



COMPREHENSIVE PLAN

Table of Contents

City of Lackawanna Comprehensive Plan 2020:The Future Defined

1.0	<i>Goals and Objectives</i>	1
1.1	Population	1
1.1.1	Goals, Policies and Actions	1
1.1.2	Implementation Matrix	5
1.2	Housing	7
1.2.1	Goals, Policies and Actions	7
1.2.2	Implementation Matrix	12
1.3	Economy and Growth	14
1.3.1	Goals, Policies and Actions	14
1.3.2	Implementation Matrix	22
1.4	Land Use	24
1.4.1	Goals, Policies and Actions	24
1.4.2	Implementation Matrix	30
1.5	Recreation, Parks and Open Space	32
1.5.1	Goals, Policies and Actions	32
1.5.2	Implementation Matrix	44
1.6	Environment	48
1.6.1	Goals, Policies and Actions	48
1.6.2	Implementation Matrix	52
1.7	Transportation	54
1.7.1	Goals, Policies and Actions	54
1.7.2	Implementation Matrix	56
1.8	Infrastructure	57
1.8.1	Goals, Policies and Actions	57
1.8.2	Implementation Matrix	59
1.9	Community Services	61
1.9.1	Goals, Policies and Actions	61
1.9.2	Implementation Matrix	71
2.0	<i>Central Business District Plan</i>	75
3.0	<i>Future Land Use Plan</i>	83
3.1	Future Land Use Projections	83
3.2	Future Land Use Map	87

4.0	<i>Recreation Trail Plan</i>	93
4.1	Location	93
4.2	Smokes Creek	94
4.3	The Trail Experience	95
5.0	<i>Capital Improvement Projects</i>	97

1.0 Goals and Objectives

1.1 Population

1.1.1 Goals, Policies and Actions

- ❖ Goal 1 - To develop an identity for the City of Lackawanna that looks to its future while embracing its past
 - ⇒ Policy 1.1 – To develop a sense of pride for residents in the City of Lackawanna and promote this pride in future decision making
 - Action 1.1.1 – The City should sponsor “clean up” days to encourage residents to clean their neighborhoods. The City could supply tools, garbage bags, pick-up service and large equipment for these clean ups in various neighborhoods. Service organizations (boy scouts, girl scouts, Lions, etc.) could be used for those neighborhoods that require assistance. These clean up days could rotate throughout the summer into various portions of the City.
 - Action 1.1.2 – Community block clubs, once formed, could seek to have plant material donated and “planting days” could be established on a city-wide basis. These events could be coordinated with the clean up days to spruce up the image of the entire City; this will help instill a sense of pride in residents in Lackawanna as they promote their community in the region.
 - Action 1.1.3 – Residents in Lackawanna should be encouraged to become involved in planning issues that will impact their future. For example, the redevelopment of the waterfront (Bethlehem Steel) will shape the future of the City of Lackawanna. Residents should be included in the planning process through public meetings and presentations, flyers or newspaper articles. The same is true for the Lackawanna Connector that could be built through the City; this would impact neighborhoods and the overall character of Lackawanna.

⇒ Policy 1.2 - To develop a regional identity within Erie County that promotes the City as a unique and growing community

→ Action 1.2.1 – The City of Lackawanna should develop a theme that focuses on the history of the City. Lackawanna has played a significant role in the overall development of Western New York and this should be highlighted. The marketing efforts could highlight the industrial heritage of the City, the role of Father Baker and the Catholic Church (the Basilica, the cemeteries, etc.) or the ethnicity of residents. A professional marketing theme and package would help increase local and state public awareness of the unique attributes of the City and would also offer an identity for residents of the community.

→ Action 1.2.2 – The City should develop a web site and link with the Erie County, City of Buffalo, Greater Buffalo Partnership and Lackawanna LDC sites. The site should illustrate the advantages of living and working in the City of Lackawanna and focus on the history of the community.

❖ Goal 2 - To recognize the existing and potential changes in the City's population and to plan for these changes

⇒ Policy 2.1 – To attract and retain industries that create long-term employment for existing and future residents of the City of Lackawanna

→ Action 2.1.1 - The City should continue to work with the Lackawanna LDC and Erie County IDA to attract new industries in designated areas outlined in the Comprehensive Plan. The City has a tremendous amount of "brownfield" lands that could be redeveloped into clean industrial uses. The existing industrial lands are serviced and have good access to transportation networks (both road and rail). These areas, once developed, could be a significant employment center for residents in Lackawanna.

- Action 2.1.2 – Lackawanna should work with the City of Buffalo to coordinate future industrial development with the South Buffalo Redevelopment Plan. Buffalo is pursuing developers for this area, and combined with the Bethlehem Steel site, the two communities could provide a great deal of future employment for the region.
- Action 2.1.3 – The City should apply for CDBG funding for appropriate projects. The County offers funding for various types of projects that could be beneficial to the quality of life in the City and its residents. CDBG projects could include streetscape improvements, special programs for seniors or other targeted needs.
- ⇒ Policy 2.2 – To work cooperatively with surrounding communities and determine potentials for future cost savings
 - Action 2.2.1 – Population projections show that City of Lackawanna has been losing population, but should remain steady over the next ten years. While population is decreasing, the need to supply services to residents (water, sewer, parks, etc.) will remain the responsibility of the City. To ensure the population receives the necessary services, the City should work with Erie County, the City of Buffalo, Towns of Hamburg, West Seneca and Village of Blasdell to determine the potential for cooperating in supplying recreation/park lands, sewer, water and other services; cooperation should be considered for services when appropriate. Lackawanna may be able to supply some services to these surrounding communities while also receiving some services from surrounding communities. This regional approach could result in cost savings for residents and increase the level of service.
 - Action 2.2.2 – Lackawanna has a growing older population that will require services. The City should work with surrounding communities to ensure these services are supplied and the need for this specific age group is met. This could include the development of senior housing, senior centers, "shared ride" services, meals on wheels, etc..

- ❖ Goal 3 - To celebrate the diverse population of Lackawanna and adopt a Plan that considers the needs of each group
 - ⇒ Policy 3.1 – To develop and promote community activities in the City that celebrate the diversity of the population and promote the City and its people
 - Action 3.1.1 – Special events that focus on the various ethnic groups in the City should be promoted and encouraged in the City of Lackawanna. Events such as a Taste of Lackawanna, basketball tournaments, arts festivals or holiday celebrations should be held throughout the City to bring the various neighborhoods together.
 - ⇒ Policy 3.2 – To encourage cooperation among various neighborhoods in the City to bring the City together
 - Action 3.2.1 – The City should encourage the formation of community block clubs. These clubs should be encouraged to hold joint activities to bring various groups within the City together. A Citywide committee could be established to organize such activities that draw on the pride of City residents. Events that could be considered include garden walks, historic/architectural walking tours, community picnics, concerts at the Basilica or ethnic festivals celebrating community diversity.
 - Action 3.2.2 – The City should sponsor and host yearly welcoming picnics for new residents in the City. Neighborhood block clubs could spear head this project as a “get to know your neighbors” event. Mailings could be sent to new homeowners to welcome them to Lackawanna; these could provide information on City government, services and important contact information for various needs in the City.

1.1.2 Implementation Matrix

This section summarizes the actions proposed for the population portion of the Comprehensive Plan. Each action is assigned a level of priority and a proposed responsibility for completion. Levels of priority include short term (1-2 years), medium term (2-3 years) and long term (3+ years). "Ongoing" means that the initiative should be started immediately and continued on a constant basis.

Action	Priority	Responsibility
Action 1.1.1 – The City should sponsor "clean up" days.	Medium	Mayor's Office City Council Department of Public Works Department of Recreation/Parks
Action 1.1.2 – Block Clubs should be encouraged to sponsor "planting days".	Medium	Block Clubs Mayor's Office City Council
Action 1.1.3 – Residents should be included in the planning process.	Ongoing	Mayor's Office City Council City Residents
Action 1.2.1 – The City should develop a theme and identity that includes a marketing plan.	Short	Mayor's Office City Council
Action 1.2.2 – The City should develop a website.	Short	Mayor's Office City Council
Action 2.1.1 – The City should encourage and attract new businesses.	Ongoing	Mayor's Office City Council Code Enforcement LCDC and ECIDA
Action 2.1.2 – The City should coordinate new industrial development with the City of Buffalo.	Ongoing	Mayor's Office City Council City of Buffalo LCDC and ECIDA BERC
Action 2.1.3 – The City should apply for CDBG funding for special projects and programs.	Ongoing	Mayor's Office City Council
Action 2.2.1 – The City should work cooperatively with surrounding communities to provide residents with services.	Ongoing	LHDC United Way

Action 2.2.2 – The City should work with surrounding communities to ensure the needs of seniors are met.	Ongoing	LHDC United Way EC Department of Senior Services
Action 3.1.1 – The City should sponsor local festivals and events to celebrate the population diversity of Lackawanna.	Medium	Mayor's Office City Council City Residents LCDC
Action 3.2.1 – The City should encourage the formation of block clubs.	Short	Mayor's Office City Council United Way City Residents
Action 3.2.2 – The City should sponsor and host yearly welcoming picnics for new residents.	Short	Mayor's Office City Council Department of Parks and Recreation City Residents

1.2 Housing

1.2.1 Goals, Policies and Actions

- ❖ Goal 1 - To ensure safe, high quality housing for all residents of Lackawanna

- ⇒ Policy 1.1 - Strengthen existing code enforcement activities in the City

- Action 1.1.1 - All housing code activities in the City should be centralized in the Engineering Department. The Department's responsibilities should include enforcement of the housing codes, inspections, and issuing of licenses and permits. This action would require that some activities currently undertaken by Code Enforcement and the Department of Development would be shifted to Engineering. Such a change would streamline the entire process for City officials and the public, thereby creating a more user-friendly atmosphere that operates efficiently.
- Action 1.1.2 - The City should consider additional funding for the Code Enforcement Department to increase its effectiveness. Additional personnel would enable the City to enforce building codes for a greater number of structures, thereby reducing non-compliance and improving the overall condition of the housing stock.
- Action 1.1.3 - The City of Lackawanna Code should be reviewed and revised at least every 5 years to accommodate the changes to the Code Enforcement activities described in the above actions.
- Action 1.1.4 - The City should encourage the swift disposition of housing violations cases. Cases should be processed as soon as possible to prevent worsening housing conditions and warn potential violators that code violations will not be tolerated.
- Action 1.1.5 - The City should adopt a procedure for the quick closure, rehabilitation or demolition of any properties that are abandoned or fire damaged.

- ⇒ Policy 1.2 - Utilize programs to encourage owner-occupancy in Lackawanna
 - Action 1.2.1 - Continue funding programs that focus on improving owner-occupied housing units in Lackawanna. Additional programs such as that administered by the Lackawanna Housing Development Corporation for bringing owner-occupied homes to code compliance should be established, perhaps with Community Development Block Grant funds.
 - Action 1.2.2 - Continue incentive programs for first-time homebuyers in Lackawanna to foster a greater degree of home ownership in the City. Nearly half of the total occupied housing units in Lackawanna are not owner occupied. This fact could contribute to a higher incidence of improper maintenance in the City and should be addressed, perhaps through a cooperative alliance between the City and local banks.
- ❖ Goal 2 - To ensure the housing stock is properly diversified and meets the needs of Lackawanna residents
 - ⇒ Policy 2.1 - Ensure that the housing needs of seniors in Lackawanna are met
 - Action 2.1.1 - The City should develop a set of "priority sites" that would be most appropriate for senior housing. Such sites should be located near public transit and other community amenities and services. Potential sites could include the former K-Mart property on Ridge Road.
 - ⇒ Policy 2.2 - Make affordable housing opportunities available in all areas of Lackawanna
 - Action 2.2.1 - Areas for new affordable housing should be designated throughout the four wards of the City. While most existing housing developments are found in the First Ward, the other three wards should also be considered for this type of housing to avoid concentrating it in one area.
 - Action 2.2.2 - Consider the future redevelopment of Ridgewood Village as a mixed-use site that includes a variety of housing types such as affordable housing and market-rate housing.

- ⇒ Policy 2.3 - Adopt local land use controls that allow a variety of housing types
 - Action 2.3.1 - The City's Zoning Ordinance and Building Code should include flexible provisions that allow the construction of different housing types including townhomes, condominiums and smaller unit developments to meet the changing needs of the population.
- ⇒ Policy 2.4 - Encourage affordable housing construction in Lackawanna
 - Action 2.4.1 - The City of Lackawanna should consider adopting a payment in-lieu-of taxes (PILOT) policy to provide a City tax break incentive to private developers to invest in affordable housing in the City. Lackawanna could adopt the PILOT policy drafted by Erie County, which describes the method of sharing PILOT proceeds among the County, school district and local government, as well as how to determine the PILOT amount for each project.
- ❖ Goal 3 - To determine where the development of new housing is appropriate in Lackawanna
 - ⇒ Policy 3.1 - Develop criteria for determining the best locations of new residential development in Lackawanna
 - Action 3.1.1 - The City should conduct an inventory of vacant properties throughout Lackawanna that would be appropriate for new infill housing, and update the inventory on a regular basis. The construction of such infill homes should reflect the surrounding neighborhood character as much as possible.
 - Action 3.1.2 -Where appropriate, the City should encourage the conversion of former mixed-use structures to exclusively residential properties. Such areas as Electric Avenue, Center Street and Ingham Avenue have several properties that may formerly have housed a commercial use on the first floor and residences above, but are not likely to be developed as commercial sites in the future. While the conversion could entail the cost of renovation, the property owner will benefit from the lower "homestead" tax rate.

- Action 3.1.3 – Expand the housing infill program to all wards in the City of Lackawanna. The LCDC can utilize CDBG funds throughout the City as a way of turning vacant lots into productive properties. The Scattered Sites Program sponsored by Erie County also serves this objective and should be continued.
- ⇒ Policy 3.2 - Discourage the “suburbanization” of City neighborhoods
 - Action 3.2.1 - The City should assess the need for additional resident parking when vacant properties in residential areas become available and consider creating small parking areas. Dense areas such as the Second Ward, with large multi-unit structures, may lack sufficient parking to serve the population. New parking areas would provide greater appeal to present and prospective residents in these sections of the City.
 - Action 3.2.2 - The City should consider implementing design guidelines for the First and Second Wards that will maintain the urban character of these areas. Guidelines should include small front yard setbacks to maintain a consistent streetscape.
- ❖ Goal 4 - Continue efforts to rehabilitate and/or demolish dilapidated properties in Lackawanna
 - ⇒ Policy 4.1 - Seek new sources of funding for rehabilitation and/or demolition of dilapidated homes
 - Action 4.1.1 - As an “entitlement community” in Erie County, Lackawanna receives federal Community Development Block Grant funds for housing rehabilitation. This funding should not only be targeted to the most depressed areas, but to areas that may be in transition (i.e. some areas of the Second Ward) to address housing needs before properties become seriously deteriorated.
 - Action 4.1.2 - The City should continually seek and apply for additional funding to rehabilitate homes. The City’s Department of Development and the Lackawanna Housing Development Corporation (LHDC) could work in concert to secure funding from appropriate housing programs at all governmental levels.

- Action 4.1.3 – The City should consider consolidating all housing rehabilitation activities into the Lackawanna Community Development Corporation (LCDC). This would involve combining the efforts of the City's Department of Development and the Lackawanna Housing Development Corporation (LHDC). A single agency could improve efficiency and reduce operating costs for the City.
- Action 4.1.4 - Continue demolition of substandard structures to improve neighborhood conditions, foster community pride and promote additional investment in the City.
- ⇒ Policy 4.2 - Maintain or increase City support for Lackawanna housing agencies
 - Action 4.2.1 - The Lackawanna Community Development Corporation (LCDC) performs an invaluable function for the City of Lackawanna by securing funds from a variety of sources for new housing construction and housing rehabilitation. In light of its important role in upgrading the housing stock in Lackawanna, the City should maintain or increase its level of support – through funding and staffing – to allow the agency to continue its successful administration of housing programs.
 - Action 4.2.2 - The City of Lackawanna and the Lackawanna Municipal Housing Authority (LMHA) should strive to maintain a good working relationship through improved cooperation and communication.

1.2.2 Implementation Matrix

This section summarizes the actions proposed for the housing portion of the Comprehensive Plan. Each action is assigned a level of priority and a proposed responsibility for completion. Levels of priority include short term (1-2 years), medium term (2-3 years) and long term (3+ years). "Ongoing" means that the initiative should be started immediately and continued on a constant basis.

Action	Priority	Responsibility
1.1.1 Centralize all housing activities into Engineering Department	Short	City Council Engineering Department Code Enforcement
1.1.2 Consider additional funding for Code Enforcement Department	Medium	Mayor's Office City Council
1.1.3 Review and revise City of Lackawanna Code	Medium	Code Enforcement Mayor's Office City Council
1.1.4 Encourage swift disposition of housing violations cases	Ongoing	City Council Code Enforcement City Court
1.1.5 Adopt procedure to quickly address fire damaged/abandoned properties	Short	Code Enforcement Mayor's Office City Council
1.2.1 Continue funding to improve owner-occupied housing	Ongoing	Mayor's Office City Council LHDC/LCDC
1.2.2 Continue incentive programs for first-time home buyers	Ongoing	LHDC/LCDC
2.1.1 Develop a set of "priority sites" for senior housing	Medium	Mayor's Office City Council Planning Board
2.2.1 Designate areas for affordable housing in all four wards	Medium	City Council Planning Board
2.2.2 Consider future redevelopment of Ridgewood Village for mixed-use residential	Long	City Council Planning Board
2.3.1 Update Zoning Ordinance and Building Code to allow flexible housing construction	Short	City Council Planning Board Code Enforcement

2.4.1 Consider PILOT program for City tax breaks to developers of affordable housing	Long	City Council Comptroller LCDC
3.1.1 Inventory vacant properties	Ongoing	Engineering Department
3.1.2 Encourage conversion of former mixed-use structures to exclusively residential properties	Ongoing	Engineering Department
3.1.3 Promote infill housing in all 4 wards	Ongoing	Planning Board LHDC/LCDC
3.2.1 Assess the need for additional parking in residential areas	Short	Planning Board Engineering Department
3.2.2 Implement design guidelines for First and Second Wards	Medium	Planning Board
4.1.1 Use CDBG funds in transitional areas	Ongoing	City Council LHDC/LCDC
4.1.2 Continue to seek funding for housing rehabilitation	Ongoing	LHDC/LCDC
4.1.3 Consider consolidating all housing rehabilitation activities in LCDC	Short	Mayor's Office City Council
4.1.4 Continue demolition of substandard structures	Ongoing	City Council Engineering Department
4.2.1 Continue support of LCDC	Ongoing	Mayor's Office City Council
4.2.2 Maintain good working relationship between the City and Municipal Housing Authority	Ongoing	Mayor's Office City Council LMHA

1.3 Economy and Growth

1.3.1 Goals, Policies and Actions

- ❖ Goal 1 - To expand the existing economic base and increase local employment opportunities for residents

- ⇒ Policy 1.1 -To retain existing industries in Lackawanna and foster their expansion

- Action 1.1.1 - The City of Lackawanna should complete regularly scheduled telephone interviews with the Human Resource Departments of local industries. These interviews could be completed by the Office of the Director of Development or in cooperation with the existing Chamber of Commerce. Interviews can provide valuable information regarding the current needs and issues of local business. For example, specific skills in welding, skilled mechanics, semi-skilled labor and computer operation were cited as current labor needs during the series of interviews completed for the Comprehensive Plan inventory.

- Action 1.1.2 - In addition to telephone interviews, regularly scheduled surveys should be mailed to Lackawanna businesses. Even if the return rate for these surveys is low, the effort will foster an environment of concern and potential for growth. These surveys will enable the City to remain abreast of current employment opportunities and general needs of regional industry.

- ⇒ Policy 1.2 - To attract new industries to Lackawanna

- Action 1.2.1 – The City Department of Development should maintain constant communication with existing local economic development agencies; in particular, the Lackawanna Community Development Corporation (LCDC) and the Economic Development Zone (EDZ) Coordinator. The LCDC and EDZ offer vital economic development incentives that are not available through any other City entity. Understanding the current type and level of progress within these agencies can help the City to plan for the future.

- Action 1.2.2 – The City should consider creating an “Industrial Forum” or similar type of group that would consist of local industry representatives, banking representatives, the EDZ Coordinator, Director of Development and an LCDC representative. This group could meet on a regular basis to plan strategically for the creation of potential “spin-off” industries that could function in the City.
- ❖ Goal 2 - To promote the advantages of Lackawanna as a business location in Western New York
 - ⇒ Policy 2.1 – To increase regional awareness of Lackawanna’s business advantages
 - Action 2.1.1 – The City should seek to build upon the current marketing efforts of the Lackawanna EDZ and the success of the LCDC. These agencies offer unique economic incentives and already have successful marketing literature and programs in place.
 - Action 2.1.2 – The positive relationship between the City and local banking entities should be maintained and enhanced. Bank input is essential to determine the type of development that is currently in demand and could be supported in the City. The local branches are also valuable for marketing the advantages of the City to the surrounding region.
 - ⇒ Policy 2.2 – To market the large amount of industrial land in the City for sensitive reuse
 - Action 2.2.1 - Future light industrial/office development should be directed toward the locations outlined in the Future Land Use Plan. These locations have been deemed appropriate for many reasons: compatibility with surrounding land uses, transportation access and infrastructure capacity. These features are unique to Lackawanna and offer advantages that many other communities cannot offer.

⇒ Policy 2.3 – To maintain the highest standards of quality for new light industrial and/or office development in Lackawanna

→ Action 2.3.1 - The Planning Board should pay strict attention to the level of quality and attention to design standards for future light industrial and/or office construction projects. High quality development can contribute to attracting prestigious firms requiring high profile "Headquarter" locations.

❖ Goal 3 - To stimulate retail development within the City's commercial cores

⇒ Policy 3.1 -To enhance retail opportunities in the Central Business District (CBD) of Lackawanna as designated in the Future Land Use Plan

→ Action 3.1.1 - To recognize the 1992 Retail Census information indicating that the current level of retail establishments in Lackawanna is lower than other municipalities with similar populations. The 1997 Retail Census information will likely reveal similar statistics.

→ Action 3.1.1 – To embrace in principle the CBD Concept developed for in the Comprehensive Plan.

→ Action 3.1.2 - To develop retail activities in the CBD that will appeal to visitors of the Botanical Gardens and Basilica and increase their stay.

→ Action 3.1.3 – To retain the historic character of the CBD when considering new development opportunities.

→ Action 3.1.4 – To seek additional opportunities to improve parking and circulation in the CBD; particularly near City Hall and around the Basilica.

⇒ Policy 3.2 - To actively promote accessible retail opportunities throughout Lackawanna as outlined in the Future Land Use Plan

→ Action 3.3.1 – The City of Lackawanna should actively seek a replacement for the impending retail store vacancy on Ridge Road. New, larger scale retail development should be directed toward Route 5 as outlined in the future land use plan.



- Action 3.3.2 – The City should embrace, in principle, the LCDC's plans to develop a neighborhood shopping plaza to serve the needs of residents in the first ward.
- Action 3.3.3 – The majority of South Park Avenue should be developed as a neighborhood commercial corridor as outlined in the Future Land Use Plan. Near the intersection of Ridge Road, the historic character of the CBD should be maintained and enhanced.
- Action 3.3.4 – Specific “nodes” of neighborhood commercial development should be established along Electric Avenue as outlined in the Future Land Use Plan.
- ❖ Goal 4 - To recognize that the residents of Lackawanna have a personal stake in redevelopment of the former Bethlehem Steel property
 - ⇒ Policy 4.1 – To promote redevelopment at the site that integrates the former Bethlehem Steel lands with the City of Lackawanna
 - Action 4.1.1 – Redevelopment at the Bethlehem Steel lands should integrate with existing land use patterns of Lackawanna; i.e. the City should not “dead end” at the Bethlehem Steel property. The City should actively promote new development at the site that integrates land use patterns and the circulation system so the lands once again become a part of Lackawanna.
 - ⇒ Policy 4.2 – To encourage an accessible waterfront as the redevelopment process occurs on the former Bethlehem Steel lands
 - Action 4.2.1 – The residents of Lackawanna have a right to publicly access their waterfront. As redevelopment occurs on the former Bethlehem Steel lands, the City should promote some form of public access to the Lake Erie waterfront.

- ⇒ Policy 4.3 – To ensure that primary views to the waterfront are protected as redevelopment of the former Bethlehem Steel property occurs
 - Action 4.3.1 – New development on the former Bethlehem Steel lands should protect invaluable views to the Lake Erie waterfront. Existing views offer Lackawanna a competitive “edge” which could be eliminated if views to the water are compromised.
- ❖ Goal 5 - To maintain open communication with neighboring municipalities and plan for economic development on a regional basis
 - ⇒ Policy 5.1 – To keep local residents informed of regional planning initiatives and the manner in which the City of Lackawanna could be affected by these initiatives.
 - Action 5.1.1 – The City should make a concentrated effort to remain informed regarding progress with the Southtowns Connector initiative. The proposed “Lackawanna Connector” alternative could have significant impacts on the City and residents’ voices should be heard during the course of the process.
 - ⇒ Policy 5.3 – To establish a supportive relationship with the City of Buffalo regarding future redevelopment projects adjacent to the City of Lackawanna.
 - Action 5.3.1 – Lackawanna is adjacent to the largest brownfield redevelopment project in North America. Future redevelopment of these lands could have a positive impact on future employment opportunities for local residents. City officials should remain informed on future progress of these lands.
 - Action 5.3.2 – The City of Lackawanna should remain apprised of progress regarding potential high-end industrial park development near the Union Ship Canal in the City of Buffalo. New development near the Union Ship Canal will complement the character of Lackawanna’s Industrial Park yet not compete directly with it.

- Action 5.3.3 – The future of the Botanical Gardens will impact the City of Lackawanna as much as the City of Buffalo. The City of Lackawanna should remain informed as to future plans for the Gardens and support improvement and/or enhancement projects wherever possible. In addition, funding should be sought to establish a physical connection between the CBD of Lackawanna and South Park as outlined in the CBD Plan prepared as a part of the Comprehensive Plan.
- ❖ Goal 6 - To provide job training to underemployed and unemployed residents in the City of Lackawanna
 - ⇒ Policy 6.1 - To encourage educators and employers to provide job training opportunities in the region
 - Action 6.1.1 - Evening training courses should be offered to the under-employed and unemployed within the City. Special programs, designed in conjunction with local industries, could be sponsored by BOCES or the Private Industry Council. The City should seek ways to subsidize these programs accordingly to ensure that they are accessible to local residents.
 - Action 6.1.2 - Evening training courses should be advertised through channels that will reach the most people possible. These channels could include advertisements in City Hall, the Lackawanna Front Page, the Lackawanna Public Library, the NYS Department of Labor and other federal and state agencies.
 - ⇒ Policy 6.2 - To institute training at the high school level that will enable students to meet current employment deficiencies within the City of Lackawanna.
 - Action 6.2.1 - The three communities should work with BOCES to establish training courses for high school students that can meet current employment deficiencies. Currently, these deficiencies include welding, skilled mechanics and computer operation.
 - Action 6.2.2 - To market employment sectors where opportunities currently exist within the City and encourage educational skill that can help to meet these needs.

- ❖ Goal 7 - To promote the concept of tourism as an economic development tool in the City of Lackawanna.
 - ⇒ Policy 7.1 - To promote the Basilica and the Botanical Gardens as tourist destinations.
 - Action 7.1.1 - The Department of Development should coordinate with both the Basilica and the Botanical Gardens to establish the number of visitors both facilities draw during the course of a year. These figures can be used to attract new retailers to the CBD and improve economic conditions within the City.
 - Action 7.1.2 – The City should actively plan for the influence of Canonization of Father Baker and the impending increase in tourism this situation will incur. More visitors will come from greater distances to visit the grave of Father Baker; this influx could have a substantial economic impact on the City if properly addressed with an enhanced CBD and additional amenities for visitors.
 - ⇒ Policy 7.2 – To promote the historical resources and industrial heritage of the City of Lackawanna for economic benefit
 - Action 7.2.1 – The City of Lackawanna is rich with historical resources and an industrial heritage that is not actively promoted. A coordinated effort to promote these important resources would have significant economic impact on the City. Specific initiatives to coordinate these resources should be actively sought by the City.
 - ⇒ Policy 7.3 – To promote the development of waterfront access for residents of the City of Lackawanna
 - Action 7.3.1 – Public access to a waterfront is a proven economic development tool for municipalities. The City should place a priority on development proposals that will enable public access to the Lackawanna waterfront.

- ⇒ Policy 7.4 – To investigate the concept of preparing a detailed Tourism Master Plan to coordinate activities in Lackawanna.
- Action 7.4.1 – The City, using the information and recommendations compiled in the Comprehensive Plan, should seek sources of funding to finance a detailed Tourism Master Plan for the City of Lackawanna. A detailed plan can provide valuable recommendations for establishing tourism initiatives that will provide the highest level of economic return to the City.

1.3.2 Implementation Matrix

This section summarizes the actions proposed for the economic portion of the Comprehensive Plan. Each action is assigned a level of priority and a proposed responsibility for completion. Levels of priority include short term (1-2 years), medium term (2-3 years) and long term (3+ years). "Ongoing" means that the initiative should be started immediately and continued on a constant basis.

Action	Priority	Responsibility
1.1.1 Complete telephone interviews	Ongoing	Mayor's Office Chamber of Commerce
1.1.2 Complete business surveys	Ongoing	Mayor's Office Chamber of Commerce
1.2.1 Maintain communication between economic development agencies	Ongoing	EDZ LCDC Mayor's Office
1.2.2 Establish Industrial Forum	Short	LCDC
2.1.1 Build upon existing marketing efforts	Short	LCDC EDZ Coordinator
2.1.2 Maintain relationship with banking entities	Ongoing	LCDC EDZ Coordinator
2.2.1 Direct future development in accordance with Future Land Use Plan	Ongoing	City Council Zoning Board Planning Board Code Enforcement
2.3.1 Maintain stringent design standards for new development	Ongoing	City Council Planning Board Zoning Board Code Enforcement
3.1.1 Recognize statistics in retail Census and promote new retail development	Short	Chamber of Commerce LCDC
3.1.2 Embrace CBD Concept	Short	City Council Planning Board Zoning Board Code Enforcement
3.1.3 Develop new retail in CBD	Short-Medium	LCDC
3.1.4 Retain historic CBD character	Ongoing-Long	City Council Planning Board Zoning Board Code Enforcement
3.2.1 Actively seek replacement for K-Mart	Short	LCDC
3.2.2 Promote development of shopping plaza in 1 st Ward	Short	LCDC

3.2.3 Develop neighborhood commercial corridor on South Park; maintain historic character of Ridge/South Park	Medium	City Council Planning Board Zoning Board Code Enforcement
3.2.4 Establish "nodes" of commercial development along Electric Avenue	Medium	City Council Planning Board Zoning Board Code Enforcement
4.1.1 Integrate new development at Bethlehem with City of Lackawanna	Ongoing-Long	LCDC
4.2.1 Encourage public access to Lackawanna Waterfront	Ongoing-Long	LCDC City Council Planning Board Zoning Board Code Enforcement
4.3.1 Protect views to Lake Erie	Ongoing-Long	LCDC City Council Planning Board Zoning Board Code Enforcement
5.2.1 Remain informed on progress with South Buffalo brownfield development	Ongoing-Long	LCDC EDZ Coordinator Mayor's Office
5.2.2 Remain informed on progress at Union Ship Canal	Ongoing-Long	LCDC EDZ Coordinator Mayor's Office
5.2.3 Seek funding to establish a physical connection between South Park and CBD	Ongoing-Medium	City Grant Writer
6.1.1 Subsidize evening training courses for residents	Short	City of Lackawanna
6.1.2 Advertise evening training courses	Short	City of Lackawanna
6.2.1 Establish training courses to meet existing skill deficiencies	Medium	City of Lackawanna LCDC
6.2.2 Market employment sectors where opportunities exist	Ongoing	City of Lackawanna LCDC
7.1.1 Establish visitation figures for Basilica and Botanical Gardens	Short	Mayor's Office Chamber
7.1.2 Plan properly for influx of visitors for Father Baker canonization	Short	Mayor's Office Chamber of Commerce
7.2.1 Promote historic resources and industrial heritage	Ongoing-Long	Mayor's Office City Grant Writer LCDC
7.4.1 Seek funding to complete a detailed Tourism Master Plan	Short	Mayor's Office City Grant Writer

1.4 Land Use

1.4.1 Goals, Policies and Actions

- ❖ Goal 1 - To update land use regulations based on the recommendations of the Comprehensive Plan
 - ⇒ Policy 1.1 - Encourage the development of new commercial uses in Lackawanna based on the Future Land Use Map
 - Action 1.1.1 - Additional areas zoned for Neighborhood Commercial uses should be designated along Abbott Road, South Park Avenue and sections of Ridge Road. This zone would include smaller, service-oriented businesses that meet primarily the needs of Lackawanna residents.
 - Action 1.1.2 - A CBD Commercial zoning district should be created in the area immediately surrounding the intersection of Ridge Road and South Park Avenue, and extending along Ridge Road through the Second Ward. Future commercial uses in this zone should be consistent with the dense, "downtown" atmosphere.
 - Action 1.1.3 - A Regional Commercial zoning district should be created along the Route 5 corridor in Lackawanna. Future commercial uses along this major thoroughfare could include larger, big-box developments that require good road access, high visibility and sufficient parking that this corridor affords.
 - Action 1.1.4 - Commercial clusters should be designated along Electric Avenue to accommodate future neighborhood commercial uses. The clusters would be located at intersections that currently have commercial uses. The development of clusters would eliminate "strip" development and allow residents to easily access businesses by foot.

- ⇒ Policy 1.2 - Provide for additional natural and open space uses in Lackawanna
 - Action 1.2.1 - Natural/open space areas should be designated in the City's Zoning Ordinance to protect the ecological value and allow opportunities for passive and active recreational enjoyment. Such areas should be designated in the forested/old field areas along the Smokes Creek corridor and on the large vacant property on the south side of Martin Road.
- ⇒ Policy 1.3 - Ensure flexibility in the future development of the Bethlehem Steel lands
 - Action 1.3.1 - The Bethlehem Steel lands on the west side of Route 5 should be designated in the City's Zoning Ordinance as a Planned Unit Development (PUD). This will encourage a flexible design plan that allows clustering of structures, preservation of open space and a mix of uses on the site.
- ⇒ Policy 1.4 - Address zoning issues in unique areas of Lackawanna through the use of zoning overlay districts
 - Action 1.4.1 - Create a Historic Overlay District along McKinley Parkway from McKinley Circle to South Park Avenue in recognition of this corridor's inclusion on the State and National Registers of Historic Places.
 - Action 1.4.2 - Create a Seaway Trail Overlay District along the entire length of Route 5 in Lackawanna to protect the high scenic value of the Seaway Trail corridor.
 - Action 1.4.3 - Create a Recreational Trail Overlay District along the Smokes Creek corridor (both branches) to preserve the natural, open space character of these lands and ensure maximum public enjoyment of the Creek.

- ❖ Goal 2 - To establish an attractive mix of residential, commercial and industrial land uses in Lackawanna

- ⇒ Policy 2.1 - Minimize potential conflicts among land uses

- Action 2.1.1 - The City should require suitable buffer areas between potentially incompatible land uses when new developments are proposed. The type of buffer would depend on the specific site and could include setbacks, berms, landscaping or fencing. The most care should be given to minimizing conflicts between residential areas and neighboring commercial or industrial buildings.

- ⇒ Policy 2.2 - Enhance and preserve the significant visual resources in Lackawanna

- Action 2.2.1 - The City should preserve the significant visual resources within its boundaries when new development is proposed. Specific built properties include Our Lady of Victory Basilica, St. Barbara's Church and Holy Cross Cemetery. Natural areas include the Smokes Creek corridor and the Lake Erie waterfront.
- Action 2.2.2 - Ensure that the protection of significant visual resources in Lackawanna is addressed in the Zoning Ordinance.

- ⇒ Policy 2.3 - Improve the appearance and circulation in the Lackawanna central business district

- Action 2.3.1 - Physical improvements should be undertaken by the City to redesign the Lackawanna CBD. As the hub of City activity, the CBD should be an attractive place that reflects the historic character of Lackawanna. Also, pedestrian and vehicular circulation into, out of and within this area should be easy. A development plan such as the CBD Plan presented in the Comprehensive Plan should meet these objectives.
- Action 2.3.2 - Any change to the northwest corner of Ridge Road and South Park Avenue (new building or rehabilitation of existing buildings) keep the structures close to the street in order to maintain the urban character.

- Action 2.3.3 - The Lackawanna CBD should be physically linked with South Park in the City of Buffalo in order to facilitate use of this significant park resource by Lackawanna residents. Linkages can be established through the re-orientation of the Lackawanna City Hall to allow it to face north, as well as potential restoration of a road access to the Park from Nason Parkway.
- Action 2.3.4 - Encourage residential uses in the CBD to maintain activity in the area that extends beyond business hours. New office or commercial projects could include apartments on upper floors to meet resident needs.
- ⇒ Policy 2.4 - Identify areas in Lackawanna that have potential for mixed-use development
 - Action 2.4.1 - Consider the future reuse of Ridgewood Village as a mixed residential development that could include a variety of housing types (townhouses, market-rate housing, affordable housing) and recreation. The central location of this property near the Thruway and other major road corridors warrants its consideration as a high-density site that would generate tax dollars for Lackawanna.
 - Action 2.4.2 - The City should consider land-banking along Route 5 in order to provide opportunity for regional commercial developments along the corridor. Although Route 5 provides the high visibility and traffic patterns necessary for success of larger "big box" stores, the existing parcel configurations may not be amenable to these businesses which typically require large lots for on-site parking. By combining some smaller, irregularly-shaped parcels, the City could more successfully market this area for regional commercial uses.

- ❖ Goal 3 - To recognize the inter-relationship between land use development, transportation corridors and infrastructure in the City of Lackawanna
 - ⇒ Policy 3.1 - Steer new commercial and industrial development to areas where the transportation and infrastructure networks can support it
 - Action 3.1.1 - As the central focal point of the City, Lackawanna's central business district is the appropriate location for higher-density commercial uses. The CBD, defined as the intersection of Ridge Road and South Park Avenue and extending west on Ridge Road through the Second Ward, is served by major road corridors and is easily accessible to all residents. As such, new commercial projects should be steered to this area to create a convenient concentration of uses.
 - Action 3.1.2 - New industrial projects should be located in existing industrial parks so the potential adverse impacts of these uses (noise, odor, truck traffic) will have less impact on residential areas.
 - ⇒ Policy 3.2 - Ensure that there is a sufficient number of public parking spaces in the Lackawanna CBD
 - Action 3.2.1 - The City should explore the feasibility of creating additional public parking areas in the CBD as mentioned in the CBD Plan. In order to maintain a consistent "downtown" streetscape, the new parking areas should be located on the south side of Ridge Road behind existing properties. These areas would be accessible from the side streets.
 - ⇒ Policy 3.3 - Improve the attractiveness of major road corridors in Lackawanna
 - Action 3.3.1 - The City should undertake streetscape improvements along South Park Avenue, particularly south of Ridge Road, in order to define the road as a significant corridor in Lackawanna. This can be accomplished through the placement of trees, street furniture, sidewalks, signage or setbacks that will unify the area and provide a unique look to the corridor.

- ❖ Goal 4 - To make land use decisions on a regional basis
 - ⇒ Policy 4.1 - Adopt a preferred development plan for the Bethlehem Steel lands that recognizes the regional significance of these lands
 - Action 4.1.1 - The City of Lackawanna should review all issues related to redevelopment of the Bethlehem Steel lands and adopt a scenario for the site that incorporates the waterfront goals offered in the Comprehensive Plan, such as ensuring public access. With some of the most extensive Lake Erie waterfront in the county, Lackawanna has the opportunity to facilitate the development of public waterfront amenities that will benefit residents of the entire region.
 - ⇒ Policy 4.2 - Participate in regional planning decisions that could affect Lackawanna
 - Action 4.2.1 - The City of Lackawanna should initiate a dialogue with City of Buffalo officials as they plan for the future use of the vast South Buffalo Redevelopment site located to the north. The redevelopment will affect the Union Ship Canal, Route 5 and the Lake Erie waterfront. In recognition of the regional nature of these amenities, plans made for the City of Buffalo lands should reflect the input of Lackawanna residents.
 - Action 4.2.2 - The City of Lackawanna should maintain an ongoing communication with the surrounding communities of West Seneca, Blasdell, Hamburg and Orchard Park to become informed of developments that could affect the City. The future development of the former Seneca Mall property in West Seneca, for example, could directly impact traffic patterns in Lackawanna. This communication could begin with an exchange of Planning Board agendas and minutes so the local Boards can have an opportunity to comment on local projects before they occur.

1.4.2 Implementation Matrix

This section summarizes the actions proposed for the land use portion of the Comprehensive Plan. Each action is assigned a level of priority and a proposed responsibility for completion. Levels of priority include short term (1-2 years), medium term (2-3 years) and long term (3+ years). "Ongoing" means that the initiative should be started immediately and continued on a constant basis.

Action	Priority	Responsibility
1.1.1 Provide additional Neighborhood Commercial zones	Short	Planning Board City Council
1.1.2 Create a CBD Commercial zone	Short	Planning Board Mayor's Office City Council
1.1.3 Create a Regional Commercial zone	Short	Planning Board Mayor's Office City Council
1.1.4 Designate commercial clusters on Electric Avenue	Short	Planning Board City Council
1.2.1 Designate natural/open space areas	Short	Planning Board City Council
1.3.1 Designate the Bethlehem Steel lands west of Route 5 as Planned Unit Development	Short	Planning Board Mayor's Office City Council
1.4.1 Create a Historic Overlay District	Short	Planning Board City Council
1.4.2 Create a Seaway Trail Overlay District	Short	Planning Board City Council
1.4.3 Create a Recreational Trail Overlay District	Short	Planning Board City Council
2.1.1 Require buffer areas between potentially incompatible land uses	Short	Planning Board City Council
2.2.1 Preserve significant visual resources	Short	Planning Board City Council
2.2.2 Address visual resource protection in the Zoning Ordinance	Short	Planning Board City Council
2.3.1 Redesign the Lackawanna CBD	Medium	Planning Board City Council
2.3.2 Maintain structures close to the street at NW corner of Ridge Road/South Park Avenue	Short	Planning Board
2.3.3 Link the Lackawanna CBD with South Park	Medium	Planning Board Mayor's Office City Council

2.3.4 Encourage residential uses in the CBD	Ongoing	Planning Board
2.4.1 Consider the future reuse of Ridgewood Village as mixed residential development	Long	Planning Board Mayor's Office City Council
2.4.2 Consider land-banking along Route 5	Ongoing	Mayor's Office City Council
3.1.1 Steer new commercial projects to the CBD	Ongoing	Planning Board
3.1.2 Steer new industrial uses to existing industrial parks	Ongoing	Planning Board
3.2.1 Create additional public parking in CBD	Medium	Mayor's Office City Council
3.3.1 Undertake streetscape improvements along South Park Avenue	Medium	City Council NYS Department of Transportation
4.1.1 Adopt a preferred development scenario for Bethlehem Steel lands	Short	Mayor's Office City Council
4.2.1 Dialogue with City of Buffalo on future use of South Buffalo Redevelopment site	Short	Mayor's Office City Council
4.2.2 Maintain ongoing communication with surrounding communities	Ongoing	Planning Board Mayor's Office City Council

1.5 Recreation, Parks and Open Space

1.5.1 Goals, Policies and Actions

- ❖ Goal 1 - To protect Lackawanna's natural resources through the dedication and management of open space

- ⇒ Policy 1.1 –To protect and enhance the ecological quality of the existing Lake Erie shoreline

- Action 1.1.1 - The City should work with Bethlehem Steel or subsequent landowners to establish a 1,000 to 3,000 foot-wide open space area along Lake Erie. The dimensions of the final open space area should be based upon the character of the Bethlehem Steel property, Woodlawn Beach property, the Saratoga Associates August 1998 Land Redevelopment Plan, the 1999 peter j. smith & company, inc. Waterfront Revitalization Concept, the 1992 Horizons Commission Waterfront Development Plan, the Lackawanna Local Waterfront Revitalization Plan and/or other prepared plans.

- Action 1.1.2 - The City should work with the National Parks Service Rivers, Trails and Conservation Assistance Program, New York State Department of Environmental Conservation, Great Lakes United, the Western New York Land Conservancy or other appropriate agencies to develop a Lake Erie Open Space Management Plan which protects the shoreline's ecological quality while allowing public recreation access.

- Action 1.1.3 -The City should develop and adopt appropriate land use regulations to support the Lake Erie open space management plan.

- Action 1.1.4 - The City should work with the New York State Office of Parks, Recreation and Historic Preservation, New York Department of State and Erie County Parks Department to secure funding for buffer management plan implementation.

- ⇒ Policy 1.2 - To protect and enhance the ecological quality of Smokes Creek
 - Action 1.2.1 – The City should work with the Erie County Department of Environment and Planning, New York State DEC, Great Lakes United and local property owners to develop a Smokes Creek Corridor Management Plan. The Corridor area should be large enough to accommodate a multi-use recreation trail while protecting the creek's bank.
 - Action 1.2.2 – The City should develop and adopt appropriate land use regulations and local ordinances to implement the Smokes Creek Corridor Management Plan.
 - Action 1.2.3 – The City should work with the National Parks Services, New York State DEC and Erie County Department of Environment and Planning to secure funding for Smokes Creek Corridor Management Plan implementation.
- ⇒ Policy 1.3 - To conserve existing forest and old-field areas as public open spaces
 - Action 1.3.1 – The City should protect the City's forest and old-field resources through open space acquisition, retirement of development rights and/or land use regulation.
 - Action 1.3.2 – The City should develop a passive recreation/conservation area south of Martin Road in accordance with the City's Future Land Use Plan.
 - Action 1.3.3 - The City should work with the New York State Office of Parks, Recreation and Historic Preservation, City of Buffalo, Town of Hamburg, and Town of West Seneca to identify potential open space/wildlife corridors and pursue their development.
 - Action 1.3.4 - Where possible, the City should connect the City's open space preserves with regional open space resources including South Park, Tiff Farm, Woodlawn Beach and Cazenovia Creek.

- ⇒ Policy 1.4 - To develop public support for natural resource protection through community education
 - Action 1.4.1 - Raise community appreciation for the City's natural assets through Earth Day celebrations, school programming, seasonal tours, library resources and media efforts.
 - Action 1.4.2 – The City should explore working with the University at Buffalo Environmental Institute to measure the value of the City's open space protection efforts. Such data will allow City decision makers to compare the benefit of preservation projects with anticipated costs.
- ❖ Goal 2 - To enable City residents to access water resources for recreational enjoyment
 - ⇒ Policy 2.1 -To facilitate appropriate public recreation uses within the Lake Erie Open Space area
 - Action 2.1.1 – The City should plan and develop public park and recreation facilities along the Lake Erie Shoreline via the Lake Erie Open Space Management Plan. Water-based amenities such as public boat launch facilities should be included where appropriate.
 - Action 2.1.2 – Implement the Lake Erie Open Space Management Plan.
 - ⇒ Policy 2.2 - To facilitate appropriate public recreation uses along the Smokes Creek corridors
 - Action 2.2.1 – The City should develop design guidelines for a multi-use recreation trail along both branches and the main stem of Smokes Creek into the Smokes Creek Corridor Management Plan.
 - Action 2.2.2 – Develop the Smokes Creek Corridor Management Plan trail as per Action 1.2.4.
 - Action 2.2.3 – The City should work with Tifft Nature Preserve or other nature education organizations to provide passive recreation opportunities along the trail such as bird watching.

- ⇒ Policy 2.3 - To facilitate Lackawanna resident use of Woodlawn Beach and Union Ship Canal recreation opportunities
 - Action 2.3.1 - Work with the Army Corps of Engineers, New York State Office of Parks, Recreation and Historic Preservation and New York State Department of Environmental Conservation to improve water quality at Woodlawn Beach and Union Ship Canal to ensure safe public water access.
 - Action 2.3.2 - Work with the City of Buffalo and their designated developer to develop public recreation access to Lake Erie via the Union Ship Canal.
 - Action 2.3.3 – The City should consider Woodlawn Beach and the Union Ship Canal in the development of the Lake Erie Open Space Management Plan.
 - Action 2.3.4 – The City should develop a trail system to link the City's neighborhoods with Woodlawn Beach and the Union Ship Canal as per the City of Lackawanna Parks, Recreation and Open Space Plan.
 - Action 2.3.5 – The City should work with the NFTA to develop public transit access to Woodlawn Beach and recreation uses at the Union Ship Canal on a seasonal basis.
- ⇒ Policy 2.4 - To further investigate and address the shortage of a seasonal outdoor swimming or splash park facility indicated by the Parks, Recreation and Open Space Inventory
 - Action 2.4.1 – The City should conduct an outdoor swimming/splash park feasibility analysis to determine the demand for such facilities within the City, the best type of facility for Lackawanna and implementation costs. Funding for a feasibility analysis may be available through the National Parks Service Urban Park and Recovery Program.

- Action 2.4.2 – If the feasibility analysis indicates the need for an outdoor swimming or splash park facility, the City should incorporate the project into the City's long-term capital improvements plan and seek funding to implement the project.
- ⇒ Policy 2.5 -To maximize participation in the City's indoor swimming program
 - Action 2.5.1- The City Parks and Recreation Department should work with the Lackawanna City School District to maximize the availability of the High School pool for community swim programs. Pool access should be allocated among open swim, swimming lesson and adult swim programs.
 - Action 2.5.2 – The City Parks and Recreation Department should promote enrollment in the City's indoor swimming program through media advertisements and announcements through the Lackawanna City School District.
- ❖ Goal 3 - To provide a high quality, diverse parkland system for active and passive recreation use by the City's residents and visitors
 - ⇒ Policy 3.1 - To utilize existing neighborhood parkland and sports complexes to meet state recommendations for Neighborhood Parks, City Parks and Sports Complexes
 - Action 3.1.1 – The City should work with the Lackawanna Municipal Housing Authority and Lackawanna City School District to manage the following parks as neighborhood/district parks: Cotton Memorial, Taggart Memorial, Bethlehem, Franklin, Electric, Avery, McKinley, Ridgewood, East Milnor and Truman Elementary. These parks possess the high quality facilities, strong linkages to surrounding residential developments, and landmass necessary to serve the major neighborhoods in the City's four wards.
 - Action 3.1.2 – The City should work with the Lackawanna Municipal Housing Authority to develop Taggart Memorial Park as the central community feature of the First Ward.

- Action 3.1.3 – The City should conduct an analysis for creating a City-level park from the following existing facilities and open space: Ron Jaworski Stadium, Ralph Galati Park and Fun When Its Done. The Park should be linked to the proposed Smokes Creek Corridor, Holy Cross Cemetery and proposed Martin Road Elementary School.
- Action 3.1.4 – The City should work with the Boys Association, Little Loop Football organization and Lackawanna City School District to manage the following sports complexes to maximize community access: Carestio Memorial Fields, Boys Association/Little Loop Football, and Lackawanna High School.
- ⇒ Policy 3.2 - To investigate and address the need for additional pocket parks, play lots, district parks, and City parkland facilities indicated by the New York State SCORP recommendations in the Parks, Recreation and Open Space Inventory
 - Action 3.2.1 – The City should utilize land use regulations to encourage the development of pocket parks in commercial, industrial and high-density residential areas.
 - Action 3.2.2 – The City should further investigate the indicated need for additional play lots to serve the localized needs of school children and neighborhoods to augment the following play lot facilities: Cleveland, Reed, Victory, and Weber.
 - Action 3.2.3 – The City should investigate the potential for expanding the size of the above Neighborhood/District parks to achieve the NYS SCORP recommendation for neighborhood/district parks.
 - Action 3.2.4 – The City should incorporate a City or regional level park facility into the Lake Erie Open Space Management Plan and implementation effort.
 - Action 3.2.5 – The City should distribute new park facilities among the City's four wards to ensure access to public recreation for all residents.

- ⇒ Policy 3.3 - To investigate the potential for alternative uses of land identified as surplus neighborhood park and sports complexes in the Inventory
 - Action 3.3.1 – The City may initiate discussions with the Yemen Soccer Association and other land agencies for the purpose of soccer fields. Only if the Lehigh Park soccer field becomes a threat to the health, safety and general welfare due to land/soil contamination found through remedial studies performed by the qualifying agencies. The City shall take immediate action with the proper authorities for land remediation and use. Excluding the sale of the property for any type of industrial use. The relocation of soccer fields, if any, shall be preferably within the First Ward. The City shall also pursue improving the City owned property adjacent to the Lehigh Soccer fields for event parking.
 - Action 3.3.2 – The City should explore the development of a City Youth Center on a South Park commercial site or through the conversion of the Ridge Road Friendship House facility or an old school building.
 - Action 3.3.3 – The City should evaluate the need for the Victory neighborhood park facility. If current needs may be accommodated by other local facilities, the City should investigate the reuse of the property in accordance with the Future Land Use Plan.
- ⇒ Policy 3.4 -To work with non-City park and recreation space providers to effectively manage the City's recreation resources as a comprehensive system
 - Action 3.4.1 - The City should create a City recreation task force with representatives from the City Parks and Recreation Department, Lackawanna City Schools, Lackawanna Municipal Housing Authority and not-for-profit providers to cooperatively manage City parkland and recreation facility resources.
 - Action 3.4.2 – The City should develop a park maintenance plan which clearly defines each park's role in the City's recreation system, details maintenance and improvements required at each, and allocates responsibility for each recommendation among the recreation task force members.

→ Action 3.4.3 – The City should encourage community utilization of the City's parkland resources by effectively marketing the City's resources, community celebrations, and programming efforts.

❖ Goal 4 - To tailor City recreation facility resources to meet community needs

⇒ Policy 4.1 -To further investigate the conversion of basketball courts and softball fields identified as surplus facilities by SCORP recommendations discussed in the Parks, Recreation and Open Space Inventory to other needed facilities or uses

→ Action 4.1.1 – The City should examine the need for, and any potential hazards associated with, those softball fields and basketball courts which are not being actively programmed or maintained in the City.

→ Action 4.1.2 – The City should investigate the potential for converting the space dedicated to under used or maintained softball fields and basketball courts to needed recreation facilities as indicated by the Parks, Recreation and Open Space Inventory.

⇒ Policy 4.2 – To investigate and address the development of new recreation facilities based upon the facility needs discussed in the Parks, Recreation and Open Space Inventory

→ Action 4.2.1 – The City should further examine the NRPA recommendations for picnic facilities, soccer fields, tennis courts, and volleyball courts which were identified in the Parks, Recreation and Open Space Inventory.

→ Action 4.2.2 – If upon further investigation, the construction of additional facilities is needed, the City Parks and Recreation Task Force should develop and obtain funding for a prioritized recreation facilities capital improvements plan.

- ⇒ Policy 4.3 - To maintain recreation facilities within the City to improve recreation opportunities, prevent participant injury and minimize City liabilities
 - Action 4.3.1 – Using the Fall 1999 inventory as a base, the City Parks and Recreation Task Force should develop a working inventory of those recreation facilities that will be actively programmed; regularly evaluate these facilities for needed improvements.
 - Action 4.3.2 – Working cooperatively, the City should develop annual maintenance schedules for the City's recreation facilities.
- ⇒ Policy 4.4 – To work with existing athletic leagues and recreation providers to maximize resident recreation opportunities
 - Action 4.4.1 – The City Parks and Recreation Task Force should coordinate and cooperatively market sports league opportunities such as youth baseball, adult softball, soccer, volleyball, basketball and tennis.
 - Action 4.4.2 – The City should support City of Buffalo initiatives to develop golf-course facilities in the South Buffalo Redevelopment Area.
- ❖ Goal 5 - To link City recreation, cultural and historic resources through the development of a City trail system
 - ⇒ Policy 5.1 - To develop a multi-use recreation trail in the Smokes Creek Corridor as per the Action 2.2.2 and the GBNRTC recommendation for an off-street recreation trail along the northern branch of Smokes Creek
 - Action 5.1.1 - As per Action 2.2.1, the City should develop a multi-use recreation trail plan for the Smokes Creek Corridor which allows public access while protecting the ecological quality of the Creek.

- Action 5.1.2 - As per Action 2.2.2, the City should work with the GBNRTC, National Parks Service Urban Park and Recovery Program and Rivers, Trails and Conservation Assistance Program, New York State Office of Parks, Recreation and Historic Preservation, NYS DOT, and Erie County Parks Department to develop the Smokes Creek Corridor trail.
- ⇒ Policy 5.2 - To implement the on-street bicycle route design improvements advocated in the Niagara Frontier Bicycle Master Plan for Erie and Niagara Counties
 - Action 5.2.1- The City should incorporate appropriate bicycle trail signage and design treatments into future transportation improvements.
 - Action 5.2.2- The City should work with the New York State Department of Transportation to incorporate appropriate on-street bicycle facilities into the Route 5 Redevelopment project.
 - Action 5.2.3 – The City should work with the GBNRTC to investigate the bicycle facility potential of those road segments identified by the GBNRTC as requiring further investigation.
 - Action 5.2.4 – The City should work with the GBNRTC to promote the designation of GBNRTC on-street bicycle facilities in South Buffalo and the Towns of West Seneca and Hamburg.
- ⇒ Policy 5.3 - To develop a rail to trails project along the Conrail Lehigh & Lake Erie Industrial Track, abandoned in 1982, to link Smokes Creek with Cazenovia Creek in West Seneca
 - Action 5.3.1 - Work with the GBNRTC to determine the ownership status of the abandoned Conrail Lehigh & Lake Erie Industrial Track.
 - Action 5.3.2 – The City should work with the New York State Department of Environmental Conservation to identify any environmental constraints associated with the abandoned rail line.

- Action 5.3.3 – The City should acquire public access to the abandoned rail line via land acquisition or the acquisition of public access easements.
- Action 5.3.4 – The City should prepare a trail design plan to guide the physical implementation of the rail to trail project.
- ⇒ Policy 5.4 - To connect the above trail systems with a secondary trail system
 - Action 5.4.1 – The City should identify trail segments necessary to link important community assets with the proposed GBNRTC routes, Smokes Creek Corridor and Contrail rail to trail project.
 - Action 5.4.2 – Work with the NYS Department of Transportation and National Park Service Rivers, Trails and Conservation Program to develop and implement a secondary-trail system.
- ⇒ Policy 5.5 - Encourage resident use of the City trail-system
 - Action 5.5.1 – The City should develop City trail system guides and distribute through the City recreation department, City library and Regional Information Network web site.
 - Action 5.5.2 – The City should provide routine trail maintenance to eliminate any trail hazards and maximize trail amenities. In addition, annual trail clean-up days will help prepare the trail for seasonal use and create citizen ownership of the trail system.
 - Action 5.5.3 – The City should work with recreation retail stores and the Lackawanna City Police department to sponsor bike, rollerblading and running safety clinics on the trail seasonally.
 - Action 5.5.4 – The City should work with the Lackawanna Police Department to prevent crime along the trail through emergency phones, bicycle patrols and/or emergency access points.

- ❖ Goal 6 - To improve regional open space and recreation planning effectiveness
 - ⇒ Policy 6.1 - To provide accurate and timely data to regional open space planning organizations
 - Action 6.1.1 – The City Parks and Recreation Task Force should improve regional awareness of Lackawanna open space resources by providing information to the Regional Information Network, Erie County Department of Environment and Planning, Erie County Parks Department, and State of the Region Project.
 - ⇒ Policy 6.2 - To support regional open space conservation initiatives
 - Action 6.2.1 – The City should work with the New York State Office of Parks, Recreation and Historic Preservation, Erie County and neighboring municipalities to identify important regional open space resources and ensure their protection/conservation.
 - Action 6.2.2 – The City should facilitate the use of the City's existing development infrastructure through in-fill development and appropriate land use regulation to discourage the premature conversion of regional farmland and open space assets.

1.5.2 Implementation Matrix

This section summarizes the actions proposed for the Recreation and Open Space chapter of the Comprehensive Plan. Each action is assigned a level of priority and a proposed responsibility for completion. Levels of priority include short term (1-2 years), medium term (2-3 years) and long term (3+ years). "Ongoing" means that the initiative should be started immediately and continued on a constant basis.

Action	Priority	Responsibility
1.1.1 Establish open space buffer along Lake Erie	Ongoing	City Council
1.1.2 Develop Lake Erie Open Space Management Plan	Short	City Council National Parks Service New York State DEC Great Lakes United WNY Land Conservancy
1.1.3 Adopt appropriate land use regulations to support the Open Space Management Plan	Medium	City Council
1.1.4 Secure funding for buffer management plan implementation	Long	Mayor's Office City Council
1.2.1 Develop a Smokes Creek Corridor Management Plan	Short	City Council Erie County DEP New York State DEC Great Lakes United WNY Land Conservancy
1.2.2 Develop land use regulations to implement the Smokes Creek Corridor Management Plan	Medium	City Council
1.2.3 Secure funding for Smokes Creek Corridor Management Plan implementation	Long	Mayor's Office City Council
1.3.1 Protect forest and old-field resources	Ongoing	City Council
1.3.2 Develop a passive recreation area south of Martin Road as per Future Land Use Plan	Medium	City Council Department of Recreation/Parks
1.3.3 Identify potential open space/wildlife corridors	Medium	City Council NY OPRHP City of Buffalo Town of Hamburg Town of West Seneca



1.3.4 Connect preserves with regional open space resources	Long	City Council GBNRTC NY OPRHP City of Buffalo Buffalo Museum of Science Tifft Farm
1.4.1 Raise community appreciation for City's natural assets	Ongoing	City Council
1.4.2 Measure the value of the City's open space protection efforts	Medium	City Council University at Buffalo Buffalo State College
2.1.1 Develop public park and recreation facilities along the Lake Erie Shoreline	Ongoing	City Council NY OPRHP Erie County Parks Department Private Landowners
2.2.1 Adopt design guidelines for multi-use recreation trail	Medium	City Council Department of Recreation/Parks
2.3.1 Improve water quality at Woodlawn Beach	Ongoing	City Council Army Corps of Engineers NY OPRHP NY DEC
2.3.2 Develop public recreation access via the Union Ship Canal	Long	Mayor's Office City Council City of Buffalo Designated Developer
2.3.4 Develop a Trail system to link neighborhoods with Woodlawn Beach and Union Ship Canal	Ongoing	City Council GBNRTC
2.3.5 Develop public transit access to Woodlawn Beach and Union Ship Canal	Ongoing	City Council NFTA
2.4.1 Conduct outdoor swimming feasibility analysis	Short	City Council Department of Recreation/Parks
2.4.2 Incorporate feasibility analysis into City's long-term capital improvements	Medium	City Council Department of Recreation/Parks
2.5.1 Maximize availability of high school pool	Ongoing	City Council Recreation and Parks Department Lackawanna School District
2.5.2 Promote enrollment in the City's indoor swimming program	Ongoing	City Council Department of Recreation/Parks Lackawanna School District
3.1.1 Manage existing parkland	Ongoing	City Council Department of Recreation/Parks
3.1.2 Develop Taggart Park as central community feature	Medium	Mayor's Office City Council Department of Recreation/Parks
3.1.3 Conduct analysis for creating a City level park	Short	City Council Department of Recreation/Parks Lackawanna School District

3.1.4 Maximize community access to existing sports complexes	Ongoing	City Council Department of Recreation/Parks Lackawanna School District Little Loop Football Boys Association Complex
3.2.1 Encourage development of pocket parks	Ongoing	City Council Department of Recreation/Parks LCDC
3.2.2 Investigate need for additional play lots	Short	City Council Department of Recreation/Parks Lackawanna School District
3.2.3 Market recreational resources	Ongoing	City Council Department of Recreation/Parks
4.1.1 Examine future needs for underused softball fields and basketball courts	Short	City Council Department of Recreation/Parks
4.1.2 Investigate potential for reprogramming underused softball fields and basketball courts	Short	City Council Department of Recreation/Parks
4.2.1 Examine NRPA recommendations identified in Comprehensive Plan Inventory	Short	City Council Department of Recreation/Parks
4.2.2 Obtain funding for parks and recreation capital improvement plan	Ongoing	Mayor's Office City Council Department of Recreation/Parks
4.3.1 Develop working inventory of recreation facilities	Ongoing	City Council Department of Recreation/Parks
4.3.2 Develop annual maintenance schedules	Ongoing	City Council Department of Recreation/Parks
4.4.1 Cooperatively market league opportunities	Ongoing	City Council Department of Recreation/Parks Boys Association
4.4.2 Support initiatives to develop golf course facilities in South Buffalo	Long	Mayor's Office City Council
5.2.1 Incorporate appropriate bike trail signage into future transportation improvements	Ongoing	City Council Public Works Department Traffic and Sign Division
5.2.2 Incorporate on-street bicycle facilities into the Route 5 Development Plan	Short	City Council NYS DOT
5.2.3 Investigate bicycle facility potential of GBNRTC identified road segments	Medium	City Council GBNRTC Public Works Department
5.2.4 Promote designation of on-street bicycle facilities in the region	Ongoing	Mayor's Office City Council
5.3.1 Determine ownership status of abandoned Conrail Lehigh & Lake Erie track	Short	Mayor's Office City Council Department of Recreation/Parks

5.3.2 Identify environmental constraints associated with rail line	Short	City Council
5.3.3 Acquire public access to rail lane via land acquisition or public easement	Long	City Council Department of Recreation/Parks
5.3.4 Prepare a trail design plan to guide rail to trail project	Medium	City Council Department of Recreation/Parks
5.4.1 Identify trail segments to link community assets	Short	City Council Department of Recreation/Parks
5.4.2 Develop and implement secondary trail system	Long	City Council Department of Recreation/Parks Public Works Department
5.5.1 Develop trail system guides	Long	Department of Recreation/Parks Traffic and Sign Division
5.5.2 Provide routine trail maintenance	Long /Ongoing	City Council Department of Recreation/Parks
5.5.3 Sponsor trail safety clinics	Long /Ongoing	City Council Department of Recreation/Parks Police Department
5.5.4 Prevent trail crime	Long /Ongoing	City Council Department of Recreation/Parks Police Department
6.1.1 Improve regional awareness of City open space resources	Ongoing	City Council Department of Recreation/Parks
6.2.1 Identify regional open space resources and ensure protection	Ongoing	Mayor's Office City Council Department of Recreation/Parks
6.2.2 Establish land use regulations to discourage conversion of farm land and open space	Ongoing	City Council

1.6 Environment

1.6.1 Goals, Policies and Actions

❖ Goal 1 - To protect and enhance the City's natural resources

⇒ Policy 1.1 - Decrease the potential for flooding in Lackawanna

→ Action 1.1.1 – The City should aggressively pursue with the Federal Emergency Management Agency the updating of its 1980 FIRM maps that designate the floodplain boundary.

→ Action 1.1.2 – Require that new building in the 100-year floodplain areas be construction without basements to reduce potential flood damage to structures.

⇒ Policy 1.2 - Significant visual resources in the City of Lackawanna should be preserved

→ Action 1.2.1 - The City should preserve the significant visual resources within its boundaries in order to identify those areas where sight lines should be maintained. In addition to several built properties, there are significant natural areas such as the Smokes Creek corridor and the Lake Erie waterfront that offer invaluable scenic views. Future development in these areas should not obstruct the scenic quality of these resources.

⇒ Policy 1.3 - Increase the number of trees in Lackawanna

→ Action 1.3.1 - Lackawanna should institute a tree-planting program throughout the City to help ensure the attractiveness of the area and replenish some of the natural growth lost as the City was developed. Street trees along the major road corridors (South Park Avenue, Ridge Road and Abbott Road) should be a priority. In addition, the City should require that trees be included in new development projects.

- Action 1.3.2 - The City should prepare a tree ordinance to govern activities that could affect existing growth. The ordinance should prohibit the removal of mature trees except in specific instances (i.e. public safety). Further, new development activities (construction, traffic, industrial operations) should be reviewed for their potential to damage or destroy existing trees.
- ❖ Goal 2 - To restore formerly unusable lands in Lackawanna for public use
 - ⇒ Policy 2.1 - Restore former industrial "brownfield" sites for future reuse
 - Action 2.1.1 - The City should adopt a preferred plan of redevelopment for the various brownfield sites within its borders. Such areas include the Lackawanna Business Park, Lehigh Industrial Park, the Lackawanna Foundry site, the former Lackawanna landfill site, and the former Lackawanna incinerator site. Future uses should be in accordance with restrictions included in the specific remediation plan for each site.
 - Action 2.1.2 - The City's Zoning Ordinance should ensure that future uses on former brownfield sites are restricted to commercial, industrial or open space uses in accordance with the specific remediation plan for each site.
 - Action 2.1.3 - The City should market its brownfield sites to potential developers with the goal of returning them to productive use.
 - ⇒ Policy 2.2 - Restore the Lake Erie shoreline for future public access
 - Action 2.2.1 - The City of Lackawanna should adopt a preferred development plan for the Bethlehem Steel lands in anticipation of its potential redevelopment. The City should review all issues related to redevelopment of these lands and adopt a scenario for the site that incorporates the waterfront goals offered in the Comprehensive Plan.

- Action 2.2.2 - Lackawanna should participate in discussions involving Woodlawn Beach in the neighboring Town of Hamburg to provide input as the environmental conditions at the beach are addressed. Potential solutions to beach contamination could involve channeling water through Lackawanna lands and/or reconfiguration of the shoreline. Other participants could include the NYS Office of Parks, Recreation and Historic Preservation; the NYS Department of Environmental Conservation; and the Erie County Health Department.
- Action 2.2.3 - Lackawanna should explore with the State Office of Parks, Recreation and Historic Preservation the potential of expanding Woodlawn Beach to include lands at the southern part of the City. Extending the beach area would enhance the beach itself while providing an excellent use of former industrial lands in Lackawanna.
- ⇒ Policy 2.3 - Develop a plan to allow use of forested/old field lands in Lackawanna
 - Action 2.3.1 - Create a public open space preserve on the large vacant site located on the south side of Martin Road. These lands, considered unusable for most development because of the presence of Smokes Creek, presents an ideal opportunity for active or passive recreational enjoyment and habitat restoration.
 - Action 2.3.2 - Abandoned rail corridors located in the southern part of the City should be incorporated into a future recreational trail to provide recreational opportunities in Lackawanna.
- ❖ Goal 3 -To reduce adverse environmental impacts for Lackawanna residents
 - ⇒ Policy 3.1 - Address excessive noise impacts in Lackawanna
 - Action 3.1.1 - New housing developments proposed in Lackawanna should be sited so that residents will not regularly experience noise levels that exceed the accepted HUD standard of 65 decibels. Site improvements such as fencing, berms, landscaping and setbacks can be required to reduce noise levels on residential properties.

⇒ Policy 3.2 - Participate in measures to improve the water quality of Lake Erie and Smokes Creek

→ Action 3.2.1 - The City should require that a drainage plan be prepared before issuing final approval of commercial and industrial projects. The plan should be reviewed to ensure that site drainage will not adversely affect the property, adjoining properties or nearby water bodies.

→ Action 3.2.2 - The City should work with the Erie County Department of Environment and Planning to develop watershed protection measures aimed at decreasing polluted runoff into Smokes Creek. A watershed protection program would limit the amount of pesticides, fertilizers and other toxins that can be used within the watershed boundary, as well as prohibit certain activities that could be detrimental to water quality. Such a program should be addressed on a regional level to encompass the entire watershed of Smokes Creek; the Towns of West Seneca, Hamburg, Orchard Park and Aurora should therefore also participate.

1.7 Transportation

1.7.1 Goals, Policies and Actions

- ❖ Goal 1 – To promote the efficiency and safety of the existing transportation system
 - ⇒ Policy 1.1 – To implement intersection improvements along South Park (e.g. turning lanes) while minimizing property acquisition.
 - Action 1.1.1 – Propose an intersection improvement project at Ridge Road and South Park.
 - ⇒ Policy 1.2 – To provide more parking in the business district.
 - Action 1.2.1 – Seek vacant property to construct a new parking area.
 - ⇒ Policy 1.3 – To provide bike lanes with new road construction projects.
- ❖ Goal 2 – To plan for transportation improvements on a regional basis
 - ⇒ Policy 2.1 – To provide input into present studies involving the City of Lackawanna
 - Action 2.1.1 – continue to hold public meetings and advertise in local media the decisions involving proposed corridors for the Southtowns Connector.
 - Action 2.1.2 – continue to provide input for the NY 5 Local Traffic Impact Study.
 - Action 2.1.3 – implement a committee to represent the City for future reuse of Bethlehem Steel property.

- ⇒ Policy 2.2 – provide input into extension of mass transit systems
 - Action 2.2.1 – implement a committee to provide input into implementation of a light rail corridor to Lackawanna. The NFTA has recently been designated to study this issue.
 - Action 2.2.2 – work with NFTA to investigate the possibility of Hub-link in Lackawanna. Hub-link involves passenger van service instead of bus service. Some areas may include Bethlehem Steel property and the business district area.
- ❖ Goal 3 – To improve the pedestrian and cycling transportation system
 - ⇒ Policy 3.1 – To ensure that roadway improvements and future development incorporate features that enhance pedestrian and bicycling movements.
 - Action 3.1.1 – implement zoning that bicycle lanes and sidewalks are necessary in new construction projects.
 - Action 3.1.2 – work with the GBNRTC to increase the role Lackawanna plays in the pedestrian and bicycle regional plan.
 - Action 3.1.3 –develop abandoned railroad right- of- way into trail systems.
 - ⇒ Policy 3.2 – Ensure pedestrian safety at existing intersections.
 - Action 3.2.1 – work with Erie County to evaluate pedestrian safety at the intersection of Abbott Road and Ridge Road and potentially modify cycle times to enhance pedestrian safety.

1.7.2 Implementation Matrix

This section summarizes the actions proposed for the Transportation Chapter of the Comprehensive Plan. Each action is assigned a level of priority and a proposed responsibility for completion. Levels of priority include short term (1-2 years), medium term (2-3 years) and long term (3+ years). "Ongoing" means that the initiative should be started immediately and continued on a constant basis.

Action	Priority	Responsibility
1.1.1 Propose intersection project at Ridge/South park	Short	Department Public Works City Engineer
1.2.1 Seek vacant property to construct a new parking area	Short	Department Public Works City Engineer
2.1.1 Maintain communication during Southtowns Connector project	Ongoing	Department Public Works Erie County NYS DOT Local Residents
2.1.2 Continue to provide input for Route 5 Corridor Study	Ongoing	Department Public Works Erie County DEP Local Residents
2.1.3 Implement Committee to oversee Bethlehem Steel Reuse	Short	Mayor's Office LCDC Bethlehem Steel
2.2.1 Implement Committee to implement light rail corridor	Medium	Mayor's Office NFTA
2.2.2 Investigate possibility of Hub-link passenger vans for public transportation	Medium	Department Public Works NFTA
3.1.1 Implement zoning to develop pedestrian/bicycle lanes in new development projects	Short	Planning & Development Board Code Enforcement City Council
3.1.2 Work with GBNRTC to increase role in regional bicycle plan	Ongoing-Medium	Department Public Works GBNRTC
3.1.3 Consult national Rails-To-Trails Association to assess developing abandoned right of ways into trail systems	Long	Department Public Works Mayor's Office
3.2.1 Evaluate pedestrian safety at Abbott/Ridge intersection	Short	Department Public Works City Engineer

1.8 Infrastructure

1.8.1 Goals, Policies and Actions

- ❖ Goal 1 – To plan future infrastructure improvements on a regional basis
 - ⇒ Policy 1.1 – To encourage coordination with other public and private agencies to investigate service enhancements and cost savings
 - Action 1.1.1 – Work with Erie County Water Authority to ensure that the highest quality service is provided and maintained.
 - Action 1.1.2 – Evaluate methods of enhancing the infrastructure to encourage industrial and commercial development to encourage job growth and economic development which will benefit the region.
 - Action 1.1.3 – Encourage the development of private infrastructure that supports high tech light industrial development, i.e., fiber optics, internet services.
 - Action 1.1.4 – Investigate consolidation with the Buffalo Sewer Authority.
 - Action 1.1.5 – Encourage Niagara Mohawk to enhance the capacity of the Blasdell/Lackawanna electric station.
 - Action 1.1.6 – Encourage the expansion of rail infrastructure to facilitate the development of a regional intermodal trans-shipment facility for economic development where significant adverse impacts to the highway system do not occur.
 - Action 1.1.7 – Encourage the development of regional bicycle paths through the City of Lackawanna.

- ❖ Goal 2 – To ensure that the existing infrastructure system is safe and efficiently maintained and operated
 - ⇒ Policy 2.1 – To maintain and enhance the existing water, sewer and storm water collection systems
 - Action 2.1.1 – Investigate water distribution and sewage collection system operations and encourage the establishment of long range capital improvement plans.
 - Action 2.1.2 – Work with the appropriate agencies to ensure that adequate capacities are available for development purposes.
 - Action 2.1.3 – Develop a long-term program for inflow and infiltration identification and repair.
 - Action 2.1.4 – Assess the feasibility of implementing a program of regular water pressure and flow testing for hydrants.
 - Action 2.1.5 – Evaluate methods of addressing pressure problems with existing commercial backflow preventors.
 - Action 2.1.6 – If consolidation with the Buffalo Sewer Authority is not viable, design and construction additional retention capacity at the Sewage Treatment Plant.
 - ⇒ Policy 2.2 – To increase the efforts to achieve compliance with discharge regulations.
 - Action 2.2.1 – Encourage ECSD #6 to separate the only known combined sanitary/storm sewer infrastructure in the City of Lackawanna in the vicinity of Colton and St. Johns Streets.
 - Action 2.2.2 – Develop a local stormwater discharge permitting program.
 - Action 2.2.3 – Develop standard operating procedures to reduce faulting testing procedures that have resulted in SPDES violations.

1.8.2 Implementation Matrix

This section summarizes the actions proposed for the Infrastructure Chapter of the Comprehensive Plan. Each action is assigned a level of priority and a proposed responsibility for completion. Levels of priority include short term (1-2 years), medium term (2-3 years) and long term (3+ years). "Ongoing" means that the initiative should be started immediately and continued on a constant basis.

Action	Priority	Responsibility
1.1.1 Work with Water Authority to ensure the highest quality service is maintained	Ongoing	Department of Public Works City Engineer Erie County Water Authority
1.1.2 Evaluate methods of enhancing infrastructure to encourage industrial growth and economic development	Short	Department Public Works City Engineer LCDC/ECIDA
1.1.3 Encourage development of high-tech infrastructure	Short	Department Public Works City Engineer
1.1.4 Investigate consolidation with Buffalo Sewer Authority	Medium	Department Public Works City Engineer
1.1.5 Encourage NiMo to increase plant capacity	Medium	Department Public Works City Engineer Niagara Mohawk
1.1.6 Encourage expansion of rail infrastructure to facilitate intermodal transshipment	Medium	Department Public Works City Engineer LCDC/ECIDA
1.1.7 Maintain communication with appropriate agencies during Route 5 Corridor Improvements	Ongoing-Long	Department Public Works Erie County DEP
1.1.8 Encourage development of regional bike trails through the City	Medium-Long	Department Public Works GBNRTC
2.1.1 Investigate water and sewage collection system operations	Long	Department Public Works City Engineer
2.1.2 Ensure adequate future capacities	Ongoing-Long	Department Public Works LCDC/ECIDA
2.1.3 Develop long term program for inflow identification and repair	Short	Department Public Works City Engineer
2.1.4 Assess feasibility of implementing water pressure testing program	Medium	Department Public Works City Engineer



2.1.5 Evaluate methods to address pressure problems	Ongoing-Long	Department Public Works City Engineer
2.1.6 Design and construct additional retention capacity at the Sewage Treatment Plant	Long	Department Public Works City Engineer
2.2.1 Encourage Sewer District #6 to separate sanitary/storm sewer	Medium	Department Public Works City Engineer
2.2.2 Develop local storm water discharge permitting program	Medium	Department Public Works
2.2.3 Develop standard operating procedures	Short	Department Public Works



1.9 Community Services

1.9.1 Goals, Policies and Actions

- ❖ Goal 1 - To enhance and preserve the significant historic and cultural resources in the City of Lackawanna

- ⇒ Policy 1.1 - Strengthen the effectiveness of the Lackawanna Historical Society

- Action 1.1.1 - The City of Lackawanna should provide technical and/or financial assistance to the Lackawanna Historical Society in identifying and purchasing a building. The Society possesses a great deal of information regarding the history of Lackawanna; a building of its own would not only highlight the Society's existence but would enable the City Historian to centralize the various historic resources under one roof.

- Action 1.1.2 - The City should support the efforts of the Lackawanna Historical Society for designation of the Colonel John B. Weber Post as a Civil War museum and educational site.

- ⇒ Policy 1.2 - Consider participation in State programs that will highlight the significance of historic properties in Lackawanna

- Action 1.2.1 - The City of Lackawanna should prepare applications to the NYS Office of Parks, Recreation and Historic Preservation (OPRHP) to secure designation of significant sites as historic landmarks. There are currently five sites that are deemed eligible for inclusion on this list: South Side Light, Bethlehem Steel Main Office, Warren Truss Bridge, Lackawanna Public Library and St. Barbara's Roman Catholic Church. Historic designation would provide protection for these structures, enhance the public's interest in them and qualify them for tax credits.

- Action 1.2.2 - The City of Lackawanna should consider participating in the Certified Local Government Program sponsored by the State OPRHP. The program would enable the City to receive technical assistance, legal advice, training, and financial assistance to undertake a variety of historic preservation projects (planning, mapping, restoration, etc.).
- ❖ Goal 2 - To increase the general public's awareness of the historic and cultural resources in Lackawanna
 - ⇒ Policy 2.1 - Increase publicity for Lackawanna's historic and cultural resources
 - Action 2.1.1 - The Lackawanna Historical Society should work in concert with the Preservation Coalition of Buffalo and Erie County to prepare tours of the significant historic and cultural sites in Lackawanna. The Preservation Coalition conducts several tours each year of Buffalo and other communities to highlight the local historic sites and buildings.
 - Action 2.1.2 -The Lackawanna Chamber of Commerce should work with the Lackawanna Historian to prepare a brochure listing all historic and cultural sites of interest within the City. This information could be used for marketing and tourism purposes and included in County, regional or State promotional literature.
 - Action 2.1.3 -The City and the Catholic Diocese should combine efforts to prepare tourism "packages" available to people visiting Our Lady of Victory Basilica. Currently, bus tours bring visitors to the Basilica on a regular basis. The local economy would benefit if these visits were packaged along with a meal at a local restaurant and stops at other historic, cultural or religious sites.

- ❖ Goal 3 - To work with the Lackawanna City School District to provide the highest quality education in a cost effective manner to City of Lackawanna children

- ⇒ Policy 3.1 - To actively support School District initiatives to improve the quality of educational programs and student performance.

- Action 3.1.1 – The City of Lackawanna should continue to work with the Lackawanna School District to implement the 21st Century Community Learning Center Grant program.

- Action 3.1.2 – The City of Lackawanna should regularly meet with Lackawanna School District to discuss School District programming and opportunities for collaborative efforts, including the shared use of City resources and joint solicitation for additional program funding.

- Action 3.1.3 – The City should encourage and support City School District participation in regional educational initiatives, including the District's adoption of the State of the Region Goals for Education.

- ⇒ Policy 3.2 -To raise resident educational attainment levels to improve the quality of the City's work force, raise personal earning potentials and reduce demand for municipal support services

- Action 3.2.1 – The City should adopt the State of the Region Goals for educational attainment levels.

- Action 3.2.2 - The City should work with the Lackawanna School District to prevent student dropouts.

- Action 3.2.3 – The City should improve community awareness of high school equivalency degree programs available in Lackawanna and Erie County through local employers, the public library, job training programs and School District marketing materials.

- Action 3.2.4 – The City should encourage high school graduate and non-traditional student enrollment in college degree programs through information fairs, information centers at the City library, and employer support programs.

- ⇒ Policy 3.3 - To improve the quality of information available regarding education in Lackawanna, Erie County and the Western New York region
 - Action 3.3.1 – The City should work with the Lackawanna School District to publicly recognize and advertise creative programming efforts, teaching excellence and student educational achievements.
 - Action 3.3.2 - Develop data on adult literacy rates and school training-job skills match –particularly in vocational and technical fields
 - Action 3.3.3 – The City and Lackawanna School District should team with other Erie County educational providers to develop innovative solutions to regional education challenges and lobby for additional educational funding for local school districts.
- ❖ Goal 4 - To reduce the number and impact of police, fire and emergency incidents on the residents, property and community of Lackawanna
 - ⇒ Policy 4.1 - To reduce the number of fires in the City of Lackawanna
 - Action 4.1.1 – The City should investigate the dedication of a full time staff position to fire inspection activities.
 - Action 4.1.2 – The City should update City building code to incorporate performance based fire safety standards.
 - Action 4.1.3 – The City should partner with insurance and mortgage companies to strengthen fire prevention education efforts.
 - Action 4.1.4 – The City should work with the Erie County Department of Environment and Planning to encourage citizen participation in Erie County Household Hazardous Waste Collection Days to remove chemical fire hazards from the home.
 - Action 4.1.5 – The City should coordinate the provision of smoke alarms, carbon monoxide alarms, fire extinguishers, and other safety equipment for low-income homes that may lack such equipment.

⇒ Policy 4.2 - To improve emergency response times to reduce the damage caused by emergency incidents in the City

→ Action 4.2.1 – The City should establish a regular response and transport time reporting system to monitor trends in emergency service provision.

→ Action 4.2.2 – The City should work with private ambulance services to reduce ambulance response times in Lackawanna so that 70% of calls are answered in five minutes or less. Currently, approximately 33% of calls are answered in five minutes or less.

→ Action 4.2.3 – The City Police Department should utilize computer mapping technology to map police call locations and types, assess and report factors in response times and develop an action plan for improvement if necessary.

→ Action 4.2.4 – The City's Fire and Police Departments should work to enhance community awareness about contacting emergency medical personnel and supporting prompt response efforts.

❖ Goal 5 - To ensure resident access to high-quality information services

⇒ Policy 5.1 - To work with the Buffalo and Erie County Public Library System to maintain and expand the services available at the Lackawanna Public Library

→ Action 5.1.1 – The City should continue to house and maintain the Buffalo and Erie County Public Library Lackawanna Branch.

→ Action 5.1.2 – The City should work with the Buffalo and Erie County Public Library to clarify the implications of classifying the Lackawanna library as a “community” library and identify areas for potential library enhancements.

→ Action 5.1.3 – The City should provide political support for Buffalo and Erie County Public Library initiatives that will maintain or expand library services to the Western New York community.

- ⇒ Policy 5.2 - To improve resident access to local, regional and statewide government information sources
 - Action 5.2.1 – The City should work with the Lackawanna Public Library and Lackawanna City School District to publicize information sources currently available on the world wide web.
 - Action 5.2.2 – The City should explore the distribution of information on City meetings, services, economic development opportunities, programs and projects on the world wide web; if feasible, the Lackawanna Community Development Corporation site should be used; where possible the City should link the site to local, regional and statewide information sites.
 - Action 5.2.3 – The City should explore opportunities to broadcast City meetings via local cable networks.
- ⇒ Policy 5.3 -To improve resident computing proficiency and capacity
 - Action 5.3.1 – The City should work with Erie 1 BOCES and the Lackawanna City School District to provide continuing education coursework on computer applications.
 - Action 5.3.2 – The City should investigate initiatives designed to bridge the technological divide between those with access to computers and computing skills and those that do not; implement initiatives appropriate for Lackawanna.

- ❖ Goal 6 - To promote and protect the health of Lackawanna residents
 - ⇒ Policy 6.1 - To work with the Erie County Health Department to develop and track data on the health of Lackawanna residents
 - Action 6.1.1 - The City should obtain annual data on the health of Lackawanna residents from the Erie County Health Department and New York State Department of Health. Where necessary, the City should aid County and State efforts to collect additional information regarding resident health.
 - Action 6.1.2 – The City should meet with County and State Health Departments to discuss how community health issues are being addressed.
 - Action 6.1.3 – On a regular basis, the City should report important health trends to local media, the Lackawanna City School District, and local health care providers to raise awareness about local health issues.
 - ⇒ Policy 6.2 - To protect residents from local health threats and encourage healthy resident lifestyles
 - Action 6.2.1 – The City should utilize local land use regulations to protect local residents from health threats created by industry, traffic or other land use activities.
 - Action 6.2.2 – The City should continue to provide high quality recreation facilities and programs to encourage resident health.
 - Action 6.2.3 – The City should host a community health fair to provide health-screening services, distribute community health care information and highlight the health resources available within the City of Lackawanna.

- ⇒ Policy 6.3 -To ensure resident access to high quality health care services within the City of Lackawanna and Erie County
 - Action 6.3.1- The City should work with local and regional hospital care providers to ensure resident access to high quality hospital and emergency care services within the City of Lackawanna.
 - Action 6.3.2 – The City should facilitate the location of private health care providers including physicians, dentists, chiropractors and other therapists in the City through appropriate land use regulations.
 - Action 6.3.3 – The City should provide support to community van programs for medical visits.
 - Action 6.3.4 – The City should work with the Niagara Frontier Transportation Authority (NFTA) to ensure resident access via public transit to local health centers.
- ❖ Goal 7 - To ensure access to appropriate social services for Lackawanna's poor, young children, seniors, and youth
 - ⇒ Policy 7.1 - To support the provision of emergency food and shelter services to the City's poor
 - Action 7.1.1 – The City should develop a public-private task force to track client needs, identify existing resources, and coordinate emergency food/shelter service provision and programming planning efforts.
 - Action 7.1.2 – The City should encourage increased food donations for the poor through coordinated annual food drives and support for WNY Food Bank fundraising and food donation campaigns.
 - Action 7.1.3 – The City should work with the Food/Shelter Task Force and neighborhood groups to clarify the need for emergency and transitional housing in Lackawanna and identify appropriate sites for any needed facilities.

- ⇒ Policy 7.2 - To ensure young children in Lackawanna receive high quality care that prepares them for school, provides a supervised environment, delivers appropriate support services, and supports parental employment
 - Actions 7.2.1 – The City should develop a public-private task force to evaluate the number and capacity of childcare agencies located within the City of Lackawanna, encourage the development of professional childcare providers, coordinate training for non-professional child care providers, distribute educational information on child care and obtain child care financial assistance for middle and low income families.
 - Action 7.2.2 – The City should facilitate new childcare enterprises through land use regulations, business coordination and incentives.
- ⇒ Policy 7.3 - To coordinate and expand the provision of quality, cost-effective senior support services in Lackawanna including social activities, senior social service delivery, in-home care and transportation
 - Action 7.3.1 – The City should develop a public-private task force or committee to examine senior service delivery through the Lackawanna Senior Citizens Center and other community service providers, investigate the consolidation of senior service delivery via the Lackawanna Senior Center, develop a system for tracking and addressing elder abuse and coordinate the provision of respite and temporary care for area seniors.
 - Action 7.3.2 – The City senior task force should work to expand the number of seniors receiving in-home contact through Friendship House case management, chore service, meals on wheels or companion programs. Work to assure that at least 80% of residents over 75 and living alone receive weekly contact and an annual assessment for in-home services.
 - Actions 7.3.3 – The City senior task force should lobby appropriate government agencies for expanded funding for the Expanded In-Home Services for the Elderly Program.

- Actions 7.3.4 – The City should encourage youth participation in senior companion programs via the Lackawanna Youth Bureau and Board, Lackawanna City School District, West Seneca Youth Engaged in Service Program and youth organizations such as the Boy Scouts, Girl Scouts and Boys and Girls Club.
- ⇒ Policy 7.4 - To coordinate and expand the delivery of high quality, cost effective youth services to Lackawanna youth
 - Action 7.4.1 - The City should develop a public-private task force or committee to examine youth service delivery in Lackawanna including Lackawanna Youth Bureau, Friendship House, Lackawanna Municipal Housing Authority, and Baker Victory Services.
 - Action 7.4.2 – The City should develop a City youth center to provide recreation and educational opportunities, after-school activities and coordinate youth social service delivery.
 - Action 7.4.3 – The City should develop a collaborative youth intervention program through the Lackawanna School District, Police Department, Youth Bureau, Big Brothers/Big Sisters Program and Our Lady of Victory Services to reduce chronic youth behavior problems and minimize the number of Persons In Need of Supervision (PINS) cases arising in Lackawanna.

1.9.2 Implementation Matrix

This section summarizes the actions proposed for the Community Facilities chapter of the Comprehensive Plan. Each action is assigned a level of priority and a proposed responsibility for completion. Levels of priority include short term (1-2 years), medium term (2-3 years) and long term (3+ years). "Ongoing" means that the initiative should be started immediately and continued on a constant basis.

Action	Priority	Responsibility
1.1.1 Assist Historical Society in purchasing a building	Short	City Council Historical Society
1.1.2 Designate Weber Post as a Civil War Museum	Medium	City Council Historical Society
1.2.1 Secure designation of significant sites as historic landmarks	Long	Historical Society
1.2.2 Consider participation in Certified Local Government Program	Long	City Council Historical Society
2.1.1 Prepare tours of the historic and cultural sites	Medium	Chamber of Commerce Historical Society Preservation Coalition of Buffalo & Erie County
2.1.2 Prepare a brochure listing all historic and cultural sites	Short	Chamber of Commerce Historical Society
2.1.3 Prepare tourism packages for visitors to Basilica and Botanical Gardens	Short	Chamber of Commerce OLV Basilica Erie County Botanical Gardens
3.1.1 Implement the 21 st Century Community Learning Center Grant Program	Short	City Council Lackawanna School District
3.1.2 Meet with Lackawanna School District to discuss collaborative efforts	Ongoing	City Council Lackawanna School District
3.1.3 Support school district participation in regional education initiatives	Ongoing	City Council Lackawanna School District
3.2.1 Adopt State of the Region goals for educational attainment levels	Short	Lackawanna School District



3.2.2 Work with school district to prevent student dropouts	Ongoing	City Council City Courts Youth Board/Bureau Police Department Erie County Youth Services
3.2.3 Improve community awareness of high school equivalency programs	Ongoing	City Council Lackawanna School District Erie 1 BOCES
3.2.4 Establish information fairs to encourage college education	Ongoing	City Council Lackawanna School District Local colleges/universities
3.3.1 Advertise student achievement, teaching and programming excellence in schools	Ongoing	City Council Lackawanna School District
3.3.2 Develop data on adult literacy rates	Medium	City Council
3.3.3 Develop innovative solutions to regional education challenges	Ongoing	City Council Lackawanna School District
4.1.1 Investigate dedicating a full time staff position to fire inspection activities	Short	City Council Lackawanna Fire Department
4.1.2 Update building code to incorporate performance based fire safety standards	Medium	City Council Code Enforcement
4.1.3 Strengthen fire prevention education efforts	Ongoing	Fire Department
4.1.4 Encourage participation in Hazardous Waste Collection Days	Ongoing	City Council Fire Department EC Environmental Compliance
4.1.5 Coordinate the provision of smoke alarms, etc. to low income homes	Ongoing	City Council Fire Department
4.2.1 Establish response time reporting system to monitor trends	Medium	City Council Fire Department Police Department Private Ambulance Services
4.2.2 Reduce ambulance response times	Long	Fire Department Police Department Private Ambulance Services
4.2.3 Use computer mapping technology to map police call locations	Medium	City Council Police Department
4.2.4 Enhance community awareness about emergency response	Ongoing	City Council Fire Department Police Department
5.1.1 Maintain and enhance the Public Library branch in the City	Ongoing	City Council Buffalo/Erie County Public Library
5.1.2 Clarify implications of branch becoming "community library"	Short	City Council Buffalo/Erie County Public Library
5.1.3 Provide political support for library initiatives	Ongoing	Mayor's Office City Council



5.2.1 Publicize information resources available on the Web	Ongoing	City Council Buffalo/Erie County Public Library Lackawanna School District
5.2.3 Explore opportunities to broadcast City meetings	Short	City Council
5.3.1 Provide continuing education coursework on computer applications	Ongoing	Lackawanna School District Erie 1 BOCES
5.3.2 Investigate improving computer access for low-income households	Medium	City Council Lackawanna School District Buffalo/Erie County Public Library
6.1.1 Obtain annual health data for City residents	Ongoing	City Council Erie County Health Department
6.1.2 Meet with County and State Health Departments	Ongoing	City Council Erie County Health Department State Health Officials
6.1.3 Report important health trends to local media	Ongoing	City Council Erie County Health Department
6.2.1 Use local land use regulations to protect residents from health threats	Short	City Council
6.2.2 Continue provision of high quality recreation programs	Ongoing	City Council Department of Recreation/Parks
6.2.3 Host community health fair to provide important services and information	Ongoing	City Council
6.3.1 Work with local and regional health care providers to ensure resident access	Ongoing	City Council Private health care providers
6.3.2 Facilitate location of private health care providers	Ongoing	City Council Private health care providers
6.3.3 Provide support for community van programs for medical visits	Ongoing	Department of Recreation/Parks
6.3.4 Ensure public transit access to medical care	Ongoing	City Council NFTA
7.1.1 Develop task force to track senior client needs	Short	City Council Lackawanna Senior Center Friendship House
7.1.2 Encourage increased food donations	Ongoing	City Council WNY Food Bank
7.1.3 Clarify need for emergency and transitional housing	Short	City Council Not-for-profit housing providers
7.2.1 Develop task force to evaluate capacity of local child care agencies	Ongoing	City Council Lackawanna School District CAO Head Start
7.2.2 Facilitate new child care enterprises through land use regulations	Short	City Council

7.3.1 Develop task force to evaluate senior service delivery	Ongoing	City Council Lackawanna Senior Center Friendship House
7.3.2 Increase senior access to services	Ongoing	City Council Lackawanna Senior Center Friendship House NFTA
7.3.3 Lobby appropriate government agencies for more senior program funding	Long	Mayor's Office City Council
7.3.4 Encourage youth participation in senior companion programs	Ongoing	City Council Youth Board/Bureau Department of Recreation/Parks Lackawanna Senior Center Friendship House
7.4.1 Develop a task force to evaluate youth service delivery	Ongoing	City Council Youth Board/Bureau Department of Recreation/Parks Friendship House Baker Victory Services
7.4.2 Develop a City youth center to coordinate youth service delivery	Ongoing	City Council Youth Board/Bureau Department of Recreation/Parks
7.4.3 Develop collaborative youth intervention program	Ongoing	City Council Lackawanna School District City Courts Youth Board/Bureau Police Department Erie County Youth Services

2.0 Central Business District Plan

The heart of a community is its “downtown”, most commonly referred to today as the “central business district” or CBD. The City of Lackawanna’s Central Business District at the intersection of South Park Avenue and Ridge Road truly functions as its heart: major roads converge here, City government and services are centralized here, and it is the psychological “center” of the City for residents and non-residents alike. This has been true throughout the 20th century as Lackawanna changed from a rural community, to a major regional employment hub, to the tightly-knit City with a small-town quality that it is today.

In light of its significance, a Central Business District Revitalization Plan has been prepared for Lackawanna as part of the Comprehensive Plan. The Plan is meant to function as a guideline and not a fixed plan. The CBD Plan seeks to build on the City’s strengths, take advantage of its major attractions, and address some of the design issues that have sacrificed its scenic quality over the years. The Plan concept is illustrated in this Chapter. The main features of the CBD Plan are described below.

City Hall

The plan seeks to recapture the historic quality of this building by removing the addition constructed in the 1970s and restoring the original façade. To compensate for the lost office space, a new addition would be placed to the rear of the original building that is consistent with the original construction style. The new addition would be oriented towards South Park, enabling its occupants to easily view the beautiful park setting and drawing the Park to Ridge Road. To open up the views from City Hall, selected buildings along Nason Parkway would have to be removed. The historic Toll House on Nason Parkway, currently a private residence, could be moved to another site in the City and serve as a gateway or museum. To compensate for the grade change, stairways would be installed for easy access to the building from Nason Parkway. Underground parking would also be appropriate, with access from Nason Parkway.

The front of City Hall could be used as an open public space, providing a place for gathering and events. A fountain, monument or other feature could be added to symbolize the building’s significance as the City government center.

Northwest Block

This block has traditionally functioned as one of the business cores for downtown. The CBD Plan maintains the commercial nature of the block but offers two alternatives:

Maintain existing businesses

Among the existing group of commercial buildings that have maintained their historic charm and have the potential to be renovated. These include the Sterling Photography building, the coffee shop and selected others in between. The first scenario would keep all existing buildings and improve the façades to produce a consistent, attractive commercial strip of small specialty shops and services. Specific improvements could include historic detailing, sign control, awnings, window sizing and placement, street trees, street furniture and ornamental lights.

New construction

The second scenario would maintain the Sterling Photography and coffee shop buildings but demolish all those in between. A new 2-4-story building, not to exceed the height of hospital, would be constructed that would allow commercial uses on the first floor and office and residential uses on the remaining floors. This mix of uses would be more likely to generate pedestrian movement in the commercial core, contributing to the overall health and success of the CBD. A corner setback would create a public space that, taken together with the other three corners, would accent the intersection.

The new building would be constructed in a style to mirror the OLV Infant Home on the east side of South Park Avenue, which would add to the visual appeal of the intersection. Specific features of the new building such as construction material (red brick), gables, windows and corner tower would resemble those of the Infant Home.

Southwest Corner

A clock tower or other civic feature is shown as an added feature in this public parking lot for the adjacent Victoria Square building. The clock tower will further identify the intersection as a public space and the center of the CBD.

Concept One

Concept Two

Parking and Circulation

While no new roads are proposed in the CBD Plan, some changes are recommended to improve vehicular circulation and visual identification of the CBD.

The success of any CBD requires sufficient parking. The CBD Plan therefore provides additional parking space behind the Ridge Road businesses from South Park Avenue to Colton Avenue. These locations are well within easy walking distance for people shopping or visiting City Hall. Removal of some residential structures would be required to accommodate the new parking areas. Sufficient landscape or fencing buffers would be installed to shield the parking areas from adjoining residences. This rear strip of parking would actually function as a 'strip mall in reverse'. This concept is preferable to further demolition of structures to make way for parking lots along Ridge Road; lots already created should be considered for infill in order to once again capture the continuous façade of downtown storefronts.

As mentioned in the discussion of City Hall improvements, underground parking should be created on the City Hall property to provide additional space for employees and/or the public. The parking area should be accessible from Nason Parkway.

Additional improvements to the CBD roads includes installation of a landscaped median on South Park Avenue north of the Ridge Road intersection, and construction of curbed bus bump-outs on both South Park Avenue and Ridge Road to facilitate the smooth flow of traffic.

A key element to the South Park Avenue/Ridge Road intersection is creating a public space on all four corners to accentuate the public nature and significance of this intersection. The City should work with Our Lady of Victory Basilica to create drop-offs or other improvements to address parking and circulation issues from public use of the church.

Landscaping

To further beautify the CBD, new plantings would be added along South Park Avenue and Ridge Road, as well as adjacent to existing and proposed parking lots.

3.0 Future Land Use Plan

3.1 Future Land Use Projections

The future appearance of the City of Lackawanna will be shaped by how the City's land is used. This chapter has discussed the characteristics of the existing land uses; the following section compares current conditions with standard land use ratios recommended in planning literature. The chart below summarizes this comparison.

It must be cautioned that these ratios are not intended as a model of what the City of Lackawanna should become. They merely represent examples of land use patterns that exist in selected small cities throughout the country. The specific land use features of Lackawanna will create a unique place that is affected by historical development, geography and natural features.

Table 3-1 Current Land Use Compared to Standard Ratios
City of Lackawanna

Land Use	City of Lackawanna		Standard Ratio of Land Use
	Current Acres	Current % of Total Acreage	
Residential	871	23%	52%
Commercial	128	3%	10%
Industrial	1,468	39%	7%
Public Service	420	11%	18%
Community Services	344	9%	10%
Recreation/Entertainment/ Parks	65	2%	11%
Forested/Old Field	297	8%	NA
Vacant	208	5%	NA
TOTAL	3,801	100%	NA

Source: Planning Advisory Service; Erie County Department of Environment and Planning; and peter j. smith & company, inc.

The land use ratios have been calculated as a percentage of the developed land within the communities. Therefore, there is no figure assigned to forested/old field or vacant lands. A discussion of each category is presented below.

Residential

To determine the number of housing units required in the City, the estimated population for 1998 and the projection for the year 2020 were used. The population projection is divided by the projected mean (average) household size for each of the years. The mean household size for the City in 1990 was 2.44 people. Assuming the household size remains the same over the next 20 year period, the number of new housing units required to meet the projected increase in population is determined by the following formula:

$$\frac{\text{Projected Population}}{\text{Mean Household Size}} = \text{Projected Number of Housing Units Needed}$$

Population projections for the City of Lackawanna show that the total population could drop to 19,220 by the year 2000 and then remain relatively stable at 19,000 by the year 2020. Based on the above formula, the City could require 7,877 units by the year 2000 and 7,787 by the year 2020.

In 1990, there were 8,986 housing units in both the City; this number should adequately meet the housing needs of the projected populations through the year 2020.

Commercial

In the City of Lackawanna, there are approximately 128 acres of land devoted to commercial use. This accounts for roughly 3% of the City's total land area. This amount falls below the 10% standard ratio found in planning literature. However, this shortfall should be considered in light of the fact that Lackawanna's total land area is somewhat skewed by the large amount of industrial land. If the industrial acreage is removed from the calculation, the percentage of commercial land becomes 6%.

While the current percentage of commercial land is not dramatically lower than that found in other small cities, the City should still plan for additional commercial space to meet the needs of the population. This conclusion is based on the fact that many types of stores (i.e. clothing, grocery, specialty shops) are underrepresented in Lackawanna. Further, the need for additional businesses was frequently mentioned by residents in the community survey.

The City has ample space for additional commercial uses along the major routes (Abbott Road, South Park Avenue, Ridge Road and Route 5) as well as smaller roads (some areas of Electric Avenue). The Future Land Use Map for Lackawanna denotes these corridors as commercial.

Industrial

Based on the standard land use ratio of 7% of industrial land, the City of Lackawanna currently requires roughly 266 acres of industrial land. The City far exceeds this standard, with over 1,400 acres of industrial land. Future redevelopment of the Bethlehem Steel properties could reduce this total.

Bethlehem Steel has been working with the U.S. Environmental Protection agency to clean up contaminated areas of the site for potential reuse, and is committed to working with federal and state governments to implement a remediation plan. BSC also envisions redevelopment of the site so that it may benefit Lackawanna and the region. To date, two plans have been prepared:

- In August 1998 a North American Business Center Redevelopment Plan was prepared by The Saratoga Associates. The plan identifies areas suitable for light, medium and heavy industrial use; recreation (marina, fishing, trail); commercial center; and town center. Nearly the entire Route 5 frontage amounting to 600 acres of land has been identified for near-term redevelopment; however, the plan addresses a complete build-out for the entire BSC property over 20 years.

- A concept plan for the waterfront was prepared by peter j. smith & company, inc. in conjunction with the Comprehensive Plan. This plan recaptures the original Lake Erie shoreline and creates an island for the BSC property by making a channel for the lake water. The island is envisioned as a site for a regional Commerce Exposition Center, Industrial Heritage Center, mixed office/retail space, marina and natural interpretive areas. Redevelopment of the BSC site is envisioned as a means of making this vast acreage productive once again, creating jobs and bolstering the local tax base.

This abundance of industrial land is viewed as a positive attribute for Lackawanna. The City has a rich industrial heritage that can be used to its advantage in attracting new types of industries. In addition, the City's central Erie County location and proximity to all forms of infrastructure -- water, rail and highway -- give it the capability to absorb more than the required amount of industrial activity.

Public Service

For the City of Lackawanna, the percentage of land use totals 11% for public service. This category includes rail lines, power facilities, rights-of-way, and public sewer facilities. This amount is within the general range of the amount of public service land found in many smaller cities (18%).

Community Services

In Lackawanna, 9% of the total land area is devoted to community services that include schools, hospitals, churches, cemeteries and other community facilities. While an initial look often leads to the impression that too much land in the City is in this use (i.e. non-taxable property), Lackawanna appears to compare favorably with other small cities throughout the country in this regard.

Recreation/Entertainment/Parks

The standard land use ratio found in other small cities for this use is 11%, compared to 2% currently devoted to in Lackawanna. Yet, it should be stressed that this inventory includes only those properties devoted exclusively to recreation, thereby excluding all school recreational facilities. If all sites having recreation resources are included, a total 325 acres results; this amount yields a percentage of nearly 9%.

A closer look reveals that specific types of recreation are underrepresented in Lackawanna, such as pocket parks, badminton courts, tennis courts, volleyball courts, field hockey fields, running track, trails and picnic shelters. The need for specific recreational facilities is discussed in greater detail in Chapter 8.0.

3.2 Future Land Use Map

The Future Land Use Map for the City of Lackawanna will lay the foundation for the updated Zoning Ordinance to be prepared for the City in conjunction with this Comprehensive Plan. The map shows the following land uses:

- Single-family Residential
- High-density Residential
- Neighborhood Commercial
- Central Business District (CBD) Commercial
- Regional Commercial
- Industrial
- Natural/Open Space
- Public/Semi-Public
- Planned Unit Development
- Historic Overlay
- Seaway Trail Overlay
- Recreation Trail Overlay

The land use categories are discussed below.

Residential

Future residential uses are shown in two categories: Single-family residential and high-density residential.

The single-family designation is reserved for the majority of the residences in Lackawanna and is intended to signify the residential areas that should maintain a single-family “look” and quality. This designation may therefore include two-family residences.

The high-density category is reserved for those areas where housing projects currently exist, or where future apartment complexes or higher-density residential developments could go. Such areas are shown in the First Ward (Gates Avenue and Baker Homes projects), Second Ward (Parkview Towers), and Third Ward (Eaton Street, Ridge Road and Ridgewood Village).

A high-density residential area on the south side of Ridge Road between Abbott Road and South Park Avenue presents a suitable use for the K-Mart site since it adjoins other apartment buildings and is located on a major thoroughfare. In addition, if senior housing is developed on the property south of K-Mart, this area could concentrate similar developments in one general location. Likewise, the redevelopment of Ridgewood Village for future high-density residential units such as a senior facility or low/moderate-income units takes advantage of its central location near bus routes and high-trafficked areas.

Commercial

Future commercial land uses in Lackawanna are divided into three sub-categories: Neighborhood Commercial, Central Business District (CBD) Commercial and Regional Commercial. The distinctions were made to differentiate among various types, sizes and functions of commercial uses that may locate in an urban area.

Neighborhood Commercial is designated for those areas that primarily serve the Lackawanna community. They are located along the City's main roads – Abbott Road, South Park Avenue and sections of Ridge Road – that are easily accessible. The type of commercial uses in these areas tend to be smaller, service-oriented businesses that meet the needs of Lackawanna residents. Future uses should maintain this character.

The CBD Commercial designation applies to the area immediately surrounding the intersection of Ridge Road and South Park Avenue, the City's "downtown". Due to the consistent commercial nature of Ridge Road throughout the Second Ward, this entire length of road has been included as CBD Commercial. The section of South Park Avenue directly south of the intersection, although currently residential, has also been included as CBD Commercial. Its proximity to downtown could bring future conversion of these buildings to commercial use, and placing guidelines on redevelopment will ensure that the area maintains the quaint, historic quality of the CBD. Future commercial uses in the CBD Commercial areas should be consistent with the existing character of the downtown.

The Regional Commercial designation applies to the Route 5 corridor, in recognition of the regional function that this road serves. Route 5 is a prime connector to downtown Buffalo for residents of Blasdell/Hamburg and points south. This road can therefore support larger, big-box developments that require good access, visibility and sufficient area for parking.

Industrial

The Future Land Use Plan maintains the current pattern of industrial land use in Lackawanna off Ridge Road (New Village Industrial Park and Steelawanna Industrial Park) and Route 5. The total amount of industrial land will be dramatically reduced, however, due to the change in designation of Bethlehem Steel lands from industrial to Planned Unit Development (discussed below).

Natural/Open Space

The Natural/Open Space designation has been assigned to areas in Lackawanna envisioned as providing natural opportunities for passive and active recreational enjoyment. Two areas have been identified: the Smokes Creek corridor and the area south of Martin Road.

The area surrounding both branches of Smokes Creek has been designated Natural/Open Space in light of the trail proposed along this corridor. The trail will provide a natural setting through the entire City, allowing walking, cycling and roller-blading.

The second area includes a large natural area south of Smokes Creek. This area has remained undeveloped due to the wetness of the land created by Smokes Creek.

Public/Semi-Public

The areas currently in public and semi-public use remain in the Future Land Use Plan. These areas include those sections of the City predominantly devoted to rail lines and rights-of-way. There does not appear to be a need to designate additional areas in Lackawanna for these uses.

Planned Unit Development (PUD)

The PUD designation is applied to the entire section of Lackawanna west of Route 5. This large land area, highly visible and comprising the City's whole Lake Erie waterfront, has tremendous potential for redevelopment. Assigning a PUD designation to the site will require that a comprehensive plan for the entire area be prepared. PUDs will allow clustering of structures to preserve maximum open space and natural features on the property, as well as a mix of uses (residential, commercial, retail, office, industrial). Advantages of the PUD include extra flexibility in project design and the preparation of a unified site plan that can make the best use of the land.

Overlays

Overlays provide an additional level of zoning requirements that are superimposed upon existing zoning in specified areas. For the Lackawanna Future Land Use Map, three different overlays have been designated: a Historic Overlay, Seaway Trail Overlay and Recreation Trail Overlay.

Historic Overlay

McKinley Parkway from McKinley Circle to South Park Avenue is the only site in the City of Lackawanna listed on the State and National Registers of Historic Places. This distinction has been applied in recognition of Frederick Law Olmsted's design of South Park and its adjoining Parkway. In recognition of this designation, and to maintain a high-quality, historic Parkway character, an Historic Overlay is created. When translated into an official zoning overlay, the district can control setbacks, height, density, and other site characteristics that can strongly impact the character of the neighborhood.

Seaway Trail Overlay

The Seaway Trail Overlay is applied to entire length of Route 5 through the City of Lackawanna. The Seaway Trail extends throughout New York State and follows Route 5 in this portion of the State. This overlay is intended to protect the high scenic value of the Seaway Trail and to ensure incompatible uses are excluded. A similar overlay has been already implemented on Route 5 in portions of Chautauqua County.

Typical Seaway Trail Overlay regulations would govern the type of uses permitted, roadway design, lighting, utility, grading, vegetation and signage. By implementing this overlay, the City of Lackawanna would recognize the regional nature and function of this important corridor and ensure the high quality appearance of future development.

Recreational Trail Overlay

The Recreational Trail Overlay applies to the Smokes Creek corridor. This overlay designation was created to address the fact that the majority of lands backing up to the creek are privately owned. The overlay would prohibit the construction of buildings along the corridor to preserve its natural, open space character and ensure maximum public enjoyment of the Creek.

4.0 Recreation Trail Plan

The preceding section describing recreational facilities in the City of Lackawanna summarized existing amenities and pointed out deficiencies in the overall system. One specific recreational amenity that the City lacks is an established trail system for residents of the City and the region to enjoy.

This section describes a proposed recreational trail for Lackawanna that incorporates the City's most attainable water resource, Smokes Creek. The proposed trail has been designed to fit into a larger "Great Circle Route" that serves the entire Buffalo metropolitan area.

4.1 Location

A City-wide trail is proposed to link existing features and provide an additional recreational opportunity in Lackawanna. The proposed trail spans the entire City, enabling residents of each ward to easily access it. The proposed trail system is shown on the accompanying Parks, Recreation and Open Space Map.

The Greater Buffalo-Niagara Regional Transportation Council (GBNRTC) has recently mapped a proposed route for an off-road bicycle trail that extends from the Town of West Seneca adjacent to Ridgewood Village, west along the North Branch of Smokes Creek, and terminating at Route 5. The recreational trail proposed in this Comprehensive Plan incorporates this route.

Beginning at the northwest corner of Lackawanna at the City of Buffalo border, the proposed recreational trail proceeds east, south and west to include the following features:

- ⇒ Union Ship Canal (City of Buffalo)
- ⇒ Warren Truss Bridge
- ⇒ South Park (City of Buffalo)
- ⇒ Lackawanna Central Business District
- ⇒ Holy Cross Cemetery (south side of Ridge Road)
- ⇒ Lackawanna Senior Citizens Center/"Fun When It's Done" play area
- ⇒ Future elementary school site (south side of Martin Road)
- ⇒ North and South Branches of Smokes Creek, continuing west to Lake Erie
- ⇒ Abandoned rail corridor in southern part of the City
- ⇒ North-south rail corridor at western border of Second Ward
- ⇒ Route 5

The proposed trail includes linkages to off-site destinations that will enable it to serve the entire region and be incorporated into other regional or County trail plans:

- ⇒ Link to Union Ship Canal and South Park in the City of Buffalo
- ⇒ Link to lands in the Town of West Seneca near Ridgewood Village (west side of Thruway)
- ⇒ Link to Woodlawn Beach in Town of Hamburg

4.2 Smokes Creek

Though it flows through the center of Lackawanna, Smokes Creek has not received the attention that this significant resource warrants. Some areas along the creek are presently used by the public for walking or fishing, yet there are no formal opportunities for recreation along its path. The City has therefore requested that the potentials for using this resource be explored as part of the Comprehensive Plan.

The majority of the lands backing up to the creek are privately owned, although the U.S. Army Corps of Engineers maintains a permanent easement along much of the North Branch. The City will have to coordinate easements with the Corps to make the trail possible. Ideally, the total easement would be 20 feet in width, with the trail itself measuring 10 feet in width. The City could obtain easements through implementation of the Recreational Trail Overlay district proposed in the new Zoning Ordinance (see Future Land Use Map, Chapter 7.0).

The undeveloped nature of Smokes Creek makes it suited for a naturalized pathway that is easy for the public to locate, identify and use. The improvements proposed for the creek portion of the trail should be aimed at maintaining the scenic quality of the creek while facilitating enjoyment of this significant resource.

Specific features of the proposed trail along Smokes Creek could include:

- ⇒ *asphalt walkway* – ideally 10 feet in width and handicapped accessible
- ⇒ *wooden bridges* – to enable people to cross the creek at various points, depending on the suitability and availability of specific parcels
- ⇒ *railings* – may be required in some areas where the trail is close to the bank
- ⇒ *naturalized planting* – to enhance the creek setting
- ⇒ *interpretive signage* – to inform the public of natural species, historical information, etc.
- ⇒ *lighting* – potential low-level lighting for public safety
- ⇒ *viewing platforms* – for public relaxation and enjoyment
- ⇒ *benches* – strategically placed for public use
- ⇒ *trash receptacles* – for overall maintenance of the trail
- ⇒ *fishing platforms* – to take advantage of this known spawning site for many species of sport fish

4.3 The Trail Experience

Altogether, the proposed recreational trail would provide residents and visitors in Lackawanna with a good snapshot of the City, its main features, resources, and history. As proposed, the trail would prove to be both enjoyable and informative.

While the trail could be entered at virtually any point, the Union Ship Canal is a good place to start. This site was included because it is a significant water resource that has impacted the industrial heritage of the region and has been earmarked by the City of Buffalo for redevelopment. Here, one could appreciate the industrial nature of the area – past and present – as the trail surrounds Lackawanna's newest industrial parks. Continuing south to Ridge Road, the trail traverses the hub of rail lines via the historic Warren Truss Bridge, then runs east into Olmsted's South Park to enter the Lackawanna Central Business District.

The Lackawanna CBD includes a wealth of historic points of interest, highlighted by City Hall, Our Lady of Victory Basilica and the OLV Infant Home. The trail progresses east along a short portion of Ridge Road before entering the oldest section of Holy Cross Cemetery. A historic pathway through the cemetery would be selected to enable pedestrians to appreciate the rich heritage of this area. At the southern part of the cemetery, the trail would link with the North Branch of Smokes Creek.

At Smokes Creek, pedestrians could progress either east or west. Heading east, one would follow the creek bank before entering the Town of West Seneca at Lackawanna's eastern boundary. Heading west, the creek leads past the Colonel J. B. Weber VFW Post through the Second Ward neighborhoods, across the railroad tracks, past historic Bethlehem Park, crossing Route 5 and continuing through the former Bethlehem Steel lands to Lake Erie. The trail segment that crosses the railroad tracks could present feasibility problems, as a bridge would have to be required for public safety. Consequently, this portion may be best viewed as a potential future component of the trail.

Several spurs have been added to the main trail to make the route interesting and accessible throughout Lackawanna.

One spur extends south through the Lackawanna Senior Citizens Center and "Fun When It's Done" recreational area, continuing past Martin Road through the site of the proposed public elementary school. This site was included because it will be a public facility with grounds that could accommodate the trail path. Beyond the school site, the trail will wind through areas characterized by wet soils, a fact which has prevented their development for other uses. Here, the South Branch of Smokes Creek is picked up and followed in a westerly direction through the Third Ward and Second Ward before it converges with the North Branch near the railroad tracks.

A second spur heads in a northerly direction at the western edge of the Second Ward along the railroad right-of-way to link with Ridge Road. A third spur runs south from Smokes Creek near the Lake Erie shoreline through Bethlehem Steel properties. For this segment of the trail, detailed research of the property would be required to determine the optimum location. This spur provides a link to Woodlawn Beach, the newest park in the New York State system.

A fourth spur heads north from Smokes Creek near Bethlehem Park through lands that are predominantly vacant. For the most part, the trail winds behind the commercial properties along Route 5, then crosses Ridge Road to adjoin the Union Ship Canal where it began.

5.0 Capital Improvement Projects

Central Business District Improvements

1. Northwest Corner of Ridge Road and South Park Avenue Improvements

This redevelopment initiative could include demolition and/or construction of new buildings or façade improvements to existing commercial buildings to make an attractive and visually consistent downtown corner. The Central Business District Concept Plan could be used as a guideline for this important future improvement.

2. Central Business District (CBD) Streetscape Improvements

A detailed Streetscape Design Plan for Ridge Road and South Park (within the CBD) should be completed. This plan should address future treatments for sidewalks, curbs, trees, planters, paving patterns, and right-of-way improvements. Objectives of the improvements include connecting South Park and the Botanical Gardens to the CBD of Lackawanna, encouraging greater pedestrian traffic, and stimulating future development within the CBD.

3. City Hall Reorientation

Demolish 1970's addition to City Hall on Ridge Road and construct a new addition to the rear of the original building. City Hall should be re-oriented toward Nason Parkway and historic South Park. This project would entail demolition and/or relocation of existing residences on Nason Parkway. The CBD Concept Plan created for the CBD can be referenced for general guidance on this initiative.

4. Public Parking Improvements

Create a public parking space behind the existing commercial buildings on the south side of Ridge Road near South Park Avenue. This process could involve the purchase and demolition of residential properties, and/or the purchase of easements to create accessible new parking in the CBD. The CBD Concept Plan can be referenced for guidance on developing this initiative.

Open Space and Recreation Improvements

5. New City Park Development

Develop a City park that links Ron Jaworski Stadium with Ralph Galati Park and the City Senior Center. An active park could be developed north of Martin Road behind the existing group home facilities. A passive park could be developed south of Martin Road to enhance and promote the concept of "wild and forested" land within the City. This park should become the focus of future City-wide festivals and events. The passive park could also serve as a central drainage facility for the City; a detailed drainage study should be completed to confirm feasibility.

6. Smokes Creek Recreational Trail Development

Purchase or obtain easements for lands along Smokes Creek as outlined in the proposed Trail Plan developed as a part of the Comprehensive Plan.

7. Multi-Use Trail Development

Investigate funding sources and initiate cooperative efforts with the Greater Buffalo Niagara Regional Transportation Commission (GBNRTC) to develop additional multi-use trails as outlined in the proposed Trail Plan developed as a part of the Comprehensive Plan. The trail system should eventually link the entire City of Lackawanna and connect to existing trail systems in City of Buffalo and West Seneca.

8. Taggart Memorial Park Enhancement

Enhance Taggart Memorial Park to create a neighborhood focus for surrounding residents in the First Ward of Lackawanna.

5.1.1 Community Facility Improvements

9. Youth Community Center Development

Develop a community center to serve the needs of Lackawanna youth. The City could consider the purchase of Friendship House on Ridge Road; this property is currently underused and is located centrally to the whole City of Lackawanna.

