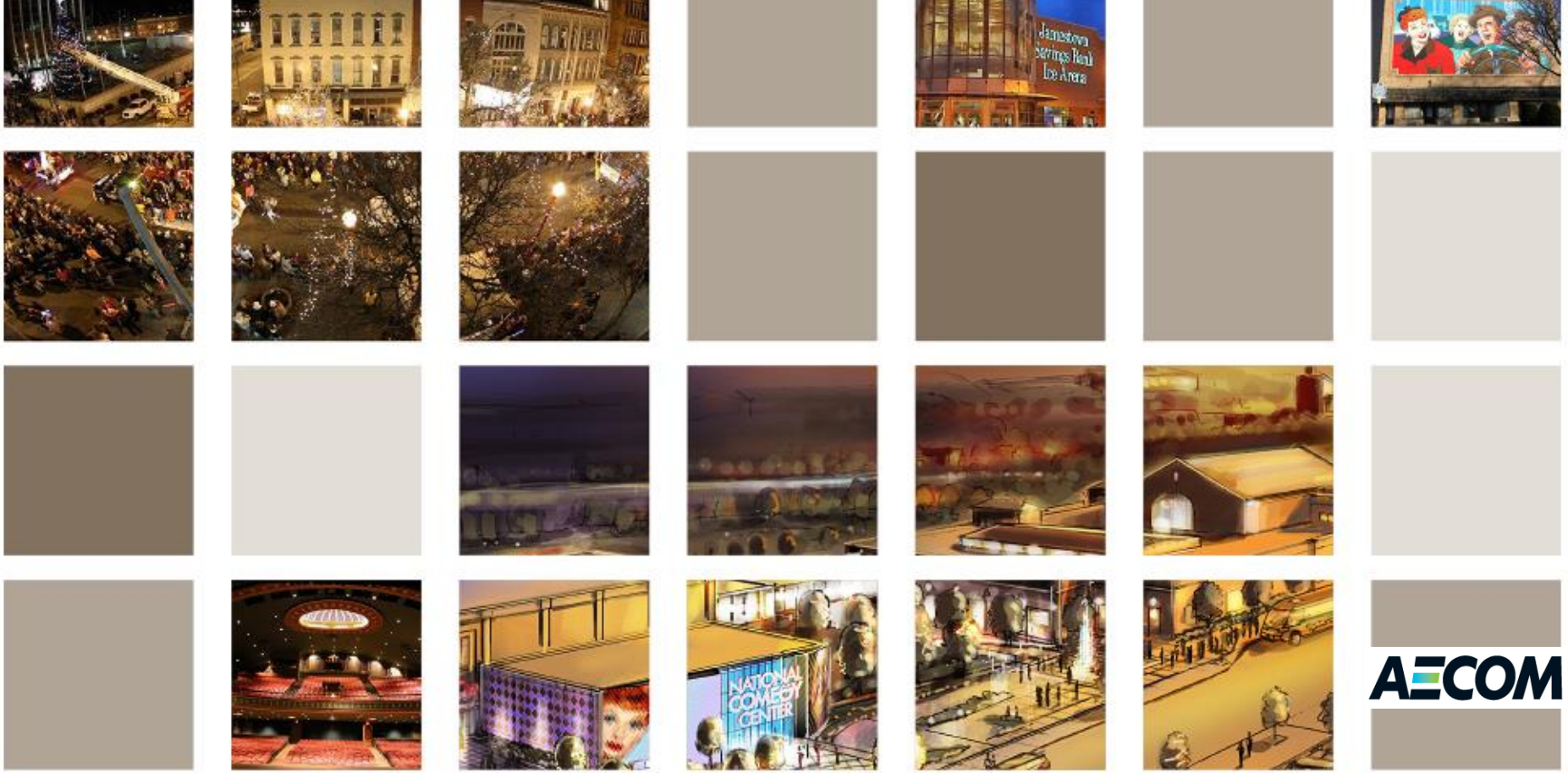


Downtown Jamestown Economic Development Strategy

Final Report

August 2015







Table of Contents

I.	Introduction	3
II.	Downtown Context	4
III.	Economic Overview: Population and Employment	7
IV.	Tourism Overview	10
V.	Real Estate Overview	13
VI.	Summary of Economic & Market Conditions	24
VII.	Analysis and Strategy	30
VIII.	Overview of Tenant Recommendations	31
IX.	Physical and Urban Design Analysis	49

Introduction

In preparation for the opening of the National Comedy Center in Jamestown, New York, the Gebbie Foundation engaged AECOM Technical Services, Inc. (AECOM) to evaluate strategic economic development opportunities downtown that would help maximize the economic impact of the National Comedy Center in downtown.

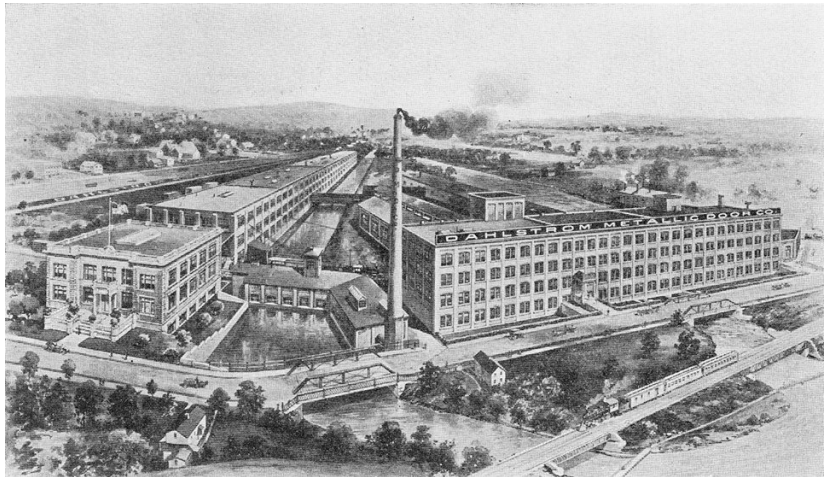
As part of our assignment, we conducted the following tasks:

- Reviewed recent planning documents completed for Jamestown development and the National Comedy Center, including Completed Studies:
  - Jamestown Urban Design Plan (Goody Clancy, 2006);
  - City of Jamestown Traffic and Streetscape Enhancement Plan (Bergmann Associates, 2008);
  - Neighborhood Study – Reinvesting in Itself (czbLLC, 2010);
  - Jamestown Brand Print (North Star Destination Strategies, 2010);
  - Business Mix Study (W-ZHA, LLC, 2011)
- Interviewed 22 public and business stakeholders associated with Downtown Jamestown revitalization and development efforts.
- Inspected Downtown Jamestown and evaluated specific sites and buildings for development opportunity.
- Reviewed and analyzed existing conditions and market conditions, including the performance of downtown Jamestown, considering hotel occupancy, residential development, retail demand, hotel demand.

Downtown Context

The City of Jamestown was a vibrant urban center in the in the 1930's with a population of just over 45,000. Since that time, like many rust-belt cities, Jamestown has steadily lost population due to a number of factors including loss of industry, outmigration of residents to warmer climates and greater opportunities for employment with higher compensation. As a result, the City now stands at 31,146 people with a significant inventory of older, underutilized and vacant buildings.

Even though this is a common story among cities in small upstate cities, Jamestown possesses two unique and powerful tools that have begun to make a positive impact on the economic and community development of the City. The first is a strong spirit of collaboration between the public and private sector, and the second is the existence of over 10 local foundations.





Downtown Context (continued)

Together, these two factors have resulted in a number of redevelopment projects with strategic investment:

- Jamestown Savings Bank Arena – $21 million multipurpose arena opened in 2002, with dual ice pads, walk/running track, and restaurant/bar areas. Beyond hockey and ice-skating, the Arena hosts events such as Jay Leno and Jerry Seinfeld performances, roller derby events, wedding receptions, and conventions.
- Best Western Plus Downtown – $3 million, 61-room, private investment adjacent to the Arena.
- BWB Professional Office Center – Premier $7.25 million office building adjacent to the Arena.
- Renaissance Square – Public space adjacent to BWB and Arena for performances and events.
- Winter Garden Plaza – Former site of a vacant movie theater, redeveloped in 2010 as a pocket park used for outdoor movie showings and other community events.
- Wellman Apartments – $7.4 million restoration of two vacant buildings to house 44 market-rate apartments. Completed in July 2012.
- Gateway Train Station – $14 million restoration of the historic Erie-Lackawanna Railroad Station that will be the future home of the National Comedy Center.
- Dr. Lillian Vitanza Ney Renaissance Center – Renovated in 2010, currently houses the Jamestown Renaissance Corporation and offers public space for meetings and social events.
- Jamestown Renaissance Corporation – A non-profit corporation formed in 2006 through private-public partnerships to support the development and implementation of revitalization strategies in downtown.
- Lynn Building – Former Federal Building, the 65,800 square foot multi-level structure has been renovated to house professional offices and non-profit tenants.
- Façade Restoration – Over 30 historic facades have been renovated since 2008.
- Alley Enhancement Projects – 7 alleyways have been restored (2008-2013) making them safer for pedestrian traffic.

Downtown Context (continued)

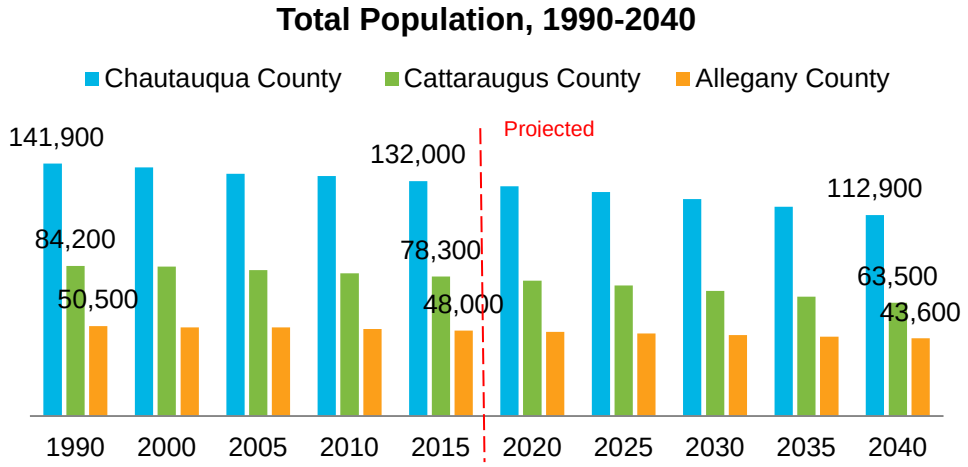
There are a number of projects currently under development downtown:

- Construction of a $19.5 million National Comedy Center includes the repurposing of two buildings and new construction adjacent to the Arena and other west-side developments.
- Development of the area around the river, including the municipal Riverwalk, landscaping, Comedy Park, two pedestrian bridges connecting the north and south sides of the Chadakoin River, and trail connections to Chautauqua Lake.
- Exploration of passenger rail service between Jamestown and Buffalo.
- Improvements by the Reg Lenna Center for the Arts to their portion of the Arts District. A Master Plan to reorganize their 7 buildings has been professionally developed to maximize revenue streams, efficiencies and amenities to the public. Realization of the Plan will result in a $4 million investment in the east-side of Jamestown, scheduled for completion in 2019. The historic theater hosts events for the annual LucyFest, a variety of professional performances, movies, and community events.
- Renovation of the former Ramada by the Hamister Group to develop a 144-room Double Tree.
- $1.2 million renovation of the M & T Bank Building in the center of the business district.

There are also a number of citywide events, including the Christmas Parade, Riverwalk Festival, LucyFest, Motor Mayhem, and the Farmers' Market.

Economic Overview – Population Trends

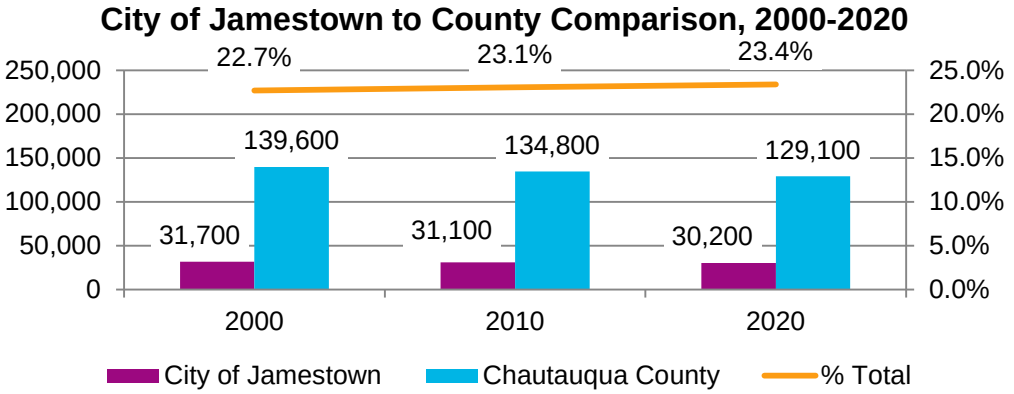
- Total population in the region, including Chautauqua, Cattaraugus, and Allegany counties, has declined in the last 25 years from 142,000 in 1990 to 132,000 in 2015.
- This population is expected to continue slightly declining over the next 20 years.
- While the city of Jamestown has also declined slightly, its share of County population has increased, and is expected to be over 23 percent in 2020.
- The best estimate of Downtown Jamestown population is approximately 1,000 in 2015.



Total Population Growth Rate (CAGR), 1990-2040

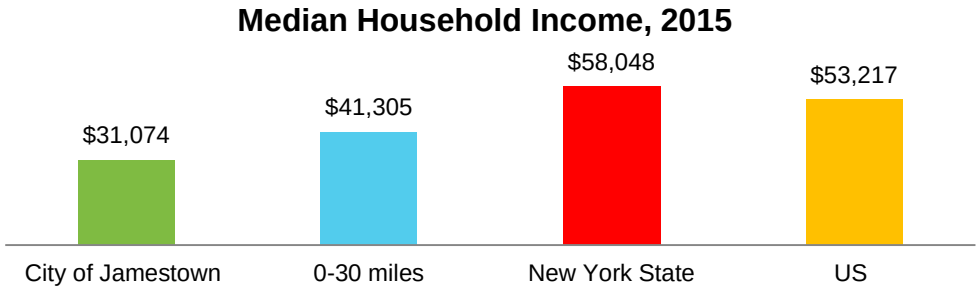
	1990-2000	2000-2010	2010-2015	2015-2020	2020-2040
Chautauqua County	-0.2%	-0.3%	-0.4%	-0.4%	-0.7%
Cattaraugus County	0.0%	-0.5%	-0.5%	-0.6%	-0.9%
Allegany County	-0.1%	-0.2%	-0.4%	-0.3%	-0.4%
Total	**-0.1%**	**-0.3%**	-0.4%	-0.5%	-0.7%

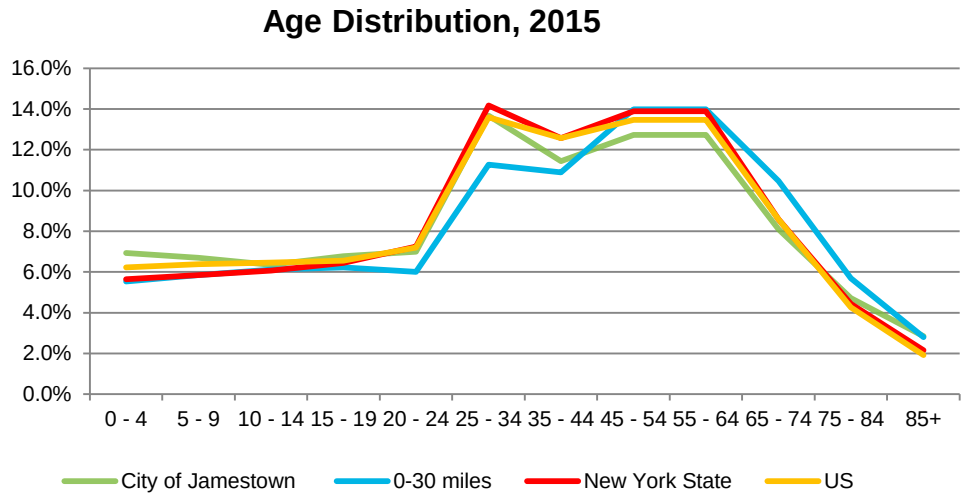
Source: Cornell University, AECOM

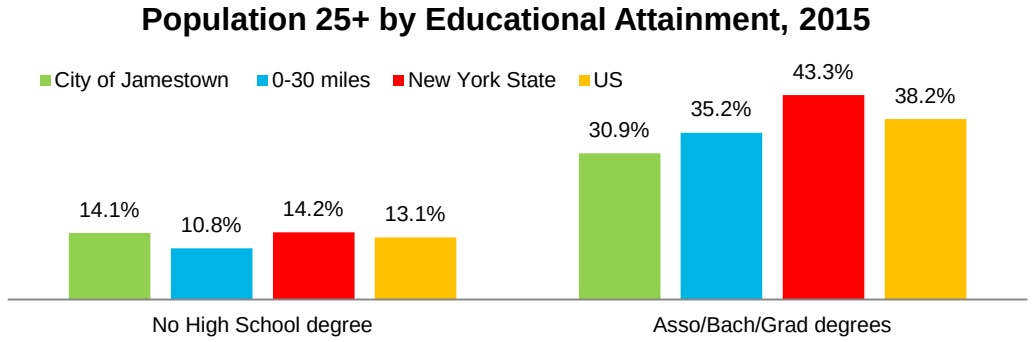


Economic Overview – Demographics

- The Jamestown region has lower income and education levels than state and national averages.
- Income levels in the Jamestown and in the area within a 30 mile radius of downtown are below statewide and national averages. The median household income for residents in the 30 mile region is $41,000, compared to $58,000 in New York State and $53,000 for the United States.
- Age distribution in the city of Jamestown is slightly younger than state averages, with a higher percentage of young children and fewer adults between the ages of 35 to 65. The 30 mile area has a high percentage of people above 65. This could imply that the area is attractive for young families and retirees.
- Jamestown has lower education levels than state national averages with approximately 30 percent of the population with college and advanced degrees as compared to 38 percent in the United States.



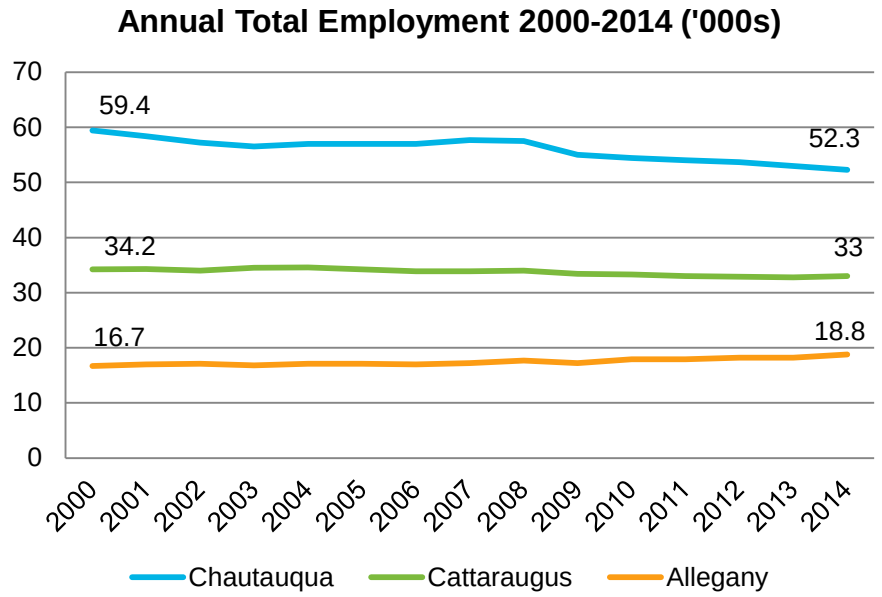


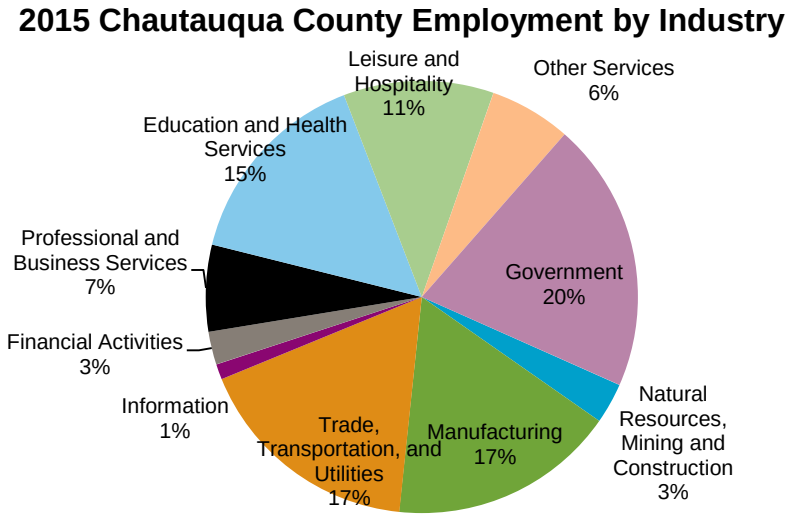


Source: ESRI, AECOM

Economic Overview – Employment

- Total employment in Chautauqua County has declined moderately in the last 15 years, from 59,400 in 2000 to 52,300 in 2014.
- Total employment in the county is a broad mix of industries, including Trade, Transportation, Utilities, Manufacturing, Government, Education and Health Services, and Leisure & Hospitality.
- Total employment in the Western New York region overall has fared better, with minimal decline in Cattaraugus county and growth in Allegany county.
- The State Department of Labor projects growth in employment for the broader Western New York region (includes Allegany, Cattaraugus, Chautauqua, Erie and Niagara counties) of 7.5 percent by 2022, or an increase of 52,320. This is positive and an opportunity for Jamestown to attract weekend visits from the broader region.

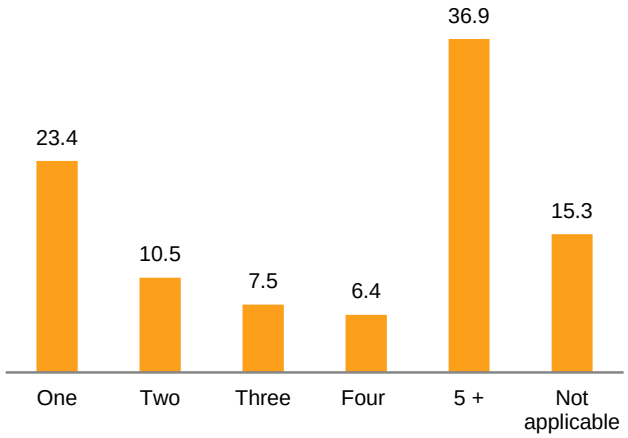




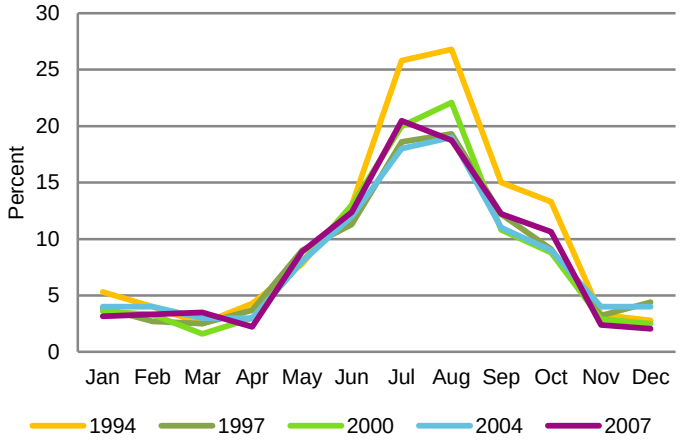
Tourism Trends

- To understand the size and nature of the Jamestown tourist market, AECOM reviewed surveys and demographic data provided by the Chautauqua County Convention and Visitors Bureau. The latest available survey results were compiled from an elective survey of those who requested marketing materials. This information is not reliably indicative of total visitation to the region, but is included here for insight into the nature of the visitor market.
- Since visitor volume estimates are not available, AECOM conducted a separate visitor calculation as part of the Market Analysis for the National Comedy Center based upon a hotel analysis using accommodations inventory, available surveys, and hotel occupancy data. We estimate that annual visitation to the region is approximately 730,000.
- When asked about the number of previous visits to the region, over 35 percent of all respondents had been more than 5 times, suggesting that Jamestown is a repeat destination for many.
- Visitation to the region is seasonal, with most visitation occurring between July and August. Peaking has declined over the years, although the county still receives nearly 40 percent of visitation in July and August (compared to over 50 in 1994).

Number of Previous Visits, 2014

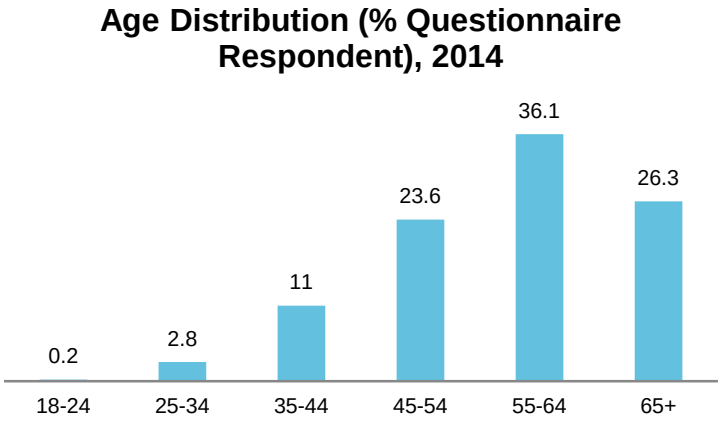


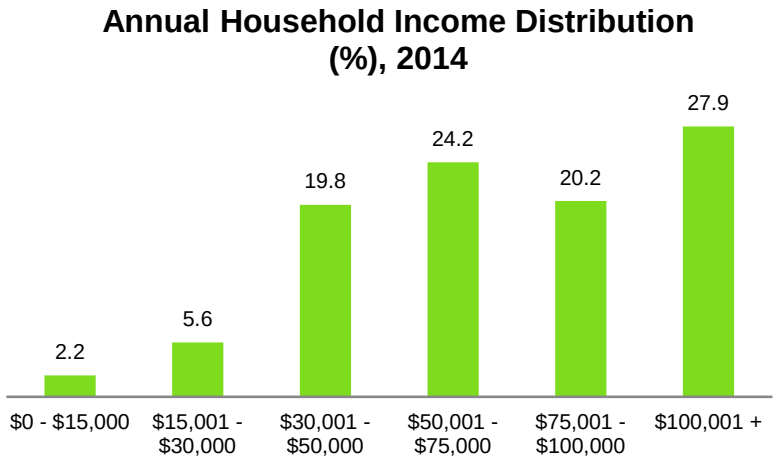
Chautauqua County Visitors by Month, 1994- 2007



Tourism Trends

- Income levels among survey respondents was relatively high with nearly 30% of total indicating annual household income levels greater than $100,000.
- The age distribution of survey respondents was between the ages of 45 and 64.

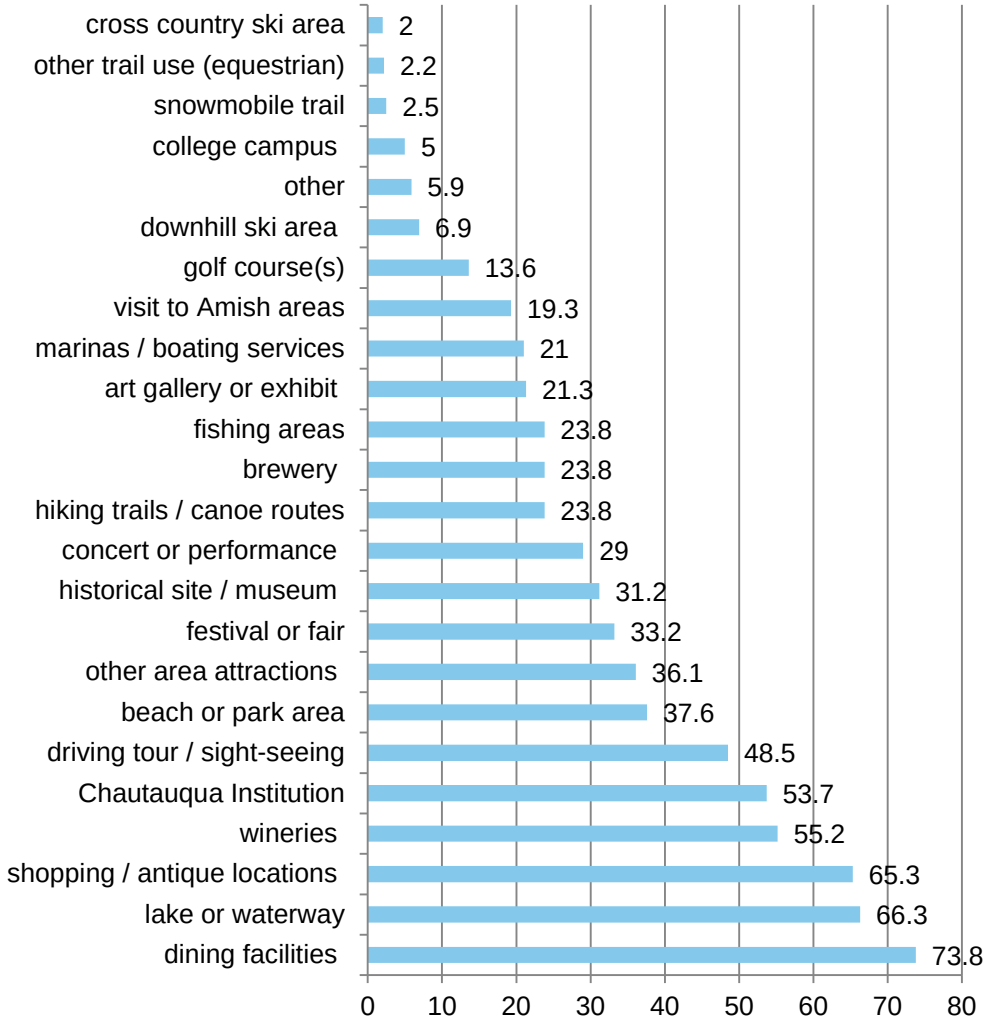




Tourism Trends

- The most popular activities and destinations include dining facilities, the lake or other waterway, shopping and antique locations, wineries, and the Chautauqua Institution.
- Driving tours, beach or park area, attractions, festivals or fairs, and museums and historical sites were also indicated as popular activities.

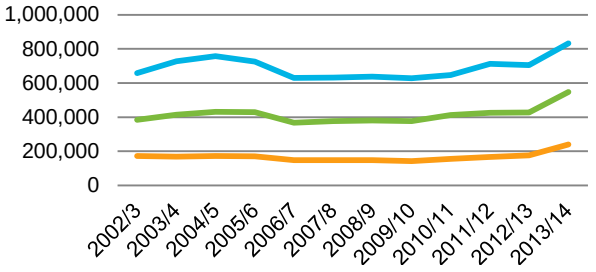
Activity Profile: Interests/Assets Utilized, 2014



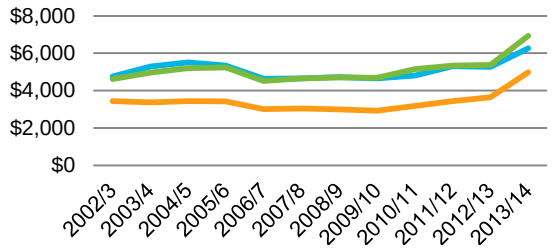
Real Estate Overview – Retail

- Total retail sales in Chautauqua County have increased since 2002 at an average annual rate of 2.2 percent, growing rapidly in the last two years after declining through the recession. Sales at food places grew 3.7 percent annually, performing well through the recession.
- On a per capita basis retail and food places sales have also increased, at an annual rate of 2.5 and 4.1 percent respectively, which indicates that spending has increased more than inflation.

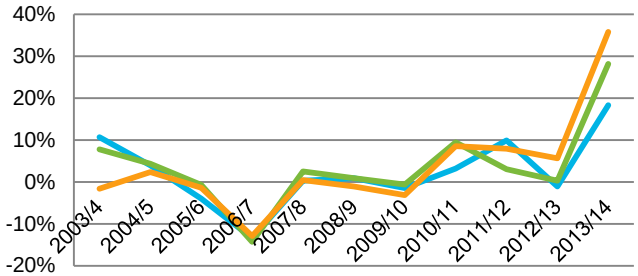
Total Retail Sales 2002/3 - 2013/4 ('000s)



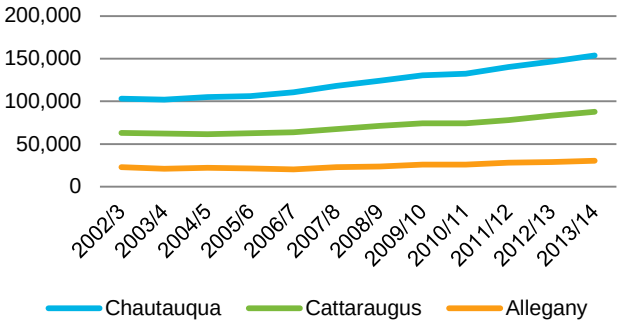
Per Capita Retail Sales 2002/3 - 2013/4



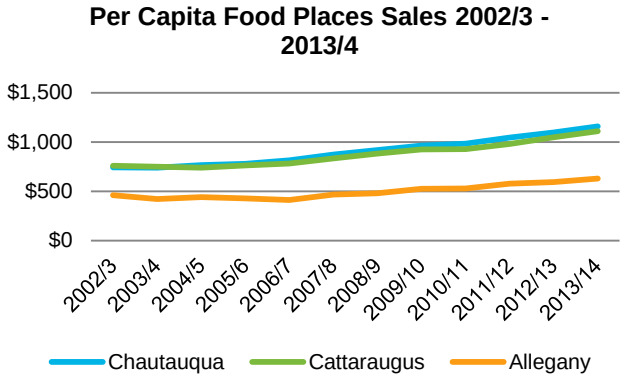
Retail Store Sales Growth Rate (year over year), 2003/4-2013/4



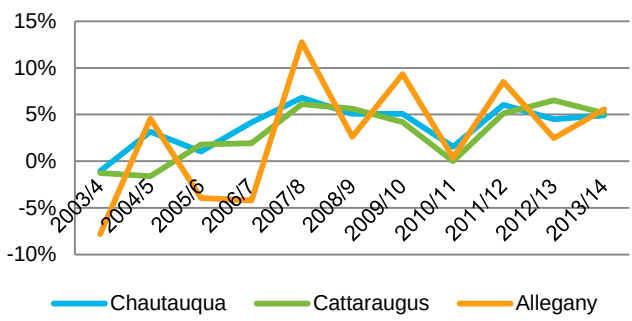
Food Places Sales 2002/3 - 2013/4 ('000s)



Per Capita Food Places Sales 2002/3 - 2013/4

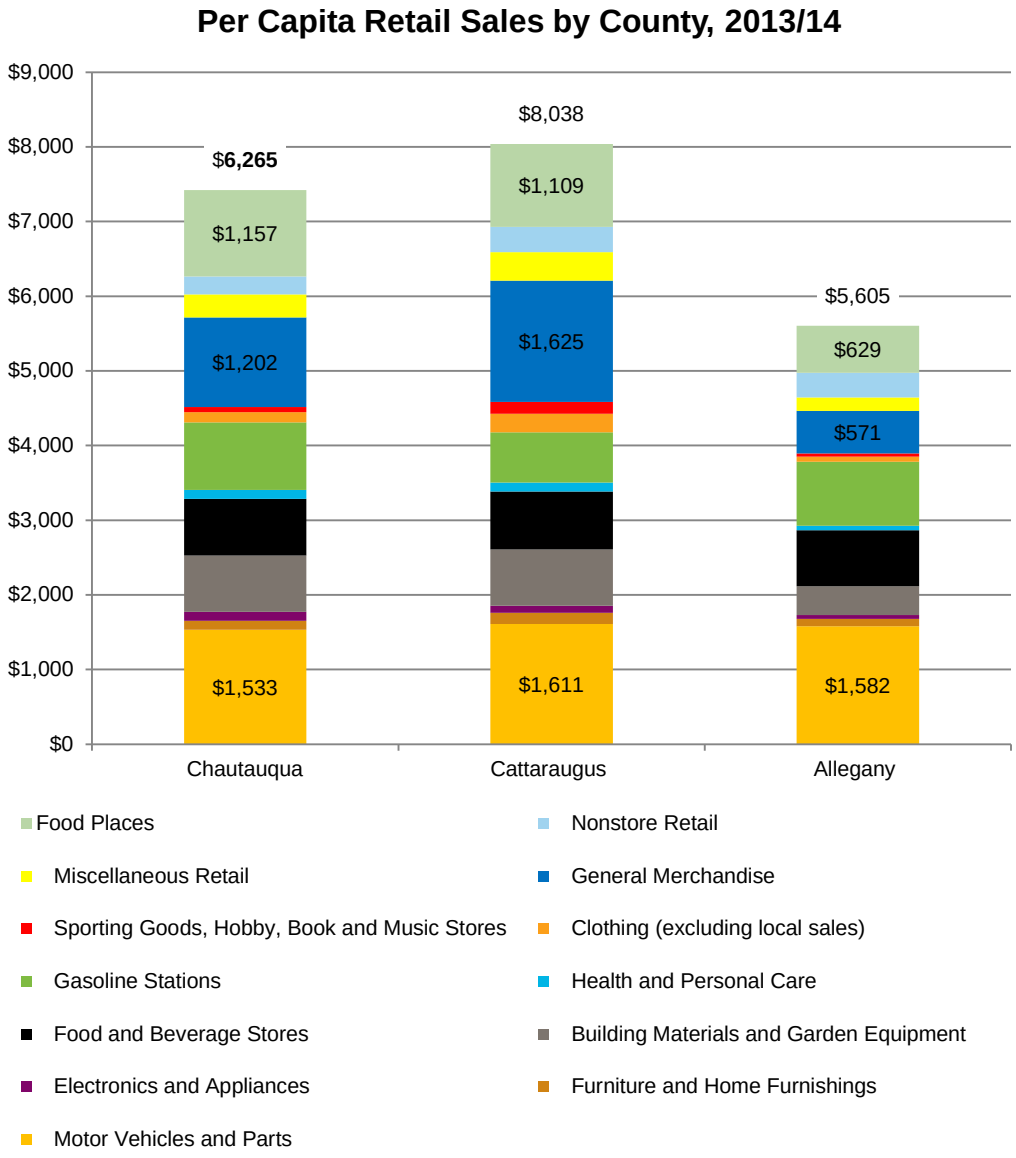


Food Places Sales Growth Rate (year over year), 2003/4-2013/4



Real Estate Overview – Retail

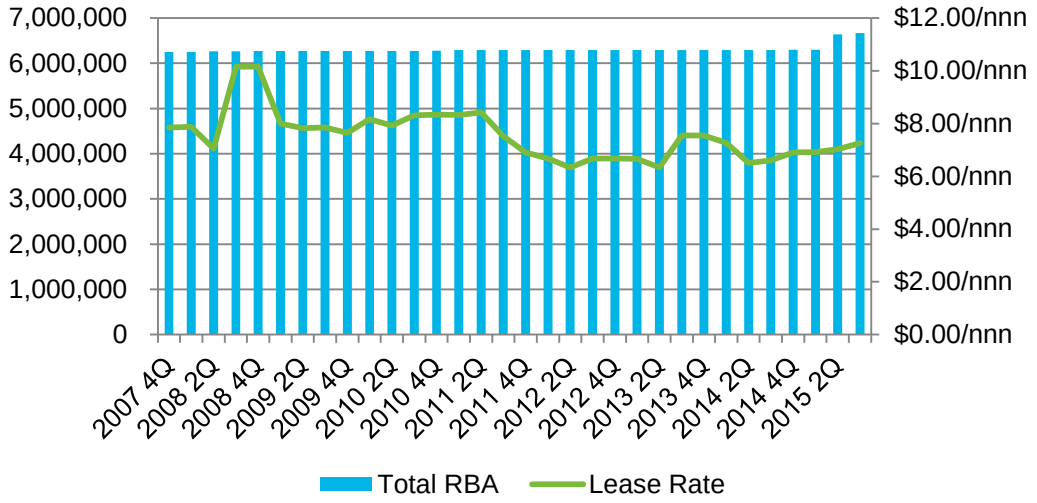
- Per capita retail sales in Chautauqua County were close to $6,300, which is slightly below Cattaraugus County and much higher than Allegany County.
- The largest per capita sales categories for Chautauqua County were Motor Vehicles and Parts, General Merchandise, and Food Places.



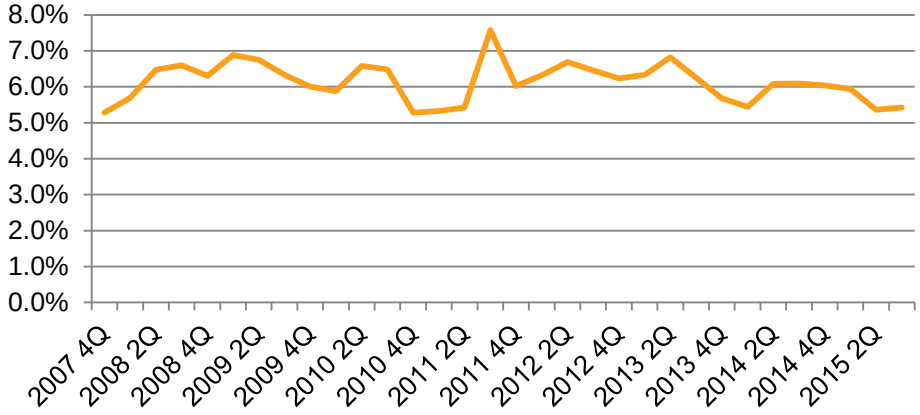
Real Estate Overview – Retail

- The total rental building area (RBA) in Chautauqua County has grown 6.6 percent since 2007 for a total of 6.7 million square feet in 2015.
- The average lease rate for retail space has varied over the years, but is slightly down at $7.26 per square foot in 2015, compared to $7.88 in 2007.
- Vacancy rates have remained steady since 2007, fluctuating within 5.1 and 7.4 percent.
- Commercial lease rates in downtown range from $4 to $15 per SF for premium office space. The average lease rate is between $7 and $9 per square foot.

Chautauqua County Retail Inventory and Lease Rate, 2007 -2-15



Chautauqua County Retail Vacancy Rate, 2007-2015



Source: Costar

Real Estate Overview – Retail

- Retail locations are spread throughout Jamestown and Lakewood with clusters around major thoroughfares including Fairmont Avenue, Washington Avenue and Main Street.
- Downtown includes approximately 20 retail stores in a wide mix of retail categories including convenience, furniture, gift, hobby, jewelry, and sporting goods.
- There are several empty retail spaces downtown that have been challenging to fill.

The Frame and Glass Shoppe

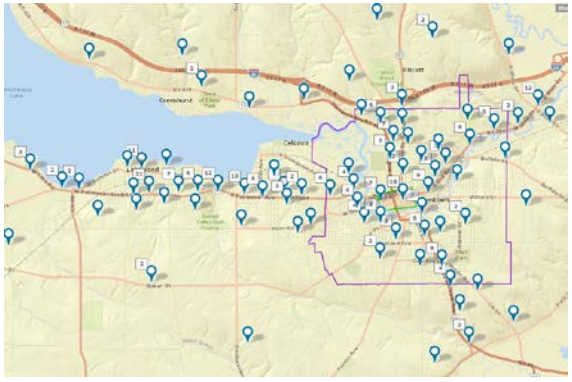
BIODOME PROJECT

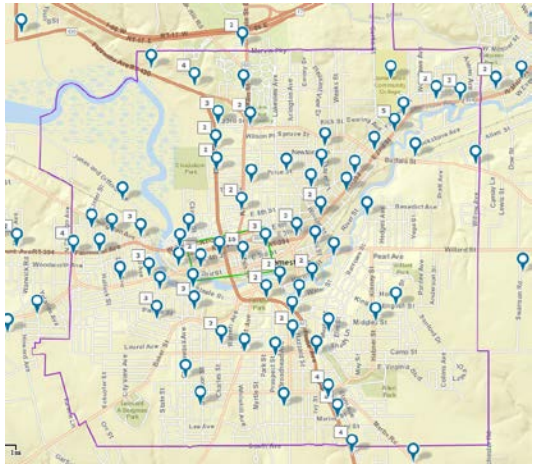
Craft World & Action Hobbies
Enjoy Life, Get a Hobby!

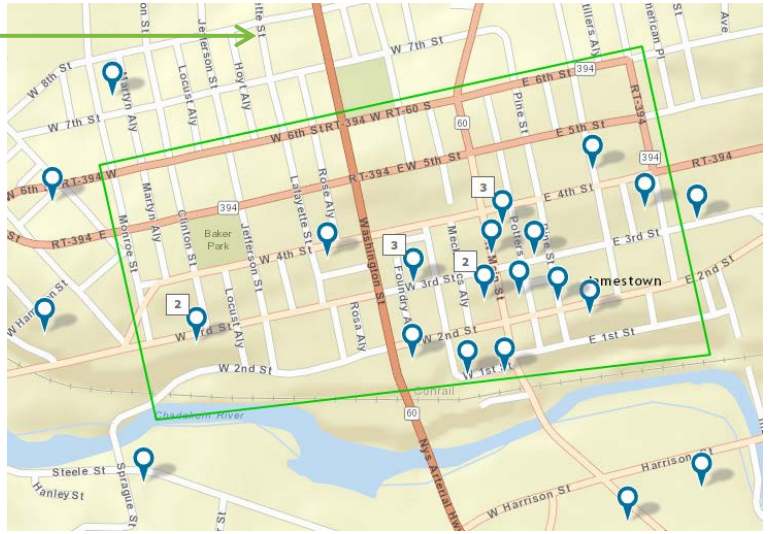
Chautauqua Music

JAMESTOWN SKATE PRODUCTS

Retail Stores: Jamestown and Downtown





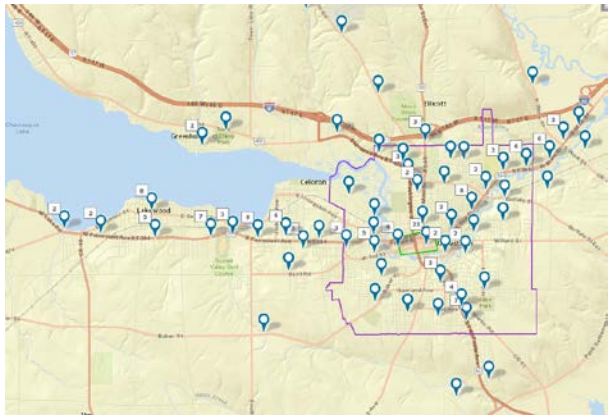


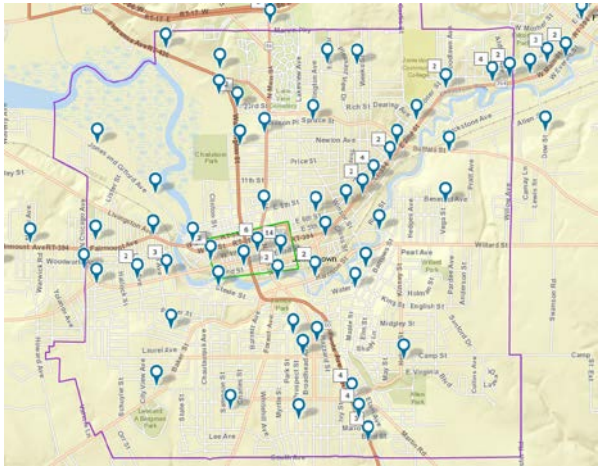
Marker number indicates number of places

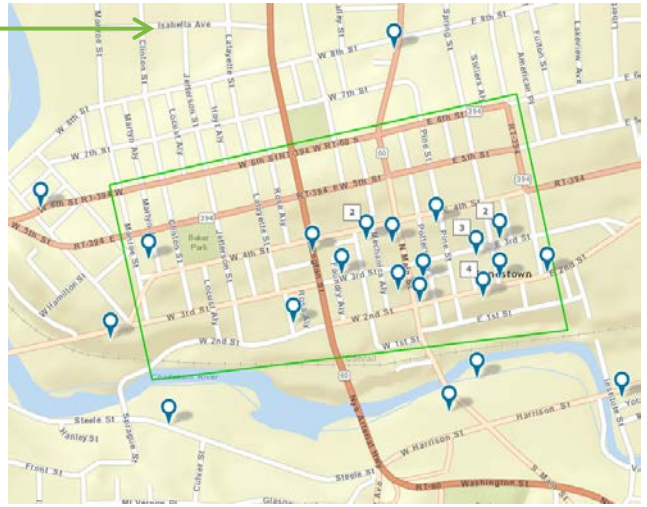
Real Estate Overview – Retail

- Jamestown has a fairly strong existing concentration of restaurant activity in a relatively small area downtown.
- Restaurant activity downtown has been strong recently with several new openings including Havana Cuban Café & Pizzeria, Landmark Restaurant and Fresco's Pizza & Wings.
- The existing restaurant cluster is not located near the National Comedy Center with gaps in blocks immediately adjacent to the National Comedy Center.

Food Places: Jamestown and Downtown





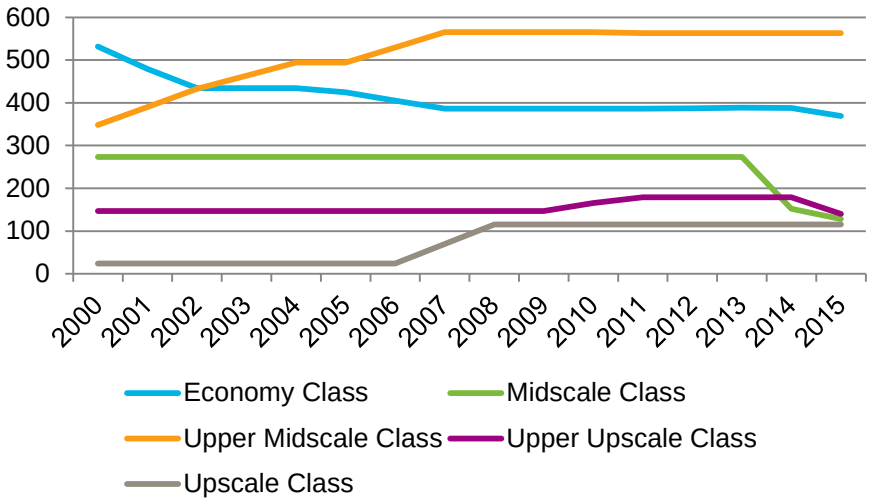


Note: Marker number indicates number of places

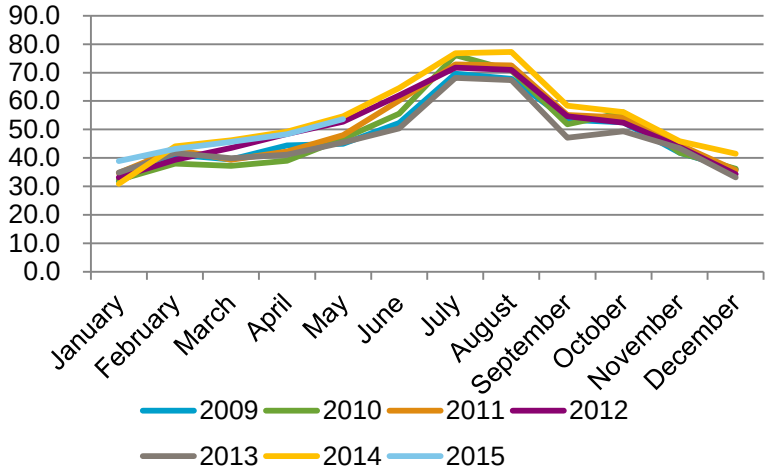
Real Estate Overview – Hotel

- Chautauqua County has 31 hotel properties with 1,578 rooms. Jamestown has 5 hotels, with an average of 70 rooms each, most of which are upper midscale class (see detailed table on next page).
- Existing hotels are highly seasonal, with occupancy rates over 70 percent during the summer months, and below 40 percent in the winter. Hotels that depend solely on lake activity are frequently closed during the off-season.
- Anecdotally, we've heard that the Best Western downtown performs much better with higher occupancy rates and very little discounting.
- In 2015 a new Holiday Inn Express and Suites opened near the Hampton Inn Suites near the interstate, and may indicate a healthy submarket in Jamestown. The location, however pulls people away from downtown.
- Recently the Hamister Group, a developer from Buffalo, paid $2 million for the former Ramada property downtown and has obtained the Double Tree flag. In its current configuration, the property includes 144 rooms.

Average Annual Chautauqua County Hotel Rooms, 2000-2015



Chautauqua County Hotel Occupancy (%), 2009-2015 YTD



Source: Smith Travel Research

Real Estate Overview – Hotel

Chautauqua County Hotel Properties

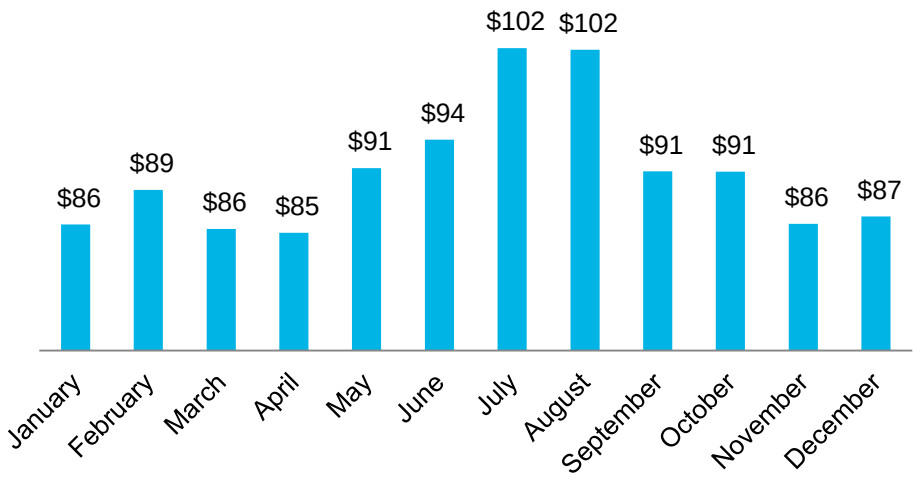
Name of Establishment	City & State	Class	Aff Date	Open Date	Rooms
Spencer Hotel	Chautauqua, NY	Upscale Class	Jan 2000	Jun 1908	24
White Inn	Fredonia, NY	Midscale Class	Jun 1919	Jun 1919	23
Summer House Inn	Chautauqua, NY	Economy Class	Jun 1945	Jun 1945	22
Closed Bemus Point Lakeside Cottages	Bemus Point, NY	Economy Class	Jul 2005	Jun 1950	0
Closed Sunny Vineyard Hotel	Dunkirk, NY	Economy Class	Aug 2001	Aug 1963	0
Webb`s Lake Resort	Mayville, NY	Midscale Class	Jun 1965	Jun 1965	52
Budget Inn	Falconer, NY	Economy Class	Jun 1968	Jun 1968	25
Dunkirk Motel	Dunkirk, NY	Economy Class	Apr 2000	Jun 1970	48
Hoilday Motel	Westfield, NY	Economy Class	Jun 1970	Jun 1970	18
Days Inn Fredonia Dunkirk	Fredonia, NY	Economy Class	Jun 1989	Jul 1971	135
The Inn @ The Peak	Clymer, NY	Upper Upscale Class	Jun 1994	Jun 1973	140
Pine Hill Cottages & Motel	Ashville, NY	Economy Class	Jun 1976	Jun 1976	20
Closed Colonial Squire Motel	Ripley, NY	Economy Class	Sep 2006	Jun 1978	0
Closed - Ramada Jamestown	Jamestown, NY	Midscale Class	Mar 2014	Mar 1979	0
Comfort Inn Jamestown	Jamestown, NY	Upper Midscale Class	Feb 1986	Feb 1986	99
Red Roof Inn Jamestown Falconer	Falconer, NY	Economy Class	Mar 2000	Mar 1987	78
Clarion Hotel Marina & Conference Center Dunkirk	Dunkirk, NY	Upper Midscale Class	Dec 2005	Jun 1989	127
Comfort Inn Dunkirk	Dunkirk, NY	Upper Midscale Class	Oct 1995	Oct 1995	59
Best Western Plus Dunkirk & Fredonia Inn	Dunkirk, NY	Upper Midscale Class	Mar 2011	Sep 1999	61
Holiday Inn Express & Suites Findley Lake I 86	Findley Lake, NY	Upper Midscale Class	Jul 2001	Jul 2001	85
Best Western Plus Downtown Jamestown	Jamestown, NY	Upper Midscale Class	May 2011	Jul 2003	61
Hampton Inn Suites Jamestown NY	Jamestown, NY	Upper Midscale Class	Jul 2006	Jul 2006	71
Chautauqua Stes Mtg & Expo Ctr	Mayville, NY	Upscale Class	Jul 2007	Jul 2007	91
Holiday Inn Express & Suites Jamestown	Jamestown, NY	Upper Midscale Class	May 2015	May 2015	65
Hotel Lenhart	Bemus Point, NY	Midscale Class	n/a	n/a	53
Athenaeum Hotel	Chautauqua, NY	Upper Upscale Class	n/a	n/a	156
Closed St Elmo Hotel	Chautauqua, NY	Economy Class	Jun 2001	n/a	0
Southshore Motor Lodge	Dunkirk, NY	Economy Class	n/a	n/a	20
Americas Best Value Inn Jamestown	Jamestown, NY	Economy Class	Feb 2007	n/a	45
Closed Woodlawn Motor Inn	Jamestown, NY	Economy Class	Jun 2001	n/a	0
Closed Red Coach Inn	Lakewood, NY	Economy Class	Dec 1999	n/a	0

Source: Smith Travel Research

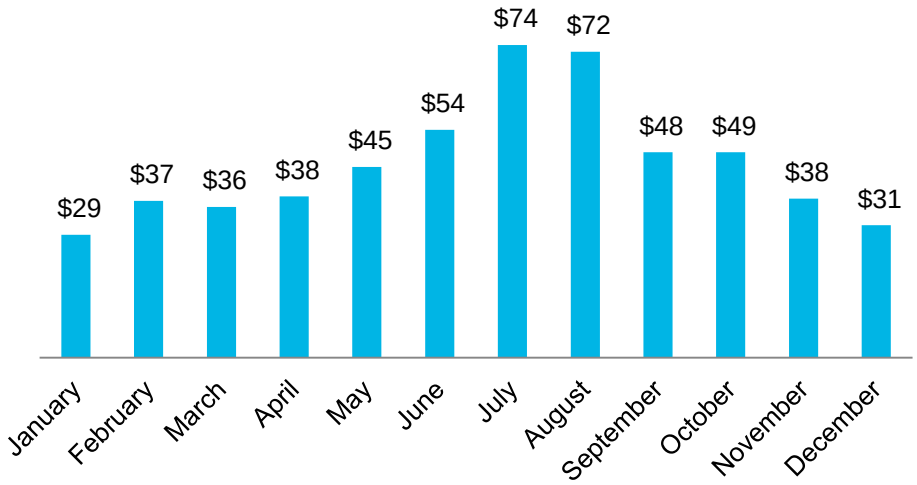
Real Estate Overview – Hotel

- The average daily rate (ADR) and revenue per available room (RevPAR) in the county are relatively low, ranging from $85 to $102 and $29 to $74 respectively.
- This, combined with low occupancy rates suggest limited demand from a countywide and regional perspective. However, many of the properties in the inventory are also very old, which is likely pulling down average daily room rates and other metrics.
- There are also reportedly two small boutique hotel projects in informal planning for downtown, on 4th Street and 2nd Street, which could be developed in the next 5 years.
- The Double Tree addition downtown should accommodate all hotel demand required in the near term. Any new hotel properties would need be a differentiated, specialty product.

Chautauqua County 2009-2015 Average ADR ($)



Chautauqua County 2009-2015 Avg RevPAR ($)

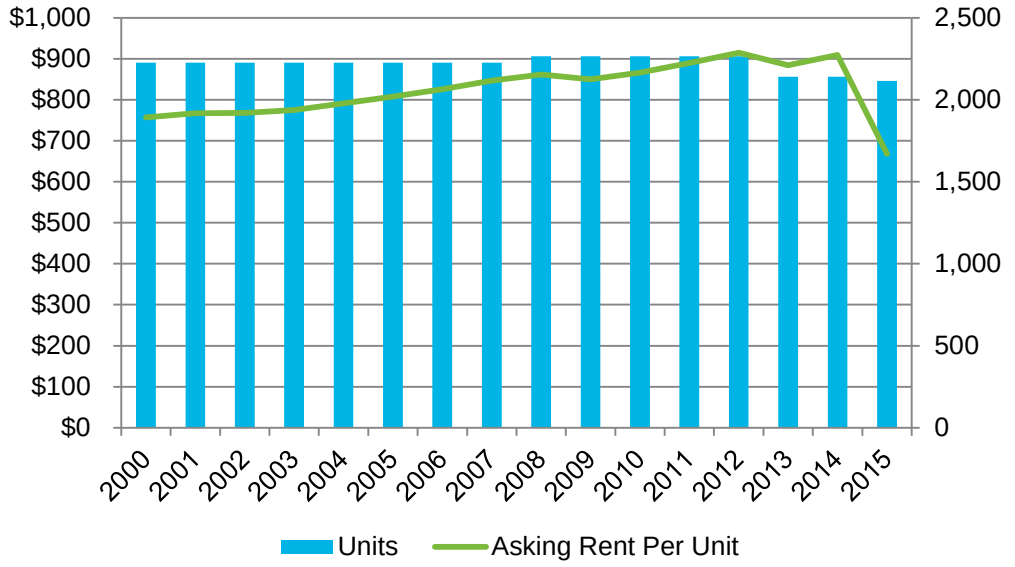


Source: Smith Travel Research

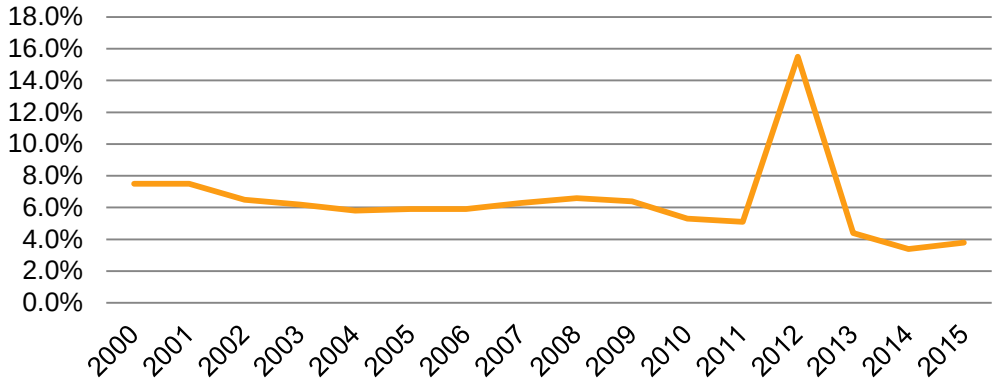
Real Estate Overview – Housing

- Chautauqua County has approximately 2,000 housing rental units, with average asking rental rates between $700 and $900 in recent years.
- The vacancy rate for housing units has fallen to 3.8 percent in 2015, from 7.5 percent in 2000.
- While no data is available on housing market conditions downtown, our research and interviews indicate that market rate housing developments downtown, while small in scale, have performed relatively well, with high occupancy rates.
- Residents in these housing developments include a wide variety of demographics, from younger professionals who want to live downtown to families to nurses and medical workers.

Chautauqua County Housing Inventory and Asking Rents, 2000-2015



Chautauqua County Housing Vacancy Rate, 2000-2015



Source: Costar

Real Estate Overview – Housing

Overall performance of downtown housing is good, with strong occupancy and a professional tenant mix. Rental rates range from $400 to $1000.

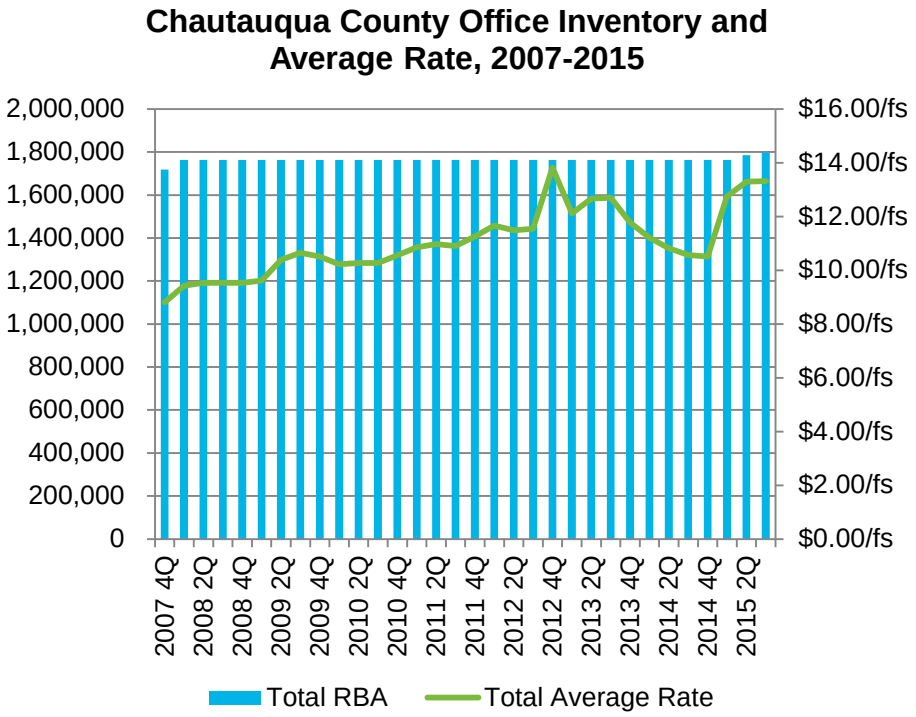
- Wellman Building (3rd and Cherry)- Occupancy in the Wellman building is strong with 86 percent of the 44 residential units in this upscale building occupied. Tenants are primarily professionals (60 percent) from the medical community, engineers, and other professionals. Rental rates for these units ranges from $335 -$1000. Furnished corporate apartments used by major regional employers for short term occupancy (6 months to 2 years) are a growing part of the business and strategy. To better accommodate these engineers and professionals, the building has upgraded technology and wiring capacities. One of two storefronts on the ground floor remains vacant and has been a challenge to fill.
- Ellicott Building (Pine Street)- This mixed use development includes 11 apartments and ground floor retail spaces. Residential has been fully occupied since opening, with quick turnover between tenancies. Rental rates are from $500 - $1000.



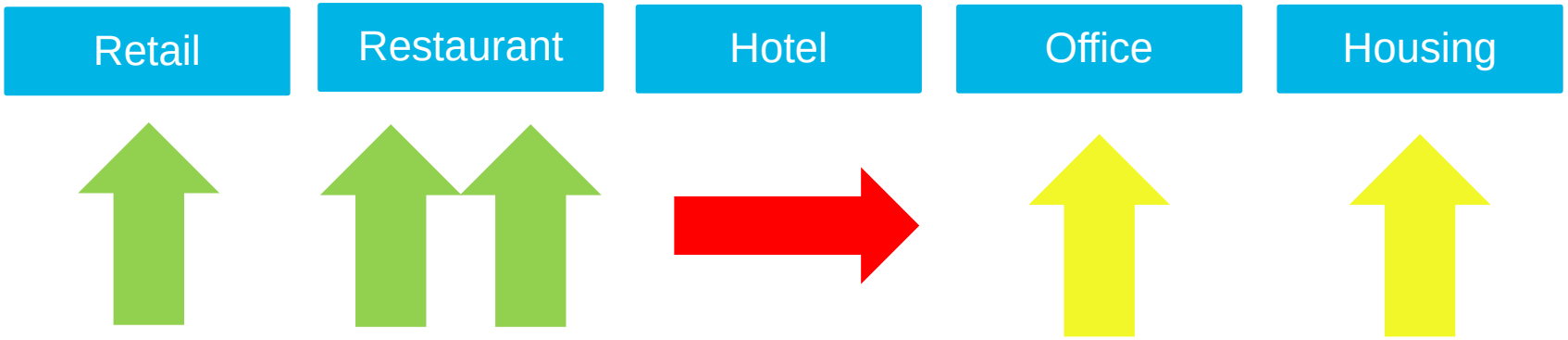


Real Estate Overview – Office

- The office market in downtown is somewhat challenging with limited demand, although there are some success stories including Digitell and The Connection.
- The office inventory is generally not in good physical conditions and largely obsolete by contemporary office standards. There is an opportunity to create nicely designed, contemporary space with charm due to the historic buildings, but current office rents cannot support the development costs required to renovate.
- There are a number of major companies in the region including Cummins, TRW, Blackstone, SKF, TitanX Engine Cooling, WCA Hospital, and El Greco Furniture.
- Lease rates for the BWB Building are the highest downtown at $15 per square foot.
- If nicely designed, there may be an opportunity to capture smaller business currently located on the periphery of downtown or elsewhere in Jamestown in downtown spaces.



Summary of Economic and Real Estate Findings and Implications



Overall Economic Trends and Tourism

- There is slow population decline in the region, however Jamestown's share in the county has increased slightly.
- County employment has declined slowly, but in the greater Western New York region employment is expected to increase.
- The regional tourist market is of modest scale and very seasonal.
- Implications:
  - It will be important to position Jamestown as a unique, weekend destination for the region, with a cluster of activities that visitors want. While Jamestown has several notable attractions with national brands, they are not well-marketed nor packaged for visitors.
  - Due to economic and population growth factors in the region, Downtown Jamestown cannot rely on growth from new demand generated by employment or population growth. Therefore, any demand for downtown will need to be created by the development of a destination and a critical mass of complementary activities that draws existing resident and tourist spending into the downtown, as well as the demand created by the National Comedy Center.

Summary of Findings and Implications: Attractions

- There are a number of unique, modest sized, and high quality attractions in Jamestown that are not well-marketed nor located in central downtown. These include attractions that are authentic or have connection to Jamestown history such as the Roger Tory Peterson Center and the Robert Jackson Center. There may be opportunities to partner with such attractions to bring programming downtown.
- The legacy of furniture building in Jamestown could be an important opportunity for a retail /corporate visitor center oriented attraction.
- The river is an important centerpiece for creating broader visitation destination.
- There needs to be more regularly scheduled, frequent active programming for Downtown Jamestown and the river park.
- The tourist / excursion train to Buffalo should be a long term priority.
- The goal of a tourism strategy should be to extend length of stay in order to create demand for overnight stay. Jamestown needs to become greater than the sum of its parts, piecing together multiple attractions, programming, downtown restaurants /shopping and nice urban design to create a destination package







Summary of Findings and Implications: Retail & Restaurant

- County wide total and per capita retail and restaurant spending has been increasing at a pace greater than inflation, which is especially true for restaurant spending with particularly strong growth.
- Jamestown is an existing hub for the restaurant market with a significant number in a concentrated area. New destinations include Landmark Restaurant, Havana Café and Pizzeria and others.
- The National Comedy Center will generate additional demand, particularly for restaurant and dining establishments. This should include the microbrewery that has been discussed, in addition to other types of restaurants such as an artisan hamburger location, brunch location, specialty foods (i.e. cheese, cupcakes, chocolate, etc.)
- Retail presents somewhat less of an opportunity – retail outlets are already fairly scattered within Jamestown, and the downtown does not have a significant concentration. However, there may be an opportunity for tourism based specialty destination retail, such as an antique mart (antique shopping is one of the top visitor activities).
- The current hub of retail activity is east of Washington Street. It will be important to develop connecting retail or other pedestrian connections from the NCC site to this part of downtown on 2nd and 3rd Streets





Summary of Findings and Implications - Hotel

- Countywide hotel performance is modest, with relatively low occupancy rates and average daily rates, although this may be in part due to a large number of older hotels in the inventory.
- Our research indicates that downtown Jamestown hotels perform better.
- Some new demand possible with the National Comedy Center, but this is not likely to exceed amount in new proposed Double Tree
- Any additional hotel (beyond the proposed Doubletree) needs to be small-scale, differentiated product, with either theming (e.g. birding, river orientation, etc.) or able to create its own demand (e.g. conference, etc.)



DOUBLETREE
BY HILTON



Summary of Findings and Implications - Housing & Office

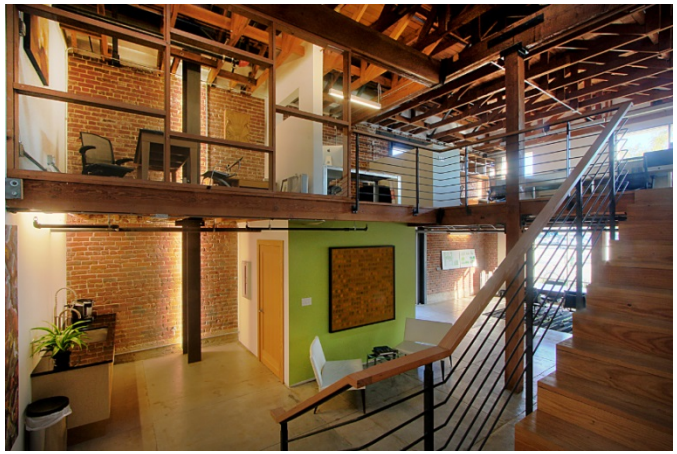
Housing

- Population growth is slowly declining, but there appears to be demand for downtown housing in Jamestown. Most newer housing projects in Jamestown, while small scale, have very high occupancy rates and are performing well. These developments have a mix of tenants, from young professionals to seniors.
- Additional amenities would help support additional housing demand downtown, i.e. small quality grocery store with prepared meals, coffee shops, greater mix of restaurants, etc.
- Strategy for downtown should include additional housing in mixed-use buildings with retail on ground floor.



Office

- There is significant inventory in upper floors of buildings in downtown Jamestown. However, most are not in good physical condition and do not reflect current office standards.
- Historic buildings are a unique opportunity to provide more contemporary space in a charming historic setting, but will require subsidy to renovate and develop.
- It's important to also retain existing tenants. With better spaces and amenities, downtown Jamestown will likely be able to attract businesses from other locations.



Summary of Findings and Implications – Other Findings

- Developers and other stakeholders indicate a general “buzz” and excitement for downtown Jamestown with a notable uptick in activity and projects.
- Subsidies and incentives to develop downtown are available and essential to make the economics work for retail and residential project. There are also developers who are interested in helping develop downtown Jamestown.
- Downtown has poor wayfinding and connectivity between destinations, making it difficult for visitors to increase length of stay.
- The relatively short season for activity, including long winters and lake activity during the summer, are a challenge.
- The Jamestown Community College is unique in its provision of dorm housing to students. Connections should be made to draw students downtown.





Analysis and Recommendations: Strategy Matrix

Category	Short	Medium	Long
Retail & Restaurant	▪ Brewery project with indoor and outdoor space ▪ Arena site retail + marquee signage ▪ Additional 1 to 2 restaurants and/or specialty food outlets (see detailed tenant category recommendations in next section) ▪ Plan for food hall	▪ Antique mart in Furniture Mart + corporate visitor center for El Greco and/or other furniture industry companies ▪ Small grocery store ▪ Additional retail and restaurants	▪ Boutique movie theater
Office	▪ Retain existing tenants in the downtown	▪ One mixed use office project	
Housing	▪ One additional mixed-use housing project	▪ Additional housing project	▪ Student housing
Hotel	▪ Focus on retention of Doubletree	▪ Possible opportunity for boutique themed destination hotel / riverfront resort hotel	▪ Boutique hotel / riverfront resort hotel
Riverfront Development	▪ Activate riverfront area, including Comedy Park, with programming. Examples could include: Shakespeare on the River, natural habitat programming partnering with Peterson Center, lightshow @ Power Station	▪ Riverfront recreation activities (i.e. kayaking rentals / guided kayak trips to lake, swan boat rentals / guided tours, living history guides, natural habitats) ▪ Waterscreen show / fireworks show on the river ▪ Riverfront dining opportunity	▪ Second gate attraction – bird / insect attraction
Attractions	▪ National Comedy Center ▪ Set up mechanism for frequent, regularly scheduled programming downtown	▪ Consider / begin planning for second gate nature / bird themed attraction on river; or “pop up” attraction with programming from Peterson Center	▪ Excursion train to Buffalo ▪ Second gate nature / bird themed attraction
Urban Design	▪ Continue 3rd Street Streetscape to west/arena ▪ Traffic calming on major N-S streets ▪ Arena site marquee signage	▪ 2nd Street New Streetscape – trees and plaza at NCC	▪ Develop south side of river

Tenant Category Assessment and Recommendations

The goal of new retail and restaurant tenants should be to help position Jamestown as a premier weekend destination in the western New York region and to maximize the length of stay for visitors to the Comedy Center. AECOM advises the following strategies when recruiting new tenants:

- Focus on independent or regional retailers and restaurants in order to offer visitors a unique and authentic experience.
- Focus on food categories that are in high demand and have developed unique, specialty, craft, or artisan products (i.e. hamburgers, coffee, grilled cheese, yogurt, breweries, etc.)
- Look for tenants that offer an experience, such as restaurant with an on-site brewery, wine tasting rooms, a food market hall and interactive retail.
- Encourage pre-existing tenants to expand their options. For example, encourage restaurants to begin serving brunch or offering space for comedy shows and live music.

Lessons from Similar Towns on Tenant Selection

Corning, NY

- Heavy Emphasis on Finger Lakes Wine Region despite being at least 30 minutes from this wine region.
  - Increase marketing of Jamestown's proximity to the Lake Erie Wine Country and bring tasting rooms to Downtown Jamestown.
- Gaffer District – Popular historic downtown area offering independent retail, a wide variety of local restaurants of varied price points and minimal fast food options.
  - The unique dining and retail options of the Gaffer District encourage tourists to visit more than just the Glass Museum. Downtown Jamestown could become a similar district.


Gaffer District-Corning, NY

Cooperstown, NY

- Emphasizes being "America's Most Perfect Village," which entices people who are interested in more than the Baseball Hall of fame by offering unique experiences through independently owned retail and restaurants.
  - Encourage locally and regionally owned tenants to locate in Downtown Jamestown in order position the city as a unique, attractive weekend destination.
- Offers several waterfront dining options on Lake Otsego, emphasizes the romantic ambiance of these locations making Cooperstown an appealing getaway destination for couples.
  - Take advantage of sites with a view of the river to build restaurants that can offer waterfront dining in order to increase the appeal of Jamestown as a weekend getaway for couples or people celebrating special occasions.





AECOM



Burgers



Name	Headquarters	# of Locations	Franchise Option	Average Price	Type	Description
Bareburger	Queens	27 (National & International)	Yes	$$ ($11-$30)	Upscale Fast Casual	Organic burgers with unique toppings and an offering of exotic patties like elk, ostrich, wild boar and quinoa. This casual restaurant with an edgy vibe puts an emphasis on artisan food makers and sustainable products. Rapidly expanding nationally and internationally
American Burger Co.	Charlotte, NC	5 (NC, NY)	No	$ (Under $10)	Fast Casual	American Roadside Burgers is a tribute to the American roadside burger stands of the past. Uses high quality ingredients to make classic burgers as well as chicken sandwiches, mac & cheese, milkshakes and other assorted comfort foods.
Smashburger	Denver	300 (National)	Yes	$ (Under $10)	Fast Casual	Classic burger restaurant but unique in that the burgers are "smashed" while cooking for better flavor. Rapidly expanding on the East Coast, plan to open 23 locations in upstate NY
BurgerFi	North Palm Beach, FL	70 (National)	Yes	$$ ($11-$30)	Upscale Fast Casual	A premium chain that sells burgers made from Angus beef and puts an emphasis on fresh ingredients and hand made condiments. Has a hip vibe and offers craft beer and wine on the menu. Opening in Albany







Name	Headquarters	# of Locations	Franchise Option	Average Price	Type	Description
Federal Donuts	Philadelphia, PA	5	No	$ (Under $10)	Fast Casual	Wildly popular Philadelphia food concept of a casual takeaway restaurant offering only coffee, fried chicken and donuts; huge visitor appeal. No locations outside of Philadelphia yet.
DiCamillo Bakery	Niagra Falls, NY	5 (all in Western NY)	No	$$ (Moderate)	Casual Café/ Market	Since 1920 DiCamillo Bakery has been nationally recognized as one of the finest Italian gourmet bakeries. Offers coffee, pastries, pizza & a gourmet Italian market.
Constantino's market	Cleveland, OH	3	No	$$$ (Pricey)	Market	A neighborhood market with quality produce, dry goods and meats. Offers a salad bar and Chef prepared take-away foods that would be perfect for people who wish to have a picnic in Downtown Jamestown
Mitchell's Ice Cream	Cleveland, OH	8	No	$ (Inexpensive)	Ice cream	An ice-cream shop that focuses on local ingredients to make delicious gourmet ice-cream, sorbets and shakes.





Coffee Shops



Name	Headquarters	# of Locations	Franchise Option	Average Price	Type	Description
Finger Lakes Coffee Roasters	Victor, NY	7 (All in NY)	N	$ (Under $10)	Café	High quality coffee and fresh pastry offerings in a comfortable café setting.
Gimme Coffee	New York	7 (all in NYC or upstate NY)	N	$ (Under $10)	Fast Casual	Hip coffee shop boasting "farm to cup" beans and artisanal roasting
Spot Coffee	Buffalo	9 (all in NY)	Y	$ (Under $10)	Fast Casual	Designed to be comfortable gathering places for the local community while offering high quality coffee, pastries and light meals. Puts emphasis on designing a space that reflects the neighborhood and surrounding area to avoid having a corporate feel.
Rising Star Coffee Roasters	Cleveland	2 (all in Cleveland but looking to expand)	N	$ (Under $10)	Café	Offers unique brewing options and knowledgeable baristas creating coffee with beans from their small batch roastery.



Breweries & Wineries



Name	Headquarters	# of Locations	Franchise Option	Average Price	Type	Description
Ellicottville Brewing Co.	Ellictoville, NY	2	N	$$ ($11-$30)	Casual	Regional brewery with attached restaurant offering American and comfort food. Offers room for events and holds multiple tasting events per month.
Southern Tier	Lakewood, NY	1	Y	$$ ($11-$30)	Casual	Regional brewery with attached tasting room and restaurant. Has expressed interest in opening a location in Jamestown.
Pearl Street Grill & Brewery	Buffalo, NY	Part of a group that operates 3 restaurants, a catering company and two hotels	N	$$ ($11-$30)	Upscale Casual	Traditional American food paired with a full bar and extensive beer list, including their own brews. Strong emphasis on Buffalo history in décor and ambiance.
Mazza Chautauqua Cellars	Westfield, NY	1	N	$$ (Moderate)	Upscale	Winery, brewery and distillery with onsite café. Located on farmland approx. 40 mins from Jamestown, could be a potential partner in creating an urban tasting room for their wines, beers and spirts from the tourist market the Comedy Center will draw to Downtown.
Western New York Wine Trail, Lake Erie Wine Country	Chautauqua County, NY		N		Upscale	In order to give Jamestown visitors a Lake Erie Wine County experience a tasting room offering wines from the region could be opened in Downtown Jamestown. (See Family Wineries - Healdsburg, CA, Locals - Geyserville, CA, Vintner's Collective –Napa, CA & Winery Collective - San Francisco)



Brunch & Breakfast





Name	Headquarters	# of Locations	Franchise Option	Average Price	Type	Description
Barry Bagels	Toledo, OH	7 (MI, OH)	Y	$ (Inexpensive)	Fast Casual	Family run bagel shop since 1970, offers a wide array of bagels, breakfast sandwiches as well as lunch options, such as soups, salads and sandwiches.
The Original Pancake House	Portland, OR	128 (National)	Y	$$ ($11-$30)	Casual	Much loved national breakfast chain with a popular location in Buffalo. Known for their specialty pancakes and crepes, offers full array of breakfast dishes.
Juice Generation	NYC	15 (NYC)	N	$$ (moderate)	Fast Casual	NYC Based juice bar that offers fresh juice, cold pressed juices, acai bowls, raw foods and healthy baked goods.

- Existing restaurants should be encouraged to offer a brunch service on the weekends.



Regional Chains





Name	Headquarters	# of Locations	Franchise Option	Average Price	Type	Description
Dinosaur BBQ	Syracuse, NY	10 (National)	N	$$ ($11-$30)	Casual/Music Venue	Southern Style Pit smoked bbq with an emphasis on regional draft beers. Most locations offer live music, making it a great experience for locals and visitors.
Anderson's Frozen Custard	Williamsville, NY	7 (Western New York)	N	$ (inexspensive)	Fast Casual	Western New York classic restaurant, known for the regional specialty "Beef on Weck" and their frozen custard. Offers a nostalgic experience for regional residents.
Melt Bar & Grilled	Cleveland, OH	6 (Ohio)	N	$$ ($11-$30)	Casual	Focus is gourmet grilled cheeses and unique beer list in a kitschy, relaxed and memorable environment. Also offers salads, starters and desserts.
Tom & Chee	Cincinatti, OH	33 (National)	Y	$ (Under $10)	Casual	Focus is on grilled cheese and tomato soup and making classic comfort foods with fresh ingredients as well as offering gluten free, vegan and vegetarian options.
Bar 145	Toledo, OH	4 (Ohio)	N	$$ ($11-$30)	Upscale Casual/ Night Club	Ohio based gastropub specializing in "Burgers, Bands and Bourbon." Offers traditional American food, with an emphasis on burgers and turns into a nightclub-style music venue after dinner.





Regional Retail



Name	Headquarters	# of Locations	Franchise Option	Price Range	Type	Description
Fracassi Lashes	NYC	3 (All in NY, 1 in Buffalo)	N	$$ (Moderate)	Quick Spa Services	A salon offering lash extensions, tanning, waxing, massages and facials. Would appeal to residents and visitors who may wish to book a relaxing spa service.
Giftology	Springfield, MA	16 (all East Coast & Mid Atlantic)	N	$$ (Moderate)	Gift store	A luxury gift emporium offering home décor, jewelry and more from locally made products and designers. Designed primarily for the female demographic.
Dylan's Candy Bar	NYC	11 (National, including large cities and small regional tourist destinations, eg. Telluride, CO & Traverse City, MI)	N	$$ (Moderate)	Candy Store	"Confectionery Emporium" that is also a lifestyle brand featuring pop art installations to give customers the feeling of being transported to a modern day Willy Wonka Factory. Considers the experience to be "retail-tainment"
Glass Bubble Project	Cleveland, OH	1	N	$$ (Moderate)	Hand Blown Glass Store, Artist's Studio & Art Class	Glass store and studio that features glass blowing demonstrations as well as classes. Not likely to expand, however, offers a good example of "experiential retail." Successful example is Seattle's Glassy Baby, which has expanded throughout California and Washington.







Name	Headquarters	# of Locations	Franchise Option	Price Range	Type	Description
Francesca's	Houston, TX	500+	No	Moderate - Expensive	Clothing & Gift Store	An eclectic boutique with exciting clothing, accessories and gifts. Rapidly expanding yet continues to create the ambiance of an independent upscale boutique.
Build-a- Bear Workshop	Overland, MO	400+	Yes	Moderate	Interactive Toy Store	A toy store where customers create a custom built stuffed animal on site. A fun interactive experience for children and adults.
Lush Cosmetics	Poole, UK	800+	No	Moderate	Beauty Products	Beauty products with an emphasis on organic, sustainable ingredients. They emphasize their ethics and do not test on animals, support humanitarian causes and protect the environment.

Food Hall Marketplace Examples

- Pike's Place Market, Seattle, Washington
- Ferry Building Marketplace, San Francisco, California
- Eataly, New York City, New York
- Sweet Auburn Curb Market, Atlanta, Georgia
- St. Lawrence Market, Toronto, Ontario
- The Market Hall, Seattle, Washington
- Portland Mercado, Portland, Oregon
- Liberty Public Market, San Diego, California (opening summer 2015)
- Ponce City Market, Atlanta, Georgia (opening fall 2015)
- The Cigar Factory, Charleston, South Carolina (opening summer 2015)
- Latincity Food Hall, Chicago, Illinois (opening fall 2015)
- James Beard Public Market, Portland, Oregon (reported to open 2018)









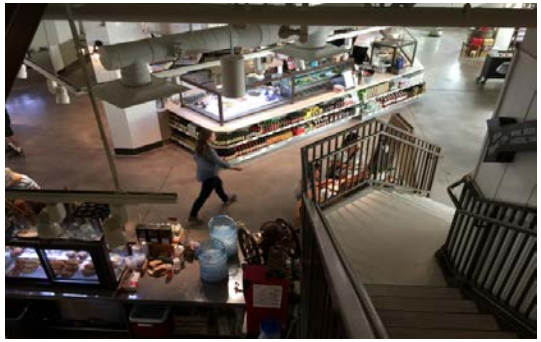


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Upscale Food Hall Marketplace

Locale Market – St. Petersburg, FL

A curated neighborhood grocery experience opened in 2014. Visitors can shop for artisan crafted foods, wine & beer, prepared foods and enjoy Farmtable, a restaurant led by acclaimed chef, Michael Mina.









Historic Food Hall Marketplace

North Market – Columbus, OH

Authentic public marketplace house in historically significant building, expands outdoors in good weather. Home to local venders of fresh produce, meats, seafood, baked goods and prepared foods.









Casual Food Hall Marketplace

Rockridge Market Hall – Oakland, CA

European style market place with eight individual food and flower shops, including a bakery, coffee shop and butcher. Intended to be a gathering place as well as a walkable alternative to a big box grocery store. Offers prepared foods as well as an upscale dine-in option, Oliveto.











National Chain Retail Tenants

The following slides list the tenants of large entertainment districts in the United States. While AECOM advises Jamestown to focus on cultivating independent retailers and restauranteurs, the mix of retail, dining, and entertainment tenant types within these large entertainment districts provides context for the types of tenants that typically locate near entertainment venues. We have highlighted tenants, shown below, that represent the type of tenants that may be useful to consider for Jamestown.

- Menchie's Yogurt
- Karl Strauss Brewing
- Jillian's (Games, Bowling & Dining)
- Jody Maroni's Sausage Kingdom
- The Crepe Café
- Ben & Jerry's

- Jamba Juice
- Francesca's Collections
- Lush Cosmetics
- Patina Restaurant Group
- Haagen-Dazs
- Build-A-Bear



Universal City Walk Orlando Tenants

Dining	Type	Retail	Type	Nightlife	Type
The Cowfish	Sushi Burger Bar	Element	Apparel	Pat O'Brien's	New Orleans' Style Dueling Piano Bar
Vivo Italian Kitchen	Upscale Italian	Fossil	Accessories		
Antojitos Authentic Mexican Food	Upscale Mexican	Fresh Produce	Apparel		
Red Oven Pizza Bakery	Casual Italian	The Island Clothing Store	Apparel		
Hot Dog Hall of Fame	Casual	P!Q	Gifts & Toys		
Emeril's Restaurant Orlando	Upscale Cajun	Quiet Flight Surf Shop	Apparel		
Jimmy Buffet's Margaritaville	Casual Caribbean	Hart & Huntington Tattoo Shop	Apparel & Gifts		
Hard Rock Café	Casual				
Bob Marley - A Tribute to Freedom	Entertainment & Caribbean Cuisine				
Bubba Gump Shrimp Company	Unique Themed Dining				
NBA City	Unique Themed Dining				
BreadBox	Fast Sandwiches				
Menchies Yogurt	Frozen Yogurt				
BK Whopper Bar	Fast Food				
Moe's	Fast Mexican				
Panda Express	Fast Food				
Fusion Bistro Sushi & Sake Bar	Casual Japanese				
Cold Stone Creamery	Dessert				
Starbucks Coffee	Coffee Shop				



Universal City Walk Los Angeles Tenants

Dining	Type	Retail	Type	Nightlife (Universal City Walk)	Type
Bubba Gump Shrimp Co.	Unique Themed Dining	Abercrombie & Fitch	Apparel	Howl at the Moon	Dueling Piano Bar
Buca Di Beppo	Casual Italian	ANGL	Apparel		
Hard Rock Café	Casual American	Element	Apparel		
Johnny Rockets	Casual American	Francesca's Collections	Apparel & Gifts		
Karl Strauss Brewing	Casual Brewery	Guess	Apparel		
Jillians (Games, Bowling, & Dining)	Casual	Lids	Apparel		
The Flame Broiler	Fast Casual Rice Bowls	SCENE	Eyewear		
Tony Roma's	Casual American	Skechers	Shoes		
Jody Maroni's Sausage Kingdom	Fast Casual Sandwiches	Magnet Max	Collectibles		
Subway	Fast Food Sandwiches	Things From Another World (Comic Book Store)	Print		
The Crepe Café	Fast Casual Crepes	It's Sugar	Candy & Gifts		
Saddle Ranch Chop House	Casual American	Lush Cosmetics	Beauty Products		
Samba Brazilian Steakhouse & Lounge	Upscale	Popcornopolis	Snacks & Gifts		
Wasabi at City Walk	Casual Japanese	Billabong	Apparel		
Wolfgang Puck Bistro	Casual	Flip Flop Shop	Footwear		
Hollywood Pizza & Gelato	Fast Casual	The Los Angeles Sock Market	Apparel		
KFC Express/Pizza Hut Express	Fast Food	Hot Topic	Apparel & Gifts		
Pink's Famous Hot Dogs	Fast Food	Upstart Crow	Books		
Panda Expres	Fast Food	Zen Zone	Quick Service Spa		
Ben and Jerry's	Dessert				
Jamba Juice	Juice Bar				
Cinnabon	Dessert				
Coffee Bean & Tea Leaf	Coffee Shop				
Starbucks	Coffee Shop				
Wetzel's Pretzels	Snacks				



Downtown Disney Tenants

Dining	Type	Retail	Type	Nightlife	Type
Catal (Patina Restaurant Group)	Upscale	Build a Bear Workshop	Interactive Toy Store	House of Blues	Casual Dining and Entertainment
Naples Ristorante e Pizzeria (The Patina Restaurant Group)	Upscale Pizza	Fossil	Apparel and Accessories		
Tortilla Joe's (The Patina Restaurant Group)	Upscale Mexican	Sanuk	Shoes		
Taqueria (The Patina Restaurant Group)	Casual Dining	Sunglass Hut	Eyewear		
Jamba Juice	Fast Casual Juice				
La Brea Bakery Café	Fast Casual				
Earl of Sandwich	Fast Casual Sandwiches				
Rainforest Café	Unique Themed Dining				
Haagen-Dazs	Fast Casual Ice-cream				
Wetzel's Pretzel's	Snacks				
Starbucks Coffee	Coffee Shop				

Development Recommendations

Priority sites for development and/or tenants include:

- Aviation Museum site at the northeast corner of Main and 3rd
- City parking structure at the southwest corner of Main & 2nd
- Renaissance Building, parking lot and the 3 small retail storefront buildings on 3rd Street
- Office building on 3rd Street and the parking lot next to Shawbucks
- Furniture Mart building
- Arena site across from NCC



Priority tenants types:

- Brewery with indoor/outdoor space
- Restaurant with breakfast/brunch service, possibly with a themed "comedy brunch" in conjunction with the NCC
- Café / coffee shop
- Artisan hamburger or similar restaurant
- Food Market Hall project



Ellicottville Brewing Co.

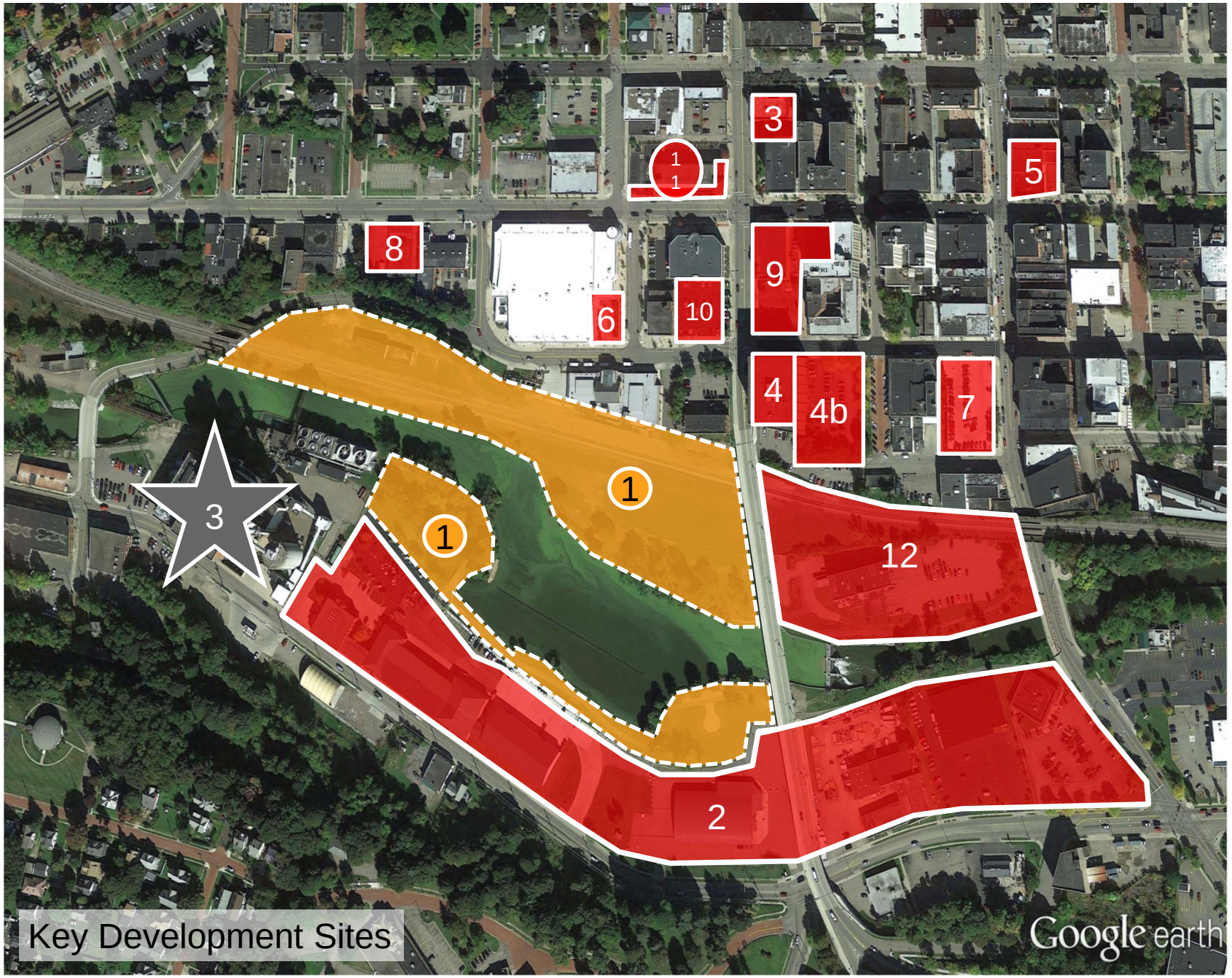
Physical and Urban Design Analysis and Recommendations

Key Development Sites

1. River Park (North & South Bank)
2. South Bank re-development opportunity sites
3. Viking Building Performance/ creative office space)
4. Furniture Mart Building & Parking (4b) - showrooms, creative office, etc.
5. Aviation Museum - Consolidated development block
6. Arena in-fill/landmark site
7. City Parking Structure - full site new development
8. Brewery building
9. Comprehensive development opportunity
10. Parking structure and active street-level uses
11. Urbanize Street front @ hotel
12. North Bank development site







Google Earth Pro

feet 2000

meters 600

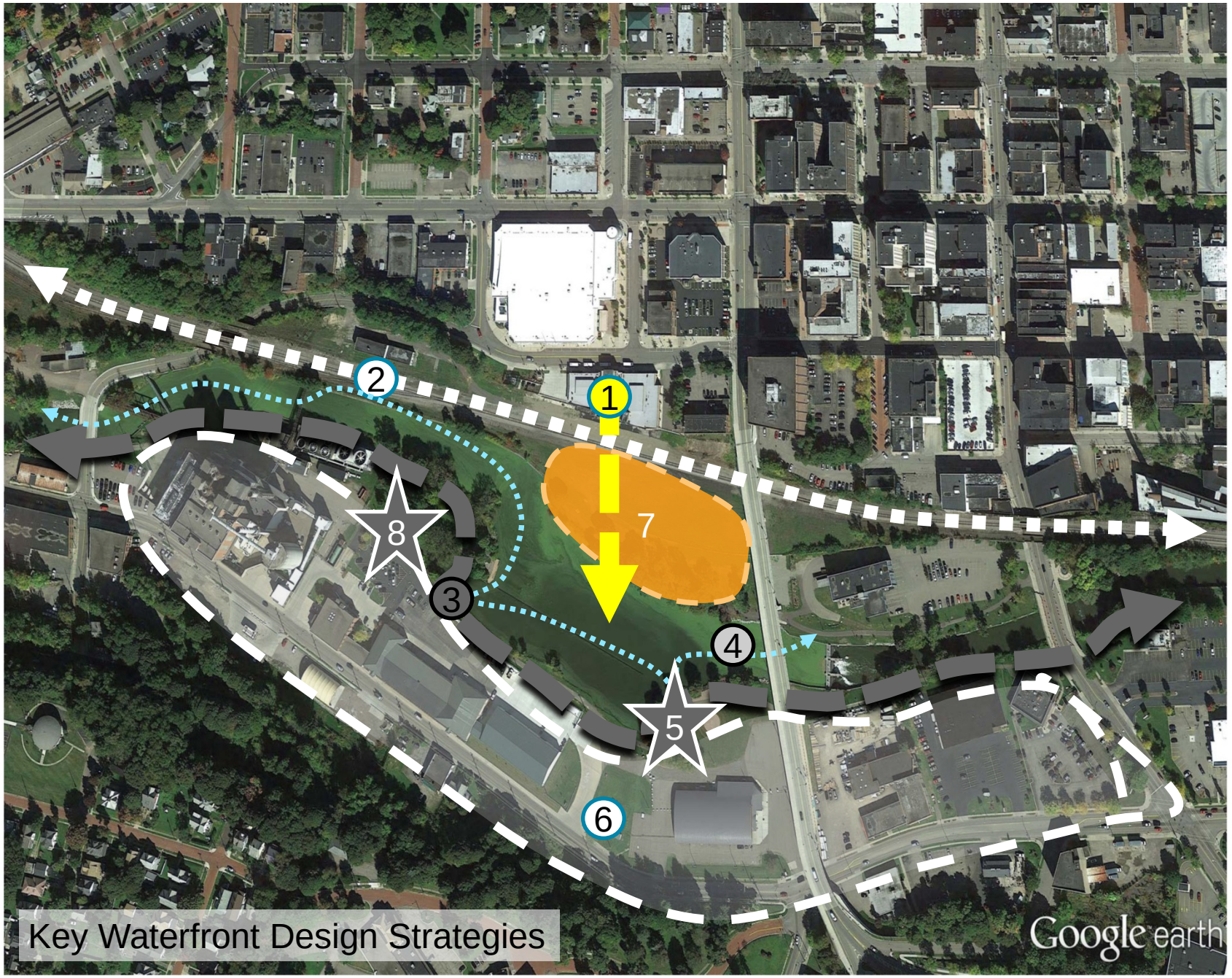
Physical and Urban Design Analysis and Recommendations

Key Waterfront Design Strategies

1. Connect to the river
2. Develop a rail connection with a programmed experience
3. Develop a ‘river walk’ trail
4. Develop a comprehensive active ‘water plan’ for the river and lake (ECO tours, kayaking, paddleboats, dinner/floating restaurant, educational programs, fishing, etc.)
5. Develop a waterfront restaurant
6. Create a compelling South Bank District(lighting program for the power station, new hotel, local & visitor experiences, events, etc.)
7. Create an Events Park (concert lawn/amphitheater)
8. Develop a new waterfront attraction (bird or nature themed)







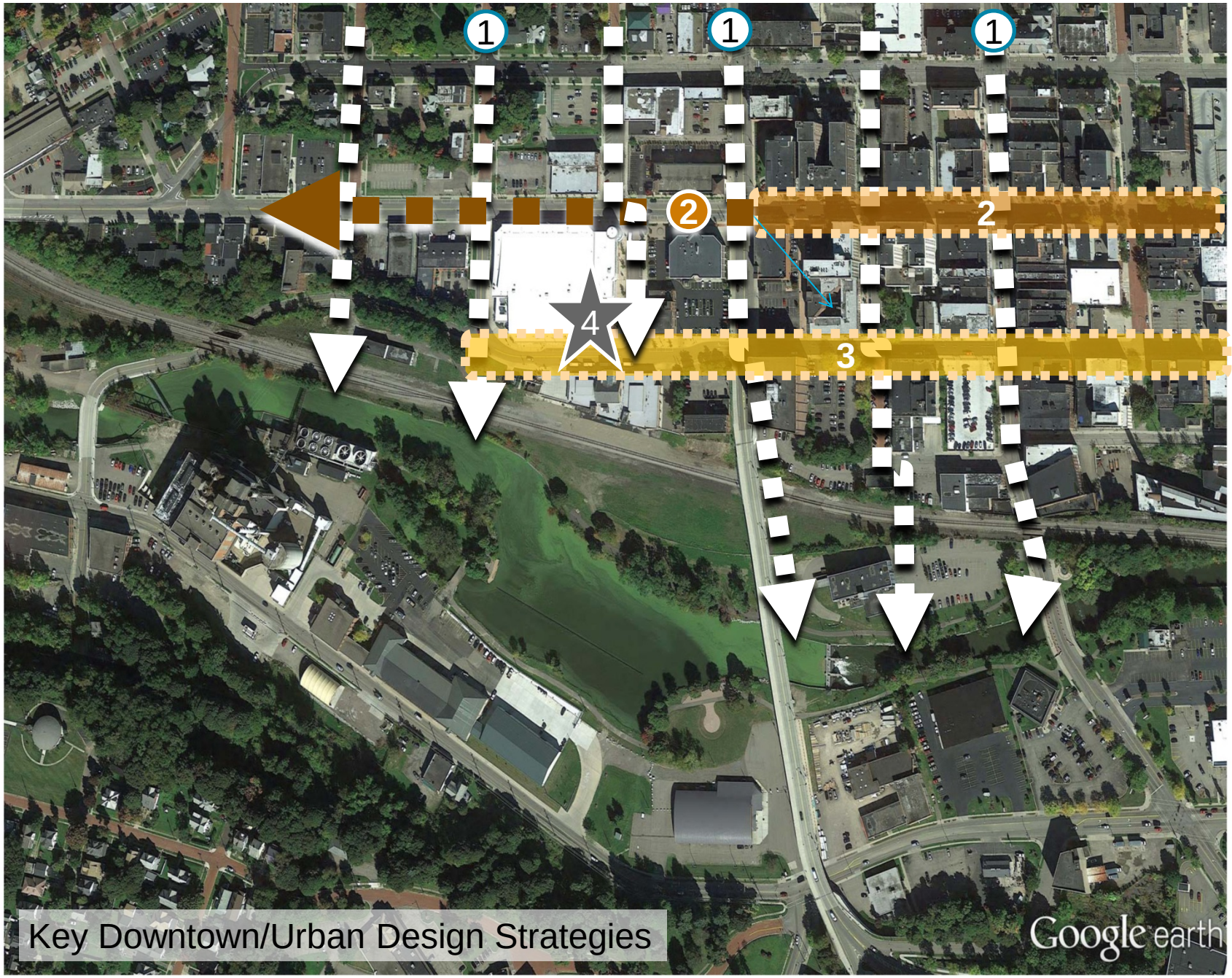
Google Earth Pro
feet
meters
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Physical and Urban Design Analysis and Recommendations

Key Downtown/Urban Design Strategies

1. Connect N-S Streets to the river
2. Expand 3rd Street street-calming & streetscape to the west
3. Develop a Streetscape plan for 2nd Street and a piazza in front of the Comedy Museum
4. Create an ICONIC landmark on 2nd Street for the Museum and Arena District (vertical lighting & signage, street bar/café)





Google Earth Pro
feet
meters
2000
600





3rd Street Looking East at Main Street

- Redevelop northeast corner lot in conjunction with the entire block
- New marquee or signage element for Lucy Desi building
- Active ground floor retail





3rd Street Looking West

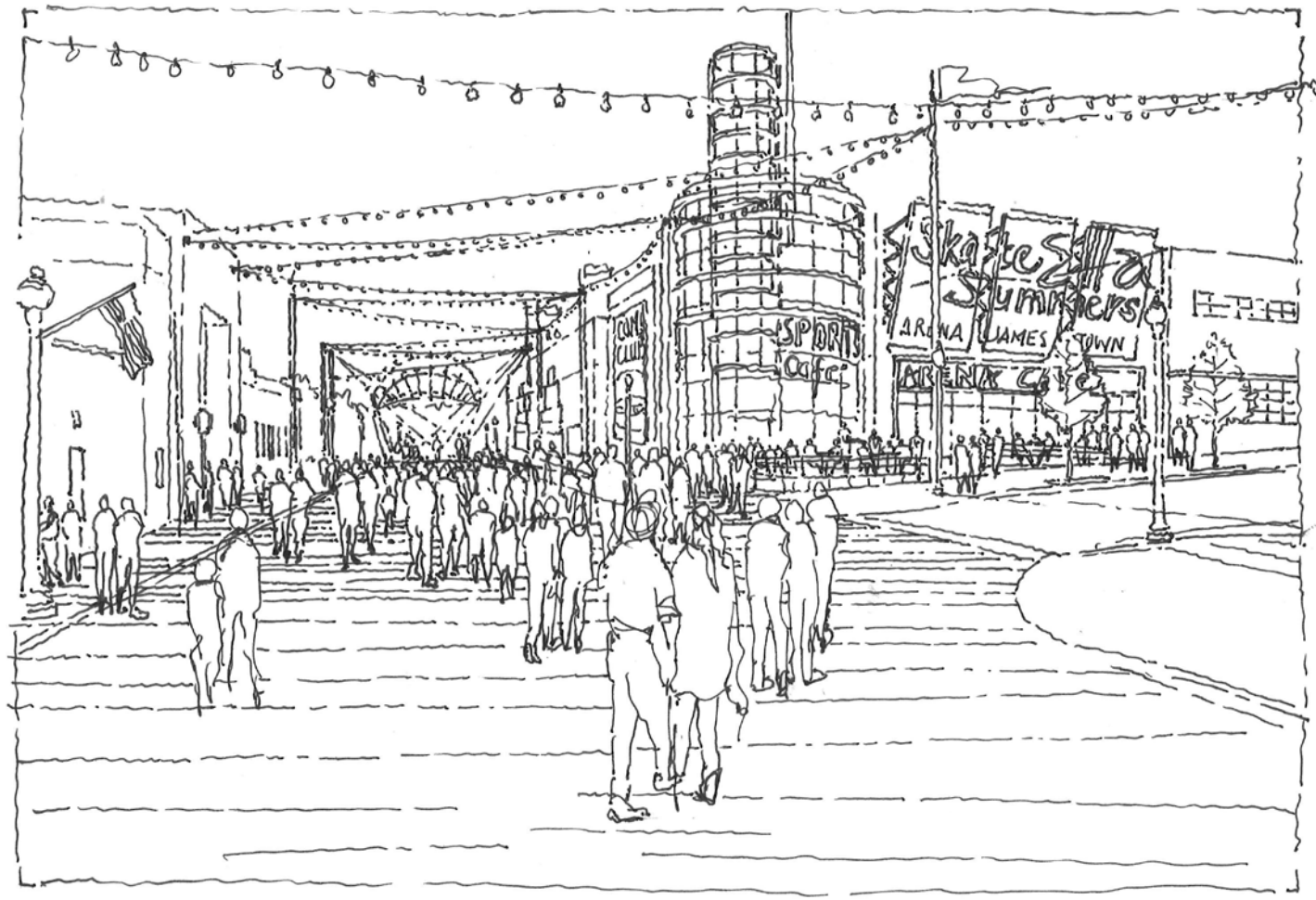
- Develop an ICONIC marquee or signage element at the arena
- Continue Streetscape on 3rd St.
- Redevelop single story storefronts in conjunction with historic structure reuse
- Active ground floor retail





2nd Street Looking West

- Develop an ICONIC marquee or signage element
- Widen Sidewalk
- Develop Streetscape on 2nd St.
- Plaza in front of NCC
- Structured parking on corner lot
- Active ground floor retail





SE Corner Arena Site Looking West

- Develop an ICONIC marquee or signage element
- In-fill corner with a new café or sports bar
- Curbless Plaza in front of NCC
- Provide infrastructure for out-door events and festive lighting

Renaissance Building Considerations

Due to the proximity of the Renaissance Building to the NCC, AECOM recommends the following types of tenants:

- Upscale casual restaurant
- Brewery with a Jamestown Visitor's Center (but needs outdoor space)
- Restaurant with entertainment options, such as live music or a comedy show





Furniture Mart Building Considerations

This historic structure boasts fantastic river views and offers significant opportunities for unique development. This project would require major renovation on the façade in order to allow more light in. The site allows for adjacent parking, rather than requiring a costly structure to be built. The following types of tenants would be well suited to this structure:

- Brewery & restaurant with river views, 1st & 2nd levels
- Food Market Hall
- Antique Mart
- Classrooms
- Visitor's Center
- Galleries, showrooms & artists studios







Analysis of Other Key Buildings and Sites

Former Viking Social Club, #318 Washington Street

- High visibility on Washington Street
- Limited street frontage in current configuration
- Contributing historic structure
- X2 Kitchens (level 2&3), refrigeration unit
- Basement access from alley

Recommendation:

Suitable for “creative office space”, night-club or other special use/s







Analysis of Key Buildings and Sites

“Furniture Mart Building”, #111 W 2nd Street

- High visibility on Washington Street
- Adjacent to future addition @ NCC
- Large floor plates (dark interiors)
- Contributing historic structure
- Limited fenestration
- Great river views from South Face
- 2nd St. Street frontage should be activated

Recommendation:

Suitable for office space, warehouse, showrooms, etc.







Analysis of Key Buildings and Sites

“Sweet Heart Storefront”, #103.5/105 W 3rd Street

- High visibility on 3rd Street
- Important frontage to be activated
- Poor overall condition
- NOT contributing historic structure



Recommendation:

Demolish all x3 smaller buildings, suitable for street-level retail/restaurants, multi-story residential above, consolidated development opportunity with adjacent buildings on the block.





Analysis of Key Buildings and Sites

“Residential, Housing Authority”, #100 -112 W 3rd Street

- High visibility and Central location on 3rd Street
- Adjacent to future addition @ NCC
- Large floor plates (dark interiors)
- Contributing historic structure
- Challenged by adjunct/adjacent uses/tenants
- 3rd St. Street frontage should be activated



Recommendation:

Residential, Student Housing



Analysis of Key Buildings and Sites

M&T Bank Building #268-10 E 3rd Street

- High visibility and Central location on 3rd Street
- “100% Corner of Jamestown”
- Large floor plates
- Challenged by lobby configuration for independent uses
- Contributing historic structure
- 3rd St. Street frontage should be activated

Recommendation:

Ground floor-Upscale F&B (Restaurant and/or Boutique grocery), upper levels (TBD)







Analysis of Key Buildings and Sites

“Renaissance Center”, #115 -121 W 3rd Street

- High visibility and good location on 3rd Street
- Close proximity to NCC
- Large floor plate with mezzanine level (office at rear
- Contributing historic structure (TBC)
- Good neighbor for adjunct/adjacent uses/tenants
- 3rd St. Street frontage should be activated



Recommendation:

High-traffic Storefront retail/24 hour use



Analysis of Key Buildings and Sites

East 1st Street Buildings

- High “character district”
- Authenticity (brick materials, working class heritage)
- Large floor plates (dark interiors)
- Contributing/historic structure
- Challenged by cost of adaptive reuse





Recommendation:

High-value creative live-work/loft space, creative office/incubator business spaces.



General Limiting Conditions

Every reasonable effort has been made to ensure that the data contained in this report are accurate as of the date of this study; however, factors exist that are outside the control of AECOM and that may affect the estimates and/or projections noted herein.

This study is based on estimates, assumptions and other information developed by AECOM from its independent research effort, general knowledge of the industry, and information provided by and consultations with the client and the client's representatives. No responsibility is assumed for inaccuracies in reporting by the client, the client's agent and representatives, or any other data source used in preparing or presenting this study.

This report is based on information that was current as of August 2015 and AECOM have not undertaken any update of its research effort since such date.

Because future events and circumstances, many of which are not known as of the date of this study, may affect the estimates contained therein, no warranty or representation is made by AECOM that any of the projected values or results contained in this study will actually be achieved.

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Any changes made to this study, or any use of the study not specifically prescribed under agreement between the parties or otherwise expressly approved by AECOM, shall be at the sole risk of the party making such changes or adopting such use.

This study is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.