

## LPC Meeting #5

February 11, 2019 at 5:00 PM

### MEETING SUMMARY

A list of Local Planning Committee (LPC) attendees and public attendees is attached.

#### **Welcome and Introductions**

Mayor Roman welcomed and thanked LPC members for their attendance. Chris Bauer (DOS) reviewed the required recusal obligations of the LPC for which members may have a conflict of interest. Members were reminded of their obligation to recuse themselves from discussion and voting if they have a conflict of interest for specific projects throughout the duration of the meeting.

Kimberly Baptiste (Bergmann) began the formal presentation by welcoming members. She also explained that this meeting would be a working session for the LPC and time would be reserved for public remarks/comments at the end of the meeting.

#### **General Project Updates**

Kimberly reviewed the schedule for the remainder of the Lockport DRI planning process, indicating that the process will be completed with a submission of the Strategic Investment Plan to the State by the end of March 2019.

Public engagement for the DRI will continue through March 2019. Kimberly noted remaining meetings include a LPC meeting on March 11<sup>th</sup>, 2019 and a Public Workshop on March 18<sup>th</sup>, 2019. The locations of these meetings will be selected in the coming weeks.

Kimberly described the youth engagement with Lockport High School students that was held on January 16<sup>th</sup>, 2019. Over 100 students participated in the sessions and expressed their preferences for DRI projects, including Bright Lights Lock City, Union Station, F&M Building, and Spalding Mill. Additional ideas by the students included enhanced parks and trails and increased downtown retail options.

#### **DRI Dollar Activity Results**

Kimberly provided an overview of the DRI Activity results from the LPC meeting and public workshop on January 14<sup>th</sup>, 2019. 11 projects were identified as highly supported meaning attendees at these meetings placed these projects in the top \$9 M. These projects included:

1. Spalding Mill and Historic Mill Race
2. F&M Building
3. YMCA
4. Harrison Place
5. Pine Street Corridor Improvements
6. Tuscarora Club
7. Historic Palace Theatre
8. Small Project Grant Fund
9. Lock Tender Tribute

10. 13 West Main Street
11. Union Station

Twelve projects were identified as moderately supported. These projects included:

1. Lockport Harbor and Marine Center
2. Flight of Five
3. Downtown Hotel
4. Off Road Connections
5. Walnut/South Street Corridor Improvements
6. Historic Post Office
7. Market/Locust Corridor Improvements
8. Main Street Corridor Improvements
9. Parking Lot Delineations
10. Lake Effect: 2<sup>nd</sup> Story Apartment
11. 90 Market Street
12. Bright Lights Lock City

Two projects were identified as having limited support from the LPC and the public. These projects included the Clinton Building and The Warehouse.

#### **Update on the Local Office Market**

Based on discussions at previous LPC meetings, additional analysis on office market demand in the DRI and City of Lockport was necessary to inform project decision making. Bethany Meys (Camoin Associates) provided an overview of the office market in the regional Lockport submarket and DRI area. The results from this analysis reveals that there is approximately 66,000 SF of new demand for office space within the City of Lockport. Key findings are provided in the attached PowerPoint.

#### **Project Updates and Discussion**

Kimberly began by explaining that the purpose of the remainder of the meeting was to discuss each of the 25 proposed projects in-depth in order to facilitate the identification of a preliminary slate of priority projects in the range of \$13M - \$15M.

Kimberly reintroduced the concepts of priority, pipeline projects and "parking lot" projects.

- Priority projects are those that the LPC recommends for DRI funding
- Pipeline projects are those that are important to downtown revitalization, but not a good fit for DRI funding due to project scope, readiness or other factors
- "Parking lot" projects are defined as a project that the LPC would like more information on or a potential revised DRI budget request.

Kimberly then proceeded to introduce each of the 25 projects and noted any scope or budget changes that have occurred since the January LPC meeting. Project sponsors were invited to this meeting and available for comments or questions by the LPC as each project was discussed.

After discussion of each project, a straw person vote was held to determine whether the project would be categorized as priority project or pipeline project. The LPC also had the option to place projects in the “parking lot”, indicating the need for further development and follow-up with the project sponsor.

Kimberly reiterated these are preliminary lists - which are subject to change - as the Strategic Investment Plan is prepared over the next six weeks.

At the conclusion of the meeting, 15 projects (totaling \$15,160,000 in DRI funding) were identified as Priority Projects, four projects were identified as Pipeline Projects, and six projects were identified in the Parking Lot for follow-up by the consultant team. A summary of each project is noted below.

**1. F&M Building**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [priority project](#)

**2. YMCA**

- Project sponsor changed to the YMCA
- Scope change includes the issuance of a Developer RFP to identify a purchaser / developer for the project
- Identified as a [priority project](#)

**3. Harrison Place**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [priority project](#)

**4. Spalding Mill and Historic Mill Race**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [priority project](#)

**5. Pine Street Corridor Improvements**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [priority project](#)

**6. Tuscarora Club**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [priority project](#)

**7. Historic Palace Theatre**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [priority project](#)

**8. Small Project Grant Fund**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [priority project](#)

**9. Lock Tender Tribute**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [priority project](#)

**10. 13 West Main Street**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [priority project](#)

**11. Union Station**

- Budget and DRI request increased to \$175,000, due to revised cost estimates for improvements
- Committee agreed to ask project sponsor about potential for a 50% match
- Identified as a [Parking Lot project](#)

**12. Clinton Building**

- Budget and DRI request decreased
- Committee agreed to include as a [priority project](#), if the project sponsor could provide a match of 50%, for a total DRI request of \$140,000

**13. The Warehouse**

- DRI request decreased slightly to approximately \$320,000
- Committee agreed to include as a [priority project](#) provided the project sponsor change the match to 50%, for a total DRI request of \$250,000

**14. Historic Post Office**

- Budget and DRI request increased slightly to include additional exterior renovations to the building
- Identified as a [priority project](#)

**15. Downtown Hotel**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [pipeline project](#)

**16. Flight of Five**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [Parking Lot project](#)
- Committee agreed that they would like to see additional project alternatives which provided a range of scope and budget options

**17. Lake Effect: 2<sup>nd</sup> Story Apartment**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [pipeline project](#)

**18. Market/Locust Street Corridor Improvements**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [pipeline project](#)

**19. Main Street/Park Avenue/Transit Road Improvements**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [Parking Lot project](#)

**20. Walnut Street Corridor Improvements**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [Parking Lot project](#)
- Committee agreed that they would like to see the costs for on-street parking on one side of the street

**21. South Street Corridor Improvements**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [priority project](#)

**22. Lockport Harbor and Marine Center**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [priority project](#)

**23. Parking Lot Improvements**

- Budget was revised to include Frontier Place and Chestnut Street
- Identified as a [Parking Lot project](#)

**24. Off Road Connections**

- No changes in the scope or budget since the last LPC meeting
- Identified as a [Parking Lot project](#)
- Committee agreed on reviewing costs of the trail connection for only the trail segment adjacent to Spalding Mill, with the second connection coming at a later time

**25. Bright Lights Lock City**

- No changes in the scope. Budget decreased slightly.
- Identified as a [pipeline project](#)

**Next Steps**

Kimberly noted that the consultant team will be following up on parking lot projects and distributing information via email for LPC review and consideration. An online survey will be utilized to solicit LPC feedback in advance of the March 11<sup>th</sup> LPC meeting.

Kimberly closed the meeting with a brief overview for next steps in the DRI planning process, including project development and finalization of project profiles. Upcoming public engagement includes:

- Local Planning Committee Meeting #6 – March 11<sup>th</sup>, 2019 at 5 PM, location TBD
- Public Workshop #3 – March 18<sup>th</sup>, 2019 at 6 PM, location TBD

LOCAL PLANNING COMMITTEE MEETING #5 SIGN IN | LPC MEMBERS

NAME	CHECK IN
MICHELLE ROMAN, CO-CHAIR	Michelle Roman
DEANNA ALTERIO BRENNEN, CO-CHAIR	Deanna Alterio Brennen
PAUL BROWN	Paul Brown
JOAN AUL	
GARY BENNETT	
BECKY BURNS	Becky Burns
KATHLEEN DIMILLO	Kathleen DiMillo
JESSICA DITTLY	Jessica Dittly
AMANDA FARRELL	CA Farrell
AMY FISK	Amy Fisk
DAVE KINYON	
TOM MANCUSO	Tom Mancuso
ANNE MCCAFFREY	Anne McCaffrey
KEVIN MCDONOUGH	Kevin McDonough
CHRIS SMITH	Chris Smith
JEFF TRACY	Jeff Tracy
SHELLEY UNOCIC	Shelley Unocic
DAVID WOHLEBEN	David Wohleben
CHRIS BAUER	
LEONARD SKRILL	
ANGELA ROSSI	Angela Rossi
ADAM SASSONE	



LOCAL PLANNING COMMITTEE MEETING #5 SIGN IN | PUBLIC ATTENDEES

NAME	EMAIL	ORGANIZATION
DOMINICK CILIBERIO	DOM@ALLMETALWORKSINC.COM	T-CLUB
DOUG HAMMOND		
PATTI HAMMOND		
Matthew DeFabbio	mdefabbio626@gmail.com	Union Station
Alex Davidson	alextdavidson399@yahoo.com	Union Station
Tom Scirto		
David Stockton	ds60510@gmail.com	UNION STATION
Jeffrey Seekins	jettseekins@roadrunner	Bowley Blvd
Ellen Schratz	lschratz@lockportplace4theatre.org	Palace
Heather Peek		CLDC
Sharon Hays		DIS Canal
Bria Stralton	NY2Canal	DIS Canal Corp
<del>Amara F</del>		
David Chiczga	dchiczga@istech.com	Istech Dev.
Rick Abbott	PARBOTT438@yahoo	CITY
William Abel		
Sam Vasser		Walden
Todd Retell		HLHR.
Catherine Roberts-Abel		
Gerald Kelly		

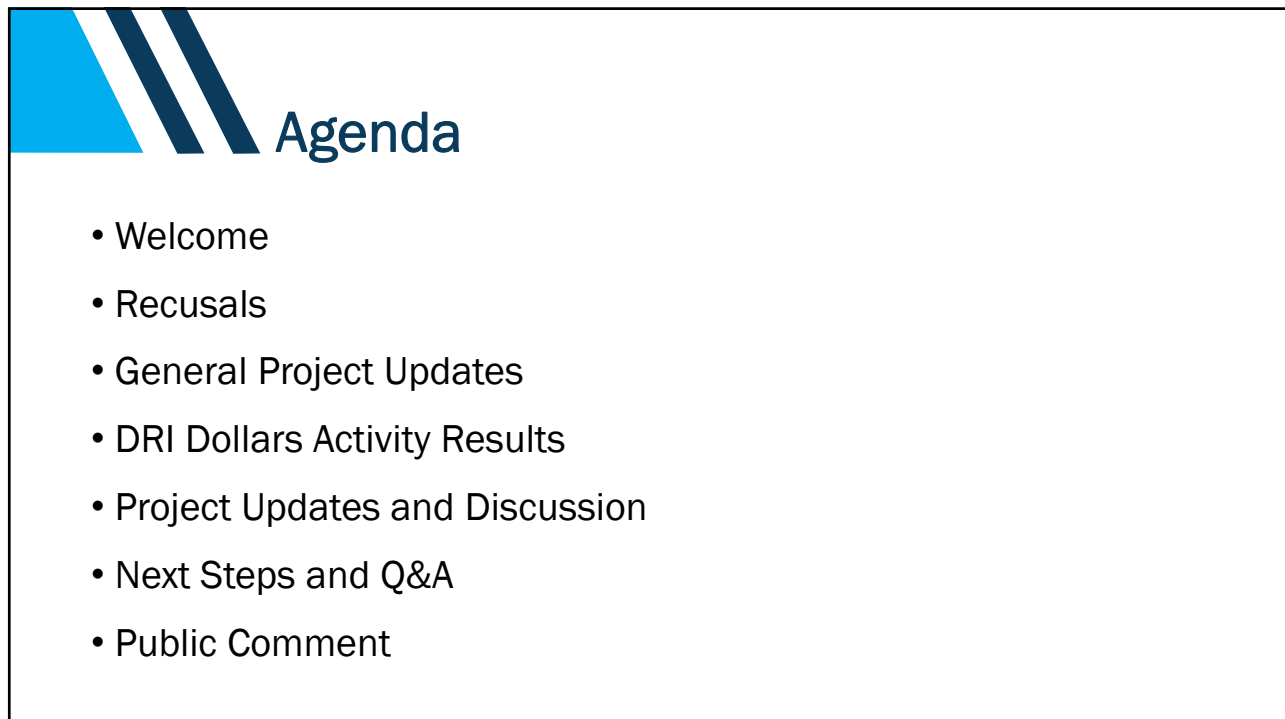
1. **Identify the problem.** The first step in the problem-solving process is to identify the problem. This involves recognizing the issue, understanding its scope, and determining the impact it has on the organization.

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2



## Recusals

- Review of Recusal Requirements
- LPC Recusal Updates
- Ensure Recusal Form is Completed

3



## Public Comment

Time will be reserved for public comment at the end of the meeting.

Please reserve any comments or questions for the public comment period.

**Thank you for taking the time to attend this meeting.**

We appreciate your thoughts, comments, and feedback, and look forward to your continued participation in Lockport's DRI planning process.

4

## GENERAL PROJECT UPDATES

5

### Schedule

#### FEB 2019

- Identify Recommended vs. Pipeline Projects
- Final Project Profiles
- Draft Strategic Investment Plan

#### MAR 2019

- Final Project Funding Recommendations
- Final DRI Strategic Investment Plan
- **LPC Meeting #6**
- **Public Meeting #3**

6

## Upcoming Engagement

### PUBLIC WORKSHOP

March 2019 – March 18<sup>th</sup>, 2019

- Location TBD

### LPC MEETINGS

Meeting #6 – March 11<sup>th</sup>, 2019



7

## Youth Engagement

### Supported DRI projects

- Bright Lights Lock City
- Spalding Mill Building
- F&M Building
- Union Station

### Ideas for Downtown

- Youth programming
- Retail shopping
- Enhanced parks and trails



8

## DRI DOLLAR ACTIVITY RESULTS

9

### Highly Supported

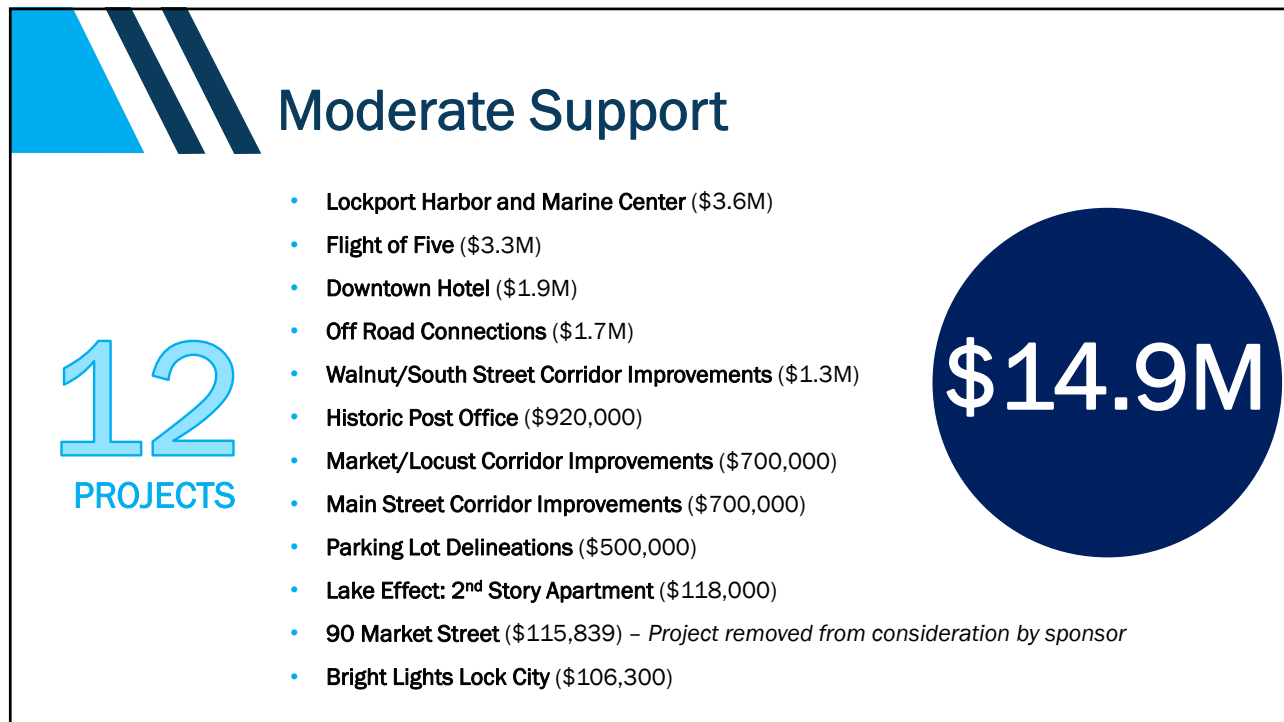
11  
PROJECTS

- Spalding Mill and Historic Mill Race (\$2.2M)
- F&M Building (\$1.35M)
- YMCA (\$1M)
- Harrison Place (\$955,000)
- Pine Street Corridor Improvements (\$995,000)
- Tuscarora Club (\$800,000)
- Historic Palace Theatre (\$600,000)
- Small Project Grant Fund (\$600,000)
- Lock Tender Tribute (\$275,000)
- 13 West Main Street (\$250,000)
- Union Station 2.0 (\$175,000)

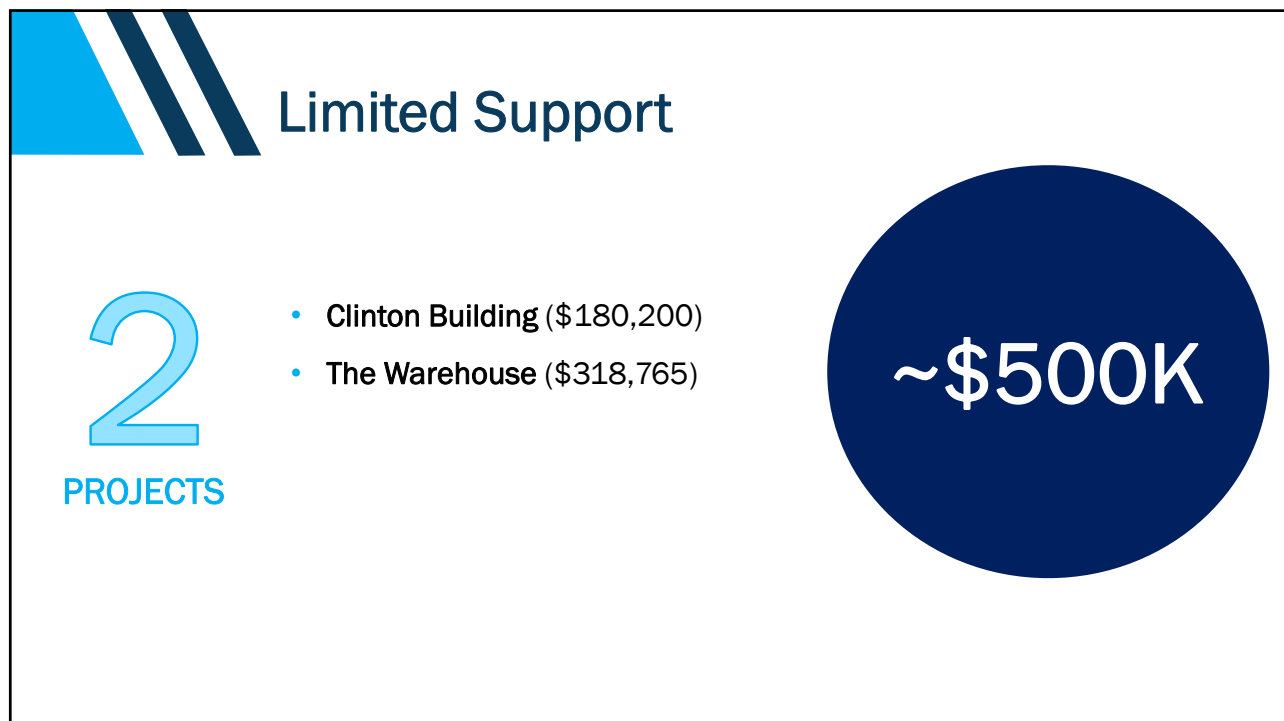
\$9.2M

10





11



12

# UPDATES ON THE LOCAL OFFICE MARKET

13

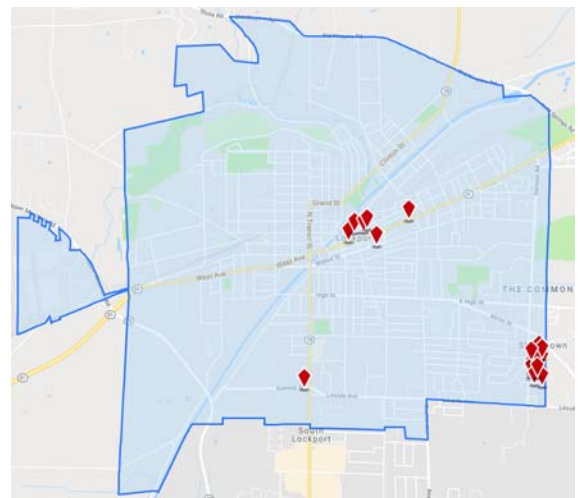
## Office Market Overview

### AVAILABLE OFFICE SPACE

- City of Lockport: ~177,000 SF
- DRI area: ~81,000 SF

### RENTAL RATES

- DRI area : \$1 to \$12/SF
- Lockport Submarket: \$18 - \$23/SF



OFFICE SPACE IN THE CITY OF LOCKPORT

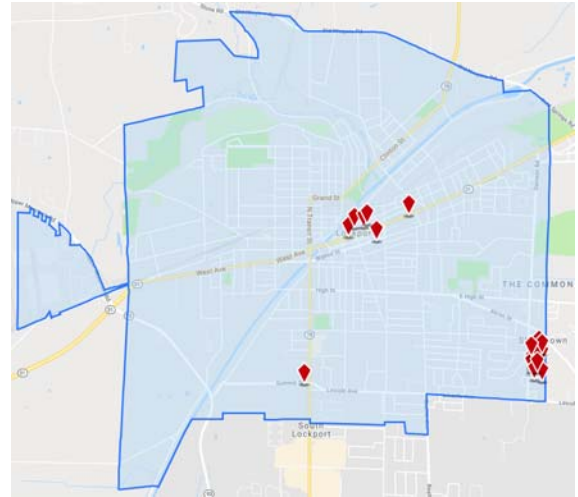
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## Office Market Overview

### VACANCY RATES

Lockport Submarket:

- 12.3%,
- Class A Space - 16.7%



OFFICE SPACE IN THE CITY OF LOCKPORT

15


## Office Utilizing Industries

- **329 new office-utilizing jobs** from 2018-2028
- **65,800 SF** new demand for office space in the City
- New demand can utilize existing office supply

New Demand for Office Space			
	New Office-Utilizing Jobs 2018 - 2028	Rentable SF Per Worker	New Demand for Office Space (RSF)
Lockport (14094)	329	200	65,800

Source: Camoin Associates, US General Services Administration

16




## General Office Market Conditions

### LOCKPORT SUBMARKET

- Increasing demand for flex space
- Regional leasing activity in downtown remains strong
- Lease rates have stabilized
- Limited availability of high quality space with parking and amenities
- Strong tenant activity in the life sciences, healthcare, and financial services industries

**Lockport office market is generally weak, in part due to lack of quality space offerings.**

17



## PROJECT UPDATES AND DISCUSSION

18


## Project Updates

**WITHDRAWN FROM CONSIDERATION**

- 90 Market Street

**DRI REQUEST CHANGE**

- F&M Building
- Clinton Building
- Union Station
- Bright Light Locks City
- Historic Post Office
- The Warehouse



19

## Purpose of Today's Meeting


In-depth discussion of projects to facilitate identification of preliminary slate of projects in the \$13M - \$15M range

*Think of creating a “wedding registry”*



20






## Preliminary Project List

<h3>PRIORITY PROJECTS</h3> <ul style="list-style-type: none"> <li>• Recommended for DRI funding</li> <li>• Detailed project profile development</li> <li>• Included in Strategic Investment Plan</li> </ul>	<h3>PIPELINE PROJECTS</h3> <ul style="list-style-type: none"> <li>• Important project for downtown Lockport, but not as part of DRI</li> <li>• Other funding streams may be more appropriate</li> <li>• Project development continues with relevant local/county/state partners</li> </ul>
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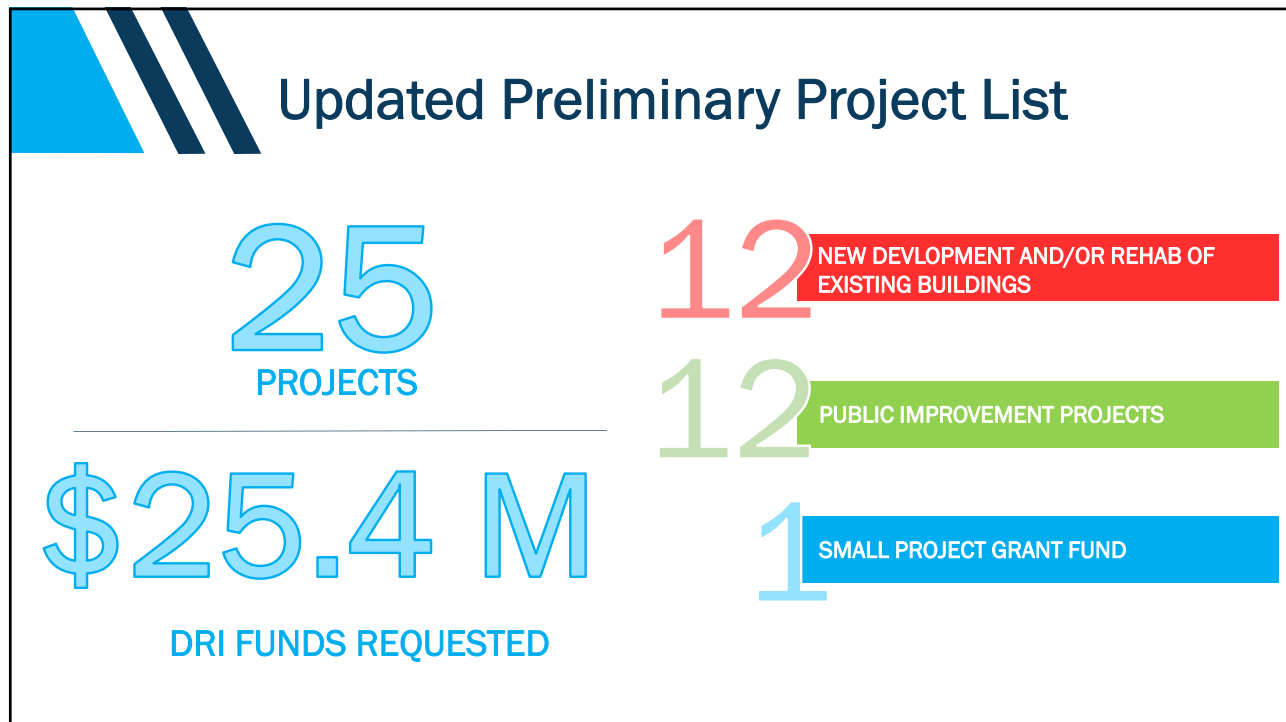
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## What are the characteristics of a Priority Project?

- **TRANSFORMATIVE**, projects that fundamentally change downtown
- **CATALYTIC IMPACTS**, ability to spur change and investment in downtown
- **CONSISTENT**, alignment with local goals and objectives
- **FEASIBILITY**, costs are reasonable and project is realistic
- **MARKET POTENTIAL** and demand to fill gaps in local marketplace
- **PUBLIC SUPPORT**, community members support project
- **LOCAL IMPACT**, direct or indirect impact on tax revenues, jobs and workforce development


22



23



24



## Highly Supported Projects

# 11

PROJECTS

# \$9.2 M

DRI FUNDS REQUESTED

### DISCUSSION OBJECTIVES

- Identify DRI funding recommendations
- Identify desired project scope changes, if any
- Reach consensus on advancing projects to “priority” list

25



## F&M Building

### PROJECT SCOPE


Acquisition and redevelopment of existing building into a mixed-use facility with covered parking

### COST ESTIMATE

Total: \$5,083,560  
DRI request: \$1,350,000 (26%)



26




## YMCA

**PROJECT SCOPE**


Facilitate developer solicitation process to renovate existing building into 21 market-rate apartments

**COST ESTIMATE**

Total: \$4,500,000  
DRI request: \$1,000,000 (22%)



27




## Harrison Place

**PROJECT SCOPE**

Improvements to Building 3 including rebuilding the atrium clerestory, leveling the ground floor, window replacement, and development of a shared kitchen with a food hall incubator

**COST ESTIMATE**

Total: \$1,205,000  
DRI request: \$955,000 (80%)



28




## Spalding Mill and Historic Mill Race

**PROJECT SCOPE**  
Create rooftop pavilion, improve ADA access and create amphitheater/gathering space

**COST ESTIMATE**

Total:	\$2,500,000
DRI Request:	\$2,200,000
Public Project:	\$1,000,000
DRI Request	\$1,000,000 (100%)
Private Project	\$1,500,000
DRI request:	\$1,200,000 (80%)




29

## Pine Street Corridor

**PROJECT SCOPE**  
Enhancements to Pine Street Bridge, Pine Street/Lock Street intersection, and pedestrian enhancements

**COST ESTIMATE**

Total:	\$995,000
DRI request:	\$995,000



30





## Tuscarora Club




**PROJECT SCOPE**

Renovation of existing building into wedding/event venue with bar and catering, and 10 rental units (short-term and long-term availability)


**COST ESTIMATE**

Total:	\$2,288,000
DRI request:	\$800,000 (35%)

31



## Historic Palace Theatre



**PROJECT SCOPE**

Improvements including a roof replacement, roof solar panels, installation of new stage rigging system, orchestra pit, and theatre seating

**COST ESTIMATE**

Total:	\$1,250,000
DRI request:	\$600,000 (48%)

32

## Small Project Grant Fund

### PROJECT SCOPE

Establish a grant fund to assist downtown property owners with small projects that improve their building and site

### COST ESTIMATE

Total: \$1,200,000  
DRI request: \$600,000 (50%)



33

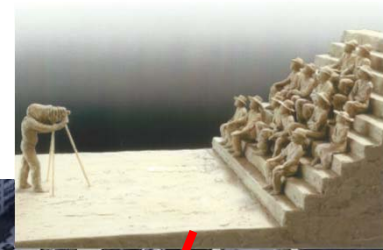
## Lock Tender Tribute

### PROJECT SCOPE

Public art installation on the steps of the Erie Canal (between Locks 70 and 71) to enhance sense of place and boost tourism.

### COST ESTIMATE

Total: \$490,000  
DRI request: \$275,000 (56%)



34

## 13 West Main Street

### PROJECT SCOPE

Rehabilitation of existing building into a mixed-use structure with two storefronts on the lower level and office space on the upper floor (6,000 SF total)

### COST ESTIMATE

Total: \$504,000  
DRI request: \$250,000 (50%)



PROPOSED IMPROVEMENTS

35

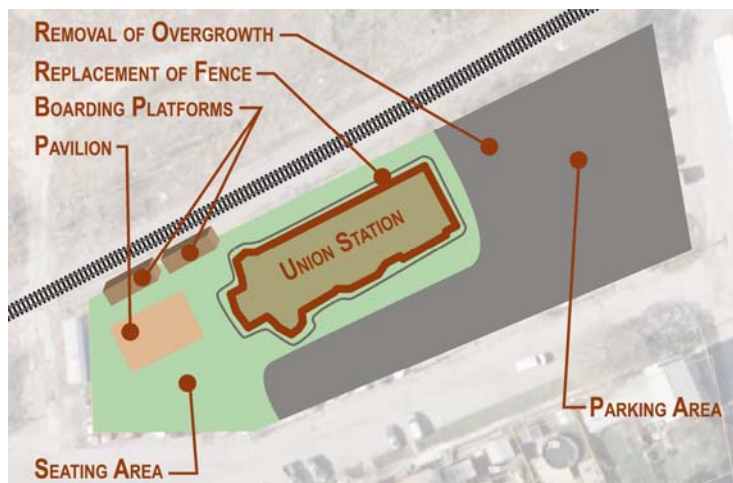
## Union Station

### PROJECT SCOPE

Creation of a community space including a covered stage and seating area, railroad boarding station, and general site improvements

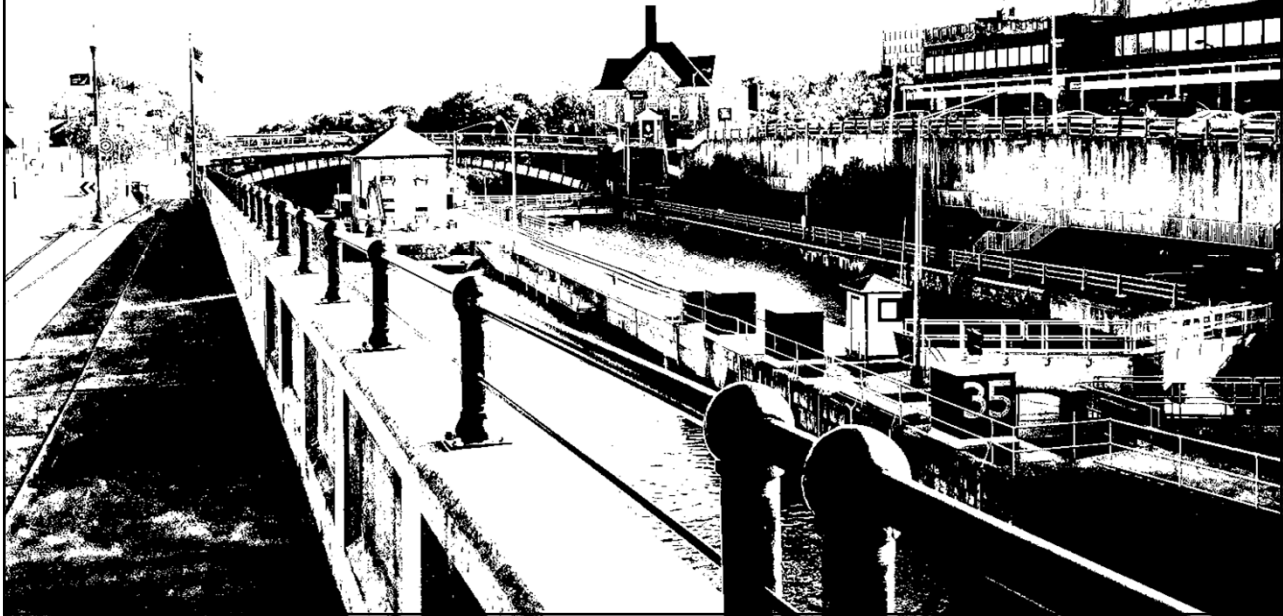
### COST ESTIMATE

Total: \$175,000  
DRI request: \$175,000 (100%)




36

## PROJECTS WITH LIMITED SUPPORT



37



### Limited Support Projects

# 2

PROJECTS

DISCUSSION OBJECTIVES


- Reach consensus on Priority versus Pipeline

# \$500,000


DRI FUNDS REQUESTED

38






## Clinton Building



PROJECT SCOPE	COST ESTIMATE	NOTES
Façade improvements and rehabilitation of the 2nd floor into three apartments	Total: \$285,200 DRI request: \$180,200 (83%)	Total project cost and DRI request was reduced

39




## The Warehouse

**PROJECT SCOPE**

Renovation of the upper floor for office/business space, including mechanical upgrades and parking area improvements

**COST ESTIMATE**

Total: \$498,000  
DRI request: \$318,675 (63%)



40



## PROJECTS WITH MODERATE SUPPORT



41

## Moderately Supported Projects

12  
PROJECTS

\$14.9 M

DRI FUNDS REQUESTED

### DISCUSSION OBJECTIVES

- Identify DRI funding recommendations
- Identify desired project scope changes, if any
- Identify Priority versus Pipeline

42

## Flight of Five Improvements

### PROJECT SCOPE

Rehabilitation of Lock 67, modification to existing utility bridge (between Locks 67 and 68), installation of two sets of timber miter gates, pedestrian railing and site lighting

### COST ESTIMATE

Total: \$3,300,000  
DRI request: \$3,300,000 (100%)



43

## 90 Market Street

### PROJECT SCOPE

Rehabilitation of existing vacant building for multi-business office space

### PRELIMINARY COST ESTIMATE

Total: \$231,678  
DRI request: \$115,839 (50%)



44

## Lake Effect Ice Cream: 2<sup>nd</sup> Story Apartment

### PROJECT SCOPE

Rehabilitation of the 2<sup>nd</sup> floor to add a two-bedroom, two bath apartment, including new staircase to access the 2<sup>nd</sup> floor

### COST ESTIMATE

Total: \$148,000  
DRI request: \$118,000 (80%)



45

## Market/Locust Street Improvements

### PROJECT SCOPE

Pedestrian enhancements (bump outs, amenities) and intersection improvements to Main Street/Locust Street

### COST ESTIMATE

Total: \$700,000  
DRI request: \$700,000 (100%)



46

## Main / Park Improvements

### PROJECT SCOPE

Pedestrian enhancements intersection improvements to Main Street/Park Avenue

### COST ESTIMATE

Total: \$700,000

DRI request: \$700,000



47

## Downtown Hotel

### PROJECT SCOPE

Acquisition of City property for construction of a four-story, 60,000 SF hotel with 70-80 rooms

### COST ESTIMATE

Total: \$8,651,000

DRI request: \$1,875,000 (22%)



48



## Walnut Street Corridor

### PROJECT SCOPE

Pedestrian enhancements on Walnut Street and intersection improvements to Walnut Street/Transit Road

### PRELIMINARY COST ESTIMATE

Total: \$950,000  
DRI request: \$950,000 (100%)



49

## South Street Corridor Improvements

### PROJECT SCOPE

Pedestrian enhancements on South Street near the Harrison Place campus

### COST ESTIMATE

Total: \$350,000  
DRI request: \$350,000



50

## Market/Locust Street Improvements

### PROJECT SCOPE

Pedestrian enhancements (bump-outs, amenities) and intersection improvements to Main Street/Locust Street

### PRELIMINARY COST ESTIMATE

Total: \$700,000

DRI request: \$700,000 (100%)



51

## Post Office

### PROJECT SCOPE

Renovation of existing building for office space and an event venue; Improvements include a fire suppression system, kitchen infrastructure, restrooms, and an elevator

### COST ESTIMATE

Total: \$4,847,562

DRI request: \$1,795,081 (37%)



52



## Lockport Harbor and Marine Center



<b>PROJECT SCOPE</b>	<b>COST ESTIMATE</b>
Water access, water-side infrastructure, site improvements	Total: \$3,600,000
	DRI request: \$3,600,000 (100%)

53

## Parking Lot Delineation



<b>PROJECT SCOPE</b>
Landscaping and curbing delineations to Frontier Place and Chestnut Street
<b>PRELIMINARY COST ESTIMATE</b>
Total: \$500,000
DRI request: \$500,000 (100%)

54

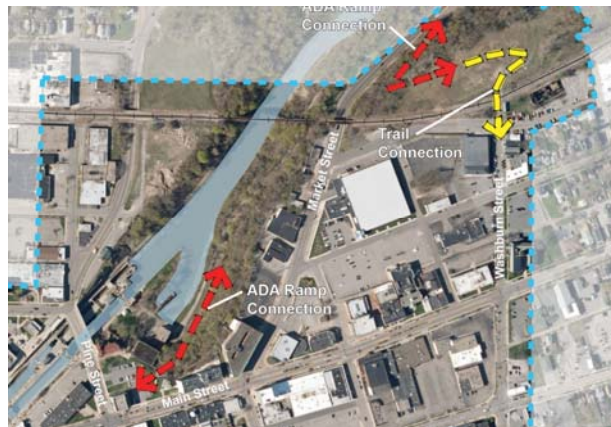
## Off-Road Connections

### PROJECT SCOPE

Construction of pedestrian and bicycle trails to increase downtown accessibility along the Erie Canal

### COST ESTIMATE

Total: \$1,700,000  
DRI request: \$1,700,000 (100%)



55

## Bright Lights Lock City (Public Art)

### PROJECT SCOPE

Component 1 – Projection Lighting  
Component 2 – Neon Signs/ LED Swings  
Component 3 – Lockport Gateway Sign

### COST ESTIMATE

Total: \$138,300  
DRI request: \$106,300 (78%)



56

# NEXT STEPS

57

## Next Steps

- Finalize Project List | [February](#)
- Finalize Project Profiles | [February/Early March](#)
- Draft Strategic Investment Plan | [March](#)
- LPC Meeting #6 | [March 11<sup>th</sup>, TBD](#)
- Public Workshop #3 | [March 18<sup>th</sup>, TBD](#)




58

## LPC: QUESTIONS AND ANSWERS

59

## PUBLIC COMMENT

60



## Public Comment

**PLEASE BE RESPECTFUL AND FOLLOW THESE GUIDELINES:**

- State your name and affiliation (as applicable)
- Please limit comments to 3 minutes

**Please Note:**

- The project team is available to respond to questions more in-depth at the public workshop!
- Please check the following websites for additional information and clarification
  - <https://www.lockportny.gov/lockport-downtown-revitalization-initiative-dri/>
  - <https://www.ny.gov/downtown-revitalization-initiative/western-new-york-lockport>

**Thank you for taking the time to attend this meeting.**

We appreciate your thoughts, comments, and feedback, and look forward to your continued participation in Lockport's DRI planning process .