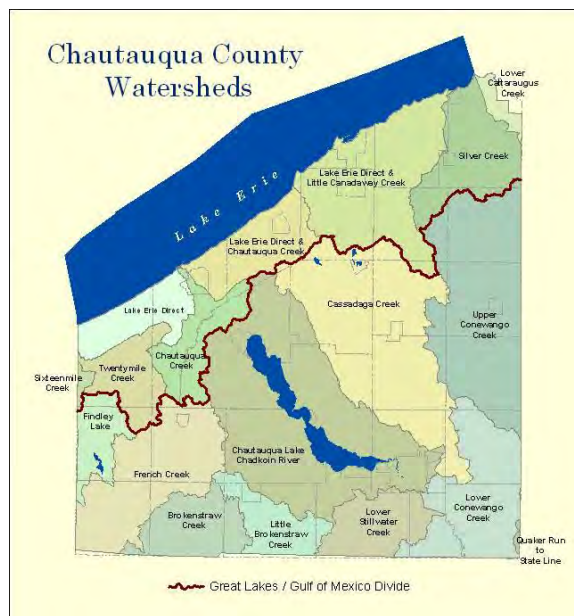




Jamestown is also located on the northeastern portion of the Allegheny Plateau, wedged between the low-lying Lake Erie Basin and the High Allegheny Plateau/Allegheny Forest/Appalachian Highlands. This plateau extends southward to West Virginia, eastern Kentucky and Tennessee. It is bordered to the west by glacial till plains in the north and the Bluegrass region in the south. Elevations of this plateau vary greatly, ranging from 100 feet or less to 1,500 feet above sea level.

Jamestown is located very near the Eastern Continental Divide, which runs southwest to northeast, just northwest of Chautauque Lake. This divide determines which direction stormwater that falls in this region ultimately flows.

This continental divide separates the Great Lakes/Atlantic Ocean watershed from the Allegheny/Ohio/Mississippi River/Gulf of Mexico watershed. Since the divide represents high terrain, air is forced upward leading to higher rates of precipitation in the general area.

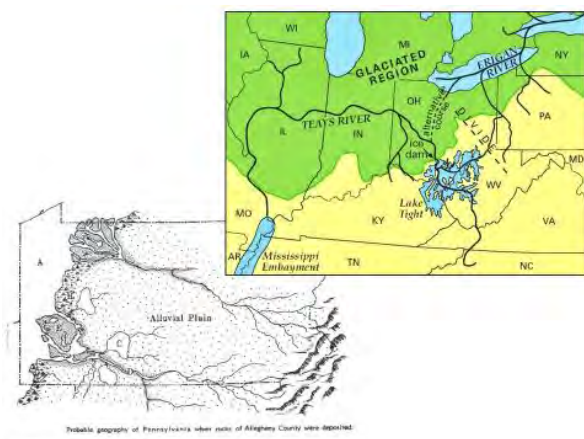


This region also marks the northeastern-most point of the Allegheny/Ohio/Mississippi River/Gulf of Mexico watershed. This location near the boundary between the Great Lakes watershed and the Gulf of Mexico watershed provided a valuable connection for the exchange of goods up & down the Mississippi River.

Historic Formation

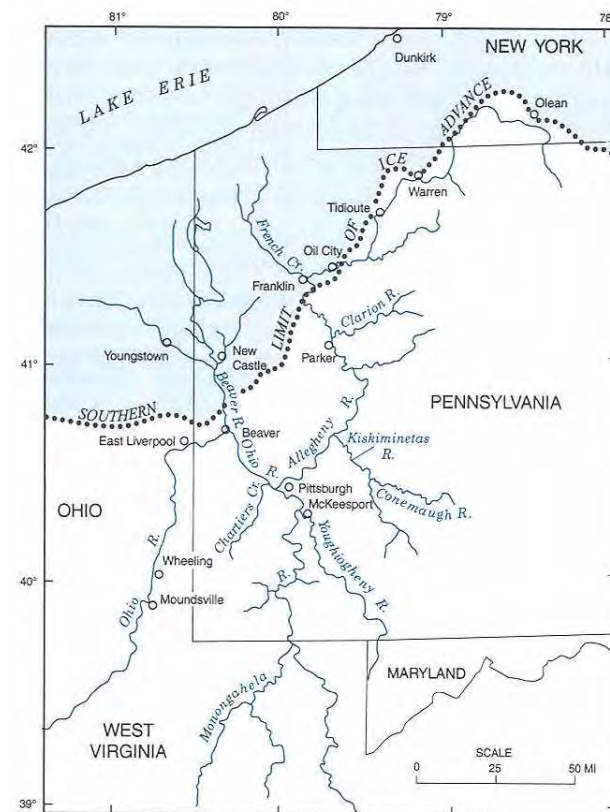
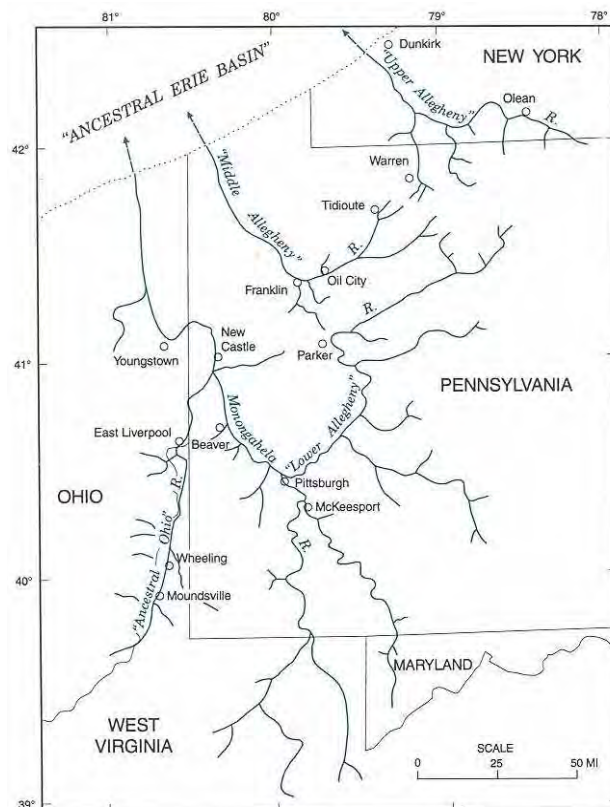
It is important to understand the geological processes that formed the current landscape of the City of Jamestown. This is because geology and landform determine the future potential and possibilities of a place. Interestingly, water flow patterns were not always as they are seen today.

This region experienced a significant reversal of flows as a result of the Ice Age. The illustrations that follow suggest, prior to glacial formation, many rivers and streams flowed northwest into the Lake Erie/Atlantic Ocean watershed.



As the glaciers formed, grew and moved southward, the rivers' paths to Lake Erie were blocked by a mile-high wall of ice. This barrier backed up waters and over time carved new pathways that connected the Allegheny into the Ohio and ultimately into the Mississippi River.

This event was a critical inflection point in creating the value recognized by the early settlers of Jamestown, both in terms of the potential energy source of Chautauqua Lake and the connection to the Mississippi River/Gulf of Mexico.





Additional to this glacial event, the region is proximate to the Canadian Shield, a vast complex of bedrock that covers much of Canada and the northern U.S. Above this bedrock, two ancient seas formed during different epochs.

Each of these seas was once filled when large mountain ranges rose to the east and eroded down into them. Deposition of the skeletal remains of millions of sea creatures living in the warm shallow waters of these seas created the limestone layers seen presently throughout the region.



Meanwhile, the material that eroded from the mountains formed the characteristic layers of shale. The limestone helps to buffer the pH of the normally acidic soils, and the shale provides excellent drainage. Both of these factors account for the region's prime agricultural soils. Almost all of the local wineries are planted in shale soils.

These seas and mountains were followed by at least four periods of glaciation, forming the landscape one can see today. Glaciers carved both the Finger Lakes and the Great Lakes. They also worked the soils, further improving their drainage. Another consequence of these geologic processes was the formation of significant carbon-based fuel deposits throughout the region.



Ecological Significance

Jamestown is located in a region that is considered the central (or interior) Lowlands very near the boundary of what is considered the Appalachian Highlands. This is a region where temperate, broadleaf and mixed forests were prevalent. This contributed to the early appeal of the region for forestry and furniture manufacturing. Ecologically, this region is very diverse and marks the southernmost point of many northern species and the northernmost point of many southern species.



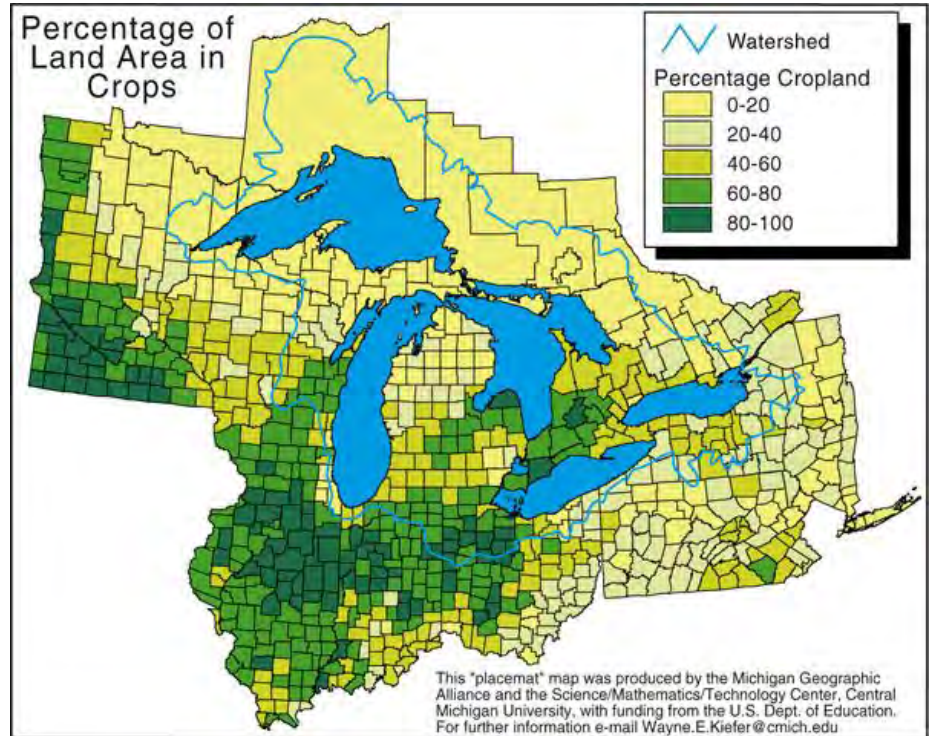
Jamestown lies on the edge of what was once the most productive forest ecosystem in North America; the chestnut-oak ecosystem. These highly productive nut trees constituted the core of a forest food-web that included walnuts, many fruits and fed not only the human populations but also the abundant deer, turkey, bear, and other game.

It is also on the northeastern edge of the range of the woodland bison. These open woodland/savannas were maintained by burning by native peoples that created a mosaic of forests, grassland, and planted fields. Ash from burning also buffered the acidity of the soils and water increasing yields in both terrestrial and aquatic systems.

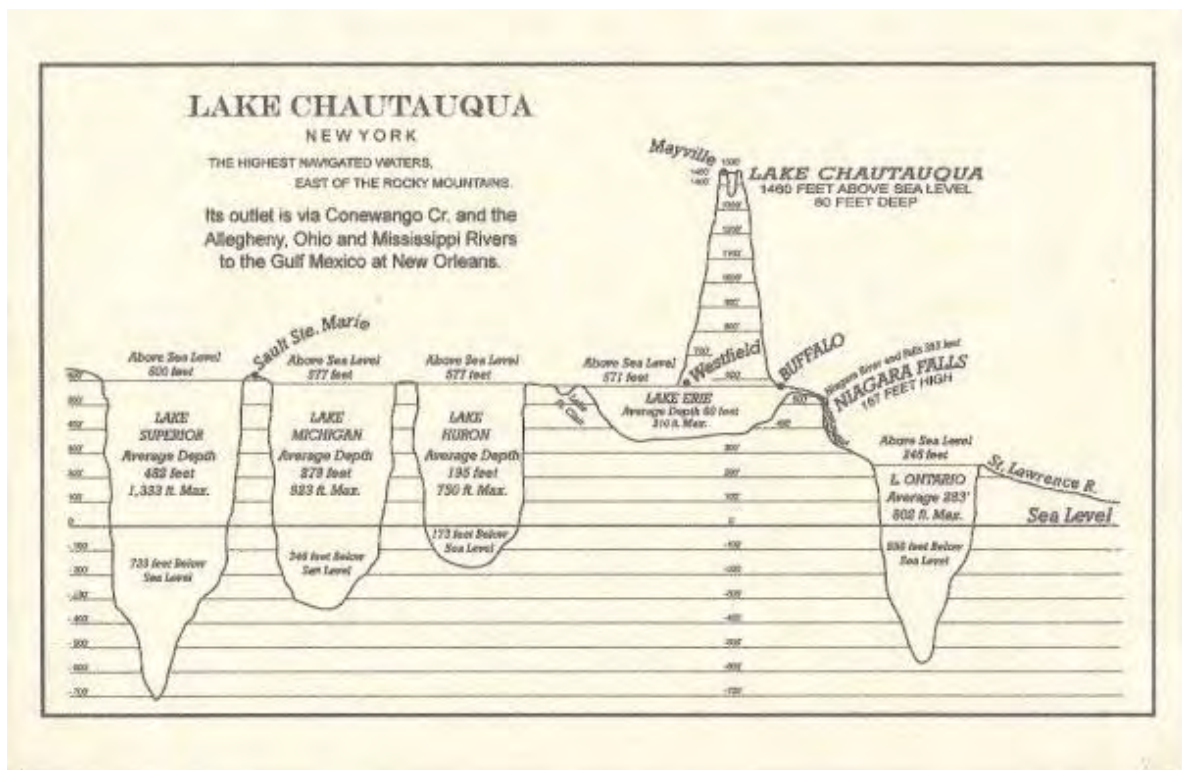


The culmination of historic geologic processes created a condition very suitable for farming and agriculture. One interesting paradox of the region is that Chautauqua County is home to a greater number of farms than any other county in New York State, while also ranking toward the bottom of the state in percentage of land used for farming.

This would indicate numerous, small farms rather than large farms and is likely the result of the terrain limitations that exist in parts of the county.



Another interesting and little-known fact is that Chautauqua Lake is the highest elevation navigable waterway east of the Rocky Mountains. In fact, the difference in elevation illustrated below clearly shows the dramatic difference between Chautauqua Lake and the Great Lakes. The existence of this anomaly is what made available the "infinite mill pond" and source of steady potential energy for wood logging and furniture manufacturing.



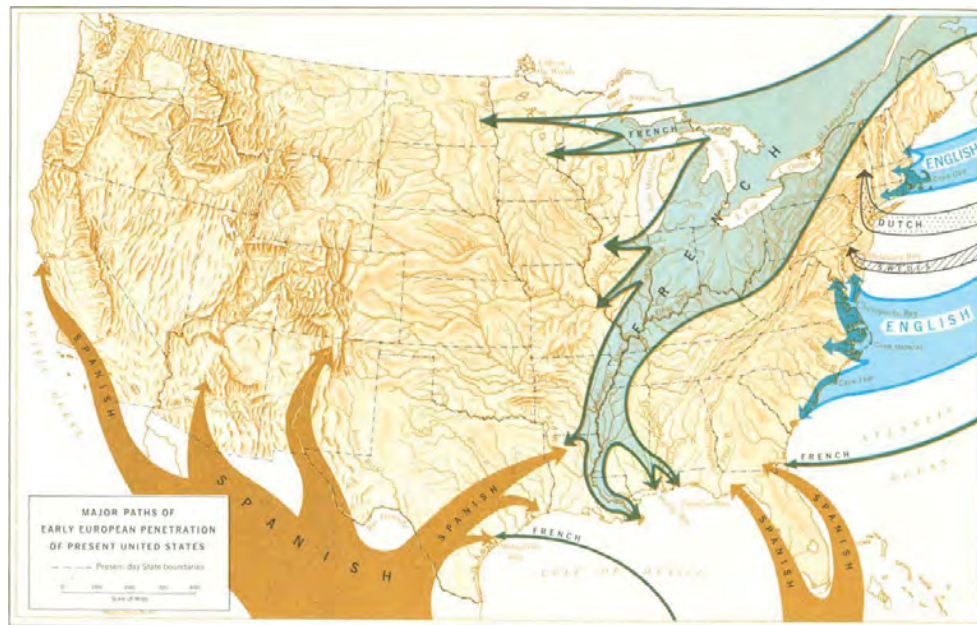
Settlement History

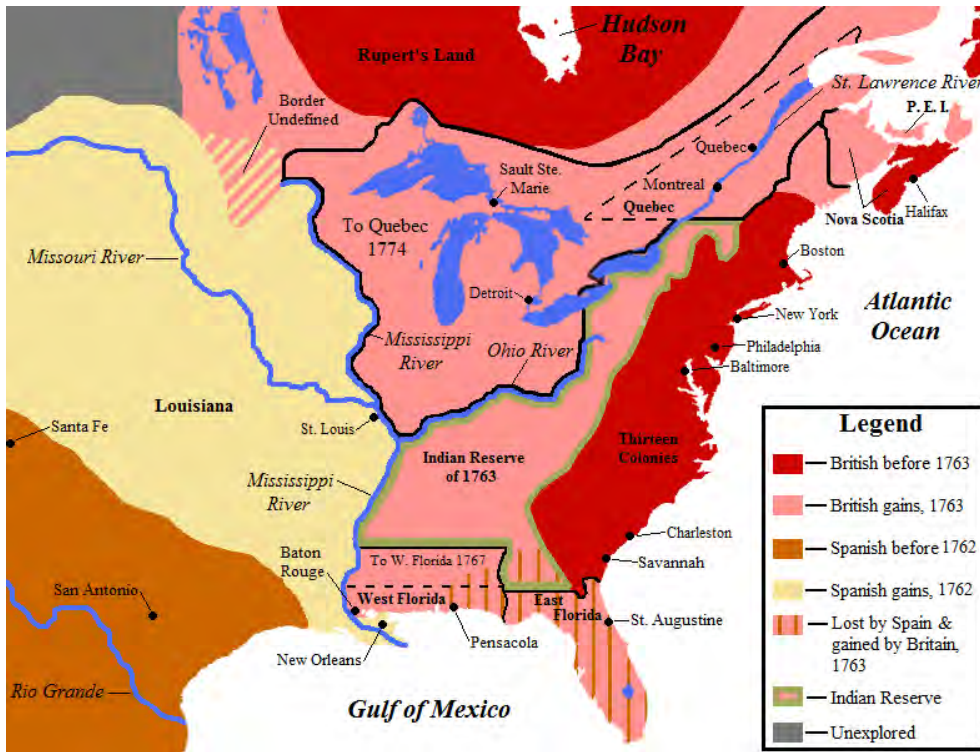


Jamestown has been occupied, controlled and influenced by various cultures over its history. The Erie, Neutral and Seneca/Iroquois Native American nations held territory at some point in history. These native groups had a significant role in helping to fight for and trap the rich fur resources that had become so important for trade and hence guns and political power.

This wealth led to the growing interest and activity of both the British and French claims in the region. These abundant resources attracted people at a very early date. There is evidence of an unidentified race inhabiting the region pre-dating Native American occupancy.

French colonization of the Americas began in the 16th century as explorers of wealth. The French controlled the region for much of colonial history as shown in the figure below. The French developments during this time resulted in the growth of the 'New France' colony through and around the Great Lakes area.





The English also held the territory prior to the American war for independence. The Indian Reserve (of which Jamestown was within) was a term for a largely uncolonized area acquired by Great Britain from France through the Treaty of Paris (1763) at the end of the French and Indian War.

The region became central to the European powers' struggle for power and control of the beaver trade. Here lay the key to the connection between the Atlantic seaboard, Great Lakes, the Mississippi Valley and the Gulf of Mexico. Many European power desired control of this region due to its placement as a place of great connection.

Throughout the region of the Ohio Valley a complex society grew with trade and cultural connections that spanned the continent. The Ohio Valley was the focus of the Adene Culture within the larger Hopewell cultural sphere. It was a natural gathering point for the resources and people from the Great Lakes, the Upper Midwest and the Mississippi Valley as well as from the Atlantic seaboard. It has long been a meeting place between east and west as well as north and south because of the river valleys and low passes between them.

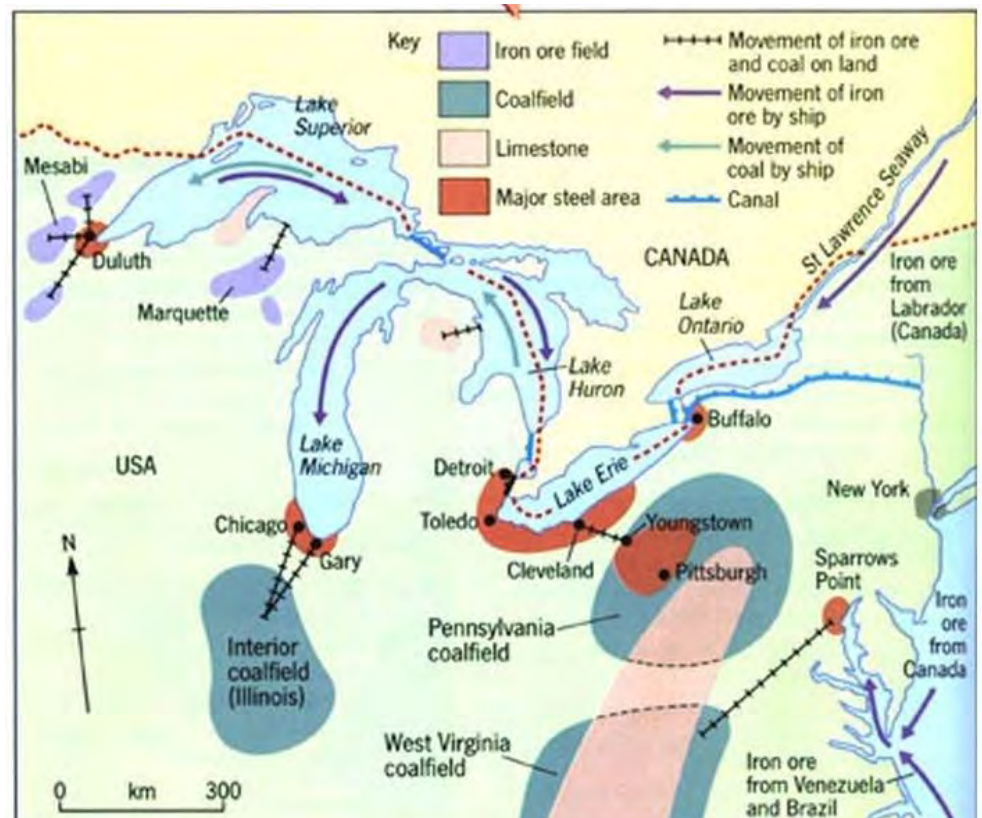
The figure shows the City of Jamestown's placement on the periphery of the Hopewellian and Adene Culture system. This location on the edge of these cultures and systems, is a common theme of Jamestown.





Economic Context

The region continued to be a complex network of economic centers into modern history. The network of waterways and abundant resources underpinned the ability to transport, connect and assemble products and distribute them around the country. Jamestown again is not itself one of these centers, but is in close proximity.



While Jamestown was occupied, controlled, and exploited for its resources throughout history, it remained unsettled until one man came across it and had a vision of its potential.

While pursuing runaway horses, William Prendergast came across the territory now known as the City of Jamestown and recognized the confluence of resources that would enable him and his family to settle and establish a business. The business began as a logging operation due to the extensive forests of the region.



He recognized the endless potential energy resource of Chautauqua Lake elevated above this location and referred to it as an “infinite mill pond”, or the power source to drive his manufacturing activities. The business evolved to furniture manufacture and thrived for decades. Jamestown was in fact called the Furniture Capital of the World for a period and people from across the country came here to attend furniture expositions at the Furniture Mart. Industry eventually expanded to textiles, metal products and machinery production.


These are the specific industries that fueled the growth and development of the Jamestown region and established its position as a leading furniture manufacturer. They prospered through leveraging & compositing the diverse resources & attributes available at the edge of these various systems.

Jamestown has a history of sharing communal wealth and assets as well. Mayor Samuel Carlson served from 1908-1928 and 1930-1934. He was credited as being instrumental in creating the Jamestown Board of Public Utilities, the public hospital, public market, parks, roads, bridges, non-partisan elections, a new city charter and drilling the first water well to create the City’s first public water system.

Innovation has not been a major characteristic of Jamestown over its history, however, there have been a few impactful contributions. Jamestown is home to the invention of the automatic voting machines, the crescent wrench and the file. What these inventions have in common is they all seek to improve the wellbeing of the common man. Even the furniture that was manufactured in the region was designed to be affordable and accessible to the common man, not targeting the wealthy elite. The figures display some of the most innovative developments to be produced in Jamestown.

20

THE AMERICAN CITY



An Improved Base and Worm-gear Hoist Makes The

AUTOMATIC VOTING MACHINE

Capable of Greater Efficiency and Economy

Your community can have this new model Automatic Voting Machine installed for your next election. If you are using one of the older models you can equip it with the new type base and built in hoist at a nominal cost.

All metal base and built-in gear hoist make the new and improved Automatic Voting Machine increasingly efficient. The hoist simplifies preparation of the machine for use at election and the base eliminates the necessity of a wooden case for storage between elections. The new base also permits easier handling.

More than two thousand cities and towns have modernized their election methods by substituting the voting machine for the unsatisfactory and inaccurate paper ballot. Through use of voting machines these communities have effected savings to taxpayers that have been sufficient in most cases to pay for the installation of machines, while elections have been speeded up to the satisfaction of officials and public.

An Illustrated folder describing the new type Automatic Voting Machine will be sent on request. Address Department A-19.



Automatic VOTING MACHINE CORPORATION
 JAMESTOWN - NEW YORK

When you write for that catalog, kindly mention THE AMERICAN CITY.



TRADE MARK
 X X
 HAND EDGE

ON TOP

TRADE MARK
 X X
 HAND EDGE

THE MOORE BROS. X X FILE

MOORE BROTHERS X X

The File that will make the name of
MOORE BROS.
FAMOUS ALL OVER THE WORLD

Our trade is with the large manufacturers.
 Send us a sample order. You will never
 regret it. We let the people talk—they
 are our salesmen.

OFFICE OF
 WILLIAMSPORT FURNITURE CO.
 WILLIAMSPORT, PA.

September 14, 1910

MOORE BROS., JAMESTOWN, N. Y.

Gentlemen:

Our saw filer has just reported that he has been using one of
 your 6-inch slim taper files and has used same to file twenty-five
 saws.

Will you kindly advise us your best price on slim tapers and
 mill files, all sizes.

And oblige, yours truly,
 WILLIAMSPORT FURNITURE CO.

MOORE BROS.
JAMESTOWN - N. Y.

IN WRITING MENTION WOOD CRAFT

Summary and Recommendations

Through this analysis, we find the City of Jamestown repeatedly exists on the edge of numerous systems, both ecologically and economically. When first discovering this, many may feel that this is detrimental to Jamestown's prosperity. However, in nature there is a concept referred to as "Edge Effect Abundance".

Edge Effect Abundance posits that creativity and abundance flourish synergistically at the "edges" of systems, where the bonds holding the dominant pattern in place are weakest. For example, there is an abundance of interdependent life in salt marshes where a river meets the ocean. At those edges the opportunities for innovation and cross-fertilization are the greatest. Working collaboratively across edges – with ongoing learning and development sourced from the diversity that exists there – is transformative for both the communities where the exchanges are happening, and for the individuals involved.

This potential still exists in Jamestown and is fundamental to the potential role this region has to play in the larger social, economic and ecological world. Over time, these connective edges have hardened and have become hard borders, rather than membranes of exchange. Many things have contributed to this situation, although perhaps none as significantly as the "home rule" form of government practiced in New York State. The question becomes, how can we overcome these barriers and rebuild those connections?

Another observation while conducting stakeholder interviews during the SOP development process is that many people are attracted to the area due to its close connection with nature and opportunities for outdoor recreation and connection. Chautauqua Lake is certainly the central attractor of the region and the engine for economic vitality. This resource must be cared for above all else.

As a result of these observations, we propose the following approach to hold central to the strategy for economic revitalization of Jamestown:

1. **Invest in the connections, not things.** Seek opportunities to bring together the various, disparate elements and resources of the surrounding region in ways that develop functional/beneficial collectives. Jamestown's core process is about bringing this all together; to invest in the connections, not things. Life and economy are about exchange and relationship. Making deeper and more complex/intricate connections will increase socioeconomic activity, vitality and prosperity.
2. **Consider the whole system over time, not just in the short term.** Transformation takes time and there are no quick fixes or silver bullets. Consider the impact of all investments over a longer horizon. Appreciate & leverage the contributions and roles of all of the partners in the larger region & systems. The lake and the water are at the core of what attracted settlement to this region from the very beginning.
3. **Consider the returns to all 5 Capitals on all investments.** The 5 capitals include financial, manufactured, social, human and natural. Of these, we traditionally only consider returns on financial and manufactured (aka built) forms of capital, often at the sacrifice of Social, human and/or natural capitals. It is increasingly understood that these 5 capitals are all interconnected and interdependent, therefore, we cannot degrade any one form of capital without ultimately degrading all other forms of capital. For example, to degrade the local community in the pursuit of short-term economic success results in neighborhoods that are difficult to attract employee talent to live, increasing social program costs and shifting tax burden more to business – rendering them non-competitive and ultimately resulting in closure or relocation from the region.

For this region in particular, we understand how vital the natural elements are in serving as an attractor to the region, enhancing quality of life, providing resources that fuel economic activity. Should the lake water quality deteriorate, the region as a whole would experience decline. Jamestown has seen how the degradation of the neighborhoods and communities has resulted in sprawl and the gutting of the city and its tax base. This balanced, whole systems approach founded in what is distinctive and unique about Jamestown and the region will guide Jamestown back to sustained prosperity.

This document is not intended to be final, static or fixed. It attempts to begin to assemble and represent, to the best of our current understanding, that which is unique and distinctive about this place. It is now upon you as a community do determine what you will do with it. Our suggestion is that it be shared continually and thoroughly throughout the region and outside of the region. Continue to work with it, test it, validate it and “try it on” to see how it feels. How accurately does this convey your understanding of your place? Does it fit? Continue to work with it and evolve it to bring it into a closer representation of what you know in your hearts to be true.

Several themes repeatedly came forward through the interview comments in the development of the story. The lake and the natural assets are universally a draw. People value the close proximity to both urban and rural amenities. This would indicate that Jamestown values its “Natural Capital”, although many recognize that the lake’s water quality has been deteriorating, putting this vital asset’s future in question.

Friends and family and “great neighborhoods” are a powerful attractor for many as well as a sense that the community is “safe”, “welcoming” and “actively engaged in making things better”. People seem to leave reluctantly only due to the limited availability of an economic means to sustain themselves and their family and many who do leave have found their way back as soon as the opportunity presents itself. This reflects the value of “Social Capital” and this is under siege according to many as a result of the drug and crime issues resulting in the deterioration of neighborhoods and community. The educational, enrichment and development opportunities in the region are mentioned again and again, representing the value of developing “Human Capital”, although the lack of economic opportunity has resulted in a brain drain for the region in recent times. Caring for these 3 capitals and ensuring their wellbeing will help inform how to best invest and align your financial capital and manufactured capital and what kind of returns are realized on those investments across all 5 forms of capital.

It would appear to be an accurate representation of people in the region that they have a balanced sense of value. It is not distorted in any one direction toward the pursuit of extreme wealth at the sacrifice of family or quality of life, nor toward the pursuit of quality of life at the expense of economic viability. It appears all are valued in an even balance for the people who chose to make a life here.

Through all of this, it is apparent that there is a strong attraction and love for this region. There is an overall sense that “Jamestown has everything it needs, right here”, that “Jamestown wouldn’t have any problems if we would just take advantage of what we have”. Some have more difficulty verbalizing all that makes this place special, but simply offer experientially that we “just need to get people to visit” and they will understand for themselves. The more completely and effectively you can communicate that which you hold dear to this place, the more successful you will be regenerating Jamestown’s economic vitality and vibrance founded in its authentic, unique essence.

The Jamestown story is intended to serve as the foundation for consideration of every investment decision you make going forward. Your future is not something that happens to you, it is what you create for yourselves through the decisions and actions you take each day.



APPENDIX F BROWNFIELD SITE PROFILES

BROWNFIELD SITE PROFILES

Site Name Address	Site Size	Buildings	Owner	Map Site Number
Chadakoin Park Wetlands Unaddressed	236 acres	None	City of Jamestown	1
19 Jones and Gifford Avenue 19 Jones and Gifford Avenue	1.24 acres	32,276 SF	Tiny Monkey Holdings LLC	2
Former Furniture Manufacturer 901 Clinton Street	Multiple Sites 2.99 acres total	2,301 SF	Multiple owners	3
Reliable Garbage 1010 Monroe Street	Multiple Sites 0.55 acres total	None	Multiple owners	4
Former Jamestown City Landfill Washington Street	Multiple Sites 105.65 acres total	None	Multiple owners	5
Pelican Site 2223 Washington Street	Multiple Sites 1.30 acres total	None	City of Jamestown	6
Dunn Wright Building 2229 Washington Street	0.21 acres	8,400 SF	Gerald Swanson	7
C&B Cleaners 2243 Washington Street	0.24 acres	None	Chautauqua County	8
Anderson Cleaners 217 Fluvanna Avenue	0.17 acres	1,443 SF	Snooker LLC	9
The Eatery 235 Fluvanna Avenue	0.63 acres	3,737 SF	Jamestown Regional Prop LLC	10
Former AVM Site 151-153 Jones and Gifford and 488 Hallock Street	9.43 acres	4,420 SF, 12,600 SF and 41,233 SF	Multiple owners	11

CHADAKOIN PARK WETLANDS

Address	Unaddressed
SBL #	370.03-1-1
Site Size	236 acres
Buildings	None
Zoning	L-C Land Conservation
Adjacent Uses	Chadakoin River, Open Space, Vacant Industrial
Special Districts	LWRP, BOA, En-Zone, Renewal Community Zone
Owner	City of Jamestown
Assessed Value	\$70,833
Road Access	Jones and Gifford Avenue
Railroad Access	No
Utilities	None
Contaminants	No known or suspected contaminants

Property Use and Condition:

The property is an undeveloped area with both federal and state wetlands. These wetlands are classified as Class 1, which is the highest rank in NYS's four class ranking system, and are some of the healthiest wetlands in the region. Directly south of the site, an agricultural area formerly used for celery farming on the southwestern portion along Jones and Gifford Avenue exists, as well as a radio tower near Hallock Avenue. Former utility lines run in the northwesterly direction and exist today as an open canal.

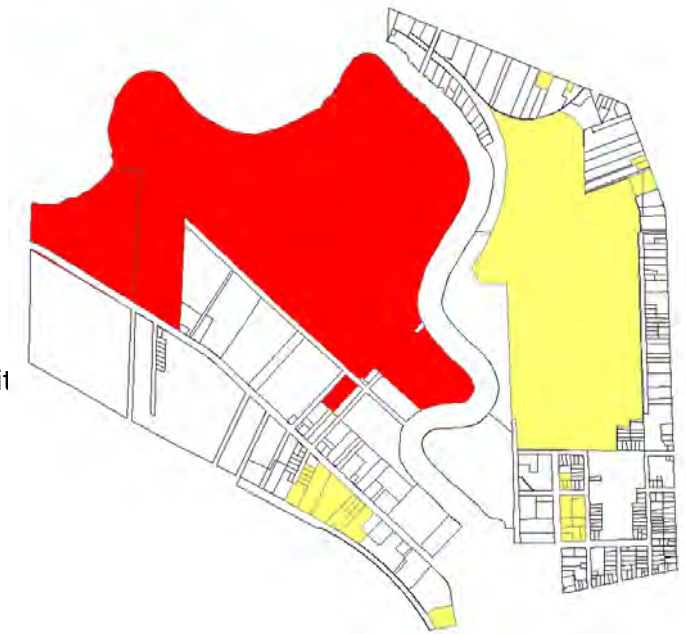
The majority of this area is inaccessible due to dense vegetative cover and mucky soil throughout. Japanese knotweed, an invasive species has been identified in the northwestern corner.

Site/Environmental History:

This site contains a former utility line that runs along the southern portion of this site. This former utility line currently exists as an open canal utilized by Chautauqua Lake Rowing for recreational use. Environmental history of the site is unknown.

Use Potential:

The site is not conducive for construction due to unstable soils; therefore, development of this site is unlikely. The site will act as a centerpiece of the BOA for recreational activity including kayaking on the Chadakoin River and the southern canal. A raised boardwalk on the southeastern portion of the site, with limited access from McCrea Point will allow residents and visitors to enjoy the unique natural resources. It is the BOA's intention to protect the unique and healthy wetlands to as to not alter their quality.



19 JONES AND GIFFORD AVENUE

Address	19 Jones and Gifford Avenue
SBL #	387.05-2-30
Site Size	1.24 acres
Buildings	One – 32,276 SF
Zoning	L-M Light Manufacturing
Adjacent Uses	Industrial and Open Space
Special Districts	LWRP, BOA, En-Zone, Renewal Community, HUBZone
Owner	Tiny Monkey Holdings LLC
Assessed Value	\$200,000
Road Access	Jones and Gifford Avenue and Fairmount Avenue
Railroad Access	Potential
Utilities	Water, Gas, Electric
Contaminants	Potential SVOC, VOC and metal contamination due to historical use

Property Use and Condition:

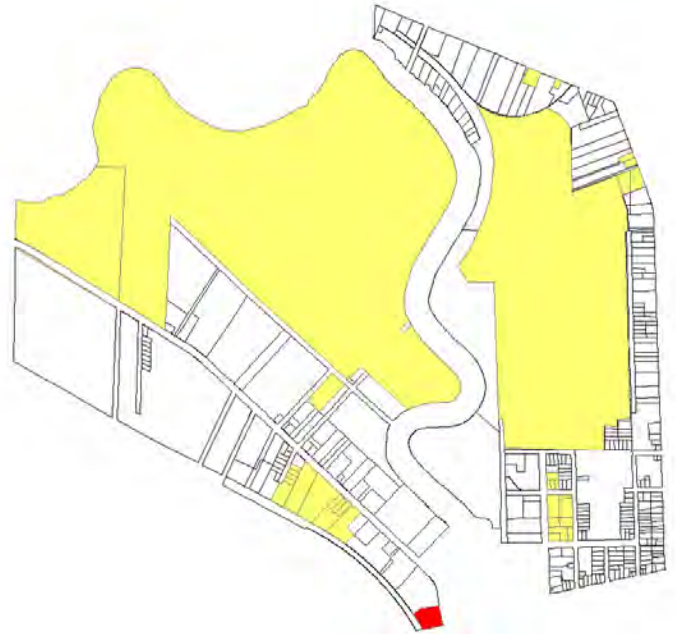
The property is used for storage and it appears that the facility is not fully utilized. There are no natural or cultural resources on site.

Site/Environmental History:

The 1928 Sanborn Map shows that the property was occupied by a wool house as part of the Acme Worstead Mills, which was located on the adjacent 55 Jones and Gifford Avenue Property. The 1951 Sanborn Map shows that the property was the Finished Product Warehouse for the Acme Plant of the Art Metal Construction Company. A small foam rubber storage building was near the front of the property but has since been demolished. The Sanborn Map review does not suggest that significant contamination is present on the property.

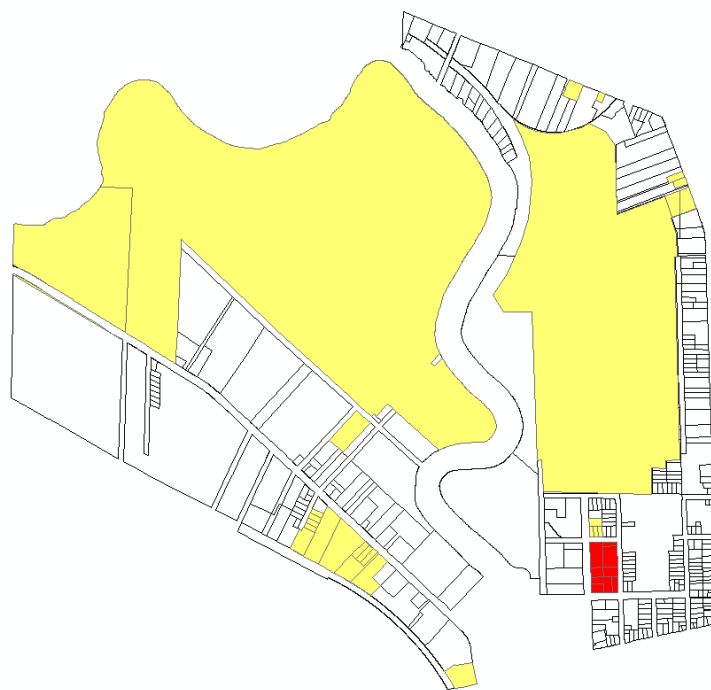
Use Potential:

Based on its location adjacent to the rail, future uses could include manufacturing and/or warehousing that takes advantage of access to rail transportation.



FORMER FURNITURE MANUFACTURING SITE

Address	901 and three unaddressed parcels at Clinton St, and four unaddressed parcels at Monroe St
SBL #	Comprised of 8 parcels 387.06-1-16.1, -16.2, -17, -18, -30, -31, -32, -33
Site Size	3 acres
Buildings	One – 2,301 SF
Zoning	R-2 Two Family Residential
Adjacent Uses	Open Space and Vacant Commercial
Special Districts	LWRP, BOA, En-Zone, Renewa Community, HUBZone
Owner	City of Jamestown, Advanced Roofing, Inc, and Peter A Zakriski Jr
Assessed Value	\$134,500
Road Access	Local roadway in poor condition
Railroad Access	No
Utilities	Water, Gas, Electric
Contaminants	Potential SVOC and metal contamination



Property Use and Condition:

The property contains a small storage building, the remnants of a structure that recently burned and vacant overgrown land. The soils on this property are unsuitable for development due to their weak structure.

Site/Environmental History:

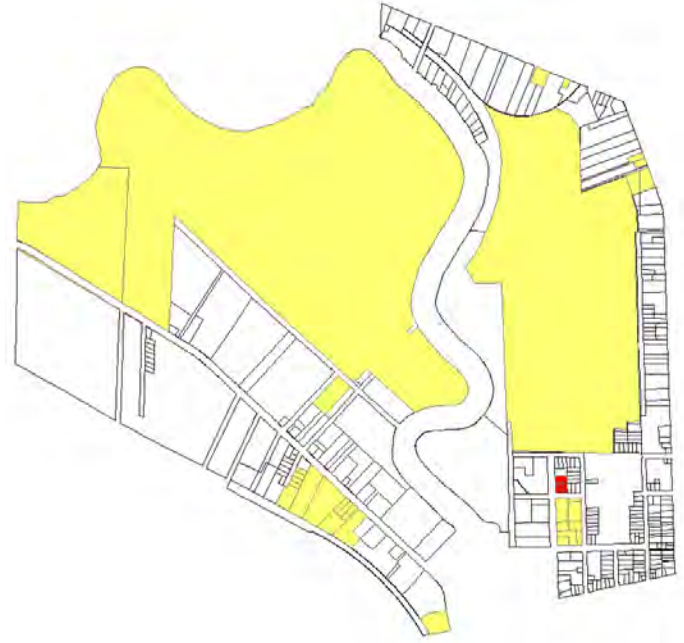
In the late 1800s, the site was originally developed as a part of Monroe Park. The 1928 Sanborn Map shows the property as an ice and coal storage and shipping facility. The 1951 Sanborn Map shows the property as a beer distributor, although the southern portion of the property shows a chemical storage shed. The property was later occupied by a furniture manufacturer and a recent fire consumed the on-site structures.

Use Potential:

The site could be utilized for recreational purposes or other uses that would enhance use of the nearby river.

RELIABLE GARAGE SITE

Address	1010 Monroe Street and three unaddressed parcels at West 10 th Street
SBL #	Comprised of 4 parcels 387.06-1-11, -34, -35, -36
Site Size	0.55 acres
Buildings	One – 5,250 SF
Zoning	R-2 Two Family Residential
Adjacent Uses	Vacant Commercial
Special Districts	LWRP, BOA, En-Zone, Renewal Community, HUBZone
Owner	William Caruso, Al Glover, Daniel Warden
Assessed Value	\$32,400
Road Access	Monroe Street, W 10 th Street, Clinton Street
Railroad Access	No
Utilities	Water, Gas, Electric
Contaminants	Potential VOC, SVOC, and metal contamination



Property Use and Condition:

The property is developed as an auto repair facility and associated parts/junk car storage. The building and the site appear to be poorly maintained. There are no natural or cultural resources on site.

Site/Environmental History:

In the late 1800s, the site was developed as a part of Monroe Park, and the property was used as a City Garage (storage of garbage trucks) in the mid-1900s. Additionally, the property immediately to the north was used as a chemical plant (1951 Sanborn Map).

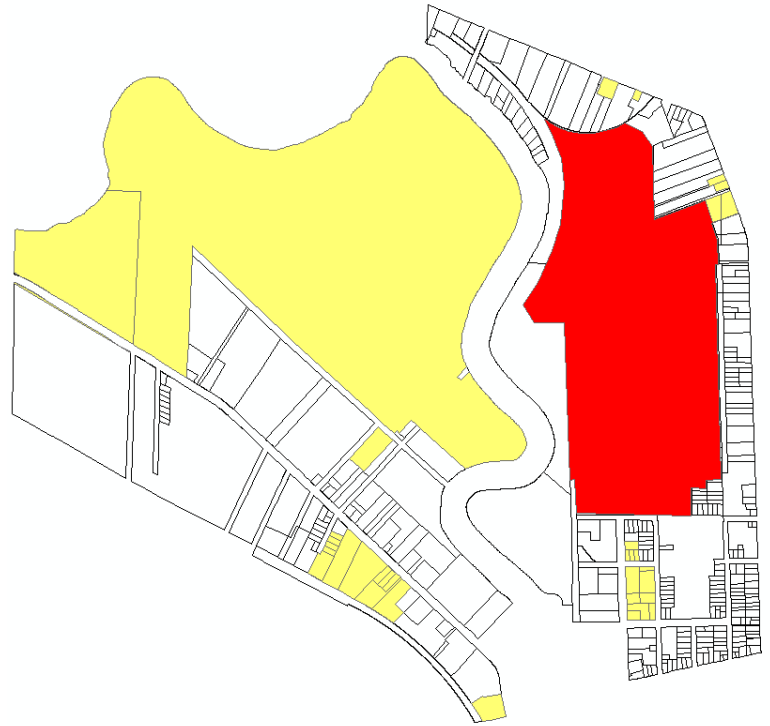
Use Potential:

The site could be utilized for recreational purposes or other uses that would enhance use of the nearby river. Potential uses as a service outlet of kayaks or commercial type uses would be best suited for this site.



FORMER JAMESTOWN CITY LANDFILL

Address	Washington Street
SBL #	Comprised of 24 complete parcels and portions of 2 parcels
Site Size	105.65 acres
Zoning	L-C Land Conservation and C-M Service and Highway Commercial
Adjacent Uses	Chadakoin River, Commercial, Vacant
Special Districts	LWRP, BOA, En-Zone, Renewal Community, HUBZone
Owner	City of Jamestown and Southern Tier Extension Railroad Authority
Assessed Value	\$653,533
Road Access	Washington Street and 11 th Street
Railroad Access	No
Utilities	Water, Gas, Electric
Contaminants	No known or suspected contaminants



Property Use and Condition:

The property is zoned recreational with development as a public park (Chadakoin Park) and as a City of Jamestown Department of Public Works construction materials handling facility on the northern portion. The majority of this site is vacant due to the soil structure and past history of flooding on site.

Site/Environmental History:

A portion of the property was formerly used as a municipal landfill from 1962 to 1974. An estimated three million cubic yards of municipal and industrial waste were reportedly disposed at the site. In 1980, the City developed a municipal park on the southern portion. Although hazardous materials were reportedly interred at the site, no significant contamination was identified during a number of investigations conducted at the site. The NYSDEC concluded that the results were consistent with a municipal solid waste landfill.

Use Potential:

The development of the site is limited somewhat by the soils; in addition to material disposed in the landfill, 10 to 20 feet of highly organic soils with little strength underlie the site, resulting in high costs for construction of any structures. Depth to bedrock is estimated at over 200 feet.



PELICAN SITE

Address	2223 Washington Street
SBL #	370.14-1-17 and 370.14-1-18
Site Size	1.30 acres
Buildings	None
Zoning	C-M Service and Highway Commercial
Adjacent Uses	Commercial and Open Space
Special Districts	LWRP, BOA, En-Zone, HUBZone
Owner	City of Jamestown
Assessed Value	\$119,700
Road Access	Washington Street
Railroad Access	No
Utilities	Water, Gas, Electric
Contaminants	Potential VOC and PCE contamination

Property Use and Condition:

The property is currently vacant and undeveloped and completely covered in greenspace. Remaining contamination restricts future property use to commercial/industrial, groundwater use and requires a subslab depressurization system.

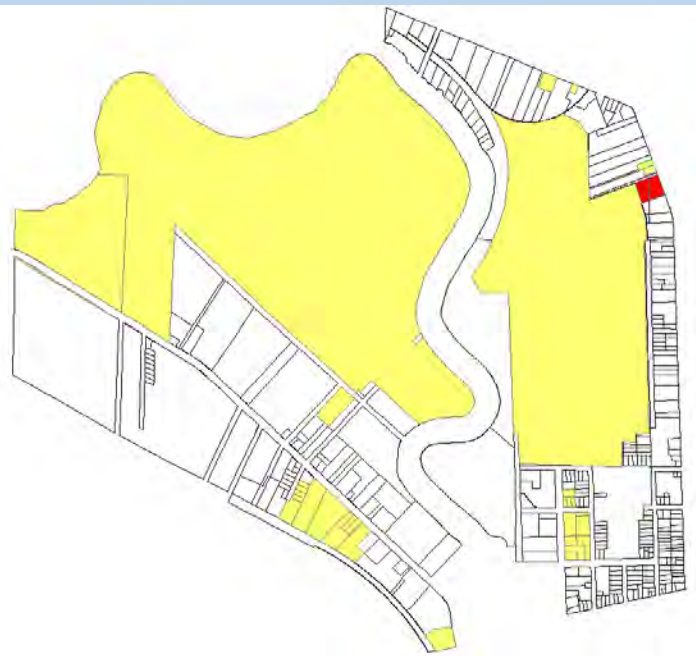
Site/Environmental History:

The property was formerly used for various commercial and manufacturing purposes and was the subject of investigation and remediation activities in the 1990s. The VOC contamination in soil and groundwater was remediated and the site delisted. However, contamination from the nearby C&B Cleaners site may have recently migrated on site.

The site was identified within the regulatory records search as a NYSDEC State Superfund Program site and a CERCLIS-NFRAP site. Due to potential migration of contaminated groundwater from the north adjacent site, engineering/institutional controls have been placed on the site. An environmental easement restricts any future land use to commercial/industrial, prohibits the use of groundwater, and installation of a subslab depressurization system.

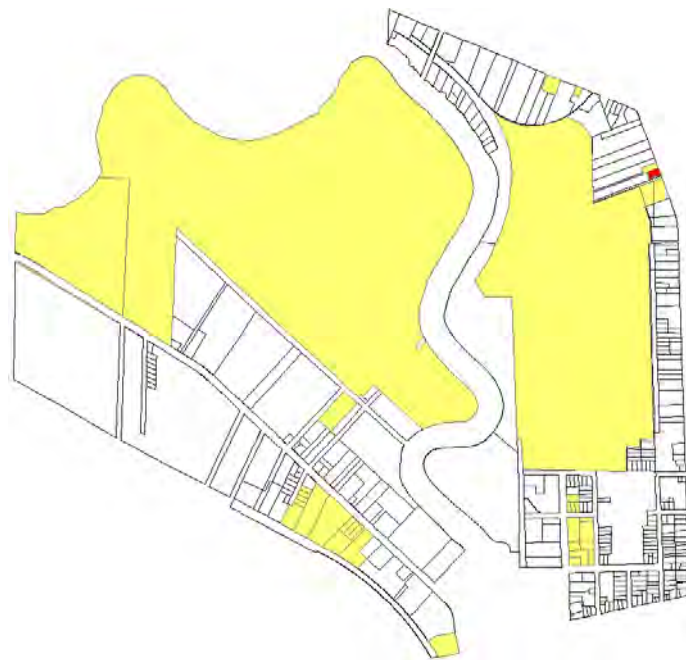
Use Potential:

The site could be combined with the adjacent Dunn Wright Building and C&B Site to create a larger, developable parcel that would be best used for commercial purposes.



DUNN WRIGHT BUILDING

Address	2229 Washington Street
SBL #	370.14-1-16
Site Size	0.21 acres
Buildings	One – 8,400 SF
Zoning	C-M Service and Highway Commercial
Adjacent Uses	Commercial
Special Districts	LWRP, BOA, En-Zone, Renewal Community, HUBZone
Owner	Gerald Swanson
Assessed Value	\$15,700
Road Access	Washington Street
Railroad Access	No
Utilities	Water, Gas, Electric
Contaminants	VOC and PCE contamination



Property Use and Condition:

The property is developed with a building that occupies the bulk of the property. The site is overgrown and the building is in poor shape, as the roof has begun to collapse. The building is currently “condemned” by the City of Jamestown.

Site/Environmental History:

The property was formerly used as a machine shop and garage (1928 Sanborn Map) and a bowling center (1951 Sanborn Map), and recently the apparent storage of auto parts. A recent investigation of the adjacent C&B Cleaners Site has identified VOC contamination in groundwater at the site. The NYSDEC is currently planning the implementation of remediation at C&B Cleaners and this site and the adjacent Pelican Site. A subslab depressurization system was installed in 2015.

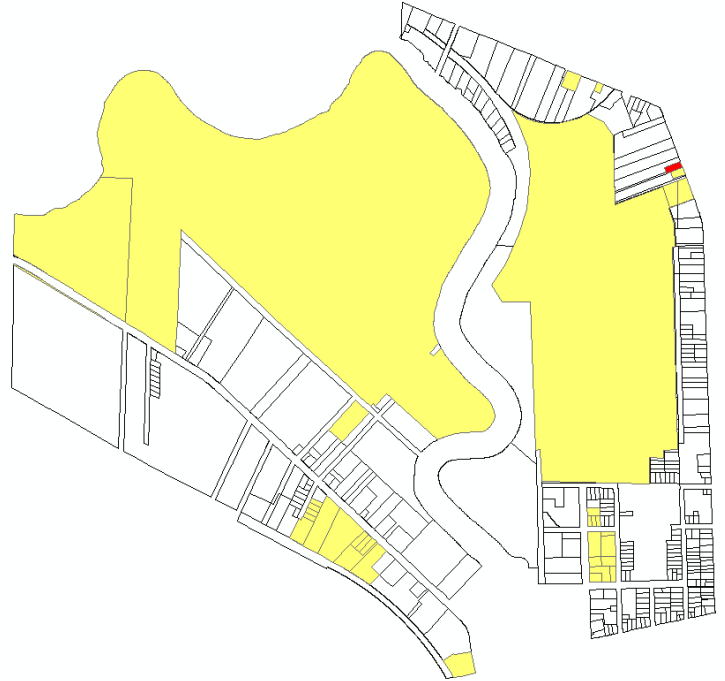
Use Potential:

The site could be combined with the adjacent Pelican and C&B sites to create a larger, developable parcel that would best be used for commercial/retail purposes.



C&B CLEANERS SITE

Address	2241 Washington Street
SBL #	370.14-1-12
Site Size	0.24 acres
Buildings	None
Zoning	C-M Service and Highway Commercial
Adjacent Uses	Commercial
Special Districts	LWRP, BOA, En-Zone, Renewal Community, HUBZone
Owner	Chautauqua County
Assessed Value	\$30,000
Road Access	Washington Street
Railroad Access	No
Utilities	Water, Gas, Electric



Property Use and Condition:

The property is undeveloped and is used for parking for the adjacent Pal Joey's bar. The site is comprised of a parking area on the northern end and greenspace on the southern side.

Site/Environmental History:

The property was formerly used as a dry cleaner. Following closure of the business, Chautauqua County acquired the property and demolished the building, removed two underground storage tanks, excavated contaminated soil/fill, and completed an investigation of soil and groundwater. High concentrations of solvents (PCE) were found on site and on the downgradient Dunn Wright and Pelican Sites. Vapor intrusion concerns were identified at the north adjacent Pal Joey's bar and a subslab depressurization system was installed. This site was identified within the regulatory records search as a NYSDEC Environmental Restoration Program Site.

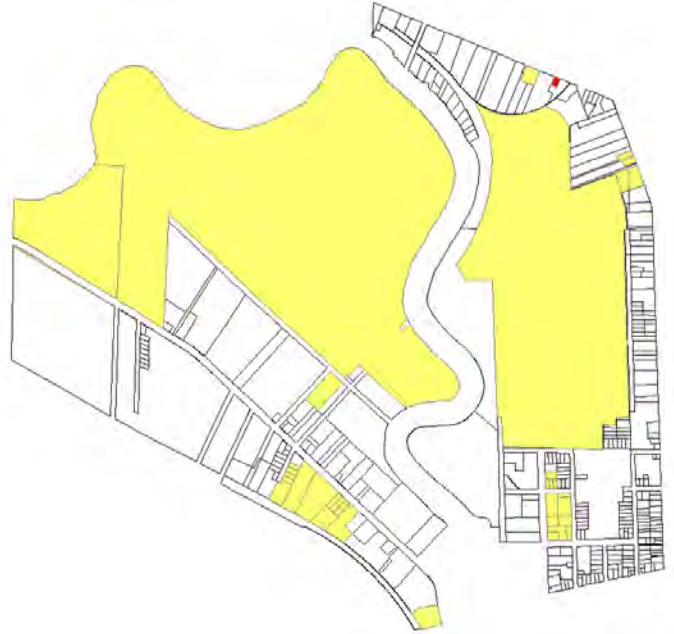
Use Potential:

The site could be combined with the adjacent Pelican and Dunn Wright Sites to create a larger, developable parcel that would be best used for commercial purposes.



ANDERSON CLEANERS SITE

Address	217 Fluvanna Avenue
SBL #	370.10-1-9
Site Size	0.17 acres
Buildings	One – 1,443 SF
Zoning	C-M Service and Highway Commercial
Adjacent Uses	Commercial
Special Districts	LWRP, BOA, En-Zone, Renewal Community, HUBZone
Owner	Snooker LLC
Assessed Value	\$50,000
Road Access	Fluvanna Avenue
Railroad Access	No
Utilities	Water, Gas, Electric



Property Use and Condition:

The property is developed with one building, it is listed as a converted apartment. The property also contains a parking area on the eastern side of the parcel.

Site/Environmental History:

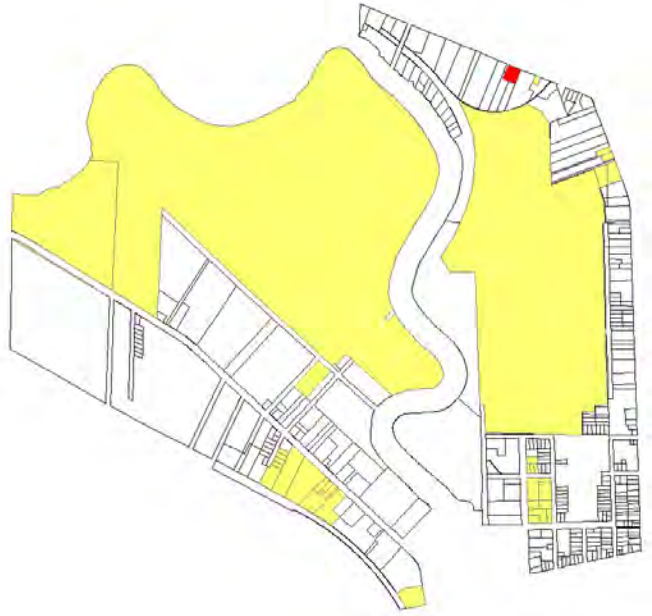
The property was formerly used as a dry cleaner, although this facility was reportedly used only as a storefront where customers could drop off and pick up clothing. The actual dry cleaning activities reportedly occurred off-site, in a different part of Jamestown. Another potential concern is the use of a number of nearby properties as gasoline filling stations. The 1951 Sanborn Map shows the property is utilized as a storefront and a residence.

Use Potential:

The site could be redeveloped for continued use as a commercial property, such as small professional office.

THE EATERY

Address	235 Fluvanna Avenue
SBL #	370.10-1-7.1
Site Size	0.63 acres
Buildings	One – 3,737 SF
Zoning	C-M Service and Highway Commercial
Adjacent Uses	Commercial
Special Districts	LWRP, BOA, En-Zone, Renewal Community, HUBZone
Owner	Jamestown Regional Prop LLC
Assessed Value	\$97,500
Road Access	Fluvanna Avenue
Railroad Access	No
Utilities	Water, Gas, Electric



Property Use and Condition:

The property is developed with one building and an associated parking lot. The former restaurant is for sale and is listed for \$125,000.

Site/Environmental History:

The property was recently used as a restaurant that closed within the past few years. A 1951 Sanborn Map shows the 235 Fluvanna Avenue addressed as being a gasoline filling station.

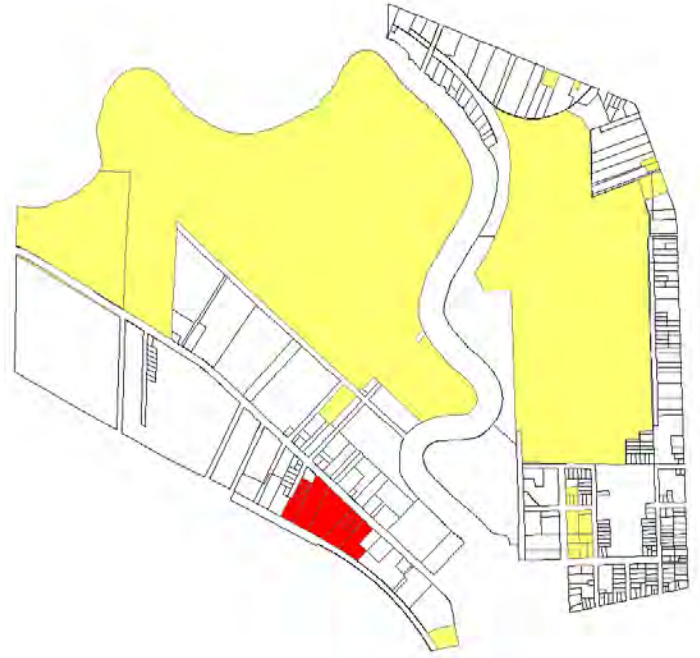
Use Potential:

The site could be reused as a restaurant or could be converted for other commercial purposes such as office space or retail.



FORMER AVM SITE

Address	151, 153 and five unaddressed parcels at Jones and Gifford Ave, and 488 and three unaddressed parcels at Hallock Street
SBL #	12 parcels 387.05-2-13 to 387.05-2-24
Site Size	9.43 acres
Buildings	Three – 4,420 SF, 12,600 SF, and 41,233 SF
Zoning	C-M Service and Highway Commercial
Adjacent Uses	Vacant Industrial
Special Districts	LWRP, BOA, En-Zone, Renewal Community, HUBZone
Owner	Jamestown Regional Prop LLC
Assessed Value	\$149,200
Road Access	Jones and Gifford Avenue
Railroad Access	Potential
Utilities	Water, Gas, Electric



Property Use and Condition:

This site is comprised of 12 parcels located on Jones and Gifford Avenue and Hallock Street. Many portions of the site are vacant while some portions are utilized for truck trailer storage for the adjacent Suit Kote facility.

Site/Environmental History:

Parcels have been used since the early 1900s for manufacturing purposes, primarily for furniture, cash registers, and voting machines.

According to regulatory records, the parcel listed at 153 Jones and Gifford Avenue, was identified as a CERCLIS-NFRAP site (removal only site-no assessment work is necessary).

Use Potential:

The parcels could be assembled into one larger parcel for industrial, light industrial development for flex space that takes advantage of the adjacent rail line.





APPENDIX G BUILDING INVENTORY

Chadakoin River West BOA Nomination Study
Jamestown, New York

Building Inventory									
#	Location	SBL #	Size (SF)	Year Built	Current Use	Occupied/Vacant	Construction Characteristics	General Condition	Ownership
1	74 Walden Ave	369.20-3-20	4680	1950	Gravel Production (Row Office)	Occupied		Good	Jamestown Macadam Inc
2	74 Walden Ave	369.20-3-20	11004	1950	Gravel Production (Distribution Warehouse)	Occupied		Good	Jamestown Macadam Inc
3	57 Lister Street	387.05-2-2	1443	1940	Row Storage	Occupied			Suit-Kote Corp
4	57 Lister Street	387.05-2-2	4448	1960	Distribution Warehouse				Suit-Kote Corp
5	201 Jones and Gifford	387.05-2-10	832	1950	Body Shop	Vacant		Good	R Pallozzi
6	501 Hallock Street	387.05-2-3	4970	1960	Distribution Warehouse	Occupied			Suit-Kote Corp
7	488 Hallock Street	387.05-2-17	41233	1960	Row Retail, Row Storage and Non-Contrib	Occupied	Brick	Good	Suit-Kote Corp
8	153 Jones and Gifford	387.05-2-19	12600	1937	Non-Contrib	Vacant	Brick	Poor	Suit-Kote Corp
9	153 Jones and Gifford	387.05-2-19	4420	1950	Light Manufacturing	Occupied	Brick	Good	Suit-Kote Corp
10	95 Jones and Gifford	387.05-2-26	16520	1950	Light Manufacturing	Occupied	Brick	Poor	Jamestown Boiler and Manufacturing Company
11	85 Jones and Gifford	387.05-2-27.1	180404	1940	Light Manufacturing, Row Storage, Non-contrib	Occupied?	Concrete	Poor	Community Development Association LLC
12	85 Jones and Gifford	387.05-2-27.2	6096	NA	Non-Contrib			N/A	Nysarc Inc
13	75 Jones and Gifford	387.05-2-28	80108	1960	Row office, distribution warehouse		Brick and Concrete	Great	Nysarc Inc
14	75 Jones and Gifford	387.05-2-28	42150	2007	Walk-up Office	Occupied	Brick	Great	Nysarc Inc
15	55 Jones and Gifford	387.05-2-29	156756	1950	Light Manufacturing, Non-contrib	Vacant	Brick	Good/Poor	Wendon Holding Corporation
16	19 Jones and Gifford	387.05-2-30	32376	1950	Light Manufacturing	Vacant	Concrete	Good	Tiny Monkey Holdings LLC
17	21 Clifton Avenue	370.09-2-32	4886	1958	Light Manufacturing				F.r.strate Corp
18	21 Clifton Avenue	370.09-2-32	1720	1995	Distribution Warehouse	Occupied			F.r.strate Corp
19	347 Fluvanna Avenue	370.09-2-28	600	1900	Row Storage	Occupied	Wood	Poor	Fluvanna Enterprises LLC

Chadakoin River West BOA Nomination Study
Jamestown, New York

20	339 Fluvanna Avenue	370.09-2-27	22023	1930	Distribution Warehouse, Row retail, Row Storage	Occupied		Poor	Fluvanna Enterprises LLC
21	323 Fluvanna Ave	370.09-2-26	15125	1956	Body Shop and Row Storage	Occupied	Brick	Poor	Scalise Development Inc
22	311 Fluvanna Avenue	370.09-2-25	22596	1983/2008	Auto Dealer and Distribution Warehouse	Occupied		Great	Shults Real Estate LLC
23	245 Fluvanna Ave	370.09-21	81581	1983	Supermarket	Occupied	Brick	Good	Tops/PT LLC
24	235 Fluvanna Ave	370.10-1-7.1	3737	1969	Restaurant	Vacant	Brick	Good	Jamestown Regional Property, LLC
25	223 Fluvanna Avenue	370.10-1-8	20997	1950	Distribution Warehouse	Vacant	Brick	Good	Michael W Ulrich
26	223 Fluvanna Avenue	370.10-1-8	N/A	1950	Shed	Vacant	Siding	Poor	Michael W Ulrich
27	217 Fluvanna Avenue	370.10-1-9	1443	1940	Small retail, row office	Occupied	Siding	Good	Snooker LLC
28	213 Fluvanna Avenue	370.10-1-10	3797	1978	Small retail	Occupied	Brick, Siding	Good	Marilyn Raynor Perdue
29	205 Fluvanna Avenue	370.10-1-11	855	1965	Branch Bank	Occupied	Siding	Great	Cinjer Management Prop LLC
30	177 Fluvanna Avenue	370.14-1-1	1033	1971	Small retail	Occupied	Brick. Siding	Great	The Clip Joint LLC
31	173 Fluvanna Avenue	370.14-1-3	7980	1940	Walk-up Office, Row Storage	Occupied	Brick	Great	Gail R Penhollow
32	Lafayette Street	370.14-1-4	2026	1990	Row Storage	Occupied	Siding	Great	Gail R Penhollow
33	161 Fluvanna Avenue	370.14-1-6	1540	1998	Gas Station	Occupied	Brick	Great	United Refined Holdings Inc
34	2273 Washington Street	370.14-1-8	N/A			Occupied			United Refined Holdings Inc
35	2273 Washington Street	370.14-1-8	N/A			Occupied			United Refined Holdings Inc
36	2273 Washington Street	370.14-1-8	N/A			Occupied			United Refined Holdings Inc
37	2273 Washington Street	370.14-1-8	33049	1940/2003	Auto Dealer	Occupied	Siding	Great	Shults Real Estate LLC
38	2273 Washington Street	370.14-1-8	1946	2004	Auto Dealer	Occupied		Great	Shults Real Estate LLC
39	2245 Washington Street	370.14-1-11	2656	1920	Neighborhood Tavern and Converted Apt	Occupied	Stone, concrete, siding	Poor	Mary Pintagro
40	2229 Washington Street	370.14-1-16	8400	1940	Distribution Warehouse	Vacant	Brick	Poor	Gerald Swanson
41	2211 Washington Street	370.14-1-20	11242	1940	Distribution Warehouse	Occupied	Siding	Good	Ronaldo Pappalardo
42	2119 Washington St	370.14-2-21	2960	1980	Small Retail	Occupied		Good	Carmen J Scutella
43	2103 Washington St	370.14-1-22	2581	1965	Small Retail	Occupied	Siding	Great	Mary Dwaileebe
44	2001 Washington Street	370.14-1-27	3162	1970	Used Car Sale	Occupied	Siding	Good	JT Management LP
45	1911 Washington Street	370.14-1-28	1510	1928	Small Retail	Occupied	Siding	Poor	Steven Strickland
46	1905 Washington St	370.14-1-29	6240	1920	Body Shop	Occupied	Siding	Good	Peter J Peden
47	1801 Washington Street	370.18-1-2	11844	1960	Row Retail	Occupied	Stone	Good	M&D Peterson LLC
48	Washington Street	370.18-1-3	2400	1990	Row Storage	Occupied	Siding	Good	M&D Peterson LLC
49	1709 Washington Street	370.18-1-4	960	1960	Body Shop	Occupied	Brick	Good	Tyrell Johnson

Chadakoin River West BOA Nomination Study
Jamestown, New York

50	1519 Washington Street	370.18-1-6	7285	1960	Small Retail and Row Storage	Occupied		Great	Girton's Flowers
51	1505 Washington Street	370.18-1-9	2460	1968	Used Car Sale	Occupied	Siding	Great	Judith R Hartley
52	1425 Washington Street	370.18-1-12	13869	1973	Auto Dealer	Occupied	Concrete, Glass	Good	Judith R Hartley
53	1315 Washington Street	370.18-1-14	2400	1987	Used Car Sale	Occupied	Siding	Good	Shults Real Estate LLC
54	1115 Washington Street	370.03-1-8	7778	1960	Body Shop	Occupied		Good	Salvatore Liuzzo
55	1001 Washington Street	387.06-3-1	18370	1928	Auto Dealer	Occupied	Concrete	Great	JT Management LP
56	118 W 10th Street	387.06-3-56	3168	1930	Light Manufacturing	Occupied	Brick	Poor	Lakewood Tops Inc
57	917 Washington Street	387.06-4-3	1920	1988	Walk-up Office	Occupied	Metal Siding, Brick	Great	Daniel G Johnson
58	801 Washington Street	387.06-4-21	1900	1900	Row Retail, Row Apartment		Siding	Good	Terry J Coleman, Jr
59	814 Clinton Street	387.06-2-47	13960	1920	Row Storage		Siding, Brick	Good	Joseph M Dominick
60	814 Clinton Street	387.06-2-47	N/A	1920					Joseph M Dominick
61	512 W 8th Street	387.06-1-25	1320	1960	Body Shop	Occupied		Good	Rose Marie Sanfilippo
62	806 Monroe Street	387.06-1-26	8516	1930	Row Storage	Occupied	Brick	Good	Rose Marie Sanfilippo
63	806 Monroe Street	387.06-1-26	1146	1930	Used Car Sale	Occupied	Siding	Good	Rose Marie Sanfilippo
64	822-30 Monroe Street	387.06-1-28	6540	1916	Row Storage	Occupied		Poor	Fawn A Angerer
65	822-30 Monroe Street	387.06-1-28	2136	1900	Body shop	Occupied		Poor	Fawn A Angerer
66	822-30 Monroe Street	387.06-1-28	3,896	1900	Non-Contrib	Occupied			Fawn A Angerer
67	810 Monroe Street	387.06-1-27	N/A	1940	Shed	Occupied		Poor	Rose Marie Sanfilippo
68	823 Clinton Street	387.06-1-20	3,132	1915	Storage, Body Shop	Occupied	Concrete	Good	Larry Klingensmith
69	834-38 Monroe Street	387.06-1-29	10607	1970	Distribution Warehouse	Occupied	Siding	Good	M&M Holdings LLC
70	831 Clinton Street	387.06-1-19	6000	1925	Row Storage		Brick	Poor	Carl S Dominick
71	1010 Monroe Street	387.06-1-36	5250	1924	Body shop, Non-Contrib	Occupied	Brick	Poor	William Caruso
72	114 Jones and Gifford	387.05-1-7	1595	1953	Neighborhood Tavern	Occupied	Siding	Poor	Scott R Newton
73	168 Jones and Gifford	370.03-1-18	952	1980	Small retail	Occupied	Siding	Good	Jones and Gifford Property LLC
74	250 Jones and Gifford	370.03-1-37	1234	1960	Neighborhood Tavern	Occupied		Good/Poor	Toni Stromdahi's Restaraunts Inc
75	1016-18 Monore Street	387.06-1-37	N/A	1949		Occupied	Quonset Hut	Good	Daniel J Dolan
76	935 Monroe Street	387.06-1-38	N/A	1948		Occupied	Quonset Hut	Good	Irving E Fisher
77	Monroe Street	387.06-1-48	4,750	1951	Highway Garage	Unknown			City of Jamestown
78	924 Clinton Street	387.06-2-55	4,000	1960	Distribution Warehouse	Occupied	Siding	Good	Jamestown Awning Inc
79	Clinton Street	387.06-1-16.2	2,301	1900	Storage	Vacant	Brick	Poor	Advanced Roofing Inc
80	929 Monroe Street	387.06-1-39	875	1930	Unknown	Vacant	Brick	Poor	City of Jamestown
TOTAL			1,018,289	1951					



APPENDIX H ECONOMIC AND MARKET ANALYSIS

Economic and Market Analysis

Jamestown, New York Demographic Overview

Population

The population within Census Tract 303 which encompasses the designated Brownfield Opportunity Area (BOA) in 2015 is estimated to be 1,997, which is a decrease of 6.3% from 2010. By 2020 the population is projected to further decrease by 4.6%. The population within the City of Jamestown in 2015 is estimated to be 30,303, a decrease of 2.7% from 2010 and is projected to decrease another 1.5% by 2020.

Within the BOA area the current year median age for the represented population is 33.2, while the average age is 35.4. The City of Jamestown has a median age of 37.6 while the average age is 39.1. By comparison, the United States has a current median age of 37.9 and the average age is 38.8.

The racial composition within Census Tract 303 estimated population is: 72.6% White alone; 10.4% Black or African American; 1.3% American-Indian alone; 0.5% Asian; 0.1% Native Hawaiian and Other Pacific Islander; 7.2% some other race; and, 8.1% two or more races. The current estimated Hispanic or Latino population is 20.9%, while the City of Jamestown as a whole is at 10.5%.

The Economic Framework and Market Assessments submitted by W-ZHA, LLC in 2013 for the Chadakoin River Central Study Area notes that "Chautauqua County and the Region have not grown significantly over the last decade and are not projected to grow over the next 5 years."

	Population 2015 (Estimated)	Population 2020 (Estimated)
Chautauqua County	132,315	131,255
Jamestown	30,303	29,857
Census Tract 303	1,997	1,906
Erie County	920,426	927,850

CBRE, 2016 Source: Nielsen

Households

There are an estimated 12,824 households in the City of Jamestown, NY and 837 households within Census Tract 303. Both Census Tract 303 and the City as a whole have experienced a

decrease in households since 2010. The decrease is projected to continue to 2020 with losses of 1.2% for the City and 4.4% within Census Tract 303.

Income

The estimated median household income in The City of Jamestown in 2015 was \$32,831, which is projected to grow 9.2% by 2020, while within Census Tract 303 estimated median household income was \$25,445, and is projected to grow by 5.1% by 2020.

Employment

The population over age 16 for the City of Jamestown is currently estimated at 23,692. The employment status of this labor force is: 51.8% employed civilians; 7.7% unemployed civilians; and, 40.5% not in the labor force.

Within Census Tract 303 the population over age 16 is currently estimated at 1,487. The employment status of this labor force is: 39.7% employed civilians; 16.1% unemployed; and, 44.1% not in the labor force.

The following occupational categories for the employed population in the City of Jamestown estimated for 2015 are as follows: 4.9% in management; 2.5% in business and financial operations; 12.4% in professional and related occupations; 20.2% in service; 8.9% in health care; 10.9% in sales; 14.0% in office support; 0.2% in farming or other agricultural occupations; 6.7% in construction, extraction and maintenance; and, 19.2% are in production, transportation and material moving.

Industry Employed 2014 Estimates 16 years and over (Top 5) City of Jamestown, NY	
Educational Services & Health Care	3,300
Manufacturing	2,276
Retail Trade	1,716
Arts Entertainment & Recreation and Accommodation and Food Services	1,222
Professional Scientific & Management Admin and Waste Management	899

U.S. Census Bureau, 2014 American Community Survey

Within Census Tract 303 the occupation 2015 estimates for the employed population are as follows: 9.6% in management; 4.7% in business and financial operations; 16.1% in professional

and related occupations; 15.7% in service; 8.2% in health care; 11.0% in sales; 13.6% in office support; 0.7% in farming or other agricultural occupations; 8.3% in construction, extraction and maintenance; and, 12.1% in production, transportation and material moving.

Education Information

For the City of Jamestown, it is estimated that 7.6% of the population age 25 and over have earned a master's, professional, or doctorate degree, and 9.2% have earned a bachelor's degree. Within Census Tract 303 it is estimated that 4.7% of the population age 25 and over have earned a master's, professional, or doctorate degree and 4.5% have earned a bachelor's degree.

The United States population over 25 has an estimated 10.8% of the population with a master's, professional, or doctorate degree, and 18.1% have earned a bachelor's degree.

Housing Information

Within the City of Jamestown in 2015, 43.2% of housing units are estimated to be owner-occupied. The largest segment of the dwellings are estimated to be structures of 1 Unit Detached, accounting for 51.4% of the City's total. The largest segment of new housing units built in the City was from 1950 to 1959, accounting for 11.7% of total dwellings.

Within Census Tract 303 in 2015, 28.3% of housing units are estimated to be owner-occupied. The largest segment of the dwelling are estimated to be structures of 1 Unit Detached, accounting for 40.3%. The largest segment of new housing units in Census Tract 303 are estimated to have been built from 1950 to 1959, accounting for 9.3% of the total.

Unemployment

Chautauqua County had an October, 2015 reported unemployment rate of 5.4% compared to Erie County's 4.8%.

Commuting To Work

Within the City of Jamestown, the U.S. Census Bureau reported for 2010 that out of 13,624 Workers 16 years and older, 75% drove a car, truck or van alone to work. 13.9% carpooled, 2.7% used public transportation and 5.8% walked to work.

Jamestown, New York

Commercial Real Estate Overview

Early History

Chautauqua County has historically been home to primarily industrial inventory, with a number of manufacturing properties that were once thriving producers. The industrial heritage of factories, sawmills and mechanical establishments set the landscape for how Jamestown developed into a manufacturing city and commercial center of the county. In 1831, due to the active lumber trade, Jamestown was able to establish the first bank in the county and by 1900 the city had four prosperous banks.

The 1915 census noted 96 principal manufacturing firms and states that there are 73 smaller factories-in all employing 6,616 men, 1,785 women, 141 children and 561 office workers. Manufacturing of wood and metal furniture once earned Jamestown the designation as the "Furniture Capital of the World." Other consumer and industrial manufactured products from earlier eras included voting machines, washing machines, pianos, paving brick, wrenches, woolen dress goods, suitings, towels, window screens, blinds, tools, rubbing, carving and sanding machines, mirrors, automobile running gears, veneer, and bee hives." (Downs, 1921) Jamestown was also rich in retail establishments and merchandising. The successful municipal developments and concentration on quality of life was apparent early on with the development of the park system and social institutions.

Industrial

As industries began to migrate away, Jamestown, like many rust belt cities, was left with a much smaller manufacturing presence. Nevertheless, today manufacturing remains one of the largest industry sectors in the Jamestown area. Much of the industrial commercial product is found along the Chadakoin River, which also includes abandoned old factories having become the center of attention for cleanup efforts to increase public access and recreation.

The manufacturing and flex product found along Jones and Gifford Avenue is located across from a significant wetland area and McCrea Point Park, where park enhancements are underway as part of the Greater Jamestown Riverwalk. The mixed industrial uses in this area have brought noise, fumes, and heavy delivery traffic. Combining public spaces with these uses presents a number of challenges, but also presents an opportunity to preserve the industrial sector while recognizing the need for lighter industrial and incubator spaces that encourage a broader mix of commercial opportunities. Attracting pedestrians back to this area will call for an increase in lighting, signage, traffic calming techniques, and safe road crossings.

Industrial commercial real estate has remained strong over the past few years with vacancy rates declining and demand remaining solid. Nationally, strong growth has been seen in core distribution markets as well as secondary markets largely due to supply chain users in big box

and light industrial. (CBRE, Q3 2015) There has been limited supply throughout the U.S. of quality Class A product.

In a tertiary market such as the Buffalo-Niagara region, where CBRE has tracked the industrial market for the past 14 years, industrial product has been increasingly in demand and we are now seeing vacancy rates below 5%. Aside from a decrease in available existing functional space in the market, and despite the increase in demand over the past several years, developers continue to be reluctant to commit to construction of speculative product in the absence of having a prospective user in hand. This is the case historically with the region overall not being a "spec build" market, and the severe economic recession of 2008-2011 served to reinforce this trend.

Similar to Jamestown, Buffalo's inventory is filled with older industrial product that is no longer functional by today's standards. Many of these properties have been slated for re-use through preservation and adaptive techniques when feasible. Some projects have seen old factories turned into loft apartments and mixed use commercial buildings while preserving the buildings' rich history.

Industrial users are paying a premium for "clean" space, generous ceiling heights, and proximity to the Interstate highway network. Access is increasingly important for both the user and its employee base. There is an ongoing preference for existing product over new builds with shorter timelines needed for the industrial sector occupiers due to market demands. A great deal of the demand for industrial space comes from increased spending on consumer goods. Gas and oil prices contribute to how much disposable income families may or may not have, affecting the overall industrial demand. The industrial demand is projected to level off in 2016 nationally.

In terms of Interstate access Jamestown is ideally positioned with three interchanges of Interstate 86 providing connectivity to all of southwestern New York and northwestern Pennsylvania. In addition, Interstate 86 provides a very accessible shortcut as well as offering Jamestown as the approximate midpoint along the important east-west Interstate corridor between the Chicago and New York City metroplexes.

Office

Office product in Jamestown has evolved as needed with limited new construction. Krog Development is a major player in the market, and along with their medical product they constructed a 48,000 SF Class A building in downtown Jamestown known as the BWB Building. The building has held a strong occupancy with limited vacancy. The BWB Building offers limited parking but this has not deterred Class A office tenants from locating to the property.

Lynn Development, a Jamestown based developer has been listing 84,000 SF for lease at the Jamestown Post Office Building, now known as the Lynn Building, as commercial and

professional office space. The building has a flex office design and has a number of vacancies available to tenants. This type of redevelopment is a great repurpose for a once government occupied building. The building's position in the city and its size makes it an important redevelopment for energizing the surrounding area and acting as a catalyst for future development and growth. Office product such as the Lynn Building presents challenges due to the quality of the space with longer lease up periods. Tenants, however, often stay in place and continue to renew once a lease is signed in the Jamestown market.

Buffalo-based Benderson Development is another large developer with properties in Jamestown. Benderson is typically known for retail properties and its Northcrest Business Park located on Fluvanna Avenue has a retail plaza design and former use as retail, but today is home to medical and human services offices. This transformation of formerly retail sites that were underperforming and been redeveloped into new uses including government, business, and professional offices is prevalent not only in Jamestown but in many other parts of the country

Many commercial office properties in the Jamestown area fall under the flex property category consisting of a blend of office and industrial components. These properties are well suited to attract a number of tenants and different types of uses.

The downtown Jamestown corridors and business blocks are home to a number of historic buildings that house office and retail tenants. Historic properties often call on specific users that will benefit from unique character and older cut-up configurations, or buildings that were formerly homes. Maintenance costs and adaptive reuse issues often limit the pool of prospective investors, owners and occupiers, but these properties are often sought out for redevelopment into apartments, condominiums, and boutique hotels.

The Western New York (WNY) office market has been relatively stable over the past ten years with gradual increases occurring in vacancy rates beginning in 2007 and continuing through the economic recession and post-recession periods, but currently leveling off. The office market typically stays on par with national trending with a small lag. The WNY office sector is known for continuous tenant shifting occurring when users move from one submarket to the next. Unfortunately, large office users entering the WNY market do not occur frequently.

The region is home to many back office users and call center operations due to the skilled workforce, affordable real estate and accessibility. Collection agencies, customer service centers, and financial service centers are some of the segments that account for a large component of office occupiers. The WNY market is also home to a large number of General Service Administration (federal government) occupiers accounting for over 1 million square feet in Erie County alone. This is an important segment for the Jamestown office market as well, as there are several federal and state occupiers that secure long-term leases, and often times these groups will want to locate near one another.

Nationally and in the WNY office market, the growing trend has been the flight to downtown. A number of traditional office users are relocating back to the urban centers largely due to the

changing demographics of today's workforce where millennials are greatly impacting the workplace. The growing trends have shown a push towards collaborative work space along with 24 hour locations and abundant amenities. (NAIOP, Spring 2015) More and more businesses are choosing to locate in loft style office conversions as well as new construction projects that are coming online in downtown markets. The Jamestown Brownfield Opportunity Area presents options for office redevelopment in both former industrial and retail buildings.

Medical Office Space

Medical and Educational institutional product has been on the rise drawing life science users to the Western New York area with tremendous growth occurring at the Buffalo Niagara Medical Campus.

Healthcare remains a very important economic engine for the City of Jamestown as well. The Jamestown General Hospital, opened in 1911 and owned by the City until 1988, is now a part of WCA (formerly known as the Woman's Christian Association of Jamestown, N.Y.) chartered in 1885. WCA is southwestern New York's largest not-for-profit healthcare provider, and recently formed an affiliation with University of Pittsburgh Medical Center (UPMC) to expand healthcare services across the region with an anticipated deal affirmation expected Summer 2017.

WCA is a huge asset for Jamestown and the surrounding area. The hospital employs over 1,100 people and the area surrounding the hospital (Foote Avenue) has evolved to accommodate a number of medical providers and become the area's medical corridor. W-ZHA's 2013 study mentions the Healthcare Corridor Concept development, and how the clustering of health and wellness services aids in land use synergy.

Medical office commercial real estate has continually been an area where new construction has seen both private and institutional based investment. Krog Development has been successful with the Brownfield redevelopment project of the Jamestown Area Medical Associates Building, and the once blighted Brass building, now home to Western New York Urology Associates and Cancer Care.

Demand for medical services is projected to rise as changing demographics and new legislation are foreseen. These trends bode well for the Jamestown area, where additional new medical office space could be supported.

CBRE's Healthcare Capital Group noted in 4Q 2015 the following industry updates:

- Healthcare spending is rebounding in a big way, growing at a rate of 5.3% last year
- Hospitals have been aggressively purchasing medical groups in recent years, and when they do so, prices charged to patients for medical services have a tendency to rise.
- New construction of out-patient medical office buildings may be slowed due to the Bipartisan Budget Act of 2015 affecting the Medicare reimbursement rates, while "grandfathered" older off campus medical out-patient buildings could see their assets in demand by investors.

Retail

The retail commercial sector in the Western New York area has been improving over the last couple of years, after seeing a number of big box retailers shut their doors and aging shopping facilities sit vacant. There has been an increase in boutique shop interest and niche neighborhood shopping areas as opposed to the traditional mall. The push back to the urban center has shown improvements in the drive to bring retail back to downtown markets. Jamestown's western retail corridors are focused primarily along Washington Street, and Fairmont Avenue which continues into suburban Lakewood, NY. The City's urban center is home to limited traditional retailers but a number of cultural, recreational and educational anchors including the Lucille Ball - Desi Arnaz Center and the Ice Arena, among others, present the opportunity for viable nearby retail.

The current development of the National Comedy Center in downtown Jamestown will also aid in bringing additional retail by way of restaurants and other small establishments. The adjacent Gateway Train Station redevelopment into a mixed use commercial center is also anticipated to house a retail component as well as event space. These developments should generate new demand and aid in filling the number of downtown retail vacancies and gaps in concentration.

The commercial trade area found along Washington Street consists of a high concentration of auto dealerships, limited franchises and small retail service shops. The area has developed with an array of zoning and some residential areas back up to many of the retailers. The retail corridor blurs access to Chadakoin Park which is highly underutilized. The area is in need of revitalization with the support toward a neighborhood commercial corridor that is pedestrian friendly and allows for accessibility to the park.

The vacant strip plaza found at 245 Fluvanna Avenue is an ideal site for a mixed use redevelopment; this could include retailers and office space with a possible entertainment concept. National retailers look to strong demographics and traffic counts when analyzing site selection. Due to the seasonal nature of the tourism in Jamestown, an attraction that could draw people in who are travelling through the area would be ideal to help slow the migration of shoppers to nearby areas and retail leakage. Improvements to Chadakoin Park; publicly accessible Chadakoin River recreational amenities off of Fluvanna Avenue; and, signage designating services and attractions along both the eastbound and westbound Interstate 86 near the Skunk Rd. exit would all serve to assist development or redevelopment of healthy retail along both Fluvanna and Washington.

Residential

Both recent historical and projected figures through 2020 indicate the total number of households decreasing within both the City of Jamestown and Census Tract 303. The creation of new residential units within the City via new build or adaptive reuse of existing obsolete industrial or commercial properties would not appear to be a large opportunity for developers. The exceptions are in small volume rental development for niche categories such as young professionals and affluent older empty nesters not wanting the responsibilities of ownership. Developer potential for these niche categories was touched on briefly in a report titled Downtown Jamestown Economic Development Strategy, compiled in August 2015 by AECOM, an engineering and technical services company, for the Gebbie Foundation. The report cited strong apartment occupancy results for the Wellman Building and Ellicott Building, both of which were adaptive reuses of former mixed use ground floor retail with upper floor offices. The filling of ground floor retail spaces has proven to be more of a challenge than the apartment components. The bigger challenge for any developer of an adaptive reuse project has, and will continue to be, the overall cost and attendant financing vs. both the short and longer term returns on invested capital.

A March 2010 research report compiled by czbLLC, an urban planning consultancy, for the Jamestown Renaissance Corporation provided a very comprehensive summation of the state of the entire housing inventory within the City. The report was titled Report to the City of Jamestown, Reinvesting in Itself. The lengthy report can be capsulized in an economic context of supply and demand. In an environment where Jamestown has faced a decades long downward spiral of departing businesses and industries along with a steady loss of population, it still has the capacity to survive and prosper as a City with a population base of 25,000-30,000 people. The focus needs to be a continuing effort to breaking the so-called "disinvestment cycle." The report posits that, in terms of housing stock, there is a lot of supply, but that too much of that supply is unappealing, thereby resulting in price stagnancy or decreases. The lack of appeal relates in large part to deferred maintenance and higher than tolerable dwelling vacancy levels in both single family as well as multi-family units in various neighborhoods. The challenge in breaking the disinvestment cycle is in fixing the demand side, and doing so via a concerted effort at all levels of individual citizens, neighborhood groups, private enterprises, and government and community leaders. The argument is that there exists the financial capacity to pay for proper upkeep, but that it needs to be addressed in terms of the willingness to do so and the willingness can be enhanced via financial incentives and unwillingness penalized to force action.

The Chadakoin River West BOA actually only includes 88 residential parcels located on 12.5 acres or less than 2% of the 710 total BOA acreage. By zoning virtually all these parcels appear to be designated R-2 or two-family residential. A guesstimate of the residential population within the BOA would be perhaps 300 people, or a fraction of the total Census Tract 303 (303) population of more than 1900. The housing stock within the BOA closely resembles most of the housing stock within 303 extending east of Washington St. to Main St. (Route 60), which forms most of the easterly boundary of 303. The 303 is formed also by an irregular boundary to the

southeast and south which includes a large portion of the northern section of Jamestown's downtown central business district. Much of the 303 to the immediate east and south of the BOA is zoned and in use as R-2 residential, and many of the dwellings within (including those within the BOA) appear to have deferred maintenance aspects. Given that approximately 8% of all land within the BOA is vacant, and many of those vacancies have little development potential due to the proximity to wetland areas and lack of soil stability, new residential development of any scale is doubtful. On the other hand, the ongoing trend of visible residential disinvestment in much of 303 holds the possibility of being reversed in the intermediate and longer term given the proximity and improved accessibility to Chadakoin Park as an important regional environmental setting and recreational amenity.



APPENDIX I ECO-TOURISM ANALYSIS



Exploring the Economic Benefits of Tourism: Chadakoin River West Brownfield Opportunity Area

October 7, 2016

Presented by:
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Robert Starzynski



Part of the CBRE affiliate network

INTRODUCTION

The definition of tourism has expanded over the decades especially when looked at in terms of a catalyst for economic growth. What was once looked at as “pleasure travel” has now been expanded to include temporary visitors staying at least 24 hours in the community visited and the purpose whose journey can be classified under either: leisure, such as recreation, holiday, health, study, religion, sport, and business travel (NRPA, 2010). These categories allow economic agencies to increase the overall visibility of tourism and account for economic value. Although tourism is often seen as an overall industry it is not officially recognized by the North American Industry Classification System (NAICS); however, a number of industries fall under the tourism umbrella including hotel accommodations, restaurants, airline travel, automobile, and retail spending.

Ecotourism is defined as all nature based forms of tourism in which the main motivation of the tourists is the observation and appreciation of nature. It also contains educational and interpretation features, service providers as well as destinations that tend to be small locally owned businesses. Ecotourism minimizes the impacts upon the natural and socio-cultural environment and supports the maintenance of natural areas which are used as ecotourism attractions. (Ramsar,2012) Ecotourism can also be viewed as “showing off: things that are already there including natural, local environment. (Beeton,1998) Ecotourism contributes to a better understanding of the natural environment and conservation along with appreciation for sustainability and ethics.

Ecotourism has the ability to “increase the value of tourism to the local economy, at the same time it can improve the experience of visitors.” (Beeton,1998) The national tourism average ratio for the direct effects estimates 20 jobs per \$1 million in sales or 16 jobs per \$1 million of visitor spending. The jobs that are created not only produce income but also help with the overall quality of life for people within a depressed area. Ecotourism can also provide a sense of pride one has for their community along with showcasing its heritage. (NRPA,2010)

Ecotourism puts emphasis on the educational value while recreational tourism can include various forms of events and festivals, aquatic and coastal areas, camping, fishing, hunting, sports and fitness. Outdoor recreation can be defined as activities taking place in a natural setting, whereas Adventure Tourism includes “a trip that includes at least two of the following three elements: physical activity, natural environment, and cultural immersion”. (UNWTO, 2014)

Both Ecotourism and recreational tourism can involve the establishment of accommodations such as eco-resorts, campsites, recreational vehicle (RV) parks, Bed & Breakfast (B&B's), farmstays, cabins, marinas, among others. Attractions to support these tourism sectors can include: sanctuaries, education and information interpretation centers, outdoor museums, BMX bike track facilities, skateboard parks, and other recreational outdoor activities.

Economic benefits attributable to ecotourism includes employment growth, increased traveler spending in the community, increased visitor length of stay, increased local development of infrastructure and a generation of funds towards conservation efforts.

Eco-tourism and recreational tourism are not the typical economic development strategy; however, municipalities have been utilizing this way of thinking to increase economic spending more and more in recent times. The City of Jamestown contains several unique natural resources and recreational features that have the ability to be capitalized upon to create an extraordinary impact to the area and region.

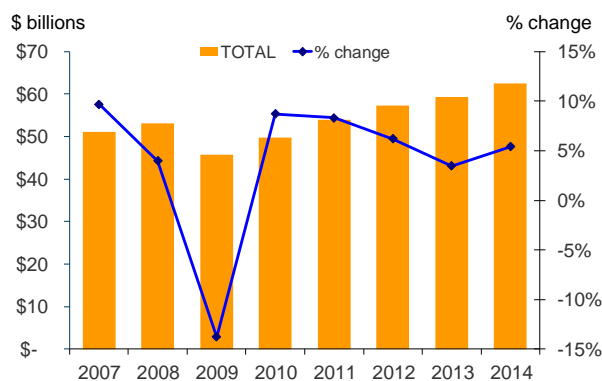
The purpose of this report is to showcase the ability to leverage natural assets and tourism as an economic strategy for the City of Jamestown. Economic benefits of natural parks and tourism within the region will be discussed. Justification for numerous types of attractions to be included within the Chadakoin River West BOA will be presented and explained.

TOURISM ECONOMICS

New York State Tourism

Data from the Tourism Economics Report for New York State reveals a positive and growing trend in tourism spending in 2014. NYS achieved pre-recession (2008) levels in overall traveler spending in 2011, increasing each year since. 2014 closed at \$62.5 billion in overall traveler spending, a 5.4% growth over 2013, and an 18% growth over 2008 highs. This spending generated \$100.1 billion in total business sales, which includes both indirect and induced impacts.

New York Traveler Spending



Source: Tourism Economics

Traveler Spending By Sector



Source: Tourism Economics

The most notable sector in terms of growth in 2014 was recreation, logging 6.6% gains over the prior year. A continued growth trend in New York's tourism economy has far-reaching effects across the state. Travel spending has a direct impact on jobs, wages, taxes and GDP within each sector (recreation, transportation, lodging). The sectors also provide indirect impacts from the

purchase of goods and services as inputs, as well as induced impacts, from employees who directly or indirectly spend their incomes in the city economy.

In 2014, direct tourism employment grew 3.2%, sustaining 748,000 jobs with total income of \$31.6 billion (a 4.2% expansion in associated personal income); both measures reflect the fact that tourism outpaced the general economy. Overall, 8.2% of all jobs in NYS are sustained directly or indirectly by tourism. Additionally, tourism is now the 4th largest employer in New York State on the basis of direct tourism employment, behind only health care and social assistance, professional and business services, and retail trade. Generally, tourism can generate anywhere from 6%-19% of employment for a region.

The lodging sector saw traveler spending increases of 6.5%, as both room demand and rates rose, while Transportation was also strong, showing traveler spending gains of 6.2% over 2013. These increases help illustrate the fact that tourism is a substantial and growing component of the New York State economy, and translate, notably, into a reduction in taxes paid by NYS households. In 2014, the \$7.8 billion in state and local taxes generated through tourism resulted in an average savings of \$962 in taxes for each NYS household.

Chautauqua County Tourism

The Chautauqua-Allegheny regional share of direct tourism employment in 2014 was 9%. Tourism in the Chautauqua Allegheny region is a \$548-million-dollar industry employing 11,734 people. Chautauqua County represents 48% of the regions tourism sales with \$263 million in traveler spending. (Tourism Economics, 2014)

Traveler spending in New York State is tracked and divided into 11 economic regions with Jamestown being accounted for in the Chautauqua-Allegheny region. The latest data from 2014 reflects that this area makes up 1% of traveler spending in New York State. (Tourism Economics, 2014)

Traveler spending in the region was well distributed across all the sectors with Restaurants & Lodging along with Second Homes accounting for the most in tourism dollars. Recreation spending for Chautauqua-Allegheny was 9% in 2014. Sales, property and hotel bed taxes contributed \$37.9 million in local taxes. This reflects a tax savings of \$603 per household. About 80% of tourism spending in the local area can be captured as direct sales from tourism. (NRPA, 2010)

In a marketing analysis report for Chautauqua County Visitors Bureau in 2015 by Dr. Lei Huang, a survey was conducted to investigate the “motivations, opinions and behaviors related to visits to Chautauqua County.” The survey obtained results from 561 participants with the mean age being 55+ years old. 27 percent of responders were from Pennsylvania, 26 percent from Ohio and 17% from New York State. The following results were determined from the survey:

- 80% of respondents took at least one trip to Chautauqua County in the past 4 years
- Most visits occurred within June, July and August

- Primary travel motivations were weekend getaways and summer vacations
- Activities during their visits were primarily: Dining, lake and waterways, and shopping/antique locations
- 19.7% of respondents were motivated to visit for recreation purposes, 37.6% visited a beach or park area and 66.3% visited a lake or waterway, and 23.8% participated in hiking trails/canoe routes.

The study determined that the average trip was 2.6 days with 3.6 people and \$469.51 was spent daily on lodging, meals, shopping, admissions and gasoline. Visitors had hoped to see cleaner lakes, more dining and shopping and historical interests. Other recreation features utilized during visits included: bicycle riding on area roads, boating, fishing and walking tours. (Huang, 2015)

ECONOMIC BENEFITS OF PARKS AND RECREATIONAL TOURISM

Frederick Law Olmsted recognized the importance of parks and natural settings to communities when he noted that tourists enjoying local attractions such as natural scenery “have contributed directly and indirectly for many years the larger part of the state revenues.” (Olmsted, 1865)

America’s local and regional public park agencies generated nearly \$140 billion in economic activity. The National Recreation and Park Association (NRPA) recognize that parks offer conservation, health and wellness and social equity. Parks increase the overall quality of life within a community and can help contribute to the overall health and wellbeing of residents thus lowering healthcare costs. Park systems and open spaces can also offer a positive effect on nearby residential areas and increase property values leading to higher tax revenues for the City. (Active Living Research, 2010) A positive impact of 20% for abutting and fronting a park can be seen for residential property values. (Crompton, 2001)

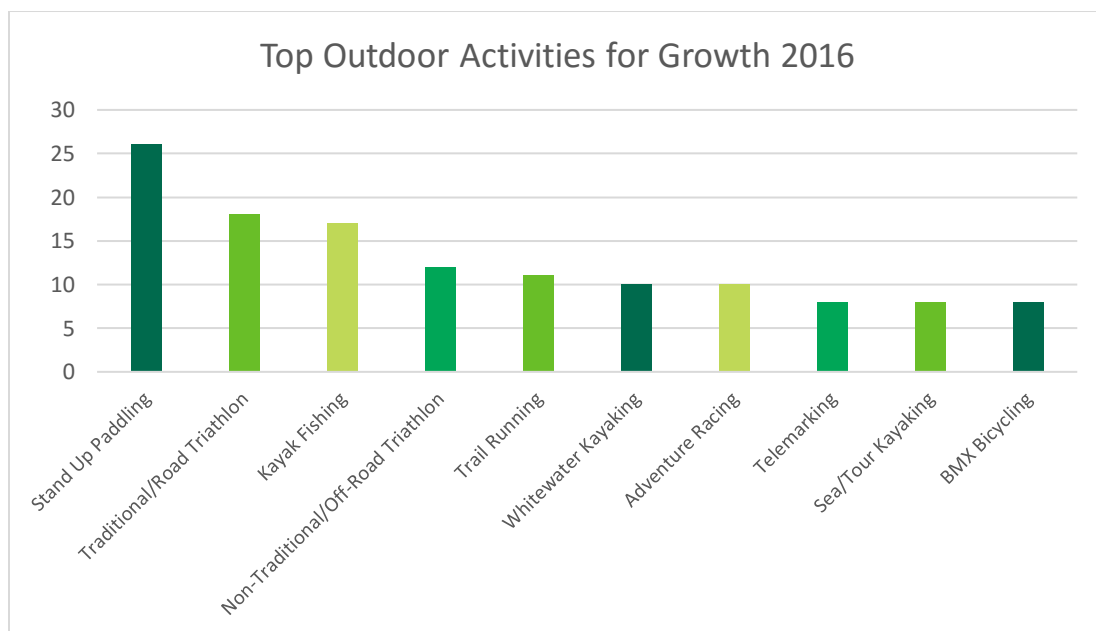
Parks and recreation provide opportunities for both local residents and visitors. It is through these attractions that “pleasure travel” or desire to go to a destination occurs. Many communities do not have large local attractions and rely heavily on the parks to bring in visitors. The economic impact of parks alone will depend on the amount of visitors, but it is important to note that many parks do not charge an admission or have the means to count visitors. The economic impact will relate “to only new money injected into an economy by visitors, vendors, media, sponsors, external government entities, or banks and investors from outside the community.” Everything attributed to local participation would be accounted as recycled monies. (NRPA, 2010)

Parks and recreational facilities can bring in new money through the hosting and creation of events and programming such as festivals, sports tournaments, community gardening, concerts, scheduled fitness classes, among others. These events would bring in outside visitors and have more of an expected economic impact.

Other recreational facilities that were found to have a large outsider base and bring in new money to a community were identified as high-end golf courses and horse activity centers. While golf courses can bring in fees from rentals to dining, horse centers cater usually to the higher income population and may have less of a base to draw from unless the center offers multiple activities for non-horse owners.

Attractions within a park, even with a low per person, per day fee can have substantial impact on local economics if they can attract a large number of non-local visitors. (NRPA, 2010) When using a park for economic development it is imperative that the park offers amenities. When a park offers adequate and accessible amenities and services it has the ability to attract and retain visitors while capturing visitor spending. Such amenities include pedestrian and bicycle trails, kayak launches, fishing locations, and wildlife observation hides.

Park visitation has climbed steadily in NYS and is projected to continue increasing 1% annually. (NY Parks 2020) Parks are the vehicle through which recreational activities operate. Outdoor recreation is in fact a thriving industry within Western New York. Nearly half of all Americans-48.4% participated in at least one outdoor activity in 2015. That equates to 142.4 million participants, who went on a collective 11.7 billion outdoor outings. (Outdoor Recreation Participation Topline Report 2016)



Outdoor Recreation Participation Topline Report 2016

Importance of Wetlands in Recreational Tourism

In a report by the United States Environmental Protection Agency, (EPA) titled The Economic Benefits of Wetlands, the EPA confirm that wetlands are heavily used for recreational activities such as hiking, fishing, bird watching, photography and hunting. In 2001, it was determined that

more than 82 million Americans took part in these activities and spent more than \$108 billion. The overall economic impact of recreational fishing is estimated at \$116 billion per the American Sportfishing Association. “Just watching wildlife, many of which depend on wetlands, has become a popular pastime.” (EPA843, 2006)

Feeding, photography, and observing wildlife activities alone accounted for \$40 billion in 2001. Other economic advantages of wetlands include flood control, wastewater treatment, food and energy sources and fish health. The EPA report provided an example in South Carolina where a swamp removes a quantity of pollutants from the watershed equivalent to that would be removed by a \$5 million treatment plant. (EPA843, 2006) Other less tangible benefits of wetlands noted included: aesthetic value, reducing streambank erosion, and providing educational opportunities.

The Chadakoin Park and encompassing wetlands in the City of Jamestown are a rarity in an urban-like setting. These assets should be utilized to their fullest potential while maintaining a respect for the ecological integrity of these wetlands. The City of Jamestown should make every effort to strategically use these wetlands to educate the community about their importance, increase sustainable interaction with the wetlands, increase passive recreational tourism around the wetlands to spur economic development within the City.

POTENTIAL ATTRACTIONS WITHIN CHADAKOIN PARK

Cultural and Nature Attractions

Cultural attractions have been known to generate economic dollars for local entities due to visitor's spending money at local businesses. Since arts and culture are magnets for tourists, this type of tourism should be capitalized on. The appeal for destinations to attract tourists, especially cultural tourists, is the new money infused into the local economy, generating both jobs and additional tax revenue. This appeal is due to the fact that cultural tourists typically spend more money and stay for extended periods of time compared to other types of travelers. The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences in Greater Buffalo found that \$27.79 per person, per event, in addition to the cost of admission was spent on culture experiences. Non-local visitors ended up spending twice as much and higher spending occurred for lodging, meals and transportation. (Arts and Economic Prosperity III, 2007)

Cultural tourists generally are searching for a more authentic and immersive experiences that typically involves community participation and interaction between the tourist and the local community. The following cultural institutions in Jamestown help bring in thousands of visitors and these numbers are expected to increase as development continues within the City. The Lucy Desi Museum and Center for Comedy has approximately 20,000 visitors each year while The Roger Tory Peterson Institute takes in on average 3,400 paid attendance visitors. The Chautauqua Institution receives 110,000-120,000 visitors over their summer season.

The Chautauqua Institution is a large attraction for out of town visitors but it is expected these visitors do not take full advantage of the recreational and cultural attraction outside of the institute. Therefore, immense opportunity exists to retain these visitors as well as engage the community due to the apparent ecological nature and health of the Chadakoin River and wetlands in the Chadakoin River West BOA.

Nature centers have a very specialized role in an eco-tourism based economy. The role of a nature educational center in Chadakoin Park would be to conduct research and education to tourists and residents, advocate for natural aspects of the wetlands and river, as well as provide outreach efforts to the community and tourism base. Economic impacts from nature center include direct visitor expenditures and well as indirect expenditures such as sustained ecosystem services, pollution mitigation, improved health outcomes and protection of natural heritage.

BMX Bike Track

There are over 46 million people in the United States road biking, mountain biking or riding BMX, which makes up approximately 16% of the population. However, the availability of bicycle facilities within the United States is poor and lacking. For this reason, bike parks have been increasing in popularity throughout the country in recent years. The demand for purpose-built bicycle facilities has taken hold of the region; riders, bike advocates, and land managers are working together to create landscapes intended for all levels of bicycle riding.

A BMX pump track is an endless loop of rollers and berms built so riders can shift their body weight in conjunction with the contours, rather than pedaling. Three types of bike riding within bike parks include ‘jumps’, ‘pump tracks’ and ‘free riding or flow tracks’. These types of bicycle facilities have the ability to be congregated into one area with separated with varying levels of difficulty.

BMX bike tracks are extremely popular due to their versatility. Children and adults of all ages are able to participate in these types of activities. These tracks are an amenity that can be enjoyed by the entire family, are extremely affordable to build and require little to no maintenance for city governments and the community. Generally, pump tracks follow the same guidelines and enforcement and programming as skateboard parks. This is a benefit for the City of Jamestown due to the existing skate park facility in Chadakoin Park.

Construction of BMX bike tracks are typically constructed using natural materials such as compacted soil and, in some cases, asphalt. They can be built in an area no larger than a standard football field or soccer field and can be designed to accommodate available land space. The time needed for construction is limited to one to two weeks, depending on the level of sophistication of the curves and jumps. An important aspect of maintenance of these tracks is the necessity of good drainage and hydrated soil. A bike track in the area of Chadakoin Park is an ideal location for this type of amenity due to the high water content of the soils in that area as well as a less intrusive use of space. Additionally, BMX bike tracks can be used in the winter as snow pump tracks with fat tire bikes, making this amenity a year round facility. Potential use as a short cross country ski track is possible as well.

Bike track facilities in other areas of New York State have been noticing increased usage and demand for bike amenities. Grippen Park BMX in Vestal, NY has reported receiving visitors from across New York State as well as North Carolina, Maryland, Delaware, Virginia, New England area states, as well as Canada (TWC News, 2015). This visitation rate and diversity showcases the demand and need for these types of facilities in Western New York, where the closest facility is in Hamburg, NY.

A basic BMX bike track costs approximately \$10,000, which is a relatively low upfront cost compared to other types of park amenities. Maintenance of the bike track is a low burden on the Parks and Recreation Department of the City of Jamestown. Increased visitation of bikers to this facility has the ability to spur spin off development including a bicycle shop, bicycle repair shop, among others.

JAMESTOWN LODGING

When looking at the Jamestown hotel industry it was found that the sector is relatively flat. Smith Travel Reports (STR) which provides hotel and lodging data tracking for hotel demand, reported in 2014-2016 that there were 31 properties, 10 located in Jamestown, NY. Three of these properties are now closed. From the total properties surveyed it was determined that each property had an average of 66 rooms per property, and for Jamestown and the contiguous suburbs there were 444 rooms. Occupancy is up from 2013 going from 3.6% to 7.3% in 2016. The average daily rate was up 7.4% but was roughly due to inflation. Occupancy was 54.5% in 2016 versus 51.3% in 2013. Healthy hotel occupancy measured by the national average is approximately 65%.

ECONOMIC IMPACT HYPOTHETICAL SCENARIO

To examine the economic impact of visitor spending the following assumptions were implied:

- Hard visitor counts from the Chautauqua Institution, Roger Tory Peterson Institute, and the Lucy Desi Museum and Center for Comedy at approximately 150,000
- A conservative 1% of new visitor growth
- Current Visitor spending reported from Chautauqua County Visitors Bureau Survey at \$469.51/family (3.6 persons)

A Simple Tourism Impact Scenario

A region attracts an additional 100 tourists, each spending \$100 per day. That's \$10,000 in new spending per day in the area. If sustained over a 100-day season, the region would accumulate a million dollars in new sales. The million dollars in spending would be distributed to lodging,

restaurant, amusement and retail trade sectors in proportion to how the visitor spends the \$100. (Economic Impact of Tourism, Daniel J. Stynes)

Tourism Impact to the City of Jamestown

1500 Tourists each spending \$469/day/3.6 persons =\$195,629 in new spending per day in the area. If sustained over 9-week summer season the area would accumulate **\$12,324,637.50** in new sales. It is estimated that 30% of this number would account as leakage to cover the costs associated with goods and services.

Upon the implementation of the suggested below recommendations along with development of the BOA area it would be assumed that visitor counts would increase each year along with visitor spending. Tourism growth would vary from year to year, but we do know that the regional growth of traveler spending for Chautauqua has seen growth up each year from 2012, and was reported at 3.7% from 2013-2014. Travel and Tourism's total contribution to the global economy is set to grow on average by 3.8% per year from 2015-2016. (Travel & Tourism, 2015)

RECOMMENDATIONS

The following recommendations are suggested as next steps to achieve the highest economic impact to the Jamestown area.

1. Improve the Physical Experience

- a. Washington Street Improvements to change the overall image of the area including signage, traffic calming, and streetscaping to create accessibility and visibility of the park
- b. Provide incentives to business owners and developers to improve the commercial environment and integrate green space if applicable in proposed development
- c. Rebrand the area through cohesive attractive and welcoming signage

2. Create a Destination

- a. Promote a festival or event that can become the parks namesake and continue to encourage events utilizing the existing businesses in the area as well as regional assets (Nature, Education, Food, Music, Comedy, Art, Sports, Weather)
- b. Obtain private sponsorships of events to aid in costs
- c. Continue to hold events annually and create an identity
- d. Draw an existing successful event such as a WarriorDash, ColorRun, Obstacle Event utilizing the park to establish regional attention

3. Connect Institutions and Residents to the Green

- a. Create collaboration with existing institutions such as the Roger Tory Institute and the City agencies through a parks initiative

- b. Promote educational tourism events including school trips, seminars, tours and workshops focusing on the natural environment
- c. Encourage volunteerism and local business participation
- d. Create free events for residents to connect them to nature and increase quality of life such as Fitness in the Park, Social Meetups, Dog Walks, Trail Walks, Fun Runs

4. Creative Marketing and Data Gathering

- a. Create a single resource for area tourism information that can be found at the State, County, City and Local levels via the web
- b. Use social media to survey visitors on a continuous basis to better understand motivations and desires
- c. Implement an annual survey of local attractions to obtain visitor count estimates
- d. Encourage interactive marketing campaigns such as an attraction stamp postcard or Nature Bingo cards where visitors can check off what they see and stop in a local business to receive a small prize

5. Encourage Development

- a. Catalog sites and buildings available and create information files that can be easily accessed
- b. Hold developer and brokerage events to market sites
- c. Create an Adaptive Reuse Ordinance that can offer incentives to developers such as an expedited approval process
- d. Reach out to retailers to hold “pop-up” events where space can be given at little to no cost to attract consumers and other development
- e. Make sure local Industrial Development Agencies and regional agencies are educated on the markets opportunities to promote sites at trade shows and events such as ICSC (International Council of Shopping Centers)

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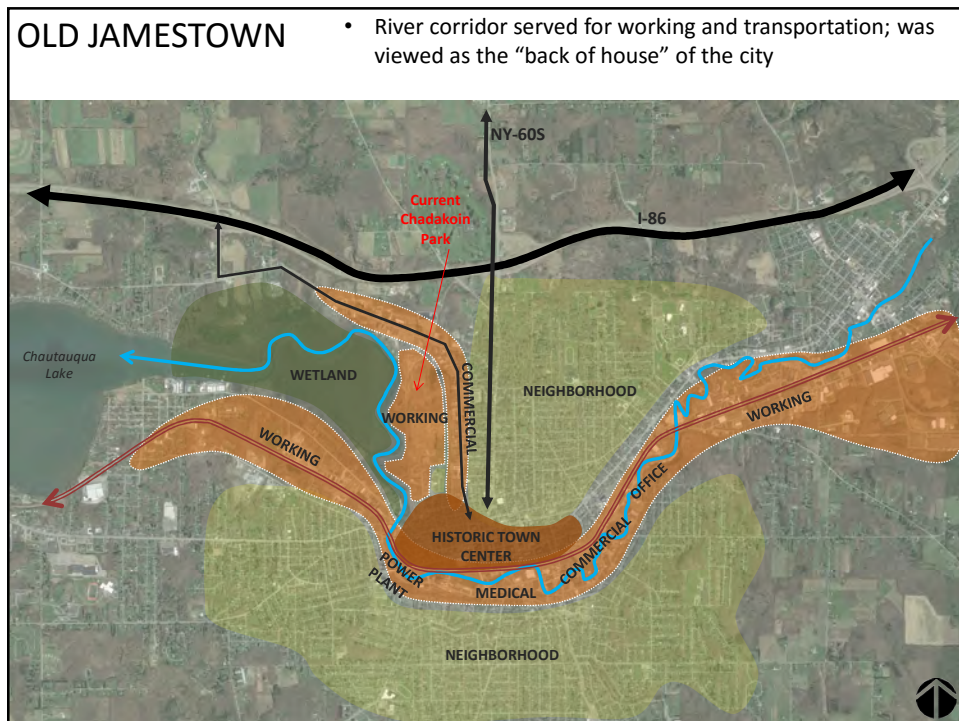
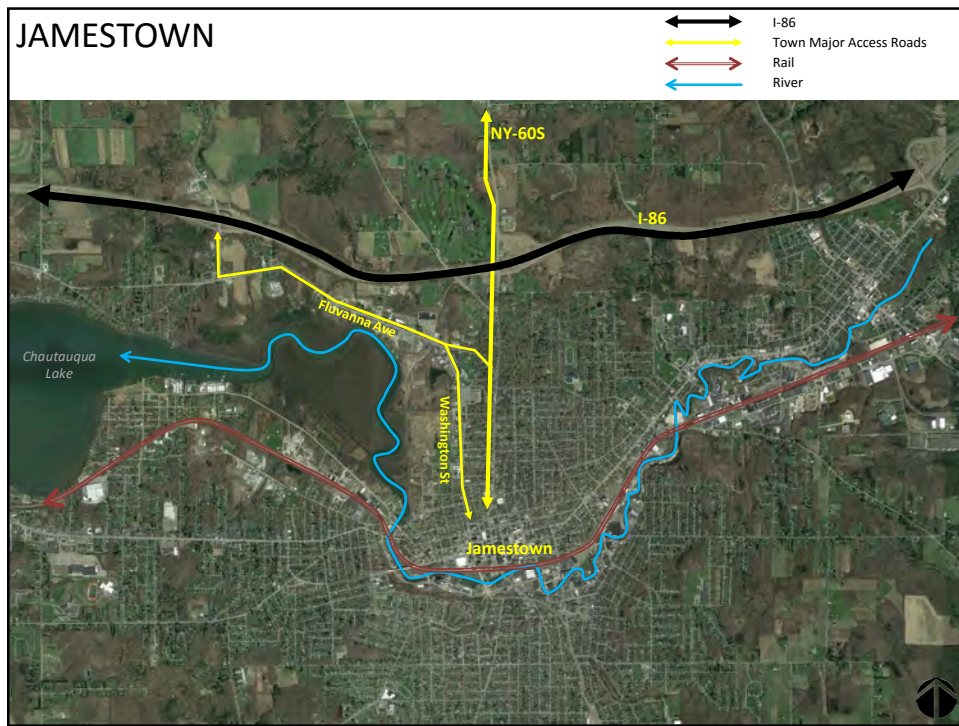
World Travel and Tourism Council, comp. "Economic Impact of Travel and Tourism 2015 Annual Summary." (2015): n. pag. *Hospitality Net*. Web. Oct. 2016.



APPENDIX J

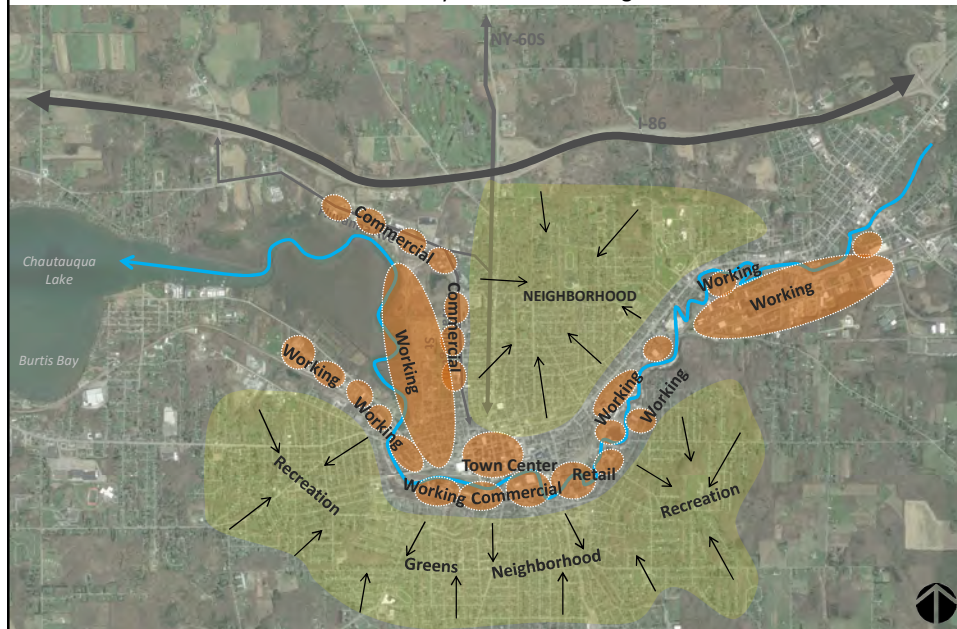
OVERALL CONNECTIONS PLAN





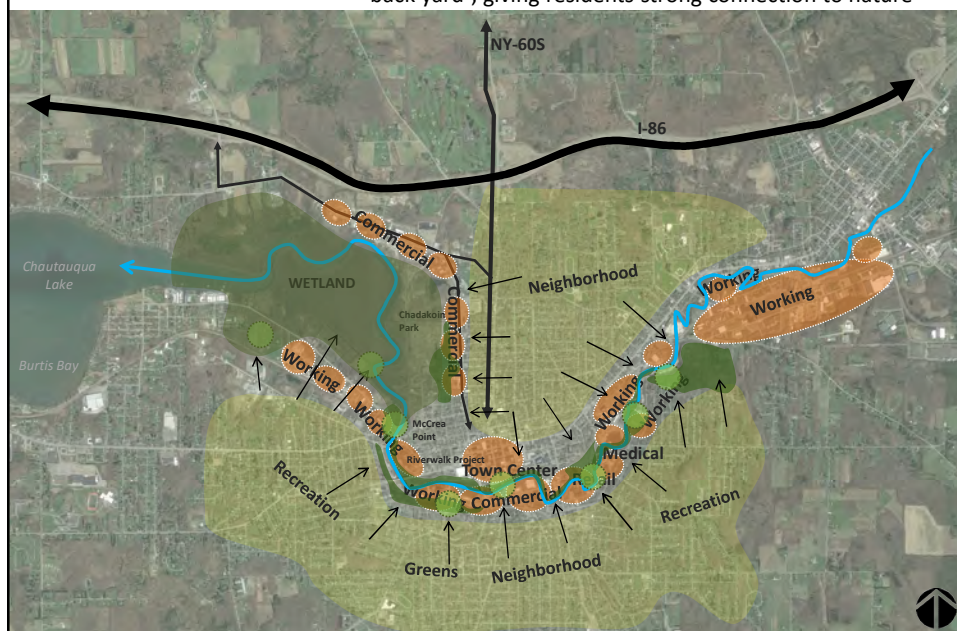
OLD JAMESTOWN

- Neighborhoods focused inwards
- River corridor was a zone of industry, rather than an amenity connected to neighborhoods



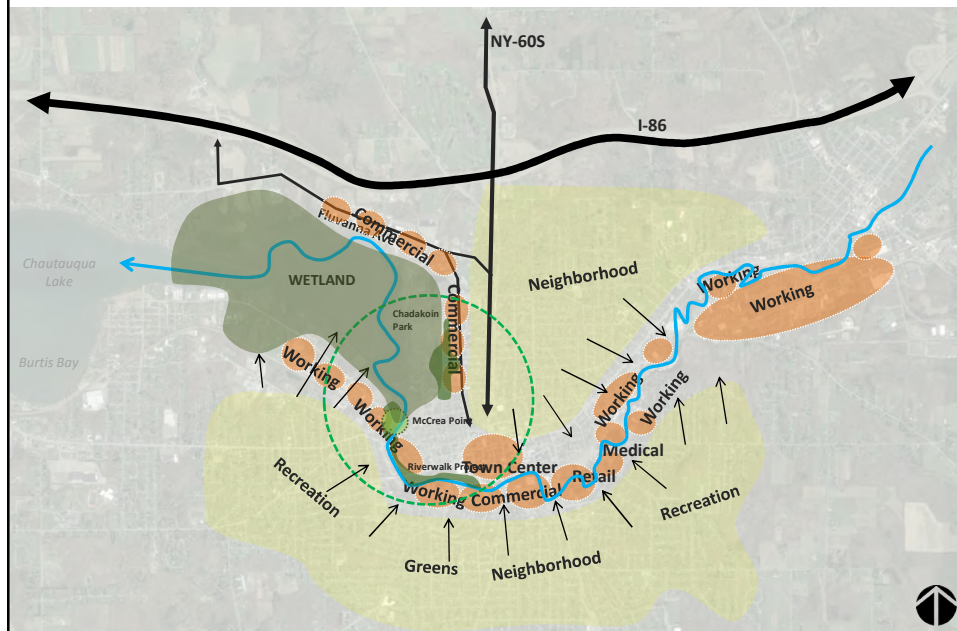
NEW JAMESTOWN

- An opportunity now exists to enable neighborhoods to become outward-looking, and to embrace their natural "back yard", giving residents strong connection to nature



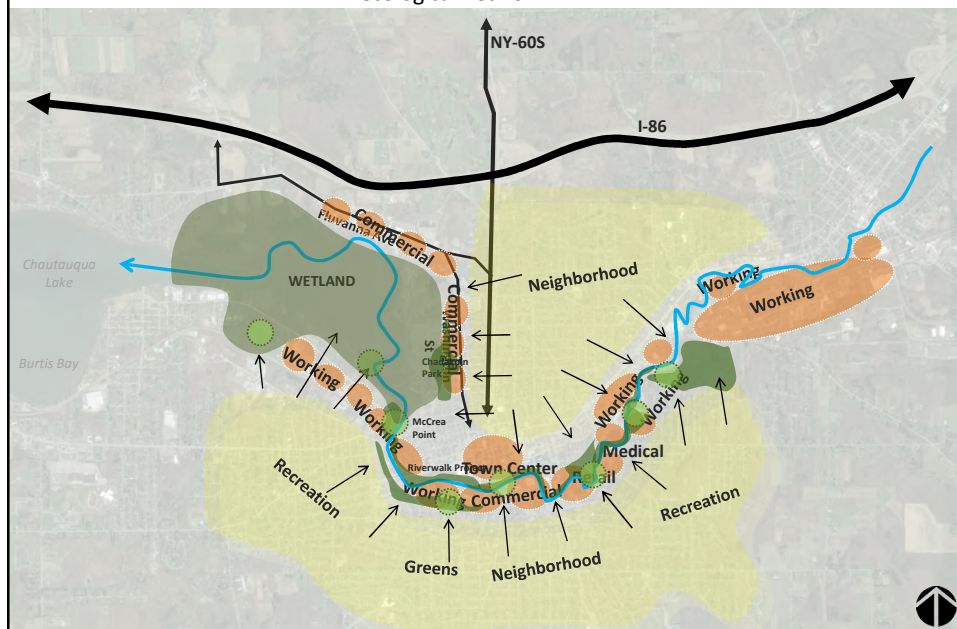
NEW JAMESTOWN

- Riverwalk project begins to connect people to the river and to a larger wetland and waterway network



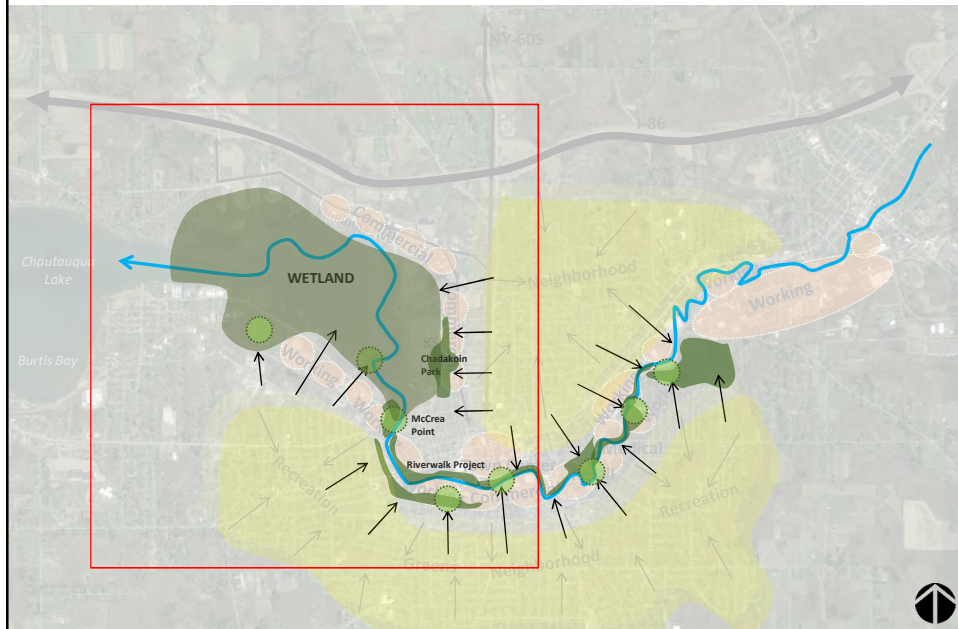
NEW JAMESTOWN

- Reinforcing the continuity of the open space corridor will provide greater benefits to public, town open space and the ecological network



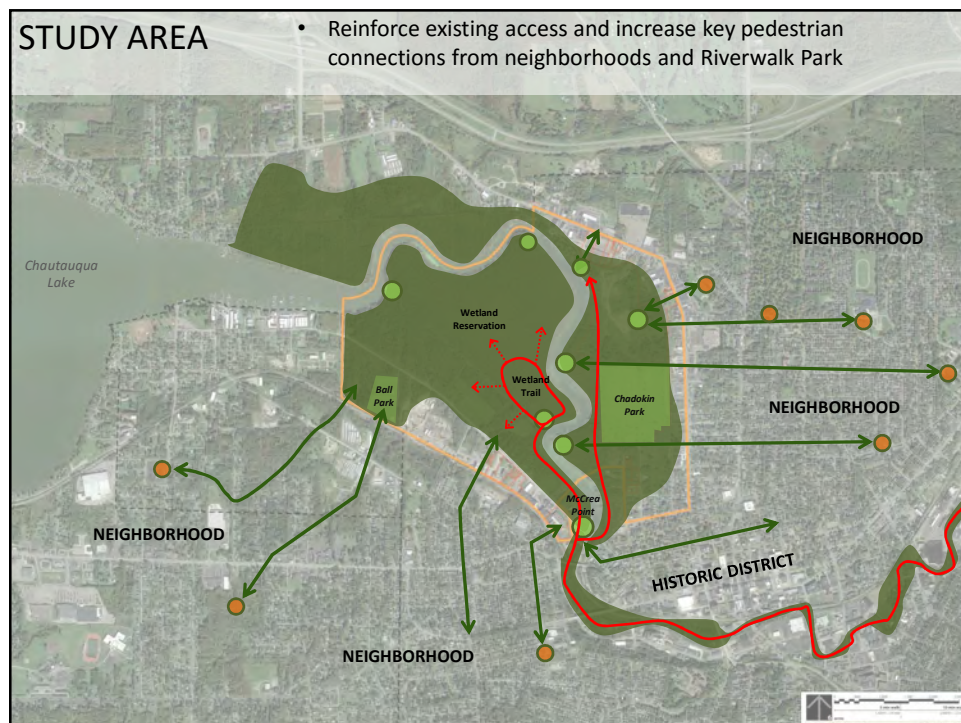
NEW JAMESTOWN

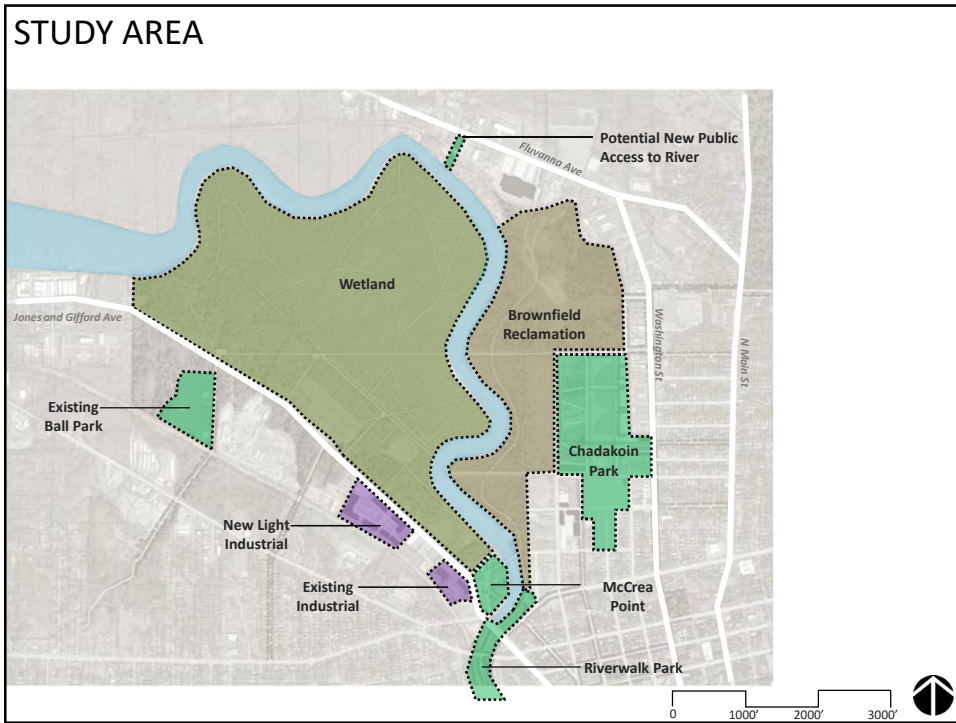
- The study area is key to provide new development fabric to knit the existing town and neighborhoods to the corridor

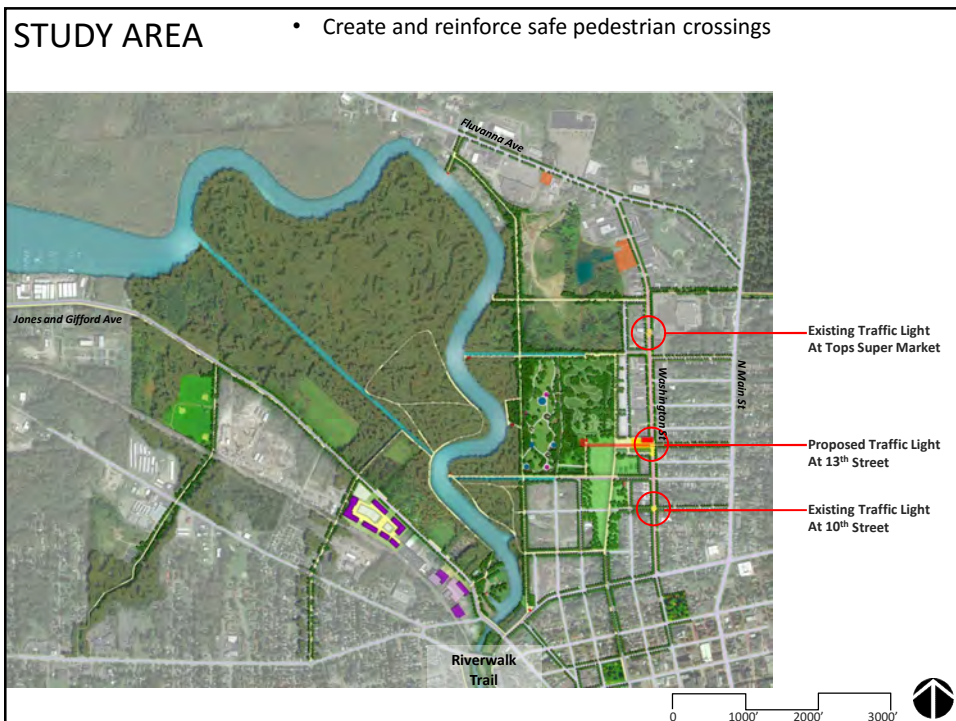
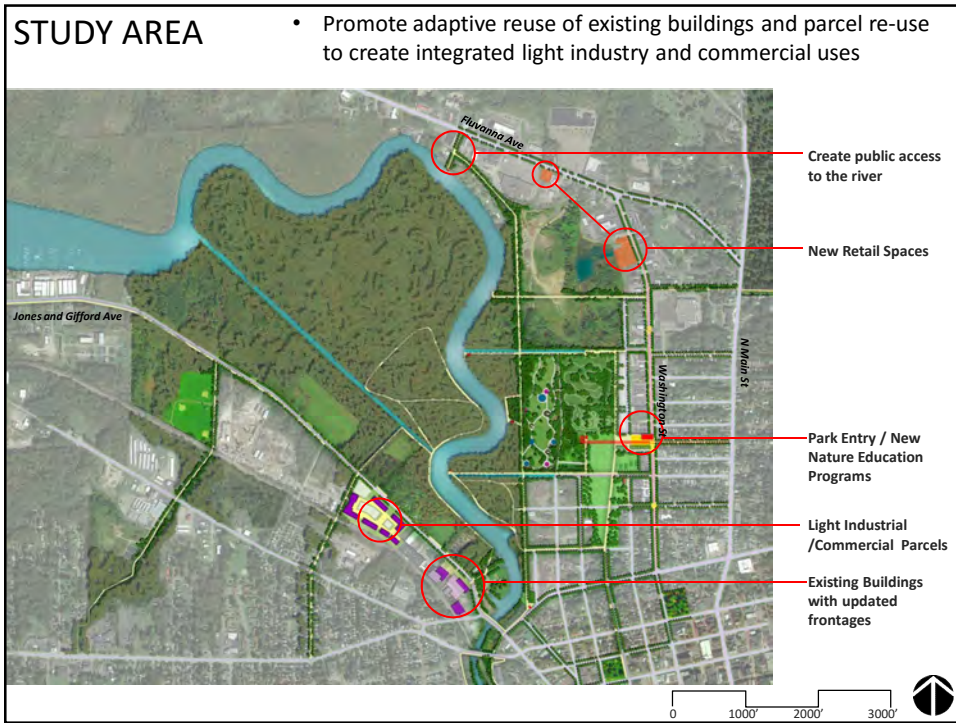


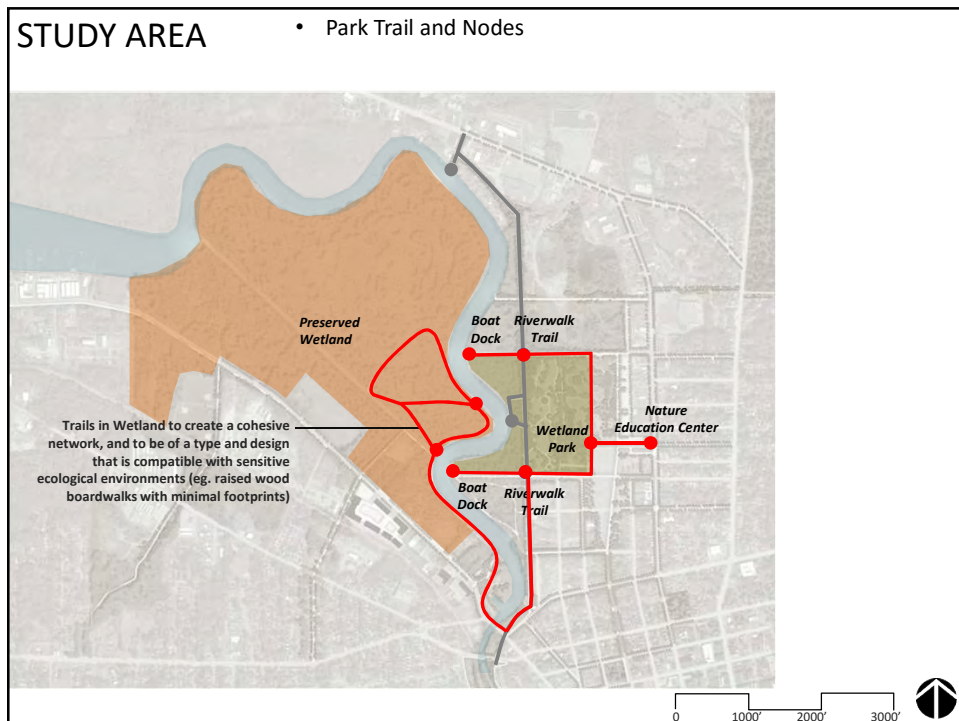
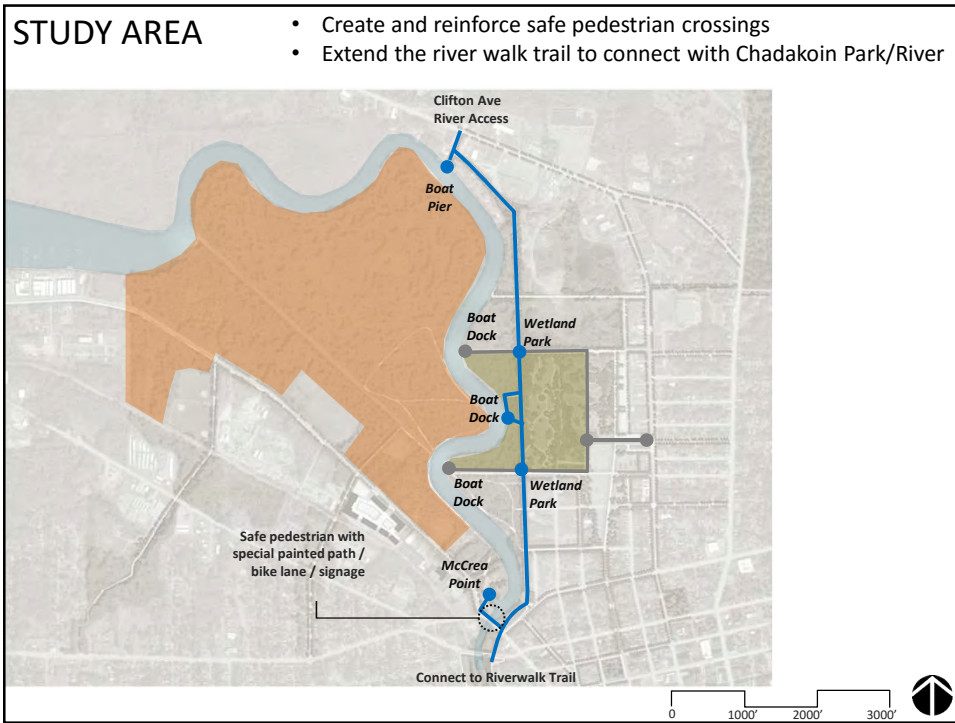
B.O.A. STUDY AREA











AERIAL VISION



MASTER PLAN



WASHINGTON STREET CORRIDOR

Washington Street and Major Transit Strategies

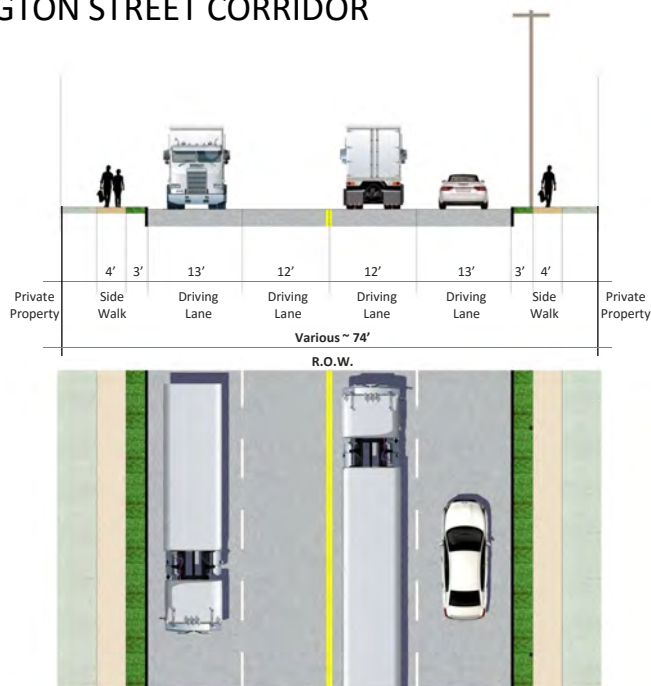
Washington Street is the major impediment to the attainment of a vision of connecting Jamestown with its “back yard”. As such, a primary recommendation is implementing changes at Washington Street to foster this connection.

- Trucks and large vehicles are diverted from North Main street onto Fluvanna Avenue and Washington Street, making two sharp turns and entering on Washington Street, the traffic speed is significantly reduced as a result.
- Washington Street should be structured as a lower speed road with improved street landscape and key traffic light control crossings to facilitate pedestrian connection from neighborhood district to the park.



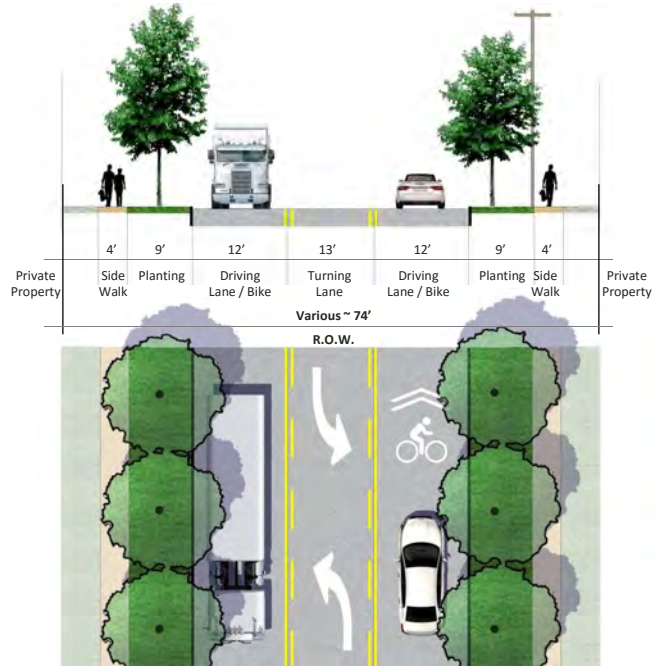
EXISTING WASHINGTON STREET CORRIDOR

- 4 lanes, 30 mph speed limit.
- Low/medium traffic volume with minimum traffic light controls.
- Limited pedestrian crossings.
- Narrow sidewalks with little use.
- Lack of street landscape character.
- Dangerous crossing conditions for pedestrians as traffic lights are broadly spaced, visual environment (signage, vehicle dealerships, etc.) is inherently “busy”, making it difficult for motorists to see pedestrians.



WASHINGTON STREET CORRIDOR

- Relatively low traffic volumes could enable reduction of travel lanes to single lane in each direction with a turning lane in the middle.
- A dedicated turning lane would increase overall safety, and would provide a zone within which pedestrian “waystations” can be placed, further increasing pedestrian safety.
- Creation of a 9' wide planting area on both sides of the road would improve street environment and reinforce pedestrian street environment.
- A capacity analysis based on current and projected traffic should be carried out to determine the feasibility of this option.



WASHINGTON STREET CHARACTER

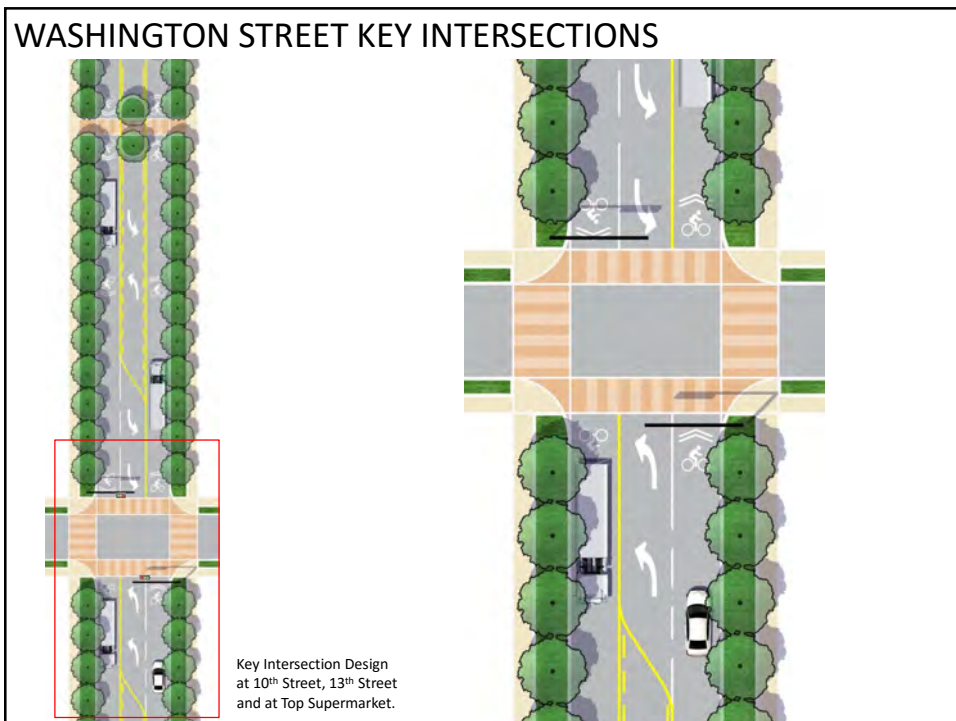
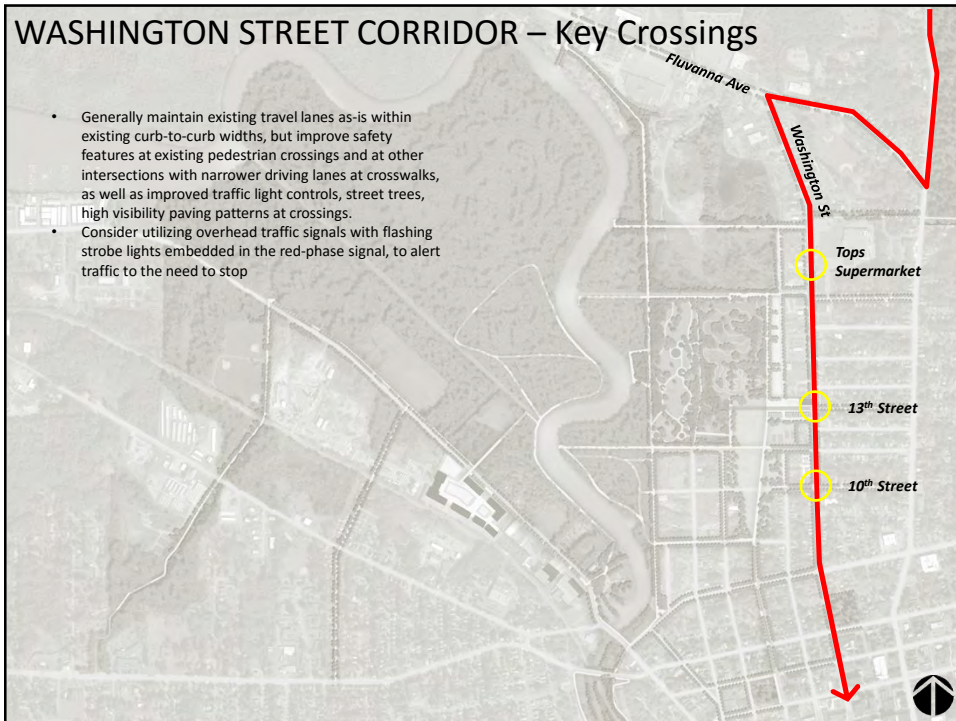


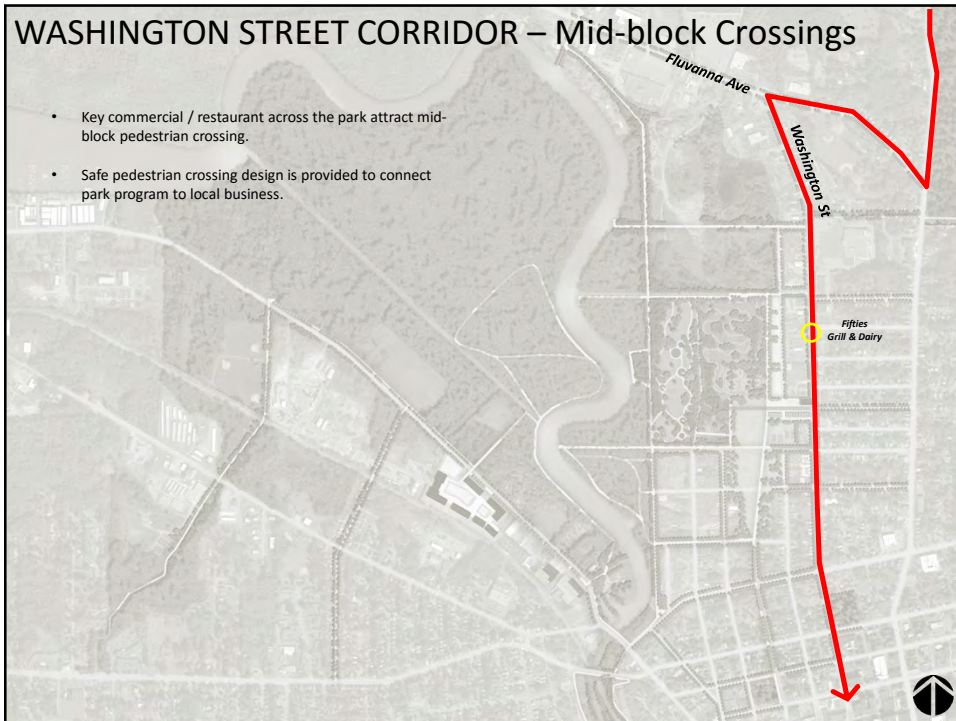
Plant street trees on the side without utility poles

Special paving material for pedestrian crossing

Turning Lane with pedestrian “waystation” planting islands at pedestrian crossings

Special trees to alert traffic at pedestrian crossings, and to improve visual environment





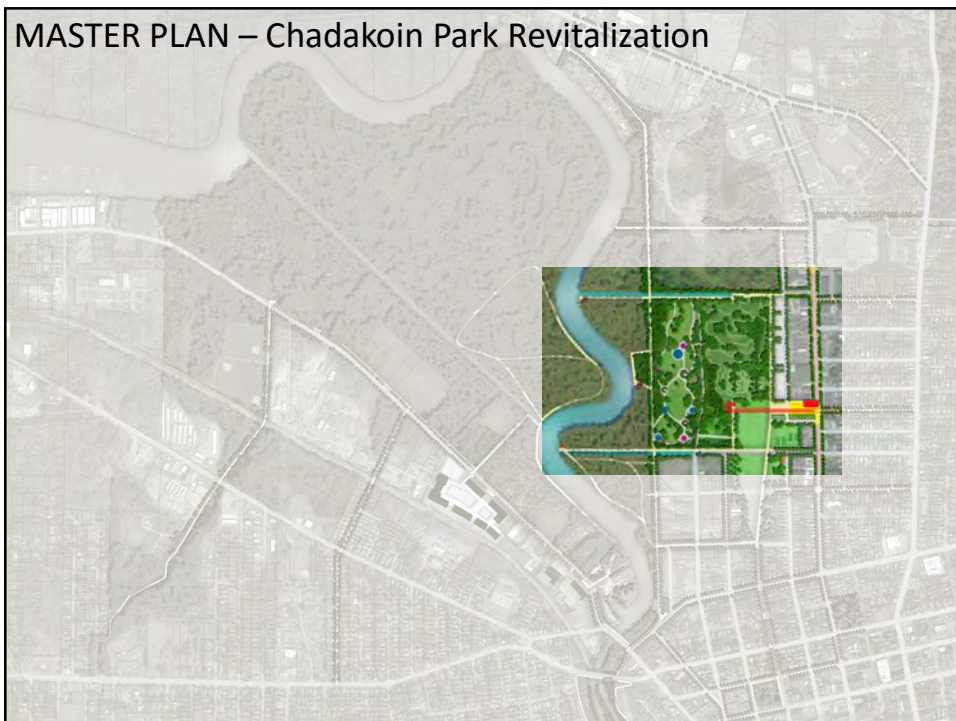
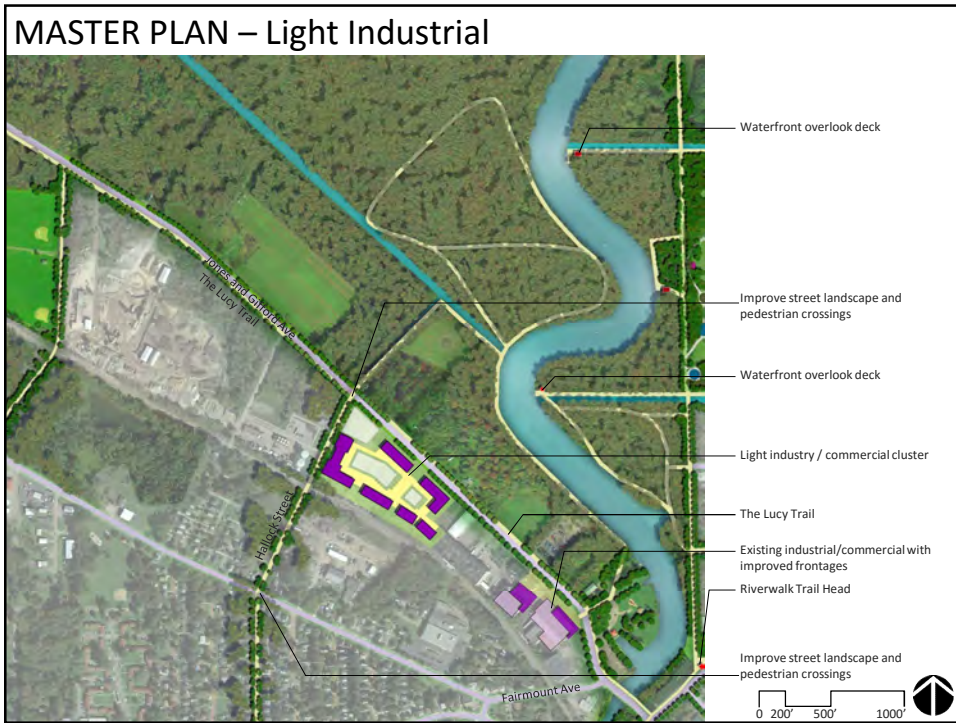


MASTER PLAN



MASTER PLAN – McCrea Point





MASTER PLAN – Chadakoin Park Revitalization



MASTER PLAN – Chadakoin Park Revitalization



MASTER PLAN – Chadakoin Park Revitalization



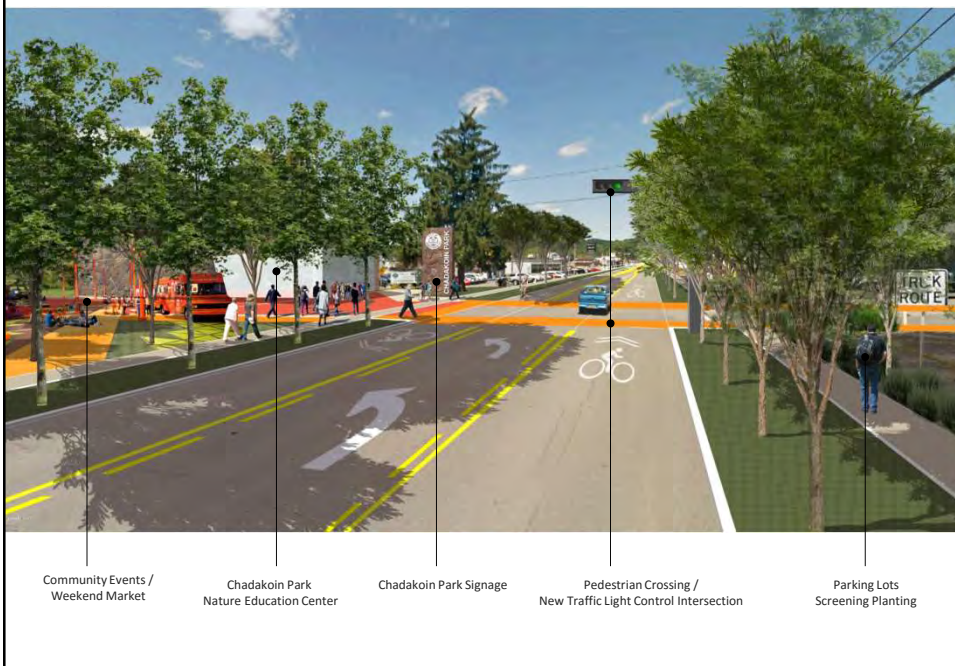
MASTER PLAN – Chadakoin Park Revitalization

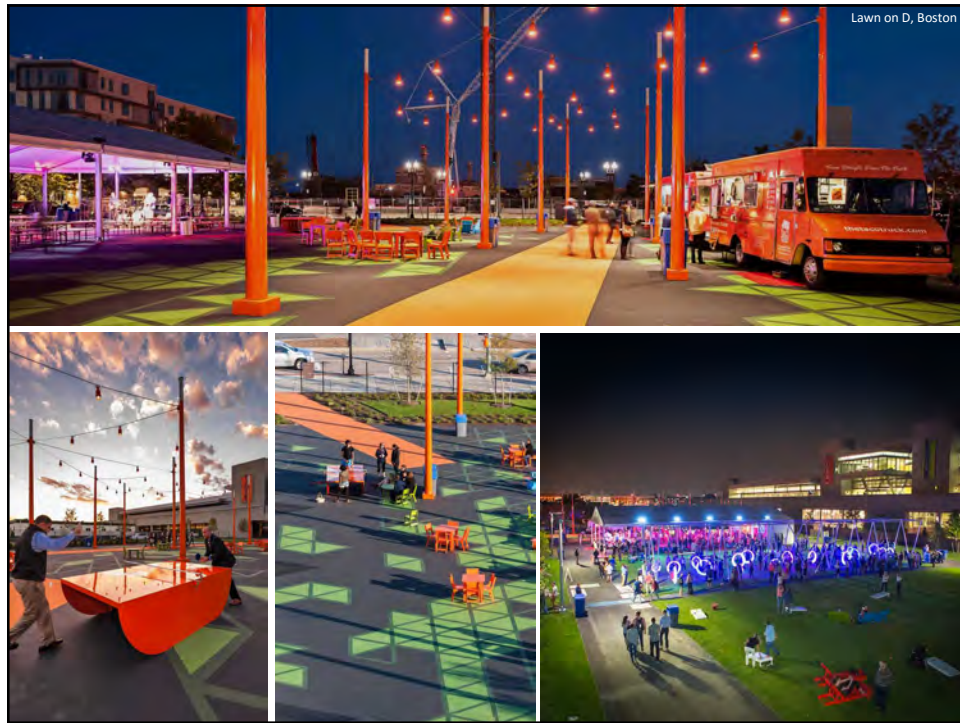


MASTER PLAN – Chadakoin Park Revitalization



MASTER PLAN – Chadakoin Park Revitalization





MASTER PLAN – Chadakoin Park Revitalization









APPENDIX K

WASHINGTON STREET ESTIMATES

Washington St
Estimate of Probable Cost. - 6th St to
Fluvanna Ave (Option #1)



Project No. Q07.002.001
Project Name: Jamestown BOA
Location: Jamestown, NY
Date: 10-Apr-17

ITEM CODE	ITEM DESCRIPTION	TOTAL QUANTITY	UNIT	UNIT PRICE	EST QTY x UNIT PRICE
1	Mobilization & Surveying	1	LS	\$15,000.00	\$15,000.00
2	Striping (6 lines)	34,800	LF	\$0.40	\$13,920.00
3	Arrow/Bike Stencil	80	EA	\$20.00	\$1,600.00
4	Reuse Topsoil & Reseed	92,800	SF	\$1.50	\$139,200.00
5	Work Zone Traffic Control	1	LS	\$25,000.00	\$25,000.00
TOTAL					\$194,720.00

Notes:
Assumes 5,800 ft of road
No new curb and pavement
5ft wide sidewalk

Washington St
Estimate of Probable Cost. - 6th St to
Fluvanna Ave (Option #2)



Project No. Q07.002.001
Project Name: Jamestown BOA
Location: Jamestown, NY
Date: 10-Apr-17

ITEM CODE	ITEM DESCRIPTION	TOTAL QUANTITY	UNIT	UNIT PRICE	EST QTY x UNIT PRICE
1	Mobilization & Surveying	1	LS	\$15,000.00	\$15,000.00
2	Striping (4 lines)	23,200	LF	\$0.40	\$9,280.00
3	Trees (avg. 50ft O.C.)	232	EA	\$150.00	\$34,800.00
4	Arrow/Bike Stencil	40	EA	\$20.00	\$800.00
5	Reuse Topsoil & Reseed	104,400	SF	\$1.50	\$156,600.00
6	Sidewalk w/subbase	58,000	SF	\$9.00	\$522,000.00
7	Granite Curb	11,600	LF	\$28.00	\$324,800.00
8	Replace Storm Drain and connections	50	EA	\$3,750.00	\$187,500.00
9	Work Zone Traffic Control	1	LS	\$100,000.00	\$100,000.00
TOTAL					\$1,350,780.00

Notes:

Assumes 5,800 ft of road
No new pavement
5ft wide sidewalk



APPENDIX L

PUBLIC COMMENTS

#1

COMPLETE

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Last Modified: Saturday, June 24, 2017 5:46:36 AM
Time Spent: 00:05:36
IP Address: 74.74.114.26

Page 1: Chadakoin River West Brownfield Opportunity Area Step 2 Nomination Study

Q1 Do you have any other comments, questions, or concerns?	Respondent skipped this question
---	---

Q2 Do you live, work, and/or play in the Chadakoin River West neighborhood?	Respondent skipped this question
--	---

Q3 What do you like most about this neighborhood?	Respondent skipped this question
--	---

Q4 What do you like least about this neighborhood?	Respondent skipped this question
---	---

Q5 How often do you visit Chadakoin Park which is located in this neighborhood?	Respondent skipped this question
--	---

Q6 What types of activities do you participate in in this neighborhood and/or park?	Respondent skipped this question
--	---

Q7 What types of activities would you participate in if they were available in this neighborhood?	Respondent skipped this question
--	---

Q8 If you do not participate in activities in this neighborhood, why not?	Respondent skipped this question
--	---

#2

COMPLETE

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Last Modified: Friday, September 22, 2017 4:23:20 PM
Time Spent: 00:35:59
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Q1 Do you have any other comments, questions, or concerns?

Respondent skipped this question

Q2 Do you live, work, and/or play in the Chadakoin River West neighborhood?

Work

Q3 What do you like most about this neighborhood?

The older architecture character is being maintained well when buildings are being rehabbed

Q4 What do you like least about this neighborhood?

Parking is an issue near where I work and the vehicle drivers are not pedestrian friendly. Cross walk pedestrian lights are too short - particularly for the oldest / youngest generation within this area.

Q5 How often do you visit Chadakoin Park which is located in this neighborhood?

Not at all
often

Q6 What types of activities do you participate in in this neighborhood and/or park?

Walk during lunch hours - daylight hours only.

Q7 What types of activities would you participate in if they were available in this neighborhood?

Same

Q8 If you do not participate in activities in this neighborhood, why not?

Respondent skipped this question

#3

COMPLETE

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IP Address: 74.74.116.251

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Q1 Do you have any other comments, questions, or concerns?

It is possible that the Chautauqua County Board of Realtors would be able to be a partner to help with park entrance improvements. Roberta Thompson, President-elect, 716-664-1080

Q2 Do you live, work, and/or play in the Chadakoin River West neighborhood? **Respondent skipped this question**

Q3 What do you like most about this neighborhood? **Respondent skipped this question**

Q4 What do you like least about this neighborhood? **Respondent skipped this question**

Q5 How often do you visit Chadakoin Park which is located in this neighborhood? **Respondent skipped this question**

Q6 What types of activities do you participate in in this neighborhood and/or park? **Respondent skipped this question**

Q7 What types of activities would you participate in if they were available in this neighborhood? **Respondent skipped this question**

Q8 If you do not participate in activities in this neighborhood, why not? **Respondent skipped this question**

#4

COMPLETE

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Time Spent: 00:02:37
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Page 1: Chadakoin River West Brownfield Opportunity Area Step 2 Nomination Study

Q1 Do you have any other comments, questions, or concerns?

I am concerned about ensuring that the wetlands found in these areas are appropriately conserved and protected while balancing eco-tourism and recreational activities that may be found in these areas.

Q2 Do you live, work, and/or play in the Chadakoin River West neighborhood?

Yes

Q3 What do you like most about this neighborhood?

The potential for a thriving, "green", renaissance while providing opportunity for the residents to enjoy a healthier environment.

Q4 What do you like least about this neighborhood?

Industrial sprawl and contamination

Q5 How often do you visit Chadakoin Park which is located in this neighborhood?

**Very
often**

Q6 What types of activities do you participate in in this neighborhood and/or park?

Biological surveys, walking/exercise, fishing

Q7 What types of activities would you participate in if they were available in this neighborhood?

Nature walks, bat surveys, leading/coordinating/assisting in public programming

Q8 If you do not participate in activities in this neighborhood, why not?

Respondent skipped this question

#5

COMPLETE

Collector: Web Link 1 (Web Link)
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Page 1: Chadakoin River West Brownfield Opportunity Area Step 2 Nomination Study

Q1 Do you have any other comments, questions, or concerns?

This area should be treated as the treasure it is, family oriented/friendly to all ages, using the river as a draw with both eateries and shops all draws in a safe location. There are many uses for the water itself, canoes, kayaks, sculling, making it a destination point. In the winter take advantage of the waterfront to ice skating and winter festivals.

Q2 Do you live, work, and/or play in the Chadakoin River West neighborhood?

I grew up, in this neighborhood and my mother resides here today.

Q3 What do you like most about this neighborhood?

The ability of this water way & land to create something special of this prime area, if you studied this area pre industrial period this area was booming due to the riverfront why not enjoy this once more!

Q4 What do you like least about this neighborhood?

safety

Q5 How often do you visit Chadakoin Park which is located in this neighborhood?

**Extremely
often**

Q6 What types of activities do you participate in in this neighborhood and/or park?

enjoy the park for its area and I invision what it could become

Q7 What types of activities would you participate in if they were available in this neighborhood?

eateries, shopping any use of the water such as kayaking etc, outside music venue benches just an old fashion park with inviting areas. I have seen it done in several communities along the Eris Canal system

Q8 If you do not participate in activities in this neighborhood, why not?

Respondent skipped this question

#6

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Collector: Web Link 1 (Web Link)
Started: Wednesday, October 04, 2017 8:02:50 AM
Last Modified: Wednesday, October 04, 2017 9:15:33 AM
Time Spent: 01:12:43
IP Address: 64.66.125.159

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Q1 Do you have any other comments, questions, or concerns?

Will the canals pose a flooding risk?

Q2 Do you live, work, and/or play in the Chadakoin River West neighborhood?

no

Q3 What do you like most about this neighborhood?

There is not much to like right now. This will help.

Q4 What do you like least about this neighborhood?

Dirtiness to the area.

Q5 How often do you visit Chadakoin Park which is located in this neighborhood?

**Not at all
often**

Q6 What types of activities do you participate in in this neighborhood and/or park?

Currently, none.

Q7 What types of activities would you participate in if they were available in this neighborhood?

The trails will be the best fit. This will bring more people to the area.

Q8 If you do not participate in activities in this neighborhood, why not?

Not located close by.

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Last Modified: Wednesday, October 04, 2017 8:19:51 PM
Time Spent: 00:06:08
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Q1 Do you have any other comments, questions, or concerns?

Q2 Do you live, work, and/or play in the Chadakoin River West neighborhood?

Q3 What do you like most about this neighborhood? Respondent skipped this question

Q4 What do you like least about this neighborhood? Respondent skipped this question

Q5 How often do you visit Chadakoin Park which is located in this neighborhood?

Q6 What types of activities do you participate in in this neighborhood and/or park?

Q7 What types of activities would you participate in if they were available in this neighborhood?

Hiking

Q8 If you do not participate in activities in this neighborhood, why not?

#8

COMPLETE

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Last Modified: Thursday, October 05, 2017 8:26:46 AM
Time Spent: 00:06:05
IP Address: 74.84.246.18

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Q1 Do you have any other comments, questions, or concerns?

I am hoping that there would be some kind of restaurant included in the plans.

Q2 Do you live, work, and/or play in the Chadakoin River West neighborhood?

When I was younger, my family would go there for picnics and the kids could play on the playground.

Q3 What do you like most about this neighborhood?

Not much these days.

Q4 What do you like least about this neighborhood?

The issue of safety. There needs to be more public foot traffic in the area in order to avoid feeling like a "sitting duck".

Q5 How often do you visit Chadakoin Park which is located in this neighborhood?

**Not at all
often**

Q6 What types of activities do you participate in in this neighborhood and/or park?

None.

Q7 What types of activities would you participate in if they were available in this neighborhood?

I would visit a park-like setting that included a small coffee shop type business, maybe ice cream shop in the summer??

Q8 If you do not participate in activities in this neighborhood, why not?

It's off the beaten path and surrounded by dangerous neighborhoods.

#9

COMPLETE

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Started: Wednesday, October 04, 2017 8:18:56 AM
Last Modified: Saturday, October 07, 2017 12:56:29 PM
Time Spent: Over a day
IP Address: 172.100.144.65

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Q1 Do you have any other comments, questions, or concerns?

Looking forward to the revamp of this park. I hope we can come together as a community to make this a jewel of our city.

Q2 Do you live, work, and/or play in the Chadakoin River West neighborhood?

Yes

Q3 What do you like most about this neighborhood?

Diversity of people

Q4 What do you like least about this neighborhood?

Issues crossing major roadways

Q5 How often do you visit Chadakoin Park which is located in this neighborhood?

Not so often

Q6 What types of activities do you participate in in this neighborhood and/or park?

walk my dog, running

Q7 What types of activities would you participate in if they were available in this neighborhood?

Disc Golf!, Stones, running/walking paths.

Q8 If you do not participate in activities in this neighborhood, why not?

Respondent skipped this question

#10

COMPLETE

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Started: Wednesday, October 11, 2017 9:47:34 AM
Last Modified: Wednesday, October 11, 2017 9:50:15 AM
Time Spent: 00:02:40
IP Address: 208.44.11.232

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Q1 Do you have any other comments, questions, or concerns?

When are we getting a disc golf course?

Q2 Do you live, work, and/or play in the Chadakoin River West neighborhood?

I live within 10 minutes of the park

Q3 What do you like most about this neighborhood?

The course would be perfect for a disc golf course!

Q4 What do you like least about this neighborhood?

that there is no disc golf course!

Q5 How often do you visit Chadakoin Park which is located in this neighborhood?

**Not at all
often**

Q6 What types of activities do you participate in in this neighborhood and/or park?

I don't spend much time in this park of town

Q7 What types of activities would you participate in if they were available in this neighborhood?

Disc Golf!

Q8 If you do not participate in activities in this neighborhood, why not?

I only play disc golf and there is no course yet.

#11

COMPLETE

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Last Modified: Wednesday, October 11, 2017 12:38:52 PM
Time Spent: 00:04:53
IP Address: 107.77.225.17

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Q1 Do you have any other comments, questions, or concerns?

Respondent skipped this question

Q2 Do you live, work, and/or play in the Chadakoin River West neighborhood?

Yes

Q3 What do you like most about this neighborhood?

Chadaquin river

Q4 What do you like least about this neighborhood?

Water quality

Q5 How often do you visit Chadakoin Park which is located in this neighborhood?

Extremely often

Q6 What types of activities do you participate in in this neighborhood and/or park?

Kayaking, skateboarding

Q7 What types of activities would you participate in if they were available in this neighborhood?

Respondent skipped this question

Q8 If you do not participate in activities in this neighborhood, why not?

It's becoming agresively more sketchy in this area. It is not a good family park by any means.

#12

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Last Modified: Friday, October 13, 2017 3:26:55 PM
Time Spent: 00:03:31
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Q1 Do you have any other comments, questions, or concerns?

I hope the complexity of the larger project does not delay or interfere with a simple walking trail for wildlife observation along the river.

Q2 Do you live, work, and/or play in the Chadakoin River West neighborhood?

Yes.

Q3 What do you like most about this neighborhood?

It's natural wildness.

Q4 What do you like least about this neighborhood?

Washington Street and Fluvanna Ave.

Q5 How often do you visit Chadakoin Park which is located in this neighborhood?

**Somewhat
often**

Q6 What types of activities do you participate in in this neighborhood and/or park?

Boating

Q7 What types of activities would you participate in if they were available in this neighborhood?

Hiking, biking, birding

Q8 If you do not participate in activities in this neighborhood, why not?

Access is difficult, trails non-existent, roads too busy.

#13

COMPLETE

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Last Modified: Monday, October 16, 2017 6:09:05 PM
Time Spent: 00:32:07
IP Address: 98.190.57.176

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Q1 Do you have any other comments, questions, or concerns?

The stressed Chadakoin River is key to this Park's success. How is this current sewer-way for their untreated toilet waste and farm/business runoffs from Chautauqua Lake properties to be mitigated as an essential health and sanitation factor to avoid health risks?. How can we assure and expedite this critical cleanup there, to justify taxpayer costs/expenses for this important redevelopment effort within Jamestown, for our better future?

Q2 Do you live, work, and/or play in the Chadakoin River West neighborhood?

Infrequently. Needs upgrades

Q3 What do you like most about this neighborhood?

The great potential for revitalization and new economic development

Q4 What do you like least about this neighborhood?

Current neglected condition.

Q5 How often do you visit Chadakoin Park which is located in this neighborhood?

Not so often

Q6 What types of activities do you participate in in this neighborhood and/or park?

Leisure, picnics, walking

Q7 What types of activities would you participate in if they were available in this neighborhood?

Reunions, festivals, parties, recreation, leisure walking, picnics

Q8 If you do not participate in activities in this neighborhood, why not?

Kind of run-down with insufficient parking and the risk of crime.

#14

COMPLETE

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Last Modified: Friday, October 20, 2017 3:30:02 PM
Time Spent: 01:33:41
IP Address: 50.96.241.103

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Q1 Do you have any other comments, questions, or concerns?

I am disappointed in the latest design. I understood that the Park design was to embrace the uniqueness of the area. I am not clear how a Bike Pump Track fits into that concept. A BPT can be built anywhere, preferably in an area which would not eliminate natural habitat. The BPT is extremely incompatible with wildlife and a Nature Observation Area. The BPT would be better placed in one of the many vacant lots along Washington Street or Jones and Gifford Ave. Leaving the area designated for the BPT as open grassland with a narrow foot/bike path would be much less stressful on this fragile ecosystem. I sincerely hope the final Park design affords a more compatible mix of activities.

Q2 Do you live, work, and/or play in the Chadakoin River West neighborhood?

Yes

Q3 What do you like most about this neighborhood?

Central Location, Brick Streets, Mature Trees, Close to River and Park.

Q4 What do you like least about this neighborhood?

Scrap Yard, and broken sidewalks throughout neighborhood.

Q5 How often do you visit Chadakoin Park which is located in this neighborhood? **Very often**

Q6 What types of activities do you participate in in this neighborhood and/or park?

Walking and participated in planting flowers in raised bed at Chadakoin Park entrance.

Q7 What types of activities would you participate in if they were available in this neighborhood?

Better Walk paths/ board walks along river (Up Stream) and in Chadakoin Park.

Q8 If you do not participate in activities in this neighborhood, why not? **Respondent skipped this question**

The purpose of the Brownfield Opportunity Area Nomination Study is to create a plan for the City of Jamestown to strengthen the Chadakoin River West BOA through the development of mixed land use and improved connectivity utilizing strategies that will encourage reinvestment and neighborhood enhancements with increased access to natural resources.

PLEASE REVIEW THE DRAFT NOMINATION STUDY DOCUMENT AND SUBMIT YOUR COMMENTS!

Physical Copies are be available for review at:
Department of Development, Third Floor,
Municipal Building
200 East Third Street
Jamestown, NY 14701

Comments can be submitted online using this form or IN WRITING to the address listed above.

****COMMENTS SHOULD BE SUBMITTED NO LATER THAN October 31, 2017****

1. Do you have any other comments, questions, or concerns?

Just keep the people of this neighborhood informed as to what's going on. We are home owners and I take pride in the Northside.

2. Do you live, work, and/or play in the Chadakoin River West neighborhood? YES

I live and I use the park

3. What do you like most about this neighborhood? It's like family & a lot of my family lives in this neighborhood & they own homes in this neighborhood. We have family picnics and church gathering in the park

4. What do you like least about this neighborhood? *Nothing, I love my neighborhood, that's why I brought my home in this neighborhood.*

5. How often do you visit Chadakoin Park which is located in this neighborhood?

Extremely often Very often Somewhat often Not so often Not at all often

6. What types of activities do you participate in in this neighborhood and/or park?

Whatever is taken place there that has to do with family + church. Sometime I just sat and watch the young folks have fun.

7. What types of activities would you participate in if they were available in this neighborhood?

Whatever that's made available for a person my age (71). I like walking. I sometimes swing in the kiddy swings and place a little one on one with my grandson. I try riding my bike.

8. If you do not participate in activities in this neighborhood, why not?

I do

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1. Do you have any other comments, questions, or concerns?

Is there any way that the basketball courts can be given a pipe so that they drain properly.

2. Do you live, work, and/or play in the Chadakoin River West neighborhood?

I live just up the street from the Chadakoin Park.

3. What do you like most about this neighborhood?

Most of the people are friendly and will wave at you when you pass them or blow their horns at you.

4. What do you like least about this neighborhood?

The way people who do not live here put the neighborhood down because of what they have heard from someone, who also do not live in the neighborhood.

5. How often do you visit Chadakoin Park which is located in this neighborhood?

In the spring and summer ~~several~~ ^{several} times a month.
Extremely often Very often Somewhat often Not so often Not at all often

6. What types of activities do you participate in in this neighborhood and/or park?

I attend almost all of the Church services and Juneteenth Celebration, Gospel Fest, family reunions and birthday parties

7. What types of activities would you participate in if they were available in this neighborhood?

As many as I could, I would attend Gospel Fest Church services, birthday parties, basketball events is the basketball court gets fixed

8. If you do not participate in activities in this neighborhood, why not?

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****COMMENTS SHOULD BE SUBMITTED NO LATER THAN October 31, 2017****

1. Do you have any other comments, questions, or concerns?

NONE

2. Do you live, work, and/or play in the Chadakoin River West neighborhood?

I live up the street from the park.

3. What do you like most about this neighborhood?

Its a quiet neighborhood and I know everyone one this street.

4. What do you like least about this neighborhood?

Nothing

5. How often do you visit Chadakoin Park which is located in this neighborhood?

Extremely often Very often Somewhat often Not so often Not at all often

6. What types of activities do you participate in in this neighborhood and/or park?

I go ~~to~~ to special events that are held at the park.

7. What types of activities would you participate in if they were available in this neighborhood?

Any and all if there were any

8. If you do not participate in activities in this neighborhood, why not?

It would be probably be that I'm not interested in that particular activity.