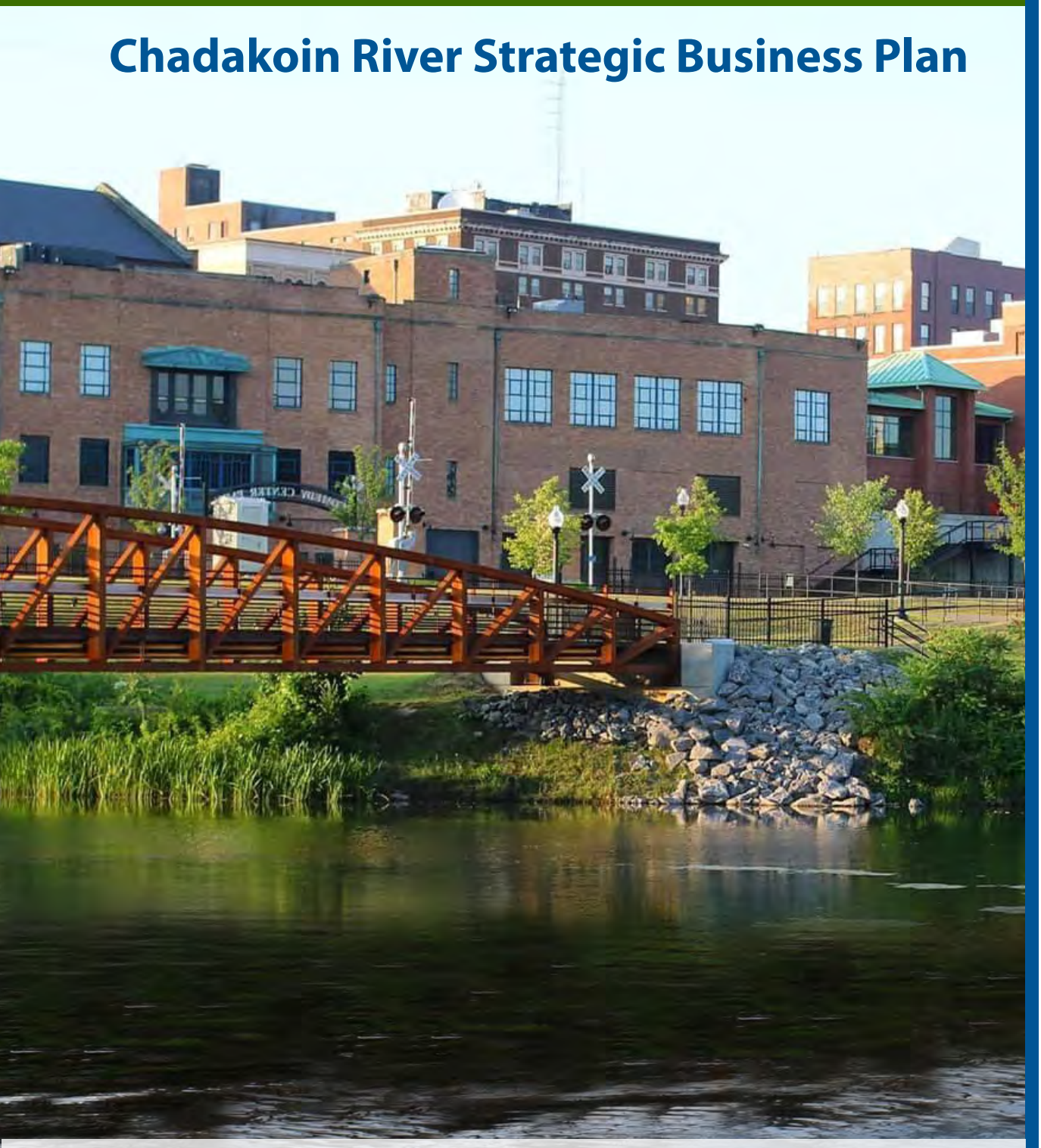
Chadakoin River Strategic Business Plan





Prepared for:

Chautauqua Region Economic Development Corporation

GEBBIE FOUNDATION

CHAUTAUQUA COUNTY PARTNERSHIP for Economic Growth

CCIDA County of Chautauqua Industrial Development Agency

Authors:
C&S Engineers, Inc.
and The Harrison Studio





Without the financial support from the Gebbie Foundation, Chautauqua County, County of Chautauqua Industrial Development Agency, Chautauqua Region Economic Development Corporation, Chautauqua County Partnership for Economic Growth, Jamestown Board of Public Utilities, City of Jamestown, Blackstone Ney, Lawson Boat and Motor LLC, and Jim Sirianno, the Chadakoin River Strategic Business Plan would not have been possible.

Acknowledgment should also be given to the Plan's Steering Committee, who dedicated time and provided assistance with the guidance of overall goals and vision, as well as shaping the Strategic Business Plan to be utilized to the highest extent possible.

The Plan's funding partners and Steering Committee allowed for the Plan to develop into a tool for furthering development and use of the Chadakoin River that can be depended upon for years to come by local and regional entities, private business owners, the City of Jamestown, and the local community.





Table of Contents

Section 1 | Introduction 1
1.1 Background 2
1.2 The Plan 3
Section 2 | Stakeholder Outreach 5
Section 3 | Chadakoin Activation Strategy Overview 7
3.1 Strategic Business Plan Activities 8
3.1.1 North Basin Activities 10
3.1.2 South Basin Activities 10
3.1.3 River Corridor Activities 11
3.1.4 Additional Activities 12
3.2 Strategic Properties 15
Section 4 | Chadakoin Activation Strategy 16
4.1 North Basin Activity Strategy 17
4.1.1 Overview 18
4.1.2 Activity Listing 18
4.1.3 Activity Summaries 21
4.2 South Basin Activity Strategy 23
4.2.1 Overview 24
4.2.2 Activity Listing 24
4.2.3 Activity Summaries 26
4.2.4 South Bank Commercial Development 28
4.2.5 Implementation Strategies 29
4.2.6 Site Acquisition Strategies & Financing 31
4.2.7 Developer Solicitation 32
4.2.8 Business Recruitment 33
4.2.9 Cost Estimate 34
4.2.10 Feasibility 34
4.2.11 Anticipated Schedule 34
4.3 River Corridor Activation Strategy 36
4.3.1 Overview 37
4.3.2 Activity Listing 38
4.3.3 Activity Summaries 40
4.4 Implementation Strategies 44
4.4.1 Priorities and Implementation Sequencing 45
4.4.2 Additional Implementation Strategies 48



Section 5 | Evaluation of Existing Site Attributes and Assets 51
5.1 Regional Setting 51
5.2 Zoning 52
5.3 Available Parks and Recreation 52
5.3.1 The Greater Jamestown River and Bike Walk Trail 53
5.3.2 McCrea Point Park 53
5.3.3 Panzarella Park 53
5.3.4 Comedy Park 53
5.3.5 Skate Park 53
5.3.6 Chadakoin Park 53
5.4 Infrastructure and Utilities 53
5.4.1 Water 53
5.4.2 Sewer 53
5.4.3 Stormwater 53
5.5 Wetlands 54
5.6 Floodplains 54
5.7 Existing Planning Documents 54
5.7.1 Jamestown Downtown Revitalization Initiative (2016) 54
5.7.2 Chadakoin River Central/Eastern Brown-field Opportunity Area (2014) 54
5.7.3 Chadakoin River West Brownfield Opportunity Area (2017) 54
5.7.4 Jamestown Local Waterfront Revitalization Plan (2014) 55
5.8 Existing Public River Access 55
5.8.1 McCrea Point Park 55
5.8.2 Panzarella Island Park 55
5.8.3 Comedy Center Park 55
5.9 Ecological Review 55
5.10 Historic Review 55
5.10.1 Erie-Lackawanna Railroad Station 56
5.10.2 Jamestown Furniture Mart 56
5.10.3 Cherry St Park 56
5.10.4 Jamestown St Railway Powerhouse 57
Section 6 | Market Analysis 57
6.1 Outdoor Recreation 57
6.1.1 Paddling 58
6.1.2 Recreational Kayaking 58
6.1.3 Stand-Up Paddle Boarding 58
6.1.4 Canoeing 59
6.1.5 Fishing 59




6.1.6 Wildlife Viewing 59
6.1.7 Parks 59
6.2 Key Amenities for Water Recreation 60
6.2.1 Access Points to the Water 60
6.2.2 Outfitters 60
6.2.3 Lodging 61
6.2.4 Dining 61
6.3 Complementary Tourist Attractions 61
6.3.1 Chautauqua Institution 62
6.3.2 The Roger Tory Peterson Institute of Natural History 62
6.3.3 The National Comedy Center & Lucille Ball Desi Arnaz Museum 63
6.3.4 Lily Dale Assembly 63
6.3.5 Chautauqua Belle Steamboat 63
6.3.6 Peekâ€™n Peak Resort 64
6.3.7 Cockaigne Resort 64
6.3.8 Southern Tier Brewing 64
6.3.9 Lawson Boating Heritage Center 64
6.4 Additional Attractions 64
6.4.1 Case Study: Erie Street Plaza in Milwau-kee, Wisconsin 65
6.5 Marketing Strategies 66
6.6 Market Segments 66
6.6.1 Families 66
6.6.2 Honeymooners 67
6.6.3 Trendy Adventurers 67
6.6.4 Locals 67
6.7 Lifestyle Segments 68
6.7.1 Park Bench Seniors 68
6.7.2 Family Thrifts 68
6.7.3 Struggling Singles 68
6.7.4 Lo-Tech Singles 69
6.8 Conclusion 69
6.8.1 Paddling on the River 69
6.8.2 Attractions at the Basin 69

Appendix A ..... Activity Profiles
Appendix B ..... Steering Committee Meeting Minutes
Appendix C ..... Market Analysis Supporting Information
Appendix D ..... Maps





1.0 Introduction

The Chadakoin River Strategic Business Plan

is intended to be a blueprint for the creation of a unique and vibrant destination that capitalizes upon existing assets, identifies important public improvements, increases the amount of activity while improving quality of life, and leverages future investments. Each of the activities and implementation strategies identified in the Plan are focused on realizing that vision.

The Plan analyzes the current environment along the Jamestown waterfront by highlighting existing site attributes and assets, identifying stakeholders in the activation of Jamestown's waterfront, and analyzing the existing market conditions. Armed with a clear understanding of the existing conditions, the Plan then presents a series of individual activities that are varied in nature, but all are designed to propel the Chadakoin toward the vision of a vibrant signature destination.



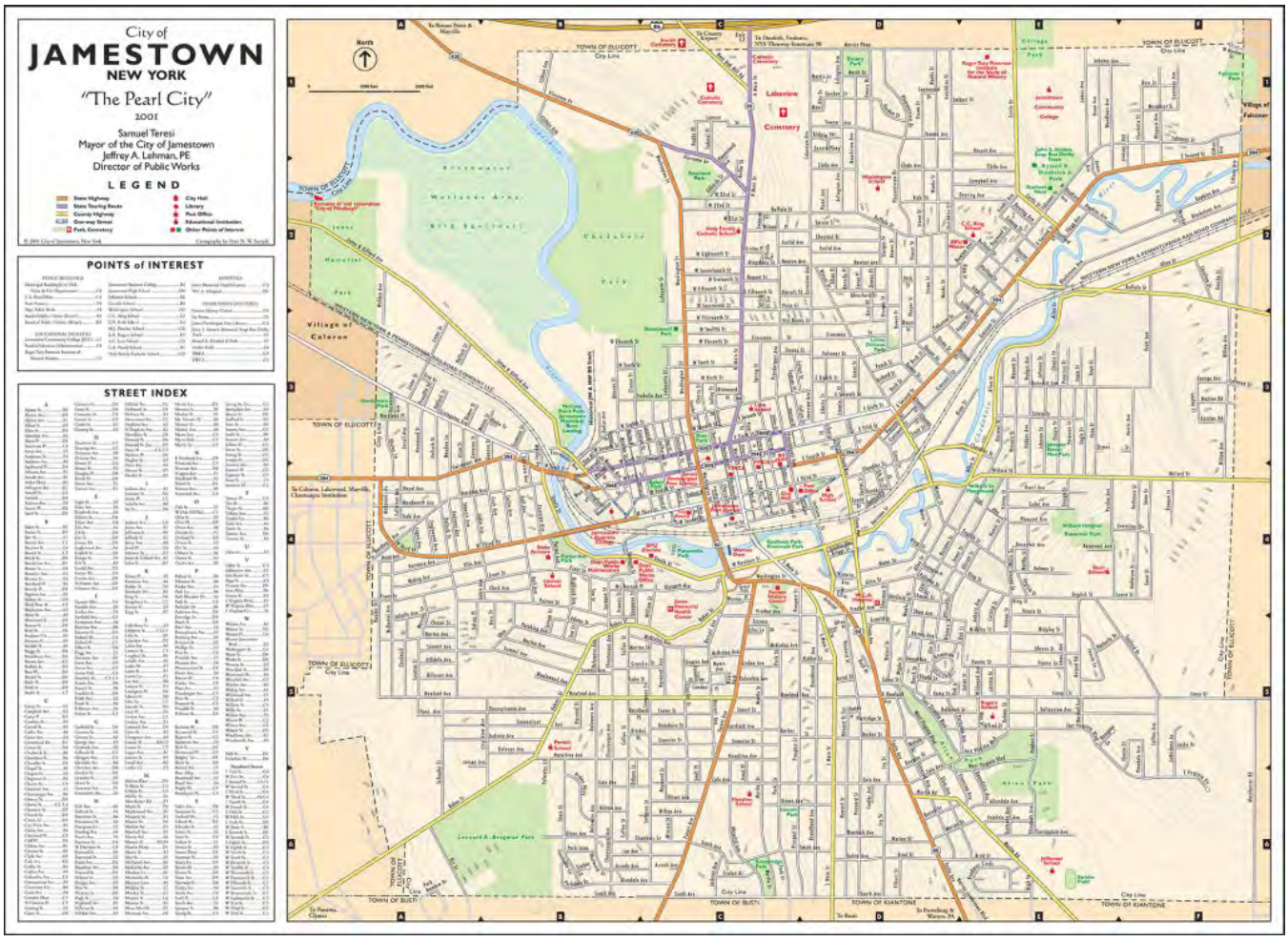


Each activity is described in detail in a unique Activity Profile that addresses feasibility, timing, funding, and strategies for implementation. ***The Activity Profiles are listed within the body of the document and are described in detail within Appendix A***. These profiles in Appendix A have been designed as self-contained project sheets that can stand-alone and be used to seek funding for individual projects. The Activity Profiles are also grouped by type and geography within the Chadakoin Activation Strategy that features broader development and implementation strategies that apply to multiple activities and the Chadakoin River Strategic Business Plan as a whole. The Chadakoin Activation Strategy, included within this document, is also designed to stand alone as a usable technical document.

1.1 Background

The Chadakoin River is an incredible natural resource that is currently underutilized by the city of Jamestown. Although the river once provided the very foundation for development within the city, many of the businesses have since been shuttered and have left the area. The Chadakoin Corridor and downtown Basin present an ideal opportunity to bring locals and visitors back to the Riverfront, support the revitalization of properties surrounding the river, assemble properties for appropriate land uses, and invigorate the economy of the city of Jamestown.

Jamestown has been the subject of a number of planning studies and initiatives, each of which has concluded that development of properties along the Chadakoin River is key to Jamestown's revitalization efforts. The 2006 Urban Design Plan (UDP) stated, "Tap the power of the river. Transform the underutilized Chadakoin riverfront into a regional visitor destination and community resource, complementing the other tourism destinations around Lake Chautauqua." The UDP goes on to say: "Transform the Chadakoin riverfront into a regional waterfront destination by developing new public open spaces on the river's banks; introducing water-related







activities and events; creating a destination-tourism attraction; building enhanced public access and new connections to the lake; and encouraging residential development."

Over the last 10 years, the Gebbie Foundation and City of Jamestown have undertaken projects that improve and increase public access and use of the Chadakoin River, ranging from major improvements to McCrea Point Park and its boat launch, to the implementation of the Greater Jamestown River Walk and Bike Trail, to the development of Comedy Park directly south of the National Comedy Center. Upcoming projects within the Study Area include the Riverwalk Illumination Project, the Green Infrastructure and Water Quality Improvements Project, and development of a new riverside skate park that incorporates green infrastructure and bank stabilization.

The 2019 Urban Design Plan 2.0 identified the first guiding theme: 'Continue the Renewal of Our Chadakoin riverfront as a Community Jewel - reconnecting downtown to the outlet and Chautauqua Lake on land and water.' The Urban Design Plan also states another goal to 'Reinvent the riverfront as a compelling public destination for residents and visitors alike as the hook that draws people to the downtown.'

To do this, the Urban Design Plan provides strategies such as providing complementary programming, additional amenities, and stronger connections to Chautauqua Lake.

approved Local Waterfront Revitalization Program, and other pre-existing planning documents. Focusing exclusively on the Chadakoin River Corridor and downtown Basin allows for a more detailed, specific, and implementable Plan.

1.2 The Plan

One trip down the Chadakoin River from McCrea Point Park to the River Basin in downtown Jamestown is sufficient to produce two conclusions - that most of the existing land uses take almost no advantage of their waterfront locations, and that the commercial and recreational opportunities are extraordinary.

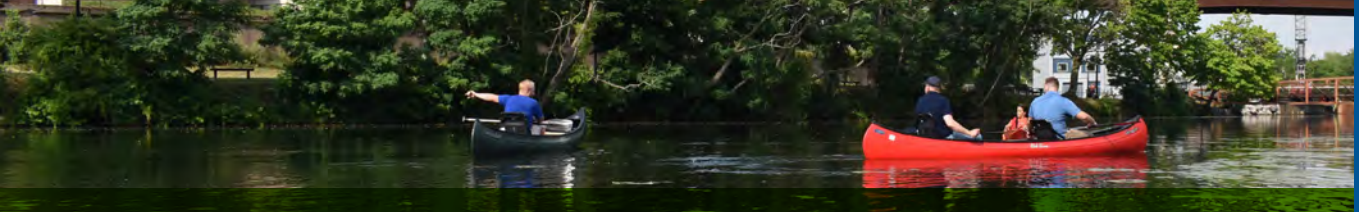
Whether experienced from the water or from land, the Chadakoin offers a peaceful setting and a rich ecological environment almost completely hidden from the urban landscape that lies only steps away. The Chadakoin River Strategic Business Plan seeks to take advantage of those assets by presenting strategies for leveraging recreational, entertainment, and commercial activities that will draw residents and visitors to the river.

An analysis of the market, waterway, land uses, and existing plans fully supports the proposition that a critical mass of activities can be implemented in and along the Chadakoin sufficient to realize the vision of a vibrant river district that would cater to a wide demographic. In recognition of that potential, the Plan offers activities that will generate substantial new

The Chadakoin River Strategic Business Plan combines the VISION of a vibrant commercial and recreational urban river corridor with the STRATEGIES necessary to achieve it.

The Chadakoin River Strategic Business Plan is the natural follow up to the 2019 Urban Design Plan 2.0, the City's

economic activity on their own, while complementing the existing Jamestown attractions that directly impact both local and regional economic development objectives.





The Plan offers distinct approaches to the Chadakoin Corridor and downtown Basin that recognize the unique geography and character of each area. While complementary, these approaches can be independently implemented, and a significant feature of the Plan is that each proposed activity will, on its own, contribute to the overall goals and objectives of the initiative.

The Corridor activities address recreational paddling, ecological tourism, and traditional commercial activity with a comprehensive approach that includes the introduction of innovative wildlife, botanical, and historical interpretation assets, navigational and safety improvements, enhanced river access, ecological protection, and waterfront commercial development. The approach looks to build upon what is already an ideal paddling and birding venue with the goal of creating a commercial and recreational destination that will also serve as a pipeline to the downtown Basin area from Chautauqua Lake and all points upriver.

In contrast to the vision for the River Corridor, the approach to the Basin area targets larger scale commercial activity with the goal of creating assets that will leverage the existing downtown Jamestown attractions and contribute substantially to the local and regional economy. The comprehensive nature of the activities is specifically designed to create the broad appeal necessary to attract people of all ages and interests. The Basin is envisioned as a major gathering place for entertainment, dining, recreation, and education, with a major outdoor performance venue, restaurants, ecological interpretation, and a variety of water-based activities.

The Plan includes not only detailed activity descriptions, but strategies for implementation that address a variety of both common and singular development issues. While transformational plans typically present substantial financing, legal, and logistical obstacles, the Chadakoin River Strategic Business Plan's challenges that demand the most immediate attention involve land assembly and organizational development. Both are critical prerequisites for the implementation of many of the proposed activities, particularly those in the Basin area, and both are well-addressed in the Plan.

When used as a guide for addressing individual activities and strategies, the Plan serves as a technical manual for creating effective assets in a difficult development environment. When viewed as a whole, the Chadakoin River Strategic Business Plan represents an aggressive, comprehensive, and challenging blueprint for the creation of a signature Jamestown destination that will entertain and inspire residents and visitors for generations to come.



2.0 Stakeholder Outreach

A Steering Committee was created to guide the vision, projects, and direction for development within the Study Area. The Committee worked closely and collaboratively with the Project Team throughout the development process meeting on a regular basis to provide feedback. The Committee met in several meetings over the course of Plan development. The Steering Committee was comprised of the following members:

Greg Edwards	Gebbie Foundation
Mark Geise	Chautauqua County Department of Planning and Development/ County of Chautauqua Industrial Development Agency
Nathan Aldrich	Chautauqua County Department of Planning and Development/ County of Chautauqua Industrial Development Agency
Kristy Kathman	Chautauqua Region Economic Development Corporation/ Chautauqua County Partnership for Economic Growth
Crystal Surdyk	City of Jamestown Department of Development





Eddie Sundquist	City of Jamestown
Twan Leeders	Roger Tory Peterson Institute
Craig Garaas-Johnson	Jamestown Board of Public Utilities
Frank Besse	Jamestown Renaissance Corporation

The Committee also worked with the Project Team to identify a variety of local stakeholders to be engaged in the planning process. The stakeholders, representing public, private, and institutional interests, helped the Project Team to develop an understanding of what value the community places on the Chadakoin River, what assets are available and useable along the Chadakoin, and what shared visions exist for Chadakoin Corridor and downtown Basin. These conversations, meetings, and group tours were essential to understanding the existing conditions in the Study Area, while also increasing awareness of the project within the community, identifying Plan activities, laying the groundwork for future collaboration, and identifying potential financial support of proposed projects. The Project Team engaged representatives from each of the following organizations:

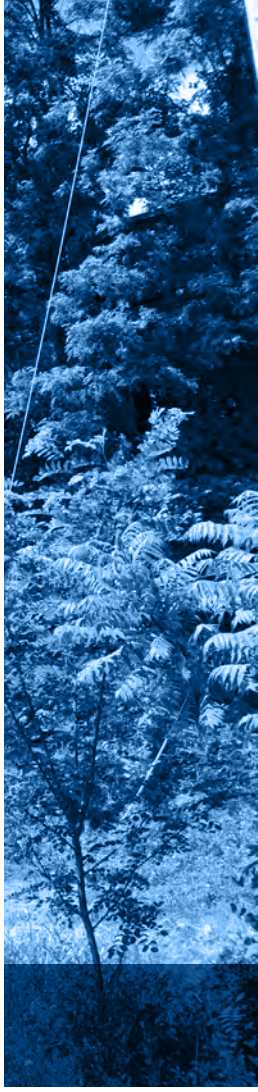
- Gebbie Foundation
- City of Jamestown
- County of Chautauqua Industrial Development Agency (CCIDA)
- Roger Tory Peterson Institute (RTPI)
- Jamestown Board of Public Utilities (BPU)
- New York State Department of Environmental Conservation (NYSDEC)
- United States Army Corps of Engineers (ACOE)
- Western New York & Pennsylvania Railroad (WNY & PRR)
- National Comedy Center (NCC)
- Lawson Boat and Motor LLC
- Hudson River Maritime Museum
- Cleveland Metroparks
- King County Metro Transit Department
- Chautauqua County Chamber of Commerce
- City of Oklahoma City Metropolitan Area Projects
- Oklahoma City Parks Department
- Bricktown Water Taxi
- Department of Environmental Conservation (DEC) Division of Water – Regional Buffalo Office
- United States Coast Guard – Sector Buffalo
- Slone-Melhuish & Co. Insurance
- Community Advancement Capital Region Chamber
- City of Amsterdam
- Robert H. Jackson Center
- Chautauqua Harbor Hotel
- New York State Liquor Authority

Additionally, members of the Project Team and Steering Committee engaged in several site tours surrounding the Chadakoin and within the Study Area:

- Two boat rides along the Chadakoin
- Two paddling excursions launching from McCrea Point Park
- Four walking tours of Comedy Center Park, Panzarella Park, and the Basin
- Site tour of Lawson Boat and Motor LLC

The Committee meetings, stakeholder interviews, and site tours allowed for a comprehensive inventory and analysis while creating new partnerships and the strengthening of collaborations necessary to successfully implement the Activation Strategy. ***The minutes from the Steering Committee meetings are provided in Appendix B.***





3.0 Chadakoin Activation Strategy Overview

The concept of creating a strategic business plan to guide development along the Chadakoin River was a collaboration of the Gebbie Foundation, County of Chautauqua Industrial Development Agency, Jamestown Board of Public Utilities, and City of Jamestown; with the goal of activating the River Corridor and downtown Basin areas for greater public use. The initiative sought to build on a variety of projects undertaken by the Gebbie Foundation and City of Jamestown that address public access and use of the Chadakoin River, and envisioned enhanced navigability to the Basin area as a stimulus for increased economic activity throughout the city's downtown.

With a study area following the river from McCrea Point Park to the Warner Dam in downtown Jamestown, the Project Team developed activities, recommendations, and strategies within three primary focus areas:





The **North Basin** includes all of the properties behind the National Comedy Center and extending from the riverbank across from Panzarella Park east to the Warner Dam. This area has limited commercial development opportunities due to land ownership and site access issues, but offers exceptional recreational and entertainment venues capable of drawing substantial numbers of visitors to the area and complementing the National Comedy Center's activities and other downtown attractions.

The **South Basin** encompasses the area between Steele Street and the riverbank and extending from Panzarella Park east to the Chautauqua Brick property. This area offers an abundant variety of recreational and commercial opportunities limited only by site control issues.

The **River Corridor** refers to the Chadakoin River and adjacent properties extending from McCrea Point Park to the western entry to the downtown Basin area at Panzarella Park. While the Corridor offers somewhat limited commercial development opportunities due primarily to topography and existing land uses, it represents an outstanding example of an urban waterway with exceptional recreational and eco-tourism opportunities.

The Basin itself features a small lake ideally suited for recreational activities and envisioned to host such amenities as a kayak launch and rental facilities for paddle boards, kayaks, canoes, and pedal boats, as well as docking for a water taxi service, family-friendly activities and outdoor events, a welcome center, and interpretive educational signage.

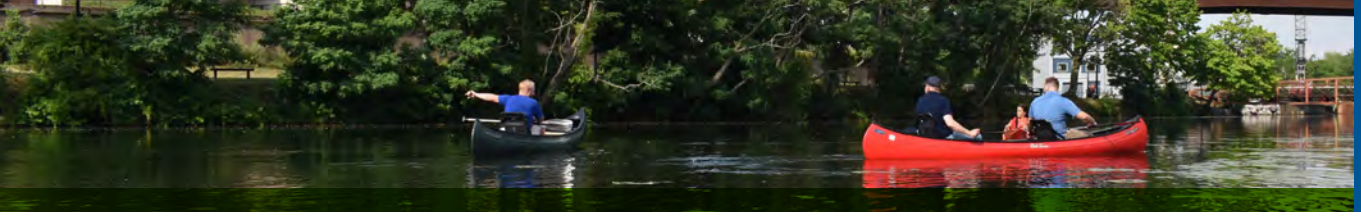


The Chadakoin Activation Strategy provides activities and recommendations that address economic development, recreation, entertainment, education, tourism, and the environment in a comprehensive manner, with the goal of maximizing visitation in the River Corridor and Basin areas. The diversity of activities and events will allow broad marketing opportunities to all ages and to a wide variety of interests, offering recreation and education in the Corridor, tourism and civic events in the North Basin, and commercial activity in the South Basin.

3.1 Strategic Business Plan Activities

The following table lists all recommended activities in the Chadakoin River Strategic Business Plan by location and provides relative assessments of cost and visitor impact. While the indicated phasing is based primarily on visitor impact, cost, and site control, it should not be considered absolute as several other factors may ultimately influence sequencing. Detailed analysis regarding the phasing and sequencing of activities is provided in Section 4.4 "Implementation Strategies."

	Activity	Location	Type	Visitor Draw	Timing	Cost	Requires Site Control
NORTH BASIN	Open-Air Shops and Beer Garden	North Basin	Commercial	High	Phase 1	High	N
	Outdoor Performance Venue and Stage	North Basin	Public Facility	High	Phase 1	Low	Y
	Food Truck Parking/ Staging Area	North Basin	Public Facility	Medium	Phase 2	Low	N
	Signature Gardens	North Basin	Public Facility	Medium	Phase 2	High	Y





	Activity	Location	Type	Visitor Draw	Timing	Cost	Requires Site Control
SOUTH BASIN	Kayak Launch	South Basin	Public Facility	High	Phase 1	Low	N
	South Bank Commercial Development	South Basin	Commercial	High	Phase 1	High	Y
	Safety Barrier	South Basin	Infrastructure	Low	Phase 1	Low	N
	Dock at South Basin	South Basin	Public Facility	Medium	Phase 2	High	N
	Watercraft Rental Facility	South Basin	Commercial	Medium	Phase 2	High	Y
	Welcome Center	South Basin	Public Facility	Low	Phase 3	Medium	Y
RIVER CORRIDOR	Interactive Mobile App	Corridor	Public Facility	High	Phase 1	Low	N
	Obstacle Removal	Corridor	Public Facility	Low	Phase 1	Low	N
	Ecological Interpretation	Corridor	Public Facility	Medium	Phase 2	Low	N
	Water Taxi	Corridor	Commercial	Medium	Phase 2	High	N
	Navigation Aids	Corridor	Infrastructure	Low	Phase 2	Medium	N
	Docks at McCrea Point Park	Corridor	Infrastructure	Medium	Phase 3	High	N
	Trail Design and Construction	Corridor	Public Facility	Medium	Phase 3	High	N
	River Flow Study	Corridor	Public Facility	Low	Phase 3	Low	N
OTHER	Basin Area Infrastructure Analysis	Other	Planning	Low	Phase 1	Low	N
	Basin Master Planning and Permitting	Other	Planning	Low	Phase 1	Medium	N
	Parking Study / Traffic Impact Analysis	Other	Planning	Low	Phase 1	Medium	N
	Fluvanna DPW Site Redevelopment Study	Other	Commercial	Low	Phase 2	Low	N
	Lennox/DPW Property Evaluation	Other	Commercial	Low	Phase 2	Low	N





Following are brief activity descriptions. More detailed descriptions including costs, feasibility issues, and funding options are provided in Appendix A.

3.1.1 North Basin Activities

Outdoor Performance Venue and Stage

Comedy Park is the ideal location for an outdoor performance venue and stage for concerts, plays, community events, and other public gatherings. The project will include the purchase of a movable stage, the installation of utilities and lighting, and area improvements to accommodate restroom facilities and other crowd control and support requirements.

Open Air Shops and Beer Garden

The north bank of the Chadakoin River Basin near the eastern pedestrian bridge provides an excellent setting for an open-air marketplace with adjoining beer garden that will appeal to a wide demographic of visitors. The project can initially be developed with modest construction and improvements, with future upgrades based on demand.

Food Truck Parking / Staging Area

Food trucks have become increasingly popular across the country, especially in conjunction with festivals and events. With the National Comedy Center's interest in the development of parking at the Train Barn site on West 2nd Street, an opportunity exists to accommodate a food truck staging area for use during outdoor events at Comedy Park and to generally support increased activity in the Basin area. This project will require collaboration with the National Comedy Center for design and funding.

Signature Gardens

The signature gardens will create a walkable, nature-focused, immersive experience for visitors to the North Basin. Situated behind the National Comedy Center and close to the riverbank, the project will include an overlook allowing visitors to enjoy the sights and sounds of the river, a gazebo with shaded seating, and native flowering plants. The project will double as environmentally friendly infrastructure that will mitigate long-term erosion issues on the riverbank.

3.1.2 South Basin Activities

Kayak Launch

The kayak launch located at McCrea Point Park, which was installed in 2020 as part of the City of Jamestown DRI, is currently the only launch located within the Chadakoin River Strategic Business Plan Study Area. The paddling experience along the Chadakoin River Corridor is exceptional, and a kayak launch within the Basin itself is essential for allowing paddlers to enjoy existing area attractions as well as the proposed commercial development in the South Basin area.

South Bank Commercial Development

With commercial development opportunities on the north bank of the Basin severely restricted by existing land uses, access and parking issues, and unavailable infrastructure, the properties along Steele Street and Harrison Street that adjoin the South Bank of the Basin area clearly offer the superior commercial sites. None of those land uses currently takes advantage of its waterfront location, and the Activation Strategy provides detailed strategies and recommendations designed to leverage appropriate redevelopment opportunities.

Safety Barrier

Increased paddling activity in the Corridor and Basin areas will demand the installation of a safety barrier above the Warner Dam. Several designs are available that will facilitate boater safety and collect debris.

Dock at South Basin

The project involves the construction of a dock along the southern shore of the Chadakoin River Basin near land owned by Riverwalk Self Storage and in proximity to the proposed Welcome Center, Rental Facility, and the western pedestrian bridge to the North Basin area. This project will establish a landing point for the Chadakoin River Taxi and provide limited docking facilities for boaters in the Basin. It is anticipated that the dock would be owned by the City of Jamestown and leased for use by the water taxi operator.

Watercraft Rental Facility

The project involves the establishment of a rental facility for storage and ticket sales for water-based recreational equipment to be located near the banks of the south shore of the Chadakoin River Basin. Options include a new facility or use of an existing BPU storage facility. Rental options would include kayaks, pedal boats, paddle boards, and water bikes.





Ideally, the rental facility would either be owned and operated by a private entity or managed by a private entity through a lease or operating agreement. The business would be seasonal, operating during the summer and shoulder seasons, with the owner/operator being responsible for maintaining adequate staffing and appropriate safety protocols. The project will require an initial investment in equipment that can be increased based on demand.

Welcome Center

The Chadakoin Basin area, because of its size, geography, and variety of available activities and attractions, is an ideal location for a Welcome Center that will feature information related to lodging, dining, recreation, and entertainment options. The preferred location for the Welcome Center is on the south bank of the Chadakoin River Basin to the east of the Board of Public Utilities buildings, adjacent to the existing Riverwalk, and close to the proposed water taxi dock. The Welcome Center is intended to be an eye-catching interactive facility that provides visitors with accurate and up-to-date information on the events and activities available in the Chadakoin Area and downtown Jamestown.

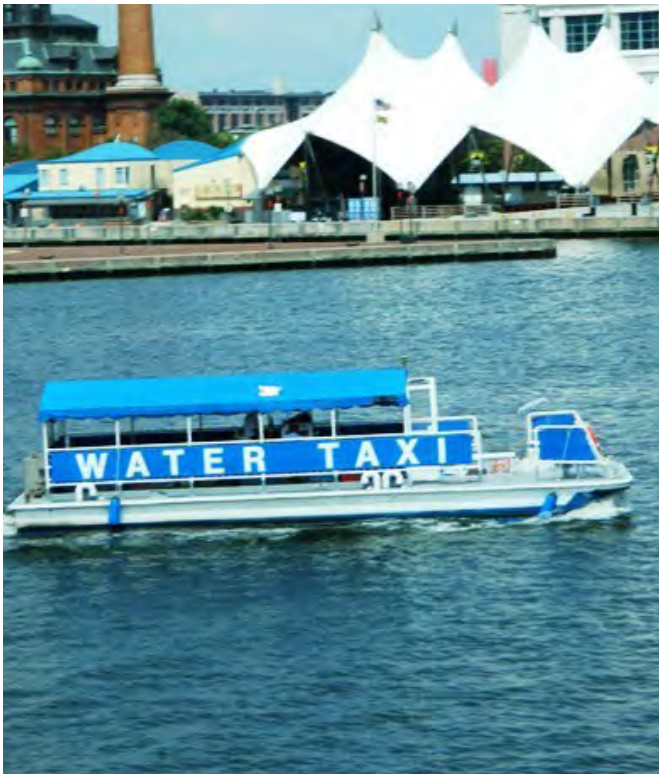
3.1.3 River Corridor Activities

Interactive Mobile App

This activity involves the development of an interactive mobile phone app that will use GPS technology to provide virtual guided tours to paddlers, hikers, and bikers within the River Corridor area. Interpretation of the urban portion of the River is a critical asset for driving ecological tourism, which represents a substantial market opportunity due to the wide variety of wildlife including over 100 bird species, rare spiny soft-shelled turtles, nesting areas, and an abundant array of trees and aquatic plants. Beyond being an exceptional interpretive aide, the App will have the capacity to deliver a remarkable amount of information to Basin area visitors regarding attractions, events, and dining options throughout the Basin and downtown Jamestown.

Obstacle Removal

The stretch of the Chadakoin River between McCrea Point Park and the Basin should be part of a major link between downtown Jamestown and Chautauqua Lake. However, the presence of numerous obstructions in the waterway, most of which are remnants of the historical use of the Chadakoin as



a channel for timber conveyance, have discouraged boaters from entering the Corridor. This activity will include the identification and removal of many of those obstacles.

Ecological Interpretation

New ecological, historical, and other interpretation assets in the Chadakoin River Corridor are designed to draw, educate, and entertain visitors of all ages. Paddlers, hikers, and bikers in the Corridor will enjoy enhanced introduction to the urban river experience and its wide array of natural resources. Signage and other interpretive information at Panzarella Park, coupled with ongoing and planned habitat restoration, will entertain Basin area visitors.

Water Taxi

Drawing visitors to the Basin area from as far away as Chautauqua Lake is a key goal of the Chadakoin River Strategic Business Plan. The proposed water taxi would provide an enjoyable and affordable mode of transportation with regular service from the head of the river in Celoron to McCrea Point Park and the Basin. New dockage at the South Basin will be constructed, while existing docking facilities are available at the Chautauqua Harbor Hotel in Celoron, Lawson Boat & Motor, and McCrea Point Park for potential route stops.





Navigation Aids

To facilitate increased use of the River by motorized and non-motorized boats, including the water taxi, navigational safety improvements are proposed in parts of the channel that will include the design and installation of lighted and non-lighted buoys and beacons.

Docks at McCrea Point Park

Seasonal Chautauqua Lake boaters and permanent residents represent a substantial market for Basin area activities and events. While the narrow River Corridor does not allow Basin access to any substantially sized motor craft, there are no such limitations from the Lake to McCrea Point Park. The Plan proposes the addition of docking facilities in the River just north of the Fairmount Avenue Bridge in the area of McCrea Point Park. A variety of water and shore options would be available to move visitors to the Basin area including the water taxi, paddling and other small watercraft rentals, trolly service, and bicycle rentals. While there are several options for siting of the docks, some level of supportive infrastructure and commercial services will be required regardless of the selected location.

Trail Design and Construction

The current Riverwalk does not provide a convenient connection between the Basin area and McCrea Point Park. The project proposes to utilize abandoned rail right-of-way to extend the Riverwalk from the North Basin area across the Chadakoin River to an area easily accessible to McCrea Point Park.



River Flow Study

The northern bank of the Basin is currently experiencing significant erosion that demands immediate attention. The southern portion of the Basin experiences very limited flow which causes water stagnation, sediment deposits, and shallow water levels. An engineering study is proposed that will seek ways to deflect flow from the north bank and increase flow in the southern portion of the Basin.

3.1.4 Additional Activities

Basin Area Infrastructure Analysis

High levels of activity near the riverbanks will dictate the need for utility and infrastructure extensions as appropriate to support commercial and public facilities. Sanitary and storm sewer facilities, in particular, will be an issue due to topography.

Basin Master Planning and Permitting

The prospect of substantial additional activity in the Basin area, combined with pedestrian access, parking, and safety concerns, will ultimately require the preparation of a Master Plan for the area.

Parking Study / Traffic Impact Analysis

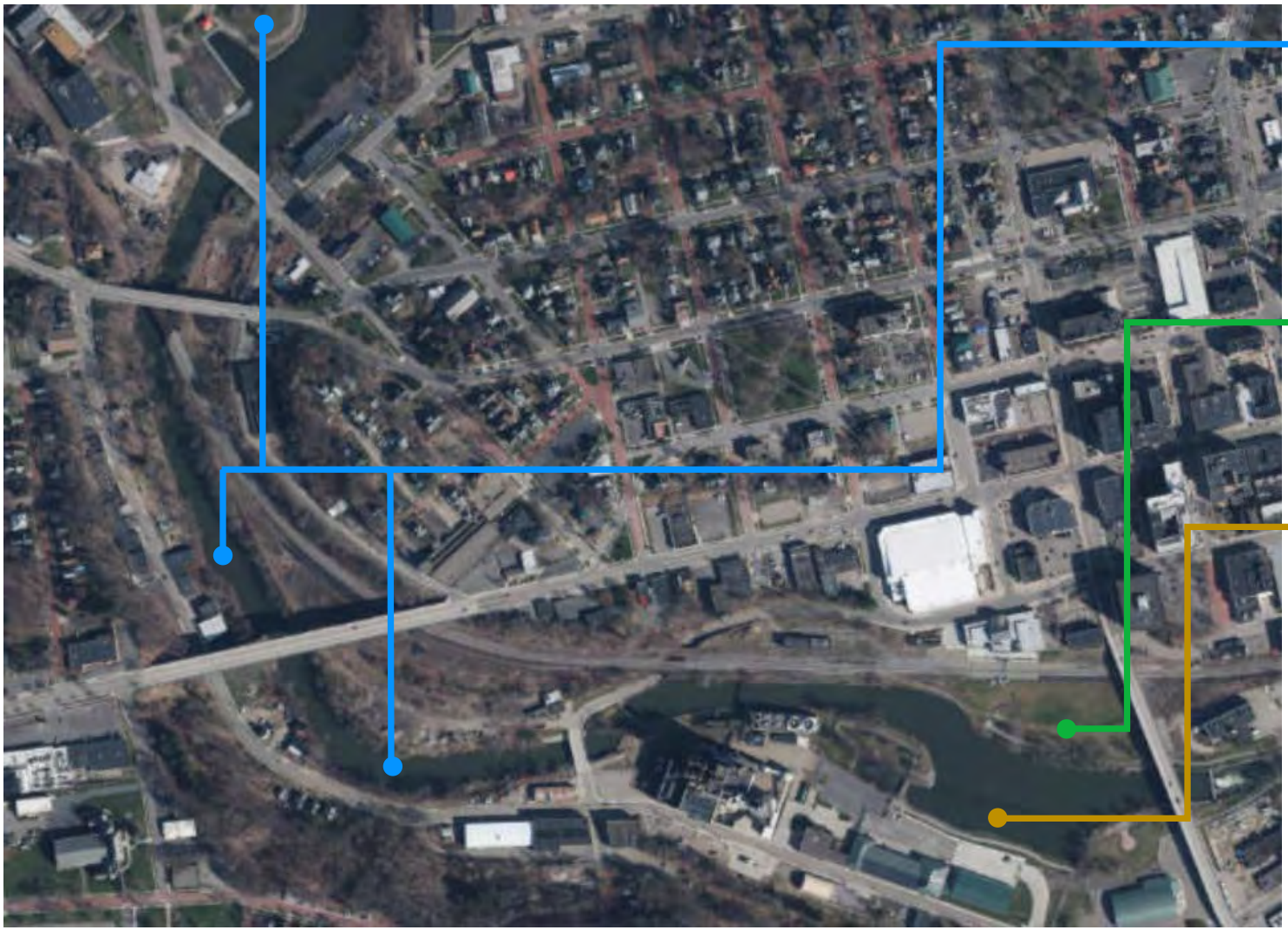
The Strategic Business Plan calls for the introduction of civic events and related attractions in the North Basin area that, combined with the ongoing activities at the National Comedy Center and Northwest Arena, will exacerbate existing parking issues and likely require an analysis of traffic patterns and pedestrian safety.

Fluvanna DPW Site Redevelopment Study

The former Jamestown DPW dump site that extends south from Fluvanna Avenue and lies between Washington Street and the River offers significant redevelopment potential because of its size, Chadakoin River access, topography, and location. Geological analysis is required to determine what, if any, construction limitations exist.

Lennox/DPW Property Evaluation

This site lies just west of W. 2nd Street and the Sprague Street Bridge on the north bank of the Chadakoin River and is currently utilized by the Jamestown DPW. Because of its strategic location and potential availability, an analysis of its feasibility for commercial redevelopment is appropriate.



River Corridor

- Interactive Mobile App
- Obstacle Removal
- Ecological Interpretation
- Water Taxi
- Navigation Aids
- Docks at McCrea Point Park
- Trail Design and Construction

North Basin

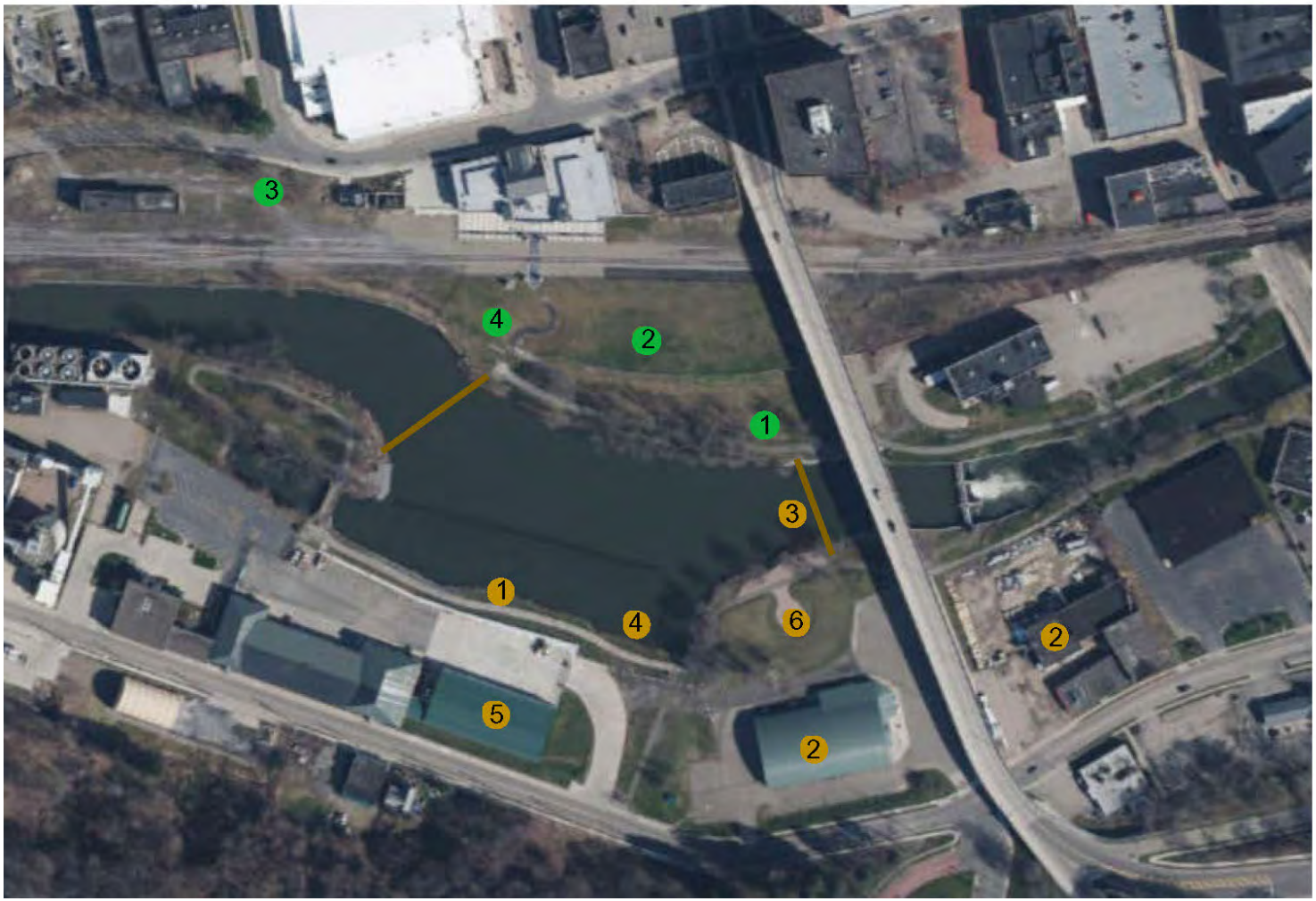
- Open-Air Shops and Beer Garden
- Outdoor Performance Venue & Stage
- Food Truck Parking/Staging Area
- Signature Gardens

South Basin

- Kayak Launch
- South Bank Commercial Development
- Safety Barrier
- Dock at South Basin
- Watercraft Rental Facility
- Welcome Center

Other

- Basin Area Infrastructure Analysis
- Basin Master Planning and Permitting
- Parking Study / Traffic Impact Analysis
- Fluvanna DPW Redevelopment Study
- Lennox/DPW Property Evaluation

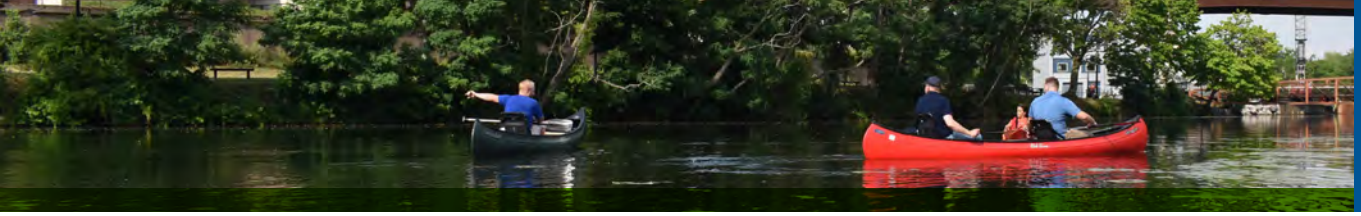


North Basin

1. Open-Air Shops and Beer Garden
2. Outdoor Performance Venue/Stage
3. Food Truck Parking/Staging Area
4. Signature Gardens

South Basin

1. Kayak Launch
2. South Bank Commercial Development
3. Safety Barrier
4. Dock at South Basin
5. Watercraft Rental Facility
6. Welcome Center





3.2 Strategic Priorities

While substantial additional analysis is provided in the Chadakoin Activation Strategy sections, the following initial priorities should be addressed early in the implementation process to establish momentum and leverage additional development:

Priority #1 - Increase activity in the Basin area

Prioritize the implementation of activities that will bring large numbers of people to the Basin area, are relatively low-cost, and have no major feasibility issues. Quickly increasing activity in the Basin area will demonstrate demand that will influence commercial development and leverage future funding applications. The following activities should be given immediate priority:

- Outdoor Performance Venue and Stage at Comedy Park: Establish legal rights to the site and test the access, infrastructure, and servicing of the venue.

- South Bank Kayak Launch: Installation of the launch is key to quickly putting paddlers into the Basin and to establishing access to the Basin by Corridor paddlers.

- Mobile Interpretive App: Relatively low-cost and with no feasibility obstacles, the App has the potential to substantially enhance the Chadakoin visitor experience, act as a marketing asset, and produce advertising revenue.

- South Basin Commercial Development: While a variety of implantation factors will have to be addressed, there will be no greater impact on activity in the Basin area than the introduction of dining and entertainment offerings.

Priority #2 – Market the Strategic Business Plan

Using a variety of marketing techniques, spread the word that the Chadakoin River is coming to life in Jamestown. Building broad local and regional support for the initiative will leverage enthusiasm in both the public and private sectors and enhance funding efforts. The Chadakoin River Strategic Business Plan itself should be well-publicized, and efforts should be made to announce all implementation milestones with press releases, e-mail notifications, and regular interface with area businesses and civic groups.

Priority #3 – Develop Organizational Oversight

The implementation of the Strategic Business Plan will require substantial organizational oversight to address a wide variety of issues including:

- Project sequencing and coordination;
- Property acquisition and access;
- Asset ownership and ongoing management and maintenance;
- Fundraising including grant applications; and
- Development and promotion of attractions and events

Chadakoin Activation Strategy

The following sections provide independent plans for North Basin, South Basin, and River Corridor development that include strategies, recommendations, and activity abstracts. Additional strategies are offered to address priorities and sequencing, organizational development, land assembly, asset ownership, and marketing. The activities are also displayed in a "quick guide" table format with sequencing and recommended strategies. Appendix A presents each project in detail including cost and funding information.



4.0 Chadakoin Activation Strategy



4.1 North Basin Activation Strategy







4.1.1 Overview

The North Basin area, which generally lies behind the National Comedy Center and extends to the river, is highlighted by a large lawn area envisioned for events, the Riverwalk, pedestrian bridges to Panzarella Park and the South Bank, and substantial additional green space. The various land parcels that comprise the area are owned by the National Comedy Center, Norfolk Southern Railroad, Gebbie Foundation, and the City of Jamestown.



Site access to the area is somewhat limited due to the railroad property with a single pedestrian crossing, parking limitations, and changes in grade. While this severely limits commercial development opportunities, the expansive lawn area known as "Comedy Park," which offers over one-half acre of clear and relatively flat space, is an excellent potential venue for concerts, theater presentations, farmers' markets, children's activities, educational programming, art shows, food events, etc. Using Comedy Park to draw substantial numbers of visitors to the Basin area is a critical element of the entire Chadakoin River Strategic Business Plan.

Several additional assets are proposed for the North Basin area that will support the use of Comedy Park as event space including open-air shops and a beer garden, food truck staging area, signature gardens, and additional passive recreation improvements.

Using Comedy Park to draw substantial numbers of visitors to the Basin area is a critical element of the entire Chadakoin River Strategic Business Plan.

The ability of Comedy Park and its supporting activities to fully activate the North Basin area is dependent upon successful integration and operation of the assets and events. While the venue has the potential to host substantial numbers of visitors of all ages, the management of Comedy Park and the manner in which events are scheduled and executed are both critical issues to be addressed early in the Plan implementation.

Addressing Comedy Park itself as a venue will involve issues of site control, physical improvements, and ongoing maintenance. The site is technically owned by the Chautauqua, Cattaraugus, Allegany, and Steuben Southern Tier Extension Railroad Authority, more commonly known as the Southern Tier Extension Railroad Authority or STERA, but is controlled by Norfolk Southern





Corp. through a lease agreement. The National Comedy Center's rights to use Comedy Park are derived from its sublease agreement with Western New York & Pennsylvania Railroad, LLC, which has lease rights to the property from Norfolk Southern. Ultimately, the National Comedy Center's rights and limitations with respect to holding or allowing events in Comedy Park will have to be established.

Additional site control issues involve (i) the food truck staging area, which is proposed for property owned by the National Comedy Center, (ii) the signature gardens activity, which is proposed for a site that overlaps properties controlled by Norfolk Southern and the City of Jamestown respectively, and (iii) the open-air market and beer garden, which is proposed for land owned by the Gebbie Foundation.

Asset ownership and event management for North Basin activities also present issues that will need to be resolved prior to implementation. While the proposed stage and associated improvements will support Comedy Park events, their ownership and control of their use must be established before the venue can be put into service. In general, operation, maintenance, liability, and event coordination will all need to be addressed before effective implementation can be achieved.

Strategy Recommendation:

Prioritize the activation of Comedy Park for events by funding the movable stage activity and addressing the issues of event management and site control.

4.1.2 Activity Listing

Activity	Location
Performance Venue & Stage	Comedy Park
Open-Air Shops / Beer Garden	North Bank Riverwalk – South of Comedy Park
Food Truck Staging Area	East of DPW Site – SW Corner of National Comedy Center
Signature Gardens	North Bank – West of NCC Pedestrian Walkway



North Basin

The North Basin includes all of the properties behind the National Comedy Center and extending from the riverbank across from Panzarella Park eastward to the Warner Dam. This area also has limited commercial development opportunities due to land ownership and site access issues, but offers exceptional recreational and entertainment venues capable of drawing substantial numbers of visitors to the area and complementing the National Comedy Center's activities and other downtown attractions.

Activities:

Signature Gardens
On the north shore, relax and connect with nature or host your next event.

Outdoor Performance Venue
Overlooking the Chadakoin River Basin, the venue hosts a summer schedule of performances and events.

Beer Gardens & Open-Air Shops
A spot to enjoy refreshments and local products on the shore of the Chadakoin with family and friends.

Food Truck Parking/Staging Area
Enjoy local food and drink options during signature events and festivals.

Features:

- Family Friendly
- Potential for Events
- Supports Small Businesss
- Boater Friendly
- Environmentally Friendly





4.1.3 Activity Summaries

Outdoor Performance Venue and Stage

Comedy Park is the ideal location for an outdoor performance venue and stage for concerts, plays, community events, and other public gatherings. The project will include the purchase of a movable stage, the installation of utilities and lighting, and area improvements to accommodate restroom facilities and other crowd control and support requirements.

Open Air Shops and Beer Garden

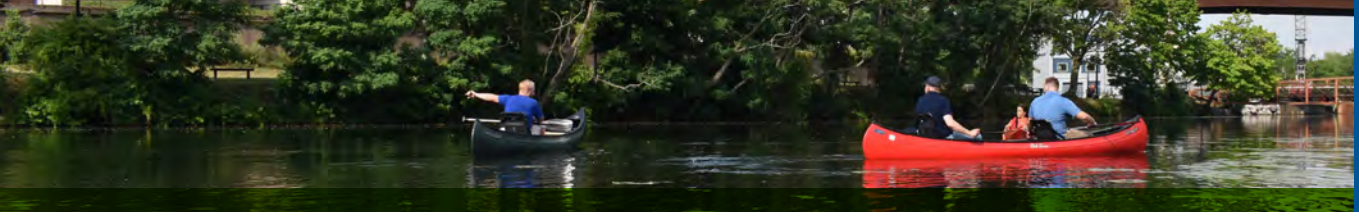
The north bank of the Chadakoin River Basin near the eastern pedestrian bridge provides an excellent setting for an open-air marketplace with adjoining beer garden that will appeal to a wide demographic of visitors. The project can initially be developed with modest construction and improvements, with future upgrades based on demand.

Food Truck Parking / Staging Area

Food trucks have become increasingly popular across the country, especially in conjunction with festivals and events. With the National Comedy Center's interest in the development of parking at the Train Barn site on West 2nd Street, an opportunity exists to accommodate a food truck staging area for use during outdoor events at Comedy Park and to generally support increased activity in the Basin area. This project will require collaboration with the National Comedy Center for design and funding.

Signature Gardens

The signature gardens will create a walkable, nature-focused, immersive experience for visitors to the North Basin. Situated behind the National Comedy Center and close to the riverbank, the project will include an overlook allowing visitors to enjoy the sights and sounds of the river, a gazebo with shaded seating, and native flowering plants. The project will double as environmentally friendly infrastructure that will mitigate long-term erosion issues on the riverbank.



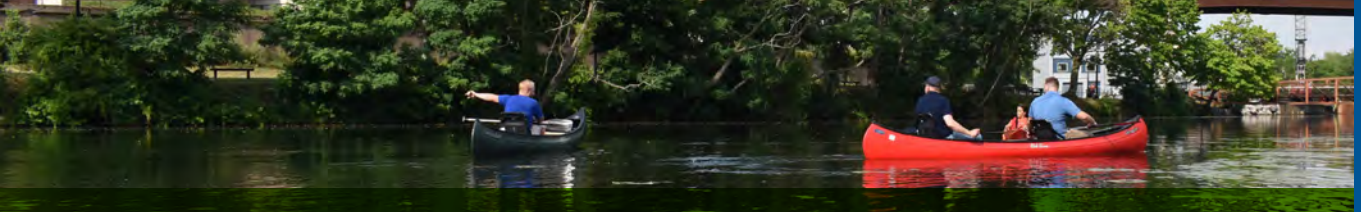


North Basin Implementation Table

Activity	Implementation Steps and Strategies
Outdoor Performance Venue and Stage	Analyze NCC lease rights; interface with NCC and WNY&P RR regarding access and operational requirements and restrictions
	Determine access and infrastructure needs for large events and related costs
	Determine stage and equipment needs and costs
	Establish organizational structure for event planning and oversight
	Identify and seek grant funding
	Seek sponsorships; consider naming rights
Open-Air Shops/ Beer Garden	Establish site plan, construction, equipment needs, and costs
	Develop operational plan; consider master lease for operations
	Seek sponsorships for pouring and naming rights
	Identify utility servicing options for future expansion
	Identify and seek grant funding
Food Truck Staging Area	Analyze access and infrastructure; finalize site plan and capital costs
	Establish oversight and operating plan including licensing and rate schedule
	Identify and seek grant funding if required
Signature Gardens	Complete site selection and preliminary site plan
	Negotiate rights with property owner(s) for construction and long-term maintenance
	Develop final design and construction/landscaping costs
	Identify and seek grant funding

4.2 South Basin Activation Strategy







4.2.1 Overview

Full activation of the Chadakoin River Strategic Business Plan will require a substantial amount of commercial development to balance the civic improvements, leverage maximum use of the Chadakoin Corridor and Basin areas, and produce positive economic impact. Current land uses, topography, public access, and infrastructure factors dictate that the South Bank be designated as the primary commercial and recreational focus for Basin area development. The Activation Strategy envisions a restaurant with indoor and outdoor dining, retail shops, a kayak launch, docking facility including a water taxi stand, a welcome center, and rentals of kayaks, canoes, water bikes, and other recreational vessels for Basin and Chadakoin Corridor use. Because the addition of nearby parking is feasible, the South Bank is also viewed as being the preferred primary entry point for all large-scale Basin activities and events.

Because the addition of nearby parking is feasible, the South Bank is also viewed as being the preferred primary entry point for all large-scale Basin activities and events.

Virtually the entire scope of any South Bank commercial development is subject to land use issues. Primary development parcels include three City-owned properties that house Board of Public Utilities facilities and the privately owned Riverwalk Storage and Chautauqua Brick properties. All are in service and none represent compatible uses with the Basin Area development strategy. The "South Bank Commercial Development" activity profile addresses in detail the critical issues of acquiring any of those properties and/or moving the existing operations to accommodate higher and better uses and offers a variety of strategy recommendations relating to all aspects of the initiative.

4.2.2 Activity Listing

Activity	Location
Welcome Center	South Bank Riverwalk / East Bridge
Dock at South Basin	South Basin – North of Riverwalk Self Storage
Watercraft Rental Facility	South Bank – Kayak Launch area
Kayak Launch	South Bank – East of Panzarella Park
Safety Barrier	Basin - Warner Dam area
South Bank Commercial Development	Steele Street / Harrison Street



South Basin

The South Basin encompasses the area between Steele Street and the riverbank and extending from Panzarella Park eastward to Chautauqua Brick. This area offers a variety of recreational and commercial opportunities limited only by site control issues. The Basin itself offers a placid lake setting ideally suited for recreational activities.

Activities:

South Bank Commercial Development
The ideal spot for dining, entertainment, and recreation that takes advantage of outdoor space and waterfront views.

Dock for Water Taxi
To increase visitor traffic to the basin via water, new docks will be constructed along the southern shore.

Kayak Launch
Launch into the Basin from the south bank or stop for lunch after a paddle down the Chadakoin.

Watercraft Rental Facility
Rent kayaks and paddleboards right at the launch facilities.

Welcome Center
Located on the south bank of the Chadakoin Basin, check out trail, travel, and amenity information.

Features:

- Family Friendly
- Potential for Events
- Supports Small Businesss
- Boater Friendly
- Environmentally Friendly







4.2.3 Activity Summaries

Welcome Center

The Chadakoin Basin area, because of its size, geography, and variety of available activities and attractions, is an ideal location for a Welcome Center that will feature information related to lodging, dining, recreation, and entertainment options. The preferred location for the Welcome Center is on the south bank of the Chadakoin River Basin to the east of the Board of Public Utilities buildings, adjacent to the existing Riverwalk, and close to the proposed water taxi dock. The Welcome Center is intended to be an eye-catching interactive facility that provides visitors with accurate and up-to-date information on the events and activities available in the Chadakoin Area and downtown Jamestown.



Dock at South Basin

The project involves the construction of new docks along the southern shore of the Chadakoin River Basin near land owned by Riverwalk Self Storage and in proximity to the proposed Welcome Center, rental facility, and the eastern pedestrian bridge to the North Basin area. This project will establish a landing point for the Chadakoin River Taxi and provide limited docking facilities for boaters in the Basin. It is anticipated that the docks would be owned by the City of Jamestown and leased for use by the water taxi operator.

Watercraft Rental Facility

The project involves the establishment of a rental facility for storage and ticket sales for water-based recreational equipment to be located near the banks of the south shore of the Chadakoin River Basin. Options include a new facility or use of an existing BPU storage facility. Rental options would include kayaks, pedal boats, paddle boards, and water bikes. Ideally, the rental facility would either be owned and operated by a private entity or managed by a private entity through a lease or operating agreement. The business would be seasonal, operating during the summer and shoulder seasons, with the owner/operator being responsible for maintaining adequate staffing and appropriate safety protocols. The project will require an initial investment in equipment that can be increased based on demand.

Kayak Launch

The kayak launch located at McCrea Point Park, which was installed in 2020 as part of the City of Jamestown DRI, is currently the only launch located within the Chadakoin River Strategic Business Plan Study Area. The paddling experience along the Chadakoin River Corridor is exceptional, and a kayak launch within the Basin itself is essential for allowing paddlers to enjoy existing area attractions as well as the proposed commercial development in the South Basin area.

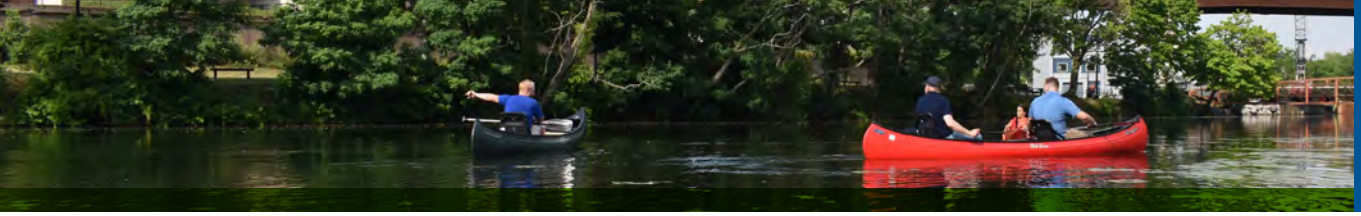
Safety Barrier at Warner Dam

Increased recreational boating and paddling in the Basin will necessitate improvements in the area of the Warner Dam. The design and installation of a barrier system is proposed that would provide appropriate safety enhancements and debris collection.



South Basin Implementation Table

Activity	Implementation Steps and Strategies
Safety Barrier at Warner Dam	Evaluate design options and select a product and vendor
	Identify and seek grant funding
	Issue RFP for installation
Kayak Launch	Analyze access including parking; finalize site selection and evaluate related dredging costs if required
	Establish equipment needs and related costs
	Identify and seek grant funding
	Issue RFP for design, permitting, and SEQR
Watercraft Rentals	Determine location options for watercraft storage and vendor operations including (i) leasing a portion of the 34-42 Steele Street storage building and (ii) construction of a facility on the South Bank
	Identify a private vendor/operator and negotiate operating terms
	Identify and seek funding for the facility and, if required, incentives for operations
Dock at South Bank for Water Taxi	Assess dredging requirements for boat access; establish location and design; consider future expanded capacity
	Identify and seek grant funding
	Apply for permitting and approval of construction
	Coordinate and implement any necessary dredging
	Issue RFP for dock construction
	Set up system for dock security, safety, and winter storage
Welcome Center	Obtain site access from Riverwalk Self Storage
	Complete preliminary design and cost estimate; consider initial economies with potential for future expansion
	Evaluate the feasibility and cost of extending utility services to the site
	Establish ownership of the asset and develop an operating plan
	Identify and seek grant funding





4.2.4 South Bank Commercial Development

Introduction

Commercial development is the primary component of the South Basin Activation Strategy and will require a comprehensive and challenging set of activities and strategies to achieve. In addition, the heavy reliance on investment from private developers and businesses adds substantial unpredictability to the process, making organizational flexibility and expertise essential assets.

The overall mission of the Chadakoin River Strategic Business Plan will be directly and most significantly advanced through the creation of commercial development in the Basin area that would offer dining, entertainment, and recreation opportunities to attract area residents and tourists, leverage private investment, and increase property and sales tax revenues.

Overview

The overall mission of the Chadakoin River Strategic Business Plan will be directly and most significantly advanced through the creation of commercial development in the Basin area that would offer dining, entertainment, and recreation opportunities to attract area residents and tourists, leverage private investment, and increase property and sales tax revenues. With commercial development opportunities on the north bank of the Basin severely restricted by existing land uses, access and parking issues, and unavailable infrastructure, the properties along Steele Street that adjoin the South Bank of the Basin area clearly offer the superior sites. None of those Steele Street land uses currently takes advantage of its waterfront location, and all should be examined for redevelopment opportunities.

Commercial development is key to drawing large numbers of people to the Basin area on a daily basis, and to extending the summer season to the shoulder months and beyond. Private sector marketing dollars would augment existing resources and leverage additional area visitation and use of other Basin area amenities.

Project Description

The following five primary parcels that border the South Bank are all currently encumbered and in operation, although with uses that are incompatible with the vision for Basin area development.

94 Steele Street	BPU headquarters 2/3-story building with rear parking lot
86 Steele Street	BPU administration building with rear parking
34-42 Steele Street	BPU storage facility with parking and overhead door entries
20 Steele Street	Riverwalk Self Storage
34 Harrison Street	Chautauqua Brick

A goal of the project is to relocate as much of these operations as possible to other sites in the city of Jamestown and to leverage commercial redevelopment of the South Bank properties with uses that are consistent with the vision for the Basin area

Intended Outcomes

The primary goals of the South Bank Commercial Development project are to:

- Stimulate the creation of commercial dining, entertainment, and recreation facilities that complement activity in the Basin area and take advantage of outdoor space and river views;
- Increase property and sales tax revenues;
- Create new employment and entrepreneurship opportunities; and
- Increase access to the Riverwalk and other public areas in the Basin.



4.2.5 Implementation Strategies

Site Control

Opportunities for South Bank commercial development are primarily limited only by site control issues as follows:

BPU Properties (94 Steele Street, 86 Steele Street, 34-42 Steele Street)

The BPU properties include several parcels that together host three buildings that house the BPU's operations and some storage facilities. Discussions with the BPU General Manager indicate that any redevelopment of those sites would require that substantially all of the BPU's professional, administrative, and management functions be relocated concurrently to the same location for operational reasons. While the BPU's real property is owned by the City of Jamestown and thus not subject to site control issues, and despite the City's and the BPU's endorsements of the Chadakoin Activation Strategy and the South Bank Commercial Development strategy, the anticipated costs for relocating the BPU facilities present a substantial impediment to acquiring those properties to support commercial redevelopment.

A 2006 relocation cost estimate prepared as part of a federal funding application process associated with a fuel conversion project at the BPU's power generation facility quoted a figure of over $11.3 million for newly constructed facilities. While there are potential funding sources to offset a portion of that cost (sale of the Steele Street properties, TIF or PIF bond financing supported by newly generated tax or PILOT revenues, and grants), and while there may be alternative BPU relocation scenarios with less cost, a substantial gap in funding is likely to remain. While that gap could potentially be filled with City-backed municipal bonding, state and/or federal budget or programmatic allocations, etc., the difficulty in funding and accomplishing a relocation of the BPU's operations would delay commercial redevelopment of those properties long enough to reduce consideration of this alternative as a priority.

Strategy Recommendation:



While some due diligence assessment of the BPU properties can be undertaken immediately, the high BPU relocation costs likely dictate that the acquisition of other South Bank properties take precedence. In the near term, the feasibility of using space in one of the BPU storage facilities and the parking area at the rear of 94 Steele Street should be assessed as support for other South Basin improvements including the watercraft rentals, kayak launch, and Panzarella Park upgrades.





The BPU properties may become more valuable for commercial redevelopment over time as activity in the Basin increases, and particularly if successful commercial redevelopment occurs on the other South Bank properties. Those conditions would likely increase the sale price of the BPU properties, reduce the financing gap to accomplish the BPU relocation, and potentially leverage the City's willingness to consider municipal bonding for at least a portion of the relocation cost.

The 34-42 Steele Street property includes an approximately 13,600-square-foot pre-engineered steel storage facility on a concrete pad constructed in 2014 and reported to be underutilized. Of the three BPU facilities, it is the one that potentially could be fully or partially adapted for commercial use without necessitating a relocation of the BPU's operations. In the near term, its location close to the designated site for the South Bank Kayak Launch could offer a storage option to support retail boating and paddling rental operations that are planned for the launch area.

The 94 Steele Street property, which includes the BPU's headquarters operations and retail payment facility, has a deep lot that accommodates parking and access to Panzarella Park and the western end of the South Bank. This area should also be considered as potential access, parking, and other support for the proposed Panzarella Park interpretive features, kayak launch, and other South Basin area amenities.

In summary, notwithstanding the requisite relocation costs, the BPU sites are extremely attractive for commercial development due to their strategic locations, building conditions and adaptability, lot sizes, parking availability, access to Panzarella Park, and municipal site control.

Chautauqua Brick (34 Harrison Street)

This retail and wholesale building supply outlet is one of five locations in Chautauqua and Cattaraugus Counties operated by Chautauqua Brick Company, Inc., which was formed in 1948. While the rear of the 1.5-acre property sits just east of the South Bank, it adjoins the Riverwalk and offers quick and easy access to the Basin area under the Washington Street Bridge (NYS Route 60). The property includes three adjoining buildings that are clustered at the Harrison Street (southern) portion of the site, leaving the back half of the property, which borders the Riverwalk, unencumbered and used for parking, ground storage, pickups, and deliveries.

While the land itself would be valuable as a complementary commercial property to other South Bank development, it also has the potential to provide substantial parking to support all of the Basin area activities and events. It also may be the most immediately available and affordable of the five South Bank properties. As such, obtaining site control of the Chautauqua Brick property should be a priority in the implementation of the Chadakoin Activation Strategy.

Strategy Recommendation:



Acquisition of the Chautauqua Brick property should be an early implementation priority as it represents one of only two feasible locations for significant commercial development on the South Bank in the near term. Site due diligence, followed by prospective developer and tenant recruitment, will leverage purchase negotiations and support funding applications.



Based on anecdotal information, this property may be available for acquisition in the near term. It is within the city's Brownfield Opportunity Area, likely contains contaminants that can be remediated, and could therefore provide a developer access to NYS Brownfield Tax Credits.

Riverwalk Self Storage (20 Steele Street)

This former roller rink is beautifully positioned and very visible from the Basin area, sitting well above the South Bank on an approximately 2.76-acre property consisting of three parcels and that extends from Steele Street down to the Riverwalk. The 21,000-square-foot building has been converted into a self-storage facility that appears to be well-maintained and fully utilized.

The site is potentially an important contributor to South Bank commercial development because of its size, condition of the existing structure, and strategic location. The rear of the property at the riverbank is the planned site for the water taxi dock and Visitors' Center, which would become a prime entry point for tourists. The large building and grounds could host a variety of commercial uses complementary to the Basin development plan, including substantial parking, outdoor dining, and other event space.

The business and property owner, who is local, has indicated a willingness to sell the property and relocate the self-storage business, and to consider using all or a portion of the property value as an equity investment in a redevelopment project

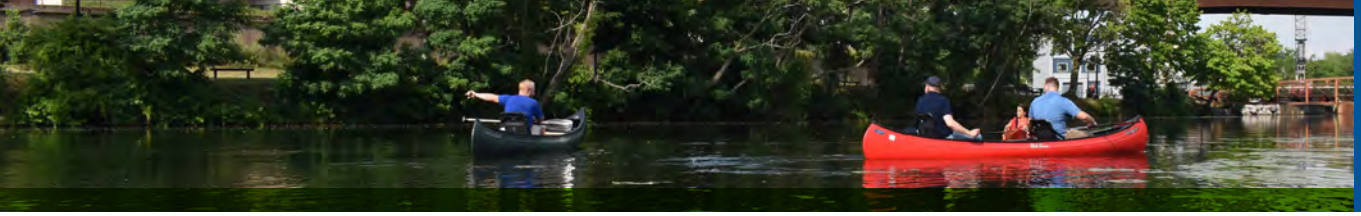
As with the Chautauqua Brick property, the Riverwalk Self Storage site is within the city's Brownfield Opportunity Area, likely contains contaminants that can be remediated, and could therefore provide a developer access to NYS Brownfield Tax Credits.

Similar to the Chautauqua Brick property, the Riverwalk Self Storage property should be the subject of site due diligence that would aid in assessing commercial redevelopment feasibility, support developer and tenant recruitment, and leverage acquisition negotiations. However, because the property owner has informally quoted a sale price well above what is expected to be the appraised value, and because the owner has expressed interest in participating in a commercial redevelopment project on the site, there is value in first securing site control for the neighboring Chautauqua Brick site. Doing so may facilitate the ability to structure a reasonable acquisition price and/or a commercial redevelopment project for the Riverwalk Self Storage property. However, since both sites are essential to supporting commercial development on the South Bank, any inability to obtain control of the Chautauqua Brick site early in the Plan implementation process should not delay the initiation of site due diligence and discussions with the owner of Riverwalk Self Storage regarding property acquisition and/or participation in a redevelopment project.

4.2.6 Site Acquisition Strategies & Financing

Because control of the South Bank sites is so critical to the overall implementation of the Chadakoin Activation Strategy, efforts to acquire or encourage the acquisition of the Chautauqua Brick and Riverwalk Storage properties should commence immediately, with consideration given to the following:

- The market and "true" values of each property should be established, with the market value determined either through a formal appraisal or through self-generated due diligence. While the appraisal is the more costly approach, that cost is offset to some degree by its value in the negotiation process. It is also likely to be a requirement to support debt financing options. The "true" value of the property reflects its worth only to the buyer and would take into account the significance of adding desired site redevelopment to the overall Plan implementation.





- In addition to any formal or informal determination of property values, to the extent practicable, additional site due diligence should be done regarding environmental contaminants, structural conditions, infrastructure and utility services, and any other conditions that could impact site redevelopment feasibility or costs.

- Determining any existing mortgages may be useful in negotiating the purchase of a property.

- Securing a site developer and/or prospective tenants for a desired redevelopment will substantially leverage the site acquisition negotiations and enhance opportunities for both institutional and grant financing.

- Financial incentives for both the acquisition and any planned redevelopment should be researched and analyzed prior to the initiation of negotiations for site acquisitions. For an intermediary purchaser such as an LDC, that could include standard federal, state, and local grant sources. For developers, low-interest loans, IDA incentives, Brownfield Cleanup Program Tax Credits, federal and state grants to support the redevelopment project, and tenant incentives that would guarantee initial occupancy can all be considered. Tenant incentives can include low-interest loans and federal, state, and local grants. City of Jamestown Community Development Block Grant assistance may be available to provide rent subsidy grants that would incentivize both developers and tenants.

- Where a commercial project has been identified for one of the South Bank sites, consideration may be given to requesting that the City of Jamestown access and provide Section 108 Loan Guarantee program funds as a financing incentive. The Section 108 program allows the City to borrow up to 5X its annual CDBG allocation (approximately $6 million is borrowing authority based on the FY 2020 allocation) and use it for eligible CDBG activities. Proceeds can be repaid over a term of up to 20 years at an annualized interest rate only slightly higher than the US Treasury note rate of similar maturity. These funds could be used to finance property acquisitions where the commercial redevelopment will produce sufficient employment opportunities to sustain the use of the CDBG funds.

- Where the seller requires time to relocate the business, sale/leaseback arrangements can be considered so that site control can be secured as quickly as possible. Where relocation issues threaten to delay a desirable commercial redevelopment project, consideration should be given to providing technical and/or financial assistance to leverage the relocation.

Strategy Recommendation:



A combination of site due diligence, developer and tenant incentives, and attractive financing options will facilitate negotiations and site acquisitions.

4.2.7 Developer Solicitation

All of the incentives detailed above can be used to attract potential site developers, particularly those that have experience in accessing New York State Brownfield Cleanup Program tax credits. The ability to identify prospective tenants will enhance the developer solicitation process. Marketing of the Plan and well publicizing the initiation of Plan activities will also positively impact developer interest in the South Bank sites. The use of formal Requests for Proposals may be considered where site





Strategy Recommendation:

Solicit developer interest through aggressive in-house outreach and marketing of incentives as opposed to relying on Requests for Proposals.

control has been secured but would only be required under certain circumstances and by regulated agencies. The designation of preferred developer status can be useful in generating due diligence site information at no cost to the issuer, but it should otherwise generally be avoided as it can result in substantial delays and missed opportunities without any guarantee of eventual development.

4.2.8 Business Recruitment

In the absence of an owner/developer stepping forward with a desirable commercial project, assisting identified developers or independently seeking commercial operations for South Bank sites is a critical element for achieving commercial operations that are compatible with the vision for Basin area development. Early identification of an appropriate commercial operation will leverage the site acquisition process, allow some control over the property use, attract real estate developers, and enhance access to grant funding. That recruitment process should be institutionalized and initiated as early as possible during the Plan implementation, with the following factors to be considered:

- Publicizing the overall Chadakoin River Strategic Business Plan, completing initial Basin area activities, initiating larger scale events at the North Basin music venue, and generally increasing the amount of activity in the Basin area will enhance developer and tenant recruitment efforts.

- A heavy public emphasis on the expressed desire to secure the Chautauqua Brick and Riverview Storage properties could raise the asking price. While developer and tenant recruitment efforts by their very nature will not be a secret, any serious prospects and negotiations should be as confidential as possible until site control is secured.

Strategy Recommendation:

Strong in-house recruitment of prospective commercial operations will be leveraged by increasing activity in the Basin, publicizing the Chadakoin River Strategic Business Plan, and developing a package of tenant incentives.

- Packaging tenant incentives, including obtaining a commitment from the City of Jamestown to provide CDBG rent subsidies, should be done as early in the process as possible as it will substantially enhance recruitment efforts.





- Successful existing businesses in the region, particularly those looking for a second location or would consider relocating, should be candidates for recruitment.

4.2.9 Cost Estimate

Components of the cost for each commercial redevelopment project will vary depending on the nature of the project, but may include property acquisition, demolition, clearance, environmental remediation, site preparation, construction and/or renovations, design and other soft costs, and the components of the new commercial venture. All such costs can leverage grant applications and other financial incentives.

4.2.10 Feasibility

The primary feasibility issues are site control (discussed above) and unknown environmental remediation requirements. All five primary South Bank properties are in the city of Jamestown Brownfield Opportunity Area, and all have historical uses that suggest potential contamination. The location, nature, and extent of the contamination for a particular site may have a net positive or negative impact on the redevelopment potential depending on cost factors and available BCP tax credits.

4.2.11 Anticipated Schedule

While any South Bank commercial development is not likely to be operational until at least the second year of Plan implementation, several of the activities and strategies detailed above can and should be initiated or addressed in the near term. A goal for fully redeveloping the Chautauqua Brick and Riverwalk Storage properties can reasonably be set at four years from Plan implementation.



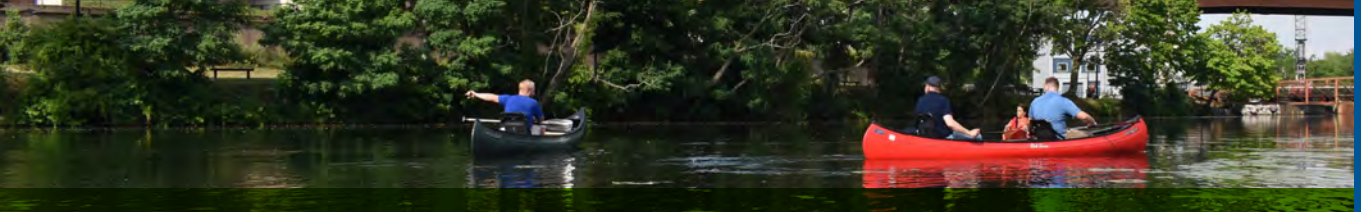


South Bank Commercial Development Implementation Table

Task	Implementation Steps and Strategies
General	
Due diligence for South Bank properties	Assess properties for ownership, structural conditions, infrastructure, contaminants, property taxes, utilities, easements, etc.
	Determine market value through formal appraisal or self-generated due diligence
	Determine existing mortgages and other encumbrances
	Use information in recruiting developers and negotiating property purchases
Recruitment of prospective developers and businesses	Develop a package of tenant incentives to leverage initial occupancy
	Aggressively market the Chadakoin Plan and incentives for redevelopment
	Solicit developer and business interest through in-house outreach; use formal Requests for Proposals only when necessary
	Initiate large-scale events at Comedy Park and increase overall activity in the Basin area to leverage developer and business interest
	Keep serious developer and business prospects and negotiations confidential
BPU Facilities	
Analysis of BPU properties and facilities	Assess feasibility of partial or complete relocation of operations
	If relocation is feasible, determine commercial reuse options
Analysis and negotiation for use of the rear of the BPU properties for parking, access to Panzarella Park and kayak launch, and kiosk or transient vendor commercial activity	Determine BPU short- and long-term requirements for the properties
	Establish a site plan for South Basin improvements at the rear of the BPU properties that is compatible with the BPU's needs
Determine potential use of a rear portion of the storage building at 34-42 Steele Street for kayak and equipment storage, ticket sales, etc.	Determine BPU needs for the facility and availability of space for commercial use
	Establish feasibility and costs for constructing space for commercial use and direct access from the Basin area
Determine potential for BPU relocation from 34-42 Steele Street and sale or lease for commercial development	Discuss relocation feasibility & options with BPU
	Determine site feasibility for commercial use
	Establish property value for possible sale or lease
Chautauqua Brick	
Leverage redevelopment of the site to support implementation of the Chadakoin Activation Strategy	Conduct property due diligence consistent with "General" strategies
	Evaluate site and market conditions to determine preferred development
	Initiate sale and, if applicable, business relocation discussions and negotiations
	Solicit developers/businesses for site redevelopment and commercial operations
	Identify and apply for grant funding
Riverwalk Self Storage	
Leverage redevelopment of the site to support implementation of the Chadakoin Activation Strategy	Conduct property due diligence consistent with "General" strategies
	Evaluate site and market conditions to determine preferred development
	Initiate sale and, if applicable, business relocation discussions and negotiations
	Solicit developers/businesses for site redevelopment and commercial operations
	Identify and apply for grant funding

4.3 River Corridor Activation Strategy







4.3.1 Overview

The most outstanding feature of the Chadakoin River Corridor, the portion that runs from McCrea Point Park to the Basin, is that it already provides an exceptional course for recreational paddlers, even without enhancements or additional interpretation. It is easily navigable in its entirety, has negligible current and modest length, and offers a wide variety of scenic views, wildlife, and vegetation in a unique urban river setting.

The Corridor is also navigable from McCrea Point Park to the Basin by motorized vessels, but of limited size and draft due to bridges and the river's depth. The narrowness of the Corridor also creates issues with respect to congestion and wake disturbance. Those limitations are much less applicable in the river from its source at Chautauqua Lake to McCrea Point Park.

The most outstanding feature of the Chadakoin River Corridor, the portion of the River that runs from McCrea Point Park to the Basin, is that it already provides an exceptional course for recreational paddlers, even without enhancements or additional interpretation.

As initially conceived, a primary goal of the Chadakoin Strategic Business Plan concept envisioned enhanced navigability in the Corridor sufficient to support increased motorized vessel access to the Basin. However, the consultants have recognized that the potential of the Corridor to support exceptional paddling and eco-tourism experiences outweighs any benefits to be realized from increased motorboat use in that part of the Chadakoin River, and offer the following comments:

- The goal of increasing visitation to the downtown Jamestown waterfront by tourists and area residents, including Chautauqua Lake residents, will be best facilitated by developing activities that appeal to all age groups and that take advantage of what the Chadakoin River already has to offer as a paddling and eco-tourism experience.

- The varied attractions and activities proposed for the downtown Basin area will, to a great degree, be incompatible with the hazards, noise, and other disruptions caused by any significant presence of motorized watercraft. The Basin area is not well-suited to motorboat traffic due to size and navigability restraints, and could not safely and comfortably accommodate a mix of motorized and passive uses.

- The Chadakoin itself, from McCrea Point to the Basin, has never in its history been accommodating to power boats for point-to-point transport due to water movement prior to the construction of the Warner Dam, and subsequently due to navigability issues. The fact that the removal of all obstacles to accommodate enhanced power boat access to the Basin would be such a difficult, lengthy, and costly task is by itself the best argument against doing so and would only be worth the effort and expense if there were no alternatives to achieving the desired economic and recreational impact. In fact, there are many such alternatives that will offer benefits to the community far superior to any leveraged by the introduction of substantial numbers of motorized watercraft to the Basin.

- Not only can the development of varied activities in the Corridor and Basin areas produce optimum benefits to the community, it can do so while preserving the Chadakoin's character and ecology. The waterway from McCrea Point to the Basin already offers an aesthetically pleasing journey for paddlers and rowers. Enhancements to that route, combined with the development of desirable attractions and activities in the Basin area, have the potential to create a busy recreational and eco-tourism corridor while requiring only modest capital improvements and little disruption to the existing ecology of the river. The introduction of any substantial number of motorized boats, whether within the relatively narrow confines of the Corridor or in the Basin, would substantially inhibit and potentially eliminate that opportunity.

- Focusing on enhancing the Chadakoin's character as a "river wild" hidden within an urban landscape offers substantial opportunities to redefine the Corridor and Basin experience, combining recreation with ecological interpretation and history, and ultimately leveraging the kind of commercial and residential development that is a primary goal of this initiative.





Notwithstanding the recommendation to discourage enhanced motorboat access to the Basin area, attracting Chautauqua Lake boaters and visitors to Basin activities and events and other downtown attractions remains an important goal of the Chadakoin River Strategic Business Plan. To that end, the Plan envisions new docking facilities in the McCrea Point Park area to take advantage of the existing navigability in the Chadakoin from Chautauqua Lake that accommodates practically any recreational vessel. The introduction of a water taxi and land-based trolley service, combined with new attractions and events in the Basin area, should create access to the Chautauqua Lake market that was initially envisioned without disturbing the paddling and eco-tourism activities planned for the River Corridor. The water taxi service being proposed would provide transportation from McCrea Point Park to the Basin, in addition to providing service from Chautauqua Lake locations such as the Chautauqua Harbor Hotel, with the potential of eventually serving attractions as far north as the Chautauqua Institute and Mayville. It should be noted that nothing proposed in the Plan would preclude the introduction of motorized watercraft to the Basin area at a later time.

In summary, the primary recommendations for the River Corridor involve enhancing and fully realizing its potential as a first-class recreational paddling experience. While the proposed initiatives can be implemented independent of other Plan activities, they will fully complement those activities and leverage the Plan as a whole. A variety of projects are being proposed that will address safety, navigation, and interpretation of the Chadakoin's remarkable history, geography, and ecology.

Strategy Recommendation:



Enhance the Chadakoin Corridor's character as a first-class recreational paddling experience, collaborate with strategic partners such as the Roger Tory Peterson Institute in developing interpretive assets, and market the river as an eco-tourism destination.

4.3.2 Activity Listing

Activity	Location
Water Taxi	Chautauqua Lake to the Basin
Ecological Interpretation	River Corridor & Basin
Docks at McCrea Point Park	River Corridor - North of Fairmount Ave. Bridge
Interactive Mobile App	River Corridor & Basin
Navigational Aids	River Corridor
Obstacle Removal	River Corridor & Basin
River Flow Study	River Corridor & Basin
Trail Design and Construction	River Corridor

Chadakoin River Corridor

The Chadakoin River Corridor refers to the river channel and adjacent properties extending from McCrea Point Park to the western entry to the downtown Basin area at Panzarella Park. While the Corridor offers somewhat limited commercial development opportunities due primarily to topography and existing land uses, it represents an outstanding example of an urban waterway with exceptional recreational and eco-tourism opportunities.

Activities:

McCrea Point Park Dock
Allows Chautauqua Lake boaters to dock and continue traveling downtown via the water taxi or trolley.

Interactive Mobile Application
Download the "Chadakoin Paddle Tour" on your phone to connect with wildlife and local history.

Water Taxi
Cruise down the Chadakoin River from Chautauqua Lake with a unique experience on a water taxi.

Ecological Interpretation
Interact with nature in a unique urban river setting.

Features:

- Family Friendly
- Potential for Events
- Supports Small Businesss
- Boater Friendly
- Environmentally Friendly







4.3.3 Activity Summaries

Water Taxi

Drawing visitors to the Basin area from Chautauqua Lake is a key goal of the Chadakoin Activation Strategy. The proposed water taxi would provide an enjoyable and affordable mode of transportation with regular service from the head of the river in Celoron to McCrea Point Park and the Basin. A dock will be constructed at the South Basin, while existing docking facilities are available at the Chautauqua Harbor Hotel in Celoron, Lawson Boat & Motor, and McCrea Point Park for potential route stops.

Ecological Interpretation

New ecological, historical, and other interpretation assets in the Chadakoin River Corridor are designed to draw, educate, and entertain visitors of all ages. Paddlers, hikers, and bikers in the Corridor will enjoy enhanced introduction to the urban river experience and its wide array of natural resources. Signage and other interpretive information at Panzarella Park, coupled with ongoing and planned habitat restoration, will entertain Basin area visitors.

Docks at McCrea Point Park

Seasonal Chautauqua Lake boaters and permanent residents represent a substantial market for Basin area activities and events. While the narrow River Corridor does not allow Basin access to any substantially sized motor craft, there are no such limitations from the Lake to McCrea Point Park. The Plan proposes the addition of docking facilities in the River just north of the Fairmount Avenue Bridge in the area of McCrea Point Park. A variety of water and shore options would be available to move visitors to the Basin area including the water taxi, paddling and other small watercraft rentals, trolley service, and bicycle rentals. While there are several options for siting of the docks, some level of supportive infrastructure and commercial services will be required regardless of the selected location.







Interactive Mobile App

This activity involves the development of an interactive mobile phone app that will use GPS technology to provide virtual guided tours to paddlers, hikers, and bikers within the River Corridor area. Interpretation of the urban portion of the river is a critical asset for driving ecological tourism, which represents a substantial market opportunity due to the wide variety of wildlife including over 100 bird species, rare spiny soft-shelled turtles, nesting areas, and an abundant array of trees and aquatic plants. Beyond being an exceptional interpretive aide, the app will have the capacity to deliver a remarkable amount of information to Basin area visitors regarding attractions, events, and dining options throughout the Basin and downtown Jamestown.

Navigation Aids

To facilitate increased use of the river by motorized and non-motorized boats, including the water taxi, navigational safety improvements are proposed in parts of the channel that will include the design and installation of lighted and non-lighted buoys and beacons.

Obstacle Removal

The stretch of the Chadakoin River between McCrea Point Park and the Basin should be part of a major link between downtown Jamestown and Chautauqua Lake. However, the presence of numerous obstructions in the waterway, most of which are remnants of the historical use of the Chadakoin as a channel for timber conveyance, have discouraged boaters from entering the Corridor. This activity will include the identification and removal of many of those obstacles.

River Flow Study

The northern bank of the Basin is currently experiencing significant erosion that demands immediate attention. The southern portion of the Basin experiences very limited flow which causes water stagnation, sediment deposits, and shallow water levels. An engineering study is proposed that will seek ways to deflect flow from the north bank and increase flow in the southern portion of the Basin.

Trail Design and Construction

The current Riverwalk does not provide a convenient connection between the Basin area and McCrea Point Park. The project proposes to utilize abandoned rail right-of-way to extend the Riverwalk from the North Basin area across the Chadakoin River to an area easily accessible to McCrea Point Park.





River Corridor Implementation Table

Activity	Implementation Steps and Strategies
Interactive Mobile App	Select a vendor for collaboration on content creation and app operations
	Develop varied content to address ecological, historical, educational, and geographical features; consider use by paddlers, hikers, bikers, and Basin visitors; include event and ticket information
	Partner with Roger Tory Peterson Institute in the development and promotion of birding content
	Identify and seek grant funding
	Contact media outlets and promote the app when launched
	Continuously update content to maintain the ongoing interest of users
	Track analytics and user feedback to guide content updates
Obstacle Removal	Issue RFP for obstruction identification, consultation and recommendations for removal, and cost estimates
	Identify location and display options for salvaged timber
	Perform obstruction removal
Water Taxi	Seek a third-party operator
	Evaluate market; engage commercial partners in passenger, route, frequency, and capacity discussions
	Evaluate new and used watercraft options; consider lower-capacity economy options to test the market
	Identify and seek grant funding
	Market the water taxi for special events, parties, promotions, etc.
Navigation Aids	Perform survey to identify locations for beacons and buoys
	Evaluate product options and establish capital purchase plan and costs
	Identify and seek grant funding
Ecological Interpretation	Design interpretive signage and improvements to Panzarella Park that will be cost-effective, low-maintenance, and consistent with existing wayfinding and educational content
	Partner with Roger Tory Peterson Institute in the development of content and placement
	Identify and seek grant funding
River Flow Study	Partner with Roger Tory Peterson Institute in defining a scope of work for evaluating erosion mitigation
	Identify and seek grant funding
Docks at McCrea Point Park	Evaluate north and south riverbanks for feasible dock sites
	Determine appropriate initial dock capacity and phased expansions
	Docks should be lower priority until attractions develop along the river and in the Basin area
	Develop modest initial phase to test the market for larger Chautauqua Lake boats
	Evaluate water taxi, ground transportation, and small craft alternatives to move debarking passengers downriver and to the Basin
	If docks are adjacent to McCrea Point Park, consider adding assets to the Park including food service and playground equipment





Miscellaneous Implementation Table

Activity	Implementation Steps and Strategies
Parking Study / Traffic Impact Analysis	Immediate need is for the National Comedy Center/North Basin area to accommodate large events and serve the NCC and arena
	The need for a South Basin area parking or traffic study won't be established until the development pattern evolves
Basin Area Infrastructure	Evaluate the feasibility and cost of extending water, sanitary sewer, and power to various points in the North and South Basin areas to support short- and long-term initiatives
Basin Master Planning and Permitting	Identify and seek grant funding
	Ensure planning and permitting can be scaled up over time as Basin activity increases
Fluvanna DPW Site Redevelopment Feasibility Study	Establish scope of work for site analysis to determine development feasibility
	Identify and seek grant funding
	Issue RFP and select contractor for site analysis
Lennox/DPW Property Redevelopment Evaluation	Evaluate site control options with Norfolk Southern RR and WNY&Pa RR
	Determine DPW relocation alternatives and costs
	Perform site assessment to determine redevelopment alternatives
Trail Design and Construction	Identify and attempt to resolve site control issues regarding abandoned rail line and one private commercial property
	Finalize design, construction, and related costs

4.4 Implementation Strategies







4.4.1 Priorities and Implementation Sequencing

General Approach

While the Corridor, North Basin, and South Basin activities are comprehensive and complementary, most can be implemented independently. This allows them to be sequenced based on practical feasibility considerations such as cost, fundability, and site control, combined with the primary Plan goals of community and economic impact. Consideration can also be given to phasing activities, either by completing them in steps or by introducing a basic version of an asset that can later be upgraded. Generally, barring any major feasibility issues, activities that will bring significant numbers of people to the Corridor and Basin areas have been given priority.

Estimated activity costs are an element of the implementation sequencing strategies to the extent that they impact fundability and overall feasibility. The magnitude of the cost is examined relative to the impact of the activity and the likelihood of achieving funding, meaning cost alone would not prohibit an activity from being considered a high priority.

For the purposes of evaluating Plan activities and establishing priorities, fundability is a subjective determination based on the nature of the activity, its impact on community and economic development, its cost, site control and other feasibility issues, and its consistency with and/or attractiveness to applicable funding sources.

Strategy Recommendation:



Establish implementation priorities with an emphasis on activities and events that will draw substantial numbers of visitors to the Basin Area.

Short-term Initiatives: Building a Foundation for Successful Plan Implementation

Aside from the more universal approaches to implementation priorities and sequencing, the significant challenges associated with effecting transformational change dictate addressing three areas as immediate priorities:

1. Organization and Oversight: Establish an organizational infrastructure that can plan, implement, and coordinate activities within the Corridor and Basin areas.

Implementation of the Chadakoin Activation Strategy will require substantial management and oversight over an extended period. Ongoing decisions will need to be made regarding planning, budgeting, fundraising, property acquisition, and contracting. At the same time, the operations for individual activities and events will need to be coordinated and managed along with vendor selection and oversight, joint marketing initiatives, and events.

The following recommendations address the establishment of an organizational infrastructure that can plan, implement, and coordinate activities within the Corridor and Basin areas.

- An existing or newly established organization or committee should be charged with the responsibility for Plan implementation oversight. The nature and membership of the entity will be dependent upon the degree to which it will undertake specific implementation activities as opposed to limiting its role to planning and coordination.





- It is important that the oversight organization have the authority to "speak for the Chadakoin River Strategic Business Plan" through some form of designation or acknowledgement by, at a minimum, the City of Jamestown, Chautauqua County, the Chautauqua Region Economic Development Corporation, and the Gebbie Foundation – the entities that have most heavily invested in the planning effort to date. That formal authority or recognition will be essential in seeking funding, facilitating communications, and driving the implementation process.

- Even if not involved in the direct implementation of activities, the oversight entity should have a role in the deployment of assets, soliciting and directing private investment, and activity funding and sequencing.

- The organization should be of sufficient size to include technical expertise in multiple disciplines such as municipal planning, marketing, real estate, finance, and construction. It should meet regularly, with the degree of public input and disclosure to be determined based on applicable State law and sensitivity to the confidentiality often required by private development interests.

- In order to adequately address the diverse activities, character, geography, and ecology of the Chadakoin River Strategic Business Plan, consideration should be given to extending the influence and expertise of the organization by creating adjunct committees to draw additional expertise from the community, and to establishing partnerships with existing entities including nonprofits, civic organizations, and other interest groups.

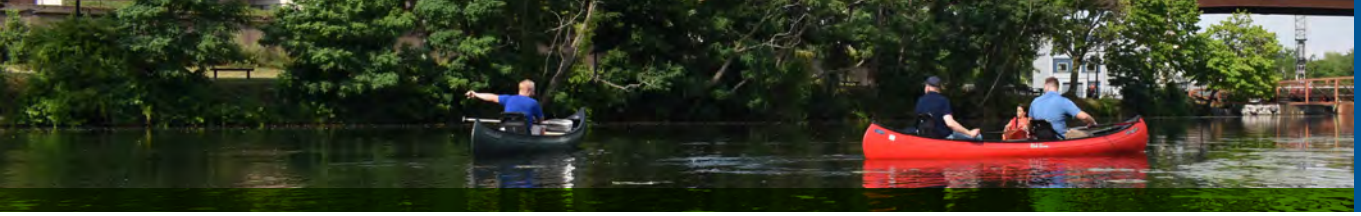
Strategy Recommendation:



While initial plans call for management and oversight responsibilities to be assumed by a collaboration of the Gebbie Foundation and the Chautauqua County Partnership for Economic Growth, that role should be formally established and memorialized concurrent with the formal adoption of the Plan.

2. Marketing the Plan: Create interest and excitement in the Plan among residents, visitors, businesses, and developers.

An important component of the implementation strategy will be promoting the Plan itself to build local, regional, and state support. The Chadakoin River Strategic Business Plan offers many marketing and joint marketing opportunities, both as a comprehensive plan and as a series of categorical initiatives that address economic development, education, the ecology, health & fitness, boating & fishing, entertainment, and recreation. Priority should be given to branding the Chadakoin as being a vibrant and dynamic destination that offers a variety of recreational and entertainment alternatives for people of all ages – a truly unique community asset.





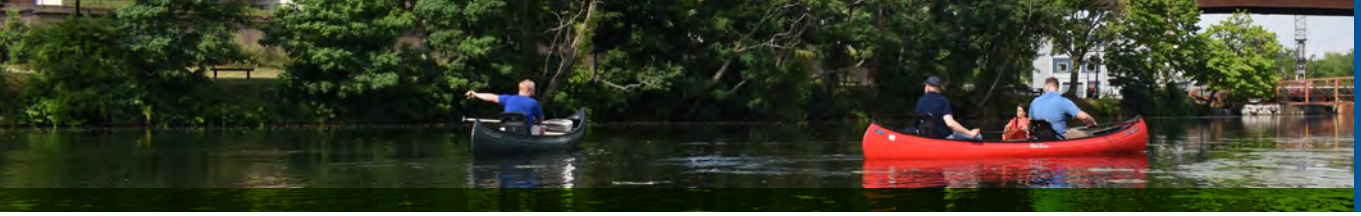
The comprehensive nature of the Plan creates marketing opportunities on two fronts. The more traditional approach involves creating public awareness of, and support for, the overall initiative through typical promotional efforts. A companion and more unique approach would involve categorical marketing and interface efforts with interested parties within each impacted segment. This can include manufacturers and retailers in the boating and water sports industries, health and fitness advocacy groups, hospitality industry, cultural organizations, and economic development agencies. The objectives of the marketing initiatives are to build interest and support for the Plan as a whole, and to seek collaborations and implementation opportunities within particular industry segments.



All activities, and the commercial elements in particular, will experience enhanced viability when viewed as being part of the overall Chadakoin Activation Strategy. Marketing the Plan will also enhance its visibility among public and private funding agencies.

The following strategies should be considered:

- Initial Plan rollout via press release and follow-up with additional media contact;
- Liberal distribution of informational and promotional materials;
- Presentations to local and regional governmental entities, civic organizations, economic development agencies, educational institutions, cultural organizations, etc.;
- Creating a brand for the Chadakoin initiative with a view toward defining an overall theme and sense of place;
- Consistent with the brand, consider formally naming the Basin area, bridges, geological features, attractions, buildings, and events to stimulate local interest while celebrating the Jamestown area's rich history and notable figures. For some of the key assets and events, consideration can be given to selling or auctioning naming rights for fixed time periods to raise funding support for other Chadakoin projects and to encourage "buy-in" from the business community;
- Creating an "animated flyover" of the Chadakoin from McCrea Point to the Basin area that showcases the vision for a fully implemented Plan and features a wide variety of assets and activities including paddling, turtles, waterfowl, fishing, urban and river landscapes, and all of the North and South Basin recreational, entertainment, and commercial amenities;
- Partnering with local organizations in planning, implementing, and potentially sponsoring and/or operating individual capital improvements (e.g., kayak launches, trail enhancements, concert venue, Corridor interpretation app, welcome center, signature gardens);
- Periodic reinforcement of the Plan and its implementation status via press releases, progress reports, periodic newsletters, etc.;




- Development of a social media presence and establishment of a broad contact list to use in providing regular updates to civic groups, businesses, development organizations, municipal officials, the media, and other interested parties; and

- Announcements upon formalizing collaborations, partnerships and sponsorships, reaching project milestones, achieving funding, and activity implementation.

3. Initial Activity Implementation: Seeding municipal and private improvements, projects, programs, and events to set the tone for future development.

It is important that residents, visitors, and developers be introduced as early as possible to the primary themes and opportunities presented by the Plan. That means initiating events at the North Basin performance area that will acclimate people to the venue, establishing initial commercial activities at the South Basin to demonstrate a market, and marketing the River Corridor as an ideal recreational paddling site. The following short-term strategies are offered with an eye toward leveraging future larger-scale development:

- Start with the most feasible activities to finance and implement, no matter the size or overall impact. For the North Basin, consider small events at Comedy Park to test the infrastructure and establish familiarity. For the South Basin, consider licensing food trucks and siting other small temporary vendors along the Riverwalk.

- Events for children such as storytelling, magic and puppet shows, fingerpainting, and art instruction are ideal ways to attract families to the Basin and develop familiarity with the site and a sense of place.

- To rapidly increase the number of paddlers in the River Corridor, prioritize installation of the South Basin kayak launch. Complementing Basin access with interpretation in the form of guided tours and development of the storytelling app will also leverage paddling activity quickly and cost-effectively.

- Attempt to involve public, nonprofit, and for-profit funding sources with small initial grants, investments, and sponsorships to broaden support for the Plan and develop a sense of partnership.

4.4.2 Additional Implementation Strategies

Site Control / Land Assembly

One of the primary feasibility issues associated with the implementation of the overall Chadakoin River Strategic Business Plan is the patchwork of land ownership interests. While activities in the Plan have been developed in consideration of locations within the control of supportive interests including the City, the Gebbie Foundation, the BPU, and the National Comedy Center (via its lease with the WNY&P Railroad), almost every activity in the Plan requires "buy-in" from a property owner not only for siting, but for required capital improvements, operations, accessibility, and liability. These issues will need to be addressed for each activity on a case-by-case basis, and a variety of mechanisms should be considered such as land acquisition, land leases, easements, joint development agreements, etc. This is critical for activities that are at least to some degree interdependent, such as the North Basin improvements. Site control is also an imperative for any significant South Basin commercial development, including supportive parking.

Although most activities outside of the Basin area are sited on public property or rights-of-way and therefore do not have site control issues, opportunities for both commercial and municipal development on private property are likely to emerge on occasion, and consideration should be given to developing a process for evaluating and potentially acting on them.





While the individual activity descriptions detail any specific site control issues, the following general strategies should be considered:

- Early interface with all applicable property ownership interests should be initiated. Site control issues may not only affect activity planning and implementation, they are likely to negatively impact any efforts to secure grant funding.

- While all North Basin activities involve property ownership interests that are expected to be cooperative in implementing the Plan (the City, the Gebbie Foundation, and the National Comedy Center via its lease with the WNY&P Railroad), and although all have been consulted during its development, it will be important to involve each of those entities in the final design, funding, and initiation of activities – both individually and in a coordinated manner. Treating the North Basin activities as an independent project that can be coordinated with representatives of each property owner will facilitate final design and enhance funding applications.

- South Basin activities include a mix of recreational improvements (kayak launch, Panzarella Park interpretation), commercial property redevelopment, and hybrid civic/commercial development (water taxi & dock, welcome center). While site control issues affect them all, they do not lend themselves to being addressed in the same coordinated manner as the North Basin. The independent site control issues are addressed in the individual Activity Profiles.

- The ability to act quickly and decisively in addressing site acquisition opportunities is essential, not only for facilitating Plan activities, but to discourage or prevent land speculation and incompatible land uses. While this is particularly important for key parcels such as the Riverwalk Self Storage and Chautauqua Brick properties, and for critical support activities such as parking, it is an important tool for all Plan activities that require site acquisition.

Strategy Recommendation:



The committee, collaborative, or entity charged with implementing the Plan should establish a process and protocols for addressing site acquisition or property lease opportunities, including financing options, so that informed decisions can be made in a timely manner when opportunities arise.

Asset Ownership

Apart from the issue of Plan implementation, management, and oversight is the issue of ownership and operation of individual assets and activities developed as part of the Plan. Each asset should have strategic ownership based on such factors as operating requirements, hours and dates of operation, revenue and expense, liability, marketing, and access to funding. Of partic-





ular importance is the manner in which the asset integrates with other Plan activities and contributes to the overall impact of the Plan. Where appropriate, the individual Activity Profiles address asset ownership and operational considerations.

Project Assessment

Feedback from visitors, developers, businesses, municipal and funding partners, and the community at-large is an essential tool for guiding implementation actions and ongoing operations. The following strategies are recommended throughout the Plan implementation period:

- Solicit visitor feedback using traditional methods such as post-visitation online surveys, in-person interviews, and comments posted at the Welcome Center kiosk.
- Estimate, record, and analyze visitor counts and attendance at attractions and events.
- Initiate regular and informal discussions with municipal officials, funding partners, event sponsors, developers and business owners. More formal methods such as community forums and presentations to municipal committees and civic and nonprofit organizations can be used periodically to elicit feedback and suggestions as well as to build community support.
- Any initial vendors in the Basin area including food truck operators will be an excellent source of information regarding visitation trends and consumer preferences.

Strategy Recommendation:



Almost every activity proposed by the Plan will present issues associated with asset ownership and/or operations. Those issues should be identified and addressed as early in the activity planning process as possible.

Maintenance and Repair

The Riverwalk and Basin areas necessarily include substantial land and assets that will be municipally owned and that will require ongoing maintenance and repair. In consideration of the associated municipal costs, the following strategies should be considered:

- Other than land that is essential for public access such as the Riverwalk, public parking, access to municipal assets, and rights-of-way, private ownership and development should be encouraged. This strategy will also leverage increased property tax revenues.
- Assets developed by municipal or quasi-municipal sources should be leased to private operators whenever possible, with those leases to include maintenance and repair responsibilities.
- Any municipal land or assets developed as part of the Plan should be designed in a way to minimize ongoing maintenance and repair costs.





5.0 Evaluation of Existing Site Attributes and Assets

5.1 Regional Setting

The city of Jamestown is located in Western New York in the southeastern section of Chautauqua County, bordering the towns of Busti, Ellicott, and Kiantone, as well as the villages of Falconer and Celoron. It is about 75 miles south of the city of Buffalo, New York, and approximately 150 miles from the cities Cleveland, Ohio, Pittsburgh, Pennsylvania, and Rochester, New York. Jamestown is accessible by car on several routes including Route 86, NYS Route 60, and NYS Route 62; by plane via the Chautauqua County Jamestown Airport, which is 3 miles to the north; and by rail via the Western New York and Pennsylvania Railroad.

Approximately one mile to the east of the city is Chautauqua Lake, which sources the Chadakoin River. The river transects through downtown Jamestown as well as industrial and wetland areas where, in the past, its natural resources were utilized. The river has always provided ample water, food, and transportation, which drove people to locate in and develop the area. Many of the operations that previously





resided along the river are no longer there, leaving the river's prosperous history forgotten. The collection of unutilized or underutilized land along the river create opportunity for new land use, investment, and development to further the Plan.

Land Use Type	Parcels	Acreage
Vacant	43	30.34
Residential	3	.5
Commercial	7	5.87
Community Services	1	.33
Industrial	4	3.1
Public Services	15	77.4
Wild/Forest/Conservation	5	143.56
Recreation/Entertainment	2	1.4
Unidentified	44	59.43
Total	124	321.93

The city of Jamestown's land use consists of a range of operations including Parks/Open Space, Vacant Land, Residential, Commercial, Industrial, Government/Community Services, and Utility/Transportation Services. The city offers Residential uses with scattered Commercial activities, a large Conservation area in the western portion of the city, and a downtown core that hosts other significant activity. The Chadakoin River Study Area contains land classified as Residential, Commercial, Industrial, Community Services, Public Services, Wild Forest/Conservation, and most significantly, Vacant.

The Residential uses lie around Steele Street and Whitley Avenue, while the Commercial uses are clustered around Steele Street, North Main, Harrison Street, and West 3rd Street. The Industrial uses are on Steele Street, North Main Street, and Fairmount Avenue, and the Conservation uses are on Steele Street, Jones and Gifford, and Lafayette Street. The Vacant parcels are scattered throughout the entire Study Area. Within the Study Area, Conservation land takes up a majority of acreage at just over 143 acres, but Vacant land has the most parcels at 43, excluding Unidentified parcels. The majority of the vacant properties within the Study Area were previously utilized by commercial developers.

Almost all of the vacant properties within the Study Area are directly adjacent to, or within close proximity of, the Chadakoin River.

5.2 Zoning

The city of Jamestown contains 11 zoning districts including Single, Double, and Multi-Family Residential, Neighborhood, Community, Central, Service & Highway Commercial, Central Business, Light Manufacturing, Manufacturing, and Land Conservation. The borders of the city are Single Family Residential districts. Moving towards downtown and the center of the city, Double and Multi-Family Residential districts as well as Community and Neighborhood Commercial districts form. The area between 6th Street and the Chadakoin River comprises the downtown core on the north shore of the river. 6th Street is surrounded by Residential Commercial and Community Commercial zones. The Central Business zone stretches from 5th Street to 1st Street between Jefferson Street and Prendergast Avenue with a Community Commercial and Residential Commercial zone encompassing it. There is a Central Commercial zone on the south shore of the river and Basin (Harrison Street and Steele Street). The downtown core contains the Manufacturing districts as well as the Central Business and Central Commercial districts.

The Study Area contains predominantly Central/Community Commercial, Central Business, and Light Manufacturing districts with some Residential zones. Heading Northwest, past McCrea Point Park, the land surrounding the river is all conservation land. There is also a Light Manufacturing zone directly to the south of the Land Conservation zone that covers the shores of the river west of the Basin and a Manufacturing zone on the eastern portion of the city.

5.3 Available Parks and Recreation

The City of Jamestown's Department of Parks, Recreation, and Conservation oversees 500 acres of parkland within the city, providing recreational activities and spaces for the community members. Parks within the bounds of the Chadakoin River Study Area include:





5.3.1 The Greater Jamestown River and Bike Walk Trail

The Greater Jamestown River and Bike Walk Trail, commonly referred to as the Riverwalk, spans the entire Study Area directly surrounding the Chadakoin River from east to west. On the southern shore it stretches along Steele Street from the 6th Street Bridge to the Washington Street Bridge.

The majority of the direct waterfront path resides in the Basin where pedestrian bridges span the Chadakoin and connect the north and south shores. On the north shore the path goes from the shores of the Basin around the Northwest Arena and along 3rd Street. The Trail provides a vast network of paths along the waterfront, while many portions also go through the city.

5.3.2 McCrea Point Park

McCrea Point Park is located on the southern bank of the Chadakoin River and is the southernmost public boat launch on Chautauqua Lake. Located off of Jones and Gifford Avenue, the park features a playground and pavilion with picnic tables, kayak and boat launches, as well as grassy fields and wide pathways with direct views of the Chadakoin River. This park is accessible via the Riverwalk.

5.3.3 Panzarella Park

Panzarella Park is located on the southern bank of the Chadakoin River off of Steele Street and behind the Board of Public Utilities buildings. Park amenities include a paved walking trail that loops around the park, grass fields, and fishing docks. It is similar to an island as it is almost completely surrounded by water and/or wetlands. The park has plenty of parking and is accessible via the Riverwalk.

5.3.4 Comedy Park

Comedy Park is located behind the National Comedy Center off of West 2nd Street. Beyond the railroad tracks, Comedy Park has access to walking trails along the river as well as expansive open space. It is one of the few parts of the Riverwalk that provides direct access to the banks of the Chadakoin.

5.3.5 Skate Park

The new Jamestown Skate Park will be constructed along the Chadakoin River at the former Jamestown Trolley building between the river and West 3rd Street to the Fairmont Avenue section of the Riverwalk. The skate park is still being designed and was funded in part by the Built to Play Skatepark grant along with the Tony Hawk Foundation and the Ralph C. Wilson, Jr. Foundation.

5.3.6 Chadakoin Park

Although Chadakoin Park is not located on the Chadakoin River, it is in close proximity to the Study Area and provides an additional asset that can easily connect to, and benefit from, Chadakoin River Strategic Business Plan activities. It is located on Fairmont Avenue just east of the Chadakoin River. Chadakoin Park was updated in 2018 with a new playground and features a picnic pavilion, public restrooms, basketball courts, and baseball and softball fields.

5.4 Infrastructure and Utilities

5.4.1 Water

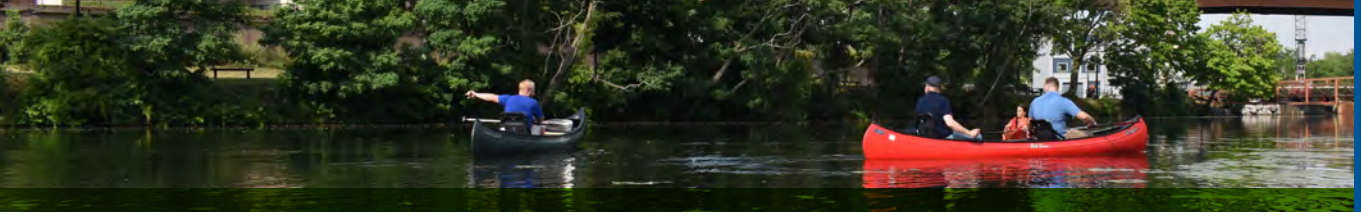
The Jamestown Board of Public Utilities provides potable water to the people of Jamestown, Falconer, Lakewood, Celoron, Ellicott, Busti, and North Harmony. The water originates from four wells in the Conewango aquifer and eight from the Cassadaga aquifer. There is excess water supply as the city of Jamestown has grown smaller in recent years allowing for additional capacity for future development. There have been issues in the past with water contamination and water main breaks within the Study Area, an important consideration for any new construction and development.

5.4.2 Sewer

The sewer system serves the entire city of Jamestown as well as the village of Falconer. There is significant sewer capacity within the existing system that can easily account for the demands of new development. The network discharges the treated sewer water into the Cassadaga Creek, which flows downstream of Jamestown in the Chadakoin River.

5.4.3 Stormwater

Jamestown has a stormwater network that is small enough that it is not required to abide by Municipal Separate Storm Sewer System (MS4) guidelines and, as a result, releases most of its contents into the Study Area itself. The large wetland area can retain a lot of the stormwater within the Study Area, but most will be collected in street storm sewers and then discharged into the Chadakoin River without being treated.





5.5 Wetlands

The city of Jamestown is located on a section of the Chadakoin River which flows from Chautauqua Lake. Both of these bodies of water are wetlands, but the water within the Study Area is designated as a Riverine with a Freshwater Pond between the Sprague Street Bridge and Warner Dam. The entire area is also located in a Department of Environmental Conservation (DEC) designated Rare Plants/Animals zone. The National Wetlands Inventory includes 278.5 acres of Freshwater Forested/Shrub Wetlands within the city of Jamestown, and 134.5 acres on its boundary along the river. The State Regulated Freshwater Wetlands Inventory includes 350.1 acres of Class 1 designated wetlands within the city, and 175.2 acres on its boundary. These wetlands are all located along both sides of the river stretching from just past McCrea Point Park to the base of Chautauqua Lake. There are two portions located within the boundaries of the Study Area, 308.6 acres and 415 acres respectively. The wetlands are protected by the New York State DEC and the United States Army Corps of Engineers and serve an important role in protecting wildlife and absorbing flood waters.

5.6 Floodplains

Flooding has been largely eliminated by the presence of the Warner Dam that regulates water levels. However, there are both 100- and 500-year floodplains within the city of Jamestown. The large majority of these floodplains are located in the designated wetlands allowing the water to be naturally absorbed into the land. Both floodplains are mostly undeveloped, but the 500-year floodplain has some significant properties within its bounds including a medical center. As the river flows through the city and becomes much narrower, the floodplains narrow as well, until the river reaches the dam. Historically, the river entered a wider floodplain, but the city's industrial and commercial developments have cut ties between them. Most of the shore has been replaced by retaining walls, bulkheads, and buildings removing the traditional floodplain. From McCrea Point Park to the dam the flood plains are spotty and only connect to the waterfront in certain areas.

5.7 Existing Planning Documents

5.7.1 Jamestown Downtown Revitalization Initiative (2016)

The City of Jamestown was selected to receive $10 million through the Downtown Revitalization Initiative (DRI) in 2016. The primary focus of DRI funding was to develop the downtown core as a tourism hub with the development of new attractions and amenities. Additionally, the DRI identified three core strategies, supporting the spending plan:

- Prepare Our Workforce
- Foster a Culture of Entrepreneurship
- Implement Smart Growth

5.7.2 Chadakoin River Central/Eastern Brownfield Opportunity Area (2014)

The New York Department of State and Department of Environmental Conservation granted the City of Jamestown funding to identify and inventory a Brownfield Opportunity Area (BOA) along the central and eastern parts of the Chadakoin River as they determined the revitalization of these areas to be critical to the community. The City completed a Step 1 Study (2008) and a Step 2 Study (2014) that provide a thorough analysis of demographics, land use/zoning, land ownership patterns, brownfield sites, and natural/cultural resources for the Study Area. The Study Area's central portion overlaps with the Chadakoin River Strategic Business Plan and the BOA identified strategies to enhance economic development, improve quality of life, and highlight natural/environmental resources.

5.7.3 Chadakoin River West Brownfield Opportunity Area (2017)

The New York Department of State and Department of Environmental Conservation granted the City of Jamestown funding to identify and inventory a Brownfield Opportunity Area (BOA) for the western part of the Chadakoin River, recognizing that planning for future development in the area is important to the city's quality of life. The City completed a Step 1 Study and Step 2 Study that provide a thorough analysis of demographics, land use/zoning, land ownership patterns, brownfield sites, and natural/cultural resources for the Study Area. The BOA includes portions of the Activation Plan Study Area, and recommends establishing or enhancing recreational tourism, marketing/branding the BOA, installing green infrastructure, improving streetscapes, leveraging economic development, and enhancing Chadakoin Park.





5.7.4 Jamestown Local Waterfront Revitalization Plan (2014)

With assistance from the New York State Department of State, the City of Jamestown prepared a Local Waterfront Revitalization Plan (LWRP) as a comprehensive land and water use plan for the city. The LWRP proposes to:

- Formalize the community's vision for the waterfront.
- Identify long-term land and water uses along the waterfront.
- Identify specific projects and policies that encourage environmental protection, economic development, the protection of water resources, and improvement of public waterfront access.

After listing an extensive inventory of the Study Area, the document goes into established program policies and identifies proposed land and water proposed projects and implementation techniques. The LWRP contains much of the Study Area and LWRP recommendations helped inform some of the activities detailed in the Activation Plan.

5.8 Existing Public River Access

5.8.1 McCrea Point Park

McCrea Point Park is home to the only public boat launch within the Study Area. It is located on the southern bank of the Chadakoin River off of Jones and Gifford Avenue. According to the New York State Department of Environmental Conservation, the launch is a hard surface launch that can accommodate trailered boats and other paddled boats. McCrea Point Park also has a formal kayak launch that was constructed with funding through the Downtown Revitalization Initiative. The site has parking to accommodate 30 cars and trailers. McCrea Point Park is a public park that has access to the Greater Riverwalk Trail, making it a key ingredient in the Activation Plan.

5.8.2 Panzarella Island Park

Panzarella Island Park is located on the south shore of the Chadakoin River off of Steele Street. The Park is in close proximity to available parking and features attractive and expansive viewsheds. Panzarella Island Park features fishing docks, picnic areas, and signage highlighting the park's varied ecological features. Panzarella Island Park is a locally designated park that is open to the public and provides access to the Greater Riverwalk Trail.

5.8.3 Comedy Center Park

Comedy Center Park occupies the land on the riverfront behind the National Comedy Center. It provides a full view of the river from the shore but there are currently no direct access points to the river. There are trails and fields on site for people to walk, bike, relax, etc. and it is open to the public. Comedy Park has access to the Greater Riverwalk Trail.

5.9 Ecological Review

The Chadakoin River Study Area does not contain Chautauqua Lake, but it can be assumed that much of the wildlife found in and around the lake may also be found in the river due to its proximity and the direction of flow. The Chadakoin River falls within the Cattaraugus Highlands ecological zone, which is populated by hardwood trees, a variety of mammals, birds, reptiles, and amphibians, all of which may be found in the Study Area.

The Chadakoin River plays a significant role in habitat connectivity between Chautauqua Lake, many of the wildlife management areas, and several other natural resources within the Jamestown community. The quality of the river and the health of its habitat can drastically impact the regional wildlife's ability to safely travel to find food, reproduce, and migrate.

Records from the New York State Natural Heritage Program state that one species of State Special Concern, the Eastern Spiny Softshell Turtle, has displayed evidence of nesting grounds within the Chadakoin River. Turtle nesting is evidence for the need of integrated green infrastructure within key locations along the Chadakoin. This species of turtle is the only rare plant or animal found within the Study Area of the Chadakoin River, with the exception of the Burdick's Wild Leek, a New York State Endangered plant that can be found in the wetlands surrounding the river. There are no significant natural communities or unique geological features within the Study Area.

5.10 Historic Review

The city of Jamestown has three nationally certified historic districts: the Lakeview Avenue Historic District created in 2018, and the Jamestown Downtown Historic District created in 2014, and the Forest Heights district, containing over 140 properties, and established in October of 2020. The Lakeview Avenue Historic District has over 100 buildings listed on the





national register. It runs from the Lake View Cemetery down to East 6th Street along Lakeview Avenue and associated side streets. The Jamestown Downtown Commercial Historic District has over 110 buildings listed on the national register, spanning from East 1st Street to East 5th Street between Washington Street and Prendergast Avenue.

Of the two, only the Jamestown Downtown Historic District directly impacts the Activation Plan. One of the buildings listed within the historic district, the Jamestown Furniture Mart, is located within the project Study Area. The remainder of the district is located to the east of the Study Area in close proximity to the northern banks of the river.

Four sites are listed or eligible for the National Historic Register that fall within the Chadakoin River Strategic Business Plan Study Area.

5.10.1 Erie-Lackawanna Railroad Station

Located at 211-217 West 2nd Street and recently restored, the station includes public spaces (including a visitor center) and commercial/retail space currently available for lease. The station was constructed in 1931-1932 for the Erie Railroad. The building was added to the National Register of Historic Places in 2009, as its architecture embodies the distinctive characteristics of the time period it was built and its association with railroad transportation played an important role in the growth and development of the city.

5.10.2 Jamestown Furniture Mart

Located at 111-119 West 2nd Street just east of the Washington Street Bridge and mostly vacant, this site is listed on the National Register and included in the Jamestown Downtown Historic District. In the early 20th century, after a steady rise in productivity in the furniture industry, this building was constructed to showcase the products of the Jamestown Furniture Industry. Portions of the building are currently used as office space.

5.10.3 Cherry St Park

Located at 200 Cherry Street right near the bank of the river. It is eligible but not listed on the National Register.

5.10.4 Jamestown St Railway Powerhouse

Located at 117 Fairmount Avenue on the shore of the Chadakoin River. It is eligible but not listed on the National Register. This powerhouse supplied electricity to run trolley lines for the Broadhead Brothers, who at one-point owned Jamestown Street Railway.





6.0 Market Analysis

Natural waterways in a downtown district can be a sustainable, tourist-friendly feature of a thriving urban environment. Cities with waterfront districts are experiencing revitalizations across the country, becoming recreational destinations for locals and tourists. Communities with abundant environmental resources can develop sustainable economies and those that offer complementary amenities for tourists are less likely to experience a decreasing population. The city of Jamestown has the natural resources, heritage, critical mass, and proximity to other attractions to sustain a hub of activity featuring outdoor activities, historical and natural interpretation, events and gatherings, and diverse recreation options.

6.1 Outdoor Recreation

Outdoor recreation is the 3rd largest industry in the United States. At its core is the consumer, whose diverse interests fuel a robust and innovative industry. Outdoor recreation spending amounts to more than $887 billion per year, with





paddlers making up over 38% of the consumer population. Even during economic downturns, the outdoor recreation economy continues to grow. From 2005 to 2011, the industry grew approximately 5% annually.

In recent years, outdoor recreation has seen changes in participants, offerings, and interests. In particular, the paddling, watersport, and water recreation categories are all steadily growing. Water trails, defined as the marked routes on navigable waterways where people can use non-motorized boats, are a critical part of growth in paddle-based recreation. From kayaking down a flatwater river to taking a stand-up paddle board yoga lesson by the shore, the popularity and diversity of water recreation activities manifests itself across all genders, ages, abilities, and backgrounds. Outdoor recreation is no longer an "extra feature" of tourism, it is now a "must have" as decision makers realize the undeniable economic, social, and health benefits of adding outdoor recreation to their city's offerings. Jamestown is well-positioned to capture the attention of families looking for outdoor recreation activities in conjunction with kid-friendly attractions.

6.1.1 Paddling

About 60% of recreational paddlers are male, nearly 70% are married with children, and most live in urban areas. Paddlers enjoy visiting easily accessible rivers with natural scenery and tend to partake in other types of outdoor recreation that complement their experience such as biking, wildlife viewing, and fishing. In 2014, paddlers averaged 7 annual outings per year, up from 6.8 outings the year before. As of 2019, paddlers traveled an average of 2.3 hours to reach their destination. Capitalizing on opportunities to engage paddlers for longer periods of time and offer complementary activities can be a key opportunity for increasing tourism spending. New innovations in the paddling market, including inflatable versions of kayaks and paddle boards, have gained popularity in recent years allowing for more ease of use and convenience. Identifying opportunities for easier storage, maintenance, and usage of equipment in addition to more affordable rental costs will attract tourists.

6.1.2 Recreational Kayaking

Recreational kayaking is the most popular paddle sport with 3.8 million participants living in the East North Central region surrounding the Great Lakes. The popularity of paddling in this region around Western New York establishes a strong



market base for promoting recreational kayaking.

Since the early 2000s, kayaking has become the fastest growing of 49 outdoor recreational activities, and there is a growing number of first-time kayaking participants. Over 65% of recreational kayakers report renting their equipment from an onsite rental provider, and another 21% report renting from a local independent outfitter or specialty store. With most recreational kayakers seeking no instruction or training in the sport, there is a high likelihood of new paddler participation on the Chadakoin. The probability of recreational kayakers trying crossover activities is likely. In 2018, over 40% of kayakers decided to try stand-up paddle boarding for the first time. These trends indicate a need for a well-stocked rental facility near the Chadakoin River.

6.1.3 Stand-Up Paddle Boarding

The popularity of stand-up paddle boarding has soared in recent years. As of 2019, approximately 3.5 million Americans use stand-up paddle boards for outdoor excursions. Unlike other paddle sports, stand-up paddling has more female than male participants and skews younger as adults ages 25 to 34 are the most popular participants. Stand-up paddle boarding appeals to the most ethnically diverse group underscoring the opportunity to attract tourists from different demographic backgrounds. Stand-up paddlers are unlikely to travel long distances for the sport, averaging a travel distance of 10 to 25 miles to their destination. Although this may seem low, the opportunity to capture the attention of stand-up paddlers already in the Jamestown area is critical in capitalizing on this trendy sport.



6.1.4 Canoeing

Canoeing is a popular, appealing, and versatile activity that can support long and short trips, solo or group paddlers. Most canoe participants are motivated by leisure; they are looking for an outdoor excursion where they can spend quality time with friends or family. Since the average canoeist has a household income of at least $75,000, these favorable circumstances indicate that tourists paddling on the Chadakoin River will have ample disposable income to spend in an area. Canoeing is considered one of the more tranquil paddle sports, which in turn attracts older participants. However, historically, the earlier an individual begins participating in the activity, the more likely they are to continue with the sport. It is important to identify methods for marketing to younger generations to ensure long-term commitment and spending in the industry.

6.1.5 Fishing

Approximately 45 million people fish for outdoor recreation every year. Over 80% of these participants fish at freshwater locations. Most anglers are over the age of 45. Since fishing participants tend to be older, identifying ways to accommodate their needs with amenities such as parking, ramps, and benches will make fishing more attractive and tourist friendly. In 2019, youth ages 6 to 17 and young adults ages 18 to 24 both reported fishing as one of their top five favorite outdoor activities in addition to hiking, camping, and biking. This indicates that there is an opportunity to attract younger participants thereby developing a more sustainable market for future visits. Activities like fishing competitions, lessons, and camps will appeal to younger participants. Since fishing requires frequent purchasing of materials like bait and hooks, the benefit to local stores is integral to the economic health of Jamestown.

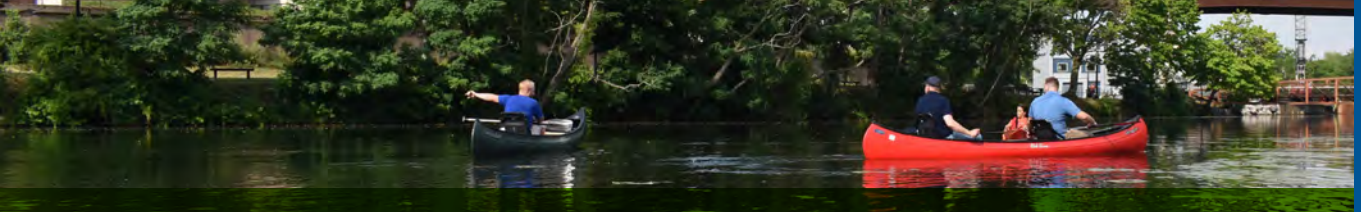
6.1.6 Wildlife Viewing

An estimated 66 million people consider themselves wildlife enthusiasts. Wildlife viewing is a one-of-a-kind activity since participants of many ages, abilities, and backgrounds can partake. On the Chadakoin River, the variety and scope of wildlife offerings is equally one-of-a-kind. Wildlife on the Chadakoin features five species of turtle, including the Spiny Softshell Turtle and Musk Turtle. The Roger Tory Peterson Institute has documented more than 140 species of birds including loons swimming at McCrea Point Park, black-crowned night herons flying overhead, and great-horned owls perched in trees. Visitors can enjoy an amazing variety of dragonflies and damselflies during the spring and summer. The staggering diversity of wildlife for an urban river is a testament to the health and quality of the water and makes the Chadakoin River a wildlife viewing destination. Although these creatures can be seen from shore, oftentimes the best view is on the water. Marketing this experience will attract new visitors and encourage environmental conservation.



6.1.7 Parks

Urban parks are not just for swing sets and picnic benches anymore, they are now considered a critical facet of a dynamic economy and central focus for developing strong quality of life. Connecting young people to outdoor space and nature is critical to evaluating healthy living. Recent reports have found that local park and recreation spending was responsible for $154 billion in economic activity in 2015.





A modern park must complement the needs of locals and visitors, offer activities nearby, and demonstrate commitment of the municipality to environmental conservation. Parks need to look aesthetically pleasing, offer family-friendly programming, and utilize functional features that add value to the community. As health consciousness becomes a growing trend, more people are looking to parks as a feature of their healthy lifestyle. Technology is a key factor for the future of parks. Implementing strategies like smartphone-based applications, interactive mapping and signage, and geocaching will allow for visitors to engage more fully with the area. The Chadakoin River needs to support an active lifestyle, in turn supporting the physical and economic health of the area. ***A list of parks, outdoor spaces, and recreational trails near Jamestown are included in Appendix C.***

6.2 Key Amenities for Water Recreation

Based on numerous studies on visitor spending related to paddling and fishing trips, communities with developed tourism infrastructure that were situated close to well-traveled waterways were consistently more successful at capturing tourism dollars. Therefore, it is essential for Jamestown to offer a variety of water and land amenities for visitors to the Chadakoin River. The more recreational and entertainment-focused excursions available, the more time and money spent by visitors.

Nature, culture, and heritage-based activities can be a significant source of jobs and income for the community without creating large public or environmental burdens. As studies have shown, towns with existing amenities are more likely to see an increase in paddling tourism when they advertise and promote their water trail. Fortunately, Jamestown and surrounding areas offer an array of amenities that will appeal to a visiting water enthusiast. Key amenities include access points to the water, outfitters offering rental, goods, and shuttle services, lodging including hotels and campgrounds, dining and nightlife options, integrated recreation such as hiking and biking, cultural activities like museums, and a close proximity to other cities offering similar amenities. Recognizing these as key amenities, an inventory of the current offerings has been assembled below allowing for the evaluation of leakage. The evaluation of leakage (gaps in existing amenities and services) assist with informing priorities for future public investments.

6.2.1 Access Points to the Water

Multiple points of access to the waterways for outdoor recreation is critical for paddler experience. There are several access points to the Chadakoin River, some with parking accommodations. Only two points accommodate water vessels, and one allows trailered boat launching rather than kayaks.

6.2.2 Outfitters

Outfitters include businesses that offer rentals, sporting goods, or shuttle services to the visiting adventurer. In and around Jamestown there are a number of outfitter options offering rentals related to motorized boating, biking, and water recreation. There is a lack of shuttle services. ***A complete list of outfitters is available in Appendix C.***

Water Access Points	Location	Accommodates	Parking	Distance to Basin
McCrea Point Park	Southern bank of river off Jones and Gifford Ave	Trailered boats, paddle boats, kayaks	30 cars/trailers	~ 1 Mile
Panzanella Island Park	South shore off Steele Street	Fishing, picnicking	Parking access	At Basin
Comedy Center Park	Behind the National Comedy Center	Walking, biking, picnicking	No parking	At Basin
Bemus Point Launch	Lakeside Ave in Bemus Point	Trailered boats	30 cars/trailers	11 Miles



6.2.3 Lodging

From novices to experts, recreators have been known to travel significant distances to enjoy their passion for the outdoors. Most anglers and paddlers stay overnight for at least one day during their journey. Some prefer lodging in hotels or bed and breakfasts, while others are more comfortable driving in their RV and setting up camp for the night. Either way, the ability for a destination to offer adequate lodging options is important in keeping tourists in the area for longer spans of time.

Age and diversity of offerings influence the likelihood of a visitor staying overnight. The older the visitor, the more likely they are to stay overnight. Similarly, the more diverse the recreation options, the more likely they are to stay for several days. Jamestown and surrounding areas must offer a diverse range of lodging. Since there are several existing tourist destinations in Chautauqua County, many well-known lodging options are close to those attractions. Three out of the four low-cost hotels or motels are situated in Jamestown in addition to a few modern hotels, campgrounds, and one bed & breakfast.

The 2018 opening of the Chautauqua Harbor Hotel provides a high end lodging experience at the mouth of the Chadakoin, enhancing the Jamestown's visitor experience. The Chadakoin Corridor and downtown Basin activities should be a meaningful part of the Chautauqua Harbor Hotel's marketing materials and, conversely the hotel was a consideration in the planning of certain activities, e.g., the Water Taxi. ***A complete list of lodging options is available in Appendix C.***

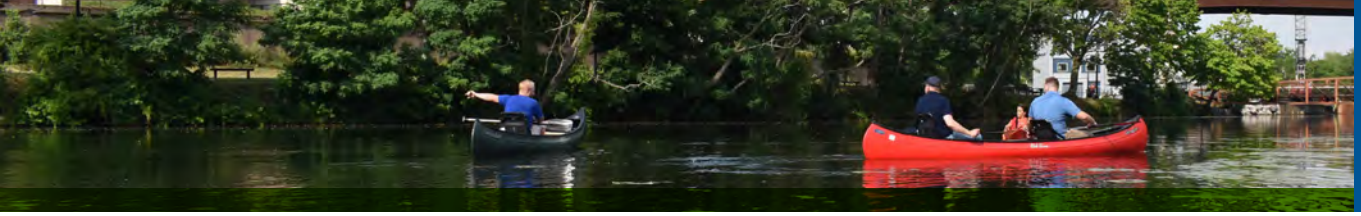
6.2.4 Dining

Dining is a critical amenity for maintaining, sustaining, and developing tourism over time. Dining includes restaurants, diners, bars, breweries, wineries, and grocery stores. From a trail encompassing 20,000 acres of vineyards along Lake Erie to the experience of dining out on the lake at the Chautauqua Harbor Hotel, dining options feel endless in Chautauqua County. Near Jamestown, there are restaurants offering unique cuisine, numerous well-known breweries, and grocery stores where visitors can stock up. ***A complete list of dining options is available in Appendix C.***

6.3 Complementary Tourist Attractions

Unsurprisingly, summer is the most popular season for tourism in Chautauqua County. Most visitors are coming to enjoy a weekend getaway or summer vacation and are looking for cultural, event-based, and recreative programming. Although seasonal activities like paddling and biking limit the economic impact on the city during winter months, there are year-round excursions that offer consistency to the tourism market. These attractions draw in visitors all four seasons increasing the likelihood of secondary and tertiary visits from the same people who enjoy their initial trip.

A key amenity that ensures visitors will stay longer is complementary attractions in close proximity to the water trail that enhance the traveling experience. For example, an individual heading to Jamestown to visit the National Comedy Center can plan their trip to include a day of kayaking down the Chadakoin River with cohesive marketing and promotion. Several





attractions draw in large numbers of visitors since they appeal to a variety of interests including culture, nature, recreation, and history. A breakdown of key attractions in and around Jamestown can be found below.

Tourist attractions often thrive when clustered in order to appeal to a variety of interests. Families and large groups are not all going to be satisfied through one large attraction. The National Comedy Center recognizes this fact and is developing a marketing campaign built around the slogan "Come for the comedy, stay for the…" to feature a variety of different endings ranging from "paddling" to "dining."

6.3.1 Chautauqua Institution

Chautauqua Institution is a nonprofit educational center and summer resort located just northwest of Jamestown. Every summer, the Institution offers a nine-week season of programming including fine and performing arts, lectures, worship services, religious programs, and recreational activities. Over 8,000 students enroll annually in Chautauqua Summer School that offers courses in art, music, dance, theater, and writing. In total, the Institution welcomes almost 100,000 visitors annually, making it one of the most visited attractions in Chautauqua County. Admission to the Institution includes use of the library, public beaches and parks, and attendance at most lectures and concerts.

There are several special events at the Institution that draw in large crowds. Fourth of July is celebrated with a show at the campus Amphitheatre followed by fireworks. On the first Tuesday of August there is an event called "Old First Night" celebrating the anniversary of Chautauqua Institution's opening season in 1874. In addition, every season, Chautauqua Institution's Archives present the Heritage Lecture Series to explore the rich history of Chautauqua and its impact on American culture. The popularity and renown of this attraction is a critical way to cross-promote and draw in visitors to Jamestown. Chautauqua Institution is 17 miles from the Chadakoin River, a 25-minute drive.

6.3.2 The Roger Tory Peterson Institute of Natural History

The Roger Tory Peterson Institute of Natural History located in Jamestown appeals to the outdoor lover looking to celebrate ecological discovery. Founded in 1984, the Institute was created to preserve the lifetime of work by Roger Tory Peterson, a renowned artist-naturalist and influential educator. He is best known for pioneering field guides starting with his first "A Field Guide to the Birds," which sparked a worldwide movement to connect people with nature. The Roger Tory Peterson Institute houses the largest, most comprehensive collection of Peterson's work. In 2018, the Institution welcomed an estimated 12,000 visitors to their exhibits, events, programs, and workshops.

Every year a variety of events occur at the Roger Tory Peterson Institute focused on three central cores of Peterson's work: art, education, and conservation. Programming includes nature walks and tours in search of wildlife and birds, several exhibitions featuring the work of prominent nature artists, and summer camps aimed at educating youth. Notable annual events include the Banff Mountain Film Festival World Tour every spring. This worldwide festival has over 500 city stops including Jamestown, one of only 10 stops in the state of

> When planning for the Downtown Basin, and specifically the South Bank, it is important to look for another major tourist attraction/ museum to anchor commercial development and complement the National Comedy Center.



New York. A new tradition at the Peterson Institute is the celebration of Roger Tory Peterson's birthday every August. This event includes a full weekend of activities to draw in visitors looking for opportunities to enjoy nature and family-friendly activities.

The Roger Tory Peterson Institute recently started shifting to a stronger focus on integrating museum exhibits with conservation and education. Natural history programming offered by the Roger Tory Peterson Institute includes weekly bird walks along the Chadakoin River and nature walks through Jackson-Taylor Park, attracting anywhere from 2 to 20 attendees every time. Other events like talks on Jamestown's urban nature can sometimes attract up to 70 to 80 people. Typically, programming is scheduled weekly during the summer months. The Roger Tory Peterson Institute is approximately 2.5 miles from the Chadakoin River, a 10-minute drive between locations.

6.3.3 The National Comedy Center & Lucille Ball Desi Arnaz Museum

The National Comedy Center & Lucille Ball Desi Arnaz Museum are located just steps from the Chadakoin River and welcome visitors from around the world looking for a laugh. The Lucille Ball Desi Arnaz Museum, commonly known as the Lucy Desi Museum, is dedicated to the lives of Desi Arnaz and Lucille Ball, a native of Jamestown. The museum features artifacts and memorabilia of both actors, a replica of the I Love Lucy TV set, and other entertainment-based items like props and costumes.

To complement the spirit of comedy in Jamestown, in 2018, the National Comedy Center was established downtown. Within a year of opening, the National Comedy Center welcomed an estimated 95,000 visitors from all 50 states and 18 different countries in combination with the visitation rates of the Lucille Ball Desi Arnaz Museum. More than 35% of these visitors spent time enjoying other attractions in the area and more than 85% indicated that they plan to return to Jamestown in the future. The National Comedy Center hosts their annual Comedy Festival every August welcoming comedians from across the country and featuring more than 50 events over the course of five days. Both museums highlight the opportunity to cross-promote activities and amenities at the Chadakoin Basin.

6.3.4 Lily Dale Assembly

Founded in 1879 and coined the "World's Largest Center for the Religion of Spiritualism," Lily Dale is in the Town of Pomfret on the east side of Cassadaga Lake. Although the population of Lily Dale is barely 300 people, the hamlet welcomes over 22,000 visitors annually for classes, workshops, services, and appointments with mediums. Lily Dale is home to the headquarters of the National Spiritualist Association of Churches and is considered a place of pilgrimage for Spiritualists. Guest lecturers related to mediumship have visited from around the world as part of the religion of Spiritualism. Many practitioners reside in small cottages and homes in Lily Dale where there are more than 50 registered mediums charging anywhere from $80 to $100 per session.

Visitors often travel hundreds if not thousands of miles to experience the mysticism and spirituality of the town. Lily Dale kicks off their tourist season with a butterfly release and free programming including demonstrations, workshops, and healing services. Lily Dale recommends that visitors stay at one of their two hotels, 12 guest houses, or campgrounds. Their off-season begins right after Labor Day until the last Friday of June. During this time tourists are still encouraged to visit outside of pre-scheduled spiritual events. Lily Dale Assembly is 20 miles from the Chadakoin River, a 35-minute drive.

6.3.5 Chautauqua Belle Steamboat

An authentic Mississippi River-style steamboat, the Chautauqua Belle operates on Chautauqua Lake traveling from the northernmost point at Mayville extending as far south as Celoron. First launched in 1976, the Chautauqua Belle offers round-trip experiential boat rides. During the months of May, June, September, and October, the Chautauqua Belle will make excursions down the Chadakoin River to McCrea Point Park.

The Belle has a 120-person capacity for tours as well as the ability to host signature groups like charters, weddings, and dinners. Specialty attractions are offered to tourists in conjunction with other attractions like the Chautauqua Institution and the National Comedy Center. Groups can book tours with multiple day itineraries to enjoy local culinary presentations, stops at the candy factory, or tours of the Grape Discovery Center. The launch point of the Chautauqua Belle in Mayville is approximately 20 miles from the Chadakoin





River, a 30-minute drive for visitors. When the journey on the Belle goes as far south as McCrea Point Park, this is less than one mile from the Basin, a 15-minute walk for visitors.

6.3.6 Peek'n Peak Resort

Opened in 1964 and located in Clymer, Peek'n Peak Resort offers four seasons of activities for visitors. Primarily a winter recreation destination, the resort hosts 27 skiing and snowboarding trails as well as a seven-lane tubing hill, a 36-hole golf course, a luxury day spa, an aerial adventure park, and four terrain parks. With on-site dining and lodging accommodations, Peek'n Peak welcomes over 450,000 guests and over 200,000 skiers and snowboarders each year. Every October, Peek'n Peak hosts Fall Fest which features over 100 vendors, live entertainment, and children's activities.

In and around Peek'n Peak are numerous condos owned by regulars to the resort. This Peak homeowner community enjoys perks and discounts at the resort along with the ability to rent out their residences via a condo rental pool. Rental costs can range anywhere from $180 to over $400 a night during peak season. The resort boasts an indoor water park, offering another year-round activity for families looking for something to do besides skiing or snowboarding. Peek'n Peak is approximately 34 miles from the Chadakoin River, an estimated 40-minute drive between locations.

6.3.7 Cockaigne Resort

Originally opened in 1966, a devasting fire shut down Cockaigne Resort in 2011. Eight years later, the resort has reopened under new ownership offering activities for outdoor adventurers in Western New York. Located in Cherry Creek, Cockaigne Resort offers visitors a variety of winter and summer recreational activities including skiing, snowboarding, and horseback riding. Music festivals, camping and other family activities draw in visitors during the warmer months while sports like tubing and snowmobiling appeal to visitors looking for adventure throughout the winter season. In addition to recreation, Cockaigne Resort offers dining options for visitors to enjoy after a day on the slopes. Cockaigne Resort is 17 miles from the Chadakoin River, an estimated 25 to 30-minute drive.

6.3.8 Southern Tier Brewing

Southern Tier Brewing Company was founded in 2002 in Lakewood. Since then, it has grown into one of the top craft beer producers in the United States. In recent years, Southern Tier Brewing has expanded to several locations including Pittsburgh, added a distillery to their main campus, and started selling hard seltzer products. At their original location, Southern Tier Brewing has built a 110 BBL Steinecker brewhouse, two taprooms, a dining area called The Empty Pint, a seasonal patio and performance stage, and a stones course.

Near the brewhouse, the campus is home to a 45,000-square-foot warehouse and distillery that serves handmade cocktails using Southern Tier spirits. The brewery produces more than 100,000 barrels of beer annually and distributes to more than 30 states. They typically see an average of 1,500 to 2,000 visitors on weekends from May to October. On Saturdays, they offer tours of their brewery for a small fee. Visitors enjoy a guided walk with beer samples in their Tasting Room. Guests on the tour enjoy a flight of spirits and a free bourbon tasting straight from the barrel. The Southern Tier Brewing campus is approximately 6 miles from the Chadakoin River Basin, an estimated 12-minute drive between locations.

6.3.9 Lawson Boating Heritage Center

Located in Bemus Point, recently transformed from a boat sales store and marina into an exciting tourist attraction, the Lawson Boating Heritage Center on Chautauqua Lake is now home to a museum with exhibits and family-friendly activities. Visitors can enjoy exhibits featuring antique, classic, and steamboats. Families can partake in activities such as driving a race boat simulator, building a balloon-powered boat, or taking the helm of a cruiser. The Lawson Center is open during the summer months and offers free admission for children under 18 years old. During their season, they host Learning at the Lawson lectures, Mix and Mingle networking events, and a member only "Summer Starter" party. Downtown Jamestown is 11 miles from this museum that celebrates the history of boating.

6.4 Additional Attractions

Tourism is a nearly $500 million industry in Chautauqua County. From places of historical significance to resorts overflowing with recreational activities, the region is a prime destination for all types of visitors. The average daily expenditure of a visitor to Chautauqua County is about $470 per day. As evidenced above, there are already many well-established, well-performing tourist attractions drawing in hundreds of





Other attractions in and around Jamestown:

Attraction	Location	Type	Distance to Basin
Midway State Park	Bemus Point	Amusement Park	13 Miles
Northwest Arena	Jamestown	Entertainment	Next to the Basin
Celoron Lighthouse	Jamestown	Sightseeing	3 Miles
Audubon Community Nature Center	Jamestown	Educational	8 Miles
Robert H. Jackson Center	Jamestown	History	0.6 Miles
Fenton Historical Center	Jamestown	History	1 Mile
Lucille Ball Desi Arnaz Museum	Jamestown	Museum	0.3 Miles
Lucille Ball Childhood Home	Jamestown	Museum	3 Miles
Holiday Valley Ski Resort	Ellicottville	Recreation	38 Miles

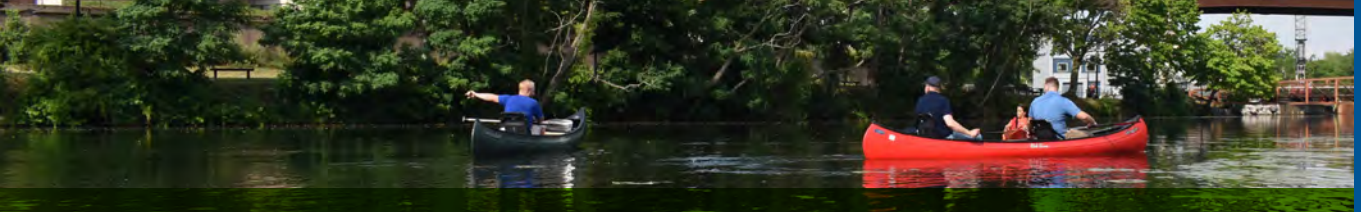
thousands of visitors annually. Capitalizing on this market for the Chadakoin River is critical to the future success of activities and events in that area. Collaborations amongst major tourist attractions are already producing promising results. In 2019, the National Comedy Center partnered with the Chautauqua Institution for a week of comedy-themed programming. That partnership became the Chautauqua Institution's biggest week of the season and their most highly attended season in the last decade. The opportunity for the development of a promotional consortium to ensure effective publicity serves as an opportunity for bringing wealth and visibility to Jamestown.

6.4.1 Case Study: Erie Street Plaza in Milwaukee, Wisconsin

Along the Milwaukee Riverwalk, a former parking lot has been transformed into a flexible and sustainable 13,000-square-foot space called Erie Street Plaza. This waterfront eco-park is part of a series of public space activators along the Milwaukee Riverwalk, a three-mile pedestrian and bike corridor connecting downtown to the redeveloping Third Ward and Beerline Districts. This space has become a gathering place for visitors and locals, close to restaurants and businesses. The design and engineering projects implemented in the space made considerations for user experience and sustainability. Simplicity, flexibility, stormwater management, and water quality were all important focuses. Water that was once runoff now infiltrates the ground, filters into the soil, and adds ecological diversity to the area. In addition, much of the plant life added only needs annual maintenance, cutting down on operational expenses. Since completion, the Erie Street Plaza has saved nearly 500 gallons of potable water by using river water for irrigation of planted areas.

The plaza was designed to be flexible while maximizing usability. The plaza surface includes wood decking, pavers and lawn areas that create a hybrid "plaza green." Seating is made from fiberglass that glows yellow at night and is grouped irregularly to accommodate different sizes of groups, in sunny and shady places. The benches dually reflect light and project from within, brightening the park at nightfall.

The plaza was designed to accommodate everything from large gatherings like art festivals, concerts, movie show-





ings, weddings, farmers markets and carnivals to everyday activities like boat-watching, fishing, and picnicking. It also functions as the de facto entrance for an adjacent restaurant, which has seen increased traffic with the development of the plaza. On a typical weekend day, an estimated 400 restaurant patrons spend time in the plaza. Lawn areas accommodate group classes hosted by the adjacent fitness center, located 500 feet away. The area is maintained by the Historic Third Ward Association and tax increment financing has provided $7 million for improvements. Other key stakeholders include the Wisconsin Department of Natural Resources, City of Milwaukee Public Works, Community Development Departments, and the Planning and Fine Arts Commissions.

6.5 Marketing Strategies

When developing a paddle-friendly river and attractive center for tourism, it is critical for collaborations and support to come from multiple partners and stakeholders. Traditionally, when it comes to park space, city and municipal departments have built, operated, and maintained these areas. But today, public investment in parks is often stagnant or declining. Therefore, cross-sector partnerships can bridge the gap between community needs and available resources. Real estate leaders and developers can be essential in creating and operating space in combination with grant funding. Multisector partnerships can enhance the real estate value of the area and support community well-being.

The Chadakoin River Strategic Business Plan focuses on two distinct aspects of the area: the river and the basin. Development of both will allow for greater engagement, enhanced visitor experience, and increased retention. It is critical to consider separate implementation processes for each while acknowledging that the development of one will benefit the other.

Even without active programming on the Chadakoin, the area has already piqued the interest of locals and visitors with attractions like the Greater Jamestown Riverwalk, National Comedy Center, and McCrea Point Park. As opportunities for downtown engagement increase in conjunction with the completion of the Riverwalk and installation of a navigable bike path, more people will engage. Even though anecdotal information indicates that many Jamestown visitors have not enjoyed the riverfront before, they are intrigued by the idea when hearing about the experience. The symbiotic relationship between the Chadakoin River and the Basin will benefit downtown Jamestown and expand upon existing amenities. The Chadakoin River can become one giant backyard for visitors and locals to enjoy.

6.6 Market Segments

Since the transformation of the Chadakoin River includes activities, events, and programming for a variety of ages and demographics, there are several market segments to focus on when establishing a strong and effective marketing strategy. Considerations were made for geographic, demographic, psychographic, firmographic, and behavioral factors.

In recent years, Chautauqua County has welcomed more visitors from Pennsylvania and Ohio than New York State with the majority being 55 to 64 years old. Visitors have a wide variety of incomes and therefore a range of disposable incomes to budget with for their trips. A high number of visitors come from major cities nearby including Pittsburgh, Cleveland, Buffalo, and Rochester. Additionally, most visitors were either traveling to the area for the first time or have visited more than five times. This indicates a sense of interest and loyalty to Chautauqua County. Attracting new visitors may seem like the primary goal of tourism but being able to retain visitors enhances the strength of word-of-mouth marketing and familiarity with attractions and amenities. Based on historical data, trends, and tourism information, there are several markets to focus on:

6.6.1 Families

Since over 40% of visitors to Chautauqua County are coming for a summer vacation, there is a need for family-friendly, seasonal activities to accommodate these travelers. The most prevalent dynamic for groups is three-person households comprised of two parents and one child. As such, there needs to be activities for the parents of a family as well as a child or young adult visiting. On the Chadakoin River, the ability to market multiple activities and events at once will appeal to travelers.

If a father or mother can spend part of their day at a museum or a night out at a restaurant, they can supplement this experience with activities for children like fishing at Panzarella Park or launching mini sailboats on the Chadakoin. The fishing community is experiencing an aging population so offering family-friendly fishing opportunities that do not involve boat-



ing or long hours provides an experience for all age groups. Brochures, travel guides, and advertisements on Facebook will reach a family-focused audience. Establishing an advertising presence at hotels and campgrounds will be critical in dissipating information to parents researching things to do and looking for kids' discounts.

6.6.2 Honeymooners

Whether they have been married for two days or twenty years, visitation to Chautauqua County is consistently high for parties of two adults, traditionally romantic couples. More than 44% of travelers coming to the area were escaping on a "weekend getaway," most likely couples looking for a quick retreat. Creating and marketing couple-based activities will draw in visitors. For empty-nesters or recently retired travelers, the appeal of flatwater recreational activities is high. Paddling on the water can be the perfect weekend excursion for individuals of this age in conjunction with activities like fishing or wildlife viewing. Consequently, after a day on the water, having dinner or watching a performance on the lawn by the Chadakoin keeps the attention of a couple longer.

When marketing to this segment it is important to promote amenities, package deals with hotels, and nearby activities that do not require long car drives. If a couple is only coming to Jamestown for the weekend, being able to provide accessible amenities maximizes their time. Using a mixture of online and print advertising ensures that couples of any age receive accurate information with focus on events occurring primarily on Friday nights, Saturdays, and Sunday mornings that establishes fun-filled itineraries for couples without hindering their ability to work on Monday morning.

6.6.3 Trendy Adventurers

Given the increasing popularity in water recreation like stand-up paddle boarding, the plentiful number of wineries in Chautauqua County which more than 55% of tourists visit, and an upwards trend in experiential vacationing, the trendy adventurer is a key market to target with storytelling about the one-of-a-kind adventures that are possible in Jamestown. Especially for younger generations who have grown up with a camera on their phone and an online presence where they can showcase their lives, someone who wants to stay trendy will pick the aesthetically pleasing activities in Jamestown that they can share with others instantly.

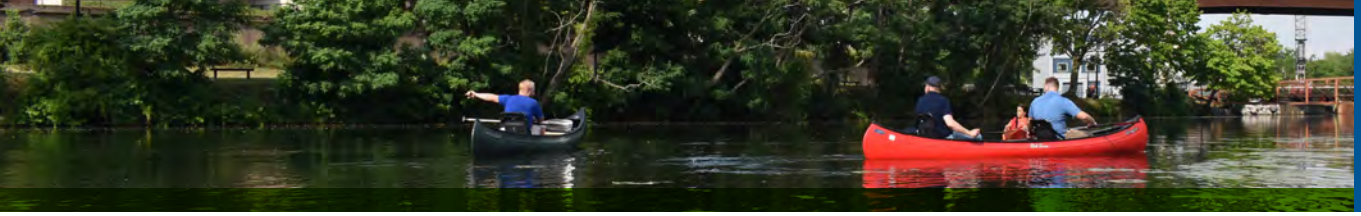
Whether it is an Instagram story of a flight of beers at Southern Tier, a video of stand-up paddle boarding on the Chadakoin, or a selfie captured with friends while listening to a band perform, creating and showcasing inimitable experiences will pique their interest. Advertising online via Google Ads, promoting picturesque photos on Instagram, and offering events that support philanthropic causes all appeal to this audience. Tapping into the home sharing marketplace on sites like Airbnb and VRBO will help ensure information reaches this audience via listings on Airbnb Experiences, TripAdvisor, and Yelp.

6.6.4 Locals

The changing lifestyle of an urbanite calls for convergence between city and nature. Although much of the development of the Chadakoin is focused on outside tourism, ensuring that locals can also enjoy the river promotes an active way of life and keeps money in local establishments rather than chain stores. An individual living in Jamestown is looking for activities that bring them closer to the environment while staying in walking distance of amenities.

Jamestown is home to roughly 30,000 people. With a median household income of $31,000, most locals do not have large amounts of disposable income. Finding free or low-cost activities allow locals to utilize the services of their city. This is evident in the current trends of local engagement. For example, the Roger Tory Peterson Institute reports that community events and free admission days predominantly attract local visitors, mostly families with children. Given the convenience of location, many attractions can welcome locals during the off-season. When marketing to a local in the Jamestown community, it is important to consider cost, accessibility, and convenience. Using print advertisements in local businesses, establishing a local awareness campaign about the river, and working with local stakeholders ensures support and long-term usage of the Chadakoin River District.

These market segments focus on four distinct audiences who absorb information and engage with programming in their own ways. Beyond these segments there are numerous other types of visitors that should be recognized in marketing strategies. For example, attendees at large conferences and business groups will engage with promotions differently than an average tourist. The newest hotel to open in Jamestown, the DoubleTree by Hilton, features over 4,000 square feet of





event space equipped with technology, catering options, and the assistance of an events team. In total the hotel offers four meeting rooms, nearly 150 guest rooms, and the Grand Allegany Ballroom with the capacity for a reception of 448 guests or theatre of 512 guests. This type of amenity can draw in larger gatherings from companies including several local businesses such as Cummins Engine who employs more than 1,500 people, Bush Industries with more than 200 employees, TitanX who has one manufacturing site in Jamestown, and Hope's Windows who employs over 250 people and maintains four manufacturing plants in Jamestown.

When marketing activities like fishing and paddling on the Chadakoin River, it is important to present the activities as relaxing excursions rather than sports or competitions. Marketing these opportunities alongside complementary activities like wildlife viewing, birding, and nature photography will further iterate the Chadakoin as a place for families and friends to come together. Keeping these audiences in mind is key to identifying and establishing event space along the basin. It is important to adapt strategies and campaigns used to promote the Chadakoin in conjunction with the demand for certain activities, amenities, and accommodations. Collecting this data with surveys and visitor questionnaires is a critical way to ensure changes and trends in tourism are identified and incorporated into future practices. Keeping a keen eye on analytics, distribution, and data will highlight new market segments.

In Chautauqua County, outdoor recreation and water-based activities have always been a draw for tourists. Based on feedback from visitors, the lack of wayfinding on trails, waterways, and outdoor spaces has been an issue that would be alleviated with the effective implementation of signage. Incorporating technology is essential to the sustainability and longevity of engagement on the Chadakoin River. This includes the creation and maintenance of a user-friendly, optimized website.

More than 80% of visitors coming to Chautauqua County have researched and planned their trip ahead of time, but about half of all visitors did not use the County's Visitors Bureau website to plan. Therefore, it is critical for tourist attractions, events, and recreation to have an online presence and accurate virtual records to ensure engagement and visibility with visitors. Whether a tourist is a novice or considers themselves an "outdoor fanatic" establishing appealing recreational activities on the Chadakoin River is vital to Jamestown's wealth acquisition.

6.7 Lifestyle Segments

Taking a closer look at the most common local populations in Jamestown, according to the Claritas PRIZM Premier, there are several distinct Lifestage Groups within the city limits. These locals are critical segments for spending time, money, and resources. Five segments were identified by zip code, three within the scope of "mature life" and the other two categorized as "younger years." Out of these five, the top four ranked within fourteen points of each other and the lowest ranked group was thirty-one points below the highest. The top four Lifestage Groups were:

6.7.1 Park Bench Seniors

Ranked highest out of the lifestyle segments for Jamestown, Park Bench Seniors are typically retired singles living in a racially diverse neighborhood. With modest educations and income, these residents maintain low-key, mostly sedentary lifestyles. Park Bench Seniors are 65+ years old, rent their homes, and have a median household income of $16,963. They spend time watching television, visiting casinos, and shopping at discount stores.

6.7.2 Family Thrifts

The small-city cousins of inner-city districts, Family Thrifts are typically middle-age, ethnically diverse families that work entry-level service jobs. This segment usually rents their home in apartment-filled neighborhoods and rely on public transportation for mobility. They rarely take vacations and spend their free time on social networking sites or watching sports on television. Most have a high school education and a median household income of just under $10,000.

6.7.3 Struggling Singles

Considered low income, middle-aged people with no children, Struggling Singles live in ethnically diverse households found mostly in second cities. This segment typically has a high school level of education. They enjoy a wide variety of sports and entertainment activities and have a household income around $22,000. Struggling Singles spend 5+ hours per day on social networking sites with an average of three technology devices in the household.





6.7.4 Lo-Tech Singles

Mostly from older households with below average technology use, Lo-Tech Singles choose a night out at a restaurant as entertainment over television. This downscale mature aged segment usually does not have children but does own their home. They are mostly retired. When traveling they would fly Allegiant Air and shop at big box stores like Big Lots.

All these lifestyle segments support the need for low-cost conveniences on the Chadakoin. This project will create an exciting waterfront space for locals, something not readily available for people living in Jamestown currently. Those that cannot afford or cannot make time to go to Chautauqua Lake are devoid of waterfront recreation near their households. Waterfronts are a critical factor in building a thriving urban lifestyle. In Jamestown, a waterfront like the Chadakoin is perfectly positioned to contribute positively to the physical and mental health of its citizens.

6.8 Conclusion

Jamestown can capitalize on the natural proximity to a clean and well-cared for river as a vessel for active programming, visitor engagement, and long retention times. Focusing on enhancing the Chadakoin's character as a "wild river" hidden within an urban landscape, combining recreational activity with interpretation and history, and ultimately leveraging commercial and residential development is a chief goal of this initiative.

Picture a typical week on the Chadakoin River: locals and visitors mingling, events hosted outdoors, people of all backgrounds and cultures coming together to enjoy a natural waterway in the middle of a city district. Monday mornings start off with stand-up paddle board yoga classes on the water at sunrise, activities on Wednesday night include fishing lessons for children at Panzarella Park, and visitors can kick off the weekend by enjoying a concert at Comedy Park. The water taxi shuttles visitors from Chautauqua Lake down the river, past McCrea Point Park, and into the Chadakoin Basin, enhancing the ability for transient visitors to travel between locations without a car or bicycle. The destination appeal of the river is supported by waterfront access, navigability, and natural resources in Jamestown.

6.8.1 Paddling on the River

Feeling miles away from an urban city sounds improbable, but not impossible on the Chadakoin River. In the city of Jamestown, the largest city in Chautauqua County, lies the winding Chadakoin River. The Chadakoin River is home to abundant wildlife, slow current, and surrounding vegetation that offers an escape without ever leaving the city. Paddling down the river towards the basin, an explorer will enjoy a serene journey through a narrow riverway experiencing one-of-a-kind wildlife around them. Continuing down the river into the basin, they will pass Panzarella Park on the right side, home to a well-conserved marsh, multiple picnic areas, and ample room for family fishing trips.

The Chadakoin River connection from McCrea Point Park to the Warner Dam is the ideal space for the outdoor recreator looking to enjoy a relaxing, nature-based experience. Visitors will launch into the Chadakoin River with the establishment of an access point for paddling recreation close to Panzarella Park. The opening of a dedicated watercraft rental space will offer quick and easy convenience for visitors looking to hit the water.

Chautauqua County already has a well-established tourism industry focused on outdoor recreation. As recreational activities on the Chadakoin River are implemented and promoted to appropriate market segments, the city of Jamestown will feel like an extension of a one's own backyard. Water trail communities experience lower poverty rates in combination with higher education and health levels. Marketing strong and attractive water trails benefits the local community just as much as the tourists. Contrary to appearance, the 'post-industrial' look of the Chadakoin River does not tell the true story of the natural wonders found in the area, the quality of life at the river can resonate with people.

6.8.2 Attractions at the Basin

When considering the development of recreational space, dining options, and purposeful programming on the Chadakoin Basin, the changing trends in urban life demand for a design that focuses on health, sustainability, and happiness. Creating a pedestrian friendly area at the basin allows for people of all abilities to engage with the environment away from urban hazards. Over time, the permanent attractions





of the Chadakoin Basin can include musical performances at an outdoor stage, a lively beer garden with ample patio seating, eye-catching signature gardens that curb erosion on the north shore, and several open-air shops featuring local vendors and products.

From small picnics to concerts and festivals, events can move fluidly from land to water on trend with the growing popularity in waterfront entertainment in Chautauqua County over the past couple of years. The Chautauqua Institution is well-known for continuous lakeside entertainment during the summer, as well as new hotspots popping up in Dunkirk, Bemus Point, and Mayville. These spots feature bands and singers who have been met with enthusiasm and excitement by attendees.

The basin of the Chadakoin River has the capacity to support increased levels of activity. Establishing the dual market of water-focused and land-bound visitors to the Chadakoin calls for the need for additional dining options and event-based activities. Currently in Jamestown, there are no waterfront dining options. This void can be filled by opening a signature restaurant on the south shore of the Chadakoin. Waterfront dining like waterfront living is traditionally a wealth-driven amenity. The development of an affordable signature restaurant can offer outdoor and indoor dining to become an appealing and unique experience for visitors looking to stay close to the water while enjoying a meal with friends or family.

Instead of walking down a plain city block or driving to another nearby town, a visitor or local can stroll along the river to their next destination. The river district will feel just as much a part of the city as the commercial district. As the southside of the Chadakoin River offers new amenities, the opportunity to incorporate micro mobility devices within and among the parks along the river could be explored. From app-friendly bike sharing docks to e-scooters stations, offering people the ability to get from point A to B without a car expands the range of demographics able to utilize services.

The Chadakoin River Strategic Business Plan is a highly favorable endeavor for driving tourism in Jamestown. It is situated in an amenity-rich market with activities for all types of travelers, primed to capitalize on trends in tourism, and focused on creating a sustainable methodology for ongoing attractions. The entire project will contribute to the overarching success of wealth acquisition to downtown Jamestown.





Appendix A: Activity Profiles

Basin Master Plan and Permitting A-1

Docks at McCrea Point Park A-5

Ecological Interpretation A-10

Fluvanna Feasibility Study A-15

Food Truck Area A-19

Kayak Launch A-25

Lennox Property Redevelopment A-29

Navigation Aids A-32

Obstacle Removal A-36

Open-Air Shops & Beer Garden A-40

Performance Area/The Great Lawn A-46

Parking Study and Design A-50

Streamflow Study and Conceptual Design A-53

Safety Barrier A-57

Signature Gardens A-83

Trail Design and Construction A-89

Watercraft Rentals A-93

Water Taxi Dock at South Bank A-96

Water Taxi Procurement and Operations A-100

Welcome Center Activity Profile A-109

Welcome Center Project Proposal A-115

CHADAKOIN RIVER STRATEGIC BUSINESS PLAN

PROPOSED PROJECT:
BASIN MASTER PLAN AND PERMITTING

Project Need

As the key linkage between Chautauqua Lake and the Downtown, development of the Basin and its immediate vicinity must be completed in a manner that allows for immediate usage as well as future expansion. As such, a Basin Master Plan will be prepared to accommodate short-, mid-, and long-term development projects in a manner that most effectively uses the space within the Basin but also maximizes open water. Planned uses include water taxis, kayak rental and storage facilities, a Welcome Center, and other shops.

Project Description

This project includes the development of the Basin Master Plan that identifies the most appropriate locations for the anticipated uses and initiates the permitting process for the entire development. Permitting will be completed relative to the overall development plan as a way to consolidate these efforts and reduce cumulative costs. The Basin Master Plan will also be flexible and allow for a phased approach to development. The Basin Master Plan will allows for, at a minimum, the following activities:

- Kayaks
    - Kayak launch
    - Temporary kayak storage area for those that come from other parts of River/Lake
    - Kayak rental location including storage
- Provisions for rental of other non-motorized craft
    - Water bikes
    - Paddle boards
- Water taxi
    - Dock
    - Queueing/waiting provisions
    - Payment/information kiosk
- Tourism information
- Public restrooms
- Utilities

Other considerations of the Basin Master Plan will include:

- Planning for the locations and travel paths of different waterborne uses
- Creation a buffer between marsh land adjacent to Panzarella Park and areas of motorized watercraft
- Creation of pedestrian flow
- Separation of event and waterborne activity

- Identification of routes for people to drop off and launch their own kayaks
- As a way to address concerns of the New York State Department of Environmental Conservation (NYSDEC), identification of locations where landscaping along the water can exist and enhance habitat (such as areas in the which turtles may lay eggs)

Intended Outcomes

The creation and permitting of the Basin Master Plan will allow for the most efficient use of space within the Basin, which in turn will enable the greatest variety of uses within the Basin. The ability to effectively use the Basin will provide greater amenities for Jamestown residents and visitors to the City. Planning for the overall development will reduce potential conflicts and potential injuries between different waterborne uses. Pre-permitting the projects will allow development to happen quickly, as soon as funding becomes available.

Implementation Strategy

This project will require funding for design and permitting. Potential funding sources include:

- Department of State Local Waterfront Revitalization Program
- NYS Boating Infrastructure Grant Program
- Federal Land and Water Conservation Fund

Cost Estimate

The project budget is estimated at $53,125 as shown on the attached table and summarized below:

- Engineering fees for survey, design and permitting: $42,500
- Contingency (25%): $10,625

Feasibility

The most challenging part of the project will be to obtain funding to complete the planning and permitting activities. Obtaining the input from key stakeholders and the community necessary to create a comprehensive plan may be more challenging due to social distancing. Numerous design firms have created plans for similar situations. Permitting for this project will be fairly straightforward. The project can be completed in less than one calendar year.

Anticipated Schedule

The estimated schedule includes:

- Month 1: Preparation of Request for Bids
- Month 2: Selection of Consultant
- Month 3-5: Preparation of draft design, client review
- Month 6-8: Completion of permit application and receipt of regulatory approval

BASIN MASTER PLAN AND PERMITTING

COST ESTIMATE

PROPOSED PROJECT COST ESTIMATE
CHADAKOIN RIVER STRATEGIC BUSINESS PLAN

BASIN MASTER PLAN AND PERMITTING

DESIGN COSTS			
Title	Rate	Hours	Cost
Project Manager	$ 165.00	24	$ 3,960.00
Senior Planner	$ 135.00	24	$ 3,240.00
Planner	$ 100.00	80	$ 8,000.00
Landscape Architect	$ 135.00	24	$ 3,240.00
Senior Engineer	$ 135.00	24	$ 3,240.00
Engineer	$ 100.00	120	$ 12,000.00
Survey Subconsultant			$ 7,500.00
Expenses			$ 1,320.00
Project Subtotal			$ 42,500.00
Contingency (25%)			$ 10,625.00
Project Total - Cost Estimate			$ 53,125.00

CHADAKOIN RIVER STRATEGIC BUSINESS PLAN

PROPOSED PROJECT:
NEW DOCKS AT MCCREA POINT PARK

Project Need

Chautauqua Lake attracts a high number of visitors to the area every year, and these visitors have the capacity to spend significant dollars to support a wide variety of tourism-related businesses. Many of these people spend significant time on the Lake in recreational motorboats, although none are likely to navigate their way down the Chadakoin River to the City of Jamestown. The area of McCrea Point Park is a critical juncture where recreational motorboats from Chautauqua Lake cannot advance further downstream due to the low height of the Fairmount Avenue Bridge. This presents an obstruction of the flow of people, and their spending power, into the City.

To create a connection with McCrea Point Park and facilitate the movement of people from the Lake to the downtown, a water taxi and a road-based trolley are being proposed with stopping points that include McCrea Point Park. However, boaters do not have space to temporarily dock their boats at this critical nexus. The result is that people visiting Chautauqua Lake do not regularly visit Jamestown and therefore do not support its businesses.

Project Description

As a means to allow boaters to park their boats and continue traveling downtown via the water taxi or trolley, new docks will be constructed in the area of McCrea Point Park. The docks will be for daily tie-ups for transient dockage. The project will be implemented to bring tourists into the City of Jamestown and to take advantage of this nearby development and the operation of a water taxi and trolley.

Two potential locations have been identified for the placement of the docks, including:

- *Within McCrea Point Park* – Based on discussions with the Dock Doctors, a firm that specializes in the design of docks, the entrance area to the slip at which the Chautauqua Bell berths may be large enough to accommodate the placement of docks for recreational watercraft. This location will take advantage of the existing parking and paved trail within the Park. Additionally, the slip is suitable for the storage of the docks in winter months. Depending on how the docks are situated, opportunities for additional benches and fishing areas off the dock are possible.
- *Eastern Shore* – An area along the eastern shore of the Chadakoin River, across from McCrea Point Park could be used for the construction of docks, with boats mooring perpendicular to the shoreline. Recent construction in this area created a gateway to a portion of the Riverwalk Trail and construction of a nearby skate park is underway. The redevelopment of a commercial property across 8th Street from the proposed dockage is imminent and includes a café and small store. The Resource Center is also planning to develop the Edgewater Art House in this area.

Due to the variety of currently unknown factors associated with the dock, the proposed project will include two phases: 1. Design and Cost Estimate and 2. Bidding and Construction.

- Phase I – Design and Cost Estimate
    - The selection of a firm that specializes in the design of docks, such as the Dock Doctors
    - The planning of the project with close coordination with the City of Jamestown and Resource Center (the owners of the properties along the eastern stretch of the River)
    - The survey of the area planned for the new docks and connection to the Riverwalk Trail
        - Terrestrial survey
        - Bathymetric survey
    - In addition to the evaluation of the location of the docks, a series of meetings to gain an understanding of the boaters' needs and community's desires for the type and number of docks
    - Conceptual plans to help select the final design
    - Engineering design, including the following considerations:
        - Evaluation of River flow and ice considerations
        - Evaluation of locations for piling, trusses and other structural features
        - Detailed design of dock and gangplank
        - Allowance for possible future dock expansion
        - Electrical utilities and lighting
        - Trail design (if needed)
    - The creation of a permit application for submission to and approval by the US Army Corps of Engineers (ACOE) and the New York State Department of Environmental Conservation (NYSDEC)
    - Preparation of a detailed cost estimate
- Phase II – Bidding and Construction
    - The preparation of a Request for Proposals for the construction of the trail connection and docks
    - The selection of a contractor for the proposed project
    - The performance of the construction, including:
        - Approximately 75 to 100 feet of additional trail
        - Gangplank
        - Up to linear 150 feet of docks
        - Extending electricity to the docks to provide illumination
        - Lighting along the new trail

Intended Outcomes

The project is intended to create a nexus for people traveling by boat between Chautauqua Lake and the Basin. Boaters from the Lake would have a place to moor theirs boats and continue on into Jamestown's downtown for dining, drinks, events, and many other reasons. This increase in visitors to the downtown will generate economic benefits to the City of Jamestown through a variety of ways:

- Direct benefits will include the support the growth of existing and development of the new water taxi and trolley system
- Visitors to Chautauqua Lake will use the improved connection between the Lake and the Basin to visit Downtown businesses including restaurants, bars, retail shops, museums, and other organizations

- Visitors from outside of Jamestown will visit the City to rent watercraft or launch their own watercraft and will support new and existing businesses that cater to recreational users such as hot dog stands, food trucks, bars, and ice cream stands
- City residents will more frequently recreate on the Chadakoin River rather than traveling outside of the City, allowing the City to retain more of its residents' spending

Implementation Strategy

This project will require funding for design and implementation. Potential funding sources include:

- Department of State Local Waterfront Revitalization Program
- NYS Boating Infrastructure Grant Program
- Federal Land and Water Conservation Fund

Cost Estimate

The estimated projects costs are $465,000. The attached table provides a breakdown of the estimated project costs which are also summarized below:

- Engineering fees for permitting, bidding, and construction observation - $46,000
- Construction fees - $326,000
- Contingency (25%) - $93,000

These costs are based on limited engineering information and costs generated for separate projects. A complete survey and detailed design should be undertaken to create a more reliable cost estimate.

Feasibility

The performance of the detailed design prior to acquiring the construction funds is strongly recommended due to the many unknowns that currently exist at the proposed construction site. The costs of the project are relatively high and finding the appropriate funding will be critical to the success of this project. No property acquisition costs are anticipated based on the City's ownership of property along the River, although the cooperation of the Resource Center will help the project succeed. The work can be completed in less than one calendar year.

Anticipated Schedule

The design and installation of the dockage can occur within a one-year timeframe. The estimated schedule includes:

- Months 1-5: Planning, Survey, Design, and Permit Application Preparation
- Months 6-7: ACOE and NYSDEC Permit Review and Approval
- Months 8-9: Request for Proposal Preparation, Bidding, and Contractor Selection
- Months 10-12: Construction

NEW DOCKS AT
MCCREA POINT PARK

COST ESTIMATE

PROPOSED PROJECT COST ESTIMATE
CHADAKOIN RIVER STRATEGIC BUSINESS PLAN

NEW DOCKS AT MCCREA POINT PARK

ENGINEERING COSTS		
Terrestrial and Bathymetric Survey	$	12,000
Design Costs	$	25,000
Bidding Engineering Costs	$	4,000
Construction Oversight/Administration	$	5,000
Subtotal - Engineering Costs	$	46,000

CONSTRUCTION COSTS				
Item	Unit Rate	# Units	Cost	
Mobilization	$ 5,000	1	$	5,000
Site Preparation, Clearing, Grubbing, Grading	$ 5,000	1	$	5,000
Dredging	$ 15,000	1	$	15,000
Dock and Associated Features	$ 200,000	1	$	200,000
Lighting	$ 20,000	1	$	20,000
Trail	$ 40,000	1	$	40,000
Labor	$ 40,000	1	$	40,000
Expenses	$ 1,000	1	$	1,000
Subtotal - Construction Costs			$	326,000

Project Subtotal	$	372,000
Contingency (25%)	$	93,000
Project Total - Cost Estimate	$	465,000

CHADAKOIN RIVER STRATEGIC BUSINESS PLAN

PROPOSED PROJECT:
ECOLOGICAL INTERPRETATION

Project Need

Despite recent investments in Panzarella Park under the Green Innovation Grant Program, the park is currently underutilized by the local community and visitors to Jamestown. With its recent connection to the National Comedy Center and the northern Basin by a pedestrian bridge and its access to the Greater Jamestown Riverwalk, Panzarella Park is integral to Chadakoin Basin experience and unique in its ability to provide a peaceful experience with nature while within walking distance of programmed events and activities. Installations within Panzarella Park and along the Riverwalk, including directional and informational signage providing ecological and historical context, will enhance the experience of visitors to the Basin and create a stronger connection between visitors and residents and their natural surroundings.

Project Description

This project will include the evaluation of current ecological interpretation resources in use near the Chadakoin River. Once completed, this evaluation should dictate opportunities for the installation and creation of ecological interpretations in the area, including signage, mapping, and/or an interactive website to promote education on the Chadakoin River. Event-based, ecological interpretations may include an increase in walks and talk events hosted by the Roger Tory Peterson Institute, establishing river-ambassadors who host paddling tours in the area, and educational workshops for a variety of ages to enhance the understanding and appreciation of the area. The creation and installation of exhibits in and around the Chadakoin area, including interactive displays, can be used to share environmental information in a way that engages users of Panzarella Park and the Riverwalk.

Panzarella Island Park sits on the south side of the Chadakoin River jutting out into the riverway. The park is connected to the north shore of the Chadakoin River by a pedestrian bridge that guides visitors towards the National Comedy Center. Panzarella Park is relatively small and the Jamestown Board of Public Utilities (BPU) is located just to the south and the Jamestown Municipal Power Plant sits to the west. The park has several picnic tables and a fishing dock. Visitors can utilize the parking lot by the BPU to access the park over a small bridge that connects the parking lot and the park, creating an island-like feel. Panzarella Park recently underwent a number of improvements through the Green Innovation Grant Program that were implement in phases starting in 2019 and were just recently completed in the fall of 2020.

Improvements included:

- A stormwater rain garden planter
- The installation of permeable pavers
- The installation of a floating island planter
- Landscaping of shorelines surrounding the Basin
- New tree and shrub plantings
- Additional turtle basking rocks, wooden duck house, bird houses and nesting platforms
- A seasonal fountain

To complement these physical enhancements to the park, the park should be evaluated to determine what types of amenities could be added to further increase park usage. This could include interactive water features, children's play areas, memorials or historic commemorations, and additional picnic space.

The Greater Jamestown Riverwalk trail is a 1.2-mile paved trail that runs along the Chadakoin River. The Riverwalk loops through Panzarella Park, traverses the pedestrian bridges over the river, and connects to the National Comedy Center, providing access by foot or bike. Given the existing physical connection between these attractions, the installation of more signage and ecological interpretations along the route could increase the flow of visitors to each destination and enhance the visitor experience.



The types of signage used for ecological interpretation have evolved to include more user-friendly and interactive elements, including 3D effects. In addition to providing directions and information, ecological

interpretations can also highlight recreational activities that encourage engagement with the natural environment.

Land Assembly

Panzarella Park is already designated a recreational area by the City of Jamestown Department of Parks and Recreation so the space does not need to be acquired for future use. The addition of ecological interpretations will need to be implemented with permission and approval by the City. Further improvements and ecological interpretations should also be coordinated with Jamestown officials in conjunction with the Greater Riverwalk marketing efforts.

Feasibility

Assuming the cooperation of appropriate City officials, there do not appear to be any significant barriers to implementation of the ecological interpretation project. The project aligns with a number of policies outlined in the LWRP and activities are consistent with both the Brownfield Opportunity Area and Comprehensive Plan.

It is recommended that the Roger Tory Peterson Institute be engaged in the project immediately in order to (i) gain a full understanding of resources to highlight and enhance, (ii) identify the most successful interpretative and educational techniques that are appropriate to the study area, and (iii) identify and secure funding from a variety of sources ranging from public funds to private and foundation sources.

All improvements should be designed to minimize maintenance demands and associated costs. The City has existing maintenance responsibilities for current features in close proximity, such as the Greater Jamestown Riverwalk signage, so there should be some efficiencies.

Intended Outcomes

The project is intended to create a modern, easily accessible method for sharing the ecological history and beauty of the Chadakoin River with visitors fishing, biking, or walking in the area. Providing directions and ecological and historic information in a user-friendly fashion will create a more satisfying and diverse experience for visitors. These amenities will generate economic benefits to the City of Jamestown in a variety of ways including:

- Enhancing the attractiveness of Panzarella Park and increasing park usage
- Encouraging environmentally-friendly activities on the Chadakoin by promoting ecotourism, helping to protect the natural and culture heritage of the area
- Increasing awareness of ecological improvements and opportunities, helping to generate support for preservation efforts and sustainable practices
- Building local support for the sustainable management of the Chadakoin as an economic and ecological asset
- Encouraging City residents to recreate on the Chadakoin River rather than traveling outside of the City, keeping their discretionary spending local

Implementation Strategy

This project will require funding for design and implementation. Potential funding sources for this project include:

- New York State CFA
    - This project advances a number of policies within the LWRP including Policies 1.1; 1.2; 1.4; 1.5; 3.1; 4.1; 4.2; 4.4; 5.3; 6.1; 6.5; 9.2; and 9.4.
- National Recreation and Park Association (NRPA) - Community Change Grant
    - Community stipends for projects related to creating healthy, active, and engaged places to live, work, and play that will increase physical activity and active transportation in a specific community, engage people and organizations new to the efforts of walking and walkability, and demonstrate a culture of inclusive health and design
- Bureau of Land Management - Watchable Wildlife for Youth and Families
    - The Bureau of Land Management develops and maintains wildlife viewing areas and provides wildlife based educational and outreach opportunities across the National System of Public Lands
    - This fund aims to attract young people into the forests, parks, trails and other wild areas through technology and social media in order to promote wildlife viewing destination and provide recreation, interpretation, and education to the public
- Federal Highway Administration (FHA) - National Trails Training
    - Aims to provide technical assistance to enhance trail planning, design, construction, maintenance, and management on all kinds of trails
- New York State Parks, Recreation, and Historic Preservation - Consolidated Funding Application (CFA)
    - The Environmental Protection Fund Grant Program for Parks, Preservation and Heritage (EPF) provides grants for the acquisition, planning, development, and improvement of parks, historic properties, and heritage areas
    - The Recreational Trails Program (RTP) offers funding for the acquisition, development, rehabilitation, and maintenance of trails and trail-related projects.

Cost Estimate

The attached table provides a breakdown of the estimated project costs summarized below:

PROPOSED PROJECT COST ESTIMATE **CHADAKOIN RIVER STRATEGIC BUSINESS PLAN** **INTERPRETIVE SIGNAGE**				
SITE ACQUISITION				
Pre-Acquisition Costs				
Purchase Price				
Closing or Other Costs				
Subtotal - Site Acquisition				$ -
ENGINEERING COSTS				
Design Costs (15%)				$ 3,000.00
Bidding Engineering Costs (2%)				$ 400.00
Construction Oversight/Administration (8%)				$ 1,600.00
Other Engineering Costs				$ -
Subtotal - Engineering Costs				$ 5,000.00
CONSTRUCTION COSTS				
Item	Unit	Unit Rate	# Units	Cost
Interpretive signs	EA	$5,000.00	4	$ 20,000.00
Subtotal - Construction Costs				$ 20,000.00
Project Subtotal				$ 25,000.00
Contingency (none)				$ -
Project Total - Cost Estimate				$ 25,000.00

CHADAKOIN RIVER STRATEGIC BUSINESS PLAN

PROPOSED PROJECT:
FLUVANNA DPW SITE – FEASIBILITY STUDY

Project Need

The residents of the City of Jamestown have expressed a strong desire for multi-unit dwellings with access to the Chadakoin River and the Riverwalk. The city-owned property on Fluvanna Avenue is currently used for the storage of construction materials by the City's Department of Public Works. However, the property provides an excellent opportunity for redevelopment into market-rate residential uses. The Riverwalk passes through the property and the potential exists for the property to include a dock in the Chadakoin River. The new residential offering would attract existing and new residents alike, and provide new amenities not currently available in the City.

Based on soil conditions at nearby properties, portions of the property may require a more robust structural engineering design, which could increase the cost of developing the property. However, no geotechnical information exists to evaluate the potential for such conditions to exist, nor is such information available to assess the most appropriate portions of the site for development.

Project Description

An assessment of the site will be conducted to determine geotechnical properties of the soils and evaluate the feasibility of placing a large structure on the site. Additionally, the Feasibility Study will include the collection of soil samples for environmental analysis to evaluate the eligibility of the site to garner the tax incentives of the New York State Brownfield Cleanup Program.

The project will include:

- Up to eight days of drilling operations, including:
    - Use of an auger rig
    - Advancement of split-spoon samples at regular intervals
    - Borings distributed across the site to determine appropriate locations for development
- Collection and analysis of soil samples for geotechnical analysis
- Collection and analysis of soil samples for environmental analysis
- Preparation of a geotechnical report
- Preparation of an environmental sampling report

Intended Outcomes

The project is expected to provide sufficient information to assess the feasibility of developing the property for multi-family residential uses. The Feasibility Study will identify those areas of the site where development will be accomplished with a minimum of expense to address soil stability concerns, and, if necessary, locations where soil stability issues could cause increased costs or even inhibit development.

The environmental sampling portion of the proposed project will identify any contamination concerns and preliminarily identify approaches to address those concerns, if any. Additionally, the environmental report will identify state and federal programs that could support the cleanup of the site, if necessary, such as New York State's Brownfield Cleanup Program (BCP). The BCP provides lucrative tax incentives for the cleanup and redevelopment of sites with known contamination.

Based on the results of the Feasibility Study, the site's development potential will be determined. The results of the Study will also provide a sense of costs associated with the structural elements of any development, as well as potential BCP tax credits.

Implementation Strategy

This project will require funding for the performance of the Feasibility Study. Potential funding sources include:

- Department of State Local Waterfront Revitalization Program
- Private funding from a developer with potential interest in the property

Cost Estimate

The estimated projects costs are $36,500. The attached table provides a breakdown of the estimated project costs which are also summarized below:

- Drilling - $14,400
- Sample Analysis - $6,800
- Reporting - $8,000
- Contingency (25%) - $7,300

Feasibility

The primary issue in completing this project will be finding funding to complete the work. The costs of the project are relatively low and the work can be accomplished using readily available equipment. Site access is expected to be granted by the City of Jamestown without delay.

Anticipated Schedule

The Feasibility Study can occur within a two-month timeframe. The estimated schedule includes:

- Week 1: Mobilization and initiation of drilling and sampling
- Week 2: Completion of drilling and sampling
- Weeks 3-4: Sample analysis
- Weeks 5-6: Reporting

FLUVANNA DPW SITE DEVELOPMENT FEASIBILITY STUDY

COST ESTIMATE

PROPOSED PROJECT COST ESTIMATE
CHADAKOIN RIVER STRATEGIC BUSINESS PLAN

FLUVANNA DPW SITE
FEASIBILITY STUDY

STUDY COSTS

Title	Rate	Units	Cost
Drilling Rig (per day)	$ 1,800.00	8	$ 14,400.00
Geotechnical Sample Analysis	$ 200.00	16	$ 3,200.00
Environmental Sample Analysis	$ 300.00	12	$ 3,600.00
Geotechnical Report	$ 5,000.00	1	$ 5,000.00
Environmental Report	$ 3,000.00	1	$ 3,000.00
Project Subtotal			$ 29,200.00
Contingency (25%)			$ 7,300.00
Project Total - Cost Estimate			$ 36,500.00

CHADAKOIN RIVER STRATEGIC BUSINESS PLAN

PROPOSED PROJECT:
FOOD TRUCK PARKING AREA

Project Need

Food trucks have become popular in many cities across the country, especially during events. Food trucks are often a draw unto themselves, but in many cases provide a critical piece of larger outdoor events. The plans for revitalization of the Chadakoin River, especially in the area of the Basin, anticipate the development of routine and periodic outdoor events at the Great Lawn behind the National Comedy Center and in other areas surrounding the Basin. Food trucks would provide an additional attraction.

Project Description

Currently, two potential locations exist for Food Trucks:

1. The Gebbie Foundation has developed conceptual plans for improvements to an area along North Main Street, under the railroad bridge which has been identified by the City as a potential location for regular food truck events. This concept takes advantage of existing space under the bridge that was once occupied by various small shops. This reuse concept addresses the safety and aesthetic concerns surrounding this currently blighted vacant space while also providing a central location for food trucks and a unique placemaking opportunity. Conceptual plans are attached to this profile.
2. With the National Comedy Center's interest in the development of parking at the Train Barn site on West 2nd Street, an opportunity exists to develop the parking area in a way that allows for use by food trucks during outdoor events anticipated to occur at Comedy Park.

This project includes working with the Gebbie Foundation, City of Jamestown, and the National Comedy Center to identify the most appropriate location for food trucks. Depending on the level of support by these entities and anticipated demand, perhaps both locations may be selected. In addition to identifying a suitable location(s), this project will include an evaluation of the needs and potential costs of the selected location(s). For example, the conceptual plans for the North Main Street location suggest that costs would include lighting, the painting of walls, road striping, and minor landscaping. The parking lot location could be accomplished through simple striping or signage should the parking lot be fully developed for public use and paved. While food trucks by nature are designed to be self-sufficient, if utilities are deemed useful and a party is willing to fund their construction, the project could also include the development of plans for providing utilities for use by the food trucks.

Intended Outcomes

The development of an area for food trucks is expected to result in the attraction of residents and visitors to Jamestown's downtown waterfront. The food trucks will not only be an attraction themselves, but they will also greatly increase retention time of those visiting the area. Outdoor concerts and other events will benefit from increased attendance due to the food trucks. The food

trucks themselves will provide an outlet for those with an entrepreneurial spirt and provide important employment opportunities for residents.

Cost Estimate/Implementation Strategy

Before costs can be estimated and potential funding sources can be identified, important decisions will be required to be made. The location(s) and scale of the food truck area must be established, and an evaluation of amenities and the potential for utilities should be determined.

Feasibility

The selection of a formal food truck area is made easier through the mobility of the vehicles themselves. Food trucks by nature are temporary facilities that have a bare minimum of requirements. The food trucks do not require utilities and therefore do not require a fixed space. Because consolidating a number of trucks into one location does provide greater drawing power, space to park four or more trucks would be ideal. Complications could include attracting a sufficient number of food trucks in the early stages of the fulfillment of this proposed project, and, on the flip side, selecting which trucks can use the spaces if demand by the food truck owners overwhelms the spaces provided.

Anticipated Schedule

The proposed discussions with the Gebbie foundation, City of Jamestown, and the National Comedy Center could be concluded in a relatively short timeframe (less than two months). If design and construction are necessary, the schedule will be dependent on the extent of the proposed work and the availability of funding. However, the project could be phased such that an interim area is selected and put into use to begin to obtain support and momentum for the food trucks while the design and construction takes place.

FOOD TRUCK AREA

CONCEPT PLAN

WEST SIDE : RAILROAD

TRIBUTE TO THE NEW YORK / CHICAGO RAILROAD

An abstract depiction of the Historic Railway from New York to Chicago as it passes through Jamestown.

ADD PIER LIGHTING

RESERVE FOR FOOD TRUCKS?

EAST SIDE : TROLLEY

TRIBUTE TO THE JAMESTOWN TROLLEY

0 1 2 3 4 5 8 10 20

SPECIALITY PAVER with imprint that represents Chicago

LAKE MICHIGAN (colored concrete)

BLOCK-OFF OPENING (door optional)

ACCESSIBL ENTRANCE

BRICK ACCENT (depicting state lines)

MURALS: Railway (2 total)

RAILROAD HISTORY BOARD

LAKE ERIE (colored conc.)

METAL RAILING (typ)

STEP with handrails

LAKE ONTARIO (colored concrete)

SPECIALITY PAVER with imprint that represents Jamestown

LARGE RIP-RAP

LAWN (typ)

LOW GROUNDCOVER (typ)

LOW EVERGREEN SHRUBS (typ)

ACCENT BRICKS (depicting railway connection)

LOW PLANTINGS: blue in color to emmulate continuation of Atlantic Ocean

SPECIALITY PAVER with imprint that represents New York

ATLANTIC OCEAN (colored concrete)

ex. bridge overhead

NORTH MAIN STREET

8' BENCH with divider (typ.)

CONCRETE PAVING (typ)

BRICK PAVING (typ)

BLOCK-OFF OPENING (door optional)

ALUMINUM TRELLIS (suspended overhead)

GAME TABLE (typ)

MURALS: Historic Jamestown Trolley (2 total)

MURAL: Trolley or Train coming at you

RAIL & TRACKS made of brick in the paving

40" SQ. TABLE & CHAIRS (typ)

UPLIGHTS: in paving to accent the ex. columns & arches

existing column (typ)

existing parking space (typ)

ACCESSIBLE GAME TABLE (typ)

Walkway connection to Riverfront Park

© 2013 R.W. Larson Associates P.C.

01.16.2013

B N. MAIN STREET VIADUCT PIAZZA CONCEPTUAL SITE PLAN

#12106

jamestown RENAISSANCE CORP.

CHADAKOIN RIVER STRATEGIC BUSINESS PLAN

PROPOSED PROJECT:
INTERACTIVE MOBILE APP

Overview

The paddler-friendly setting, natural resources, and healthy ecosystem of the Chadakoin River produce the ideal venue to introduce interpretation strategies that will attract, entertain, and educate visitors. This activity proposes to capitalize on the power of ecotourism by introducing a free interactive mobile app that will substantially enhance the River Corridor experience, while providing opportunities to support local businesses and attractions and raise advertising revenue.

Project Need

Creation of an interpretive educational component is critical to the successful promotion of ecotourism along the Chadakoin River Corridor, enhancing the visitor experience, and extending the length of stays. Immersing visitors in the history and ecology of the Chadakoin, while at the same time presenting attractions and events that will support the area economy, is the ideal comprehensive approach to maximizing use of the entire Basin and Corridor area. The delivery of information in multiple formats is therefore essential to introducing visitors to all of the assets of the Chadakoin experience with the goal of leveraging economic benefit to the area in many forms.

Wildlife Viewing

The Chadakoin River hosts a wide variety of birds and aquatic species, making it an ideal venue for wildlife viewing, a fast-growing recreational activity available to people of all ages, abilities, and backgrounds. In addition to five species of turtles, the Roger Tory Peterson Institute has documented more than 140 species of birds in the area including loons swimming at McCrea Point Park, black-crowned night herons flying overhead, and great-horned owls perched in trees. Visitors can enjoy an amazing variety of dragonflies and damselflies which can be seen throughout the spring and summer. The diversity of wildlife is a testament to the ecological vitality of the waterway and highlights the potential for the Chadakoin River to be a major eco-tourism destination.

Roger Tory Peterson Institute of Natural History

The Roger Tory Peterson Institute of Natural History (RTPI), founded in 1984 and located in Jamestown, was created to preserve and celebrate the lifetime work of Roger Tory Peterson, the renowned artist-naturalist and influential educator who is best known for authoring the original “A Field Guide to the Birds”, which sparked a worldwide movement to connect people with nature. RTPI hosts an estimated 12,000 visitors annually to its exhibits, events, programs, and workshops. These visitors represent a direct market for ecotourism, and RTPI has expressed its desire to be a partner in any effort to contribute to the wildlife interpretation experience of paddlers, hikers, and bikers in the Chadakoin River Corridor.

Project Description

The project involves the development of a mobile interpretation App to educate, inform, and entertain paddlers and visitors in the River Corridor and Basin areas of the Chadakoin. The App uses GIS technology to trigger brief audio presentations via cell phone as the user approaches select locations. Using headphones or earbuds, paddlers in the Corridor would have automatic hands-free access to information regarding the ecology of the River, sites of historic or geological significance, specific wildlife habitat, and the Chadakoin's role in Jamestown's origin and growth. Likewise, visitors to the Basin area would be directed to interpretative assets and signage, attractions and events, and public facilities. All users would receive information regarding dining and lodging options, schedules and ticketing for attractions and events, and other advisories as appropriate.

Available content can be locally produced and regularly updated, and the App would be a free download. The user will have the ability to preselect the desired content to personalize the tour. Features of the App can also include multiple channels for language translations, children's stories, and special-interest tours customized for travelers' needs. Advertising content can be added, both to offer user information and to generate revenue.

The increasing popularity of ecotourism, combined with the rich ecological assets and wide array of bird species found in the River Corridor, creates an exceptional partnership opportunity with the Roger Tory Peterson Institute. RTPI, which has already expressed interest in collaborating on the project, would offer quality content, expanded marketing outlets, and a revered name in the naturalist community.

Intended Outcomes

Incorporating technology into the promotion of Chadakoin attractions and events will allow visitors to learn more about the area before arriving, spend their time more efficiently on-site, and post comments on their experiences afterward. The introduction of the App will substantially enhance the Chadakoin paddling experience for tourists and area residents, allowing them to combine interpretation of the rich ecology of the River with fitness and recreation. At the same time, the ability to offer varied content would allow all visitors to the Corridor and Basin areas to access up-to-date information regarding wayfinding, attractions, events, ticketing, transportation, and dining and lodging options, as well as the history and ecology of the Chadakoin River. The free download would also act as a significant marketing tool for drawing visitors to the Jamestown area, and as a potential advertising revenue source.

Cost Estimate

Cultural heritage, ecology, and bird-watching App development is offered commercially by many companies, with available services including planning, development of the App architecture, content creation, narration, marketing, and web hosting. Opportunities exist for selecting any one or more of those services, allowing costs to be controlled by using in-kind assets to the extent available or preferred. As a result, a cost estimate can range from $15,000 to $45,000 for the development and activation of the App, with ongoing hosting and maintenance relatively low at less than $5,000 annually where updated content will be created and uploaded in-house.

Potential Funding

This project is appropriate for the funding of some portion of the capital cost by local businesses that would benefit from increased paddling and ecotourism activity in the Chadakoin River area such as hotels and watercraft rental businesses. It would also be an appropriate investment for any civic or nonprofit organization tasked with supporting Jamestown area community development, downtown revitalization, or tourism. The Roger Tory Peterson Institute has indicated a willingness to support the project and may be able to provide financial and/or in-kinds assistance. Other potential funding sources include:

- Empire State Development / *Tourism Matching Funds*
    - Provide matching funds to tourism promotion agencies (TPAs) for the planning and execution of marketing programs designs to stimulate and increase the economic impact of tourism for New York State
    - Priorities are focused on reaching new market areas and expand current programs that have the potential to result in new or sustainable overnight visitation
- Empire State Development / *Market New York*
    - Grant program that supports regionally themed marketing projects that promote tourism destinations, attractions, and special events, as well as tourism facility capital improvement projects
    - Eligible projects also include hosting, coordination, and executive of special events new to New York State and the promotion of agritourism and craft beverage tourism
- Captain Planet Foundation / *ecoTech Grants*
    - Funding support to engage children in inquiry-based, STEM-related projects that leverage technology and/or use nature-based design to address environmental problems in communities

Feasibility and Priority

Other than cost, there are no feasibility issues associated with the App development. Initial content can be augmented at any time to expand the offerings and to accommodate new attractions and events. Because it is an activity that will bring visitors to the Corridor and Basin area, and because it has a relatively low-cost, this activity should be considered a high priority.

CHADAKOIN RIVER STRATEGIC BUSINESS PLAN

PROPOSED PROJECT:
KAYAK LAUNCH CONSTRUCTION

Project Need:

Getting people onto the water in the River Corridor and Basin areas is a primary objective of the Chadakoin Activation Plan. However, access is currently facilitated by infrastructure only at McCrea Point Park in the form of a kayak launch and boat ramp. Additional access in the form of launches and dockage is essential for leveraging increased paddling and other recreational watercraft usage. The need is particularly critical in the Basin area, where short-term watercraft rentals will as an important component of increased activity.

Project Description

The project proposes to install a handicapped-accessible kayak launch on the South Bank of the Basin at a location convenient to vehicle access and watercraft rentals with the following milestones:

- Consultant Selection
- Siting a location for the launch
- Kayak Launch Design
- Kayak Launch Permitting and State Environmental Quality Review
- Contractor Coordination
- Launch Construction and Installation

Because one of the primary purposes of the launch is to encourage paddlers to visit and spend time in the Basin area, the launch should be accompanied by a nearby rack or similar facility where paddlers can store their watercraft and potentially a locker facility where equipment, clothing, and valuables can be safely secured.

Siting of the launch is critical with the following factors to be considered:

- Adequately sized City-controlled property with accessibility to boat storage and lockers
- Sufficient river depth
- Proximity to parking and/or a drop-off location
- Proximity to the watercraft rental facility

Intended Outcomes

The project will immediately increase activity in the Basin area, both from paddlers launching from the site and by allowing debarkation by paddlers coming from upriver sites. The launch usage will be greatly facilitated by creating convenient boat drop-off and parking, and by establishing a nearby boat rental facility. The project will also create an essential terminal for paddlers looking to experience the eco-tourism interpretive journey to or from McCrea Point Park.

Implementation Strategy

This project is a high priority for immediate implementation due to its ability to increase Basin activity and to facilitate the River Corridor interpretive paddling experience. Funding will be required for design and implementation, and potential funding sources include:

- Department of State Local Waterfront Revitalization Program
- NYS Boating Infrastructure Grant Program
- Federal Land and Water Conservation Fund

Cost Estimate

The project costs, which include only the purchase and installation of the launch, are estimated at $45,625 and are detailed as follows:

KAYAK LAUNCH			
ENGINEERING COSTS			
Permitting			$2,500.00
Bidding Assistance			$3,000.00
Construction Observation			$2,500.00
Subtotal - Engineering Costs			$8,000.00
CONSTRUCTION COSTS			
Item	Unit Rate	# Units	Cost
Equipment and Installation	$28,500.00	1	$28,500.00
Notes:			
Costs above are based on quote from City of Jamestown plus 10%			
Subtotal - Construction Costs			$28,500.00
Project Subtotal			$36,500.00
Contingency (25%)			$9,125.00
Project Total - Cost Estimate			$45,625.00

Feasibility

While a precise site has not yet been identified, the launch is expected to be on land owned by the City of Jamestown between the Riverwalk and the South Bank. However, accessibility to vehicles for boat drop-offs, parking, and a rental/storage area is also desirable and will affect site selection. Permitting for the project is not expected to be an issue as there will be little to no excavation, fill, or construction within wetlands or the waterway.

Anticipated Schedule

Installation of the kayak launch can occur within a six-month timeframe with the following schedule:

- Month 1: Preparation of Request for Bids
- Month 2: Selection of Contractor
- Months 3-4: Design, permit application, regulatory approval
- Month 5: Complete kayak launch installation

CHADAKOIN RIVER STRATEGIC BUSINESS PLAN

PROPOSED PROJECT:
LENNOX/DPW PROPERTY OWNERSHIP, CONTROL, AND REDEVELOPMENT EVALUATION

Project Need

Located along the River and fronting on Sprague Street, the City-owned Lennox/DPW Property presents an excellent opportunity to bring people to the water. Redevelopment potential at this 6.9-acre property includes creating green space, restaurant space, a Riverwalk trail extension, parking, and/or other recreational and commercial uses. Other options also include redevelopment as multi-family residential based its proximity to the Chadakoin River.

However, the property is reportedly owned by the Southern Tier Extension Authority (STERA), although is currently used by the City of Jamestown's Department of Public Works for the storage of construction equipment and material stockpiles. The current use is not the highest and best use for a property adjacent to the River and within a short walk to the National Comedy Center.

Because previous uses include a coal unloading and coal retail sales facility and a former railyard, a Phase II Environmental Site Assessment was recently conducted. Contaminant concentrations in surface and subsurface soils were found to exceed various New York State Department of Environmental Conservation (NYSDEC) Soil Cleanup Objectives (SCOs). Many surface and subsurface soil samples contained semivolatile organic compounds (SVOCs) and metals at concentrations above the Industrial Use SCOs, indicating that remediation should be undertaken prior to reuse of the site.

The presence of these contaminants presents an opportunity for a private developer to enter the site into the NYS Brownfield Cleanup Program to take advantage of the lucrative tax credits for remediation and redevelopment. The tax incentives range from 22 to 50 percent of the remediation costs as well as 10 to 24 percent of the overall development costs. However, no developer would be willing to develop a property that cannot be owned or at least controlled for a long term.

Project Description

The former Lennox Coal Unloading tax parcel appears to consist of the active rail as well as the former railyard and the brick building that once housed the Lennox Coal Unloading office. Because it appears that STERA is unlikely to use the property as a railyard again and because the property holds a great deal of redevelopment potential, this project entails the negotiation and finalization of an agreement with STERA for either the purchase or long-term lease of the property. Subdivision of the property seems like a reasonable approach where STERA retains ownership of the active rail portion of the property while the former rail yard is sold, or, at a minimum, leased to a private developer.

Project tasks will include:

- Negotiations

- Site survey
- Parcel subdivision
- Marketing the property

Intended Outcomes

The primary intended outcome is opening up a significant portion of this property for private development. The City and County will benefit once the property is placed on the tax rolls, and the commercial or residential development will enhance the value of the surrounding area. Visitors to the National Comedy Center, Ice Arena, and the Basin will see an attractive development rather than a DPW storage facility on prime land by the water.

The remediation and redevelopment efforts will also have significant positive environmental impacts as well. The railroad ties and other debris along the bank of the Chadakoin would be removed, providing a more attractive view for those navigating that stretch of the River. The removal or covering of surface soils will reduce exposure to contaminants, and the water quality in the Chadakoin will also improve through the removal of contaminants in the soils and railroad ties as well as a reduction in impacted runoff.

If the discussions fail to convince the railroad to part with the property, an alternative outcome could be the execution of a long-term lease that would clearly define what uses and actions could occur on the property, such as development of trails and the cleanup of the exposed railroad ties. This would allow for public use of the property along the River while also eliminating negative visual impacts to boaters on the Chadakoin.

Implementation Strategy

This project will require funding for the performance of the Feasibility Study. Potential funding sources include:

- Department of State Local Waterfront Revitalization Program
- Private funding from a developer with potential interest in the property

Cost Estimate

The costs of this effort are estimates at $25,000, including:

- Site survey: $6,000
- Legal fees for negotiations and subdivision: $15,000
- Property marketing costs: $4,000

Feasibility

The primary impediment to overcome in this proposed project related to the unwillingness of most railroads to negotiate land transactions in a timely manner. However, a selling point could be the decrease in liability relating to potential contamination leaching into the Chadakoin River from the fill material and the railroad ties haphazardly dumped along the River's bank. A commitment to enter the

site into the NYS BCP would ultimately confer all environmental liability onto New York State following remediation may allay the railroad's concerns.

Anticipated Schedule

The negotiations and subdivision of the tax parcel is expected to occur over a one- to two-year period. Following successful subdivision, the marketing of the property and sale to a private developer would likely take another six to twelve months.

CHADAKOIN RIVER STRATEGIC BUSINESS PLAN

PROPOSED PROJECT:
NAVIGATION AIDS

Project Need

The stretch of the Chadakoin River between McCrea Point Park and the Basin currently provides recreational navigation and acts as a link between downtown Jamestown and Chautauqua Lake. Although the use of this resource is currently limited for a variety of reasons, a number of proposed projects are expected to facilitate and enhance the use of the River and result in a much greater number of non-motorized recreational boaters on the River. Additionally, plans for a water taxi are underway. For the recreational boaters and water taxi alike, nighttime boating is possible. However, no aids to navigation, such as buoys or beacons, exist along the stretch of the Chadakoin between McCrea Point Park and the Basin.

Project Description

The project will include the procurement and installation of a series of buoys and beacons at various points between McCrea Point Park and the Basin. Buoys are floating objects that are anchored to the bottom while beacons are that are permanently fixed to the riverbed or on land. The project will include the installation of lighted and non-lighted buoys and beacons to assist with both day and night navigation.

The project details include:

- The planning of the project with close coordination with the ACOE and NYSDEC
- The selection of the most appropriate locations for lighted and non-lighted buoys and beacons
- The preparation of a Request for Proposals for the procurement and installation of the buoys and beacons
- The selection of a contractor for the proposed project
- The procurement and installation of the following:
    - 16 solar powered lighted marker buoys
    - 32 non-lighted buoys
    - 12 solar powered lighted beacons
    - 24 non-lighted beacons

Intended Outcomes

The project is intended to eliminate unsafe navigation conditions within the River and Basin for recreational boaters and the proposed water taxi. This action is expected to create a much safer experience for users, and thereby increase the use of the River and Basin. This increase is use of the water will generate economic benefits to the City of Jamestown through a variety of ways:

- Direct benefits will include the support the growth of existing and development of new businesses that rent, sell, and service watercraft

- Visitors to Chautauqua Lake will use the improved connection between the Lake and the Basin to visit Downtown businesses including restaurants, bars, retail shops, museums, and other organizations
- Visitors from outside of Jamestown will visit the City to rent watercraft or launch their own watercraft and will support new and existing businesses that cater to recreational users such as hot dog stands, food trucks, bars, and ice cream stands
- City residents will frequently recreate on the Chadakoin River rather than traveling outside of the City, allowing the City to retain more of its residents' spending

Implementation Strategy

This project will require funding for design and implementation. Potential funding sources include:

- Department of State Local Waterfront Revitalization Program
- NYS Boating Infrastructure Grant Program
- Federal Land and Water Conservation Fund

Cost Estimate

The estimated projects costs are $38,750. The attached table provides a breakdown of the estimated project costs which are also summarized below:

- Engineering fees for permitting, bidding, and construction observation - $6,000
- Construction fees - $25,000
- Contingency (25%) - $7,750

Feasibility

The primary issue associated the proposed project relates to funding. Although the costs of the project are relatively low and the work can be accomplished using readily available equipment, obtaining funding may be challenging in lean grant times associated with COVID-19. However, a strong selling point of the project is the improvement in health and wellness of an increasing number of active users of the water. The permitting of the project should be reasonably accomplished. The work can be completed in less than one calendar year.

Anticipated Schedule

The removal of the obstructions can occur within a one-year timeframe. The estimated schedule includes:

- Months 1-2: Planning and Permit Application Preparation
- Months 2-4: ACOE and NYSDEC Permit Review and Approval
- Months 5-6: Request for Proposal Preparation, Bidding, and Contractor Selection
- Months 7-8: Construction