



The Buffalo Billion II  
**East Side Corridor  
Economic  
Development Fund**

SPRING 2019





Empire State Development

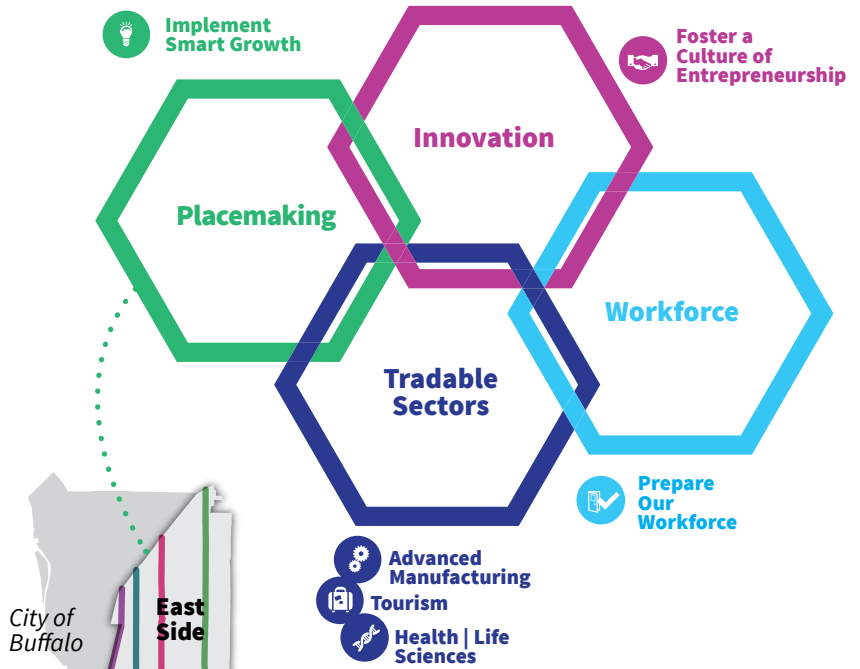


# Strategies for a New Buffalo

## ABOUT THE EAST SIDE CORRIDOR ECONOMIC DEVELOPMENT FUND

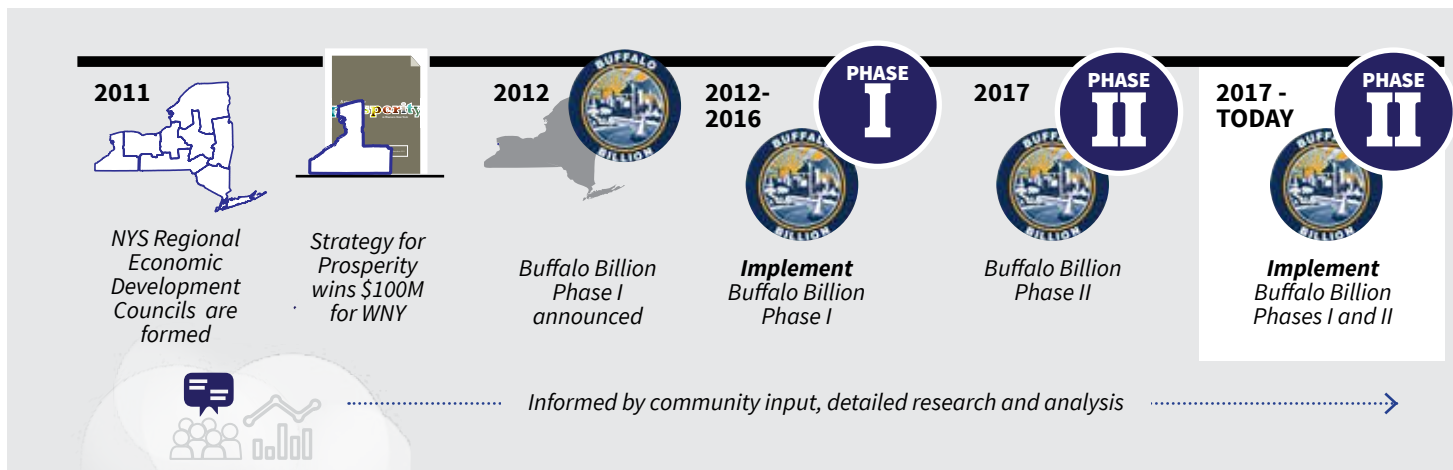
As part of Buffalo Billion Phase II placemaking strategy, \$65 million was dedicated to revitalization efforts on the City's East Side through investments in stabilizing neighborhoods and ensuring opportunities for homeownership; strengthening commercial corridors by promoting mixed use, walkable districts; improving regionally significant historical and natural assets; expanding opportunities for workforce connections; and supporting and growing entrepreneurship. A planning effort to engage the community to define the specific components of this effort began in mid-2018, and involved establishment of goals; analysis of economic and land use data, and past investments; and in-depth stakeholder involvement. During this process, it became clear that an East Side effort could not be limited to a series of public investments in efforts like streetscape improvements and to facilitate infill real estate projects by outside developers. While propelling the East Side upward will indeed require some level of investment from the outside, it also will require community investments in human capital and a bottom-up approach to better equip the residents, businesses, and property owners already on the East Side with the tools and ability to invest in their own assets, start or expand businesses, and grow wealth, all to the benefit of these neighborhoods, now and into the future.

This report presents a portfolio of catalytic projects and programs aimed at collectively and to progressively improve economic conditions on Buffalo's East Side. But it is not intended to be single remedy. Working with other public and private funders, the report also explores additional potential investments—outside of the East Side Corridor Economic Development Fund—that are priorities for the community, resulting in a holistic and sustainable approach to revitalization and a unifying voice for the community.



## ABOUT THE BUFFALO BILLION

In extraordinary recognition of the region's potential and bolstered by his confidence in the WNY Regional Economic Development Council's (REDC) Strategic Plan, A Strategy for Prosperity, in January 2012, Governor Andrew Cuomo made a historic commitment to strategically invest one billion dollars in the Buffalo area economy (Buffalo Billion) to create new jobs and spur large-scale private investment and increased economic activity. In response, the REDC developed the Buffalo Billion Investment Development Plan, a detailed market analysis and investment plan based on the strategic framework laid out in A Strategy for Prosperity. As part of the 2017-2018 State budget, the Governor and the State Legislature funded a second round of Buffalo Billion funding (Buffalo Billion Phase II), totaling \$500 million, and a corresponding plan for investment endorsed by the REDC.





# The Buffalo Billion II East Side Corridor Economic Development Fund

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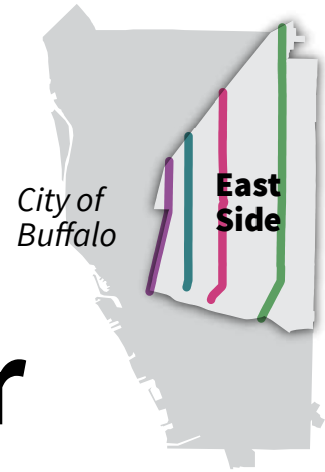


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*The study area for this project (the East Side) comprises 17 square miles, bounded by the University at Buffalo (UB) to the north; Main Street and Michigan Avenue (excluding the Buffalo Niagara Medical Campus and Central Business District) to the west; I-190 and the Buffalo River to the south; and the City line to the east. The study area constitutes four distinct north-south commercial corridors (the commercial corridors)—Michigan Avenue, Jefferson Avenue, Fillmore Avenue and Bailey Avenue.*

## Executive Summary

# Planning and Funding Revitalization Strategies Together



## The East Side Corridor Economic Development Fund



### What are the goals of the East Side Corridor Economic Development Fund?

*Projects that can be implemented within 3 years*



Promote mixed use, walkable commercial corridors



Invest in regionally significant historical and natural assets



Expand opportunities for workforce connections



Support and grow new businesses and entrepreneurship



Fund projects that have strong community momentum



Build on transformational public/private investments

#### A lens of inclusion

Priority will be given to projects that provide economic benefit to people living in the community, support locally-owned businesses, and make efforts to hire people directly from the community.

### What are the goals beyond the East Side Corridor Economic Development Fund?

#### Creating partnerships with other funders including other government agencies and local foundations

The East Side Corridor Economic Development Fund will not be enough to catalyze all opportunities for revitalization. Engagement with stakeholders revealed many critical priorities to achieve economic stability along the commercial corridors.

Creating strategies ripe for implementation with the community, including those that will not be covered by this funding, is a vital step in this process.

ESD will work closely with government partners including the City of Buffalo (who will soon launch the **Complete Communities Initiative**—a targeted, holistic approach to housing and neighborhood revitalization), Erie County, other state agencies, and philanthropic foundations to explore funding opportunities to co-invest to meet more community goals than the East Side Economic Development Fund can accomplish alone.



**What the Data Tells Us**

**Buffalo's East Side is a place worth investing in.**

The East Side is a place with significant historic resources, community-based assets, walkable main streets, education and training resources and access to public transit.

**42%**  
of the City's residents live on the East Side.

People of color make up **78%** of the East Side's total population.

**43,300**  
jobs on the East Side  
*(That's about 30% of the City's jobs.)*

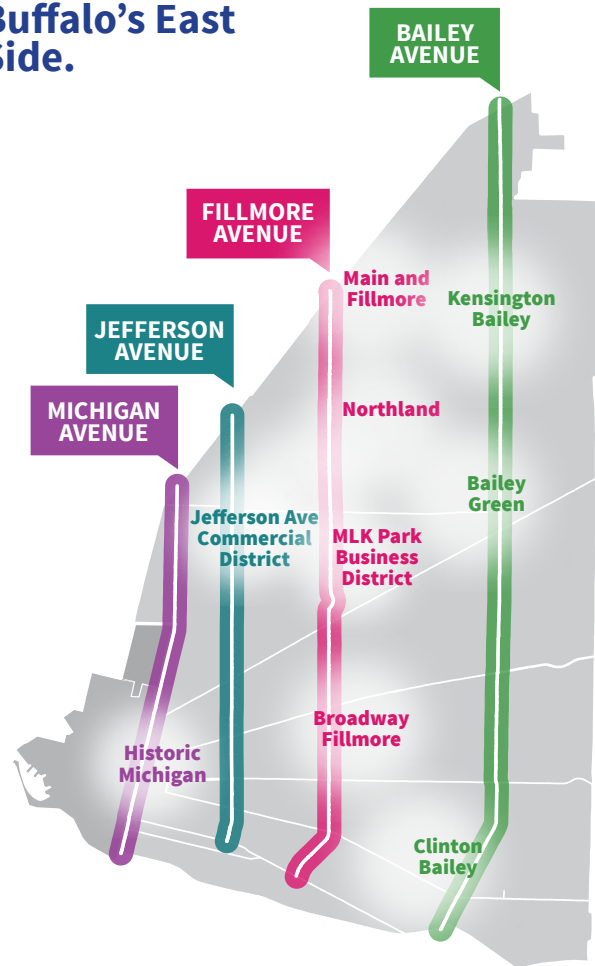
**40%**  
of the City's working-age population (age 16-64) live on the East Side.

**NYS investments on Buffalo's East Side build off locally driven strategies.**

Since 2011, New York State invested more than \$237 million on the East Side.



**Corridors and investment areas on Buffalo's East Side.**



**Why these 4 East Side Corridors?**

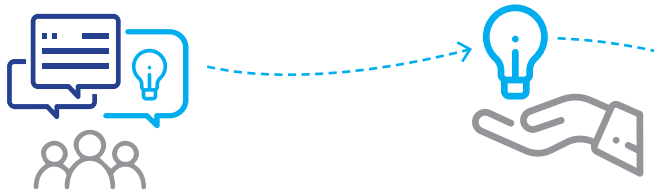
They are primary economic drivers, embracing unique neighborhood character, providing services and amenities to residents and visitors, offering small business opportunities for entrepreneurs, and establishing crucial connections between anchor assets, residential neighborhoods and employment centers.

**Why these 9 Investment Areas?**

Through a targeted investment strategy, the areas have the potential to become catalysts for widespread revitalization of the East Side.

# Community projects and priorities are aimed at moving the East Side forward.

ESD and the City of Buffalo worked together to develop an inclusionary strategy for investment that involved broad East Side stakeholder participation and a unique partnership with other funders that results in a solid plan for the \$65 million state investment, opportunity for co-investment with other funders, and a unifying voice for the community. We talked to more than 250 community members in this planning process.



**Four stakeholder meetings** were held with 130 participants to review assets and challenges, and gather feedback.

Community members submitted **104 project ideas** for the East Side.

### East Side **Community Priorities**

**Road safety for pedestrians and bicyclists**

**Public transportation**

**Streetscape enhancements**

**Housing affordability and diversity**

**Public safety**

**Neighborhood businesses**

**Senior services**

**Historic preservation**

Over 40 **listening sessions** were held to discuss their projects in detail.

Community priorities and projects **within the scope of the East Side Corridor Economic Development Fund**

Community priorities and projects for **future consideration**

Strong candidates were given **technical assistance** to plan for implementation.

### East Side **Corridor Priorities**

**Make Michigan a distinct and inviting gateway into the city's diverse history and culture.**

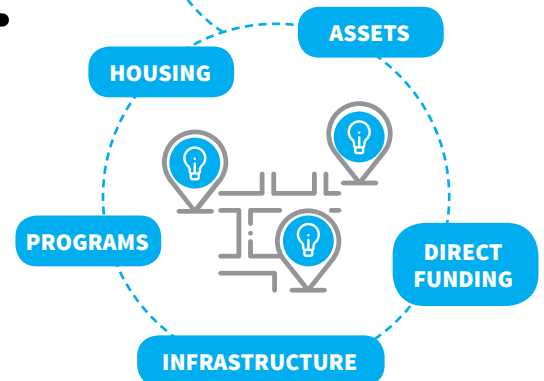
**Make Jefferson a vibrant, walkable and safe commercial corridor for residents and businesses.**

**Make Fillmore a safe and inviting connector for neighborhoods, downtown, and regional destinations.**

**Make Bailey a complete street that accommodates all modes of transport and serves all ages.**



**Community Projects** for East Side Corridor Economic Development Fund





## Community Projects in the \$65M Investment Portfolio

				TOTAL
<b>HOUSING</b>	<b>Buffalo Neighborhood Stabilization Fund</b>	A multi-pronged housing initiative will increase homeownership, prevent foreclosure, and target zombie properties on the East Side.	<b>\$10M</b>	<b>\$10M</b>
<b>ASSETS</b>	<b>MLK Park District</b>	Ensure this historically significant community anchor remains an accessible, safe, and active asset for the community and region.	<b>\$6.6M</b>	<b>\$25.0M</b>
	<b>Broadway Market</b>	Re-establish the Market as a viable and vibrant public shopping hub and attractive regional destination.	<b>\$4M</b>	
	<b>Community Solar Array at Northland</b>	Develop a solar array at the City's newest manufacturing hub to benefit neighborhood residents, draw tenants and facilitate hands-on training in the renewable energy sector.	<b>\$2M</b>	
	<b>Michigan Street African American Heritage Corridor</b>	Create a cooperative operating/business model and plan for capital improvements for a unified tourist destination around Michigan Street's unique assets.	<b>\$7M</b>	
	<b>Central Terminal</b>	Plan for the future of the site and create a robust organization to guide capital improvements with the goals to eventually reuse the entire complex and better connect it to the Broadway Fillmore neighborhood.	<b>\$5.4M</b>	
<b>PROGRAMS FOR FUTURE PROJECTS</b>	<b>East Side Main Streets Initiative</b>	Expand the Buffalo Main Streets Initiative to fund building renovations and public space enhancements in up to four East Side investment areas.		<b>\$12.6M</b>
	<b>Community-Based Real Estate Development Training Program</b>	Harness the East Side's human capital and ensure that revitalization is driven by the community through real estate development education.		
	<b>Building Preservation Fund</b>	Establish a dedicated funding source to support acquisition and stabilization of at-risk historic buildings in the target investment areas.		
<b>DIRECT FUNDING</b>	<b>Direct Project Assistance</b>	In an effort to facilitate business growth and job creation, provide direct capital funds to key community projects that align with the region's key strategies for economic development.	<b>\$7.4M</b>	<b>\$7.4M</b>
<b>INFRASTRUCTURE</b>	<b>Infrastructure to Support and Enhance Investments</b>	Invest in targeted streetscape and infrastructure improvements that enhance and support the programs and projects in the East Side Corridor Economic Development Fund.	<b>\$10M</b>	<b>\$10M</b>
				<b>\$65M</b>

**PART 1**

**Buffalo's East Side**

# Buffalo's East Side is a place with momentum.

**The East Side is a place with active and engaged residents and visitors, significant historic resources, community-based assets, walkable main streets, education and training resources and access to public transit.**









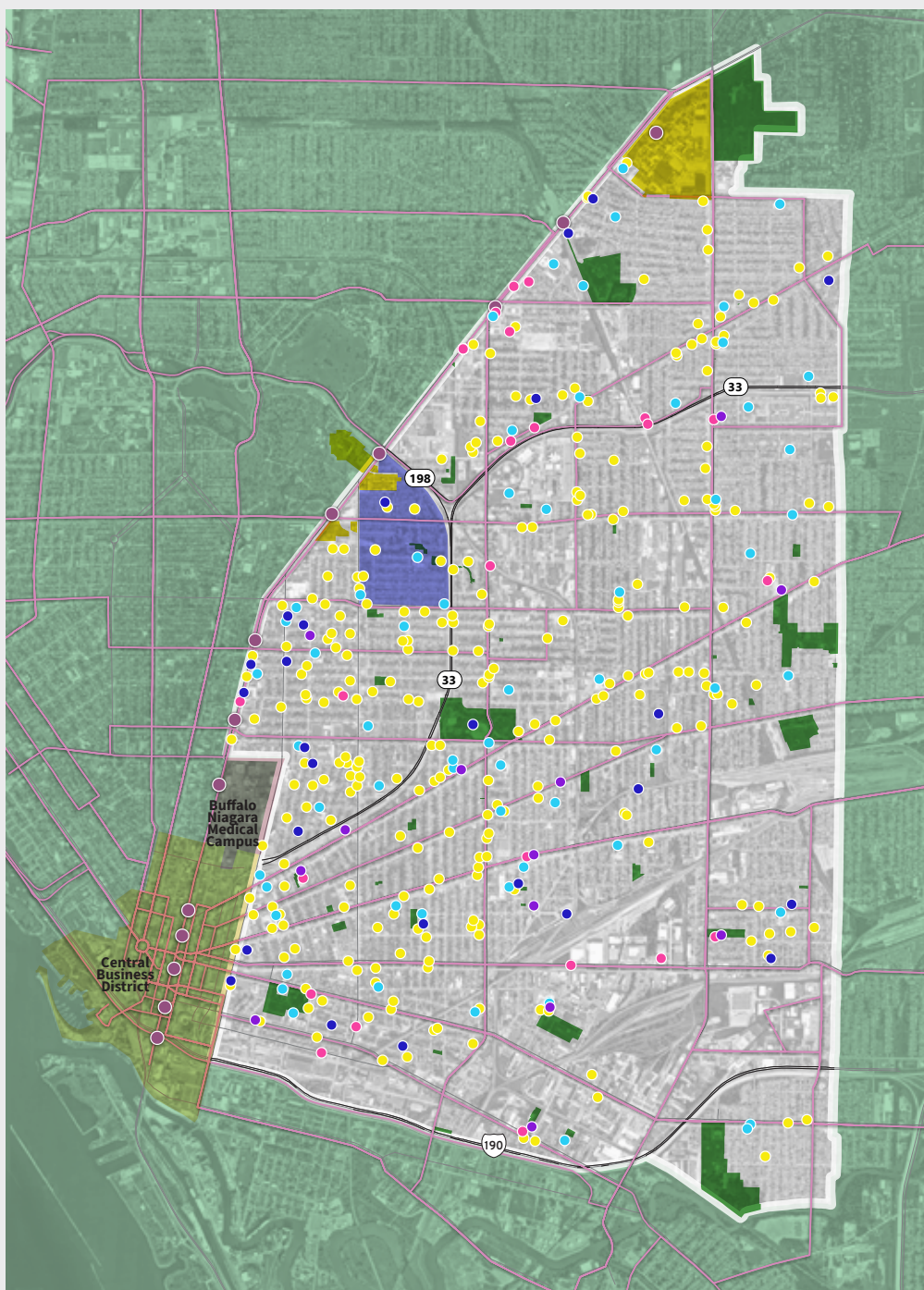
# A Snapshot of Buffalo's East Side

The East Side comprises over 40% of the City's total land area, over 40% of the City's total residents, and about 30% of the City's total jobs and businesses. Investments in existing resources and human capital could grow the population and increase jobs resulting in major economic impacts on the City and region.

## What's on the East Side?

- **27** Major Employers (with 100+ employees)
- **30** Workforce Trainers
- **2** Colleges/Universities
- **51** Parks and Open Spaces
- **257** Religious Institutions
- **61** Schools
- **13** Community Centers
- **1** Historic District listed on the National Register of Historic Places
- **25** National Register of Historic Places Listings

- Metro Station
- High Frequency Transit Routes



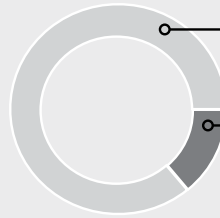
**42%**

**of the City's residents live on the East Side.**

*(That's about 108,400 people.)*

1 in 4

of the City's foreign-born residents live on the East Side.



40,800 workers are employed at jobs on the East Side...

...5,800 (14%) of those workers live on the East Side.

People of color make up

**78%**

**of the East Side's total population.**

*(Compared to 55% of the City of Buffalo)*

**40%**

**of the City's working-age population (age 16-64) live on the East Side.**

**13%**

of East Side residents have a bachelor's degree or higher.

*(compared to 25% of residents Citywide)*

East Side labor force participation rate is

**54%**

*(compared to 59% for the City overall)*

**Of the City's 1,600 youth ages 16-19 years not employed or not in school, 850 (more than half) live on Buffalo's East Side.**

**27**

businesses on the East Side have at least 100 employees.

**4,800**

manufacturing jobs on the East Side.

*(That's almost half of all manufacturing jobs in the City.)*

**3,300**

businesses on the East Side.

*(That's about 1/3 of the City's businesses.)*

**43,300**

jobs on the East Side

*(That's about 30% of the City's jobs.)*

**36%** of East Side households do not have a vehicle.

**1,650**

**acres of vacant land on the East Side.**

*(That's an area 30 times the size of MLK Park)*

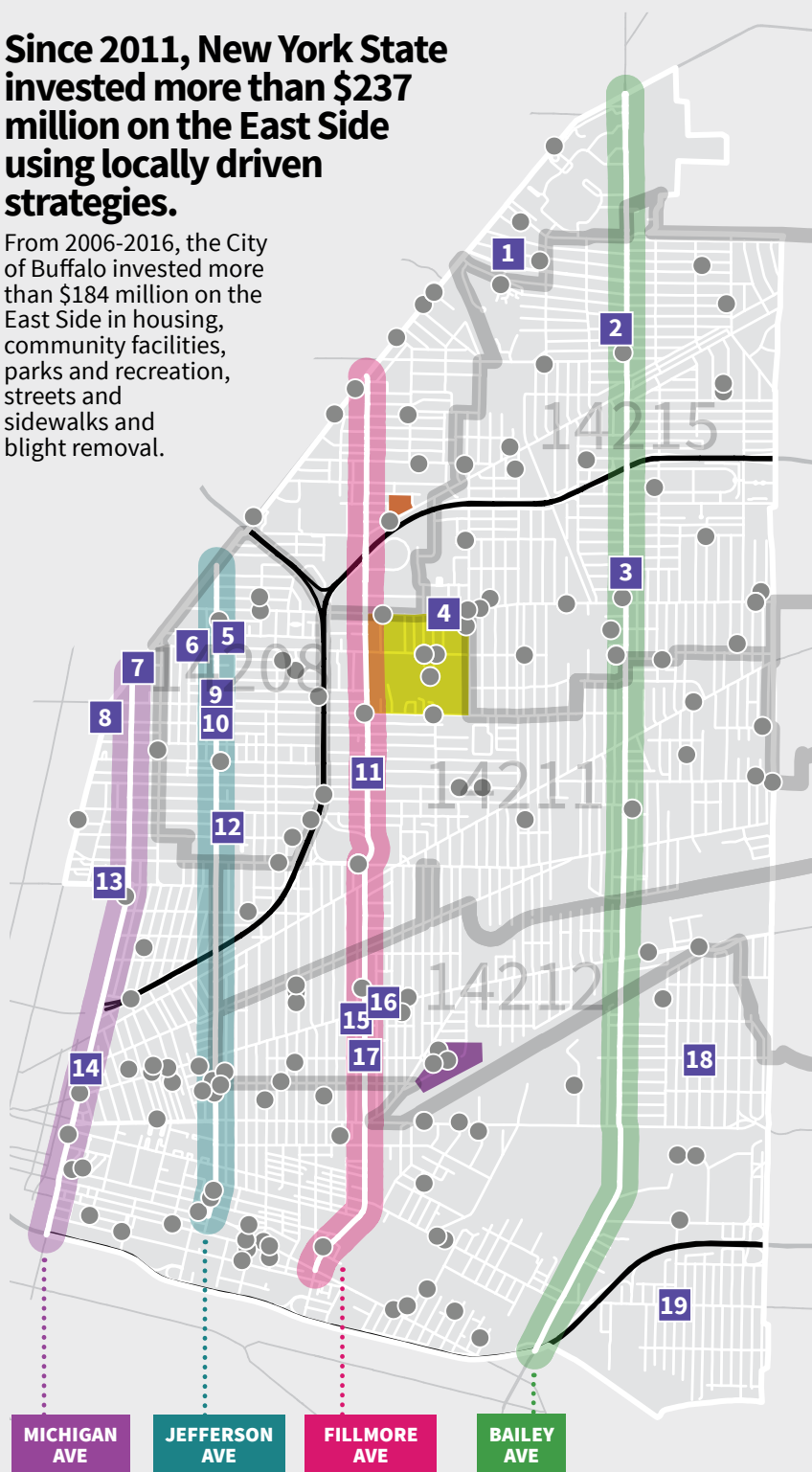
Nearly 7,000 residential addresses and 850 commercial addresses are vacant on the East Side.

Note: Numbers are approximate and reflect the most current data available as of January 2018. For more information behind the numbers, see Data Sources and Notes on page 60.

# New York State Investments on Buffalo's East Side

Since 2011, New York State invested more than \$237 million on the East Side using locally driven strategies.

From 2006-2016, the City of Buffalo invested more than \$184 million on the East Side in housing, community facilities, parks and recreation, streets and sidewalks and blight removal.



## Better Buffalo Fund

- 1 Lofts at University Heights
- 2 Better on Bailey Avenue
- 3 Gerard Place
- 4 The Kyndall Building
- 5 Mattress Factory
- 6 65 Northland Avenue
- 7 Midtown Apartments
- 8 Cold Springs on Main
- 9 Bellamy Commons
- 10 Jefferson Avenue Main Streets Initiative
- 11 Fillmore Avenue Business Project
- 12 Jefferson Ave Apartments
- 13 Pilgrim Village
- 14 72 Sycamore St
- 15 Broadway Fillmore Main Streets Initiative
- 16 950 Broadway
- 17 Torn Space Theater
- 18 Lovejoy Revitalization
- 19 Clinton Street Main Streets Initiative

ZIP Codes eligible for Housing Preservation Program

Burgard Advanced Manufacturing Program

Northland Corridor Development Area

Historic Central Terminal

### NYS Agency Investments

Includes: Council on the Arts, Department of Environmental Conservation, Department of Labor, Department of State, Empire State Development, Homes and Community Renewal, Power Authority, Department of Transportation, Energy Research & Development, and Parks, Recreation & Historic Preservation. *This state funding supports business assistance, community development, environmental remediation, energy improvements, sustainability planning & implementation, workforce training, low-cost financing, redevelopment of historic buildings, low income housing, transportation infrastructure, marketing, cultural and tourism organizations and other types of projects.*





*Northland Workforce Training Center*

## A winning partnership to connect people to jobs

### Northland Corridor Redevelopment Area

\$90,000,000

**The Northland Corridor is fast becoming a model for how an industry driven public-private-community collaborative can be effective in tackling workforce training and neighborhood redevelopment. The partnership includes neighborhood groups, municipal departments, state agencies, industry representatives, higher education and social service organizations; and involves over \$100 million in funding from local, state and federal sources. In all aspects of the project, it is meeting or exceeding New York State and City of Buffalo Minority and Women-Owned Business Enterprise goals.**

The revitalization of the Northland Corridor will expand employment and training opportunities to East Side residents. It involves the remediation and redevelopment of large areas of vacant and underutilized former industrial buildings and land, and repurposing it as a new business park anchored by



*Interior Rendering of Northland Workforce Training Center*

the new Northland Workforce Training Center (NWTC) and Buffalo Manufacturing Works. The NWTC is the Buffalo Billion's signature workforce investment initiative to upskill and right-skill workers to fill jobs in advanced manufacturing, addressing the region's looming retirement cliff. Opened in 2018, the NWTC creates economic onramps to training, apprenticeships, and career placement for energy and advanced manufacturing industry careers. Buffalo Manufacturing Works is a state-of-the-art facility that creates an ecosystem to help local manufacturers identify, test, and implement technologies to create a competitive advantage for their products, expand into new markets and boost productivity, and stimulate innovation and growth for the region's manufacturing sector. Buffalo Manufacturing Works will move from its temporary downtown location to the Northland Corridor in 2019.



*Buffalo Manufacturing Works*



*Buffalo Manufacturing Works*





Bellamy Commons

Mattress  
FactoryMidtown  
Apartments  
under renovation

Burgard High School Advanced Manufacturing Program

## Revitalizing Buffalo's commercial districts and public transit corridors

### Better Buffalo Fund

\$13,880,930

The Better Buffalo Fund (BBF) is a city-wide grant and revolving loan fund designed to foster transformation of the City of Buffalo's neighborhoods and facilitate economic development and job growth. BBF is made up of two complementary initiatives **Transit Oriented Development (TOD)** and **Buffalo Main Streets Initiative (BMSI)**. The TOD program provides gap financing for adaptive reuse or infill capital projects that promote dense development within 1/2 mile walking distance of highly-used transit stops. A program modeled on the New York State Main Street program, BMSI assists building owners with the preservation and creation of housing and renovation of commercial properties in traditional business districts. Through three rounds of funding that included extensive outreach, technical assistance, and funding mechanisms that target small, East Side development projects in particular, about 40% of the BBF's total recipients and 50% of total funds awarded to date are for projects on the East Side.

## Growing the pipeline for the future of manufacturing

### Burgard Advanced Manufacturing Program

\$3,200,000

The **Burgard High School Advanced Manufacturing Program** prepares high school students for careers in advanced manufacturing. Led by **Alfred State College** in partnership with **Say Yes Buffalo** and **Dream It Do It Western New York**, the Burgard High School Advanced Manufacturing Program allows students to take college level courses in machining, welding and automotive trades, and obtain an associate's degree from Alfred State College after completion of their 13th year of schooling. The first cohort of students graduated in 2018. Burgard provides students with multiple opportunities upon graduation, including college and job placement, and has the potential to be a natural pipeline for the **Northland Workforce Training Center** and companies within the Northland Corridor, filling jobs and retaining a young workforce.

## Developing training to match industry needs

### Workforce Development Challenge

\$10,000,000 total allocation

East Side investment TBD 2018

The Workforce Development Challenge (WDC) is another way to ensure the region's workforce pipeline is being responsive to industry demands. It is designed to promote and invest in innovative approaches to workforce training for underserved populations. The WDC will help scale up organizations doing high impact, results-oriented workforce training that can demonstrate strong outcomes in training, job placement and retention. The WDC will facilitate partnerships with community and neighborhood-based organizations with proven track records, trust and outstanding abilities for outreach and recruitment. It will also support target sectors ripe for growth in jobs and career ladder opportunities for entry-level and mid-skill workers, while funding best practice models that maximize collaboration between business and workforce trainers. Workforce trainers located on the East Side will benefit from this program. Recipients of the first round of funding will be announced in 2018.



Varsity Theatre  
on Bailey Avenue



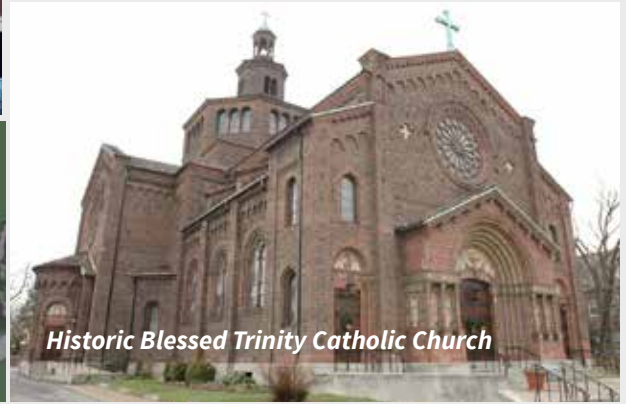
Gerard  
Place



Buffalo Center for  
Arts & Technology



African American  
Cultural Center



Historic Blessed Trinity Catholic Church

## Aligning state resources to benefit the East Side

### State Agency Funded Projects

\$129,816,295

As part of Governor Cuomo's transformative plan to improve the state's economic development model, a NYS Consolidated Funding Application (CFA) was created to access multiple state funding sources through one application. The WNY Regional Economic Development Council reviews and endorses CFA applications yearly, ensuring that state funding decisions are made in line with the region's strategic plan. Since 2011, projects like the **Beverly Gray Business Exchange Center** and the **Broadway Market** help support East Side entrepreneurs. Others like **Buffalo Arts and Technology Center** and **Goodwill Industries of WNY** support workforce training in healthcare and manufacturing. Investments along commercial corridors, such as the **Nash Lofts** at the corner of Broadway and Michigan Avenue and the **Varsity Theatre on Bailey Avenue**, contribute to the vision for revitalized business districts in Buffalo's neighborhoods. Other sources of funds like historic preservation and low income housing tax credits, brownfield cleanup funds, transportation funding, energy efficiency funds and direct assistance to businesses are available outside of the CFA.



Beverly Gray  
Business Exchange  
Center



**PART 2**

Identifying Corridors and Investment Areas

# 4 Corridors. 9 Investment Areas.

One of the major initiatives included in Buffalo Billion Phase II is the revitalization of Buffalo’s East Side through **investments in key commercial corridors**.



PG 18 **Why invest in the 4 East Side Corridors?**

PG 19 **Why focus on the 9 Investment Areas on the 4 Corridors?**

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PG 20 **MICHIGAN AVENUE CORRIDOR**

- 1 **Historic Michigan**

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PG 22 **JEFFERSON AVENUE CORRIDOR**

- 2 **Jefferson Avenue Commercial District**

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PG 24 **FILLMORE AVENUE CORRIDOR**

- 3 **Main and Fillmore**
- 4 **Northland**
- 5 **MLK Park Business District**
- 6 **Broadway Fillmore**

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PG 26 **BAILEY AVENUE CORRIDOR**

- 7 **Kensington Bailey**
- 8 **Bailey Green**
- 9 **Clinton Bailey**



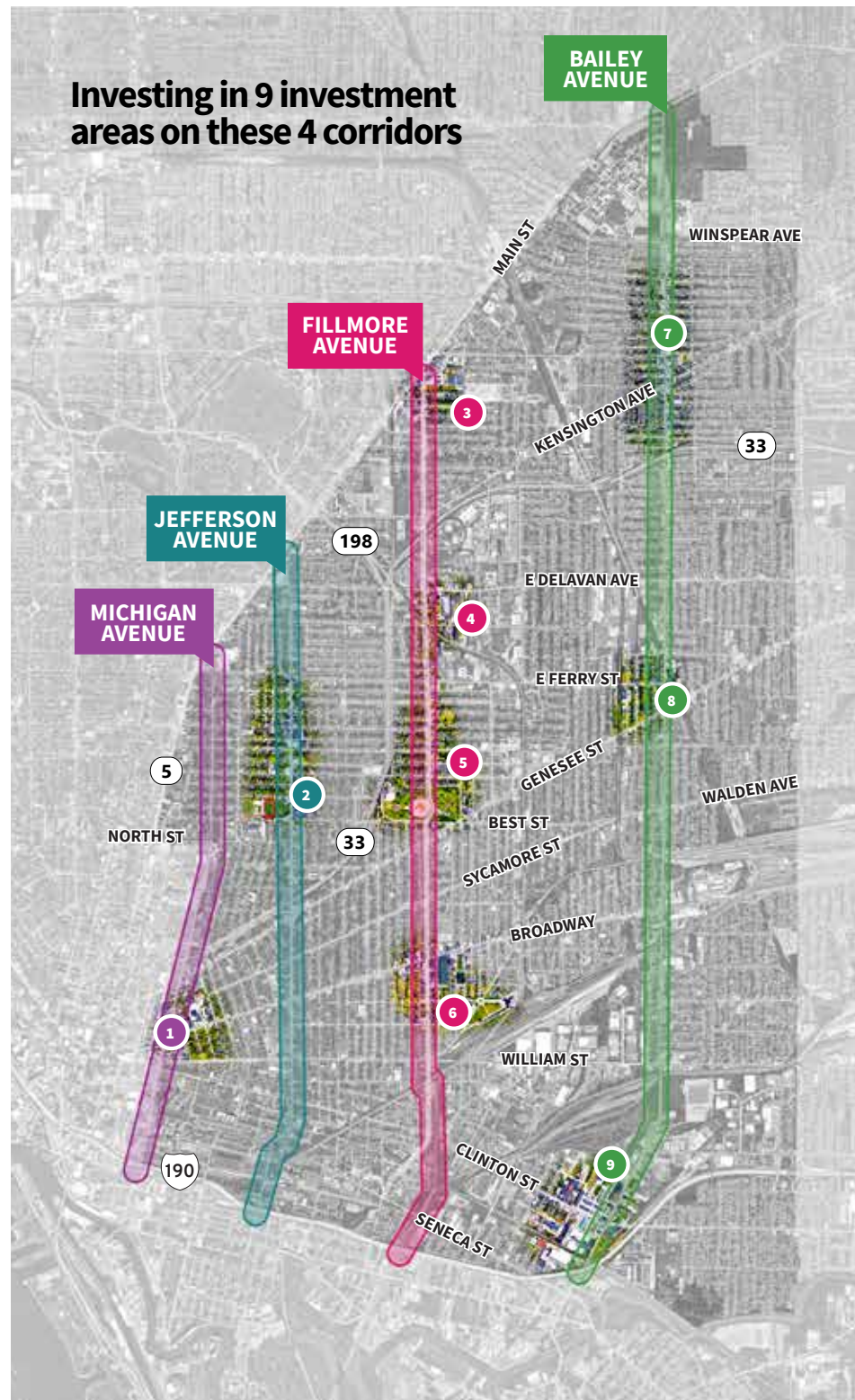


## Why invest in the 4 East Side Corridors?

Main streets and commercial corridors play a significant role in the vitality, livability and character of a neighborhood. They are the primary economic drivers in communities, embracing unique neighborhood character, providing services and amenities to residents and visitors, offering small business opportunities for entrepreneurs, and establishing crucial connections between anchor assets, residential neighborhoods and employment centers. They also often serve as the gateway to their respective neighborhoods, helping shape perceptions of visitors and potential investors.

Today, the East Side's four north-south commercial corridors are often characterized by vacant lots, underutilized commercial and industrial parcels, insufficient housing and outdated infrastructure. Despite these challenges, the East Side has a number of strengths and opportunities on which to build including significant architectural, community-based and historic assets; remnants of walkable, traditional early-mid 20th-century community business districts; education and training resources; and access to public transit. Through a targeted investment strategy focused on strengthening these assets, the East Side's commercial corridors have the potential to become economic drivers and catalysts for wide-spread revitalization of the East Side.

While located in relative proximity to one-another, each corridor has a unique story influenced by its proximity to major transportation systems such as rail lines and later I-190, Rt. 33, and Rt. 198, in and out migration, its historical and natural assets, and the character of its housing and commercial development. These historic, geographic, and physical contexts greatly inform the investment strategy for each corridor.



# Why focus on the 9 Investment Areas on the 4 Corridors?

## MICHIGAN AVENUE CORRIDOR

### 1 Historic Michigan

A strong African American history and an array of cultural and historic assets that support regional tourism.

Adjacency to major investments and revitalization efforts in downtown Buffalo and on the Buffalo Niagara Medical Campus.

Interest from private developers in some of the street's remaining unique, historic building stock.

## JEFFERSON AVENUE CORRIDOR

### 2 Jefferson Avenue Commercial District

Walkability and accessible public transit, but there is a need for streetscape improvements to enhance mobility.

Parks and recreational assets, the presence of higher education, a stable residential neighborhood, strong community partnerships, and a small array of businesses that need increased density and growth.

Entrepreneurial resources such as the Beverly Gray Business Exchange Center and others that could support enterprises along the corridors where some public/private investment is already happening.

## FILLMORE AVENUE CORRIDOR

### 3 Main and Fillmore

Potential to become a Transit Oriented Development community, centered around the Amherst Metro Rail Station.

Proximity to Highland Park Redevelopment, a planned major residential development, and the Tri-Main Development Center, a unique business and cultural center.

Traditionally the center of serviced-based organizations and businesses with an opportunity to diversify and grow business offerings.

### 4 Northland

Proximity to major investment and redevelopment along the Northland Avenue Corridor—the City's next manufacturing and energy employment and training hub.

Strong engagement from residents, businesses, community services, workforce trainers and churches working together with the City and State on a redevelopment plan for the area.

Potential to attract additional employers to large industrial parcels with established road and utility infrastructure.

### 5 MLK Park Business District

A major historic park that has seen investment in recent years; there is need to improve connectivity between the park and residents by further enhancing the historic space and increasing programming.

Community assets and strong service-based organizations such as churches, community development corporations, and a community school that are important anchors in the neighborhood.

Underwent a major streetscape improvement project to increase safety and mobility and public/private investment including nearby infill housing and a Main Street program.

### 6 Broadway Fillmore

A large concentration of commercial activity with an opportunity for infill housing to support a strong business district. The presence of the historic Broadway Market and other food service and retail could provide microenterprise opportunities especially for new immigrant populations.

Support from active block clubs, the presence of consolidated health and human service organizations, and a new police substation.

An intrinsic link to the nearby iconic Central Terminal, a distinctive historic asset with a grassroots restoration movement.

## BAILEY AVENUE CORRIDOR

### 7 Kensington Bailey

Saw public/private investment and grassroots revitalization efforts utilizing a “block-by-block” approach including Buffalo Promise Neighborhood, a Main Street business improvement program, Bailey Fights Blight beatification initiative, and others.

Opportunity to become a vibrant walkable commercial corridor by building on its large concentration of retail and services and restoring its historic building stock; is in need of streetscape improvements to increase mobility.

Intact residential neighborhoods and a density of housing nearby to support a strong commercial district and the presence of UB's South Campus at its northern boundary.

### 8 Bailey Green

A strong community partnership, the Bailey Green Initiative, spearheaded by the investment area's major employer, Harmac Medical Products, Inc.

An organized community movement guided by an award-winning plan to improve infrastructure, housing, food access and job opportunities.

Substantial public/private investments ripe for expansion and additional growth with community momentum.

### 9 Clinton Bailey

A unique concentration of jobs in the food industry with manufacturing, wholesale and distribution companies.

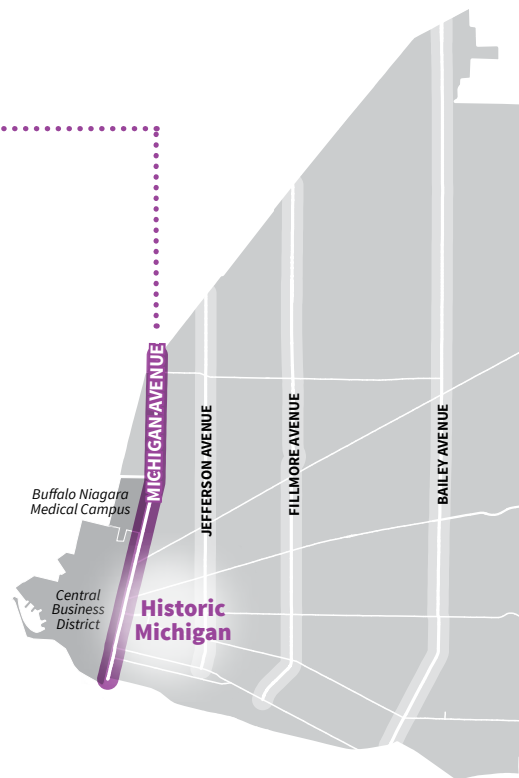
Good transportation infrastructure with access to I-190 and rail lines and underutilized building stock that presents opportunities for business growth and expansion.

Activity year round at the Clinton Bailey Farmers Market, operated by the Niagara Frontier Growers Co-operative.



THE CORRIDOR

# Michigan Avenue Corridor



Michigan Avenue extends 3.5 miles north to south from Main Street to the Buffalo River where it passes over the Michigan Avenue bridge and terminates at the General Mills plant. It is a major thoroughfare through the Buffalo Niagara Medical Campus (BNMC) (one of the city’s major employment hubs) and downtown Buffalo, and provides a direct



connection to Canalside and the Outer Harbor (the City’s newest attractions)—all of which will continue to see high levels of investment. It also connects to portions of Erie Community College’s City Campus, a major workforce trainer in the region. Of the four targeted corridors, it’s the only one that runs through downtown Buffalo, and is generally considered the easternmost limit of the central business district. Michigan Avenue runs adjacent to some of downtown Buffalo’s most recent housing, commercial, entertainment and infrastructure developments; however, the street itself has failed to attract the same public and private investment. While its adjacency to Main Street and easy access to the Metro Rail lend Michigan Avenue to Transit Oriented Development opportunities, it has instead become a high-speed corridor for motor vehicles traveling through downtown en route to the I-190 and the Kensington Expressway. Despite these challenges, there is opportunity for Michigan Avenue to serve as a tourism anchor, based on several historic assets along the corridor beginning at the Freedom Wall and African American Heritage Center at the northern end and the concentration of adjacent historic assets further south that together tell a story of Buffalo’s rich African American history.



## THE INVESTMENT AREA

### 1 Historic Michigan







## What the Data Tells Us About the Corridor

### ON THE MICHIGAN CORRIDOR

Figures reflect all businesses with a Michigan Ave address, or businesses on Michigan Ave corner lots. Figures are inclusive of non-profit agencies or faith based institutions.

**54**  
BUSINESSES

**897**  
JOBS

**25%**  
COMMERCIAL/  
INDUSTRIAL

**24**  
ACRES OF VACANT LAND

**469**  
DAILY TRANSIT  
RIDERSHIP

### PEOPLE WITHIN A HALF MILE OF THE CORRIDOR

Because corridors are predominantly commercial, analysis looked at demographic factors for residents living nearby (within a half mile).

**9,582**  
WORKING AGE  
POPULATION

**62%**  
WORKFORCE  
PARTICIPATION  
RATE

CITYWIDE RATE IS 59%

**31%**  
POVERTY RATE  
CITYWIDE RATE IS 31%

#### Workforce Trainers Nearby

- 1 Buffalo Center for Arts and Technology
- 2 CAO of Erie County: Pratt Willert Community Center
- 3 Leadership Buffalo, Inc.

#### Major Employers Nearby (100+ employees)

- 1 Niagara Frontier Transportation Authority
- 2 Highpointe On Michigan
- 3 Buffalo Newspress, Inc.
- 4 McGuire Group Training Center
- 5 Graphic Controls
- 6 ABC-Amega Inc.

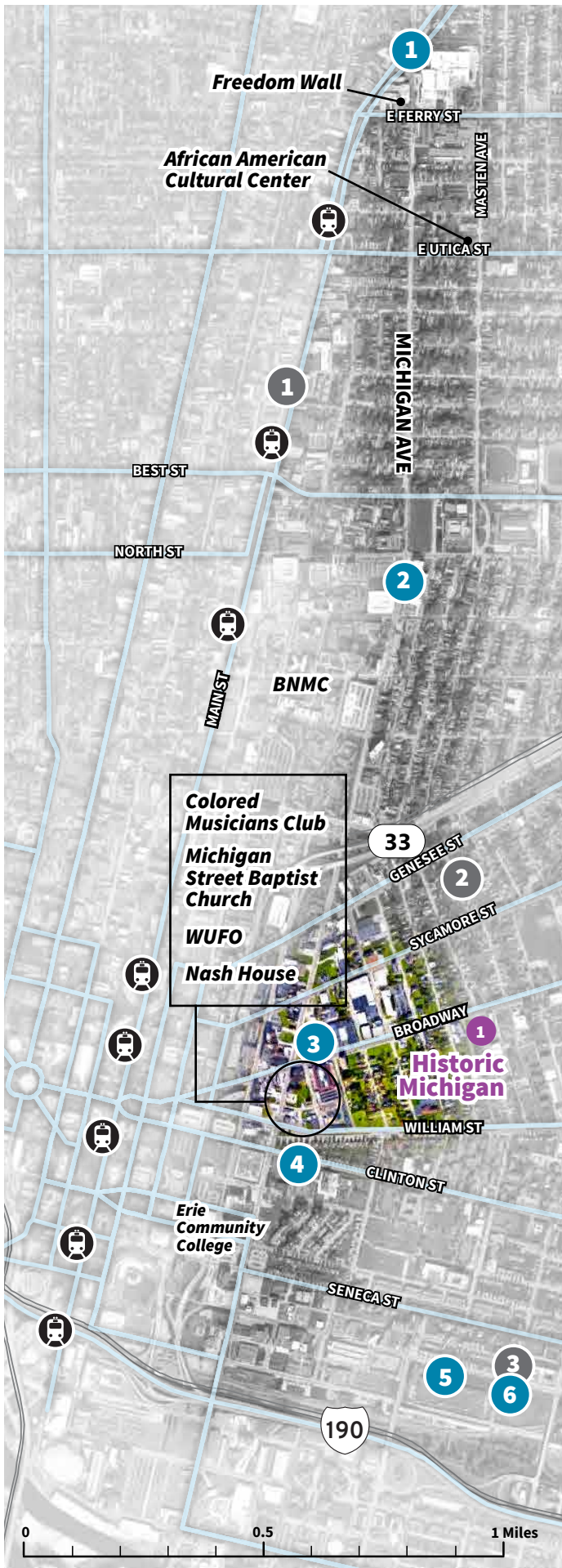


Metro Station



High Frequency  
Transit Routes

**Businesses and Jobs:** Source: UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017. Figures reflect all businesses with a Michigan Ave. address, or businesses on Michigan Ave. corner lots. Figures are inclusive of non-profit agencies or faith based institutions. **Commercial/Industrial and Vacant Land:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017. **Transit Ridership:** UBRI analysis of data from Niagara Frontier Transportation Authority's automated passenger counting (APC) system, 2017. **Commercial/Industrial and Vacant Land:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017. **Working Age Population, Workforce participation, and poverty rate:** Source: UBRI analysis of data from U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2012-2016. For more information, please see Data Sources and Notes on page 92.



THE CORRIDOR

# Jefferson Avenue Corridor



Jefferson Avenue is just over three miles long from Main Street to the north to Myrtle Avenue (just south of Swan Street) at its southern boundary. Canisius College, a 150-year-old institution and major employer with nearly 4,000 graduate and undergraduate students on its 72-acre, urban campus, is located at Jefferson’s northern boundary. Accessible by light-rail, Jefferson’s northern section is also adjacent to Hamlin Park—a tree-lined, Olmsted-inspired neighborhood listed on the National Register of Historic Places where architecturally interesting and significant homes have been largely preserved, even after the development of the Kensington Expressway and Urban Renewal efforts. Jefferson Avenue’s once vibrant commercial district was less resilient to these mid- and late-20th century occurrences. While challenged with high vacancy rates and outdated infrastructure, Jefferson Avenue has a number of community resources, entrepreneurial strengths and stable businesses. Further south, Jefferson forms the eastern boundary of the Fruit Belt neighborhood, a residential neighborhood that has seen growth as well as tensions over equity due to its adjacency to the BNMC. South of the Kensington Expressway, Jefferson is largely residential where scattered traditional housing stock and newer infill (suburban style single-family homes, multi-unit developments, and small commercial developments) dot the street. Jefferson terminates near Swan Street—a direct connection to the Larkin District, one of the city’s burgeoning employment and entertainment hubs.

THE INVESTMENT AREA

## 2 Jefferson Avenue Commercial District







## What the Data Tells Us About the Corridor

### ON THE JEFFERSON CORRIDOR

Figures reflect all businesses with a Jefferson Ave address, or businesses on Jefferson Ave corner lots. Figures are inclusive of non-profit agencies or faith based institutions.

**67**  
BUSINESSES

**608**  
JOBS

**44%**  
COMMERCIAL/  
INDUSTRIAL

**19**  
ACRES OF VACANT LAND

**928**  
DAILY TRANSIT  
RIDERSHIP

### PEOPLE WITHIN A HALF MILE OF THE CORRIDOR

Because corridors are predominantly commercial, analysis looked at demographic factors for residents living nearby (within a half mile).

**15,353**  
WORKING AGE  
POPULATION

**54%**  
WORKFORCE  
PARTICIPATION  
RATE

CITYWIDE RATE IS 59%

**34%**  
POVERTY RATE  
CITYWIDE RATE IS 31%

#### Workforce Trainers Nearby

- 1 The Foundry
- 2 CAO of Erie County: Pratt Willert Community Center
- 3 Erie 2 BOCES: New Hope Education Center
- 4 Leadership Buffalo, Inc.

#### Major Employers Nearby (100+ employees)

- 1 Canisius College
- 2 Niagara Frontier Transportation Authority
- 3 HighPointe on Michigan
- 4 Graphic Controls
- 5 ABC-Amega Inc.
- 6 Tapecon Inc.
- 7 KeyBank NA



Metro Station

High Frequency  
Transit Routes

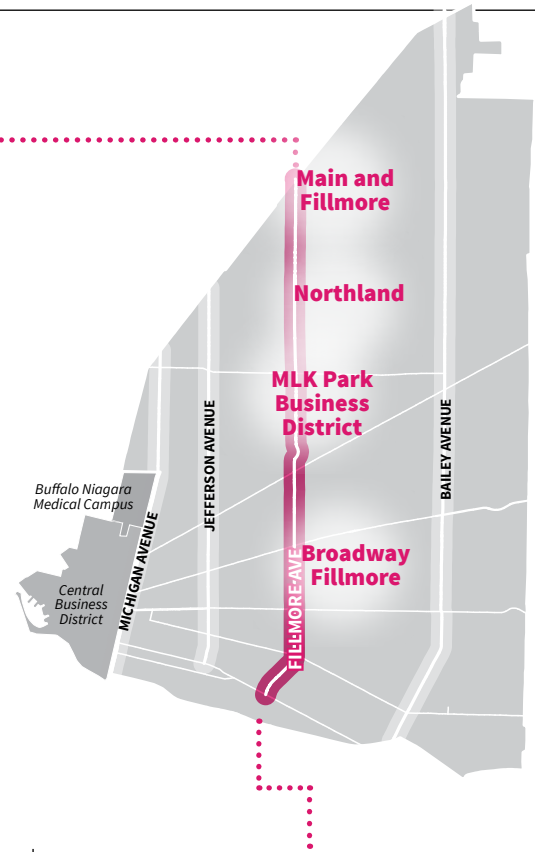
**Businesses and Jobs:** Source: UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017. Figures reflect all businesses with a Jefferson Ave. address, or businesses on Jefferson Ave. corner lots. Figures are inclusive of non-profit agencies or faith based institutions. **Commercial/Industrial and Vacant Land:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017. **Transit Ridership:** UBRI analysis of data from Niagara Frontier Transportation Authority's automated passenger counting (APC) system, 2017. **Commercial/Industrial and Vacant Land:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017. **Working Age Population, Workforce participation, and poverty rate:** Source: UBRI analysis of data from U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2012-2016. For more information, please see Data Sources and Notes on page 92.





THE CORRIDOR

# Fillmore Avenue Corridor



Fillmore Avenue begins at Main Street to the north and terminates at Seneca Street to the south. While only 4.5 miles long, the character of the street and its adjacent neighborhoods vary greatly. The northern section of Fillmore is serviced by the Amherst Metro Rail Station and Main Street businesses and services including a concentration of social services and workforce trainers. The recently demolished former Kensington Heights public housing complex occupies 17 acres at Fillmore Avenue and the Kensington Expressway. Past the Kensington Expressway is the Erie County Medical Center campus, which is the regional center for trauma care and a major teaching facility. Established in 1912, the campus, and 500+-bed facility near Fillmore Avenue on Grider Street is one of the East Side’s major employers and largest institutions. Further south large swaths of vacant and underutilized industrial land are reminders of Fillmore’s manufacturing past.

Fillmore Avenue forms the western edge of the Northland Avenue Redevelopment Area in the Delavan-Grider neighborhood—an ongoing Buffalo Billion project that will transform vacant industrial land into a new commerce and manufacturing campus that focuses on workforce and innovation. One of Fillmore’s two major business districts is just south of East Ferry Street and leads into historic MLK Park. Its other is at the intersection of Broadway and Fillmore where landmarks such as the Broadway Market and Central Terminal tell of Fillmore’s rich history and provide opportunity for the future. At its furthest point south, Fillmore is a major connector to two new employment hubs—the Larkin District and the High-Tech Innovation Hub at Riverbend, home to the Tesla solar panel manufacturing facility.

THE INVESTMENT AREAS

- 3 Main and Fillmore
- 4 Northland
- 5 MLK Park Business District
- 6 Broadway Fillmore





## What the Data Tells Us About the Corridor

### ON THE FILLMORE CORRIDOR

Figures reflect all businesses with a Fillmore Ave address, or businesses on Fillmore Ave corner lots. Figures are inclusive of non-profit agencies or faith based institutions.

**80**  
BUSINESSES

**721**  
JOBS

**32%**  
COMMERCIAL/  
INDUSTRIAL

**58**  
ACRES OF VACANT LAND

**3,314**  
DAILY TRANSIT  
RIDERSHIP

### PEOPLE WITHIN A HALF MILE OF THE CORRIDOR

Because corridors are predominantly commercial, analysis looked at demographic factors for residents living nearby (within a half mile).

**19,558**  
WORKING AGE  
POPULATION

**56%**  
WORKFORCE  
PARTICIPATION  
RATE

CITYWIDE RATE IS 59%

**35%**  
POVERTY RATE  
CITYWIDE RATE IS 31%

#### Workforce Trainers Nearby

- 1 People Inc. and Sasi
- 2 Erie Niagara Health
- 3 Heritage Centers
- 4 Elim Community Corp.
- 5 Aspire of WNY
- 6 Cantalician Center for Learning
- 7 Journey's End Refugee Services
- 8 Workforce Development Institute
- 9 Catholic Charities of WNY- Tri-Main Center
- 10 WNY Area Labor Federation
- 11 The Safety and Health Training Center, Inc.
- 12 Halsey Street Green Solutions
- 13 Buffalo Public Schools: Burgard Vocational School
- 14 Outsource Center
- 15 Matt Urban Hope Center
- 16 Community Foundation for Greater Buffalo
- 17 Catholic Charities of WNY - Seneca Babcock Community Center

#### Major Employers Nearby

(100+ employees)

- 1 Community Health Center of Buffalo, Inc.
- 2 National Grid
- 3 ECMC
- 4 Milk-Bone
- 5 Will Foods
- 6 Goodwill Industries of WNY
- 7 USPS
- 8 Industrial Power & Lighting Corp.
- 9 Tapecon, Inc.
- 10 KeyBank
- 11 Buffalo Wire Works
- 12 Flexo Transparent, LLC

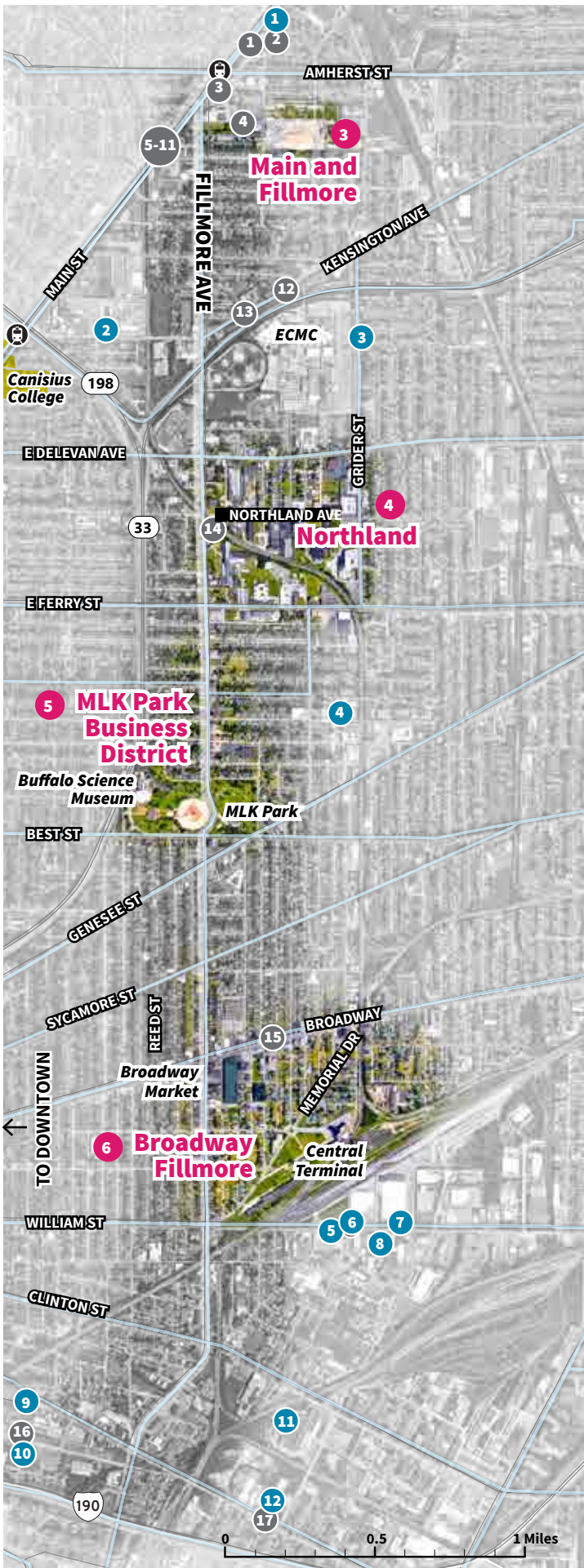


**Metro Station**



**High Frequency Transit Routes**

**Businesses and Jobs:** Source: UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017. Figures reflect all businesses with a Fillmore Ave. address, or businesses on Fillmore Ave. corner lots. Figures are inclusive of non-profit agencies or faith based institutions. **Commercial/Industrial and Vacant Land:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017. **Transit Ridership:** UBRI analysis of data from Niagara Frontier Transportation Authority's automated passenger counting (APC) system, 2017. **Commercial/Industrial and Vacant Land:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017. **Working Age Population, Workforce participation, and poverty rate:** Source: UBRI analysis of data from U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2012-2016. For more information, please see Data Sources and Notes on page 92.

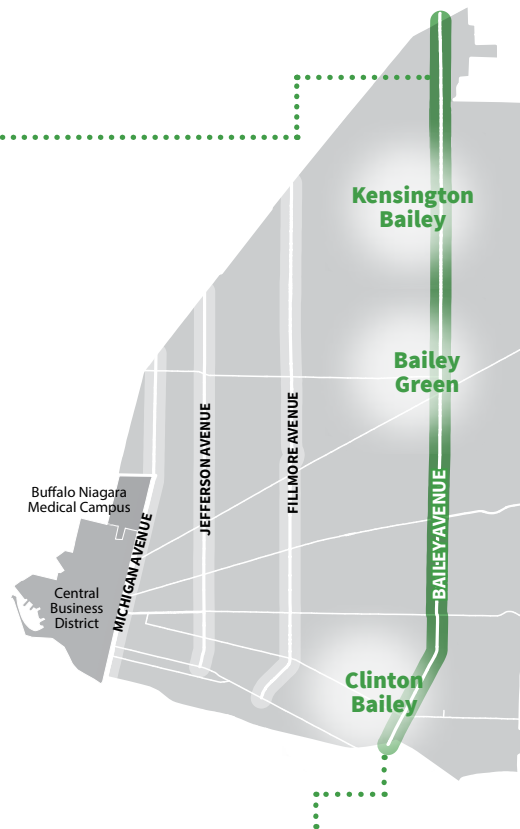


THE CORRIDOR

# Bailey Avenue Corridor

THE INVESTMENT AREA

## Kensington Bailey Bailey Green Clinton Bailey



Bailey Avenue is the longest of the four corridors traversing almost the full length of the City of Buffalo, 7.5 miles through diverse neighborhoods (both in terms of population and character), from Main Street to South Park Avenue. At its northern end is the Veterans Affairs Medical Center and the eastern limits of UB’s South Campus. Bailey’s densest business district is south of UB at the intersection of Kensington Avenue. This northern stretch of Bailey benefited from grassroots planning and revitalization efforts in recent years. Further south at the corner of East Delavan Avenue is Gerard Place, which is undergoing a multi-phase renovation, with the help of state funding, to increase services such as transitional housing, employment skills training and job placement for single mothers and their children at the historic former St. Gerard’s parish hall and school complex. Also at East Delavan is OSC Manufacturing & Equipment Services, Inc., an advanced manufacturing, logistics and energy company which spent \$17.5 million, including state funds, to repurpose the sprawling former American Axle plant. Further south Bailey Avenue contains a mix of residential, commercial and industrial uses. A major employer on Bailey is Harmac Medical Products. Harmac partnered with community members on the Bailey Green initiative to improve the neighborhood around Harmac for the benefit of its employees and local residents. Bailey becomes more industrial in character in the vicinity of Clinton Street. The City’s historic food distribution systems are anchored at Bailey Avenue near Clinton Street at the Niagara Frontier Food Terminal complex, complemented by the adjoining Clinton-Bailey Farmers & Flea Market. The corridor terminates south of the Buffalo River and provides a direct connection to the new Tesla manufacturing facility, a Buffalo Billion initiative involving a 1.2 million square foot solar panel manufacturing facility.

THE INVESTMENT AREAS

- 7 Kensington Bailey
- 8 Bailey Green
- 9 Clinton Bailey







## What the Data Tells Us About the Corridor

### ON THE BAILEY CORRIDOR

Figures reflect all businesses with a Bailey Ave address, or businesses on Bailey Ave corner lots. Figures are inclusive of non-profit agencies or faith based institutions.

**188**  
BUSINESSES

**3,849**  
JOBS

**22%**  
COMMERCIAL/  
INDUSTRIAL

**34**  
ACRES OF VACANT LAND

**5,287**  
DAILY TRANSIT  
RIDERSHIP

### PEOPLE WITHIN A HALF MILE OF THE CORRIDOR

Because corridors are predominantly commercial, analysis looked at demographic factors for residents living nearby (within a half mile).

**36,997**  
WORKING AGE  
POPULATION

**52%**  
WORKFORCE  
PARTICIPATION  
RATE

CITYWIDE RATE IS 59%

**33%**  
POVERTY RATE

CITYWIDE RATE IS 31%

#### Workforce Trainers Nearby

- 1 Rural Metro Medical Services
- 2 Quality Technical Training Institute
- 3 CAO of Erie County: Edward Saunders Community Center
- 4 Catholic Charities of WNY, Abbey Center
- 5 Catholic Charities of WNY, Kerns Avenue
- 6 Back-to-Basics Outreach Ministry

#### Major Employers Nearby

(100+ employees)

- 1 University at Buffalo
- 2 VA WNY Healthcare Systems
- 3 Horizon Health Services Inc.
- 4 ECMC Corp.
- 5 Harmac Medical Products
- 6 Milk-Bone
- 7 Will Foods
- 8 Goodwill Industries of WNY
- 9 US Postal Services
- 10 Industrial Power & Lighting Corp.
- 11 Tripi Foods
- 12 Maclean Curtis LLC
- 13 Capital Management Svc LP

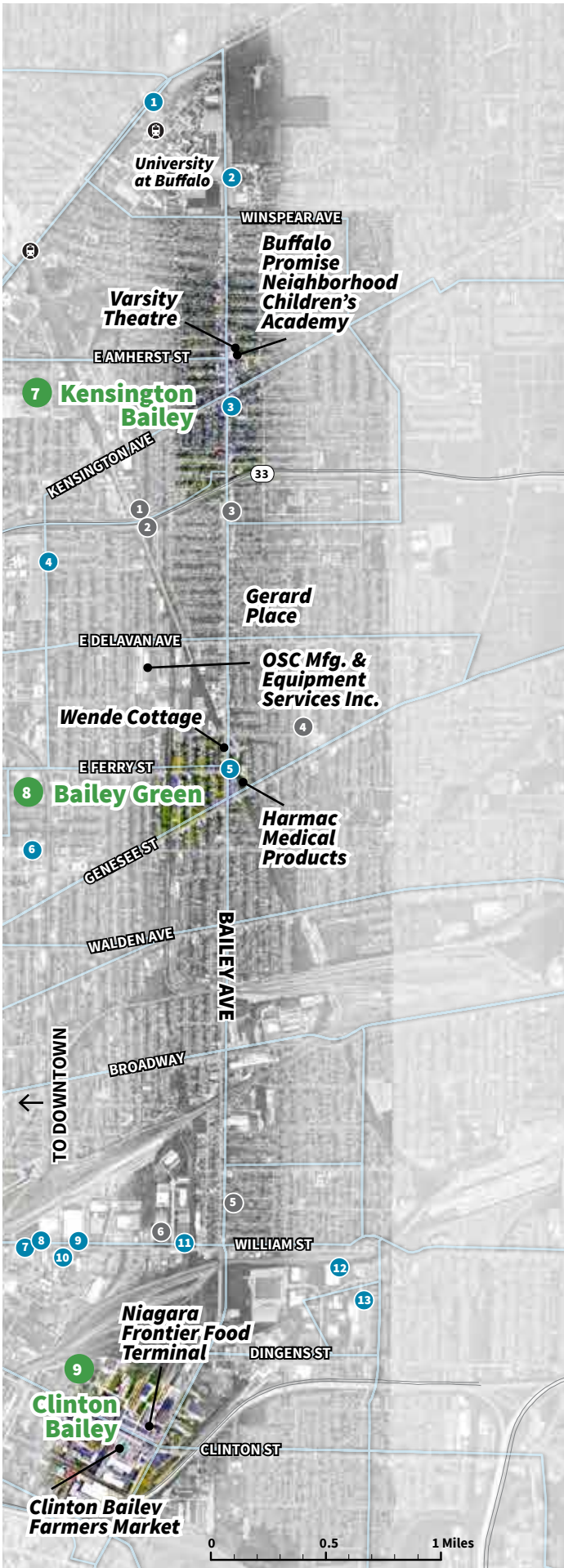


**Metro Station**



**High Frequency  
Transit Routes**

**Businesses and Jobs:** Source: UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017. Figures reflect all businesses with a Bailey Ave. address, or businesses on Bailey Ave. corner lots, including the WNY VA Hospital. Figures are inclusive of non-profit agencies or faith based institutions. **Commercial/Industrial and Vacant Land:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017. **Transit Ridership:** UBRI analysis of data from Niagara Frontier Transportation Authority's automated passenger counting (APC) system, 2017. **Commercial/Industrial and Vacant Land:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017. **Working Age Population, Workforce participation, and poverty rate:** Source: UBRI analysis of data from U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2012-2016. For more information, please see Data Sources and Notes on page 92.



**PART 3**

**Investments Shaped by the Community**

# A Community-Driven Process Aimed at Moving the East Side Forward



ESD and the City of Buffalo worked together to develop an inclusionary strategy for investment that involved broad East Side stakeholder participation and a unique partnership with other funders that results in a solid plan for the \$65 million state investment, opportunity for co-investment with other funders, and a unifying voice for the community.

*PG 30* **East Side Community Priorities**

*PG 32* **East Side Community Priorities on the Corridors**

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*PG 34* **Community Projects in \$65M Investment Portfolio**

*PG 49* **Community Projects for Future Consideration**



**Four stakeholder meetings** were held with 130 participants to review assets and challenges, and gather feedback.

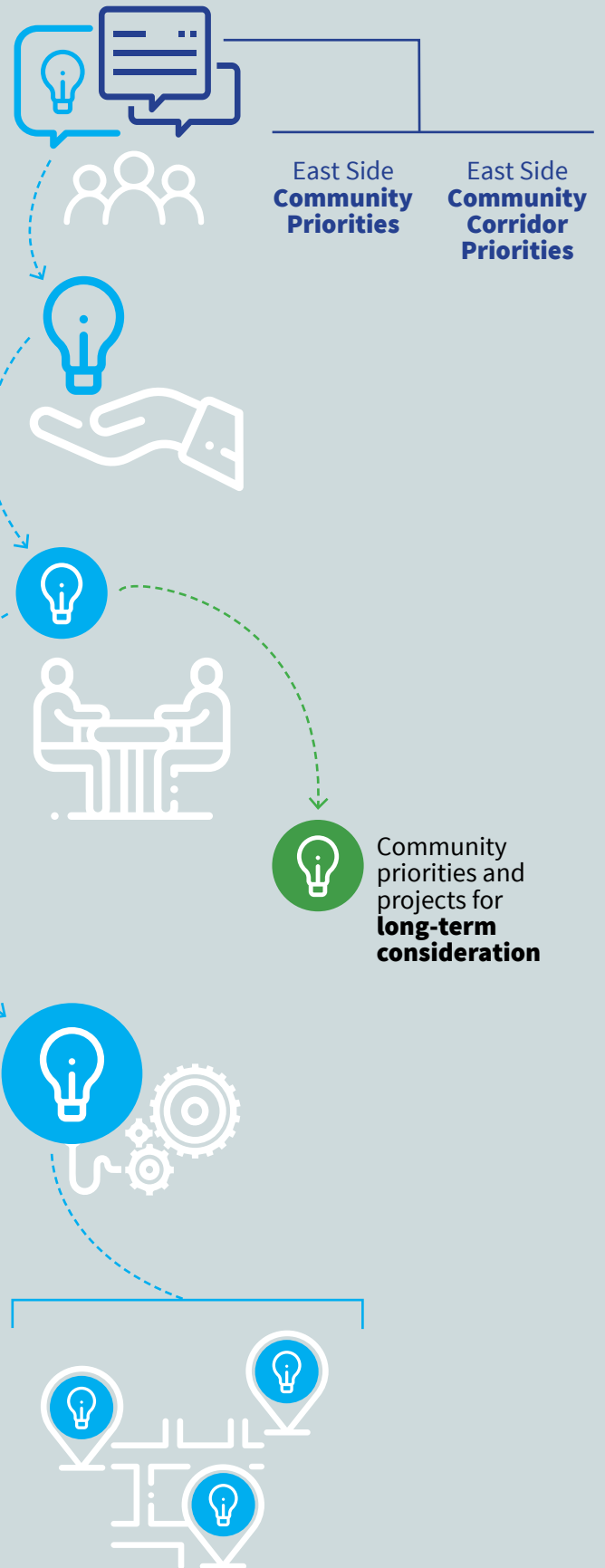
Community members submitted **104 project ideas** for the East Side.

Over 40 **listening sessions** were held to discuss their projects in detail.

Community priorities and projects **within the scope of the East Side Corridor Economic Development Fund**

Strong candidates were given **technical assistance** to plan for implementation.

**Community Projects** for East Side Corridor Economic Development Fund







## East Side Community Priorities

### Road safety for pedestrians and bicyclists

Reduce speed of cars and trucks through traffic calming measures. Make crossing the street easy and safe with more crosswalks and crossing signals. Add bike lanes to make it safer to bike and to promote multi-modal transportation options along corridors.

### Public transportation

Promote transit connectivity to key activity centers in the city and region such as downtown, the waterfront, and suburban communities. Increase transit service along corridors, especially during non-peak hours. Add bus shelters and benches at transit stops. Expand sidewalks, crosswalks and bike lanes. There is a desire for light rail service beyond Main Street.

### Streetscape enhancements

Invest in basic infrastructure enhancements to make the corridors safer and more inviting for businesses, residents, and visitors. Focus on the essentials like improved sidewalks and street lighting. Add green infrastructure and other landscape elements to beautify the corridors and enhance sustainability.

### Housing affordability and diversity

Maintain and expand the diversity of housing types and neighborhood character along the corridors. Protect and expand affordable housing options. Promote homeownership through single-family housing development and home repair initiatives. Implement stronger housing code enforcement to promote responsible property ownership and maintenance.



### Public safety

Provide more street lighting, security cameras, patrol officers, and community peacemakers to create a greater sense of safety along the corridors. People want to feel safe in their communities and have positive relationships with police officers.

### Neighborhood businesses

Expand the diversity of neighborhood-serving businesses along the corridors including retail, restaurants, and services.

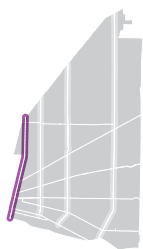
### Senior services

Improve the ability for seniors to age in place, be part of the community, feel safe, and maintain health and mobility through community-based supportive services.

### Historic preservation

Establish state funding programs to support acquisition and rehabilitation of historic buildings along the corridors and local workforce development in the preservation trades.

# East Side Community Priorities on the Corridors



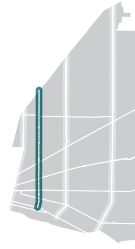
## MICHIGAN AVENUE CORRIDOR

**Make Michigan a distinct and inviting gateway into the city's diverse history and culture.**

Stakeholders want to see Michigan become a destination with a distinct sense of place as the Michigan Street African American Heritage Corridor. Stakeholders wish to preserve cultural and historic assets to help promote regional tourism. Other priorities include enhancing safety, connectivity, and access. Stakeholders also want enhanced pedestrian safety through traffic calming, street crossings, and walking pathways. Public safety, particularly around key locations such as Michigan Street Baptist Church and Nash House, are important, as are more street lighting, security cameras, and patrol officers near these locations. Increased bus service on Michigan, especially during non-peak hours, as well as more bus routes/stops that connect Michigan to destinations downtown and along the waterfront, are also a priority. Stakeholders also value increasing the availability and accessibility of retail and services for nearby residents and workers, including grocery stores, restaurants, and childcare services.

### COMMUNITY PRIORITIES

- Build African American Heritage Corridor archway along Michigan Avenue between Broadway and William Street.
- Create walking path to connect Michigan Avenue and Nash Street.
- Encourage restaurants and food services near Colored Musicians Club and other destinations along the street.
- Address safety concerns on land behind Michigan Street Baptist Church and beside Nash House.
- Enhance streetscape on Broadway between Michigan Avenue and Washington Street including installation of outdoor entertainment space and placemaking along segment of African American Heritage Corridor.
- Bring the street's diverse culture and history alive through placemaking and public art, program activities and street furniture.



## JEFFERSON AVENUE CORRIDOR

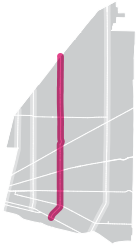
**Make Jefferson a vibrant, walkable and safe commercial corridor for residents and businesses.**

Stakeholders want to see the Jefferson commercial district become a safer and more inviting space to live, work, and shop for all ages. While there is recognition of development activity in the area, stakeholders want more development of single-family housing and neighborhood retail. Initiatives are needed to promote and support homeownership and business development such as repair assistance programs and co-working and shared office spaces. As the commercial district grows with new development, there is a need to expand bus service and improve transit connectivity to other parts of the city. There is also a need for traffic calming and streetscape enhancements to improve safety and mobility for pedestrians and bicyclists.

### COMMUNITY PRIORITIES

- Redesign streetscape of Jefferson Avenue between Best and E. North Streets.
- Take advantage of foot traffic at Utica Station.
- Connect bus service on Jefferson Avenue, High Street and Carlton Street to Michigan Avenue.
- Improve bus service efficiency along Jefferson, Utica, and Kensington routes.
- Address criminal hotspots on Dodge Street.





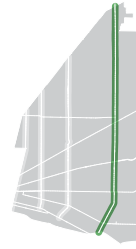
## FILLMORE AVENUE CORRIDOR

**Make Fillmore a safe and inviting connector for neighborhoods, downtown, and regional destinations.**

Stakeholders want Fillmore to become a vibrant mixed-use and multi-modal corridor. Stakeholders highlighted opportunities for mixed-use infill development along the corridor and stressed the need to support existing homeowners and renters through rehab and rental assistance. There is also a need for more community-based support services, particularly for youth and seniors. Stakeholders praised recent investments in streetscape redesign and want to see these enhancements extend the full length of the corridor—including sidewalk improvements, bike lanes, green infrastructure, and street trees. MLK Park and the surrounding commercial area is seen as a key destination; investment in traffic calming measures, public safety resources, and walking and biking amenities in and near the park should be a priority. Stakeholders also want better transit connectivity from Fillmore to regional activity centers such as shopping centers, colleges and universities, and suburban communities.

### COMMUNITY PRIORITIES

- Provide infill housing near Fillmore and Rodney Avenues.
- Implement road diet through MLK Park (one lane per side).
- Improve streetscape on Best Street and around the perimeter of MLK Park.
- Construct traffic circle at Fillmore and Jewett Avenues.
- Cover the Route 33 expressway from Buffalo Museum of Science to Ferry Street and restore MLK Park.
- Improve sidewalks near Tri-Main building.
- Install traffic calming measures around Fillmore-Main-Amherst intersection.
- Develop community centers in MLK Park and Broadway Fillmore neighborhoods.



## BAILEY AVENUE CORRIDOR

**Make Bailey a complete street that accommodates all modes of transport and serves all ages.**

Stakeholders want to build on recent initiatives to revitalize the Bailey commercial district. Stakeholders want to make it safer and more comfortable to walk and bike along the corridor through a variety of features such as road diets, crosswalks, dedicated bike lanes, cycle tracks and bike libraries. Streetscape enhancements and façade improvements are another priority for stakeholders, with interest in adding trees and greenspace between roads and sidewalks, as well as upkeep and maintenance of storefronts. Stakeholders also want to see promotion of homeownership and neighborhood stability through stricter code inspection and enforcement. Stakeholders also expressed interest in youth programming and services to connect youth to education, training, and job opportunities.

### COMMUNITY PRIORITIES

- Create small business incubator, farmers' market and food hub in the Buffalo Promise Neighborhood.
- Redesign Bailey Avenue streetscape, with focus on area between Winspear Avenue and Genesee Street, including: road diet, bike lanes, crosswalks/signals, dedicated bus lane with protected barrier, bump outs, landscaping, sidewalk maintenance.
- Improve access to Clinton Bailey Farmers Market to support fresh food access.
- Create a bike library – location with bikes available for loan – in Kensington Bailey neighborhood.
- Make getting across East Amherst intersection safer, especially for children and students.

Based on data analysis and community input, the Investment Portfolio is a collaborative and coordinated effort to spark transformational change and result in lasting impact.



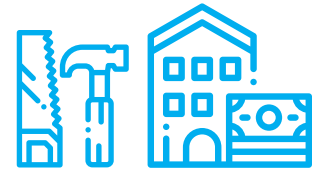
### A comprehensive strategy for community revitalization

Housing, historic preservation, small business assistance, entrepreneurship training, and streetscape improvements were all needs identified by the community.

			<b>TOTAL</b>
<b>HOUSING</b>	<b>Buffalo Neighborhood Stabilization Fund</b>	<b>\$10M</b>	<b>\$10M</b>
<b>ASSETS</b>	<b>MLK Park District</b>	<b>\$6.6M</b>	<b>\$25.0M</b>
	<b>Broadway Market</b>	<b>\$4M</b>	
	<b>Community Solar Array at Northland</b>	<b>\$2M</b>	
	<b>Michigan Street African American Heritage Corridor</b>	<b>\$7M</b>	
	<b>Central Terminal</b>	<b>\$5.4M</b>	
<b>PROGRAMS FOR FUTURE PROJECTS</b>	<b>East Side Main Streets Initiative</b>		<b>\$12.6M</b>
	<b>Community-Based Real Estate Development Training Program</b>		
	<b>Building Preservation Fund</b>		
<b>DIRECT FUNDING</b>	<b>Direct Project Assistance</b>	<b>\$7.4M</b>	<b>\$7.4M</b>
<b>INFRASTRUCTURE</b>	<b>Infrastructure to Support and Enhance Investments</b>	<b>\$10M</b>	<b>\$10M</b>
			<b>\$65M</b>



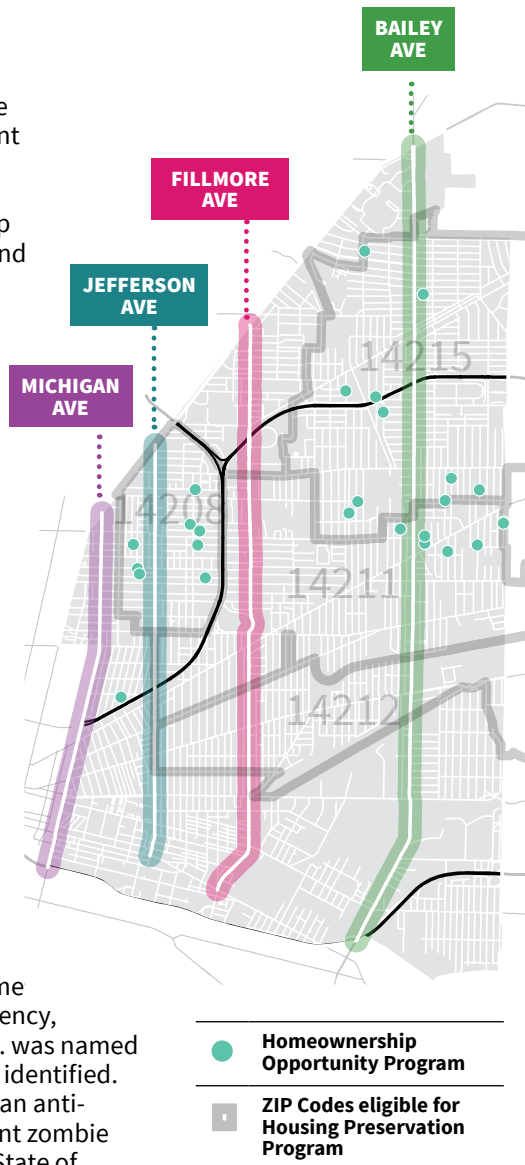
HOUSING



# Buffalo Neighborhood Stabilization Fund

## ABOUT THE PROJECT

This multi-pronged housing initiative will increase homeownership, prevent foreclosure, and target zombie properties on the East Side. \$1.4M was allocated to the Homeownership Opportunity Program, a revolving fund to repair 28 long-vacant, abandoned properties acquired by the Buffalo Erie Niagara Land Improvement Corporation (the local land bank) on behalf of the City, and make available for purchase. The properties, which will be owner-occupied and sold at market value, were identified in stable residential neighborhoods. In partnership with The Community Foundation for Greater Buffalo and based on the successful Green and Healthy Homes Initiative, \$2M was allocated to the Housing Preservation Program to repair an estimated 200 occupied homes at risk of foreclosure or abandonment due to high costs of maintenance and energy usage. By partnering with local not-for-profit housing organizations, the idea is to create a coordinated funding stream to address low-income homeowners' needs for energy efficiency, home health, and safety. People, Inc. was named lead partner and projects have been identified. Up to \$1.02M has been allocated for an anti-foreclosure measure—helping prevent zombie properties. Under the program, the State of New York Mortgage Agency will purchase the mortgages for properties facing foreclosure and provide one-on-one counseling with each mortgage holder and direct outreach with lenders to modify loans. \$120,000 for Habitat for Humanity will allow for purchase of homes to be renovated and available for purchase by families. Proposals are in development for the remaining funds.



## WHY IS IT IMPORTANT?

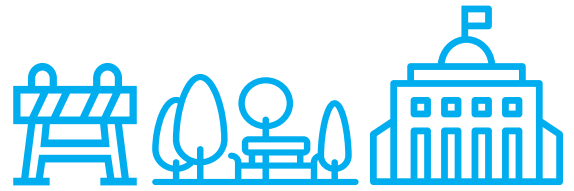
Success and vitality of the East Side's commercial corridors is closely tied to the stability of surrounding residential neighborhoods. This initiative will provide a stabilizing force by targeting vacant and at-risk properties to stop the spread of blight.

There are nearly 7,000 vacant residential addresses on Buffalo's East Side. East Side neighborhoods are, with a few exceptions, comprised of older housing built prior to 1978. Because of their age, many homes in these areas are at disproportionate risk to contain lead paint hazards, water intrusion, injury and safety issues, heating, plumbing, and electrical deficiencies. These challenges are often prohibitively expensive for low-income homeowners to remedy on their own.

Stakeholders expressed a need to retain a diversity of housing types and neighborhood character along and near corridors, while also expanding affordable housing options. They prioritized homeownership and stronger housing code enforcement to promote responsible property ownership and maintenance.

**ASSETS**

# MLK Park District



## ABOUT THE PROJECT

Since 2008, the Buffalo Olmsted Parks Conservancy has been actively working to restore the entire Buffalo Olmsted Parks System for the enjoyment of all city residents under its Plan for the 21st Century. MLK Park is a critical historic asset and widely-used community anchor. In the past ten years, MLK Park saw major improvements including the restoration of its most significant feature—a five-acre wading pool—into a splash pad and reflective pool. Funding will be used for infrastructure and amenities upgrades to MLK Park including the reconstruction of Fillmore Avenue to reconnect the two halves of MLK Park and historic pathways reconstruction. This will increase accessibility within the park and facilitate park programming, as well as improve connectivity between the Park and the adjacent business district. Funding will also be used to renovate the Park's greenhouses. The greenhouses are an important city asset, currently producing 10,000 annuals and hundreds of other plants for all the parks and circles in the system, and creating park maintenance and horticulture jobs.



Located within MLK Park, the Buffalo Museum of Science is a nearly century-old institution dedicated to the exploration of the natural world. Opened in 1929, the Buffalo Museum of Science engages audiences with innovative programming and world-class exhibits, hosting approximately 200,000 guests each year. The 100,000-square-foot, Esenwein and Johnson-designed building houses more than 700,000 items in its collection representing an array of Western New York biology, as well as cultural artifacts from around the globe, which the Buffalo Museum of Science has an obligation to steward in perpetuity. The Buffalo Museum of Science's historic entrance, with a grand staircase and classical columns, is currently in a state of deterioration and has been barred from public use since 1977. Fronted by concrete blockades and orange construction barriers, the once majestic entryway is unsafe and unsightly, adding to a negative perception of the economic health of its East Side neighborhood. Further, it is a significant deterrent to leisure and pedestrian use of MLK Park. The project will include the restoration of the original front stairs, plazas, sidewalks and curbing. Much like museums with similarly inviting entrances in other cities (i.e. Philadelphia Museum of Art and Metropolitan Museum of Art), and the Albright-Knox Art Gallery in Buffalo, re-opening the original north entrance with a restored front staircase will be a source of community pride, serving as space for community programming.

## WHY IS IT IMPORTANT?

Improvements to MLK Park will ensure this historically significant community anchor remains an accessible, safe, and relevant asset for the community. Park infrastructure improvements will contribute to establishing Fillmore Avenue as a walkable community and will support businesses in the nearby commercial district. Repairs to the greenhouses will retain a valuable workforce development resource for the community offering green park maintenance jobs within the park system. The restoration of the grand staircase and plazas will allow for outdoor community programming at the Museum. The improved setting will drive additional attendance and increase cultural tourism, stimulating the local economy.

## ASSETS

## Broadway Market



## ABOUT THE PROJECT

The City of Buffalo-owned Broadway Market is one of the oldest and largest public markets in the United States and a significant asset to the City and the East Side in particular. This project re-establishes the Market as a viable and vibrant public shopping hub and attractive regional destination.



The project aligns with recommendations in three separate Market reports issued over the last two decades and builds on recent investments. To date, ESD and municipal funds assisted in establishing free wi-fi (which went live in 2018) to help businesses handle electronic transactions; renovating and repairing its expansive cement floor (anticipated to be finished by the end of 2018); establishing a Buffalo police substation on the market's second floor; and adding an 800-square-foot commercial kitchen to be used communally by tenants and to attract additional vendors (both expected to open in 2018). Additional ESD funds committed in 2017 will help restore the Market's original Art Moderne exterior.

The next steps in transforming the Broadway Market into a year-round attraction that provides growth potential for small businesses and creates stronger connections to the Broadway Fillmore business district and nearby Central Terminal consist of four components. An operations and management plan will create a clear set of procedures to maintain positive relationships with existing and new tenants. A new market study will identify the groups that represent the Market's core customers and new groups to expand the overall customer base. An interior and exterior design plan will ensure customer navigation of the building and floor space that is fully utilized. Capital funding for equipment and improvements will create a modern facility that is more welcoming to visitors.

## WHY IS IT IMPORTANT?

Famed for its ethnic, old world shopping atmosphere, the Broadway Market's concept of selling fresh and unique products remains unchanged since it first opened in 1888. The Broadway Market is a focal point of celebrations of Polish-American heritage during the Easter season. In addition to the Market's historical ties to the Polish-American community, today the site is increasingly a food shopping destination for New Americans and local residents. Open year-round and six days a week, the Market has struggled to convert these respective annual and monthly influxes of shoppers into a more consistent customer base capable of supporting commercial activity at the site for a full 52 weeks a year. The proposed investments will help create a vibrant, competitive public market that will catalyze a healthy, diverse Broadway Fillmore neighborhood; increase revenues for existing Broadway market vendors while fostering new food service entrepreneurs; and enhance local food system sustainability and community health.



**ASSETS**

# Community Solar Array at Northland



## ABOUT THE PROJECT

Local partners have been examining the feasibility of pilot projects for the development of solar energy facilities in the City of Buffalo to help advance Governor Cuomo's Clean Energy Jobs and Climate Agenda, announced in his 2018 State of the State address. This policy,

among several objectives, looks toward the ability for community-based solar to help deliver low-cost electricity to reduce the energy burden of low-income households and ensure their participation in the clean energy economy.

Specifically, this project would provide capital funding to the Buffalo Urban Development Corporation (BUDC) for the development of an approximately 1-megawatt rooftop solar power array at their Northland Central Building at 683 Northland Avenue. The building houses the Northland Workforce Training Center (NWTC) and will be home to Buffalo Manufacturing Works in 2019, along with spaces for private industry tenants. Such an array could produce enough energy to power the building and at least 150 households. BUDC has already undertaken a preliminary analysis and cost estimate for installing a rooftop array at 683 Northland Avenue; there are additional/alternative siting possibilities on the Northland campus for an array should 683 Northland prove to be too difficult to accomplish.

With ESD capital funding for the solar array as an incentive, BUDC will competitively solicit proposals from local groups to develop the solar array in the context of powering Northland Central and the surrounding neighborhood(s) in a community micro-grid to lower residential energy costs for income-qualified residents. Proposals would also need to be structured to use the development and operation of the array/micro-grid as part of the training curriculum of the NWTC to meet the employment needs of the evolving renewable energy sector.



## WHY IS IT IMPORTANT?

The redevelopment of the Northland Corridor is bringing together training and R&D to attract companies and expand job opportunities, while revitalizing this East Side neighborhood (see pages 13 & 68). The addition of a solar array and micro-grid to the City's newest manufacturing hub could help draw new building tenants and serve as a tremendous benefit to the surrounding neighborhood, becoming as a model for other City of Buffalo neighborhoods. A robust, hands-on training program in renewable energy will expand, diversify and complement training offerings already available at NWTC. The project will continue to advance NWTC's mission to prioritize training and employment for under- and unemployed residents, with an emphasis on communities of color, while growing WNY's and the state's clean energy resources.

## ASSETS

# Michigan Street African American Heritage Corridor



## ABOUT THE PROJECT

This project builds off the work of the Michigan Street African American Heritage Corridor Commission and recent planning efforts for the Corridor including the *Michigan Street African American Heritage Corridor Management Plan* (2013) and *Celebrating Buffalo's Cultural Diversity: A Vision for the Michigan Street Heritage Corridor* (2011).



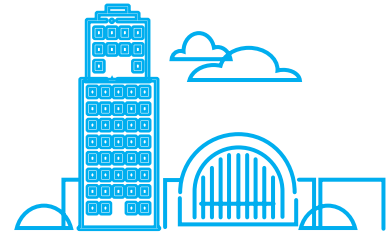
This next step will focus on the concentration of historic assets between William Street and Broadway. Further development of this area will aim to create a cohesive tourist destination that will tell the story of Buffalo's contribution to African American heritage while attracting new visitors from the region and around the world. Development efforts will focus on formalizing a cooperative operating model that can support marketing, fundraising, and the day-to-day management of member institutions. In addition, investments will be made to improve existing assets and public infrastructure in this area. Capital investments may include improvements and upgrades to historic buildings, building expansions, ADA and safety compliance improvements, streetscape improvements, community gathering spaces, and other critical amenities such as a visitor center.

## WHY IS IT IMPORTANT?

There are ongoing efforts to develop a Michigan Street African American Heritage Corridor around a concentration of adjacent historic assets (the Michigan Street Baptist Church, the Nash House Museum, the Colored Musicians Club, and the WUFO Black Radio History Collective) and a need to support the unified tourist destination that celebrates Michigan Avenue's history. The Michigan Street tourism assets are each independently operated and the African American Heritage Corridor Commission is a small umbrella organization that provides marketing for the sites. Building additional capacity within the Commission will help coordinate the efforts of each organization and create a unified master plan that will maximize the opportunity of this unique location. Each of the historic sites has capital needs and safety concerns that need to be addressed to better serve visitors. There is also a need to enhance pedestrian safety and connect all the assets in a way that serves as one unified destination.

**ASSETS**

# Central Terminal



## ABOUT THE PROJECT

The timing is right to restore the Central Terminal. In April 2018, Governor Cuomo announced \$5 million for the Central Terminal Restoration Corporation (CTRC) to restore the Terminal's historic concourse in line with the 2017 Urban Land Institute Advisory Panel's findings. The plan is to create a year-round, regional venue using the diversity of spaces on the Main Concourse of the Terminal and will include parking accessibility and full capacity for catering and entertainment. The next steps are for preliminary and final design and construction documents (kitchen, concourse, rest rooms, etc.) to fully support events at the facility. Similar to the successful model implemented by the Richardson Center Corporation for the restoration of the Richardson Olmsted Complex, Buffalo Central Terminal needs planning to guide the vision, operations, finances and capital improvements to the site; and neighborhood planning to connect the site to the Broadway Market and the Broadway Fillmore business district. There is also a need for a full-time operational staff to oversee and manage future capital improvements to the property, fundraising, and marketing with the goal to eventually reuse the entire complex and restore the iconic art deco tower.



## WHY IS IT IMPORTANT?

Broadway Fillmore is defined by its proximity to the iconic Buffalo Central Terminal rail station complex, an art deco masterpiece that closed to rail traffic in 1979 and has been the subject of a grassroots restoration movement. An Urban Land Institute study in 2017 advised that the Terminal and Broadway Fillmore neighborhood were intrinsically linked and should be developed in tandem to their mutual benefit. There is an opportunity to build connections between the Central Terminal and Broadway Fillmore business district and improve the neighborhood's significant landmark building to attract private investment and visitors to the area.



## PROGRAMS

## East Side Main Streets Initiative



## ABOUT THE PROJECT

An expansion of the Better Buffalo Fund's Buffalo Main Streets Initiative (BMSI) modeled on the New York State Main Street program, the East Side Main Streets Initiative will provide funding for building renovations and public space enhancements in up to four of the nine investment areas—Jefferson Avenue Commercial District,



MLK Park Business District, Broadway Fillmore, and Kensington Bailey. These investment areas were chosen because (1) they represent traditional mixed-used commercial districts, (2) there is demand from building owners, and (3) an established non-profit Local Program Administrator (LPA) has shown an ability to administer a target building renovation program through a BMSI grant. The LPA will use funds to award matching capital grants to district building owners, ensuring decisions are made at a local level with oversight from the community non-profit. Each of the investment areas will receive additional funds to administer the program and hire an experienced consultant to assist staff with program administration. These funds ensure LPAs receive the capacity building and technical expertise necessary to establish a portfolio of solid projects that have the greatest impact on the commercial district.

A number of small businesses expressed interest in exterior and interior building upgrades that could be eligible for funding through the East Side Main Streets Initiative including Mattie's Restaurant on Fillmore Avenue and Dexter Pharmacy and Love's Barbershop on Jefferson Avenue. To see a list of small businesses seeking capital funds, see Projects for Future Consideration on page 49.

## WHY IS IT IMPORTANT?

There is a need to expand neighborhood-serving businesses including retail, restaurants, and other services, and increase mixed-use opportunities along the corridors. At the same time, there is a desire to maintain the historic character of the buildings on the corridors and re-establish traditional walkable community business districts. Buildings along the corridors have a broad range of needs—from exterior façade renovations, to interior improvements, to systems improvements, to code compliance upgrades—that range in scale and cost. BMSI is working in these communities, but there is a need for additional funding for building improvements, greater assistance for building owners, and improved capacity to market and implement the program. An expanded building renovation program could improve the business climate, combat vacancies, and contribute to the overall revitalization of the corridors.

**PROGRAMS**

# Community-Based Real Estate Development Training Program



## ABOUT THE PROJECT

There is an opportunity to harness the East Side's assets and ensure that revitalization is driven by the members of the East Side community. A Community-Based Real Estate Development Training Program can empower community members with the skills and know-how to plan for and implement a development or infill project for their own properties. The program is intended to foster entrepreneurial spirit and creativity, better ensuring that land and buildings along the East Side corridors are improved for productive use, in manner driven by the community, and are less likely to fall into the hands of absentee landlords and/or sit unused as blighting influences. The goal is to develop neighborhood-based entrepreneurs, interested and equipped to take an active role in revitalizing their neighborhoods. While the specific features of the training program would be finalized upon the approval of this plan, it could be developed in partnership with UB's Real Estate Development program and modeled after the Associates in Commercial Real Estate (ACRE) program in Milwaukee. It would likely involve features such as coursework in real estate finance, development approval processes, and zoning; and could also include possible mentor/mentee arrangements for participants with local development experts. Funding is also dedicated through this program to provide capital grants to building owners who complete the training to be used in the renovation and reuse of their properties.

## WHY IS IT IMPORTANT?

There is great development potential on Buffalo's East Side (1,650 acres of vacant land and 850 vacant commercial addresses). Much of this land is concentrated in and around the commercial corridors. There is also great entrepreneurial spirit on the East Side – from small business owners, to artists, urban farmers, preservationists, budding housing and commercial developers, and not-for-profit leaders. Some of these entrepreneurs have deep roots in the community. Others are young people new to Buffalo, or new immigrants building a life on the East Side. All of them see real estate and community development opportunities on the East Side and are passionate about how their buildings could house new business enterprises. While community members have great passion, they often need assistance to successfully plan and implement a real estate development project, especially given the challenging nature of the building stock, environmental contamination, a sluggish market, and a variety of socio-economic conditions on Buffalo's East Side.

## PROGRAMS



# Building Preservation Fund

## ABOUT THE PROJECT

The Building Preservation Fund is a program to establish a dedicated funding source that will support acquisition and near-term stabilization of at-risk historic buildings in the target investment areas. The program will support smaller, seal-up efforts to help prevent having to deal with crisis-level failures in the future, or even worse, additional



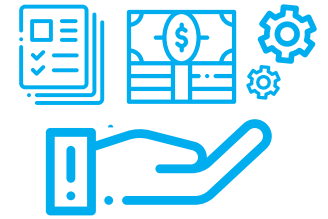
emergency demolitions of the existing urban fabric along these corridors. ESD will partner with the City of Buffalo and community-based organizations undertaking building stabilization initiatives to identify candidate buildings in need of preventative maintenance (i.e. stabilization measures to prevent further deterioration from weather, vandalism, etc.) to protect them from future demolition and thus eliminate future redevelopment opportunities. Program managers would then coordinate with property owners to undertake the measures (or, if desirable in certain situations, to acquire the property) to preserve the structures in the near-term for investment from private investors in the longer term. Some East Side “preservation-ready” historic resources surveys have already been completed. The City of Buffalo intends to undertake an additional community-based study of properties along each corridor to help shape the program.

While the full parameters of the program will be developed in conjunction with the City and nonprofit partners upon the approval of this plan, it will be important to establish parameters and criteria to ensure funding is provided to entities demonstrating a strong intent and plan to preserve/restore a historic property, and to avoid funding entities practicing purposeful “demolition by neglect” or similar bad practices like property tax delinquency.

## WHY IS IT IMPORTANT?

Historic preservation is an important element of WNY’s smart growth strategy, ensuring that the region’s unique history, beauty, and sense of place are retained through its architecture, landscapes and urban design, and reversing the decades-long practice of demolishing historic building stock. New York State, acknowledging the value of preservation, is also committed to the restoration of historic structures through state historic tax credits. The restoration of historic buildings, such as the Hotel at the Lafayette, the Genesee Gateway, Horsefeathers, the Electric Tower, Asbury Hall and many others, with the help of state and federal historic tax credits, has been a major part of Buffalo’s revitalization. Like the City as a whole, the restoration of historic buildings on the East Side, especially along its commercial corridors, is imperative to the resurgence of the community. More than any other area of the city, the East Side has historic buildings in danger of “demolition by neglect”—intentionally allowing a property to suffer severe deterioration, potentially beyond the point of repair. The community would like to see acquisition and rehabilitation of historic buildings, while supporting local workforce development in the preservation trades whenever possible.



**DIRECT FUNDING**

## Direct Project Assistance

### ABOUT THE PROJECT

In an effort to facilitate business growth and job creation, providing direct capital funds to key projects is part of ESD's core mission. ESD will use its existing capacity and expertise to fund capital projects that align with the region's strategies for economic development and ensure that revitalization on the East Side is driven by the community. Understanding the East Side's unique real estate development challenges, ESD, with a team of consultants, developed a plan to identify East Side property owners with a plan for infill or redevelopment projects, assessed what their needs were to execute the project, and provided them with technical expertise to successfully utilize state capital funds to realize their visions for the properties. Proposed projects include funding for build out of commercial spaces in mixed-use buildings, restoration and reuse of historic structures, and funding for future projects that are currently receiving technical assistance.

### WHY IS IT IMPORTANT?

There is a need for public funds to help spur private investment. There is great development potential on Buffalo's East Side and opportunities for infill and mixed-use redevelopment of existing buildings along all of the corridors. But the East Side faces unique challenges such as environmental contamination, population decline, destruction of urban fabric, absentee building owners, sluggish real estate market, and public safety concerns that makes redevelopment efforts particularly challenging. Despite these challenges, the commercial corridors each have significant assets—architectural, community-based and historic assets; remnants of walkable traditional early-mid 20th century community business districts; education and training resources; and access to public transit—that capital funds could help enhance and leverage.



#### **1021 BROADWAY**

In 2016, Mosaic 659 Foundation purchased and began renovating this 110,000 square foot property adjacent to the Broadway Market to create a centralized hub for a multitude of human service programs to serve the diverse Broadway Fillmore community. Jericho Road Community Health Center opened in 2018, becoming the first tenant. In Phase II of the project, WNY Human Services Collaborative will renovate 31,000 square feet for individual and shared spaces for not-for-profits. The shared space concept will more efficiently serve the community while reducing expenses for partner agencies. When all phases of the project are complete, 1021 Broadway will include primary care services, a human service collaboration of 10 not-for-profits, a 340B retail pharmacy, imaging, fitness center, conference and training space, and not-for-profit start-up space. Project funding will help build-out first floor retail space for enterprises that serve the goals of this joint-venture and its visitors.

*WNY Human Services Collaborative  
1021 Broadway*



#### **BEVERLY GRAY BUSINESS EXCHANGE CENTER**

The Beverly Gray Business Exchange Center is a new comprehensive, one-stop small business technical resource center developed to support entrepreneurship and innovation for Minority and Women-Owned Enterprises, Service-Disabled Veteran-Owned Businesses, and small businesses in the City of Buffalo and WNY region. Project funds will assist with capital improvements to the building, as well as furniture and equipment purchases to support the center when it opens.

*Beverly Gray Business Exchange Center  
334 East Utica Street*



**FILLMORE-UTICA MIXED-USE PROJECT**

Nu'man Community Development Corporation will redevelop an existing building on the Fillmore Avenue corridor into mixed-use space for five first-floor retail/commercial tenants and second-floor senior housing. Storefronts will be used by Youth Entrepreneur Marketplace (YEM) members and other vendors with the goal of engaging minority youth in entrepreneurial ventures. Renovations will complement recent capital investments to the building's facade, as well as nearby public streetscape improvements. Funding will restore and finish storefront interiors.

*Nu'man Community Development Corporation  
1351-1377 Fillmore Avenue*



**THE NASH LOFTS**

The Nash Lofts is a 40,000 square foot mixed-use project at the corner of Broadway and Michigan Avenue. The project restores four buildings and includes infill development resulting in 18 apartment units and commercial space, including space for the local NAACP office. Funding will be used to build out retail space on the first floor for additional tenants. Redevelopment of this historic building will create a gateway to the Michigan Street African American Heritage Corridor, drawing tourists to its array of cultural assets.

*Michigan Broadway, LLC  
163-167 Broadway*



**BLACK ACHIEVERS MUSEUM**

Black Achievers, Inc. has been recognizing African Americans for 45 years at its annual banquet (that exceeds 900 people), and has honored more than 2,500 recipients. The Buffalo Black Achievers Museum will permanently house standing exhibitions and archival resources that will enlighten, educate, motivate and inspire visitors by focusing attention on the educators, businesspeople, social advocates, clergy and public figures who built Buffalo's past and who plan the city's future. Project funds will be used for build-out of the museum space on the first floor of Bellamy Commons, a new affordable housing complex on the Jefferson Avenue commercial corridor.

*Black Achievers, Inc.  
1490 Jefferson Avenue*



**VARSITY THEATRE RENOVATIONS**

Beginning in 2010, the Varsity Theatre building underwent extensive renovations to transform this art deco movie theater into a modern event space, and improvements to three adjacent storefronts. Additional interior renovations are needed, including safety and infrastructure improvements, to increase the viability of the theater as an event space. Funds will also be used for exterior enhancements to restore original art deco design, including a vertical marquee and historically appropriate interior lighting.

*Varsity Theatre  
3165 Bailey Avenue*



### **MANDELLA MARKET EXPANSION**

Mandella Market is an immigrant-operated, neighborhood market on the Jefferson Avenue corridor. Located in a neighborhood partially covered by a USDA-designated second standard food desert, the store sees an opportunity to increase food access and meet increased demand for fresh fruits, vegetables, and prepared foods. Funds will help expand the market, creating a new storeroom for fresh produce and a kitchen to be used to cook prepared foods. The expansion will lead to the hiring of an additional three to four employees at the market.

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*Mandella Market*  
272 East Ferry Street



### **SCHREIBER BREWERY REUSE PROJECT**

Buffalo Brewing Company, a small, locally-operated brewery and brewing equipment distributor, will expand its business by relocating to the former Schreiber Brewery building on the Fillmore corridor. The project involves the acquisition, design and renovation of the historic brewery to accompany a brewery production area, tasting room, Buffalo Brewing History Museum, warehouse space for brewery equipment and distribution, and future space for lease. The restoration of this long-vacant anchor structure will help drive additional retail activity to the neighborhood, while providing brewing and construction jobs.

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*Buffalo Brewing Company*  
662 Fillmore Avenue



### **TORN SPACE THEATER IMPROVEMENTS**

Torn Space Theater (TST) is an internationally recognized contemporary performance company housed through a long-term lease at the Adam Mickiewicz Library and Dramatic Circle (AMLDC), the oldest Polish-American organization in Buffalo. TST recently completed the first phase of a capital improvement project which saw the expansion of the theater onto an adjacent former gas station site. The project remediated a brownfield site, removed blight from a highly visible corner, and expanded TST's usable space. In this next phase, project funds will be used toward restoration efforts of the historic AMLDC building and for further improvements to the recent addition.

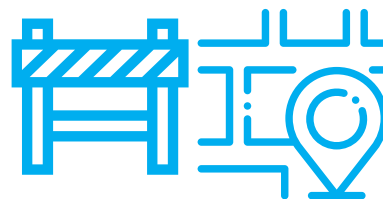
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*Torn Space Theater*  
608-612 Fillmore Avenue



INFRASTRUCTURE

# Infrastructure to Support and Enhance Investments



## ABOUT THE PROJECT

In coordination with the City of Buffalo, funding will be dedicated to infrastructure investments along the corridors that directly align with the projects and programs of the East Side Corridor Economic Development Fund—maximizing the portfolio’s leverage potential and capitalizing on opportunities for federal matching funds. Streetscape and infrastructure improvements were listed as Community Priorities at all stakeholder meetings. The community wants to see traffic calming measures; pedestrian safety improvements such as lighting, sidewalk improvements and crosswalks; the addition of bike lanes and promotion of multi-modal transportation; public transit infrastructure improvements; landscaping; and green infrastructure. The community will continue to be engaged as the most impactful projects are determined and design begins.

## WHY IS IT IMPORTANT?

Streetscape projects and infrastructure investments can be catalysts for neighborhood revitalization, business development and talent attraction—increasing safety and accessibility, enhancing the attractiveness and livability of a community, and creating connections between people and the assets, services, and businesses in their communities. Implementing infrastructure improvements that enhance and support the programs and projects in the East Side Corridor Economic Development Fund will create strong clusters of public and private investment to spur lasting economic impacts.



# Projects for Future Consideration

## A COMMUNITY-DRIVEN VISION FOR THE FUTURE

Hundreds of stakeholders participated in the East Side Corridor Economic Development Fund and submitted dozens of project ideas that are not directly eligible for funding at this time. Some are located outside of the 9 target areas. Others lack site control and require significant planning. Others are not economic development projects, but rather vital community development initiatives. Still others may be eligible for funding through East Side Corridor Economic Development Fund Initiatives such as East Side Main Streets Initiative (see page 42), New Developer Training Program (see page 43), the Building Preservation Fund (see page 44) or Infrastructure Investments (see page 48). Additionally, others may receive technical assistance to help them review existing plans, assess building conditions, develop conceptual designs, and estimate construction costs to set them on a path toward gaining future funding. Collectively, these projects represent a long-term, community-driven vision for the East Side. It is the hope that these projects can be further developed with funding partners including the City of Buffalo, other state agencies, and local foundations to meet many more community goals than the East Side Corridor Economic Development Fund can accomplish alone.

## Community Projects for Future Consideration

<b>Project Name</b>	<b>Description</b>	<b>Organization</b>
<b>1050 Jefferson Mixed-Use Development</b>	Urgent care, affordable housing, indoor vertical food production addressing social determinants of health outcomes	<i>Owner</i>
<b>1155 Jefferson Mixed-Use Redevelopment</b>	Redevelopment of mixed-use commercial and residential building into first-floor coffee shop/retail and upper-level apartments	<i>Owner</i>
<b>1288 Jefferson Building Renovations</b>	Repairs of roof, floor, driveway, walls, furnace, hot water tank, electricity, drop ceiling, security door, windows, and basement	<i>Owner</i>
<b>1239 Jefferson Ave Mixed-Use Redevelopment</b>	Redevelopment of 15,000-square foot mixed-use building for restaurant and banquet facility, with housing and cultural heritage component; project requires some demolition and new construction activities	<i>MRBS, Inc.</i>
<b>1301 Fillmore Community Café</b>	Renovation of building into storefront café or reception hall	<i>Owner</i>
<b>1304 Jefferson Building Renovations</b>	Floor and window repairs, brick repointing, insulation, painting, hot water tank installation	<i>Cold Springs Market and Deli</i>
<b>1337 Jefferson Building Renovations</b>	Renovations to the second floor for approximately seven commercial office spaces	<i>Group Ministries, Inc.</i>

<b>Project Name</b>	<b>Description</b>	<b>Organization</b>
<b>1353 Jefferson Building Renovations</b>	Flat roof repairs, drain repairs, chimney and brick repair	<i>Owner</i>
<b>1359 Jefferson Building Mixed-Use Renovations</b>	Renovation of the former Pixie Bar & Grill building with full-service kitchen, outdoor patio, facade improvements and owner-occupied residential unit on the second floor	<i>Owner</i>
<b>1382 Jefferson Building Renovations</b>	Brick repointing, foundation work, new insulated windows, cemented basement, chimney repair, security cameras, siding, floors and walls, updated electric, plumbing, furnace and hot water tank, sewer pipes, fence, debris removal	<i>East Winds Creative Effects</i>
<b>1389 Jefferson Building Renovations</b>	Roof repairs and window replacements	<i>Jefferson Avenue Business Association</i>
<b>173 Stanislaus Commercial Kitchen Renovation</b>	Renovation of former funeral home into commercial kitchen for food business	<i>Owner</i>
<b>2960 Bailey Redevelopment</b>	Adjacent land acquisition and building redevelopment for mixed-use revitalization project	<i>Quinn and Quinn Development</i>
<b>79 Kilhoffer Building Renovation</b>	Conversion of abandoned building into clubhouse for Buffalo Peacemakers to provide programming	<i>Harmac Medical Products</i>
<b>806 Fillmore Arts &amp; Cultural Initiative</b>	Renovation of 1st floor of residential building into exhibition, performance and meeting space; 2nd floor will remain residential space	<i>The Cass Project</i>
<b>859 Jefferson Mixed-Use Redevelopment/ New Build</b>	Redevelopment of existing building for barbershop and residential units. Construction of mixed-use development on adjacent lots at corner of Jefferson Avenue and Carlton Street	<i>Carl-Jeff</i>
<b>950 Broadway Redevelopment</b>	Redevelopment of historic building on corner of Broadway and Fillmore, including residential, retail, and office space. Financial support to bridge the gap of approx \$2M	<i>Cedarland Development</i>
<b>African American Cultural Center Urban Cultural Campus</b>	Renovation and expansion of African American Cultural Center, including performance, educational, and administrative spaces	<i>African American Cultural Center</i>
<b>African Heritage Food Co-op Building</b>	Acquisition and renovation of building for grocery market, refrigeration and equipment, as well as education and training classes and other programming for the African Heritage Food Co-op	<i>African Heritage Food Co-op</i>
<b>Akole Style Unisex Salon Renovations</b>	Beautification and construction of handicap access	<i>Akole Style Unisex Salon</i>
<b>Bailey Avenue Streetscape Redesign</b>	Bailey Avenue streetscape complete redesign between Winspear Avenue & Genesee Street	<i>Bailey Avenue Business Association</i>



<b>Project Name</b>	<b>Description</b>	<b>Organization</b>
<b>Bailey Business Incubator, Farmers Market and Food Hub</b>	Development of small business incubator, farmers market and food hub	<i>Buffalo Promise Neighborhood</i>
<b>Bailey Green Urban Agriculture and Wellness Center</b>	Construction of two hydroponic greenhouses, community garden and wellness center in Bailey Green neighborhood	<i>Urban Fruits &amp; Veggies</i>
<b>Bailey Streetscape Enhancements</b>	Bailey Avenue streetscape redesign, including: road diet, bike lanes, crosswalks/signals, dedicated bus lane with protected barrier, bump outs, landscaping, sidewalk maintenance	<i>University District Community Development Association</i>
<b>Better on Bailey Initiative Expansion</b>	Expansion of funding initiative for façade improvements and building renovations along Bailey Ave; funding would be coupled with financial literacy training for business owners	<i>University District Community Development Association</i>
<b>Broadway Fillmore Small Deal Fund</b>	Small deal fund to allow small businesses access to tax credits	<i>Preservation Buffalo Niagara</i>
<b>Broadway Market Eatery/Vendor Equipment</b>	Equipment and renovation of space for eatery/vendor at Broadway Market	<i>Cali Eats</i>
<b>Broadway Streetscape Enhancements</b>	Streetscape enhancements, including installation of outdoor entertainment space and placemaking along segment of corridor	<i>Michigan Street African American Heritage Corridor</i>
<b>Buffalo Arts Studio Capital Improvements</b>	Capital improvements to maximize space and improve climate control to support expansion of operations	<i>Buffalo Arts Studio</i>
<b>Buffalo Collegiate Field House</b>	Construction of field house and facility for physical education at Buffalo Collegiate Charter School	<i>Buffalo Collegiate Charter School</i>
<b>Buffalo Promise Neighborhood Economic Development</b>	Development of a mixed-use facility for business incubator, workforce training programs, and a food co-op in the Buffalo Promise Neighborhood	<i>Buffalo Promise Neighborhood</i>
<b>Cantalician Center Day Care Center</b>	Land acquisition and construction of a day care center at 2255 Fillmore Avenue	<i>Cantalician Center</i>
<b>CAO Head Start Playground</b>	Creation of playground area for children at early childhood center	<i>Community Action Organization of Western New York - Head Start</i>
<b>Compass East Phase II</b>	Construction of three-story, 48,000-square foot building for office space and first floor retail	<i>McGuire Development Company</i>
<b>Construction Training Center and Retail Space</b>	Programming for training youth in the construction trades. Possible renovations or improvements to retail space	<i>Owner</i>

<b>Project Name</b>	<b>Description</b>	<b>Organization</b>
<b>Danner Collision Shop Improvements</b>	Façade work and property beautification (siding, fencing, driveway repairs) at Danner Collision	<i>Danner Collision</i>
<b>Dexter Pharmacy Building Renovations</b>	Exterior and interior building repairs and renovations, including: brick repointing or painting, windows, floors, insulation, doors, sidewalk, bench, signage, store fixtures	<i>Dexter Pharmacy</i>
<b>Doris Records Building Renovations</b>	Interior and exterior building repairs and renovations, including: electrical wiring, awning cover, painting, sealing parking lot, insulation and windows	<i>Doris Records Inc.</i>
<b>East Side Corridor Green Infrastructure</b>	Green infrastructure	<i>Buffalo Sewer Authority</i>
<b>East Side Corridor Historic Tax Credit Program</b>	Establishment of NYS historic tax credit program (35%) for small projects along East Side corridors	<i>Preservation Buffalo Niagara</i>
<b>Ellicott Town Center Square</b>	Redevelopment of 375 Michigan Avenue into Ellicott Town Center Square, a mixed-use, transit-oriented neighborhood commercial, residential and service support center on 2-acre site	<i>First Shiloh 202 Housing Corporation</i>
<b>Fillmore-Genesee Community Food Market</b>	Construction of outdoor food market in short term and business plaza in the long term	<i>Muhammad Study Group #23</i>
<b>Fillmore-Utica Coffee Shop</b>	Construction of a coffee shop	<i>Fillmore Forward</i>
<b>First Calvary Missionary Baptist Church Expansion</b>	New build of 17,670-square foot building and renovation of existing church building for worship space and community center, including: commercial kitchen, multipurpose event space, computer lab, and space for various programming and services.	<i>First Calvary Missionary Baptist Church</i>
<b>Foundry Building Renovations</b>	Renovations and capital improvements to business incubator and education/community space (25,000-square foot warehouse)	<i>The Foundry</i>
<b>Gerard Place Education and Community Center</b>	Renovation of the former St. Gerard Parish Hall into an employment training and community center to expand existing services at Gerard Place, including early childhood academy	<i>Gerard Place</i>
<b>Groundwork Market Garden Business Hub</b>	Redevelopment of 40,000 s.f. warehouse into mixed-use space for business vending, retail, office, and production uses, as well as education and job training	<i>Groundwork Market Garden Inc</i>
<b>Habitat For Humanity Capital Funds</b>	One year's worth of capital funding to open up more build sites for workforce development and volunteers; Habitat will be able to sustain the increase in production after one year	<i>Habitat Buffalo</i>

<b>Project Name</b>	<b>Description</b>	<b>Organization</b>
<b>High Street Community Kitchen and Farmers Market</b>	Building restoration for small restaurant or community kitchen including permanent covered structure for mobile farmers market and health services	<i>Mulberry Street &amp; Friends Block Club</i>
<b>Ink Spot Building Expansion/Renovations</b>	Building expansion/renovations of copy, printing, and shipping center	<i>The Ink Spot</i>
<b>Jefferson Avenue Apartments</b>	Construction of several multi-story mixed-use apartment buildings for 86 apartments and first-floor retail space	<i>Sinatra &amp; Company Real Estate</i>
<b>Jefferson Ave Business Exchange Center</b>	Conversion of automobile repair shop into manufacturing plant - 22,000 square feet (8,000 manufacturing)	<i>Owner</i>
<b>Jefferson Medical Mall</b>	Construction of a new facility to host a one-stop shop for emergency care, health and wellness, nutrition and exercise services	<i>Sinatra &amp; Company Real Estate</i>
<b>Jefferson Streetscape Enhancements</b>	Sidewalk and street repairs, including: street lighting with security cameras and banners along Jefferson depicting local African Americans	<i>Zawadi Books</i>
<b>Jefferson-Best Mixed-Use Development</b>	Redevelopment and/or construction of buildings on several lots for senior and mixed-use affordable housing with retail space (initial phase) and family resource center and banquet facility with meeting space (second phase)	<i>T.O.P. Enterprises Inc</i>
<b>Jim Bell Cleaners Building Renovations</b>	Building repairs and renovations, including: LED lights, bathroom remodel, replace old piping, pave parking lot, new signage, heating/cooling system, roof leaks, and flooring/ carpet	<i>Jim Bell Cleaners</i>
<b>Kerns Bowling Alley Rehab and Expansion</b>	Rehab and expansion of existing bowling alley	<i>Kerns Bowling Alley</i>
<b>King Urban Life Center Improvements</b>	Improvements to and adaptive reuse of King Urban Life Center	<i>King Urban Life Center</i>
<b>King Urban Transportation Plan</b>	Implementation of a transportation plan	<i>UB Center for Urban Studies</i>
<b>Love's Barbershop Building Renovations</b>	Repairs and renovations of mixed-use house/business building, including: back porch, basement, gutters, siding, upper roof, bathroom	<i>Love's Barbershop</i>
<b>Main-Fillmore Mixed-Use Development</b>	Mixed-use development including 6-8 affordable housing units and 4-6 commercial units on two sites	<i>Onyx Global Group</i>
<b>Mattie's Restaurant Renovation</b>	Interior renovation, exterior façade work, roof repairs, signage and outdoor patio	<i>Mattie's</i>
<b>Metropolitan Barber Shop Building Renovations</b>	Building repairs and renovations, including: roof and gutters, painting, plumbing, bathrooms, floors, doors	<i>Metropolitan Barber Shop</i>



<b>Project Name</b>	<b>Description</b>	<b>Organization</b>
<b>Mike's Texas Hots Restaurant Renovation</b>	Renovation and expansion of restaurant	<i>Mike's Texas Hots &amp; Steak House</i>
<b>MLK Park Business District Enhancements</b>	Façade work, streetscape enhancements, and construction of a neighborhood cooperative business/entrepreneurship center	<i>Community Action Organization of Western New York</i>
<b>Mount Aaron Village</b>	Construction of 65-unit apartment and townhouse complex on vacant land at corner of Genesee and Grey Streets, including senior housing, support housing and services	<i>Mount Aaron Baptist Church</i>
<b>Nanny's Daycare Center Building Renovations</b>	Building repairs and renovations, including: flooring, exterior doors, HVAC systems, hood system for kitchen, windows, additional rooms, roof repairs, lighting, ceiling tiles, playground surface, interior doors	<i>Nanny's Nook Quality Daycare Center, Inc.</i>
<b>Paderewski Park Project</b>	Construction of neighborhood park on vacant land	
<b>Preservation Trades Training</b>	Provide help with training for preservation trades to develop needed workforce for a growing field	<i>Preservation Buffalo Niagara</i>
<b>Rhythms Restaurant Building Renovations</b>	Building repairs and renovations, including: new roofing, gutters, doors, floors, foundation, electrical, windows, security cameras, furnace, hot water tank, fencing, debris removal	<i>Rhythms Restaurant</i>
<b>SACRA Construction Vocation Training Program/Hub</b>	Construction vocation training program in conjunction with renovation of industrial building for training program hub	<i>Society for the Advancement of Construction-Related Arts (SACRA), Assembly House 150/ AK Innovation Lab</i>
<b>Senior Living</b>	Senior living in the city of Buffalo encompassing senior services	<i>Woodruff Enterprise</i>
<b>Solo Eats Restaurant Building Renovations</b>	Interior and exterior building repairs and renovations, including replacement of windows, ceiling, lighting, exterior canopy, thermal insulation, deck, landscaping	<i>Solo Eats</i>
<b>Tourism Transportation Hub</b>	Reuse of the Broadway barns for tour bus depot like Savannah, GA and Charleston, SC	
<b>Trace Protection Streetscape Enhancements</b>	Streetscape enhancements, including bike racks, sidewalks, landscaping, signage outside neighborhood business	<i>Trace Assets Protection Service</i>
<b>Transfiguration Church Restoration</b>	Restoration of Transfiguration Church	<i>Broadway-Fillmore Neighborhood Housing Services</i>
<b>Urban Christian Ministries Roof Replacement</b>	Replacement of damaged roof sections on building that houses non-profit organization	<i>Urban Christian Ministries</i>

<b>Project Name</b>	<b>Description</b>	<b>Organization</b>
<b>Village Commons</b>	Community health clinic/urban farm and market	<i>It Takes A Village Action Organization</i>
<b>WEDI East Side Offices</b>	Purchase and renovation of building for WEDI's East Side office featuring small business development programming	<i>Westminster Economic Development Initiative (WEDI)</i>
<b>World of Girls and Boys Empowerment Mentorship Company</b>	Mentorship company looking for capital and investors	<i>World of Girls and Boys Empowerment Mentorship Co. Inc.</i>
<b>Youth Development Program</b>	Vision for youth development program to educate youth in social skills, reading, and writing	<i>Vision Is On The Way</i>

## Appendix

# A. 9 Investment Areas



## Michigan Avenue Corridor

### Investment Area

## 1 Historic Michigan

Michigan Avenue is unique in its place in African American history—from its 19th-century role in the Underground Railroad, to its relationship with the formation of the Niagara Movement (the precursor to the NAACP) in the early 20th century, to its contributions to the Jazz Age, to its place in the Civil Rights Movement. It is home to historic anchor structures—the Michigan Street Baptist Church, the Nash House Museum, the Colored Musicians Club, and the WUFO Black Radio History Collective. There are ongoing efforts to grow a Michigan Street African American Heritage Corridor around these assets and create a tourist destination that celebrates Michigan Avenue's history. But, these valuable assets are juxtaposed along Michigan Avenue in an area barely recognizable as a walkable commercial corridor. There are very few businesses along Michigan Avenue and they are often set far back from the street with parking lots in front. A small concentration of health and biomedical businesses are along or near Michigan Avenue due to its proximity to the BNMC.

Michigan Avenue has a preponderance of vacant land, and over the years the properties along Michigan have been utilized for parking and loading areas for businesses along Elm Street. One revitalization effort along Michigan is a project proposed to redevelop four historic buildings at the corner of Broadway and Michigan, the Nash Lofts, in the heart of the investment area. Southeast of the investment area are newer single-family and multi-unit infill housing, as well as the renovation of the former Sheehan Hospital for commercial use (Compass East). Southwest of the investment area on Michigan is the rear of the new Erie County Public Safety building. The Apartments at the Hub (at the corner of Michigan and Swan) is the first adaptive reuse of an historic building project that the street has seen in recent history.





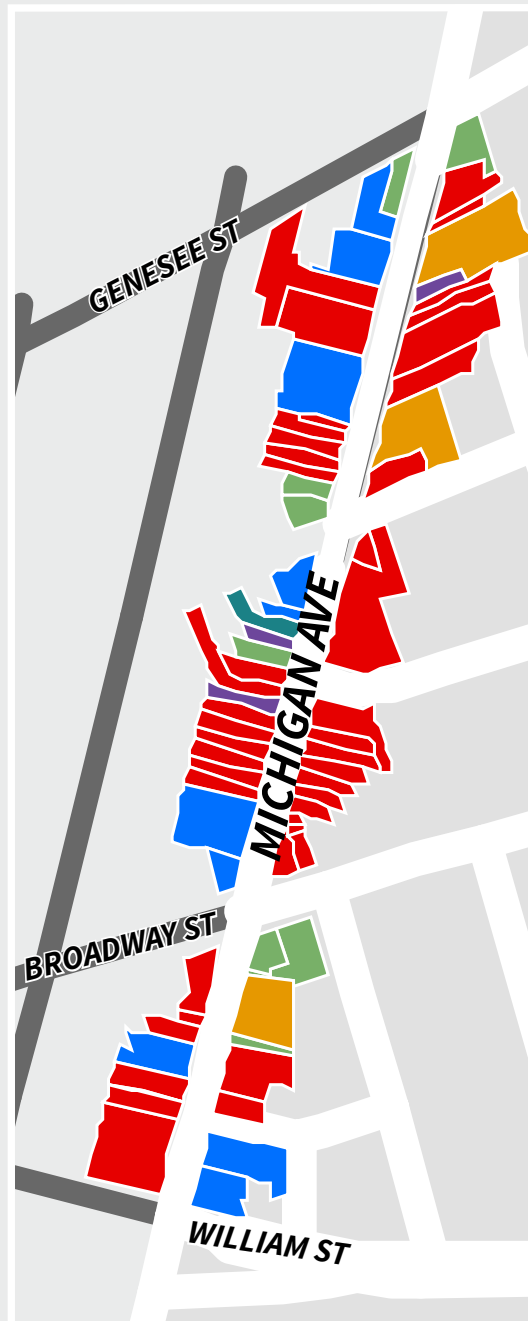


Michigan Avenue Corridor  
Investment Area

# 1 Historic Michigan

## BY THE NUMBERS

Although adjacent to the central business district, more than half of the land in the investment area is vacant.



### LAND USE IN THE INVESTMENT AREA

Total land in investment area is **12 acres.**

**20%**  
Commercial

**11%**  
Community services

**9%**  
Mixed use  
(Mix of commercial and residential)

**2%**  
Residential

**1%**  
Industrial

---

**55%**  
Vacant land

*Reflects properties with a Michigan Ave. address between Genesee St. and William St.*

*Map is based on 2017 Erie County parcel data. Parcels are classified for tax assessment purposes, which may not accurately represent how land and buildings are currently used.*

**There are relatively few businesses in the investment area compared to the broader neighborhood.**

**20**  
Businesses

**1,377**  
Businesses within 0.5 mile

**Given its proximity to the BNMC, 30% of businesses in the investment area are in the healthcare industry.**

<b>30%</b>	Healthcare
<b>20%</b>	Community and religious organizations
<b>15%</b>	Retail and Food stores
<b>15%</b>	Services <i>(dry cleaners, barbershops, auto repair shops, etc.)</i>
<b>10%</b>	Industrial services and manufacturing
<b>10%</b>	Communication

*Reflects businesses in the investment area with a Michigan Ave. address between Genesee St. and William St., as well as establishments on corner lots in this targeted area. Figures are inclusive of non-profit agencies or faith based institutions.*

The investment area sees relatively low vehicle travel.

*For comparison, portions of Main Street see up to 22,000 vehicles per day.*

**7,710** vehicles/day

The investment area's proximity to downtown makes it almost as walkable as the CBD.



**There are nearly six times as many people working within walking distance of the investment area than there are living here.**

	# OF WORKERS	# OF RESIDENTS
	<b>5,751</b>	<b>985</b>
	<b>59,723</b>	<b>21,905</b>
	<b>72,439</b>	<b>68,079</b>

- ...within a walk of 1/4 mi. or less
- ...within a drive of 5 minutes or less
- ...within a transit ride of 30 minutes or less

**Businesses and Jobs:** Source: UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017.

**Land Use:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017.

**Traffic Counts:** Source: UBRI analysis of data from the Greater Buffalo Niagara Regional Transportation Council (GBNRTC) Transportation Data Management System, 2017.

**Walkscore:** Source: UBRI analysis of data from Walkscore.com, 2017.

**Transportation Access:** Source: UBRI analysis of data from American Community Survey (ACS), 5 year estimates, 2016; US Census Bureau, Longitudinal-Employer Household Dynamics (LEHD), Workplace Area Characteristics, 2015; US Census Bureau, Roads, 2012; and the Niagara Frontier Transportation Authority, GTFS data, retrieved October, 2017 from <https://transitfeeds.com>.

For more information, please see Data Sources and Notes on page 60.



## Jefferson Avenue Corridor Investment Area

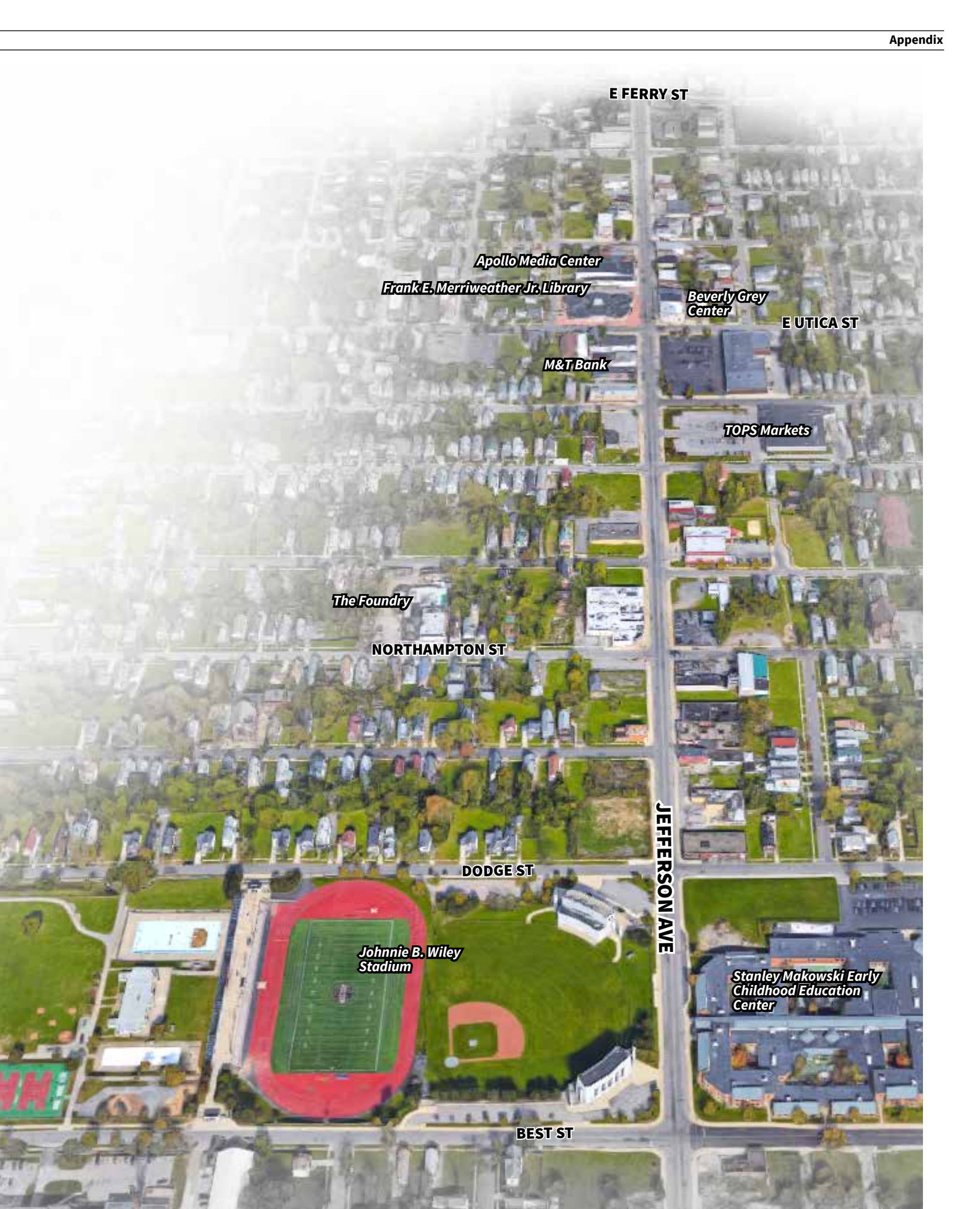
# 2 Jefferson Avenue Commercial District



Once a thriving commercial district, Jefferson Avenue became the centerpiece for many of the City's Urban Renewal clearance activities starting in the 1950s that resulted in little replacement development, spawning widespread neglect in the decades that followed. Jefferson Avenue has seen some recent investment in neighborhood resources, housing and mixed-use development with more on the horizon. Anchored by Tops Friendly Market and M&T Bank, the area has a number of older retail establishments that became institutions in the neighborhood, and emerging cafes and restaurants. Jefferson Avenue Arts Festival, is held every summer between East Utica and East Ferry Streets to celebrate some of the corridor's commercial success. Jefferson Avenue has unique entrepreneurial resources nearby that could create fundamental change along the corridor including the new Beverly Gray Business Exchange Center (which provides small business assistance to women- and minority-owned businesses), the Foundry (a small business incubator and community makers space) and Women's Business Center at Canisius College (north of the investment area which supports economic opportunities for women).

Cultural resources include the Frank E. Merriweather Jr. Library and the renovation of the Apollo Movie Theater into the Apollo Media Center. Jefferson Avenue is also home to Masten Park, the Johnnie B. Wiley Amateur Athletic Sports Pavilion and the Stanley Makowski Early Childhood Education Center that all serve children and families near Jefferson Avenue. Sparked by its proximity to the BNMC and inspiration from revitalization efforts in other areas of the city there are several residential and mixed-use projects just north of the investment area, and a block-long mixed-use development between Dodge and Northampton Streets under construction. While Jefferson Avenue is gaining some momentum, there is need for infrastructure upgrades, infill development and small business growth to restore greater prosperity along the corridor and beyond.





Jefferson Avenue Corridor  
Investment Area

## 2 Jefferson Avenue Commercial District

### BY THE NUMBERS

The majority of land in the investment area is used for recreation, community services and commercial purposes.



#### LAND USE IN THE INVESTMENT AREA

Total land in investment area is **49 acres.**

**42%**  
Recreation/  
Entertainment

**23%**  
Community  
services

**18%**  
Commercial

**6%**  
Mixed use  
(Mix of commercial  
and residential)

**0.1%**  
Residential

**10%**  
Vacant land

*Reflects properties a Jefferson Ave. address between East Ferry St. and Dodge St.*

*Map is based on 2017 Erie County parcel data. Parcels are classified for tax assessment purposes, which may not accurately represent how land and buildings are currently used.*



**21% of all businesses within a half mile are located in the investment area.**

**35**  
Businesses

**167**  
Businesses within 0.5 mile

**There are more services in the investment area than retail.**

<b>34%</b>	<b>Services</b> <i>(dry cleaners, barbershops, auto repair shops, etc.)</i>
<b>23%</b>	<b>Retail and food stores</b>
<b>20%</b>	<b>Community and religious organizations</b>
<b>11%</b>	<b>Healthcare</b>
<b>12%</b>	<b>Other</b>

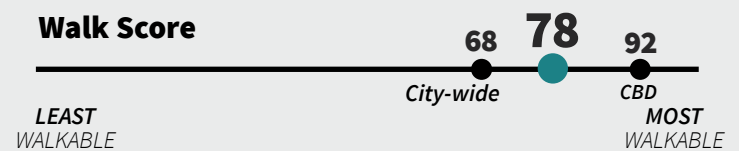
*Reflects businesses in the investment area with a Jefferson Ave. address between East Ferry St. and Dodge St., as well as establishments on corner lots in this targeted area. Figures are inclusive of non-profit agencies or faith based institutions.*

**The investment area sees comparatively low vehicle travel.**

**7,174 vehicles/day**

*For comparison, portions of Main Street see up to 22,000 vehicles per day.*

**The investment area is more walkable than the city as a whole.**



**Thousands of nearby residents could support an increase in retail, jobs and services in the investment area.**

	<b># OF WORKERS</b>	<b># OF RESIDENTS</b>
<b>...within a walk of 1/4 mi. or less</b>	<b>723</b>	<b>2,605</b>
<b>...within a drive of 5 min. or less</b>	<b>22,954</b>	<b>33,338</b>
<b>...within a transit ride of 30 min. or less</b>	<b>53,587</b>	<b>77,916</b>

- ...within a walk of 1/4 mi. or less**
- ...within a drive of 5 min. or less**
- ...within a transit ride of 30 min. or less**

**Businesses and Jobs:** Source: UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017.

**Land Use:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017.

**Traffic Counts:** Source: UBRI analysis of data from the Greater Buffalo Niagara Regional Transportation Council (GBNRTC) Transportation Data Management System, 2017.

**Walkscore:** Source: UBRI analysis of data from Walkscore.com, 2017.

**Transportation Access:** Source: UBRI analysis of data from American Community Survey (ACS), 5 year estimates, 2016; US Census Bureau, Longitudinal-Employer Household Dynamics (LEHD), Workplace Area Characteristics, 2015; US Census Bureau, Roads, 2012; and the Niagara Frontier Transportation Authority, GTFS data, retrieved October, 2017 from <https://transitfeeds.com>.

For more information, please see Data Sources and Notes on page 60.

## Fillmore Avenue Corridor Investment Area

### 3 Main and Fillmore

The business district at the corner of Main and Fillmore is an area with a mix of retail, housing, services, and warehousing characterized by two-story buildings. What makes it an important investment area is its potential to become the City's model for smart Transit Oriented Development centered around the Amherst Metro Rail Station (which sees nearly 1,300 riders per day)<sup>1</sup> and Main Street's walkable commercial corridor. The impetus for this transformation is the 27 acre Highland Park Village project located approximately 1/3 mile from the Metro Rail Station. Once a thriving commercial development known as Central Park Plaza, the shopping center fell into disrepair and became a vacant neighborhood eyesore before it was demolished and later purchased for redevelopment. Highland Park will ultimately result in 600 residential units that include a mix of rental apartments, for-sale homes and townhomes. After incorporating the extension of Chalmers Avenue into the project, Phase I of this three phase, \$90 million project broke ground in October 2017 and is expected to be move-in ready in 2018. The project will help bridge together residential neighborhoods east of Main Street and provide housing connected to jobs downtown and on the BNM. There is opportunity for increased development centered at Main and Fillmore to support Highland Park Village and create a more pedestrian-friendly environment for residents, workers and commuters.



<sup>1</sup> Niagara Frontier Transportation Authority, 2017. These data are the fall 2017 average boardings from NFTA's automated passenger counting (APC) system.





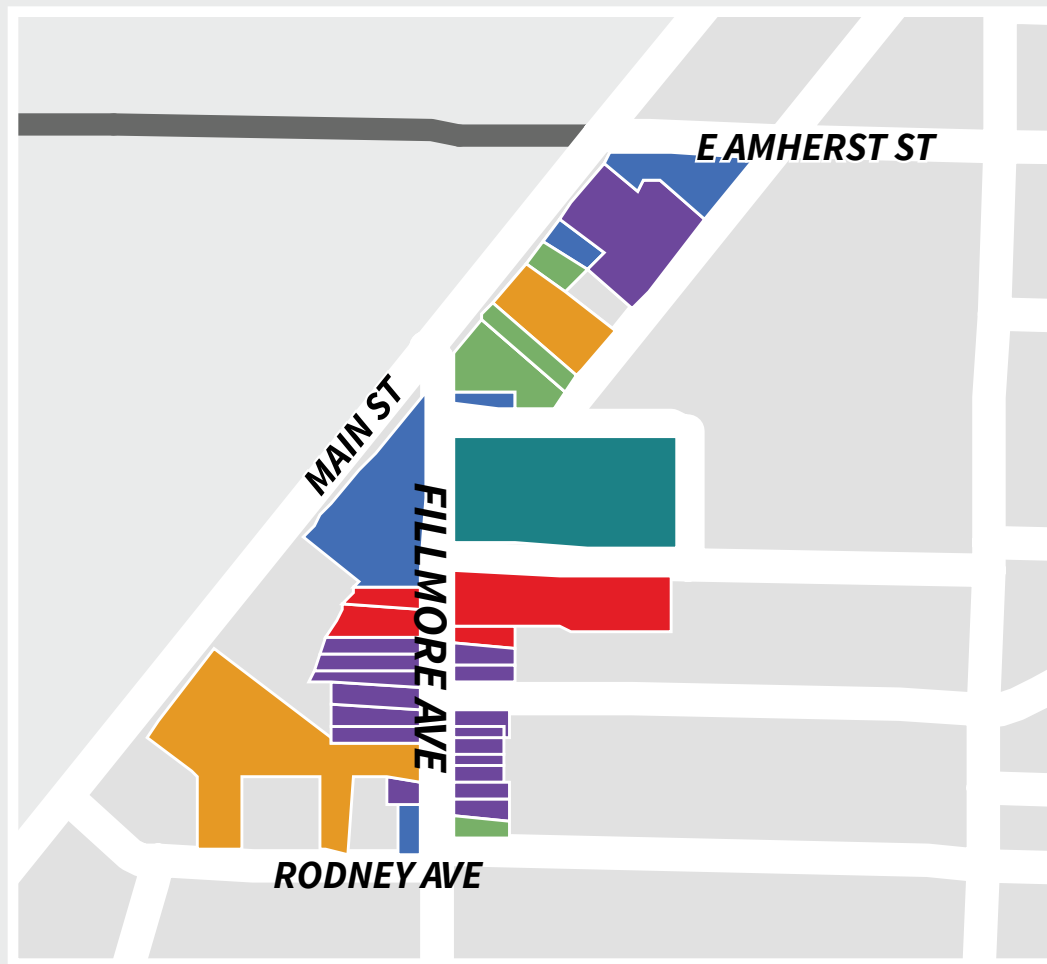


Fillmore Avenue Corridor  
Investment Area

**3 Main and Fillmore**

# BY THE NUMBERS

The investment area has minimal vacant land and a balanced mix of commercial, residential and industrial land uses.



**LAND USE IN THE INVESTMENT AREA**

Total land in investment area is **16 acres.**

**25%**  
Residential

**22%**  
Community services

**18%**  
Commercial

**15%**  
Industrial

**9%**  
Mixed use  
(Mix of commercial and residential)

**11%**  
Vacant land

*Reflects properties with a Fillmore Ave. address between East Amherst St. /Main St. and Rodney Ave.*

*Map is based on 2017 Erie County parcel data. Parcels are classified for tax assessment purposes, which may not accurately represent how land and buildings are currently used.*

**There are few businesses in the investment area, but many within walking distance.**

**11**  
Businesses

**239**  
Businesses within 0.5 mile

**The investment area has more service-oriented business than any other business type.**

<b>27%</b>	<b>Services</b> <i>(dry cleaners, barbershops, auto repair shops, etc.)</i>
<b>18%</b>	<b>Industrial Services and Manufacturing</b>
<b>18%</b>	<b>Restaurants</b>
<b>18%</b>	<b>Retail and Food stores</b>
<b>19%</b>	<b>Other</b>

*Reflects businesses in the investment area with a Fillmore Ave. address between East Amherst St. /Main St. and Rodney Ave., as well as establishments on corner lots in this targeted area. Figures are inclusive of non-profit agencies or faith based institutions.*

Located at the corner of Main Street, the investment area sees moderate vehicle traffic.

**12,288 vehicles/day**

*For comparison, portions of Main Street see up to 22,000 vehicles per day.*

The investment area is more walkable than the city as a whole.



**2,200 workers and residents live within a quarter mile walk of the investment area. Many more can access the area by car or public transit.**

	<b># OF WORKERS</b>	<b># OF RESIDENTS</b>
<b>...within a walk of 1/4 mi. or less</b>	<b>402</b>	<b>1,798</b>
<b>...within a drive of 5 min. or less</b>	<b>8,696</b>	<b>30,802</b>
<b>...within a transit ride of 30 min. or less</b>	<b>79,460</b>	<b>121,228</b>

**...within a walk of 1/4 mi. or less**

**...within a drive of 5 min. or less**

**...within a transit ride of 30 min. or less**

**Businesses and Jobs:** Source: UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017.

**Land Use:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017.

**Traffic Counts:** Source: UBRI analysis of data from the Greater Buffalo Niagara Regional Transportation Council (GBNRTC) Transportation Data Management System, 2017.

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For more information, please see Data Sources and Notes on page 60.

## Fillmore Avenue Corridor Investment Area

### 4 Northland

Fillmore Avenue forms the western boundary and is the gateway to the new Northland Corridor (Northland)—the City’s next manufacturing and energy employment and training hub. Northland is one of the most extensive industrial areas in terms of size and density on Buffalo’s East Side. At the beginning of the 20th century it was developed as a center for manufacturing due to the confluence of several major rail corridors, including the New York Central “Beltline.” Facilities along this corridor produced airplanes, automobiles, furniture, mechanical parts, fuel components, food products and heavy machinery and included such firms as Niagara Machine and Tool Works, Curtiss Wright, Houdaille Industries, and Otis Elevator Company. Today, much of the residential and commercial fabric of this area remains in close proximity to abandoned or underutilized industrial plants, contributing to reduced economic vitality, especially along Fillmore Avenue. Nonetheless, Northland has assets to build upon including established road and utility infrastructure, potential for rail access, an accessible labor force, and close proximity to walkable residential neighborhoods serviced by community assets such as churches, schools, and public transportation access.

In an effort to transform this corridor, Buffalo Billion funds have been dedicated to the purchase of 35 acres of land; remediation, targeted demolition and repair of existing structures; and streetscape improvements to Northland Avenue. Investments are also being made in design, construction and equipment for the new Northland Workforce Training Center (opened 2018) and Buffalo Manufacturing Works’ 2019 move to its permanent home—both at 683 Northland Avenue. The property owners, Buffalo Urban Development Corporation—the City’s not-for-profit land reclamation and development agency—is working in collaboration with the community to implement a plan for the redevelopment of the remaining structures and to lease space on the site creating a new business park with 683 Northland as its anchor. There is opportunity for infill and adaptive reuse of buildings along Fillmore Avenue to support the new Northland employment and training campus by providing goods, services and housing to the influx of students, employees and visitors to Northland in the coming years.





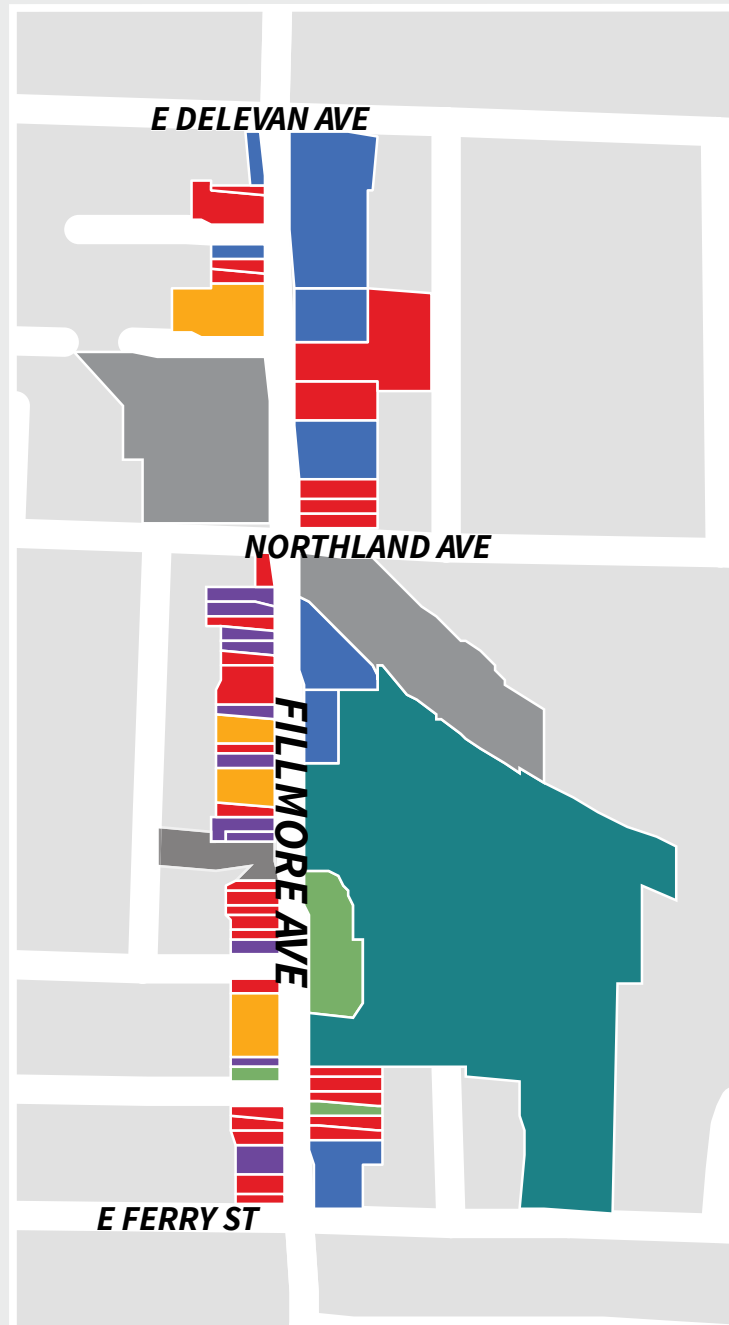


Fillmore Avenue Corridor  
Investment Area

**4 Northland**

BY THE NUMBERS

The investment area is dominated by industrial land uses.



Reflects properties with a Fillmore Ave. address between East Delevan Ave. and East Ferry St.

Map is based on 2017 Erie County parcel data. Parcels are classified for tax assessment purposes, which may not accurately represent how land and buildings are currently used.

**Other:** includes parcels without an identified property class code and parcels used for public services (i.e. utilities infrastructure).

**LAND USE ON THE CORRIDOR**

Total land in investment area is **35 acres.**

**43%**  
Industrial

**19%**  
Other

**13%**  
Commercial

**4%**  
Community services

**3%**  
Residential

**3%**  
Mixed use  
(Mix of commercial and residential)

**14%**  
Vacant land

**There is opportunity to expand the number of businesses in the investment area.**

**10**  
Businesses

**160**  
Businesses within 0.5 mile

**Retail and services make up most businesses in the investment area.**

<b>40%</b>	<b>Services</b> <i>(dry cleaners, barbershops, auto repair shops, etc.)</i>
<b>40%</b>	<b>Retail and food stores</b>
<b>10%</b>	<b>Community and religious organizations</b>
<b>10%</b>	<b>Restaurants</b>

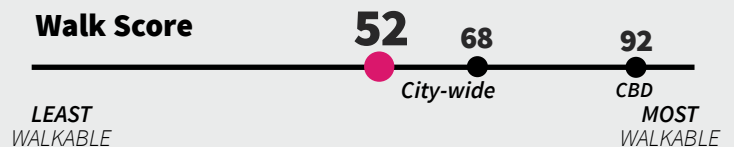
*Reflects businesses in the investment area with a Fillmore Ave. address between East Delavan Ave. and East Ferry St., as well as establishments on corner lots in this targeted area. Figures are inclusive of non-profit agencies or faith based institutions.*

The investment area sees a relatively low number of vehicles daily.

**7,419** vehicles/day

*For comparison, portions of Main Street see up to 22,000 vehicles per day.*

The industrial nature of the area makes it less walkable than the city as a whole.



**There are about three times as many residents as workers within a short walk or drive of the investment area.**

	<b># OF WORKERS</b>	<b># OF RESIDENTS</b>
...within a walk of 1/4 mi. or less	<b>390</b>	<b>1,116</b>
...within a drive of 5 min. or less	<b>10,401</b>	<b>32,553</b>
...within a transit ride of 30 min. or less	<b>50,593</b>	<b>103,639</b>

- ...within a walk of 1/4 mi. or less
- ...within a drive of 5 min. or less
- ...within a transit ride of 30 min. or less

**Businesses and Jobs:** Source: UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017.  
**Land Use:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017.  
**Traffic Counts:** Source: UBRI analysis of data from the Greater Buffalo Niagara Regional Transportation Council (GBNRTC) Transportation Data Management System, 2017.  
**Walkscore:** Source: UBRI analysis of data from Walkscore.com, 2017.  
**Transportation Access:** Source: UBRI analysis of data from American Community Survey (ACS), 5 year estimates, 2016; US Census Bureau, Longitudinal-Employer Household Dynamics (LEHD), Workplace Area Characteristics, 2015; US Census Bureau, Roads, 2012; and the Niagara Frontier Transportation Authority, GTFS data, retrieved October, 2017 from <https://transitfeeds.com>.  
 For more information, please see Data Sources and Notes on page 60.



## Fillmore Avenue Corridor Investment Area

# 5 MLK Park Business District



With relatively few businesses within half mile of the investment area, the MLK park business area, though small, is the major commercial district for this neighborhood. Martin Luther King Jr. Park (MLK Park) (formerly Humboldt Park and the “Parade,” part of the Frederick Law Olmsted-designed Park System), and the Buffalo Museum of Science (located within the Park) are cultural and historic anchors that define the target investment area. In the past ten years MLK Park saw major improvements including the restoration of its most significant feature—a five-acre wading pool—into a splash pad and reflective pool. Fillmore Avenue traverses through and serves as a gateway to MLK Park, drawing cars and pedestrians into the Park along a tree-lined roadway.

Since the construction of the Kensington Expressway in the 1960s dramatically altered the character of the neighborhood, Fillmore Avenue suffered from vacancies, disinvestment, blight, and development that favors cars over pedestrians. In recent years Fillmore Avenue underwent significant improvements including a streetscape enhancement project and storefront improvements funded through the Better Buffalo Fund to create a more pedestrian friendly environment and grow and support small businesses along the corridor. There is opportunity to build upon these improvements by repairing the urban fabric along the corridor to restore the street to a walkable business district, and expand the array of retail goods, services, and entertainment to serve the needs of the community.

**Buffalo Museum  
of Science**



33

**E/FERRY ST**

**EUTICAST**

**FILMORE AVE**

**N/PARADE AVE**

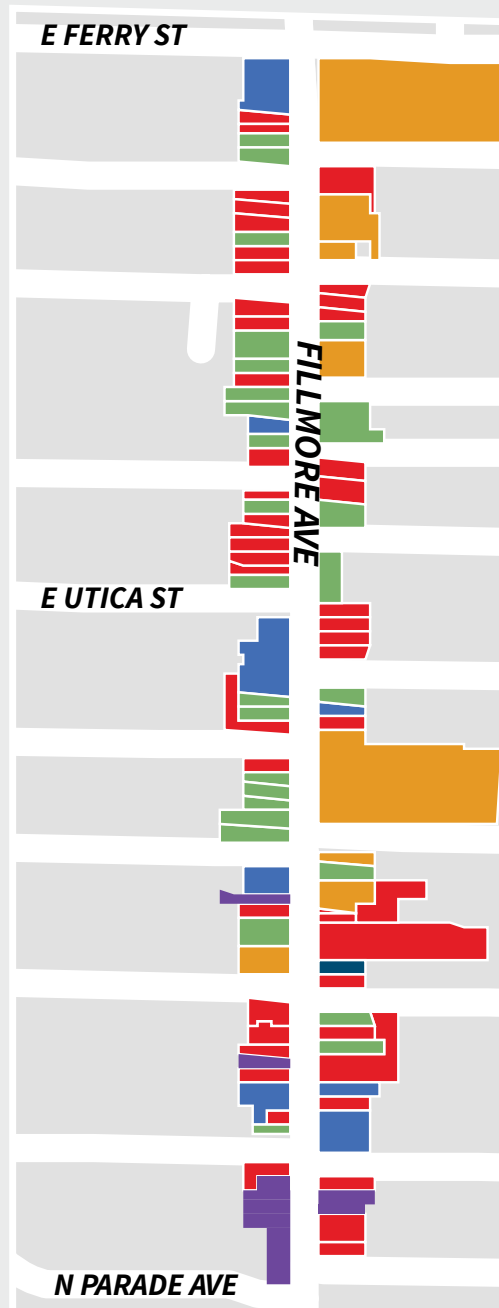
**MLK Park**

Fillmore Avenue Corridor  
Investment Area

**5 MLK Park Business District**

BY THE NUMBERS

Fragments of a mixed-use corridor remain, but vacant land and community services dominate land usage in the investment area.



**LAND USE ON THE CORRIDOR**

Total land in investment area is **18 acres.**

**32%**  
Community services

**19%**  
Mixed use  
(Mix of commercial and residential)

**10%**  
Commercial

**5%**  
Residential

**1%**  
Industrial

**34%**  
Vacant land

Reflects properties with a Fillmore Ave. address between East Ferry St. and N Parade Ave.

Map is based on 2017 Erie County parcel data. Parcels are classified for tax assessment purposes, which may not accurately represent how land and buildings are currently used.



**13% of all businesses within half mile are located in the investment area.**

**21**  
Businesses

**164**  
Businesses within 0.5 mile

**More than half of businesses in the investment area are services and retail.**

**29%** **Services**  
*(dry cleaners, barbershops, auto repair shops, etc.)*

**24%** **Community and religious organizations**

**24%** **Retail and Food stores**

**14%** **Restaurants**

**10%** **Other**

*Reflects businesses in the investment area with a Fillmore Ave. address between East Ferry St. and N Parade Ave., as well as establishments on corner lots in this targeted area. Figures are inclusive of non-profit agencies or faith based institutions.*

**More than 8,000 vehicles travel through the investment area daily.**

**8,148 vehicles/day**

*For comparison, portions of Main Street see up to 22,000 vehicles per day.*

**The area is slightly more walkable than the city as a whole.**



**Thousands of residents in close proximity could support a thriving commercial corridor here.**

**# OF WORKERS**  
**357**  
**8,451**  
**68,700**

**# OF RESIDENTS**  
**1,970**  
**36,179**  
**107,727**

**...within a walk of 1/4 mi. or less**



**...within a drive of 5 min. or less**



**...within a transit ride of 30 min. or less**



**Businesses and Jobs:** Source: UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017.

**Land Use:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017.

**Traffic Counts:** Source: UBRI analysis of data from the Greater Buffalo Niagara Regional Transportation Council (GBNRTC) Transportation Data Management System, 2017.

**Walkscore:** Source: UBRI analysis of data from Walkscore.com, 2017.

**Transportation Access:** Source: UBRI analysis of data from American Community Survey (ACS), 5 year estimates, 2016; US Census Bureau, Longitudinal-Employer Household Dynamics (LEHD), Workplace Area Characteristics, 2015; US Census Bureau, Roads, 2012; and the Niagara Frontier Transportation Authority, GTFS data, retrieved October, 2017 from <https://transitfeeds.com>.

For more information, please see Data Sources and Notes on page 60.

## Fillmore Avenue Corridor Investment Area

### 6 Broadway Fillmore



The largest concentration of commercial activity along Fillmore Avenue can be found in the Broadway Fillmore investment area. Historically, this neighborhood was the center of activity for Polish-American City residents—referred to as the historic Polonia District—but has since seen these ethnic groups migrate largely to suburbs east of the City. Beginning in the late 19th century, many houses of worship were built to serve the religious needs of the Polish community. Of these, only St. Stanislaus and Corpus Christi remain open. These towering, often architecturally significant structures are character defining features of the neighborhood. Another Polish tradition that remains is the post-Lenten Dyngus Day celebration and parade that attracts thousands of people to the Broadway Fillmore neighborhood. A recent cultural addition to the neighborhood is the Welcome Wall mural—a collaboration between the Albright-Knox Art Gallery that celebrates the community’s diversity.

The investment area is undoubtedly anchored by the Broadway Market, a City of Buffalo-owned enclosed public market. State funding to resurface the market floor, create a commercial kitchen, and restore the exterior of the building is helping to attract new vendors and boost visitation to this unique regional attraction. In addition to the Broadway Market, two discount grocery stores and other discount retailers, a bank, post office, and a variety of small businesses (many of which are owned by new immigrants to the neighborhood)—including a variety of food-related retail—serve the local community. But, vacant and underutilized properties and vacant land challenge the investment area. Two of the four corners of the Broadway Fillmore intersection have large vacant buildings—the Union Stock Yard Bank building and the Eckhardt building (which has recently been purchased with plans for retail and office space). The former K-Mart building at 998 Broadway (prior to demolition, the location of Sattler’s department store) is also vacant. There has been movement toward applying for designation as a Local Historic District allowing eligible property owners to take advantage of state and federal tax credits for property improvements and providing protection under the Buffalo Preservation Ordinance.

Broadway Fillmore is also defined by its proximity to the iconic former Buffalo Central Terminal rail station complex, an art deco masterpiece that closed to rail traffic in 1979 and has been the subject of a grassroots restoration movement. The Central Terminal received guidance from an Urban Land Institute study in 2017 which advised that the Terminal and Broadway Fillmore neighborhood were intrinsically linked and should be developed in tandem to their mutual benefit. There is an opportunity to build connections between the Central Terminal and Broadway Fillmore business district and improve the neighborhood’s significant landmark buildings to attract private investment and visitors to the area.





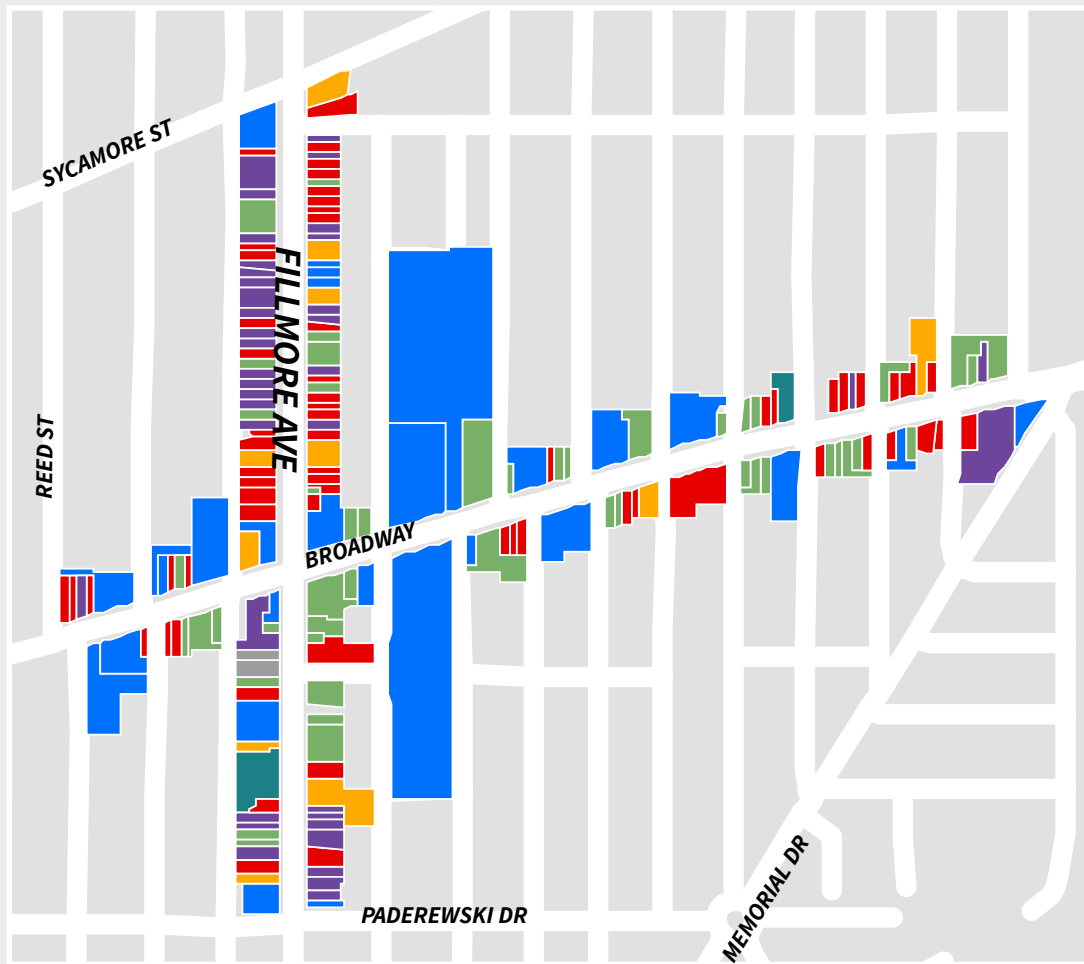


Fillmore Avenue Corridor  
Investment Area

**6** **Broadway Fillmore**

BY THE NUMBERS

About half of all land use in the investment area is commercial or mixed-use.



**LAND USE IN THE INVESTMENT AREA**

Total land in investment area is **44 acres.**

**46%**  
Commercial

**12%**  
Residential

**4%**  
Community services

**3%**  
Mixed use  
(Mix of commercial and residential)

**2%**  
Industrial

**1%**  
Other

**16%**  
Vacant land

Reflects properties with a Fillmore Ave. address between Sycamore St. and Paderewski Dr., and properties with a Broadway address between Memorial Dr. and Reed St.

Map is based on 2017 Erie County parcel data. Parcels are classified for tax assessment purposes, which may not accurately represent how land and buildings are currently used.

**Other:** includes parcels without an identified property class code and parcels used for public services (i.e. utilities infrastructure).

**33% of all businesses within a half mile are in the investment area.**

**62**  
Businesses

**187**  
Businesses within 0.5 mile

**Food and other retail are the dominant business types in the investment area.**

**39%** Retail and food stores

**21%** Services  
*(dry cleaners, barbershops, auto repair shops, etc.)*

**16%** Community and religious organizations

**11%** Restaurants

**13%** Other

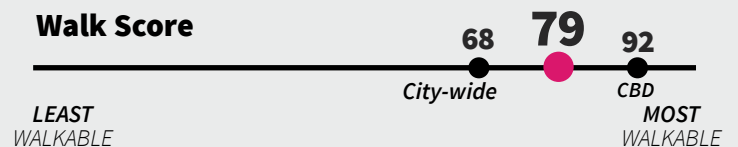
*Reflects businesses in the investment area with a Fillmore Ave. address between Sycamore St. and Paderewski Dr., and businesses with a Broadway address between Memorial Dr. and Reed St., as well as establishments on corner lots in this targeted area. Figures are inclusive of non-profit agencies or faith based institutions.*

Nearly 7,500 vehicles pass through the investment area daily.

*For comparison, portions of Main Street see up to 22,000 vehicles per day.*

**7,455 vehicles/day**

The investment area is more walkable than the city as a whole.



**There are six times as many people living in walking distance of the investment area than working here.**

	# OF WORKERS	# OF RESIDENTS
...within a walk of 1/4 mi. or less	834	5,004
...within a drive of 5 min. or less	4,684	26,441
...within a transit ride of 30 minutes or less	63,737	67,682

...within a walk of 1/4 mi. or less



...within a drive of 5 min. or less



...within a transit ride of 30 minutes or less

**Businesses and Jobs:** Source: UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017.

**Land Use:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017.

**Traffic Counts:** Source: UBRI analysis of data from the Greater Buffalo Niagara Regional Transportation Council (GBNRTC) Transportation Data Management System, 2017.

**Walkscore:** Source: UBRI analysis of data from Walkscore.com, 2017.

**Transportation Access:** Source: UBRI analysis of data from American Community Survey (ACS), 5 year estimates, 2016; US Census Bureau, Longitudinal-Employer Household Dynamics (LEHD), Workplace Area Characteristics, 2015; US Census Bureau, Roads, 2012; and the Niagara Frontier Transportation Authority, GTFS data, retrieved October, 2017 from <https://transitfeeds.com>.

For more information, please see Data Sources and Notes on page 60.

## Bailey Avenue Corridor Investment Area

# 7 Kensington Bailey



Like many neighborhoods in Buffalo, Kensington Bailey grew as the City's immigrant population in the early 20th century settled further and further east of the urban center. Centered around an extended trolley line and houses of worship, the Kensington Bailey business district developed to serve this growing population. The establishment of UB in 1930 at the corner of Main and Bailey Avenue further accelerated the development of Kensington Bailey. But, like other commercial corridors east of Main Street, Kensington Bailey saw decades of disinvestment, depopulation, and decline in the latter part of the 20th century exacerbated by the decision to move UB's main campus to Amherst in 1970.

As a major commercial corridor adjacent to what is today UB's South Campus, revitalizing Bailey Avenue has been in the public consciousness for decades. There has been momentum in recent years to combat blight and vacancy, restore the deteriorating building stock and encourage small business growth. One of the first major state investments along Bailey Avenue was an Urban Initiatives grant awarded through the CFA to transform a long dormant neighborhood movie theater, the Varsity Theatre, into a premiere event and cultural space which opened in 2016. Private investments including several new businesses and the sale of long vacant buildings followed. A Main Street program grant funded through the Better Buffalo Fund was awarded to Bailey Avenue in 2016, driven by a Local Initiatives Support Corporation MetroEdge Business District Market Scan which identified reinvesting in Bailey Avenue's historic building stock, and interest from long-term property owners in making investments in their properties. The program also emphasizes small business development and new business attraction.

Bailey Avenue is also the cornerstone of the Buffalo Promise Neighborhood—a unique public/private partnership between the community and M&T Bank to create a sustainable model for neighborhood revitalization by improving the educational and developmental outcomes of children. This designated community school zone by the U.S. Department of Education now operates three schools. Through community cleanups, guerilla gardening, securing blighted storefronts and incorporating public art, Bailey Fights Blight is helping to beautify the neighborhood and invite private investment. With 62 businesses that call the investment area home, strong transit connections (both light rail and bus service), and historic building fabric that remains intact, there is opportunity in Kensington Bailey to improve public infrastructure to create a pedestrian friendly environment, rehab architectural and culturally significant buildings, and improve the business climate in the investment area.



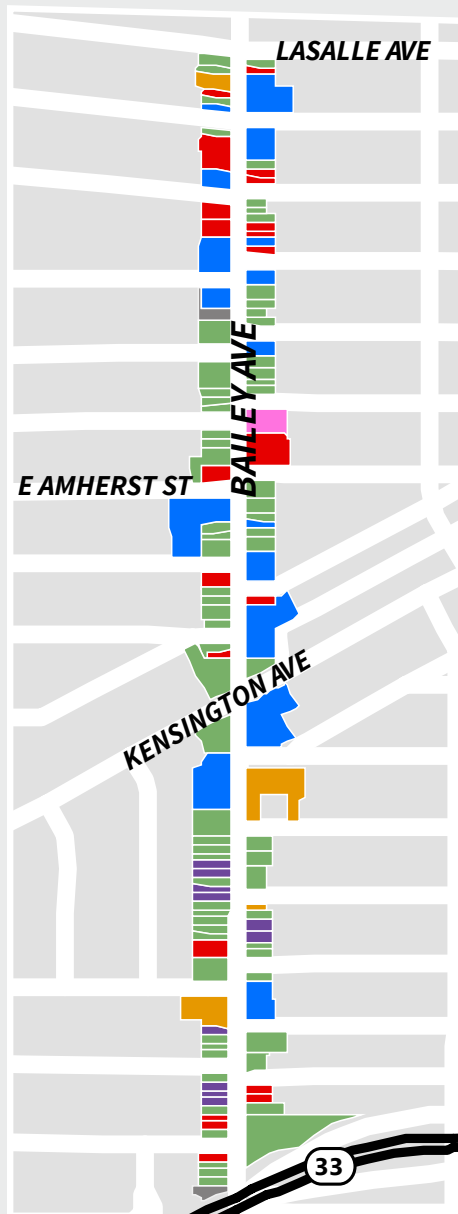


Bailey Avenue Corridor  
Investment Area

**7 Kensington Bailey**

BY THE NUMBERS

Almost three quarters of land in the investment area is used for mixed-use or commercial activity.



**LAND USE IN THE INVESTMENT AREA**

Total land in investment area is **23 acres.**

**45%**

Mixed use  
(Mix of commercial and residential)

**27%**

Commercial

**7%**

Community services

**4%**

Residential

**2%**

Recreation/Entertainment

**2%**

Other

**13%**

Vacant land

*Reflects properties with a Bailey Ave. address between LaSalle Ave. and Rte. 33.*

*Map is based on 2017 Erie County parcel data. Parcels are classified for tax assessment purposes, which may not accurately represent how land and buildings are currently used.*

**Other:** includes parcels without an identified property class code and parcels used for public services (i.e. utilities infrastructure).

**26% of businesses within a half mile are located in the investment area.**

**62**  
Businesses

**236**  
Businesses within 0.5 mile

**There is a balanced number of retail and services in the investment area.**

<b>37%</b>	<b>Retail and food stores</b>
<b>32%</b>	<b>Services</b> <i>(dry cleaners, barbershops, auto repair shops, etc.)</i>
<b>10%</b>	<b>Community and religious organizations</b>
<b>10%</b>	<b>Restaurants</b>
<b>10%</b>	<b>Healthcare</b>
<b>2%</b>	<b>Other</b>

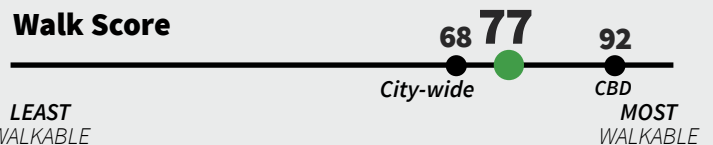
*Reflects businesses in the investment area with a Bailey Ave. address between LaSalle Ave. and Rte. 33, as well as establishments on corner lots in this targeted area. Figures are inclusive of non-profit agencies or faith based institutions.*

As a commuting corridor, the investment area sees heavy daily traffic levels.

*For comparison, portions of Main Street see up to 22,000 vehicles per day.*

**18,240** vehicles/day

The investment area is more walkable than the city as a whole.



**Within walking distance of the investment area, there are 11 times more residents than workers.**

	<b># OF WORKERS</b>	<b># OF RESIDENTS</b>
<b>...within a walk of 1/4 mi. or less</b>	<b>587</b>	<b>6,565</b>
<b>...within a drive of 5 min. or less</b>	<b>9,776</b>	<b>45,347</b>
<b>...within a transit ride of 30 min. or less</b>	<b>26,781</b>	<b>83,621</b>

- ...within a walk of 1/4 mi. or less**
- ...within a drive of 5 min. or less**
- ...within a transit ride of 30 min. or less**

**Businesses and Jobs:** Source: UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017.  
**Land Use:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017.  
**Traffic Counts:** Source: UBRI analysis of data from the Greater Buffalo Niagara Regional Transportation Council (GBNRTC) Transportation Data Management System, 2017.  
**Walkscore:** Source: UBRI analysis of data from Walkscore.com, 2017.  
**Transportation Access:** Source: UBRI analysis of data from American Community Survey (ACS), 5 year estimates, 2016; US Census Bureau, Longitudinal-Employer Household Dynamics (LEHD), Workplace Area Characteristics, 2015; US Census Bureau, Roads, 2012; and the Niagara Frontier Transportation Authority, GTFS data, retrieved October, 2017 from <https://transitfeeds.com>.  
 For more information, please see Data Sources and Notes on page 60.



## Bailey Avenue Corridor Investment Area

### 8 Bailey Green



As a strategy to address public safety and health issues caused by unsafe structures, many abandoned buildings were demolished in the neighborhood leaving vacant land ripe for reuse. At the same time, guided by an international award winning master plan by UB School of Architecture and Planning students and faculty, Harmac Medical Products, Inc., a major employer on Bailey Avenue, created the Bailey Green Initiative in 2008 to improve and support the neighborhood around their company's headquarters, home to a number of their employees. Harmac started by planting 150 trees and creating four acres of green space after purchasing 20 blighted parcels and demolishing dilapidated houses.

The effort expanded to include a number of grassroots community organizations with a mission to improve infrastructure, build affordable housing, ensure access to healthy food, and create job opportunities for the local community. Habitat for Humanity Buffalo built five ranch-style homes on Wende Street and two others are nearing completion. Construction on six more will begin in 2018 on Kilhofer Street with plans for additional new homes or renovations in 2019. On nearby Genesee Street, Groundwork Market Garden is growing organic produce on 2.5 acres of farmland and has purchased an adjacent 40,000-square-foot building for packing, cold storage and youth agricultural education. Further creating access to fresh food and opportunities for workforce development, Urban Fruits & Veggies plans to break ground in 2018 on a hydroponic greenhouse on vacant land at Zenner and East Ferry streets. They have also proposed a second greenhouse, community garden, fruit orchard and wellness center. Construction on a carpentry training center in the Wende Cottage on Bailey Avenue in collaboration with Albright-Knox Art Gallery's Innovation Lab, is expected to begin in 2018. There is opportunity for investment in the Bailey Green neighborhood centered around infill opportunities, led by a community-minded mission to create a more beautiful and prosperous neighborhood.

**Groundwork  
Market Garden**

**LESLIE ST**



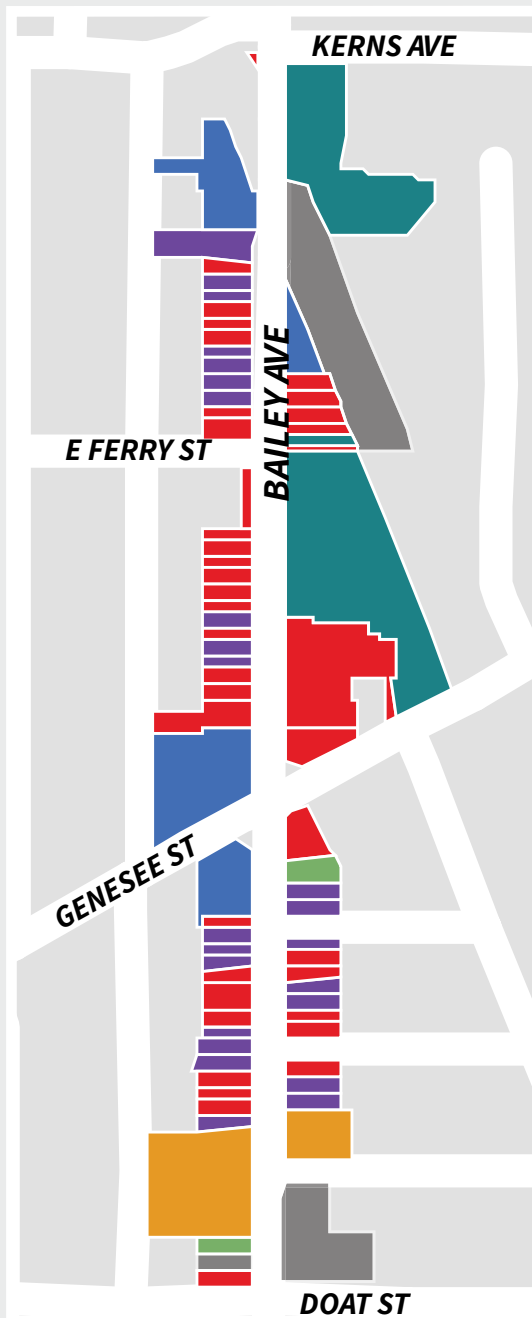


Bailey Avenue Corridor  
Investment Area

**8 Bailey Green**

# BY THE NUMBERS

More than a quarter of land in the investment area is vacant.



**LAND USE IN THE INVESTMENT AREA**

Total land in investment area is **16 acres.**

**23%**  
Industrial

**14%**  
Other

**13%**  
Residential

**13%**  
Commercial

**9%**  
Community services

**1%**  
Mixed use  
(Mix of commercial and residential)

**27%**  
Vacant land

*Reflects properties with a Bailey Ave. address between Scajaquada St. / Kerns Ave. and Doat St.*

*Map is based on 2017 Erie County parcel data. Parcels are classified for tax assessment purposes, which may not accurately represent how land and buildings are currently used.*

**Other:** includes parcels without an identified property class code and parcels used for public services (i.e. utilities infrastructure).



**There are 8 businesses in the investment area; but many more close by.**

**8**  
Businesses

**129**  
Businesses within 0.5 mile

**Half of businesses are retail and services.**

<b>25%</b>	<b>Retail and food stores</b>
<b>25%</b>	<b>Services</b> <i>(dry cleaners, barbershops, auto repair shops, etc.)</i>
<b>13%</b>	<b>Community and religious organizations</b>
<b>13%</b>	<b>Industrial services and manufacturing</b>
<b>13%</b>	<b>Restaurants</b>

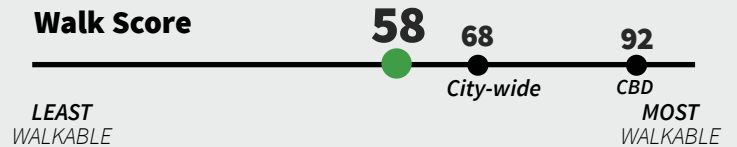
*Reflects businesses in the investment area with a Bailey Ave. address between Scajaquada St. / Kerns Ave. and Doat St., as well as establishments on corner lots in this targeted area. Figures are inclusive of non-profit agencies or faith based institutions.*

**The investment area sees moderate vehicle travel.**

**9,415 vehicles/day**

*For comparison, portions of Main Street see up to 22,000 vehicles per day.*

**The investment area is less walkable than the city as a whole.**



**There are many more residents in walking, driving and transit distance of the investment area than there are workers.**

	<b># OF WORKERS</b>	<b># OF RESIDENTS</b>
<b>...within a walk of 1/4 mi. or less</b>	<b>584</b>	<b>2,116</b>
<b>...within a drive of 5 min. or less</b>	<b>3,057</b>	<b>31,909</b>
<b>...within a transit ride of 30 min. or less</b>	<b>35,628</b>	<b>99,535</b>

**...within a walk of 1/4 mi. or less**

**...within a drive of 5 min. or less**

**...within a transit ride of 30 min. or less**

**Businesses and Jobs:** Source: UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017.  
**Land Use:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017.  
**Traffic Counts:** Source: UBRI analysis of data from the Greater Buffalo Niagara Regional Transportation Council (GBNRTC) Transportation Data Management System, 2017.  
**Walkscore:** Source: UBRI analysis of data from Walkscore.com, 2017.  
**Transportation Access:** Source: UBRI analysis of data from American Community Survey (ACS), 5 year estimates, 2016; US Census Bureau, Longitudinal-Employer Household Dynamics (LEHD), Workplace Area Characteristics, 2015; US Census Bureau, Roads, 2012; and the Niagara Frontier Transportation Authority, GTFS data, retrieved October, 2017 from <https://transitfeeds.com>.  
 For more information, please see Data Sources and Notes on page 60.

## Bailey Avenue Corridor Investment Area

# 9 Clinton Bailey



With a concentration of manufacturing, wholesale and distribution companies serviced by I-190 to the south and active rail lines to the north, Clinton Bailey is one of the region's primary food distribution hubs. While the industrial nature of the area makes it less walkable, there are over 1,100 workers, stable residential neighborhoods, and the Clinton Street business district to the east (recipient of a Better Buffalo Fund grant for business improvements) within walking distance. The area is anchored by the Niagara Frontier Food Terminal, a complex of several buildings that house individual distributors and wholesalers. While primarily used as a wholesale food distributor for area restaurants and businesses, some companies offer retail to the public, often at wholesale prices. Other large regional wholesale food purveyors and manufacturers such as Tarentino Foods, Desidiero Produce, U.S. Sugar and Battistoni Meats have clustered nearby, often growing historically over several decades from small stalls at the terminal.

Across from the Niagara Frontier Food Terminal is the Clinton-Bailey Farmers Market. Owned and operated by the Niagara Frontier Growers Co-operative, since 1930 the co-op has promoted and fostered the marketing of agricultural products directly between producers and consumers. Open year round, the Clinton-Bailey Farmers Market allows farmers to sell fruits, vegetables, flowers and other products directly to the public, as well as wholesale buyers like neighborhood markets and restaurants. Saturday morning is the market's busiest day with over 50 growers and 20 vendors. There is movement in the region around creating a well-functioning, integrated community food system to enhance the environmental, economic, and nutritional health of the region. There is opportunity to leverage the resources in the Clinton Bailey neighborhood to build connections between farmers, processors, distributors and consumers to the benefit of all.

**Clinton Bailey  
Farmers Market**







Bailey Avenue Corridor  
Investment Area

9 **Clinton Bailey**

# BY THE NUMBERS

There is little vacant land in the investment area.



**LAND USE IN THE INVESTMENT AREA**

Total land in investment area is **396 acres.**

**65%**  
Public Services  
(Railroad, utility infrastructure)

**28.5%**  
Commercial

**3%**  
Industrial

**0.7%**  
Mixed use  
(Mix of commercial and residential)

**0.5%**  
Recreation/  
Entertainment

**0.3%**  
Residential

**2%**  
Vacant land

Reflects properties with a Bailey Ave. address between William St. and Seneca St.

Map is based on 2017 Erie County parcel data. Parcels are classified for tax assessment purposes, which may not accurately represent how land and buildings are currently used.

**Other:** includes parcels without an identified property class code and parcels used for public services (i.e. utilities infrastructure).

**11% of all businesses within half mile are in the investment area.**

**24**  
Businesses

**228**  
Businesses within 0.5 mile

The majority of businesses in the investment area are industrial services, manufacturing and wholesale.

<b>33%</b>	Industrial services and manufacturing
<b>25%</b>	Wholesale
<b>17%</b>	Services (dry cleaners, barbershops, auto repair shops, etc.)
<b>13%</b>	Restaurants
<b>8%</b>	Retail and food stores
<b>4%</b>	Other

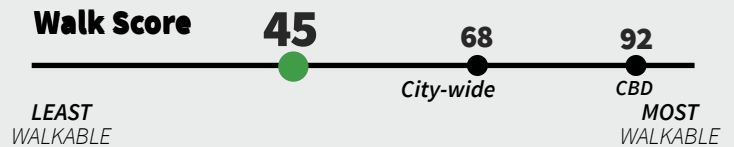
Reflects businesses in the investment area with a Bailey Ave. address between William St. and Seneca St., as well as establishments on corner lots in this targeted area. Figures are inclusive of non-profit agencies or faith based institutions.

As a major truck access to I-190, the investment area sees heavy traffic levels.

**16,660** vehicles/day

For comparison, portions of Main Street see up to 22,000 vehicles per day.

The investment area is much less walkable than the city as a whole.



**There are more than 2,500 residents and workers within walking distance of the investment area.**

	# OF WORKERS	# OF RESIDENTS
...within a walk of 1/4 mi. or less	1,144	1,422
...within a drive of 5 min. or less	13,253	31,003
...within a transit ride of 30 min. or less	45,238	67,130

- ...within a walk of 1/4 mi. or less
- ...within a drive of 5 min. or less
- ...within a transit ride of 30 min. or less

**Businesses and Jobs:** Source: UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017.  
**Land Use:** Source: UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017.  
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 For more information, please see Data Sources and Notes on page 60.

## Appendix

# B. Data Sources and Notes

### Snapshot of the East Side

Unless otherwise noted, all of the data and analyses in this section are based on census tract data. Note that census tract boundaries do not exactly match East Side Boundary shown here.

**Vacant Land:** Erie County, Parcel Data, 2016. Retrieved November, 2017 from <http://gis.ny.gov/gisdata/inventories/details.cfm?DSID=1300>. Figures are based on the classification of land parcels for tax assessment purposes in 2016 Erie County parcel data. A vacant designation does not necessarily suggest a parcel is unowned or “shovel-ready” for development.

**Vacant Addresses:** U.S. Postal Service, HUD Aggregated USPS Administrative Data on Address Vacancies, 4th Quarter (December) 2017.

**Total Population:** UBRI analysis of data from U.S. Census Bureau, American Community Survey 5-Year Estimates (2012-2016).

**Race and Ethnicity:** UBRI analysis of data from U.S. Census Bureau, American Community Survey 5-Year Estimates (2012-2016). “People of color” refers to all people who do not identify as non-Hispanic White. “Black or African American” refers to all people who identify as Black or African American alone and do not identify as Hispanic or Latino.

**Foreign-Born Residents:** UBRI analysis of data from U.S. Census Bureau, American Community Survey 5-Year Estimates (2012-2016).

**Educational Attainment:** UBRI analysis of data from U.S. Census Bureau, American Community Survey 5-Year Estimates (2012-2016). Educational attainment is for population 25 years and over. “Bachelor’s degree or higher” includes bachelor’s degree, master’s degree, professional school degree, and doctorate degree.

**Working-Age Population:** UBRI analysis of data from U.S. Census Bureau, American Community Survey 5-Year Estimates (2012-2016). Working-age population is population 16 to 64 years.

**Labor Force Participation Rate:** UBRI analysis of data from U.S. Census Bureau, American Community Survey 5-Year Estimates (2012-2016). Labor force participation rate is for population 16 years and over.

**Disconnected Youth (Not Employed or in School):** UBRI analysis of data from U.S. Census Bureau, American Community Survey 5-Year Estimates (2012-2016). The term “disconnected youth” refers to the population 16 to 19 years that is neither enrolled in school nor employed (includes unemployed and not in labor force).

**Firms:** UBRI analysis of data from Infogroup, ReferenceUSA U.S. Businesses Database (2017).

**Jobs:** UBRI analysis of data from U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (2015).

**Employees at Major Employers:** UBRI analysis of data from Infogroup, ReferenceUSA U.S. Businesses Database (2017).

**Manufacturing Jobs:** UBRI analysis of data from U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (2015). Manufacturing includes industries in NAICS codes 31-33.

**Households without a Vehicle:** UBRI analysis of data from U.S. Census Bureau, American Community Survey 5-Year Estimates (2012-2016).

**Commuting Patterns/Workplace Destinations:** UBRI analysis of data from U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (2015).

**High Frequency Transit Routes:** High Frequency Transit Routes are those where the average wait times between buses or trains arriving at stops is 15 minutes or less during peak weekday travel hours (6-9am; 3-6pm).



## Corridor Summary Data

Provided below are additional notes and information about data sources and methodology used to calculate summary figures for each of the four corridors: Michigan (p. 16); Jefferson (p. 22); Fillmore (p. 28); and Bailey (p. 46).

**Number of Businesses:** UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017. Excludes ATMs, Redbox kiosks and duplicate businesses. Individually-listed health practitioners working at a single business location were also removed, so only the organization they worked for at that location was counted.

**Number of Jobs:** Ibid.

**Land Use:** UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017. Land use type based on the New York State property class codes assigned to each parcel for tax assessment purposes.

**Vacant Land:** UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017. Parcels were defined as vacant using their assigned New York State property class codes.

**Transit Ridership:** Niagara Frontier Transportation Authority, 2017. These data are the fall 2017 average boardings from NFTA's automated passenger counting (APC) system. These figures represent the average daily total number of riders boarding at bus stops along the corridors in both northbound and southbound directions, as well as at corridor adjacent bus stops on streets that bisect the corridors. These figures are only for weekday (Monday-Friday) ridership on the NFTA Bus system and do not include weekend ridership or riders on the NFTA Metro-rail. The data for Michigan Avenue represent only "corridor adjacent boardings," or average daily total number of riders boarding at corridor adjacent stops on streets that bisect Michigan Avenue, as there is no regular bus route that runs on Michigan Avenue.

**Working Age Population:** UBRI analysis of data from U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2012-2016.

**Workforce Participation Rate:** UBRI analysis of data from U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2012-2016.

**Poverty Rate:** UBRI analysis of data from U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2012-2016.

**High Frequency Transit Routes:** High Frequency Transit Routes are those where the average wait times between buses or trains arriving at stops is 15 minutes or less during peak weekday travel hours (6-9am; 3-6pm).

## Investment Areas Summary Data

Provided below are additional notes and information about sources and methodology used to calculate summary figures for the nine investment areas: Historic Michigan Street (p. 20); Jefferson Avenue (p. 26); Main Fillmore (p. 32); Northland (p. 36); MLK Park Business District (p. 40); Broadway Fillmore (p. 44); Kensington Bailey (p. 50); Bailey Green (p. 54); and Clinton Bailey (p. 58).

**Land Use:** UBRI analysis of parcel data from Erie County Dept. of Environment and Planning, 2017. Land use type based on the New York State property class codes assigned to each parcel for tax assessment purposes.

**Number of Businesses:** UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017. Excludes ATMs, Redbox kiosks and duplicate businesses. Individually-listed health practitioners working at a single business location were also removed, so only the organization they worked for at that location was counted. Geographic details of which businesses were counted per investment area are as follows: Historic Michigan Street includes businesses with a Michigan Ave. address between Genesee St. and William St., as well as establishments on corner lots in this targeted area; Jefferson Avenue includes businesses with a Jefferson Ave. address between East Ferry St. and Dodge St., as well as establishments on corner lots in this targeted area; Main Fillmore includes businesses with a Fillmore Ave. address between East Amherst St. /Main St. and Rodney Ave., as well as establishments on corner lots in this targeted area; Northland includes businesses with a Fillmore Ave. address between East Delavan Ave. and Ferry St., as well as establishments on corner lots in this targeted area; MLK Park Business District includes businesses with a Fillmore Ave. address between Ferry St. and Best St., as well as establishments on corner lots in this targeted area; Broadway Fillmore includes businesses with a Fillmore Ave. address between Sycamore St. and Paderewski Dr., and businesses with a Broadway address between Memorial Dr. and Reed St., as well as establishments on corner lots in this targeted area; Kensington Bailey includes businesses with a Bailey Ave. address between LaSalle Ave. and Rte. 33, as well as establishments on corner lots in this targeted area; Bailey Green includes businesses with a Bailey Ave. address between Scajaquada St. / Kerns Ave. and Doat St., as well as establishments on corner lots in this targeted area; and Clinton Bailey includes businesses with a Bailey Ave. address between William St. and Seneca St., as well as establishments on corner lots in this targeted area.

**Traffic Count:** UBRI analysis of data from the Greater Buffalo Niagara Regional Transportation Council (GBNRTC) Transportation Data Management System, 2017. Traffic counts for investment areas were determined by finding the average of all axle-based traffic counts present on the investment area's segment of the street, using the GBNRTC Transportation Data Management System website. In cases where only one traffic signal-based counts were available, these counts were used instead. Specific geographies used for traffic counts per investment area are as follows: Historic Michigan Street includes an average of counts taken for Michigan between Genesee and Sycamore, and between William and Broadway; Jefferson Avenue includes counts taken for Jefferson between Southampton and Dodge; Main Fillmore includes traffic signal counts at the intersection of Main Street and Fillmore Avenue; Northland includes counts taken for Fillmore between Sidney and Northland; MLK Park Business District includes an average of counts taken for Fillmore between Best and North Parade, between Riley and Gerard, and between Winslow and Glenwood; Broadway Fillmore includes an average of counts taken for Fillmore between between Sycamore and Broadway, and between Broadway and Paderewski; Kensington Bailey includes an average of counts on Bailey near Shirley and Millicent; Bailey Green includes an average of counts from the intersection of Bailey and Genesee, Bailey and Doat, and Bailey and East Ferry; and Clinton Bailey includes an average of counts on Bailey between William and Dingens, between Cherokee and Clinton, and between Clinton and Seneca.

**Business Types:** UBRI analysis of data from ReferenceUSA, U.S. Businesses Database, 2017. Excludes ATMs, Redbox kiosks and duplicate businesses. Individually-listed health practitioners working at a single business location were also removed, so only the organization they worked for at that location was counted. Reported two-digit North American Industrial Classification System (NAICS) codes were used to analyze and categorize businesses. A review of individual businesses via internet search was used in some instances to check for the accuracy of NAICS classification.

**Walkability:** UBRI analysis of data from Walkscore.com, 2017. Investment area walk scores were calculated as the average of the walk scores taken approximately ¼ mile apart along the entirety of the investment area's segment of the street.

**Workers and Residents in Proximity to Investment Areas:** UBRI analysis of data from the American Community Survey (ACS), 5 year estimates, 2016; US Census Bureau, Longitudinal-Employer Household Dynamics (LEHD), Workplace Area Characteristics, 2015; US Census Bureau, Roads, 2012; and the Niagara Frontier Transportation Authority, GTFS data, retrieved October, 2017 from <https://transitfeeds.com>. Workers and residents within 5 minute drive and ¼ mile walk: ArcGIS Network Analyst was used to delineate areas within a ¼ mile walk along roadways, and within a 5-minute drive of designated intersections in

each target area. Estimated drive times factor for speed limits, stop signs, traffic lights and congestion. The total number of workers within these areas was estimated using LEHD data on workplace locations by census block. The total number of residents was estimated using ACS data on residential population by census block group. Workers and Residents within 30 minutes of Investment Area via Transit: Estimates of residents and jobs within 30 minutes of investment areas via transit are based on time-specific transit service information. The measure accounts for transfers, wait times and walk times to transit stops. As transit service and travel times vary widely throughout the day, a daily average of the number of residents and jobs that can reach each investment area within 30 minutes was calculated using a range of weekday travel times (8am, 12pm, 4pm and 8pm). A custom tool developed by ESRI ("Add GTFS to Network Dataset") was used to find the extent of areas that can access a designated intersection in each target area within 30 minutes. The total number of workers within these areas was estimated based on employment density using parcel data and LEHD data on workplace locations by census block. The total number of residents was estimated based on population density using parcel data and ACS data on residential population by census block group. This process was repeated for four times of day (8am, 12pm, 4pm and 8pm) and those results were averaged.







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