

Michigan Street African American Heritage Corridor Draft Management Plan



Prepared For:

***The Michigan Street African American Heritage Corridor
Commission***

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November 2012

Michigan Street African American Heritage Corridor Draft Management Plan



Acknowledgement

*The Huntley Partners/CHA Team would like to thank
The Michigan Street African American Heritage Corridor Commission
for their leadership and support in completing this Management Plan*

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Vision Statement

The Michigan Street African American Heritage Corridor is a nationally and internationally recognized Buffalo neighborhood that serves as the focal point of residents' and visitors' experience for learning about Buffalo's rich African American history through its vibrant neighborhoods, shops, restaurants, unique structures, historical markers, people and institutions, as well as its significant impact on local, national and international history.

The Heritage Corridor's festivals, cultural events and artistic programming draw residents, national and international tourists, scholars and artists, writers, storytellers, poets, dancers, and actors to a thriving, community of historic urban scale.

The Corridor contributes to the local and regional economy, the conservation of its cultural resources benefits and unites people and places.

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I. Executive Summary

Introduction

The Michigan Street African American Heritage Corridor Commission (Commission) was charged by the state of New York to prepare a Management Plan for the Michigan Street African American Heritage Corridor (Corridor) consistent with New York Parks, Recreation and Historic Preservation - Article 41 - § 41.09 Management Plan. The Commission engaged Huntley Partners/CHA Consultants (Huntley/CHA Team) to facilitate preparation of the draft Michigan Street African American Heritage Corridor Management Plan (Management Plan).

This Management Plan, prepared collaboratively with the Commission and the Buffalo community over several months, is intended to provide guidance to the Commission as it prepares to implement the comprehensive revitalization of the Corridor. The Management Plan defines the vision and guiding principles for Corridor revitalization, and recommends a Corridor boundary, programming concepts and initiatives, improvements to the public realm, a development program and an implementation framework with budget and staffing plan and approach.

More detailed budgets for Corridor programming and physical improvements will require development as the Commission selects specific initiatives and plans for their implementation.

Guiding Principles

The Commission, with stakeholder and community consensus, adopted the following guiding principles, which were used by the Huntley/CHA Team in the development of the Management Plan:

- Create an interpretive approach to highlight the impact of Buffalo's African American heritage on the history of Buffalo and America

- Integrate the African American cultural history with preservation and economic development strategies
- Restore the Corridor at urban scale, grounded in the expectation for transformation

Community Engagement

The Huntley/CHA team facilitated a series of interviews, focus groups and community meetings to engage the key stakeholders about revitalization of the Michigan Street African American Heritage Corridor. The public engagement process set a context for our work and ensured the informed involvement of stakeholders and residents during discovery and learning, visioning and the development, refinement and presentation of conclusions and recommendations.

Conclusions and Recommendations

The engagement process found that there is no conflict in the vision of stakeholders for the Corridor. The need to collect and authenticate the stories that reside in community stakeholders was apparent. In moving forward, on-going communication to support and sustain transformation of the corridor is critically important, as is the need for Commission leadership in building consensus for investment prioritization.

Historic Interpretation and Programming

A primary goal of the project was to evaluate and interpret Buffalo, and its African American heritage.

Buffalo's African American historical resources (physical, arts and humanities based and events) were evaluated against criteria associated with Heritage Areas¹ and Cultural Landscapes² and, where

¹ Lived-in landscapes that, through its resources, tell nationally important stories that celebrate our nation's diverse heritage

² Geographic areas, including both cultural and natural resources and the wildlife or domestic animals therein,

warranted, researched for comparison at local and national levels. The more significant and compelling findings were translated into general and specific themes that could be used for urban planning, community development, educational and tourism programs.

Conclusions and Recommendations

Historic research and interpretation lifted Buffalo's diversity, the immersion of its African American citizens in civic society and community life and its role as the source, context and incubator for national African American culture and thought as three major themes comprehensive in scope from local to national. These themes serve as excellent building blocks to begin a restoration of Buffalo civic and architectural life to a position of national prominence.

Many layers, overlapping and intertwined, of history and culture have contributed to modern Buffalo. The remaining physical signs of earlier history range from subtle to obvious. The cultural manifestations are even more subtle and fragile, but they extend beyond the geographic boundaries of Buffalo into the essence of the United States of America.

The broad and comprehensive story of the Michigan Street corridor and its relation to the history of Buffalo and the nation requires the inclusion of many varied yet related resources. As a result, the Management Plan identifies three resource areas - the Michigan Avenue Heritage Corridor, the Corridor Contributing Area and the Thematic Heritage Area - as essential to success preservation and revitalization efforts based on the overlapping history and culture of Buffalo. The resources in these resource areas are significant at the local, state national and international levels and include history and culture that spans from pre-Buffalo incorporation to present day and historic resources that range from text records, to sites, landscapes, structures and buildings.

It is strongly recommended that the Michigan Street African American Heritage Corridor be expanded beyond the preliminarily defined boundary, as

associated with a historic event, activity, or person or exhibiting other cultural or aesthetic values

permitted by New York Parks, Recreation and Historic Preservation - Article 41 - § 41.03
Definitions.

Programming is important to the success of revitalizing the Corridor as are the definition of the areas of cultural and historical image and identity. Potential programming choices run the gamut from relatively simple efforts for probable short term implementation, to complex, long term possibilities which require detailed planning and significant management capacity to achieve.

The Commission must lead collaborative efforts to explore and develop conceptual programs or initiatives for achieving the programming objectives articulated in the Vision Statement. The Commission must also develop new, working partnerships with existing agencies and institutions in order to reach full implementation. The historical tapestry of Buffalo and the Michigan Street African American Corridor offers the opportunity to access and leverage programmatic funding, but will demand on-going community action and commitment for effective stewardship.

It is recommended that the Comprehensive Programming Concept for the Corridor have initial focus in the areas of education, preservation/conservation and celebration.

Existing Conditions, Community Resources and Improvements to the Public Realm

Completion of a survey of existing conditions and community resources, focused on current land use, land use regulations and zoning consistency, transportation, utilities and public infrastructure, natural resources and environmentally sensitive areas formed the basis for recommendations to improve the public realm.

Conclusions and Recommendations

The Existing Conditions and Community Resources survey results reflect a series of disconnected communities, land uses and physical conditions.

The Michigan Street African American Heritage Corridor consists of approximately 793 parcels. These include a significant number of historic and cultural resources and a number of institutional land uses related to health care, education, churches and community centers, some with significant impact on the area. Forty-three percent of the parcels are vacant, with government, not-for profit or public entities owning 245 of the 343 vacant parcels. Forty-one percent of parcels are residential. The relative condition of these uses varies dramatically from dilapidated to excellent across the Corridor.

Our study concludes that the initiation of a coordinated program of public improvements in the Corridor and adjoining communities is required to improve their physical condition and establish a future identity and "sense of place", and that the history and culture of the Corridor must be reflected in the enhancement of the public realm.

Recommended public realm improvements include the introduction of unifying thematic streetscape elements (signage/wayfinding elements, lighting and landscaping) as well as the development of community gardens and pocket and cultural heritage parks to beautify and humanize the numerous vacant lots scattered throughout the Michigan Street African American Heritage Corridor.

Economic Development Opportunities

The Plan offers research and analysis of current and projected market area demand for retail and housing, current residential and commercial development, projected population growth at the regional, local and Corridor level, and present market amenities and identity support recommendations in a Development Program for the Michigan-Broadway node.

Conclusions and Recommendations

Economic development opportunities for the Michigan Street Heritage Corridor are plentiful, but because the resources needed to facilitate them are limited opportunities must focus on key locations, private development and public improvements showing the greatest potential for having catalytic impact.

A basic objective of this Management Plan is to provide thematic and physical connections throughout the Michigan Street Corridor and its impact areas. Our planning approach groups the Corridor into five development segments or "nodes" which, based on distinctive physical and market attributes and constraints, require a different and specific redevelopment strategy for each.

The initial objective of the economic development strategy phases the creation of the basic conditions for success; building a base of residential units, and neighborhood scale restaurants, cafes, retail and services with public green spaces and cultural programming in the near term, creating a unique local destination with a cluster of restaurants and retail connected by culturally themed green spaces and complete streets in the mid-term, building to a live-work-play community that is a cultural heritage destination of regional and national importance in the long-term.

This redevelopment strategy recognizes the substantial potential of the Corridor's proximity to major demand generators, its stock of physical assets and the "story" of the Heritage Corridor itself and uses tenets of the Buffalo Comprehensive Plan's approach that combines revitalization and neighborhood building elements while emphasizing major capital improvement projects.

It is recommended that the initial economic development priority be public-private redevelopment of the Michigan-Broadway development node, which exhibits the greatest redevelopment potential within the Corridor. Our research revealed that minimal projected growth in population, households and household income in the Michigan-Broadway market area, combined with demand from new employment and current unmet demand, should be sufficient to create demand for 393,000 square feet of new retail (within one mile of the intersection of Michigan and Broadway) and 961 new housing units through 2022. A ten-year development program that meets our projected demand for the Michigan-Broadway node would

create 4,485 permanent jobs (1,725 direct and 2,760 indirect) and 1,858 temporary construction jobs.

Making both physical and thematic connections between the Corridor and adjacent or nearby potential local and visitor markets, most importantly downtown Buffalo, is strongly recommended. Shortening the psychological distance between downtown and the Michigan-Broadway development node could be achieved, for example, by installing streetscape elements along Broadway from Michigan Avenue to Downtown, with thematically designed intersections at Broadway and Washington, Ellicott and Oak and major gateways at Broadway and Elm and Broadway and Michigan.

Implementation

The implementation framework and approach align with the Management Plans conclusions and recommendations and supports the vision and guiding principles developed through the community and stakeholder engagement process.

Conclusions and Recommendations

While the Commission must continue the engagement, consensus and partnership building needed to explore and prioritize programming and revitalization options, successful implementation requires an initial twelve month focus on the formal creation of an implementation entity which has experience with public private partnerships, investment strategies and fund development and management of multiple economic, real estate development and other revitalization initiatives.

It is recommended that the Commission initially establish an Implementation Committee, of no more than nine members, charged to act as an interim management structure to create the permanent implementation entity and immediately initiate pursuit of short term program recommendations.

In addition, the Commission should formally establish an Advisory Council that includes representation from the public, private and non-profit partners and stakeholders needed for implementation of program recommendations.

II. Authorization and Purpose

New York Parks, Recreation and Historic Preservation

Article 41 - § 41.09 Management Plan

1. Notwithstanding the provisions of section 35.05 of this title, the management plan shall:

(a) Designate the specific boundaries of the Michigan Street African American Heritage Corridor as depicted on a map accompanying the management plan;

(b) Develop a vision, goals and objectives for the heritage corridor that focus on ensuring the educational benefit to the public and prohibiting incompatible uses within the heritage corridor;

(c) Create an inventory of existing land and buildings under the jurisdiction of the state, public corporations, and the city of Buffalo;

(d) Create an inventory of privately owned existing land and buildings;

(e) Identify other land and buildings that can contribute to the purposes of the heritage corridor;

(f) Recommend how the heritage corridor could be linked to other historic amenities and commercial assets and describe the techniques or means of preservation and protection of historic and cultural resources within the heritage corridor;

(g) Evaluate how economic development activities in proximity to the heritage corridor can support, complement and sustain the development of the heritage corridor;

(h) Describe the organization structure to be utilized for long range planning, development and management of the heritage corridor for a minimum of ten years, including the responsibilities and interrelationships of local, regional and

state agencies in the management process and a program to provide maximum feasible private participation in the implementation of the management plan;

(i) Include a plan for the development of the heritage corridor as an academic destination, which can provide opportunities for educational programs, including advanced scholarly research for students of all educational backgrounds. Such plan may include, but not be limited to, academic symposia, lectures, archive collections, library collections and a museum;

(j) Include an economic assessment of the long and short term costs and benefits related to the establishment, operation and maintenance of the heritage corridor, including a comprehensive estimate of the costs of implementing the management plan identified by source of funding and specifically delineating expected state, local, federal and private contributions;

(k) Include a marketing plan, which includes measures to target niche market travelers and scholars. Such plan must include supporting evidence for targeting and should consider out-of-state marketing as allowable for in budgeting; and

(l) Make recommendations for the on-going operation and maintenance of the Michigan Street African American Heritage Corridor.

2. The draft management plan shall be submitted to the commissioner for approval within four years of the effective date of this article. Prior to submitting the plan to the commissioner, the legislative representative body of the city of Buffalo must approve the plan. The legislative body of the city of Buffalo, at its discretion and in the interest of expediting the local approval process, shall hold two

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public meetings at any time during the local approval process. The commissioner may approve the plan, may return the plan to the commission with recommendations for approval, or may reject the plan. A copy of the approved plan shall be provided to the governor, the temporary president of the senate and the speaker of the assembly.

3. Selected individual requirements or portions thereof for the management plan submissions may be waived by the commissioner provided that prior submissions to the office during a previous planning process are judged sufficient to fulfill the purpose of the management plan.

4. Approval of the management plan by the commissioner shall establish eligibility for the receipt of acquisition, development and programming assistance from the state heritage area program within the defined heritage corridor boundaries. Nothing in this article shall prohibit the commission from making application for other grant programs or sources of funding.

* NB Repealed April 30, 2012

III. Vision Statement

The Michigan Street African American Heritage Corridor

The Michigan Street African American Heritage Corridor is a nationally and internationally recognized Buffalo neighborhood that serves as the focal point of residents' and visitors' experience for learning about Buffalo's rich African American history through its vibrant neighborhoods, shops, restaurants, unique structures, historical markers, people and institutions, as well as its significant impact on local, national and international history.

The Heritage Corridor's festivals, cultural events and artistic programming draw residents, national and international tourists, scholars and artists, writers, storytellers, poets, dancers, and actors to a thriving, community of historic urban scale.

The Corridor contributes to the local and regional economy, the conservation of its cultural resources benefits and unites people and places.

IV. Community Engagement

PUBLIC ENGAGEMENT PLAN

1. Phase I – Setting the Context
 - a. Key Stakeholders Focus Group (invitational)
 - b. Circle of Elders Focus Group (invitational)
 - c. Michigan Street African American Heritage Corridor Commission Meeting (Membership)
 - d. Community Meeting (open)
2. Phase II – Visioning
 - a. Visioning Charette
3. Phase III – Project Recommendations
 - a. Michigan Street African American Heritage Corridor Commission Presentation
 - b. Community Presentation
4. On-going Communication and Engagement

Phase I

Key Stakeholder Focus Group

Using a structured protocol, Clarification & Mediation (C&M) will engage a select group of 10-12 non-Commission, key stakeholders in a focus group. We will be exploring their vision and expectations for the Michigan Street African American Heritage Corridor, how the Corridor is viewed in the larger context of historical preservation, economic development and tourism/cultural tourism in Buffalo, how it can and should be positioned, and what are seen as opportunities, challenges and critical issues for success.

We will also solicit input on how best to engage the Buffalo community, particularly those impacted by the Corridor Development. The input will help shape the Corridor planning process.

See Appendix C for Focus Group invitees.

Circle of Elders Focus Group

Using a structured protocol, C&M will engage a select group of elder stakeholders who have lived the

history of the Corridor in a focus group. We will be exploring their connection with the Michigan Street African American Heritage Corridor, what they see as opportunities and challenges for its revitalization and suggestions on how the challenges can be overcome.

The Circle of Elders Focus group will be limited to no more than 5 to 7 participants to ensure a full and rich discussion. .

See attached Stakeholder list for Circle of Elders Focus Group invitees.

Michigan Street African American Heritage Corridor Commission Meeting

Everett Fly will present a baseline data collection report and a preliminary project boundary map. C&M will facilitate a discussion that focuses on the following:

- What are the opportunities and challenges for revitalizing the Corridor?
- What differences does the Commission hope to see in the Corridor over the next five years?
- How will this Plan help the Commission achieve its dreams for the Corridor?
- What place does the corridor hold the Buffalo cultural tourism agenda?
 - How is the Corridor perceived?
 - How is the Corridor received?
 - How would you like the Corridor to be positioned?
- Who are the champions for the Corridor in the larger preservation community?

See attached list for Commission members and Advisory Group invitees.

Community Meeting

C&M will facilitate a public meeting which includes a broad cross section of stakeholders including residents, community groups, preservationist organizations, government and private sector agencies, representative civic and community leadership.

The meeting will inform the stakeholders about the project and the process for developing the Corridor

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Plan. We will present information re data collection, preliminary baseline data and research findings, a preliminary map of the project boundary and preliminary ideas regarding interpretive analysis and solicit input to help refine the work required to complete the Corridor Plan.

Phase II

Visioning Charette

Facilitate a meeting of a broad cross section of stakeholders including residents, community groups, preservationist organizations, government and private sector agencies, representative civic and community leadership. The charette will be informed by the historical research, planning and public input and will:

- Present a summary of the issues, opportunities and challenges, the resource inventory and assessment of existing data as a basis for preparing Corridor Vision Statement
- Solicit input on goals for the future of the Corridor as a basis for the development of a vision statement.

Phase III

Michigan Street African American Heritage Corridor Commission Presentation

The Michigan Street African American Heritage Corridor Commission Presentation will be designed to:

- Present the Draft Heritage Corridor Management Plan
- Solicit Commission input
- Inform the Commission of next steps

Community Presentation

The Phase III Community Presentation will be designed to:

- Present the Draft Heritage Corridor Management Plan
- Solicit public input
- Inform the community of next steps

A summary of input solicited in each meeting will be presented to the Commission and will be used by the consultant team to refine and shape recommendations.

Logistics for Phases I-III

Phase I

Key Stakeholder Focus Group

Date: Tuesday, April 17, 2012
Location: Watts Architecture & Engineering, PC
Time: 9:00 AM to 11:00 AM
Refreshments: Continental breakfast
Equipment/Supplies: Flip chart and easel, projector and screen

Circle of Elders Focus Group

Location: Watts Architecture & Engineering, PC
Time: 11:30 AM to 1:30 PM
Refreshments: Light lunch
Equipment/Supplies: Flip chart and easel, projector and screen

Michigan Street African American Heritage Corridor Commission Meeting

Location: Watts Architecture & Engineering, PC
Time: 3:00PM to 5:30 PM
Refreshments: Beverages
Equipment/Supplies: Flip chart and easel, projector and screen

Community Meeting

Location: Frederick Douglass Community Center
Time: 6:30 PM to 9:00 PM
Refreshments: Beverages
Equipment/Supplies: Flip chart and easel, projector and screen
Seating: Rounds of 8 to 10

Phase II

Visioning Charette

Date: Tuesday, May 8, 2012
Location: Frederick Douglass Community Center
Time: 4:30 PM to 8:30 PM
Refreshments: Light meal, beverages
Equipment/Supplies: Flip chart and easel, projector and screen
Seating: Rounds of 8 to 10

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Phase III

Commission/Community Presentation of Findings

Date:	Wednesday, June 27 2012
Location:	Frederick Douglass Community Center
Time:	6:00 PM to 8:00 PM
Refreshments:	Light meal, beverages
Equipment/Supplies:	Flip chart and easel, projector and screen
Seating:	Theatre style

On-Going Communication and Engagement

Ongoing communication and engagement will be critical to maintaining the civic buy-in and reinforcing the political will needed to support the revitalization of the Michigan Street African American Heritage Corridor. It will also help to facilitate on-going consensus that will be essential for implementation of the Management Plan.

The Commission should be more aggressive and innovative in their application of interactive web pages and social media sites. These must be routinely updated to keep stakeholders informed about the status of revitalization efforts and events sponsored on behalf of the Corridor. There should be periodic community meetings to solicit input on implementation strategies and encourage stakeholders to remain involved.

OBSERVATIONS & FINDINGS

Clarification & Mediation (C & M) conducted a series of interviews, focus groups and community meetings to engage the key stakeholders about revitalization of the Michigan Street African American Heritage Corridor. Following are key findings based on the stakeholder engagement:

- ***There is a need to collect and authenticate the stories that reside in community stakeholders.***

Buffalo is rich in the anecdotal history of the life on and surrounding Michigan Avenue and the contribution of the African American community to the city of Buffalo, including the significant contribution to shaping American history because of its unique connection to the Underground Railroad and the path to freedom for slaves migrating north. However, most of these

anecdotal moments reside in the oral history of the stakeholder residents. The challenge is to collect and authenticate the many, many historical contributions and connections, and to weave the various pieces into a comprehensive account of the rich history of the African American community.

It is recommended that the Commission partner with some of Buffalo's academic institutions to support a comprehensive oral history project that captures the "stories" that make up the history of the Corridor, and uses academic resources to authenticate and document them. It is critical to create the historical tapestry which presents the myriad stories as part of a bigger historical picture. Preservation of the "stories" is as important as preservation of the physical structures.

Stakeholders recommend that the approach to the historical significance of the Michigan Street Corridor be that of a hub and spoke – with Michigan Street serving as the center or hub and the various story lines and connections being reflected in the various spokes that make up a full circle of history.

- ***There is no conflict in the vision of stakeholders for the Corridor.***

Stakeholders are passionate and incredibly proud, deservedly so, about the spirit and historical life on Michigan Avenue, and the many contributions of ancestors. They want to see the history preserved, and they want to reinvigorate the Corridor at urban scale, in a way that makes it a viable present day community or neighborhood that celebrates its history with Buffalo, the nation and the world. Conceptually, stakeholders want to experience a family friendly Corridor with green space, retail, places to visit and recreate, and diversity of housing and quality of schools. At the same time, they want historical markers and preservation of structures, planned events, tours, and historical re-enactments and public art. Everyone agrees that the revitalization must have economic impact, and must connect with downtown and other historical nodes of the City. Some would argue that there is a difference of opinion of stakeholders on whether the

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Corridor should be planned as a tourist destination or developed as a community. Careful listening to stakeholders suggests, however, that the two “concepts” for the Corridor are not mutually exclusive. As a more specific revitalization implementation strategy is developed, both likely can be accommodated.

➤ ***There is a need for Commission leadership in building consensus for investment prioritization***

Because of the limited resources and the resulting “piecemeal approach” to preservation of the institutions along the Corridor, there is a need for the Commission to serve as a vigilant and continuing force in creating consensus for an investment strategy that helps the community prioritize and leverage its investments to sustain the long term development of the Corridor.

Currently, limited resources result in a “piecemeal approach” to preservation of the institutions along the Corridor. The successful revitalization of the Corridor and physical preservation of the remaining historical structures will require the Commission to serve as a vigilant and continuing force in creating consensus for an investment strategy that helps the community prioritize and leverage its investments to sustain the long term development of the Corridor.

It is recommended that the Commission create a strategy to support the development of a culture of communication, collaboration and consensus to support the revitalization

of the Corridor. Otherwise, the current fragmented approach will distract from the core mission of attracting investment to the Corridor.

There will be a need to identify leadership that is willing to bridge the perspectives of various interest groups (e.g., young and old, new and historical, political and academic) and traverse the political dynamics of Buffalo to assure an approach of inclusiveness and promote a singular focus on the implementation of the revitalization strategy.

➤ ***There is a need for on-going communication to support and sustain transformation of the corridor.***

The Commission must continue to build on connections and communication initiated with this consultancy. This will be critical to maintaining the civic buy-in and reinforcing the political will needed to support and sustain the revitalization of the Michigan Street African American Heritage Corridor.

It will be critical for the Commission to develop comprehensive communication and community engagement strategies to complement the revitalization of the Michigan Street African American Heritage Corridor.

Specific stakeholder feedback on vision, opportunities, challenges and ideas for revitalization of the Corridor gathered during the community engagement process is included in Appendix C.

V. Heritage Corridor Interpretive Plan

The settlement and evolution of Erie County and Buffalo span more than three hundred years. Virtually every ethnic group has made significant contributions to this development, from Native Americans, to Europeans, to Asians, to African Americans. As a result, Buffalo evolved is a multicultural urban center composed of numerous types of historic resources.

This diversity has been lived and played out throughout the rest of the entire city. The intersection between architectural history and social history are visible in every part of Erie County and Buffalo city. The distinct ethnic legacies however, should not be forgotten because there are now vacant blocks where buildings once stood. And the extant places where Buffalo's pioneers and descendants worked, worshipped and played are excellent opportunities to tie the historic African American Buffalo experience into the city at large.

An interdisciplinary inventory of the cultural as well as the built history indicates that the diversity that once filled the "east side" neighborhoods has been lived and played out throughout the rest of the city. The significant contributions of African Americans to the city, county, state, nation and world cannot be adequately represented by concentrating on post 1900 people, places and events. The 19th century resources (people, places, events) represent many of the most compelling stories Buffalo has to offer for cultural tourism and historic preservation. The legacy of African Americans must be presented, sustained, and marketed as a fundamental part of the overall history of Buffalo and Erie County, New York.

The "heritage corridor" must be large enough (geographically) to physically represent the significant extent of African American life and be large enough to be in "urban scale with the city of Buffalo." Also, the "heritage corridor" must be large enough to provide enough significant opportunities for diverse cultural programming and national level tourism.

METHODOLOGY

A primary goal of the project was to evaluate and interpret Buffalo, and its African American heritage according to professional criteria. The following definitions and criteria were referenced throughout the project process:

1. Heritage Area
 - a. Places where natural, cultural, and historic resources combine to form a cohesive, nationally important landscape. First and foremost, the landscape must have nationally distinctive natural, cultural, historic, and scenic resources that, when linked together, tell a unique story about our country. Through its resources, the heritage area tells nationally important stories that celebrate our nation's diverse heritage.
 - b. National heritage areas are lived-in landscapes. Consequently, heritage area entities collaborate with communities to determine how to make heritage relevant to local interests and needs.
2. Cultural Landscape - "a geographic area, including both cultural and natural resources and the wildlife or domestic animals therein, associated with a historic event, activity, or person or exhibiting other cultural or aesthetic values." There are four general types of cultural landscapes, not mutually exclusive: historic sites, historic designed landscapes, historic vernacular landscapes, and ethnographic landscapes.

National Park Service/U.S. Department of the Interior

During the course of this project each resource was evaluated against these two criteria, regardless of any prior designation, interpretation or previous omission. If some information regarding "heritage" or "cultural landscape" content was discovered, additional research was conducted for comparison at local national levels. Research focus was not limited to

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physical and arts based (architecture, landscape architecture, structures, sculpture, etc.) resources. Humanities based heritage (literature, history, folklore, etc.) and events received equal attention. The more significant and compelling findings were translated into general and specific themes that could be used for urban planning, community development, educational and tourism programs.

THEMES

In the course of the project research and methodology application three major themes were identified that are comprehensive in scope from local to national:

1. Diversity
2. Buffalo: African Americans in civic society and community life
3. Buffalo: Source, context and incubator for national African American culture and thought

These themes, while they may not reflect the current climate in Buffalo, are excellent building blocks for starting to restore Buffalo civic and architectural life to the position of being a national front-runner.

Diversity

Diversity itself is an obvious theme in every aspect of Buffalo history. It seems that nothing in Buffalo was done simply by a single nationality, or ethnicity, or religion, or economic class. With that in mind, any aspect of Buffalo could be explored or interpreted through the “prism of diversity:”

- cultural diversity and the city infrastructure (e.g., Erie Canal)
- cultural diversity and the city work force (e.g., Buffalo Zoo staff)
- cultural diversity and the city literature (e.g., education, intellectual expression)
- cultural diversity and the city business (e.g., barbers, real estate owners, newspaper owners, etc.)

Buffalo: African Americans in Civic Society and Community Life

One dictionary defines “civic” as “Something of or relating to the duties or activities of people in relation to their town, city, or local area. “Society” may be defined as “The community of people living in a particular region and having shared customs, laws, and organizations.” There are many individual and

collective “stories” in Buffalo history where the lives and works of African Americans were embedded in evolution of the society of the city. Many times, as in Ralph Ellison’s “Invisible Man”, African American Buffalonians have worked and achieved right in plain sight, but not appropriately acknowledged or directly respected during their active time. These African American lives and works very frequently made significant contributions that were important, and essential, to the majority White culture (business, politics, infrastructure, service, real estate, etc.). Notable examples include:

- William Douglas - The former slave who owned and operated a saloon and boarding house known as “Dug’s Dive” in the Canal District of the Buffalo harbor in the mid-1800’s.
- Robert T. Talbert - The early African American businessman who came to Buffalo in the mid-1800’s and invested in real estate that led to development in Buffalo and Erie County.
- John E. Brent - The African American architect who designed the Michigan Street YMCA and worked on plans for the Buffalo Zoo from 1935 to 1957.

Buffalo: Source, Context and Incubator for National African American Culture and Thought

If Buffalo had not been such a prominent city in early American evolution, African Americans would not have benefited. At the same time, African Americans were able to keep up with the overall physical and intellectual progress. African American Buffalonians not only influenced local thought, they affected national affairs:

- National Convention of Colored Men was held in Buffalo in 1843. Frederick Douglass spoke to audiences over a period of several days. African American Buffalonians, including William Wells Brown, Henry Moxley, Abner Francis, organized and hosted the meeting.
- The Pan American Exposition was held in Buffalo in 1901. It was reported that 800 books by Negro authors were included in the Buffalo exhibit. On September 12, 1901 Dr. Booker T. Washington delivered an address

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to a “mass meeting” of 5,000 African Americans on the Exposition grounds.

- Buffalonians, and female African American activist, Mary Talbert was instrumental in working with Dr. W.E.B. Dubois to have a “Negro Exhibit” included in the Exposition.
- The ground work for the Niagara Movement and founding of the National Association for the Advancement of Colored People (NAACP) is initiated in meetings at the home of Buffalonians Mary Talbert with Dr. W.E.B. Dubois and others in 1905.
- African American Buffalo architect, John E. Brent, participates in a national juried exhibit of professional African American architects at Howard University in Washington, D.C. in 1931.

INTERPRETATION - HISTORIC TIME PERIODS

The historic time periods of significance in the Michigan Street Corridor include the original settlement of the area. The second recorded settler, other than Native Americans, was Joseph Hodge or Black Joe. In 1792 he is listed as a fur trader, and had most likely already been in the area for some time.

In the 19th century the influx of African Americans, as well as immigrants from all over Europe, settled in the Michigan Street Historic District. The common factor for many of these people living in an integrated neighborhood was income. This area was the beginning of life in American for many people, the entry into the American dream. The size of the city grew with industrialization, and the growth of the railroad brought opportunities for African American men. The Pullman Porters were immortalized in the song “Shuffle off to Buffalo”. As the city grew the effects of industrialization that were common in the north east were also prevalent in Buffalo...creeping segregation caused by industry and institutional oversight.

During the civil war and through the late 1880's Buffalo was experiencing huge growth. As long as travel and goods took place on the waterways, Buffalo was in good stead. Once the railroad was completed, the long decline of Buffalo as a city able to compete for business on a national level began. The decline of the Michigan Street Historic District

mirrors the decline of the rest of the city, only in a more exaggerated or magnified way.

INTERPRETATION - AREAS OF SIGNIFICANCE

The Michigan Street Historic District is significant in several areas of American history, including the abolition movement and the early civil rights Niagara Movement. There is a documented history of Harriet Tubman helping people cross into Buffalo and into Canada to escape slavery. Frederick Douglass spoke at The Front (now called Front Park, one of the historic parks designed by American landscape architect Frederick Law Olmsted), public space, in an historic address to more than 5000 people. Buffalo is also significant because of the number of people who came to the city and not only worked for freedom and civil rights, but wrote of their experiences and contributed to the literary history of the region and the county. WEB DuBois, Booker T. Washington, William Wells Brown, James Whitfield, William and Mary Talbert are just a few of the people who worked openly and wrote or spoke about their work towards abolition and civil rights.

The intersection between architectural history and social history is visible in the remnants of the district. The district was originally home to a diverse population of African Americans and immigrants from all over the globe. Several churches in the various styles prevalent in the home countries of Buffalo's immigrants are still standing. Onion domes, flying buttresses, pierced grill work and other details that echo distant locales are still evident in the church architecture. The contribution of one significant African American architect, John Brent, on the city of Buffalo could be seen at the Buffalo Zoo, the country club, in professional offices and the Michigan Street YMCA. Sadly many of those buildings have been torn down. His legacy however, should not be forgotten because there are now vacant blocks where his buildings once stood. And the places where he worked that are still standing, like the Zoo, are excellent opportunities to tie the historic African American Buffalo experience into the city at large.

There are two untold stories that relate to the district and should be relearned, as a lesson in local history and general American history. The Michigan Street YMCA and Olympic Park baseball stadium are two places within the district where African Americans, in an integrated way, could publicly engage in typical

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American recreational and leisure past-times. In many parts of the country during segregation, African Americans could not sit on a park bench without being arrested for loitering. Having two (and with the addition of the YMCA summer camp just outside of town) or three avenues for recreation on a large scale is significant and notable. The YMCA was the 2nd segregated Y designed by an African American architect, and built under a challenge grant by Julius Rosenwald, a Chicago philanthropist who had a national challenge for cities to raise the money to build a Y. If the cities could raise 75%, he would contribute the remaining 25%. Local newspaperman George B. Matthews was an enthusiastic benefactor of the Y and contributed to it for many years. Their donations totaled over a million dollars. On her own, his wife contributed the land for the YMCA campgrounds.

The other significant event that has a link to the district is the brave person, James Parker, who wrestled the assassin of President McKinley, was an African American man. The Pan American Exposition was significant for the African American community because the “Negro Exhibit” was coming from the Paris Exhibition fair, where it had been well received. DuBois was one of the contributors to the exhibit. The goal was to show the progress that had taken place in education, commerce, literature, etc. within the African American community. It was so successful it won numerous awards.

CORRIDOR BOUNDARIES: MULTIPLE AREAS DEFINITION

Based on the overlapping history and culture of Buffalo three resource areas have been identified that are essential to the success of the heritage corridor management plan:

1. Michigan Avenue Heritage Corridor
2. Michigan Avenue Contributing/Target Area
3. Thematic African American Heritage Area

Multiple Resource Areas Rationale

The proposed heritage corridor includes history and culture that spans from pre-Buffalo incorporation to present day; and historic resources that range from text records, to sites, landscapes, structures and buildings. The resources included in the proposed corridor are significant at the local, state national and international levels. Some resources such as the Michigan Street Church have received formal

landmark designation while others remain as local points of reference. However, a broad and comprehensive story cannot be presented without the inclusion of all of these related resources.

Michigan Street and African American resources are varied in type:

- sites
- landscapes
- architecture
- structures
- districts

Through the centuries Buffalo has evolved into a mature urban center. Interrelationships between issues such as land use, economics, and infrastructure are complex and significant. Many layers, overlapping and intertwined, of history and culture have contributed to what is known as modern Buffalo. The remaining physical signs of earlier history range from subtle to obvious. The cultural manifestations are even more subtle and fragile, but they are the ones that extend beyond the geographic boundaries of Buffalo into the essence of the United States of America.

MICHIGAN AVENUE HERITAGE CORRIDOR

New York Parks, Recreation and Historic Preservation Article 41- § 41.03 Definitions preliminarily defined the Michigan Street African American Heritage Corridor as the “preservation corridor located between Broadway, Eagle, Elm and Nash to William Street, William Street (east) to Pine Street, and Pine Street (south) to Eagle Street in downtown Buffalo including structures, such as the J. Edward Nash House, the Michigan Street Baptist Church, and the Colored Musicians Club, **or such other geographic corridors established by an approved management plan** (emphasis added).”

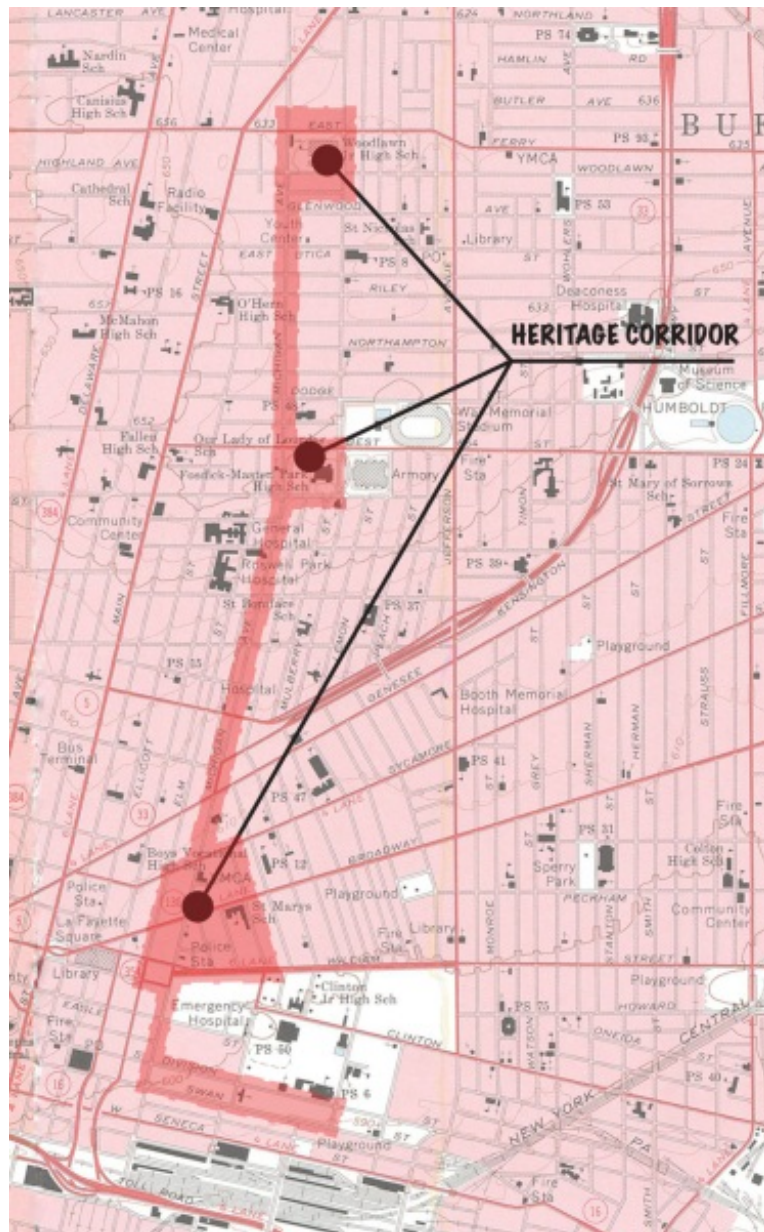
It is strongly recommended that the final boundary of the Michigan Street African American Heritage Corridor be defined as follows:

1. Beginning at the intersection of Michigan Avenue and East Ferry Street (at the north);
2. east on East Ferry to Masten Avenue;
3. south on Masten Avenue to Street to Woodlawn Avenue; west on Woodlawn Avenue to Michigan Avenue;
4. including Michigan Avenue, between East Ferry and Woodlawn Avenue;

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5. south on Michigan Avenue to Best Street;
6. east on Best Street to Masten Avenue;
7. south on Masten Avenue to East North Street;
8. west on North Street to Michigan Avenue;
9. including Michigan Avenue, between Best Street and North Street;
10. south on Michigan Avenue to Sycamore Street;
11. east on Sycamore Street to Pine Street;
12. south on Pine Street to William Street;
13. west on William Street to Elm Street;
14. north on Elm Street to Sycamore Street;
15. east on Sycamore Street to Michigan Avenue;
16. south on Michigan Avenue to east Swan Street;
17. east on East Swan Street to Hickory Street;
18. north on Hickory Street to South Division Street;
19. west on South Division Street to Michigan Avenue

Figure 1 – Michigan Street Heritage Corridor

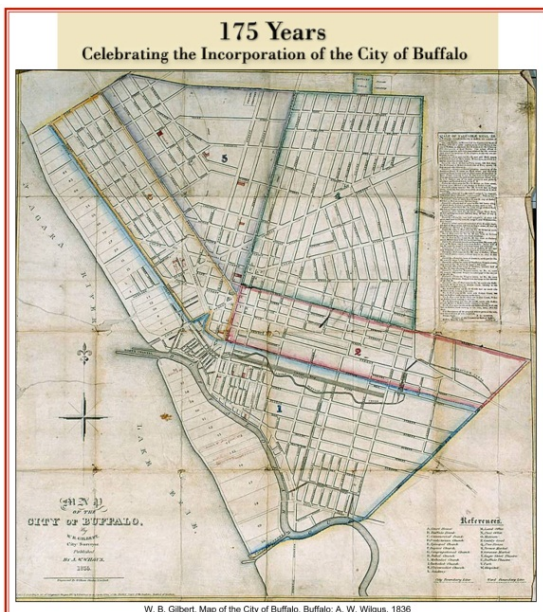


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Heritage Corridor Rationale

The corridor focuses on Michigan Avenue itself because the horizontal alignments for this street, and its major cross streets, are derived directly from the Holland Land Company's original purchases and Joseph Ellicott's 1804 survey for the "Village of Buffalo." These alignments form the authentic infrastructure for the city. Michigan Avenue became one of the most important north-south thoroughfares in Buffalo. A brief chronology of the evolution of Michigan Avenue includes:

- 1804 - Southern end of Michigan Avenue is laid out and stabilized as a defined street from the Buffalo Harbor (south) to Seneca Street.
- c.1820 - A settlement of African Americans begins to form near the intersection of Michigan Avenue and Batavia (Broadway Street).
- 1849 - Michigan Avenue stretches from the Buffalo Harbor (south) to North Street (northern Buffalo corporate limit). It is the longest north-south thoroughfare in east Buffalo. The African American settlement grows from the intersection of Michigan Avenue and Batavia (Broadway Street); east and west along Batavia (Broadway); and north and south along Michigan.

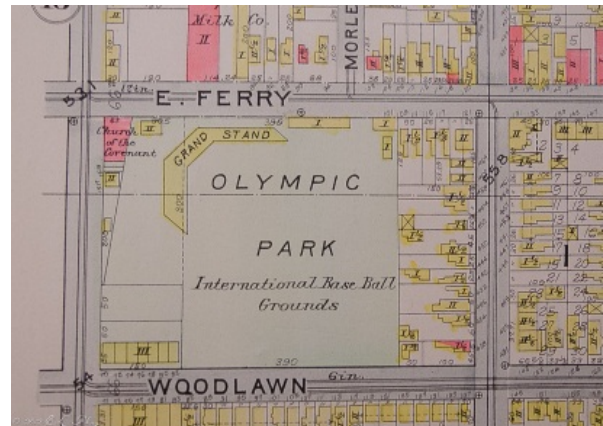


- 1865 - Michigan Avenue mixed use commercial/ residential grows north toward

North Street, including African American occupants.

- 1880 - Horse drawn streetcar service begins on Michigan Avenue between Exchange (south) and Main Avenue (north).
- 1900 - Michigan Avenue completely built out north to Oak Lawn Cemetery.
- Harriet Tubman Way - Michigan Avenue has officially been designated as Harriet Tubman Way by the State of New York legislature in recognition of the Underground Railroad history in the area.

Significant layers of history coincide at the intersection of East Ferry Street and Michigan Avenue, which establishes the northern end of the corridor.



The oldest African American church congregation in Buffalo, Bethel A.M.E. (founded 1831) is located at the intersection of East Ferry Street and Michigan Avenue. The Presbyterian Church of the Covenant had occupied the site previously. The "second" Olympic Baseball Park was constructed around the church building in 1888. Professional baseball was played on the site for seventy two years of the first one hundred years (1877 - 1977) of baseball in Buffalo. The seventy two continuous years of professional baseball is one of the longest in American professional baseball history. Frank Grant became one of the first African Americans to play two consecutive years (1887 - 1888) on an integrated professional baseball with the Buffalo Bisons. Grant was inducted into the Major League Baseball Hall of Fame in 2006. During the summer of 1946 Jackie Robinson played for the Montreal Royals minor league (International League) professional baseball.

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team. Robinson played twenty games at this Olympic Park site against the Buffalo Bisons. The next year Robinson was called to play in the major leagues, and integrated modern major league baseball, and professional American sports. Robinson was inducted into the Major League Baseball Hall of Fame in 1962

In 1952 the Indianapolis Clowns, Negro League barnstorming team, played games at this Olympic Park (Offermann Stadium) site with eighteen year old Henry “Hank” Aaron in the outfield. The Clowns went on to win the 1952 Negro League World Series. As a result, Aaron was signed by the major league Boston Braves. Hank Aaron went on to break Babe Ruth’s all time major league baseball home run record in 1974, and was inducted into the Major League Baseball Hall of Fame in 1982.

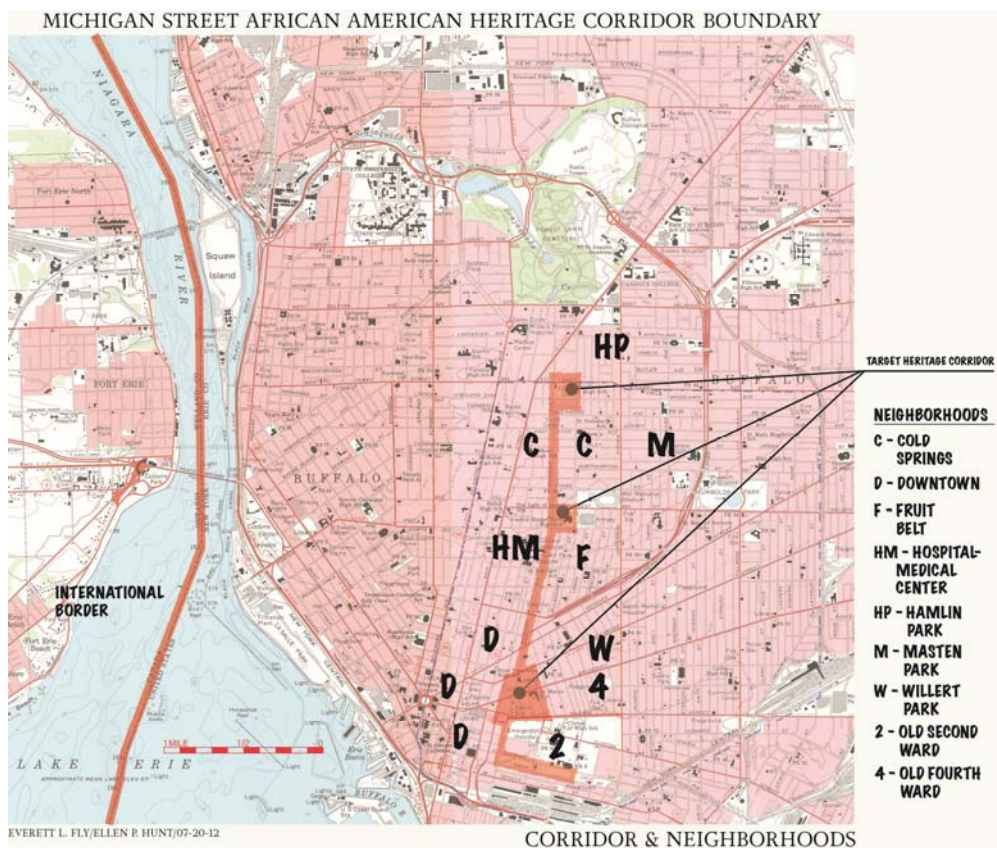
Other independent Negro barnstorming teams regularly played at Olympic Park (Offermann Stadium) during the 1930’s, 1940’s and 1950’s.

Neighborhoods

The proposed corridor continues south from the intersection of East Ferry Street and Michigan Avenue to include connections to neighborhoods that were prominent in the evolution of Buffalo’s African American culture:

- Cold Springs
- Fruit Belt
- Hamlin Park
- Hospital Hill
- Masten Park - Laurel and Michigan Avenues Row (1335-1345 Michigan Ave.) is included on the National Register of Historic Places as part of “Masten Neighborhood Rows” designation.
- Downtown
- East Side
- Willert Park / Old Ward 4
- Lower East Side / Old Ward

Figure 2 – Michigan Street African American Heritage Corridor Neighborhoods



“Old Ward 2”/Lower East Side

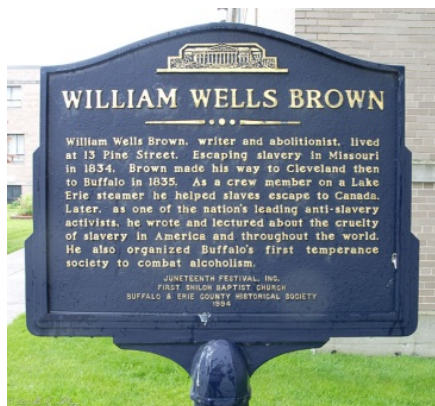
The Lower East Side, Old Ward #2, was home to one of the most influential, and concentrated, groups of

19th century African American activists. The first Shiloh Baptist Church (1916) is also located in this area at the intersection of Pine and Swan Streets. The

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list of African American abolitionists, businessmen, authors and humanists who lived in this area includes the following:

- 1832 - Henry Moxley - an escaped slave from Virginia settles in Buffalo. He becomes an important religious and political leader. He becomes one of the principal organizers of the 1843 National Convention of Colored Men held in Buffalo.
- 1835 - Rev. George Weir, Sr. came to Buffalo and establishes residence on South Division Street. Weir was the first permanent pastor of the Vine Street African Methodist Episcopal Church
- (1838 - 1847). Rev. Weir was a delegate to the New York State Convention of Colored Men held in Troy, New York in 1841. He was also active in the 1843 National Colored Mens Convention held in Buffalo.
- 1848 - James M. Whitfield residence is listed at 192 South Division Street in the Buffalo City Directory. Whitfield was active in national abolitionist activities. He was the poet who wrote the dedication hymns for the Vine Street Baptist Church and the Michigan Street (Macedonia) Church.

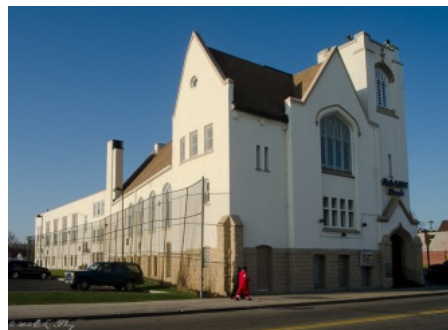


- 1842 - William Wells Brown residence is listed at 13 Pine Street in the Buffalo City Directory. Brown was active in the Underground Railroad and national abolitionist activities. A historic marker is currently located near the corner Pine and South Division Streets in recognition of Brown's achievements.

Churches and Religious Organizations

Churches and religious organizations played fundamental roles in the life and culture of Buffalo from the earliest days of settlement. The Bethel A.M.E. Church (founded 1831) and First Shiloh Baptist Church (founded 1916) anchor the north and south ends, respectively, of the proposed corridor at the. Numerous churches occupy the corridor including the following:

Bethel A.M.E. Church (founded 1831 - present) located at 1525 Michigan Avenue - is the oldest Black congregation in Buffalo, and western N.Y. Organized a year before the City of Buffalo was incorporated.



First Shiloh Baptist Church, 15 Pine Street (1916 - Present)



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The Michigan Street (Macedonia) Baptist Church (1836 -), the oldest extant African American religious structure in Buffalo is located at 511 Michigan Avenue, just south of the Broadway Street intersection



Pilgrim Missionary Baptist Church, 665 Michigan Avenue (congregation: 1995 - Present; original church built by Trinity First Evangelical Lutheran Church founded 1839, building erected 1868; and rectory completed 1872).



The Durham Memorial A.M.E. Zion Church congregation, located at 174 E. Eagle Street and Michigan Avenue (1958 - Present/National Register of Historic Places), is a direct descendent of the oldest African American religious congregation in Buffalo, the Colored Methodist Society (founded 1831).



Michigan Avenue at Broadway Area

Michigan Avenue at Broadway Area is defined beginning at the intersection of Genesee and Elm Street (at the north):

1. east on Genesee Street to Pine Street
2. south on Pine Street to William
3. west along William to Elm Street
4. north on Elm Street to Genesee Street

This area has included continuous presence of African Americans since c.1820. Physical traces (foundations, footings, buildings, street alignments) are still extant from the earliest settlement of Buffalo. Prominent African sites and stakeholders in the area include:

- *Colored Musicians Club*
145 Broadway

St. John Church (founded 1927 - Present)
184 Goodell Street at Michigan Avenue



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Figure 3 – Michigan Avenue at Broadway Area



➤ *Nash House Museum*
46 Nash Street



➤ *Michigan Street (Macedonia) Baptist Church*
511 Michigan Avenue



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- *Michigan Street YMCA (Colored) site*
585 Michigan Avenue/demolished



- *William & Mary Talbert home site*
(521 Michigan Avenue/demolished)



- *Langston Hughes Center*
(163-173 Broadway and 64 Nash Street)



MICHIGAN AVENUE "CONTRIBUTING/TARGET AREA"

The Michigan Avenue "Contributing/Target Area" is defined beginning at the intersection of Genesee and Elm Street (at the north):

1. east on Genesee Street to Jefferson Avenue
2. south on Jefferson Avenue to New York Central Railroad
3. west along New York Central Railroad to Elm Street
4. north on Elm Street to Genesee Street

This area represents the diverse cultural context in which African Americans lived in Buffalo. Physical traces (foundations, footings, buildings, street alignments) are still extant from the wide variety of cultures that lived and developed this area.

The formal service area of the Michigan Street YMCA included all of this area plus the neighborhoods east of Jefferson Street. Prominent and relevant sites and stakeholders in the area include:

- Broadway Armory (201 Broadway) – Initial construction in 1858 as a drill facility for Buffalo's National Guard units, with additions in 1884. The armory structure was renovated c.1911 as the "Broadway Auditorium" and used as a bowling alley, convention hall, boxing matches, bicycle races, basketball, and indoor hockey games. Additions were made in 1952 and the structure was converted to a municipal vehicle depot. The original facade of the armory is encapsulated within the existing building envelope.

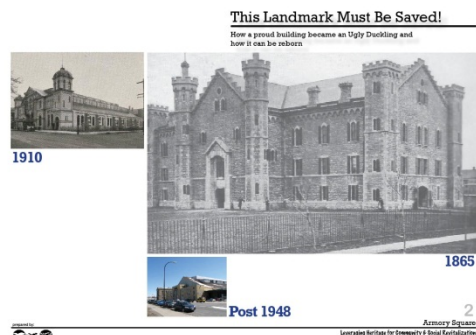
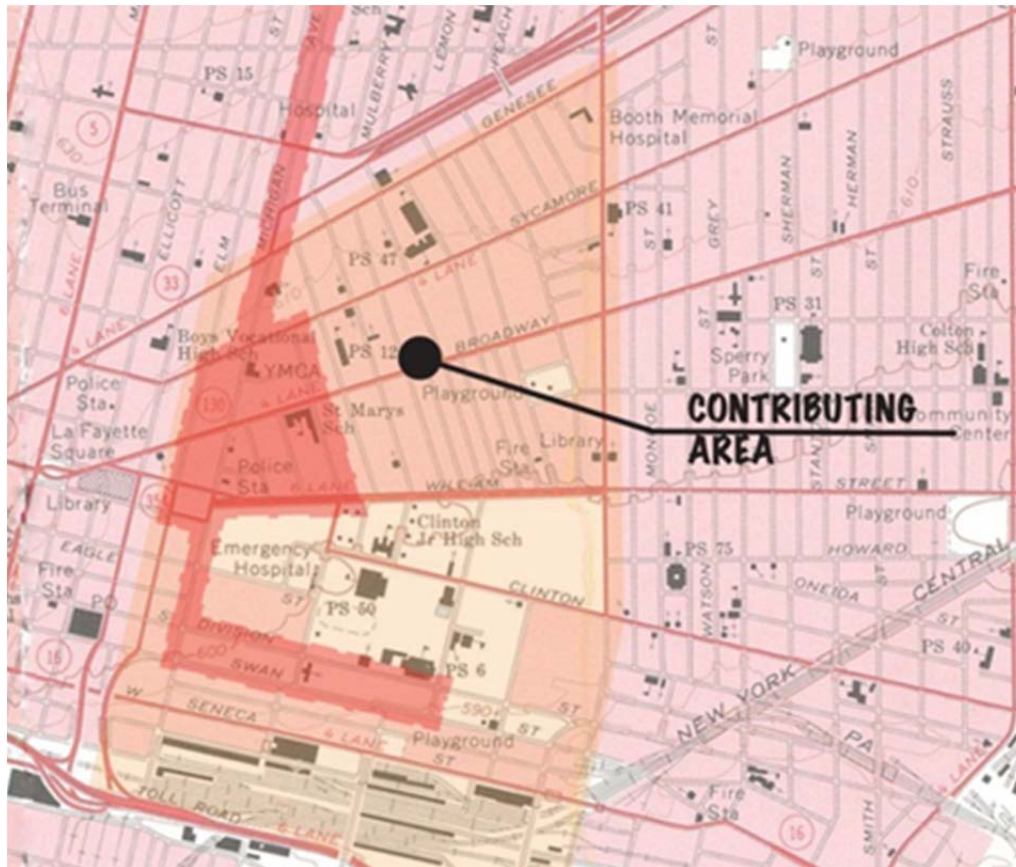


Figure 4 – Michigan Avenue Contributing/Target Area



- St. Mary's Lyceum (215 Broadway) - A Buffalo landmark built in 1904 as part of the German Redemptorist St. Mary's parish founded in 1844. The structure originally housed bowling alleys, swimming pool, library, auditorium, gymnasium, and dressing rooms. The St. Mary's Church (destroyed by fire in 1986) and convent (demolished 1990) also shared the site with the Lyceum.



- Bishop William H. Henderson Way - Broadway has officially been designated as

Bishop William H. Henderson Way by the City of Buffalo in recognition of the work of Bishop William H. Henderson, also known as the caretaker of the Michigan Street Baptist Church, a pastor who has led the charge to preserve that building.

- Jesse Clipper Memorial (William and Michigan Streets) - Unveiled in 1938, the monument is in honor of Jesse Clipper, the first African American killed in WWI. The site is symbolic of all African American soldiers who died in American wars.

THEMATIC AFRICAN AMERICAN HERITAGE AREA

The area of Buffalo city proper bounded by the New York Central Railroad (on the north), Filmore Avenue (on the east), the New York Central Railroad (on the south), and the United States-Canadian international border (in Lake Erie and the Niagara

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River, on the west). Major events in Buffalo's African American history were not restricted to the area east of Main Street. Historical accounts verify that free Blacks moved through all parts of Buffalo proper to work, do business and even attend abolitionist meetings. Once escaped slaves reached Underground Railroad stations such as the Michigan Street Church, they had to cross Buffalo to reach crossing points of the international boarder.

Key sites with links to African American history within the Buffalo city proper include, but are not limited to, the following:

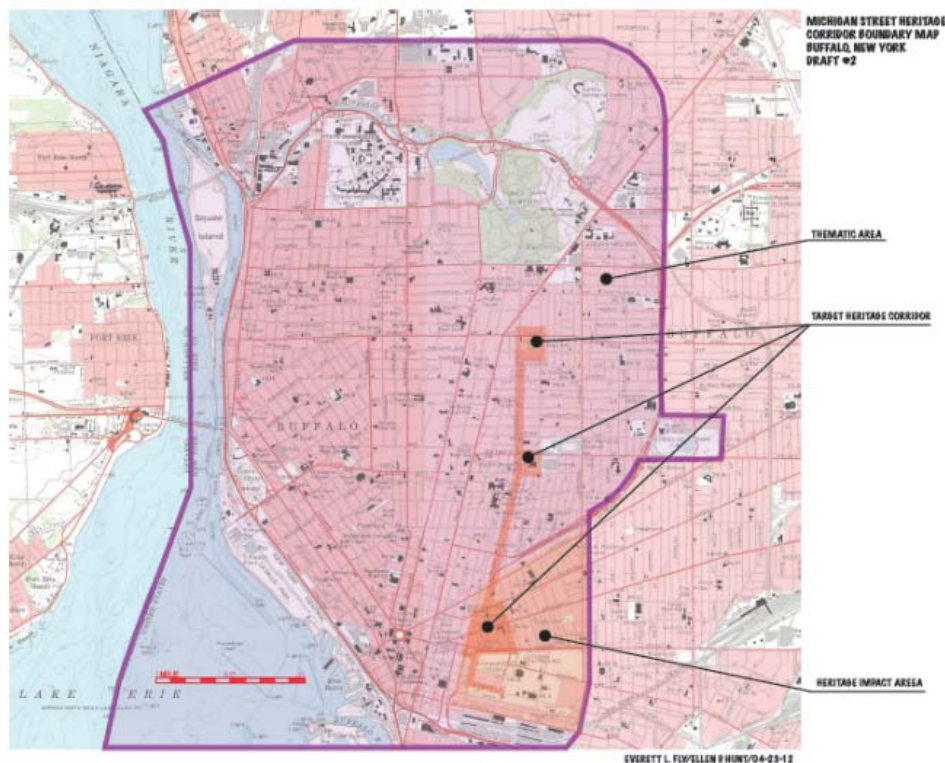
- The Front - This public ground appears on Buffalo city maps as early as the 1830's, labeled as a "Public Square" just north of the northern city limit. In 1843 one of America's most prominent African American abolitionists, Frederick Douglass, traveled to Buffalo to participate in the National Colored Mens Convention.
- Original diaries of Frederick Douglass, and Buffalo resident George Washington

Jonson, indicate that Douglass delivered a speech in Front Park to an audience of 4,000 - 5,000 persons. The Front was redesigned by the Frederick Law Olmsted landscape architectural firm as part of the Buffalo parks system in the 1870's.

- Broderick Park - Squaw Island is reported to have been one of the last spots where fugitive slaves stopped along the Niagara River before entering Canada on the Underground Railroad in the 1850's.



Figure 5 – Michigan Avenue Thematic African American Heritage Area



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A permanent marker is located on the island in Broderick Park to commemorate the significance of fugitive slaves crossing the river to freedom in Canada.



- Forest Lawn Cemetery (National Register of Historic Places) - Forest Lawn Cemetery was founded in 1849 and patterned after the rural cemetery style of the nineteenth century. The following is a sample of prominent African Americans interred at Buffalo's most prominent cemetery:

- Brent, John E. - Mr. Brent was the first Black Architect in Buffalo and designed the Michigan Street YMCA. Mr. Brent worked on many structures and components of the Buffalo Zoo for more than 27 years.
- Durham, Rev. Henry Durham Memorial A.M.E Zion Church Second pastor of Durham Memorial A.M.E Zion Church, and who was responsible for building the 1920's structure.
- Hardwick, Shirley Chisholm - The first African American woman elected to Congress and in 1972. Mrs. Hardwick made a bid for the 1972 Presidential Democratic nomination in which she lost but did collect 152 delegate votes.
- Johnson, James Jr., aka Rick James - Buffalo native "punk funk" superstar. Won Grammy for best R&B song in 1990; recorded numerous gold albums.
- Jones, Beulah Lorena - Beulah Jones was a descendant of former slaves who had traveled with Harriet Tubman.

- Nash, Edward (Rev.) - Rev. Nash was the son of slaves and was born May 1, 1868 in Virginia. Dr. Nash served 61 years as pastor of the Michigan Avenue Baptist Church. He helped organize the Buffalo Urban League. He was one of the founders of the local branch of the NAACP.
- Payne, Earle C., (Dr.) - Dr. Earle C. Payne was the first African American to graduate for the University at Buffalo School of Dentistry in 1917. Dr. Payne practiced at Broadway and Michigan Streets.
- Talbert, Robert T. - Father of William H. Talbert, who was the husband of Mary Talbert.
- Taylor, Benjamin C., (Dr.) - Dr. Benjamin Taylor was the first African American physician to practice in Buffalo from 1862 to 1887.
- Washington, Grover, Sr. - Grover Washington, Sr. was the father of Grammy Award winning saxophonist Grover Washington, Jr.
- Williams, Ossian V. - Ossian Williams was the son of a pioneer family that settled on Grand Island in the late 1800s. He graduated from School 9 and in 1936, from Seneca Vocational where he earned honors as a football player.

- Concordia Cemetery (438 Walden Avenue at Sycamore Street) - Concordia was established in 1859 and is one of the oldest cemeteries in western New York.
- 1901 Pan American Exposition Site - In November 1900, Mary Talbert, along with other members of the Phyllis Wheatley Club of Colored Women, organized a protest rally at the Michigan Avenue Baptist Church. They called on the Board of Managers of the Pan American Exposition to include the

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Negro Exhibit, an exhibit that presented the achievements of blacks since Emancipation, in the upcoming Exposition. The group also advocated for the appointment of a colored commissioner. Mary Talbert was proposed as a most able and capable individual to represent the Negro community in this position. W.E.B. DuBois, one of the founders of the Niagara movement, the forerunner of the National Association for the Advancement of Colored People, was a primary contributor to the development of this exhibit. DuBois wanted to show the extraordinary progress of African Americans in the 35 years since the end of slavery. According to DuBois this exhibit had four objectives; to illustrate the:

1. history of the American Negro
2. present condition of the Negro
3. education of the Negro
4. literature of the Negro

The New York Times reported that 800 books by Negro authors were included in the Buffalo exhibit. On September 12, 1901 Dr. Booker T. Washington delivered an address to a "mass meeting" of 5,000 African Americans on the Pan-American Exposition grounds.

- Exchange Street Railroad Station (75 Exchange Street; 1952, extant). This current Amtrak railroad station originally served the New York Central Railroad (NYCRR). This is the fourth New York Central station built on Exchange Street, dating to before the Civil War. African American Pullman Porters worked on the NYCRR from the 1870's through the initial closing in 1962. The station was the transition point for the porters in Buffalo as they brought news and information from other parts of the United States and Canada. A number of Buffalo's aspiring young African American medical interns worked their way through medical schools as Pullman porters in the 1940's and 1950's.
- Jenny R. & George B. Matthews Residence (830 Delaware Avenue; extant) - The Metropolitan Y.M.C.A. had, in 1923, rented a building on Michigan Avenue as a temporary home for the new branch because of its accessibility to the African American

community. The need for a more adequate facility for the new branch prompted George B. Matthews, a Buffalo industrialist and owner of the Courier Express to agree to donate \$100,000 to the Y.M.C.A. to be used as a trust fund. The trust became known as the Booker T. Washington Foundation and was the largest donation ever made for the support of 'Y' work among African Americans in the United States. By the time of his death, George B. Matthews had contributed over \$500,000 in support of the Michigan Avenue Y.M.C.A.



- Buffalo Zoo - The Buffalo Zoological Gardens is the third oldest institution of its kind in the United States. The Zoo's mission is to provide the general public with an educationally, culturally and recreationally significant community resource. Originally conceived as a deer park in the northeast corner of Frederick Law Olmsted's Delaware Park, The Buffalo Zoo was established in 1875. Spurred on by local donations of animals, The Zoo grew and rapidly developed between 1875 and 1930 and attracted great community interest and involvement. This growth led to the Zoological Society of Buffalo being founded in 1931. The Society worked with the City of Buffalo to effect many improvements to The Zoo over the next four decades. Included in this period was a major renovation (1938-1942) by the Works Progress Administration (WPA), which featured buildings using classic, period architecture.

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Noted zoologist, Marlin Perkins, was zoo curator and director from 1938 to 1943. Perkins apparently was involved in hiring John E. Brent, African American architect who designed the Michigan Street YMCA (Colored). Brent worked on drawings for more than twenty Buffalo Zoo facilities and components from 1935 to 1957.



- Churches and religious structures occupy a unique place in the physical and cultural history of Buffalo. A number of “east side” church structures have been designated as local and national historic landmarks. The pentimento of Buffalo’s previously vibrant communities and neighborhoods is seen in the footprints of the vacant lots, the architectural tracery of the front porches and the variety of the church steeples. Several churches are included in organized tours.

1st Calvary Missionary Baptist



Deliverance Temple Church of God in Christ /St. Andreas Kirche Evangelical Lutheran



Emanuel Temple Seventh Day Adventist



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United House of Prayer



Promised Land Missionary Baptist / High Street Baptist



Great New Hope Church of God in Christ / Jefferson Avenue Shul



St Ann's Catholic Roman Catholic Bishop and Martyr



St Stanislaus Roman Catholic



Historic Documents and Records

Clearly Buffalo has maintained customs and traditions of maintaining historic documents and records. All of Buffalo's ethnic groups, including African Americans, are represented in these historic records. Documentation that is nationally significant can be found in private collections such as the Reverend Jesse Nash papers; public records such as Erie County land records and City of Buffalo Archives; the Buffalo and Erie County Historical Association; and academic institutions such as the State University at Buffalo Archives. Most of the documents are rare and one of a kind. The topics covered range from architecture to social, political and cultural history.



Erie County Building Permit Vault

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Erie County Land Records



Buffalo and Erie County Historical Association

PRESERVATION AND PROTECTION OF HISTORIC RESOURCES

Preservation and protection of resources related to Buffalo's African American history is of utmost importance to Buffalonians, in general, and America. Years of neglect have endangered Buffalo's African American heritage and tourism potential. In many cases, historic documents have been lost in the demolition of related structures. This makes it even more important to preserve and protect all types of relevant resources. Significant overlaps and interrelationships exist between local resources which could be developed into sustainable and engaging tourism programs and attractions. Relationships between local national resources can be authenticated with primary source documentation.

Collaborative Stewardship

The diverse collective history of Michigan Avenue, and Buffalo, is the community's most engaging resource. Almost every discipline includes a significant story that contributes to this multifaceted history. This collective story extends beyond the

current scope or capacity of any single stakeholder in the Michigan Street corridor.

Recommendation: A formal commitment to collaborative stewardship between established stakeholders (Michigan Street Commission, Nash House Museum, Colored Musicians Club, Michigan Street Church, Langston Hughes Institute) must be established. The first preservation project must be a collaborative effort. Collaborative stewardship offers the best opportunity for short and long term success for preservation and heritage tourism.

Church Preservation

Church and religious organizations have played prominent roles in Buffalo's general history. In the face of ongoing demolition of structures on Buffalo's east side, church and religious structures are often the only physical landmarks remaining on a block. These churches are an integral part of the entire city, along with the architectural heritage of the various ethnic and religious groups that built them. Many are in poor condition and require renovation or restoration. Abandoning the churches will further lead to decay in the area.

Recommendation: A preservation and restoration plan should be created to fund physical stabilization and restoration of churches in the impact zone.

Historic Documents Stewardship

An exceptional array of authentic historic documentation exists in Erie County and Buffalo. Documents (text, cartographic, photographic) relating to African American history are located in public records archives, academic libraries, private organization collections, and private individual collections across the region. Original documents have been lost or damaged while others are in stages of irreparable deterioration. The demolition of structures in east Buffalo means that historic documents serve as the last evidence of African American presence and achievement.

Recommendations:

1. Conservation of all drawings associated with buildings and other architectural features by architect John E. Brent, demolished or extant, are of high

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priority. Conservation must include archiving all original drawings, and related documents, in a repository such as the University of Buffalo School of Architecture, the Buffalo State College Monroe Fordham Center for African American History or the Blake Alexander Collection at the University of Texas at Austin.

2. Efforts must continue to identify and cross reference rare, and one of a kind, historic records held in Buffalo City, Erie County and private collections related to African American history. Efforts must continue to expand cooperative research and data sharing between holdings to avoid loss of information and knowledge.

Building Demolition

Balancing the hazard of unoccupied structures against complete loss of urban fabric and historic resources is difficult. The percentage of buildings demolished compared to extant structures in east Buffalo has seriously affected the potential for attractive revitalization and cultural tourism.

Recommendations:

1. Enact a moratorium on demolition of existing structures within the Michigan Street Heritage Corridor until a detailed infill plan is adopted specifically for the corridor.
2. Each existing structure in the Michigan Street Corridor and “impact area” should be photographically documented and filed in at least one historic records repository outside of City of Buffalo departments.
3. Historically significant sites must be protected despite loss of the original structure(s). A new preservation plan should encourage infill replacement of historic community and cultural resources that have been demolished.

Cultural Landscape

The horizontal alignments for Michigan Avenue, and its major cross streets, are derived directly from the

Holland Land Company’s original purchases and Joseph Ellicott’s 1804 survey for the “Village of Buffalo.” These alignments form the authentic infrastructure for the city. Michigan Avenue became one of the most important north-south thoroughfares in Buffalo life, culture, business and history. Clearly the railroads and great lakes shipping were prominent in Buffalo’s rise as a strategic national business and transportation hub. However, both provided employment for African Americans as well as means to distribute information and culture to African American communities across the United States. A significant number of important east side structures and sites, such as the Michigan Street (Macedonia) Baptist Church, were not designed by trained architects, engineers or landscape architects. These vernacular buildings and sites represent the collective African American legacy as opposed to that of a prominent individual or designer. The physical character of major streets was defined by extensive street tree planting and active street life.

Recommendations:

1. A master plan should be developed that is tailored to the historic qualities of the Corridor area, and integrates the Corridor as a basic component in the overall city plan. The Michigan Street master plan should restore mixed-use commercial and residential developments with vibrant sidewalk and street level activity and focused public transportation. Encouragement of locally owned business development should be a top priority.
2. The Michigan Street Commission should work with the City of Buffalo and Preservation Buffalo to develop policies, guidelines, standards and incentives for protection and preservation of vernacular landscapes and structures in the corridor and impact area.
3. The original alignments, cross sections and grids of major streets (Sycamore, Broadway, William, Michigan, Jefferson, Eagle, North Division, South Division, and Swan) should be protected in future plans and developments.
4. A historic streetscape preservation program should be included in future

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plans and developments. Street trees, pedestrian scaled light fixtures, coordinated signage, coordinated historic reference markers and benches should be encouraged in all guidelines and plans.

5. Research and interpretation of the cultural impacts of the railroads on African American life in Buffalo should be expanded.

EDUCATIONAL OPPORTUNITIES

1. General educational opportunities with primary and secondary schools throughout the city and county are numerous.
2. Buffalo Zoo - Potential for a unique educational opportunity exists with this institution through the mutual relationships with architect John E. Brent.

Development of the Michigan Street African American Heritage Corridor as an academic destination must be consistent and coordinated with collaborative efforts noted in other parts of this Management Plan. The heritage of the corridor cannot be defined or interpreted by a single discipline. A broad range of humanities and arts subjects including literature, visual arts, folklore, religion, music, history, architectural history, jurisprudence, philosophy, and sports, have played important roles since the first settlement. Collaboration in a multidisciplinary academic project would advance individual and collective knowledge locally and nationally. The use of existing facilities would allow academic programs to begin more quickly than waiting for construction of new buildings. Broadly based partnerships would expand the diversity and size of audiences and constituencies.

Buffalo could be the host for intellectual exchange similar to those during the 1840's "National Colored Mens Conventions" and Niagra Movement meetings. For example, the corridor could be the setting for a multidisciplinary visiting scholars program. Scholars in the arts and the humanities could come from all parts of the national and world to study and discuss issues ranging from the legacies of diversity in urban settings to the civic role of architecture. Discussions, ideas, thoughts and feedback could be distributed and

received directly from the corridor via the internet. Visiting scholars could also interact with local scholars and trained docents ("research guides") to compile and cross reference documentation at a designated place in the corridor. This would eliminate the need for scholars and researchers to travel to multiple sites across the county in order to piece together research. The scholars and docents could also plan and produce ongoing programs for local K-12 students. Teams of scholars and practitioners could be assigned to explore models that incorporate preservation, economic development and cultural tourism relevant to Buffalo's past and future. Documentation on African American history and culture is located in several permanent collections around Buffalo including the Erie County Clerk's Office, City of Buffalo Clerk's Office, Buffalo and Erie County Historical Society, Buffalo State University, and State University of New York at Buffalo. It is not feasible for these institutions to release their permanent and rare collections. A central "reference clearinghouse" established within the corridor would be extremely useful and attractive. Again, a collaborative agreement between institutions could allow them to regularly share updates of holdings and allow digital access. Money would have to be found to digitize each collection and maintain the necessary administrative and support staff. Of course, this would be developed over several years.

The presence of the Erie County Public Library, three blocks west of the intersection of Michigan and Broadway makes this an obvious long term partner. Collaborative programs with the Library would be mutually beneficial for the City and the Commission. The Grosvenor Room contains special collections for genealogy, local history, maps, music and rare books. The Library contains more than 400,000 square feet of space. Currently there are two meeting rooms and a 324-seat auditorium available for public use. The Frank E. Merriweather, Jr. Branch Public Library is located at 1324 Jefferson, toward the northern end of the Heritage Corridor. This facility is an "Uncrowned Queen Affiliate" (Buffalo nonprofit institute that collects, disseminate and archive the histories of African American women and the local African American community). The Merriweather branch houses the online archives of the "Buffalo Criterion", the oldest continuously published African American newspaper in Western New York. It is also home to the William A. Miles Center for African and African American Studies. A 150-seat auditorium is located in this branch facility. The existing physical facilities available at the central Library and

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Merriweather branch should be taken into account when analyzing the need for additional space and collections.

Currently the Buffalo Zoo produces a program called “Ecosystem Architects” in cooperation with the Buffalo Public School System. All fifth grade students are required to participate in a three day learning experience at the Zoo. The program teaches students many of the skills required to successfully complete New York State science tests.

The New York State education standards include the following:

- Analysis, Inquiry and Design
- Information Systems
- Problem Solving
- Science - Physical Setting Living Environment
- Engineering Design - Tools, Resources, Technological Processes
- Systems Thinking

➤ Interconnectedness

The addition of the story of John E. Brent, and his professional careers of architecture and landscape architecture are directly related to every “State standard.” Mr. Brent’s work, alone, offers opportunities for new educational programs and experiences for students from grades K through collegiate levels. Mr. Brent’s direct connection to the Michigan Avenue neighborhoods, the Zoo and Buffalo at-large provides an extremely unique reference and point of relevance to every student in Buffalo, present and future. The availability of copies of Mr. Brent’s professional drawings embodies the substance of the State Educational Standards. A partnership between the Commission and the Zoo could use Mr. Brent’s community life and professional career as a common theme to produce youth and adult educational programs. Each institution could produce program elements that cross reference the other partner’s role and significance in the community. A 220-seat multipurpose space is available at the Buffalo Zoo.

VI. Existing Conditions and Community Resources

EXISTING LAND USE

Residential/Commercial/Industrial

Reflecting typical urban districts, land use in the Michigan Street African American Heritage Corridor (the Corridor) varies from vacant to industrial; public and private uses and spaces; often side by side. The following paragraphs provide a brief overview of existing land use within the corridor. The relative condition of these uses also varies dramatically from dilapidated to excellent across the Corridor.

Older commercial and industrial buildings characterize the area at the intersection of Michigan Avenue and Williams Street, which is within the Target Heritage Area. A number of these structures are vacant and those that are in use appear to be underutilized. Land use remains similar moving north on Michigan Avenue towards Broadway. Proximate to this intersection is the Colored Musician's Club, the Reverend J. Edward Nash Home and the Michigan Street Baptist Church. Pavement dominates the area in the form of streets, sidewalks, surface parking and even abandoned lots. Green areas exist, but they are spotty. Most structures are older, some are in poor condition and uses are mixed.

The character of Michigan Street traveling north, gradually changes to include several schools and churches. The Roswell Park Cancer Institute and the Buffalo General Hospital area represent a dramatic change to land use in the Corridor. North of East North Street, neighborhoods become more residential in character, lots are slightly larger and there is more private green space. Land use is mixed but non-residential uses are smaller in scale. There are fewer vacant buildings and there is evidence of both neighborhood improvements and new construction.

The area identified as the Heritage Impact Area in the previous section is dominated by residential and vacant lands as well as large tracts dedicated to hospitals, schools and utilities. There is an older industrial area centered near Pratt Street between Broadway and William that is underutilized.

The northernmost Target Heritage Corridor located includes the Buffalo School of Performing Arts which occupies one complete block bounded by East

Ferry Street, Masten Avenue, Woodlawn Avenue and Michigan Avenue. The remaining area is almost entirely residential with the exception of several churches.

Land use in the Target Heritage Corridor Area located along the Corridor near Best Avenue consists primarily of residential uses. Residential structures are oriented close to the street with green space to the rear.

Parks/Recreational/Open Space/Vacant Parcels

The area that includes Michigan Street Heritage Impact area includes a number of public resources. These serve to provide an anchor as well as strengthen community character.

The following park, recreation and community resources are located in the Heritage Impact Area:

- Three playgrounds
- Two public schools with playgrounds
- Three parks
- Buffalo Public Library Main Branch
- JFK Recreation Center at JFK Park
- Nash House educational facility
- Westminster Community House

Various agencies in the city own and maintain green space in the area. There is a large area of green space associated with the AD Price-Willert Park Public Housing development, which is owned by the Municipal Housing Agency. The Buffalo City School District owns and maintains green space around both public schools in this area. The City of Buffalo owns and maintains the public recreation centers and municipal parks.

Approximately 43% (343 parcels) of all of the parcels within the Corridor are vacant. As illustrated in Figure 1, government, not-for profit or public entities own approximately 245 of the vacant parcels.

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Figure 6 Vacant Property Ownership



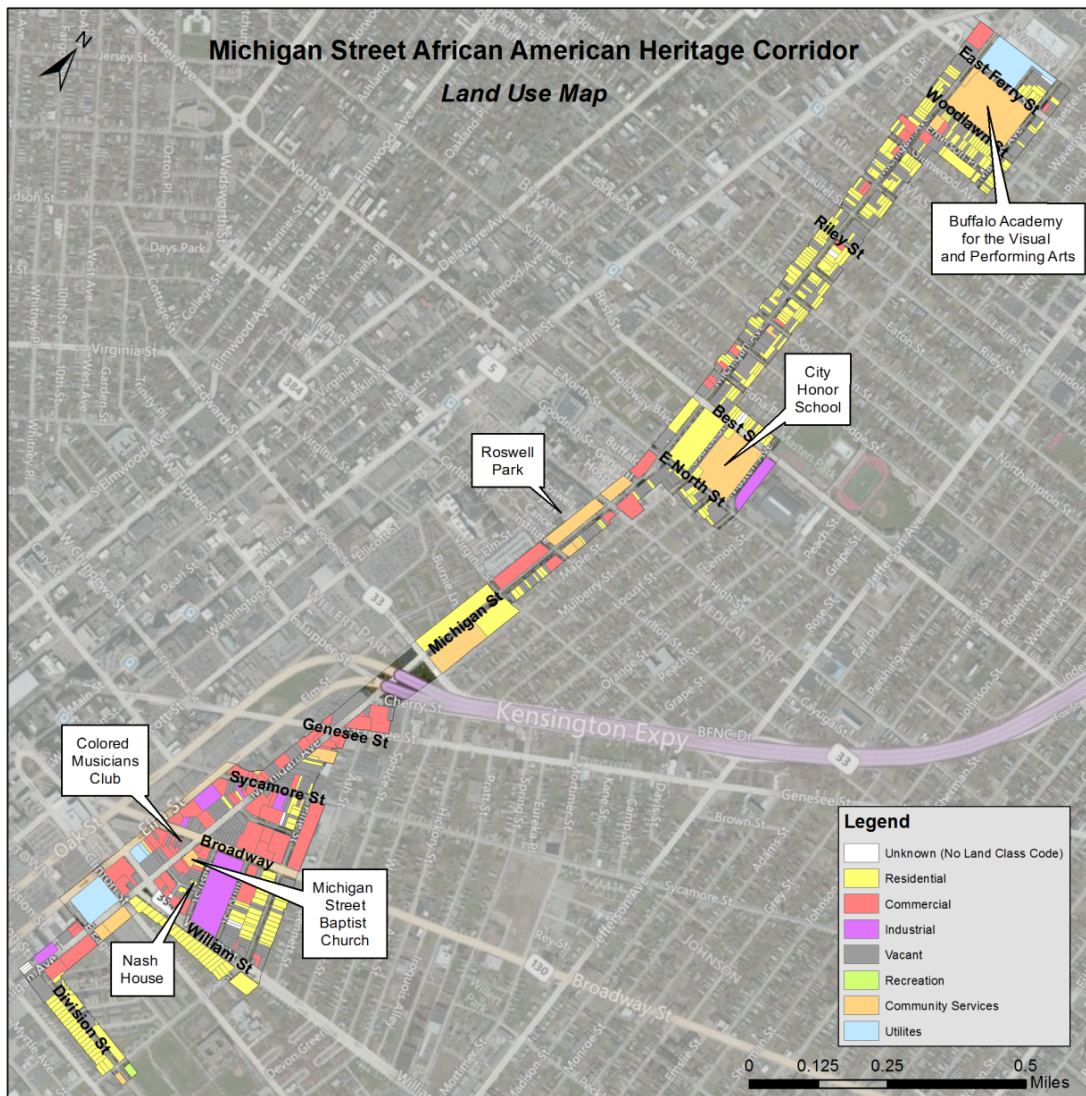
Community/Institutional Resources

These include a number of institutional land uses related to health care and education as well as churches and community centers. The number and in some cases the sheer size of these resources have a significant impact on the area. The following represent many but not all of the community and institutional resources:

- Roswell Park Cancer Institute
- Buffalo General Hospital
- Western New York Maritime Charter School
- Aloma D. Johnson Community Charter School
- City Honors School
- Bethel A.M.E Church
- Antioch F.B.H Church
- St. John Baptist Church
- Pilgrim Baptist Church
- Pinnacle Charter School
- Unity Baptist Church
- Abundant Harvest Church of God
- Pleasant Grove Baptist Church
- Michigan Street Preservation

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Figure 7 Land Use Map



There are a significant number of historic and cultural resources in the area that are discussed in the previous *Section IV - Heritage Corridor Interpretive Plan* devoted to Historic and cultural/arts resources.

The Michigan Street African American Heritage Corridor consists of a total of approximately 793 parcels. The Corridor's Land Use Map (Figure 7) illustrates the distribution of land use by categories of

residential, commercial, industrial, vacant, recreation, community services and utilities.

Please see Figures 8-10 and Tables 1-3, below, for data on land use by category for distinct Heritage Corridor sections.

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Figure 8 Section A - Ferry Street to Best Street

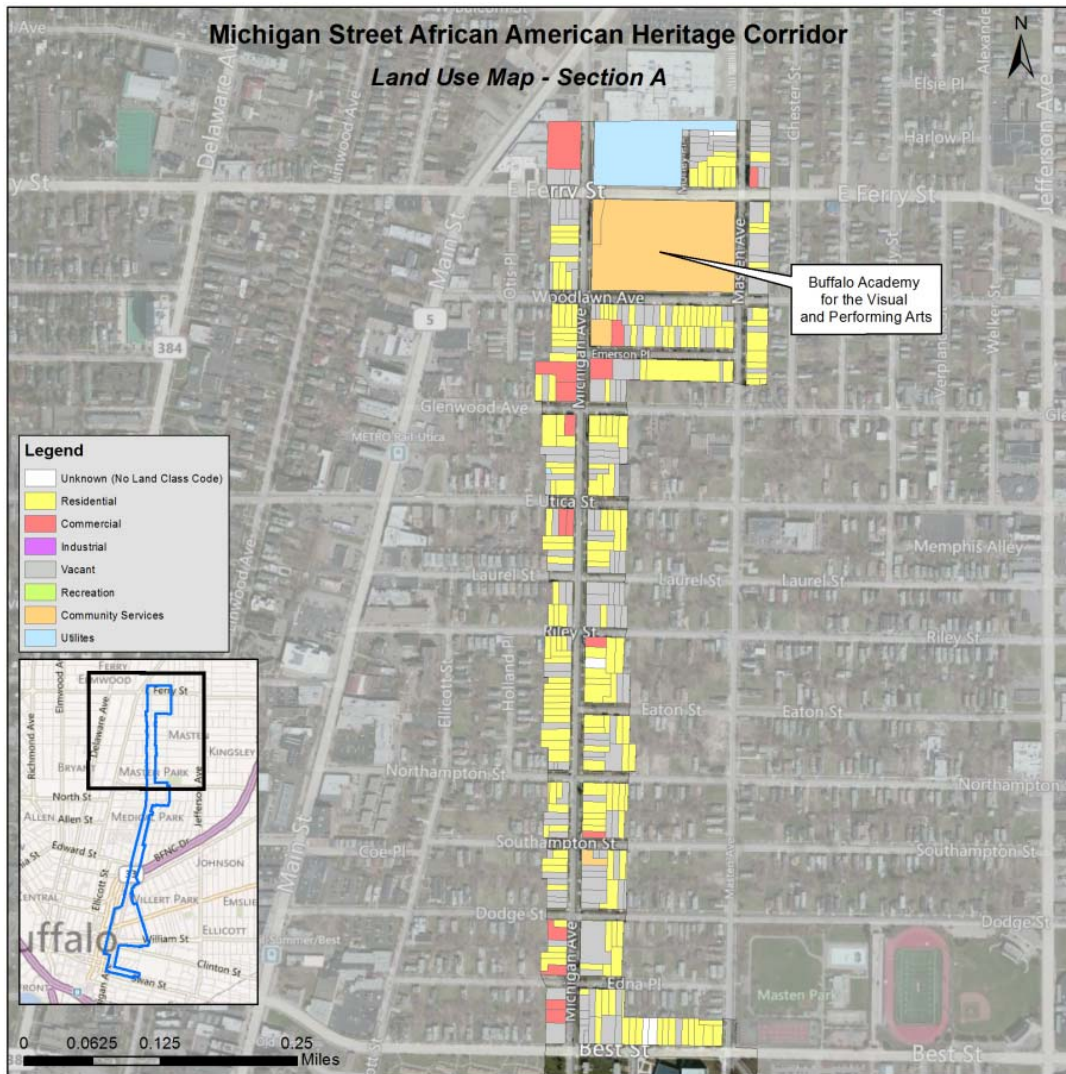


Table 1 Section A Parcel Count

Land Use Category	Number of Parcels
Residential	196
Commercial	15
Vacant	158
Community Services	4
Utilities	2
Recreation	1

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Figure 9 Section B - Best Street to Goodell Street

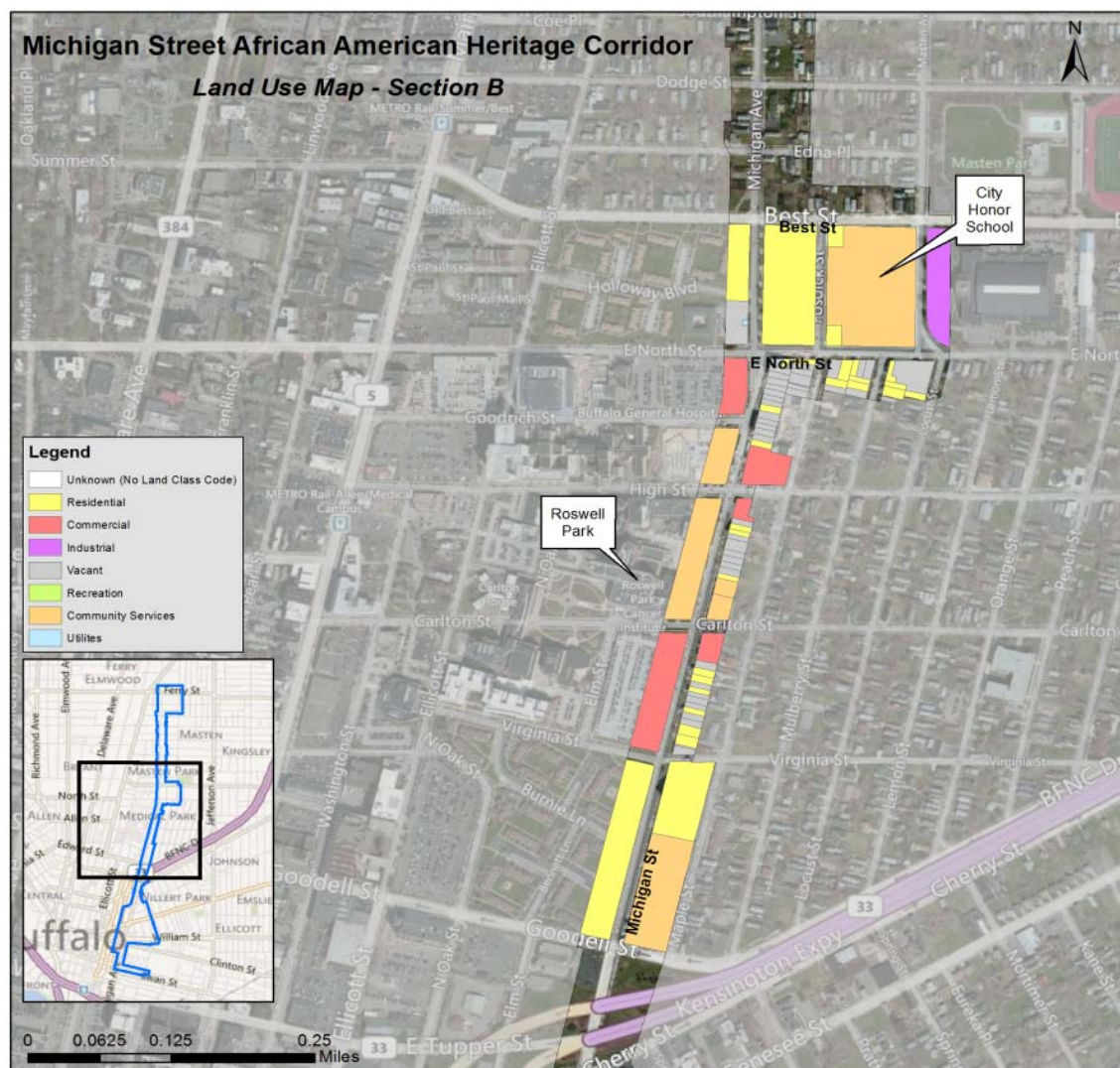


Table 2 Section B Parcel Count

Land Use Category	Number of Parcels
Residential	28
Commercial	5
Vacant	45
Community Services	6
Industrial	1

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Figure 10 Section C - E. Tupper Street to Swan Street

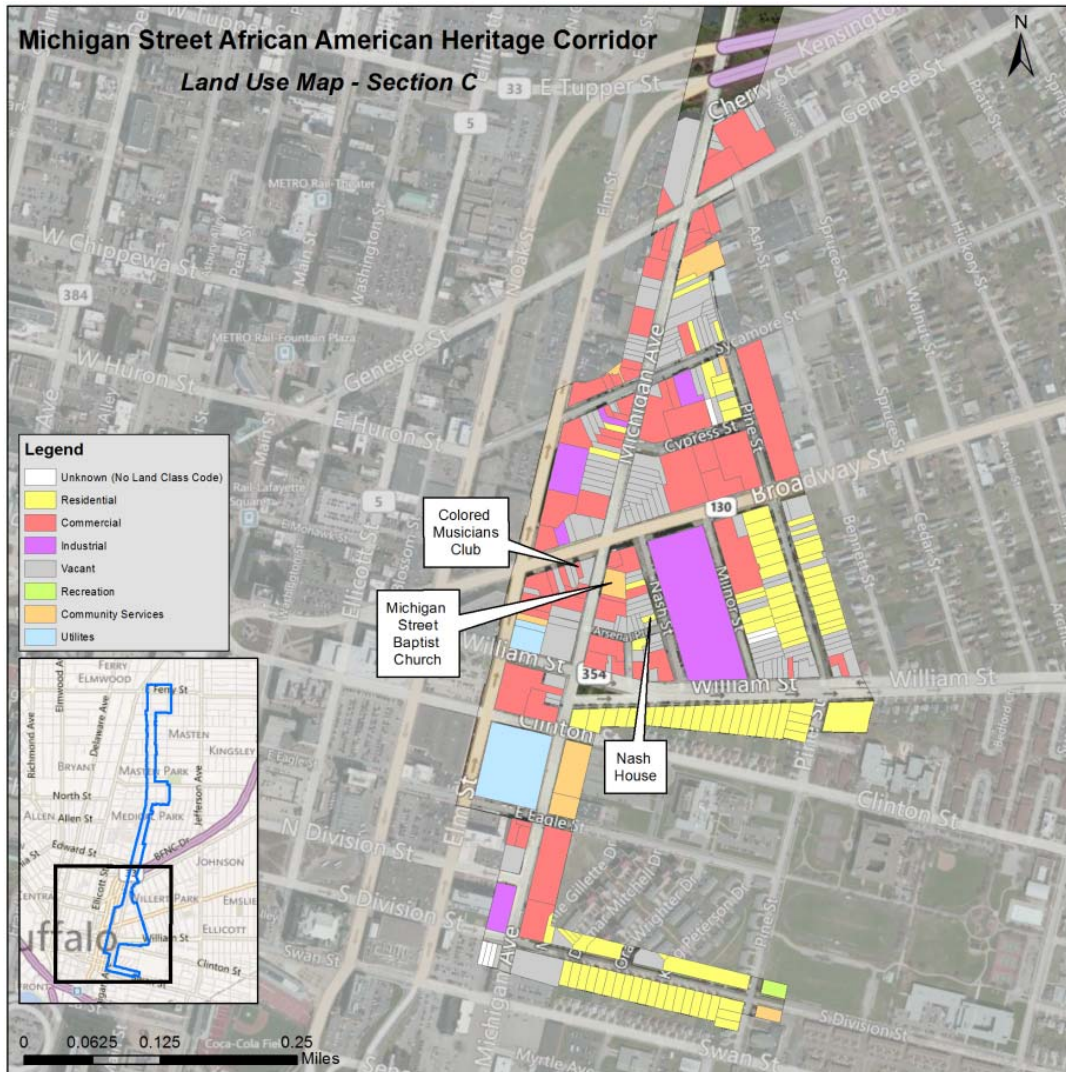


Table 3 Section C Parcel Count

Land Use Category	Number of Parcels
Residential	104
Commercial	64
Vacant	140
Community Services	6
Recreational	11
Industrial	7

LAND USE REGULATIONS AND ZONING CONSISTENCY

The City of Buffalo Office of Strategic Planning is in the process of developing new land use regulations and a zoning ordinance. The approach they are taking is to create regulations that are “designed to reinforce mixed-use, walkable places in the city.” Currently, the city is in the second and final phase of the writing Buffalo’s United Development Ordinance, referred to as the Buffalo Green Code (Green Code).

The Green Code will emphasize the physical form rather than the separation of uses as its basic organizing principal. Zoning regulations will be tied to the context of a neighborhood or district like the Michigan Street African American Heritage Corridor rather than a list of specific uses.

As a form-based code, the Green Code will focus on what’s most important in creating areas like the Heritage Corridor to become a place where people want to live and work. Lists of “allowed” or prohibited” uses will be replaced with provisions that protect the intent of areas like the Heritage Corridor while allowing flexibility for mixed-use development. The ordinance will incorporate a conditional approval process to handle major land use inconsistencies.

TRANSPORTATION

Vehicular Access

For those travelling to this area from more distant locations to the Corridor, both Route 33 (Kensington Expressway) and I-90 provide access.

According to a 2007 road survey conducted by the Greater Buffalo-Niagara Regional Transportation Council road conditions in the area vary from fair to poor. Generally, traffic in this area does not exceed capacity. In order to promote the Corridor as a tourist destination street infrastructure should be improved in conjunction with bike and pedestrian improvements.

Public Transportation

There are several forms of public transportation in or accessible to the corridor. The NFTA Metro Rail runs along Main Street five blocks to the west and runs from the Erie Canal Harbour south of downtown

to University Station and the northern edge of Buffalo. The Lafayette Square Station, a centrally located and popular gathering spot is approximately .4 miles from Broadway and Michigan Street.

Currently there are three bus routes that provide service to the Heritage Corridor. These routes include stops at several locations within the corridor. In addition, almost all the major bus lines make stops at Niagara Square, approximately 0.5 miles away from the intersection of Broadway and Michigan Street.

Pedestrian/Bike Access

Pedestrian access varies across the corridor. Virtually the entire corridor is served by sidewalks. However, the level of comfort a pedestrian experiences depends on sidewalk location, sidewalk width, traffic speed and turning movements at side streets and at access points to businesses and residences, and the intensity of land use adjacent to a particular sidewalk. For example, an individual walking along Michigan Street north of East North Street will have a more relaxing experience than a walk along Broadway between Michigan Avenue and Pine Street. In the first location the sidewalk is separated from the street by a curb and small grass median. Adjacent land use is residential and small scale commercial. Access to these residences and business is more clearly marked and controlled.

In the second example, the sidewalk is not separated from the street with a grass strip, landscaping or other physical or visual barrier. Driveways are wide without controlled access points, pedestrians often have to navigate a sea of concrete or blacktop as a result of multiple site entrances as they walk, with no refuge points or protection from turning vehicles. In locations where buildings or sites are vacant the potential impact to pedestrian safety may currently be limited. As these sites are redeveloped and revitalized, site access as it relates to pedestrian and vehicle safety should be considered and improved as needed. There are numerous locations within the corridor where roadwork or site improvements have recently been completed or are occurring now. In these cases sidewalks have been repaired or improved to include landscaping, curbing and grass medians.

Currently there are no designated bike paths or lanes within the Corridor; however there is a bike path connector to the waterfront bike path at Michigan Street and Cobb Street. There is a bike and car share hub located at the Buffalo Niagara Medical Campus.

UTILITIES AND PUBLIC INFRASTRUCTURE

The City is served by public water and sewer. Water lines were generally installed prior to 1930 and almost all of the sanitary sewer lines were installed prior to 1941. When City-owned streets are reconstructed, underground services including sewer and water lines are replaced. As stated in the Comprehensive Plan “the backlog of needed improvements continues to be massive”.

Sewer

The sewer system is operated by the Buffalo Sewer Authority. Overall the system has excess capacity; there is excess capacity in the southwest section of the City. The majority of the system is combined collecting stormwater and sanitary sewage together, which when waste treatment capacity is exceeded during heavy precipitation results in the discharge of stormwater and sewage into local waterways. The separation of sanitary and storm sewers is important to the health of local waterways city wide. The Authority has a capital improvement plan in place to systematically address this issue.

Water

Lake Erie supplies water to residences and businesses in the City. The Department of Public Works has contracted management of the system to Veolia Water. While existing capacity is adequate to supply the needs of the City for the foreseeable future, there is continued water line maintenance needed. Water pressure is generally good with the exception of the northeast section of the City.

Stormwater and Drainage

As stated above stormwater is collected as part of a combined system. During heavy precipitation total flow may exceed waste water treatment capacity resulting in a combined stormwater and sewage discharge into local waterways through combined sewer overflows. This occurs on average 68 times annually. The Authority has a capital improvement plan in place to systematically address this issue and replacement and reconstruction of the collection system is ongoing.

NATURAL RESOURCES AND ENVIRONMENTALLY SENSITIVE AREAS

The project area is an urban setting; natural resources in the traditional sense are not generally present. There are no wetlands or endangered species in the area. A check of floodplain mapping indicates that the study area is not within a floodplain.

There are a number of sites and structures that are archeologically and/or historically sensitive in the project area which are evaluated in the prior section.

Another category of sensitive areas or sites is the potential for Brownfield sites as a result of past industrial activities. Evaluation to identify on-site pollutants and any necessary remediation prior to the redevelopment of vacant or underutilized sites will be necessary.

VACANT LOTS

As identified in the land use inventory, the Corridor and its adjacent neighborhoods are experiencing an alarmingly high number of vacant lots. Many of these may be related to the increasing number of demolitions occurring in East Buffalo communities. An analysis of the underlying factors contributing to this high percentage of demolitions within the Corridor is beyond the scope of this Management Plan. Nonetheless, it should be noted that these on-going demolitions not only reduce the number of structures that could be renovated in any significant neighborhood-building initiatives. Their more-immediate impact is that they leave behind a physical and visual landscape that reinforces the negative image of the Corridor as a place of deterioration, disinvestment, disconnection and danger.



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Particularly damaging with respect to future redevelopment potential are those open lots that occur at intersections along Michigan Avenue and other major radial streets running across the Corridor or bordering it (e.g. Jefferson Avenue). These open lots include not only demolition sites, but also unused portions of existing businesses occupying other portions of a given block, un-landscaped surface parking,

Examples of vacant/un-used lots within the Corridor include the following:



On a positive note, these vacant lot challenges also present opportunities for creating in a short period of time and at a relatively-inexpensive cost a series of visually-appealing public greenspace that can serve to enhance the Corridor's overall market value while providing unifying thematic elements, as will be explored in the following "Public Realm Improvements" section.



VII. Public Realm Improvements

While the Heritage Corridor Interpretive Plan provides the foundation for establishing a cohesive Heritage Corridor connected by numerous historical assets and resources, it defines a physical corridor that currently – as described in the survey of Existing Conditions and Community Resources – reflects a series of disconnected communities, land uses and physical conditions.

For the Michigan Street Heritage Corridor to be successful either as a neighborhood-building initiative or as a destination for cultural tourism, a coordinated program of public improvements must be initiated in the Corridor and adjoining communities in order to achieve several objectives relating to its current physical conditions and its future identity and "sense of place."

1. A basic sense of connectivity between the various segments of the Corridor;
2. An increase in the visual appeal of the Corridor, particularly along Michigan Street and at its key intersections; and
3. Interim and permanent improvements, in form and function, to vacant lots throughout the Corridor.

The challenge of creating connections that collectively establish a single Corridor identity is encapsulated in the sheer number of neighborhoods and functional segments that exist within its 2.5-mile length:

- North Corridor, between E. Ferry and E. North
- Masten Park/Fruit Belt neighborhoods
- Medical Center
- 33/Kensington Expressway
- Willert Park
- Genesee-William segment
- South Corridor and South Perry neighborhood

Additionally, critical connections between the radial streets (Genesee, Sycamore and Broadway) and Downtown Buffalo must be made in order to bridge

the isolating gap between Ellicott Street and Michigan Street.

RECOMMENDATIONS

Recommendations focusing on creating the connectivity, increased visual appeal and transformation of vacant lots throughout the Corridor include the following major elements:

1. Unifying Thematic Elements
2. Community Gardens
3. Pocket Parks

Community Gardens and Pocket Parks, along with other types of greenspace improvements, are intended primarily to address the many problems associated with the significant number of vacant lots that visually dominate much of the Corridor.

Michigan Street Heritage Corridor- Unifying Thematic Elements

Streetscape Elements

One way to highlight or identify a corridor is through streetscape elements. The use of consistent, themed elements allows the visitor to recognize that they are they have arrived in the "district"; thereby creating a sense of place.

It is recommended that the Michigan Street Corridor be unified by the use of the following themed elements throughout the entire project area:

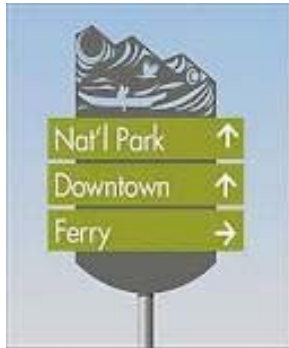
- Signage/wayfinding
- Lighting
- Landscaping

In addition, the area should be beautified and humanized by the development/improvement of pocket parks and the creation of community gardens and other public spaces at various locations within the corridor.

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Signage and Wayfinding

The use of banners is an excellent method of delineating a district on the ground. Banners can be used to introduce a unifying place name, color and logo to this historic district. Also important to district identification is a common theme for signage to include structure or resource identification as well as wayfinding. Common elements should include a logo



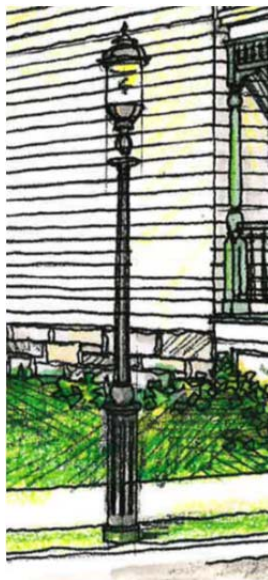
or brand and color. The theme or brand for signage should be coordinated with groups such as the Michigan Street Heritage Corridor Commission. The use of the logo can be incorporated into any published (written, web based) materials about the Corridor.

The SUNY Buffalo Department of Urban and Regional Planning Spring 2011 Studio project titled “A Vision for the Michigan Street Heritage Corridor” prepared for the Michigan Street Heritage Corridor Commission offered numerous recommendations in regards to physical development of the area defined as the Heritage Impact Area. Chapter 5 Physical Development outlines numerous recommendations in the areas of streetscape enhancements, public space and complete streets.

Many of the proposed enhancements and themes identified for the Heritage Impact Area could be expanded and incorporated into improvement plans for the entire project area. Relevant sections of this report are included in the attached **Appendix D**.

Period Lighting

In regards to lighting the recommendation was for a “unique type of antique street lamp. The balance of high, bright poles and low, antique poles will create a well-lit nighttime atmosphere while also giving the avenue a



historic man street feel.” The style of street lamp utilized should be consistent throughout the corridor. The Heritage Impact area should be addressed first with the remaining sections of Michigan Street addressed from south to the north.

Landscaping

The use of street trees throughout the corridor is one way to create a sense of place. It is recommended that the focus be on one, two or three tree species to unify the corridor and provide some flexibility in regard to location, soils and other physical conditions. The following trees have had success in an urban environment and similar climates:

- Ginkgo
- English common oak
- Bradford pear
- Golden raintree
- Japanese tree lilac
- Locust
- Oaks

In addition to trees there is an opportunity to beautify and humanize the area through the use of community gardens. Community gardens have returned overwhelmingly positive results throughout the country from small rural areas to massive metropolitans. With the requirement of a little bit of land and a lot of community involvement, urban agriculture is a great way to help improve areas using few resources. In case studies and reports throughout the country, community gardens have been utilized as community improvement and revitalization tools. The SUNY Buffalo study has proposed the redevelopment of the Victory Garden grown by Mrs. Nash during World War II. More information on community gardens and the detailed proposal prepared as part of the SUNY Buffalo Study is included in the attached **Appendix D**.

Flower beds at key intersections throughout the corridor could also be developed as part of this plan. The first intersections beautified should be those in the Heritage Impact Area particularly Broadway and Michigan Avenue as well as Nash Street and Arsenal Place.

Community Gardens

Community gardens and pocket parks are recommended for beautifying and humanizing the numerous vacant lots that are scattered throughout the Michigan Street African American Heritage Corridor. Based on the following research and information, urban agriculture seems to be a great fit

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for this area. Currently, there is a community garden in the Corridor on land owned by Sheehan Hospital. Community gardens have returned overwhelmingly positive results throughout the country from small rural areas to massive metropolitans. With the requirement of a little bit of land and a lot of community involvement, urban agriculture is a great way to help improve areas using few resources. In case studies and reports throughout the country, community gardens have been utilized as community improvement and revitalization tools.

Using these gardens, local entities can promote open space and a revitalization of communities and neighborhoods. There are many different ways to manage community gardens, and each can be tailored to the individual area's characteristics or needs. Community gardens can include fruits and vegetables, flowers, or trees and shrubbery.



Neighborhood Youths Participating in Community Garden Planting, Atlanta GA

Depending on the vegetation, some lots may be preferred over others. For example, vegetables need at least six hours of sunlight. Also, certain soil types may be more suitable for different plants (soil testing can be completed through the USDA National Institute for Food and Agriculture at <http://www.nifa.usda.gov/Extension/>). Selection of a plot should review past uses of the land to ensure compatibility with the growth of vegetables (soil testing will reveal this as well).

Getting Started

While community gardens are not resource-intensive, there are some basic tools needed to get started. Many gardeners provide and share resources, such as

shovels or other gardening tools. There are other materials that may need to be donated or purchased, including: a shed to store materials; a fence to surround the garden; compost bins; soil; mulch; material for a pathway; fertilizers and pest repellent; and hoses once a water source is identified.

Constructing Plots

To start off, the organizer of the garden must first decide where the plots will be constructed. The best areas to construct plots are those that are flat, do not fall lower than the surrounding land, get plenty of sunlight, and are not located in an area that receives large amounts of water runoff. There are many different layouts for a garden, with some more systematic and block-like and others that have a more natural feel. Typically, a lot is divided into individual plots, and individuals or families garden on their designated lots. An area that is already flattened is ideal (especially vacant lots), but land should be cleared and flattened prior to bed construction. According to Urban Harvest, lots are generally 4 feet wide and from 20 to 40 feet long based on preference and amount of space available. Plots should be marked with string and outlined with concrete blocks. After a layer of newspaper is placed over the grass, fill the area with soil.

Planting and Caring for Plants

Prior to planting any vegetation, the soil needs to be watered and fertilized. Once planted, the amount of fertilizer used depends on plant type. Seeds need regular water and fertilizing, and a schedule should be created for either routine meetings or general voluntary care. Other recommended additions to the garden include perennials to distract insects and bird baths to distract birds. A more comprehensive outline of the above processes can be found at Urban Harvest (<http://www.urbanharvest.org/cgardens/startguide/constructing.html>).



*Community Garden in Alpharetta, Georgia
Source: Courierwatch*

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Community Gardens and Environmental Sustainability

One of the most important concepts that community gardens provide is that of sustainability. Through the reuse of land and vacant lots, these gardens help improve the environment through the following ways:

- A reduction in stormwater runoff; the stormwater runoff that does exist is made cleaner by the garden
- A reduction in greenhouse gases and the production of cleaner air
- Decreased fuel consumption and carbon emissions from the movement and storage of food products. Statistics from the Sustainable Cities Institute state that the average American meal travels 13,000 miles.
- Assist in the city beautification movement, making areas more aesthetically pleasing places to be.
- Some gardens utilize wastewater and organic matter to fuel their gardens.

Community Gardens and Community Sustainability

While community gardens promote the health of the environment, they also support vibrant municipalities as well. Case studies yielded many success stories as outcomes of these garden projects. Communities can benefit in a multitude of ways, and urban agriculture assists in the following:

- Emphasizing nutrition and healthy lifestyles: When incorporated into school programs, the city of West Hollywood reported a 6% increase in youth weekly exercise, a 10% increase in daily fruit and vegetable consumption, and a 20% increase in at-home gardening.
- Promotes a sense of pride and ownership of the neighborhood: Members are encouraged to get involved and share this duty with other neighbors. The garden allows individual members to feel they have an impact and can improve their surroundings while also helping others.
- Increases access to fruits and vegetables: In many communities, due to financial constraints, many do not have the means to obtain proper nutrition. Community gardens provide a nearby source available to anyone who wishes to participate.
- Strengthens communities overall: Through these gardens, residents are encouraged to

take leadership roles, share ideas, engage in peer-to-peer mentoring, and assist in community organization.

Start-Up Fees

Typically, community gardens require a startup charge between \$1,500 and \$4,000 with a few hundred annually for upkeep and maintenance. While a price cannot be placed upon the rewards and benefits to the community, these gardens have the potential for a complete revival of struggling areas.

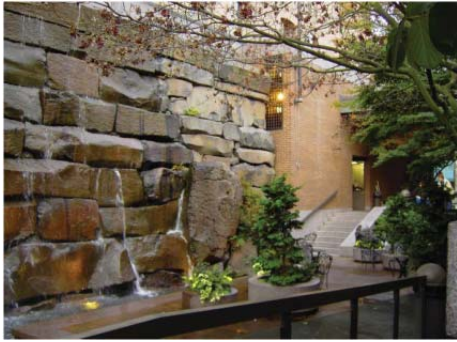
Pocket Parks

Pocket Parks have a similar concept to community gardens. The idea is to take an urban area or lot and turn it in to a small-scale open space. These can be areas for small outdoor gatherings, open space for children to play, or simply small alcoves with available seating for an escape from the city. Trees, plants or flowers, waterworks, play places, tables, and chairs are common elements found within pocket parks. By keeping these parks along pedestrian-friendly routes, essentially they can be created out of any open or vacant lot. Their environmental impact is usually small-scale due to the small nature of the parks, but plants do provide additional infiltration surfaces for water runoff. The idea of being pedestrian friendly also reduces the use of automobiles to get to these areas.



*Greenacre Park, NY City, NY
Source: psujm85100, webshots.com*

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Along with a lack of open space, many cities are plagued with crime occurring in abandoned spaces. Empty and vacant lots are known to draw this crime and vandalism. They can also be seen by the outside as blighted, dangerous, or undesirable. With pocket parks, there is more visibility along with a desirability to be located in these areas.

Starting a Pocket Park

Indianapolis has created a “how-to” guide to assist in the creation of pocket parks. Following community support garnered through public meetings and other forms of involvement, the formation of community committees, and the approval of a particular site, the same type of processes listed above in the Community Garden section apply: materials need to be purchased or donated; ground needs to be level; soils need to be prepared for vegetation; a maintenance schedule should be devised; and then the planting and construction can begin. If funding is limited, there is the option of gaining sponsorship for pocket parks. For example, in San Francisco, Washington, D.C., and New York City, Planter’s Peanuts is funding and developing branded pocket parks spaces. Either way, pocket parks serve as another strategy for city beautification and community revitalization.



*Halley Park Flower Garden, South Dakota
Source: City of Rapid City*

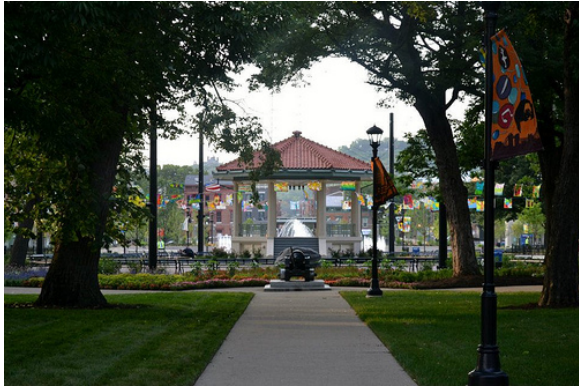
Cultural Heritage Parks

Hopefully, over time as the Corridor is redevelopment and funding for such improvements becomes available, low-impact and/or interim uses of many pocket parks will be transformed into grander public parks with a cultural heritage theme. These parks should incorporate thematic design, commemorative signage and memorials, permanent hardscape and furniture/fixtures, and more extensive landscaping. As Corridor and community enhancements, cultural heritage parks will add tremendous value to the quality of life and the appeal of the Corridor to residents and visitors alike.

Examples of Urban Parks



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VIII. Economic Development Opportunities

Economic development opportunities for the Michigan Street Heritage Corridor are plentiful, but the resources needed to facilitate them are limited. Thus, the development priorities set in the Management Plan must be determined within the realistic constraints of (1) current and projected market conditions; (2) the lack of existing critical mass in residential and commercial development within many – though not all – segments of the defined Corridor; (3) minimal regional, city and Corridor-area population growth projections over the next ten years; and (4) the current lack of market identity both for the Corridor as a whole, as well as for key segments/locations within the Corridor.



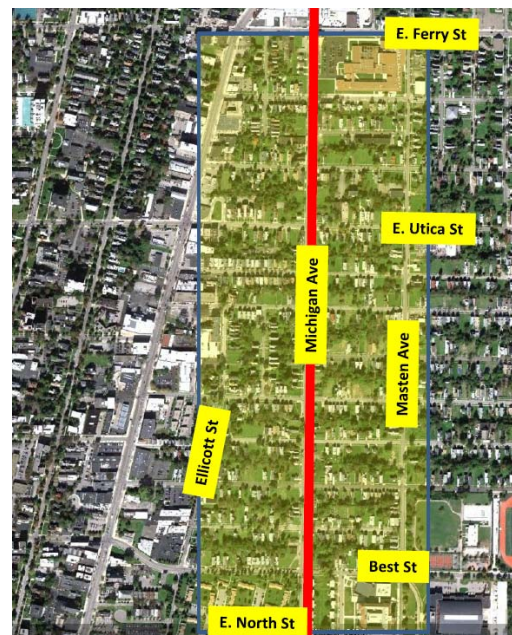
Nonetheless, those constraints may be overcome by focusing limited resources on key locations and projects – both private development and public improvements – showing the greatest potential for having catalytic impact on a specific Corridor area and/or type of needed development.

BASIC CORRIDOR SEGMENTS/AREAS

A basic objective of this Management Plan is to provide thematic and physical connections throughout the entire length and impact areas of the Michigan Street Corridor. However, it is essential that the Plan recognize for the purposes of redevelopment prioritization that the Corridor can be divided into overlapping segments that nonetheless exhibit internal common physical and economic characteristics.

From a development perspective, the Corridor may be grouped into the following five development segments or "nodes" from the north end of the Corridor to its south end:

1. North Corridor Node – Primarily a residential community with ancillary retail and services.



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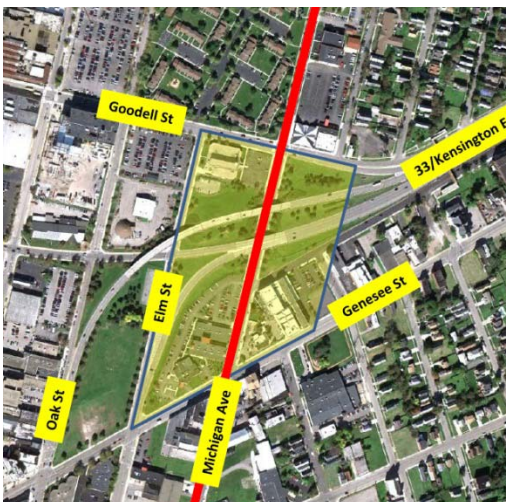
2. Medical Center Node – Residential around Roswell Park Cancer Institute and Buffalo General Medical Center



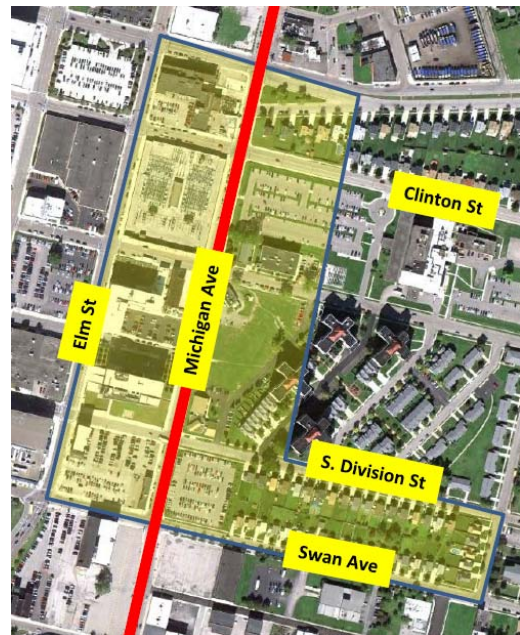
4. Heritage Impact Area: Michigan at Genesee, Sycamore, Broadway and William; up "radials" to Jefferson.



3. Route 33 Transition – Kensington Expressway (33) access/egress



5. South Node – Transition segment between Clinton and Swan, dominated on east by public housing.

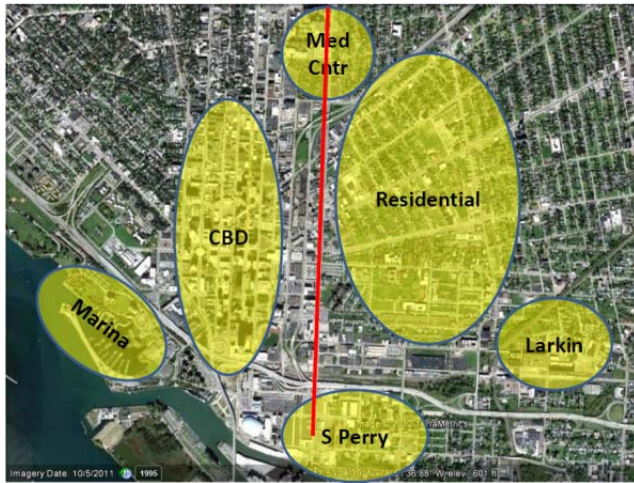


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Based on distinctive physical and market attributes and constraints, each segment calls for a different approach to incorporation into the overall Heritage Corridor and specific redevelopment strategies.

Area Market Demand Generators

Recognizing major existing market demand generators is critical to identifying the appropriate approaches to general revitalization and specific economic development.



Those demand generators for various segments of the Corridor include the following:

- Residential Community – For the center-south portion of the Corridor south of the Medical Center, the residential community that basically encompasses the Heritage Impact area between Michigan and Jefferson.
- Extended Market Area
- Downtown – Buffalo Central Business District's eastern edge is only 2-3 blocks (approximately 0.2 miles) from Michigan Avenue.
- Medical Center
- Fruit Belt Neighborhood
- South Perry Neighborhood
- Larkin Square Neighborhood
- Visitors!

Create Conditions for Success

The initial objective of the Management Plan's economic development strategy must be to create the basic conditions for success, as follows:

- Near Term: Build base of residential, restaurants, cafes, retail and services with initial public green spaces and cultural-heritage signage, markets, festivals and educational events.
- Mid-Term: Create a local destination for unique "sense-of-place" neighborhood with cluster of restaurants and retail connected by cultural-heritage themes in green spaces and parks, streetscape and sidewalk design, lighting and way-finding signage.
- Long-Term: Build to Regional / National Destination Cultural Heritage and Live-Work-Play Community.

This redevelopment strategy recognizes that while there is little market strength in the Corridor currently to build on, there is substantial potential represented in the Corridor's proximity to major demand generators, its stock of physical assets and the "story" of the Heritage Corridor itself. It also adopts portions of the City's own strategy as described in its Comprehensive Plan as an "Integrated Regional Center" approach that combines elements of "Urban Revitalization" and neighborhood building with those of "Corridor/Activity Center" approach emphasizing major capital improvement projects.

This City strategy reflects a blending of major-impact regional development projects with neighborhood rebuilding. While the Corridor Management Plan strategy acknowledges the importance of major-impact projects, it clearly emphasizes neighborhood-scale rebuilding initiatives in creating the foundation for the successful economic development of the Corridor.

DEVELOPMENT NODES: INITIAL FOCUS

Within the Corridor, significant development opportunities exist in two "nodes:"

1. The Medical Center Node
2. Michigan at Broadway Node

Medical Center Node

The Medical Center Node is defined tightly as the area along Michigan Avenue between Cordell (basically the 33/Kensington Expressway

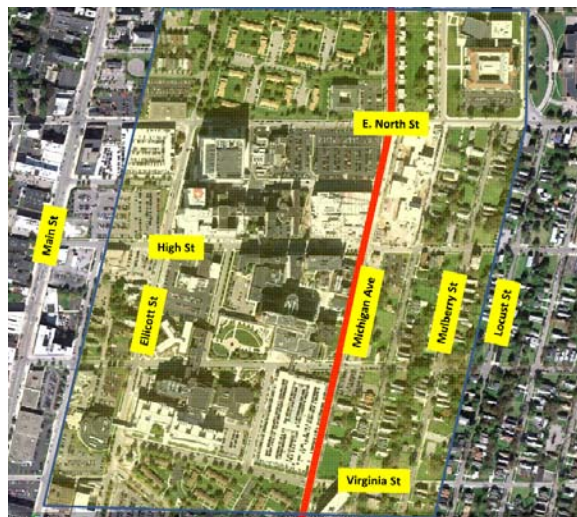
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intersection) and Best on the south and north, respectively, and between Main and Masten/Locust on the west and east. A less-restrictive definition recognizes the inclusion of larger segments of the surrounding residential neighborhoods, including **Masten Park and the Fruit Belt** neighborhoods.

With the Medical Center's 10,000 employees, it is clearly the major economic engine in those portions of the Corridor north of 33/Kensington. While there clearly could be additional Medical Center impact south of 33 (such as Upstate New York Transplant Services on Michigan at Broadway and Lakeshore Behavioral Health at Michigan and Sycamore) and new hospital-related development immediately across Michigan (the 300-bed Residential Health Care Facility), there appears to be little if any retail impact thus far. In fact, other than residential development that has occurred at McCarley Gardens fronting Michigan Avenue between Goodell and Virginia, there appears to be little neighborhood-serving development along Michigan Avenue in proximity to the Medical Center.

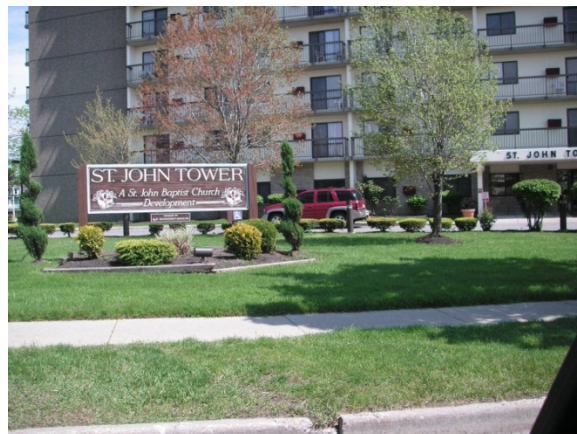


There are large concentrations of retail, restaurants, services and non-medical office buildings along Main Street in particular to the west of the Medical Center. Any strategy attempting to tap into the community development potential of the Medical Center must focus first on the residential demand that it could represent, then on the area commercial development that its daytime employee population and the new residential development could generate.



With respect to the initial strategic objectives of the Management Plan and the organization entity or entities that assume implementation responsibilities for the Plan, however, Corridor development around the Medical Center should focus on supporting other organizations currently working on community-building activities within that area.

Several Fruit Belt Neighborhood initiatives – including in particular those led by the St John Baptist Church Development Corporation (which developed McCarley Gardens and St. John Tower) – have generated recent success. Rather than attempt to facilitate new, separate redevelopment projects, the Management Plan strategy calls for partnering with the Medical Center and those community organizations already active in the area.



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Michigan at Broadway Node

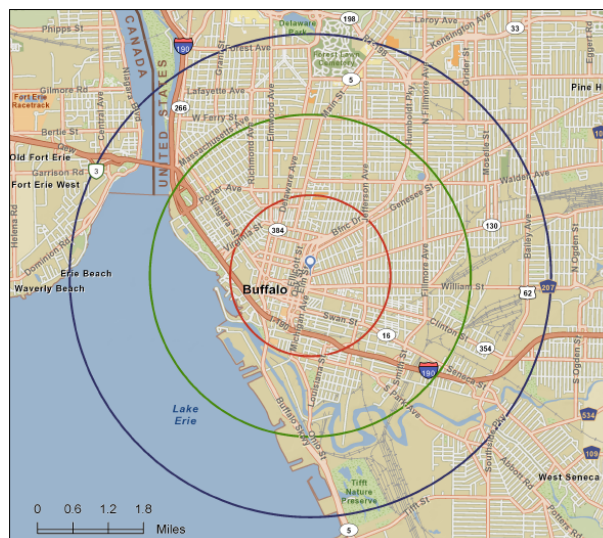
The initial economic development priority of the Michigan Street Corridor Management Plan should be public-private redevelopment of the Michigan-Broadway development node. With the possible exception of the Medical Center node, which is already the focus of several redevelopment initiatives, the Michigan-Broadway node exhibits the greatest redevelopment potential within the Corridor for a number of reasons:

- It reaches a larger residential market with fewer competitive retail offerings than any within the Corridor, the Medical Center node included.
- It has greater proximity to the multiple potential target markets – i.e. employees, business visitors and tourists – than any other segment of the Corridor.
- It has the greatest concentration of facilities with redevelopment and conversion potential of any area within the Corridor.
- It has the best-known existing African American heritage "brand" of any Corridor segment.
- Within the Corridor, it has the greatest concentration of potential redevelopment structures within an area small enough to create a destination identity.

THE RESIDENTIAL MARKET AREA

The basic residential market area for the Corridor is reasonably strong, even if defined in rather restrictive geographic-distance terms as follows:

- Within 1 mile of the Michigan-Broadway intersection: 17,000 population
- Within 2 miles of the intersection: 59,000 population
- Within 3 miles of the intersection: 113,000 population



These resident population counts do not include daytime employees such as Downtown or Medical Center workers who live outside the 3-mile Total Market Area. Nor does this resident population market include visitors to nearby sporting, entertainment and meeting/convention facilities, or tourists who visit the market area. These additional markets can be critical to the overall success of the Corridor's redevelopment, particularly as an eventual cultural tourism destination. At the moment, however, the foundation for the Corridor's successful redevelopment must be its close-in residential base. With the exception of the Medical Center, there are no reasons for these non-resident markets to make the Corridor a destination for shopping, dining, entertainment or culture.

The area within 1 mile of the Michigan-Broadway intersection should be considered the Primary Market Area for any potential development occurring within this development node. Persons living within this area should be expected to (a) spend approximately 60% of their retail expenditures in stores within this area if the types of stores and goods they seek are actually offered within the area, and (b) to move from one housing unit within the area to another within the area approximately 50% of the time – again assuming that the type of housing they prefer actually exists within that 1-mile area.

The area between 1 and 2 miles from the Michigan-Broadway intersection is that node's Secondary market Area. Approximately 30% of retail expenditures made by residents within this 1-2 mile band could be expected to be made within the general area of this intersection node if retail existed that

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Secondary Market residents wanted. About 25% of residents within the Secondary Market would choose to live in the general area of the Michigan-Broadway node if the type of housing they preferred were available.

The area between 2 and 3 miles from the intersection represents the Tertiary Market. Approximately 17% of the retail purchases made by residents within this Tertiary Market would be made in the Michigan-Broad node and immediately surrounding area if the retail goods and stores existed. Approximately 10% of the Tertiary Market residents looking to move at any given time would move into the general area of the Michigan-Broadway node if the types of housing those persons wanted were within the node.

Demand is also induced into an area from outside its consumer markets, particularly in the case of housing. Generally, one may anticipate approximately 30% of annual residential demand being induced – i.e. coming from outside a defined local market area.

A 1-mile Primary Area, 1-2 mile Secondary Area and 2-3 mile Tertiary Area should be considered extremely small market areas with respect to either retail expenditures or housing choices. This is especially true with respect to potential retail and residential markets for development occurring in and around the Michigan-Broadway node given the basic lack of retail or residential choices within not only this community, but throughout Buffalo's East Side. Nonetheless, these market area definitions represent a Primary Market Area for retail and residential development in the Michigan-Broadway node that includes the Medical Center and much of the Fruit Belt and Masten community to the north, the Perry neighborhood to the south, well past Jefferson Avenue and to the Larkin Square community to the east and through Downtown to the Marina to the west. The Secondary Market of only 2 miles reaches the northern end of the Corridor at E. Ferry, and encompasses most of Buffalo's intown neighborhoods. The Tertiary Market that reaches out 3 miles goes to Delaware Park on the north, the Tift Nature Preserve on the south, and essentially covers the majority of the City of Buffalo – all within only three miles of the Michigan-Broadway intersection.

Conclusion: Based on even conservative definitions of basic retail and residential market areas for a potential development node that exists relatively close to the center of the Corridor, that node is in a geographic location that should allow it to attract

consumer demand from most of Buffalo's urban neighborhoods.

UNMET RETAIL DEMAND IN CORRIDOR

Any survey of the Corridor area must lead to the conclusion that there is a basic lack of existing retail and services for area residents of the Corridor neighborhoods, particularly those in the Heritage Impact Area around the Michigan-Broadway node. However, those same surveys would lead one to question whether housing densities and household incomes were sufficient to support additional retail in the area currently.

Comparing (1) the amount of disposable household income spent by Corridor-area residents on basic retail goods and services to (2) the amount of retail sales by merchants within the Corridor area leads to the conclusion that there is significant retail "leakage" in the Corridor neighborhoods – i.e. area residents are spending significant amounts of disposable income on retail goods and services outside the area. The basic assumption in such a situation is that the money spent outside a given market area would be spent within the area – due primarily to factors of convenience and proximity – if the desired retail goods and services were actually availability with that market area. Because those retail preferences are not met within (in this instance) the general vicinity of the Heritage Impact Area, residents of the Area must patronize retail outside the area.

The assessment of retail "leakage" in the Michigan-Broadway node market area indicates that the area could currently support an additional 174,300 square feet of retail. The table below indicates the type of additional retail that could be supported in the area based on resident demand.

Retailers with Most Unmet Net Demand in Corridor Market Area						
Rank: Retailers with Most	Gross Mkt Area	GMA	Net Demand	Sales	Supportable	
Unmet Demand	Unmet Demand	SOM		PSF	Retail SF	
1 Misc. General Merchandise	\$ 41,478,274	27%	\$ 11,115,558	\$ 300	37,052	
2 Grocery Stores	\$ 27,300,688	42%	\$ 11,371,787	\$ 350	32,491	
3 Limited-service Eating	\$ 21,016,231	39%	\$ 8,252,640	\$ 350	23,579	
4 Dept. Stores	\$ 24,113,012	27%	\$ 6,600,056	\$ 300	22,000	
5 Apparel & Accessories	\$ 18,735,606	25%	\$ 4,642,272	\$ 300	15,474	
6 Health & Personal Care	\$ 11,613,978	32%	\$ 3,724,406	\$ 300	12,415	
7 Bldg Material, Lawn, Garden	\$ 8,538,803	38%	\$ 3,215,745	\$ 300	10,719	
8 Other Misc. Store Retailers	\$ 5,344,748	35%	\$ 1,880,596	\$ 300	3,808	
9 Electronics & Appliances	\$ 8,336,882	12%	\$ 1,021,268	\$ 300	3,404	
10 Beer, Wine, Liquor	\$ 2,248,274	52%	\$ 1,177,481	\$ 350	3,364	
11 Sports, Hobbies, Books, Music	\$ 2,954,309	32%	\$ 934,843	\$ 300	3,116	
12 HH Furnishings/Equipment	\$ 7,170,068	12%	\$ 895,412	\$ 300	2,985	
13 Full-service Restaurants	\$ 4,402,564	21%	\$ 936,378	\$ 350	2,675	

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Retail stores in the categories of Miscellaneous General Merchandise, Grocery Stores, Limited-service Eating and Department Stores show the greatest amount of leakage within the Michigan-Broadway node market area, with demand sufficient to support well over 100,000 square feet of additional retail in those categories.

There could be questions, of course, as to the seeming contradiction between the conclusion that the area could support significant amounts of additional retail right now and the observation that Town Garden retail at Jefferson and William – particularly the IGA Supermarket – is not performing very well. Without further analysis, one cannot point to specific reasons why Town Gardens has not been particularly successful. However, it is clear that area residents are not finding the retail and services they want at that shopping center. Either the stores they want do not exist at Town Garden or the products they want are not offered in the stores that do exist at Town Garden. The existence of retail does not, in itself, indicate that an area is well-served by retail.

POTENTIAL AREA RETAIL DEMAND

In addition to unmet retail demand within the Corridor, the Michigan-Broadway node could benefit from growth in population and household income within its Primary, Secondary and Tertiary Market Areas.

While population and associated household growth has actually been negative over the past ten years, projections of slight increases in employment within the City support a minimal turn-around in population growth, which is now projected to increase at 0.40% annually through 2022 – essentially a break-even scenario, but one that points to positive population growth over the next ten years. While new household demand is not expected to equal population growth until Buffalo's housing market achieves a reasonable degree of stabilization, new household growth is projected to occur at a rate of 0.30% annually through 2022 (although most of that growth is likely to occur 2017-2022).

Most significantly, median household income is projected to increase at very healthy annual rates over the next ten years that range from 2.72% in the 1-mile Primary Market to 4.07% in the 2-3-mile Tertiary Market.

Thus, from growth in households and, more significantly, household incomes within the Michigan-Broadway Market Area, there is projected to be sufficient new demand over the next ten years to support an **additional 175,400 square feet of new retail in the Michigan-Broadway node**. Projected employment growth within the area should support an additional 43,300 square feet.

Adding those totals to the current unmet retail demand of 174,300 square feet yields a **grand total net demand for new retail in the area within one mile of the Michigan-Broadway intersection of 393,000 square feet**.

POTENTIAL AREA HOUSING DEMAND

While minimal, projected population growth in the Market Area over the next ten years should be sufficient to create demand for 961 new housing units through 2022. Based on historical preferences within the area by type of housing unit, the demand should be for the following:

- 202 Single-family Detached units
- 18 Townhouse units
- 741 Multi-family Rental units

It is possible that a portion of both the single-family units (assumed to be predominately ownership units) and the multi-family rental units could be attracted to townhouse units.

TOTAL POTENTIAL AREA RETAIL AND HOUSING DEMAND

The total potential demand through 2022 for new retail and residential development that could take place within one mile of the Michigan-Broadway intersection – generally the Primary Market Area of this particular development node – is summarized in the table below. It also includes approximately 14,400 square feet of new space for services geared exclusively to the immediate residential community and the additional housing units that are expected to occur.

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Total New Demand 2012-2022 for Space/Units within Primary Market Area	
Retail	
From Current Unmet Demand	174,310 SF
From New Area Employees	43,316 SF
From All Market Areas 10-year Growth	175,352 SF
Total Retail	392,978 SF
Neighborhood Services (from household growth)	14,412 SF
Residential: Single Family Detached Houses	202 Units
Residential: Townhouses	18 Units
Residential: Multi-family Rental/Apartments	741 Units
Total Residential Units: All Types	961 Units

While there is no measurable demand for office space within the Michigan-Broadway development node, it is anticipated that office space would have considerable market appeal if developed as part of mixed-use new and converted facilities in this area. In the development program recommended below, office space is incorporated as an essential component of new development and redevelopment within the Michigan-Broadway node.

RECOMMENDED DEVELOPMENT PROGRAM: MICHIGAN-BROADWAY DEVELOPMENT DISTRICT

Development Program Components

The Development Program recommended for the Michigan-Broadway Development District encompasses a variety of components, including the specific development/redevelopment of commercial, residential and mixed-use space. Major components include:

- Major Cultural Heritage Assets
- Private Development
- Major Redevelopment Facilities
- Community Connections: Downtown
- Community Events Programming

Jobs Created: 2012-2022

If the above demand were translated into a ten-year development program for the Michigan-Broadway node, the impact of that development in terms of jobs would be as follows:

- Direct Permanent Jobs 1,725
- Indirect Permanent Jobs* 2,760
- Total Direct and Indirect Jobs 4,485
- Construction Jobs 1,858

**Indirect Multiplier = 1.6 jobs indirectly created for every 1.0 job directly created*

Major Cultural Heritage Assets

The Michigan-Broadway Development District has a number of well-known heritage-related facilities that it can anchor its development program around, including the following:



Colored Musicians Club

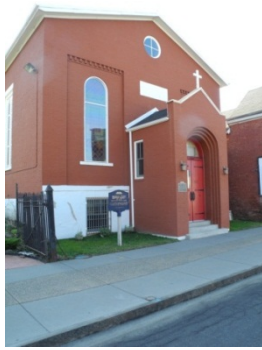


Langston Hughes Institute



Nash House Museum

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Michigan Street Baptist Church

These assets establish a unique heritage theme to this development node, creating a "**Michigan-Broadway Heritage District**" that can be used to brand and market the combination of private development and public improvements that the Heritage District will comprise in the public imagination.

Private Development

The recommended ten-year development program for this Michigan-Broadway node and its immediately surrounding areas incorporates the demand-based retail square footage and residential units reflected above. It also incorporates office space in the amount of 175,000 square feet – approximately equal to retail demand.

Retail and Community-oriented Services: Space for neighborhood services is combined with retail space since it is usually found in the same locations and in similar facilities/storefronts as retail. The combined Services-Retail square footage is further divided into non-dining and dining-related categories on an 80%-20% basis, yielding almost 326,000 square feet of non-dining space and 81,500 square feet of dining (e.g. restaurant, cafe, deli, bakery, diner, etc.) space.

Small Business Office Space: A significant amount of small business office space should fit nicely into the Michigan-Broadway Development District for a variety of reasons:

- Some small business office space already exists in the area;
- Proximity to both the Downtown and Medical Center areas should provide some ancillary support for office in this area;
- Small-business office space "fits" well into mixed-use development, particularly with respect to older low- and mid-rise building conversions;

- The common features of office space for small businesses and space for community-oriented services generally support development of space that can accommodate both uses, allowing some flexibility in building out, marketing and leasing such space.

Residential: The development program should accommodate approximately 200 single-family detached houses, 18 townhome units, and almost 750 multifamily rental units. Given the number, size and historic/urban texture of the buildings in the Development District, it is likely that a number of loft units could be developed. It is uncertain which residential demand categories – SFD, townhome, rental units – these lofts would draw from, but it is likely that they would draw from all and would likely be ownership units that would share attributes of rental apartments.

Summary by Major Category		
Development Type	Amount	
Residential Total	961	units
Single-family Detached	202	units
Multifamily Rental	741	units
Townhome	18	units
Retail: Gen Merchandise	325,912	SF
Retail: Restaurant	81,478	SF
Office	175,000	SF

Major Redevelopment Projects

The Michigan-Broadway Development District contains a number of potential facilities/structures suitable for major redevelopment, including the following:



1. Lyceum
2. Armory / Garage
3. Michigan at Broadway Buildings
4. Portions of Newspress Block
5. Surface Parking Lot (Elsinghorst)
6. Elsinghorst Bros-Langston Hughes Institute Buildings

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7. Choco Logo Buildings
8. Sonitrol Building(s)
9. 173-189 Elm Buildings

Obviously, some of these individual and groups of buildings are already in use or are in the active process of being acquired, designed and financed for redevelopment. They will form the initial core of Heritage District redevelopment, building toward a critical mass of activity that can help facilitate the redevelopment of the other properties that are not currently in even the initial stages of redevelopment. For instance, the **Sonitrol Building (8)** appears to be fully redeveloped. Although its exact occupancy is unknown at this time, it is assumed that this fine building on the corner of Michigan Avenue and Elm Street will serve as a valuable anchor of that key development quadrant.



Similarly, the **Elsinghorst Bros Building (6)**, which also houses the Langston Hughes Institute, seems fully redeveloped and capable of acting as an established component of the Heritage District. Moreover, its ownership entity also owns the adjacent surface parking lot (5).



The **Choco Logo Building (7)** (middle building below) appears to be thriving as a confectionary, although it functions more as a manufacturer than a retail outlet. Nonetheless, it enjoys a local reputation as a chocolate-lover's destination. Its adjacent

storefront, however, (below left with yellow signage) is being marketed for sale and represents an opportunity for redevelopment. The adjoining building to its east is being marketed for redevelopment.



The **Colored Musicians Club** celebrated the grand opening of a new museum in September of 2102, further building its identity as a major cultural venue.



Other properties are the focus of current efforts to prepare redevelopment plans and obtain financing. The most significant property in this category is the adjoining structures at 163-169 Broadway (3). Commonly known as the Dellenbaugh Block, the property forms the entire frontage of the Broadway block from Michigan Avenue to Nash Street – a

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critical component of the proposed Michigan-Broadway Heritage District. This group of buildings was recently purchased by the Langston Hughes Institute which plans to convert it into offices, a cultural heritage and possible visitor center, retail and residential lofts. This development will not only save the buildings from deterioration and possible demolition within the next year or two, but would provide a major anchor for the Heritage District. Attracting investment for this major redevelopment initiative, which will take place over the next several years as funds become available, is seen as a major priority for the stabilization of the Corridor's target/contributing area.



The row of **172-189 Elm Street (9)** buildings presents an excellent opportunity to establish Heritage District activity at the critical Broadway-Elm intersection.



The **Lyceum (1)** is a magnificent structure that appears to be in real danger of "demolition by neglect." Its current owner, however, is a contracting firm, which may indicate an effort to redevelop the building.



Of all the potential projects in the Michigan-Broadway area, no redevelopment would have a greater impact on establishing a Heritage District identity at this critical development node than the conversion of the City Garage – **the Armory (2)** – into a facility and a function that served the community residents and visitors alike. The current use of this facility by the City's Sanitation Department is incompatible with the creation of the Historic Corridor. Its redevelopment should be considered a priority.



Several ideas for the future use of the Armory have been presented by interested parties, including its potential use as a recreation center, a track-and-field facility, and a community market and garden. The sheer size of the facility is daunting, and the additions to its original construction have seriously diminished its value as a major historical and architectural asset. Nonetheless, it represents the key to the area's redevelopment and the creation of the Heritage District identity.

Taken together, the redevelopment opportunities identified above would create new activity on all or portions of four blocks along the south side of Broadway between Elm Street and the Lyceum building just east of Milnor Street, encompassing Michigan Avenue and Nash Street.

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These immediate redevelopment opportunities would provide the critical mass necessary to establish the Michigan-Broadway area as a Heritage District that would initially draw from the surrounding neighborhoods and some small portions of future growth markets represented by more-distant Buffalo residents, Downtown workers, sporting event attendees and cultural-historical tourists.

Future Transformation of Blocks

One last category of facilities and uses dominates key portions of blocks that could be incorporated into the Heritage District: functioning businesses that provide valuable jobs and services but occupy land that could be put to higher and better use with respect to community revitalization and neighborhood building. Because of its location directly across from the Lyceum and the Armory, the Buffalo Newspress (4) complex stands out as an example of this category. There is no suggestion that an effort should be made to relocate this business or those immediately east or west of it on Broadway (shaded in blue below). Ideally, however, these locations would be utilized as mixed-use developments incorporating residential units, offices and street-level retail, restaurants, entertainment and cultural offerings.



It should be noted that these businesses are currently housed in structures that are relatively inexpensive warehouse facilities. Relocating them would not necessarily be prohibitively expensive (although the relocation of printing presses – assumed to be the major operation in the Newspress facility – could be a massive undertaking unless the move itself involved replacement technology in the new facility). The other uses include a building supply center, a public school facility that appears to be closed, and an automotive supply and/or light manufacturing operation. Again, all provide employment – perhaps to area residents – and certainly contribute to the Buffalo economy. Most, if any, are not dependent upon their current locations, and those sites could be put to better use as residential and/or mixed-use developments.

Other Area Structures

There are redevelopment opportunities throughout the Corridor, although older unused structures are being demolished at an alarming rate. Some of the buildings shown below are likely to be beyond repair and will soon be gone – examples not of opportunities to revitalize the Corridor's neighborhoods, but rather of opportunities lost.

The following photos show the variety of vacant structures with redevelopment potential throughout the Heritage Corridor:



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Potential Heritage District Design and Scale

Following are some examples of the types of redevelopment of existing facilities or development of new residential and/or mixed-use facilities on a scale that would enhance the Heritage District's appeal as both a residential community and a commercial cluster that serves both community residents and outlying markets.



Washington Market block on Ellicott

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The Washington Market



Multifamily Apartments



Multifamily Apartments



2nd Cup Coffee Shop- Broadway at Ellicott two blocks west of Michigan-Elm intersection

Community Connections: Downtown

The importance of making both physical and thematic connections between the Corridor and its adjacent or nearby potential local and visitor markets was clearly pointed out in the previous Public Realm Improvements section. Nowhere is this clearly or more important than the need to connect the Michigan-Broadway Heritage District to Buffalo's Downtown. Connecting the District to the Downtown creates the possibility of tapping into four critical market groups that the District's commercial, residential and cultural development can build on:

1. Downtown employees seeking housing closer to work;
2. Downtown conventioners and other meeting attendees seeking evening and/or daytime entertainment and cultural attractions;
3. Downtown sporting event attendees seeking pre- or post-event dining and entertainment;
4. Tourists and other Buffalo-area visitors staying in Downtown hotels or attracted to Downtown-area attractions who might see Heritage District cultural facilities and programs as part of a "Downtown package."

What is striking about the disconnection between the Downtown and Heritage District is that the actual physical distance between the two is minimal, as indicated in the following aerial:



- Each block between Michigan Street and Washington Street at Lafayette Square is approximately 400 linear feet, or 0.08 mile, or a leisurely five-minute walk;
- There are only four blocks between Michigan and Lafayette Square (three from

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Elm), and only two blocks between Elm and Ellicott, which some may consider the edge of Downtown;



View from Broadway just north of intersection at Michigan into Downtown

- That same distance to Lafayette Square exists between the Corridor and the recently renovated Lafayette Hotel, a new Downtown landmark and activity center. The Public Library is only 1-2 blocks from Elm;
- Erie Community College facilities are within one-quarter mile of the Corridor;
- The heart of the Heritage District – the Michigan-Broadway intersection – is only 0.5 mile from Coca-Cola Field and 0.9 mile from the First Niagara Center; and
- The Michigan-Broadway intersection is only 0.42 mile from the Buffalo/Niagara Convention Center and 0.54 mile from Niagara Square.

The distance from the Michigan-Broadway intersection and other major non-Downtown employment centers, attractions and visitor centers include:

- Pierce Car Museum – 0.57 mile
- Casino – 0.86 mile
- Roswell Park Medical Center – 0.9 mile
- Larkin Square – 1.1 mile

The relatively short distances between Downtown and the Corridor generally and the heart of the Heritage District in particular belie the psychological and functional distances that separate the two. Neither local residents and workers, nor visitors to

the city see any connection whatsoever between Downtown and the Corridor. Moreover, Medical Center employees and visitors may see some slight connection to the surrounding Fruit Belt neighborhoods, but little if any connection to the North Corridor segment above Best Street or southern segments below the Kensington Expressway.

If no connections to the Corridor are perceived by its potential markets, no one within those markets will see any reason to live, work or play within the Corridor. Making those connections is essential to building the identity of the Heritage District – or the Corridor overall – in the public imagination.

Connections between the Corridor Heritage District and Downtown can be created utilizing "Thematic Elements" described in the preceding Public Realm Improvements section, including:

- Streetscape Improvements - extend streetscapes, landscape and sidewalk improvements along Broadway from Michigan Avenue to Downtown
- Lighting – establish historic-period lighting along Broadway to Lafayette Square
- Wayfinding and Memorial Signage – cultural heritage and community sense-of-place identification
- "Greening" of Surface Parking Lots – landscaping and pocket-greenspace carve-outs between sidewalks and lots

The key objectives of applying these pedestrian-friendly approaches specifically to Broadway between Lafayette Square and just north of Michigan Street to at least the Armory/Lyceum locations are as follows:

- Shorten the psychological distance between Downtown and the Heritage District at Elm and Broadway
- Create a series of thematic/design pre-gateway streetscape, lighting and landscape intersections along Broadway at Washington, Ellicott and Oak
- Create a major Heritage District/Michigan Street Corridor Gateway at Elm and Broadway, and a defining intersection element at Michigan and Broadway
- Consider a Broadway median

IX. Summary of Conclusions and Recommendations

The research, analysis and engagement used by the Huntley/CHA team to develop the Michigan Street African American Heritage Corridor Management Plan resulted in conclusions, and related recommendations, in the following areas:

- A. Heritage Corridor Programming**
- B. Public Realm Improvements**
- C. Economic Development**

This section summarizes the conclusions and recommendations for Heritage Corridor Programming, Public Realm Improvements and Economic Development to establish the basis for the Commission's identification and prioritization of specific goals, objectives and strategies.

Section IX, below, contains Implementation conclusion and recommendations.

HERITAGE CORRIDOR INTERPRETATION AND PROGRAMMING

Physical improvement and development are critical to establishing the Michigan Street African American Heritage Corridor. Programming by the organizational entity ultimately responsible for implementing the Management Plan is as important to the success of revitalizing the Corridor as are the definition of the areas of cultural and historical image and identity.

The vision statement, as developed during the community engagement process, should guide the creation of a comprehensive programming approach for the Michigan Street African American Heritage Corridor, as well as the selection of specific program components, i.e.:

- An experience for learning about Buffalo's rich African American history
- Festivals, cultural events and artistic programming
- Conservation of its cultural resources

Likewise the guiding principles used by Huntley Partners' team in for the development of the Management Plan, as adopted by the Commission with stakeholder and community consensus, speak directly to programming for the Corridor:

- Create an interpretive approach to highlight the impact of Buffalo's African American heritage on the history of Buffalo and America
- Integrate the African American cultural history with preservation and economic development strategies
- Restore the Corridor at urban scale, grounded in the expectation for transformation

Conclusions

- The creation of a cohesive historical tapestry will require the dedicated collection and authentication of "the stories."
- The historical tapestry, once created, offers the opportunity to access and leverage programmatic funding.
- Effective stewardship demands on-going community action and commitment.

Recommendations

Potential programming choices run the gamut from relatively simple efforts for probable short term implementation, to complex, long term possibilities which require significant capacity and detailed planning to achieve. The Commission must lead collaborative efforts to explore and develop conceptual programs or initiatives for achieving programming objectives, and then develop partnerships with existing agencies and institutions in order to reach full implementation.

The Commission must view and understand its role of facilitator in the development of ideas and aspirations, connecting them to the history, then leveraging new and existing financial, human and institutional resources to bring them to fruition. Creating successful programming is about leadership, coordination, and partnership and not necessarily about ownership, creation and self-contained implementation.

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It is recommended that the development of a Comprehensive Programming Concept for the Corridor have initial focus in three main categories:

- Education
- Preservation/Conservation
- Celebration

Education

Please refer to the Educational Opportunities section of this Management Plan (page 27) for a detailed narrative of educational programming opportunities. The section offers two overall conclusions: that general educational opportunity with primary and secondary schools throughout the city and county are numerous and that the potential for a unique educational opportunity exists with the Buffalo Zoo through the mutual relationships with architect John E. Brent.

The three broad categories recommended for Educational programming include Documentation, Curriculum Development and Tours.

The overall goal of Educational programming related to documentation should be to complete a comprehensive documentation of the historical interpretation of the Michigan Street Heritage Corridor initially, and eventually of the larger Thematic Area.

Recommended initial Educational programming activities might include:

- The placement of historical markers for key events and sites currently unmarked
- The creation of a series of short (3-5 minute) videos that capture the stories of the eras, events, places and people associated with the history of Buffalo and the Michigan Street African American Heritage Corridor. Possible partners include public broadcast and cable stations, related professional associations and local high schools and universities where the study of videography, cinematography and web-based technologies occur.
- The creation of a map/fact booklet for self-guided tours, eventually supported by wayfinding signage placed throughout the Heritage Corridor and Thematic Area. The city, convention and visitor's bureau and local historical societies and associations may be potential partners in this endeavor.

Other Educational programming considerations should include:

Develop collaborative programs with the Erie County Public Library

The Central library's 400,000 square feet of space, located three blocks west of Michigan and Broadway, includes The Grosvenor Room's special collections for genealogy, local history, maps, music and rare books.

The Frank E. Merriweather, Jr. Branch library, located toward the northern end of the Heritage Corridor, is an "Uncrowned Queen Affiliate", houses the online archives of the "Buffalo Criterion" (the oldest continuously published African American newspaper in Western New York) and is home to the William A. Miles Center for African and African American Studies.

The Merriweather branch has a 150-seat auditorium available for use by the community. The Central facility currently has two meeting rooms and a 324-seat auditorium available for public use.

Develop collaborative programs with the Buffalo Zoo

The Commission could work to facilitate participation of youth residing in the Heritage Corridor in the Buffalo Zoos "Ecosystem Architects" program, run in cooperation with the Buffalo Public School System. All fifth grade students are required to participate in a three day learning experience at the Zoo. The program teaches students many of the skills required to successfully complete New York State science tests.

John E. Brent's direct connection to the Michigan Avenue neighborhoods, the Zoo and Buffalo at-large provides an extremely unique reference and point of relevance, and offers opportunities for new educational programs and experiences for students from grades K through collegiate levels.

A partnership between the Commission and the Zoo could focus on Mr. Brent's community life and professional career as a common theme to produce youth and adult educational programs, with each institution producing program elements that cross reference the other partner's role and significance in the community.

Recommended long term activities should focus on the development of the Michigan Street African

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American Heritage Corridor as an academic destination.

Establish a Central Reference Clearinghouse

Establish a collaborative agreement between institutions to create the Michigan Street African American Corridor “Central Reference Clearinghouse”. The clearinghouse would house documentation of, and allow digital access to, the permanent and rare African American history and culture collections located in the greater Buffalo area, at places such as the Erie County Clerk’s Office, City of Buffalo Clerk’s Office, Buffalo and Erie County Historical Society, Buffalo State University, and State University of New York at Buffalo.

The Central Reference Clearinghouse could serve as a rare and unique foundation for the development of the Michigan Street African American Heritage Corridor as a truly renowned academic destination, and as a base for the following two initiatives:

Multidisciplinary Academic Project

A multidisciplinary collaboration (literature, visual arts, folklore, religion, music, history, architectural history, jurisprudence, philosophy, and sports) in an academic project to advance local and national knowledge of the history of the Michigan Street African American Heritage Corridor, using broadly based partnerships to expand the diversity and size of audiences and constituencies.

Visiting Scholars Program

A multidisciplinary Visiting Scholars program, in which the Heritage Corridor serves as the physical as well as the virtual host for intellectual exchange similar to those that occurred during the 1840’s “National Colored Men’s Conventions” and Niagara Movement meetings. National and international scholars in the arts and the humanities would:

- Study and discuss issues ranging from the legacies of diversity in urban settings to the civic role of architecture
- Interact with local scholars and trained docents to compile and cross reference documentation of Buffalo’s African American history and culture
- Team with practitioners to explore urban transformation models that incorporate preservation, economic development and cultural tourism relevant to Buffalo’s past and future
- Plan and produce ongoing programs for local K-12 students

Preservation/Conservation

Please see the Preservation and Protection of Historic Resources section, page 25, for the full context and narrative for programming recommendations, reiterated below.

Context

The Commission should work to create a collective stewardship commitment to preservation among the Corridor’s legacy institutions as a prelude to selecting an initial preservation project in which to engage.

The Commission must lead a collaborative effort to establish a formal commitment to collaborative stewardship between themselves and the Nash House, the Colored Musicians Club, the Michigan Street Baptist Church and the Langston Hughes Institute, and then collectively agree on the prioritization of preservation projects.

Recommended programming alternatives include:

- Creation of a preservation and restoration plan to fund physical stabilization and restoration of churches in the Heritage Corridor
- Conservation of all drawings associated with buildings and other architectural features by architect John E. Brent, demolished or extant, are of high priority. Conservation must include archiving all original drawings, and related documents, in a repository such as the University at Buffalo School of Architecture, the Buffalo State College Monroe Fordham Center for African American History or the Blake Alexander Collection at the University of Texas at Austin.
- Offer specific, focused efforts to
 - Identify and cross reference rare, and one of a kind, historic records held in Buffalo City, Erie County and private collections related to African American history
 - Expand cooperative research and data sharing between holdings to avoid loss of information and knowledge.
- Advocate collectively for a moratorium on demolition within the Michigan Street Heritage Corridor
- Photographically document each existing structure in the Michigan Street Corridor and Impact Area
- Create a detailed Master Plan for the corridor. The Master Plan should include:

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- A Preservation Plan to guide the Corridor's preservation and restoration
- A plan to restore mixed-use commercial and residential developments and focused public transportation. (See Development Nodes: Initial Focus, page 46.)
- A Public Realm Improvement Plan focused on creating connectivity, visual appeal and transformation of vacant lots, including plans for the design and development of thematic elements (signage/wayfinding, lighting and landscaping), as well as community gardens and pocket parks.

Please see the *Public Realm Improvements* section, page 38, for the complete narrative associated with this effort.

- Advocate collectively for policies, guidelines, standards and incentives for protection and preservation of vernacular landscapes and structures in the Corridor and Impact Area
- Work with the city to create a small business incentive program to encourage business development in the Corridor.

Celebration

Programming intended to celebrate the rich and vibrant history of the Michigan Street African American Heritage Corridor can include a wide variety of activities.

A key role for the Commission will be to identify existing events and lead collective efforts to support them, working to expand their scope and frequency as desired by the implementing organization. An example would be the Colored Musician's Clubs Annual Queen City Jazz Festival, which celebrated its 7th anniversary this past July. The critical capacity that the organizational entity responsible for Management Plan implementation can bring to community events programming includes cooperative marketing and coordination and partnering with event organizers, business associations and corporate/civic sponsors.

Where appropriate, the Commission can create and facilitate events and initiatives that will enhance the image of the Corridor as an extended location for the

celebration of cultural, heritage, history and education.

Programming activities recommended for consideration include:

- Create, and collectively publish, an annual schedule of activities, particularly focused on the Corridor's legacy institutions.
- Initiate dialogue around planning for a visitor's center to serve as the central site for information, historical document inventory, video shorts, self-guided tour maps.....for all things Corridor related.
- Create celebratory recognition of historical discoveries, anniversaries, events, etc. (e.g., nomination and acceptance of Brent Gates for national historic designation) through press releases, conferences, receptions etc.
- Create themed Lecture Series and celebrations on topics/items/issues of historic significance to the Corridor and Impact Area, such as:
 - The history and impact of African American Barbers
 - The cultural impacts of the railroads on African American life in Buffalo and the history of the Pullman porters
 - Buffalos connection with the history of the Freemasons
 - The national significance of Buffalos African American baseball history
 - The history, and architectural significance, of African American churches in Buffalo and the Heritage Corridor. This effort could include a permanent tour of these facilities.
- Create themed, facilitated, Story Circle sessions that are fully documented through audio and video recording and transcription. To assure authenticity, participants should be individuals who have documented knowledge or who can relate personal stories that contribute to the Corridor's historical documentation.
- Establish a Michigan Street Sewing Circle to create a pictorial quilt, under the guidance of a professional artist, which depicts a historical timeline. The completed quilt can become a traveling exhibit, hanging in various Buffalo institutions (like City Hall, the Library and other civic spaces) until taking its permanent home in the future Corridor Visitor's Center.

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Though celebratory programming takes all forms, festival and other events intended to draw people to the Corridor are often the most exciting and engaging. It is recommended the Commission begin planning to create an annual late spring celebration of the Corridor, with booths, historical re-enactments, video sharing, tours, etc.

Other considerations could include regularly scheduled community-oriented events, along a possible spectrum from community markets to cultural entertainment programming (plays, music, art, poetry).

Supporting Programming Activity

Any programming selected by the Commission requires the support of a funded implementation vehicle with capacity in staff and expertise as well as developed partnerships and secured program specific funding. (Please see the *Implementation* section of the Management Plan, page 69).

Initially, the Commission should focus on creating programming partnerships, with signed MOU's, between the partners.

After implementation of initially selected programming options starts, the Commission must begin to define the next level of programming to pursue. It is therefore recommended that the organization tasked with implementation create a two year work plan to detail program goals. The work plan should include scheduled periods of review to set future direction as short term goals are met and transformation of the Corridor evolves.

PUBLIC REALM IMPROVEMENTS

"Public Realm Improvements" as recommended in Section VI fall into three categories as follows:

1. Unifying Thematic Streetscape Elements
2. Community Gardens
3. Pocket Parks
4. Cultural Heritage Parks

Conclusions

- Initiation of a coordinated program of public improvements in the Corridor and adjoining communities is required to improve its physical condition and establish a future identity and "sense of place."

- The history and culture of the Corridor must be reflected in the enhancement of the public realm.

Recommendations

Streetscape Elements

It is recommended that the Michigan Street Corridor be unified by the use of themed elements throughout the entire project area as detailed in *Section VI: Public Realm Improvements*, focusing on the following streetscape elements:

- Signage/wayfinding
- Lighting
- Landscaping

Community Gardens and Pocket Parks

The use of community gardens and pocket parks to beautify and humanize the numerous vacant lots scattered throughout the Michigan Street African American Heritage Corridor is highly recommended.

Pocket Parks can turn unimproved lots along pedestrian-friendly routes into small-scale green space to gather, talk, play or simply sit and relax.

Community gardens contribute to the environment, promote nutrition and healthy lifestyles by increasing access to fruit and vegetables, and create community pride by encouraging involvement, communication, collaboration, mentoring and leadership.

Cultural Heritage Parks

As the Corridor is redeveloped and funding becomes available, low-impact and/or interim uses, like pocket parks and community gardens, should be transformed into grander public parks with cultural heritage themes.

ECONOMIC DEVELOPMENT

The Development Program recommended for the Michigan-Broadway Development District encompasses a variety of components, including the specific development/redevelopment of commercial, residential and mixed-use space. Major components include:

- Major Cultural Heritage Assets
- Private Development
- Major Redevelopment Facilities
- Community Connections: Downtown

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Conclusions

- The current infrastructure will support planned redevelopment along the Michigan Street Corridor.
- The focal point for beginning development should build on the strongest node, at Michigan and Broadway.
- Limited development financing tools will require dependence on public/private investment.

Recommendations

Major Cultural Heritage Assets

Create a "**Michigan-Broadway Heritage District**" that can be used to brand and market the combination of private development and public improvements that the Heritage District will comprise in the public imagination by redeveloping around the well-known heritage-related facilities in the area, including the following:

- Colored Musicians Club
- Langston Hughes Institute
- Nash House Museum
- Michigan Street Baptist Church

Private Development

Facilitate private development geared toward the identified current and future demand for space/facilities in the following categories:

- Retail and Community-oriented Services
- Small Business Office Space
- Residential Units –Single-family Detached, Townhome, Lofts and Multi-family Rental Units

Major Redevelopment Projects

Target specific sites and existing structures for catalytic development, including;

- The Lyceum
- Armory / Garage
- Michigan at Broadway Buildings
- 173-189 Elm Buildings

Taken together, the redevelopment opportunities identified above would create new activity on all or portions of four blocks along the south side of Broadway between Elm Street and the Lyceum building just east of Milnor Street, encompassing Michigan Avenue and Nash Street.

Community Connections: Downtown

The *Public Realm Improvements* section stressed the importance of making both physical and thematic connections between the Corridor and adjacent or nearby potential local and visitor markets. Nowhere are making these connections more important than between the Michigan-Broadway Heritage District and Buffalo's Downtown.

Connections between the Corridor Heritage District and Downtown can be created utilizing "Thematic Elements" described in the preceding Public Realm Improvements section, including:

- Streetscape Improvements - extend streetscapes, landscape and sidewalk improvements along Broadway from Michigan Avenue to Downtown
- Lighting – establish historic-period lighting along Broadway to Lafayette Square
- Wayfinding and Memorial Signage – cultural heritage and community sense-of-place identification
- "Greening" of Surface Parking Lots – landscaping and pocket-greenspace carve-outs between sidewalks and lots

The key objectives of applying these pedestrian-friendly approaches specifically to Broadway between Lafayette Square and just north of Michigan Street to at least the Armory/Lyceum locations are as follows:

- Shorten the psychological distance between Downtown and the Heritage District at Elm and Broadway
- Create a series of thematic/design pre-gateway streetscape, lighting and landscape intersections along Broadway at Washington, Ellicott and Oak
- Create a major Heritage District/Michigan Street Corridor Gateway at Elm and Broadway, and a defining intersection element at Michigan and Broadway
- Consider a Broadway median

These connections can bridge the physical and perceptual distances between the Michigan-Broadway Heritage District – and the overall Michigan Street Heritage Corridor – and the critical markets living, working, playing and visiting Buffalo's Downtown area.

X. Implementation

IMPLEMENTATION FRAMEWORK

This Management Plan affirms the Michigan Street African America Heritage Corridor's significant history and its importance locally and beyond, confirms the economic feasibility of comprehensive Corridor revitalization, and offers the Commission programming concepts and economic and physical development options for consideration.

While the Commission must continue the engagement, consensus and partnership building needed to explore and prioritize programming and revitalization options, dedicated management, programming and development expertise is required for successful implementation of these initiatives.

The Commission's initial twelve month effort must focus on the formal creation of an implementation entity which has experience with public private partnerships, investment strategies and fund development and management of multiple economic, real estate development and other revitalization initiatives. The implementation entity will be responsible for attracting operation and program funding and the continued engagement of the community and stakeholders. The first priority of the implementation entity would be to create a detailed three year work plan.

Staffing and budget recommendations for the implementation entity are included as Appendix E.

It is recommended that the Commission initially establish an Implementation Committee charged to act as an interim management structure. An Implementation Committee of no more than nine members would provide the Commission with the focus, nimbleness and decision-making efficiency to move critically important agenda items forward in a timely manner.

The Implementation Committee will be responsible for:

- Creating the legal permanent structure/implementation entity

- Hiring an experienced Corridor Manager to develop and execute a detailed, three-year work plan to prioritize projects and identify and allocate resources to implement Management Plan recommendations

It must be noted that a detailed Corridor Master Revitalization Plan with, minimally, desired land-use and zoning (including location of parks and greenspace), historic preservation and design concepts and guidelines, and specific public realm improvements (schematic design of sidewalk, street and utility improvements, and the selection and placement of streetscape elements and landscaping) is required before reasonable cost estimates can be completed and the magnitude of public and private debt and equity needed for implementation efforts can be determined.

- Advocating for two years of operational and programmatic funding
- The immediate initiation of tasks necessary to pursue short term program recommendations which demonstrate the Commission's commitment and can produce momentum and immediate results. The Huntley/CHA Team specifically recommends consideration of the following:
 - Advocate for preservation of John Brent Zoo Gates
 - Work in partnership with Buffalo Zoo to create educational program focusing on the contributions of John Brent
 - Work to secure a demolition moratorium
 - Provide leadership and direction to dialogue/negotiation on City Garage reuse/redevelopment
 - Coordinate design and installation of Corridor Gateways
 - Develop partnership/identify investment for Public Realm Improvement Plan
 - Initiate communication and engagement processes

In addition, the Commission should formally establish an Advisory Council that includes

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representation from the public, private and non-profit partners and stakeholders needed for implementation of program recommendations. Building the civic will and attracting the investment required to sustain implementation is dependent on the creation of public-private partnerships between the community, government and private sectors. The Commission should take particular care to seek the input and guidance of local and state government on implementation plans and efforts.

The Advisory Committee's active engagement will be particularly important to successfully achieving short term implementation recommendations.

IMPLEMENTATION APPROACH

The implementation framework and approach outlined below aligns with conclusions and recommendations contained in this Management Plan and supports the vision and guiding principles

developed through the community and stakeholder engagement process.

The Commission's implementation approach and implementation activities must:

- Have a preservation oriented perspective, emphasizing documenting, preserving, rehabilitating and revitalizing historic structures and facilities in existing commercial as well as residential areas.
- Be consistent with the historical character of the Corridor.
- Have public improvements which support a pedestrian friendly, green, multi-use environment
- Create a critical mass of focused redevelopment activity that has substantial impact on the Corridor's current deteriorating condition
- Utilize vacant properties

APPENDIX A - SOURCES

Section: Heritage Corridor Interpretive Plan

Bibliography: Books

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Acknowledgements

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 - Ms. Mary Jean Jakubowski, Director
 - Ms. Dawn K. Peters, Assistant Deputy Director, Public Services
 - Ms. Sandra Williams Bush, Manager, Frank E. Merriweather, Jr. Branch
- Western New York Library Resources Council
 - Ms. Heidi Bamford, Regional Archivist
- Buffalo and Erie County Historical Society
 - Ms. Cynthia Van Ness, MLS, Director of Library and Archives
- Erie County Clerk's Office
 - Mr. Christopher L. Jacobs, County Clerk
 - Ms. Peggy A LaGree, First Deputy County Clerk
- City of Buffalo, Office of City Clerk
 - Mr. Gerald Chwalinski, City Clerk
 - Ms. Mary H. Baldwin, Deputy City Clerk
 - Ms. Linda Andersen, Vital Records Manager
- City of Buffalo Department of Public Works, Parks & Streets
 - Office of Planning & Design
 - Mr. Burke M. Glaser, RA
- Buffalo Zoo
 - Dr. Donna M. Fernandes, Ph.D., President & CEO

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- Ms. Jean Miller, Registrar
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University Archives
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- Buffalo State, State University of New York
- Dr. Felix L. Armfield, Ph.D., Professor of History
- The Campaign for Greater Buffalo History, Architecture & Culture
- Mr. Tim Tielman, Executive Director
- Roeder J. Kinkel, Landscape Architect Descendants
- Mr. Roeder P. Kinkel, Artist (grandson)
- John E. Brent Descendants
- Ms. Janessa Robinson (great niece)
- Ms. Jennifer McGriff (great niece)
- Mr. Brent Rollins (great nephew)
- Buffalo Olmsted Parks Conservancy
- Ms. Martha Neri, MLS, Archivist & Historian

Section: Public Realm Improvements, Community Gardens and Community Stability

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APPENDIX B – REVIEW OF SELECTED RELEVANT PREVIOUS STUDIES AND REPORTS

Document Review and Summary

Pertinent plans and studies that focus on the or near the corridor were reviewed to identify issues and opportunities within the corridor. Several of the reports focused specifically on a segment of the Michigan Avenue Corridor. These include the two reports prepared by the City of Buffalo Office of Strategic Planning and the Michigan Avenue Study prepared by SUNY Buffalo. The remaining reports provide a more general context for the corridor or provide an organizational framework for the type of issues and action items to be considered in a Heritage Corridor Area. There is a great deal of relevant information centered on the area that has been identified as the southernmost Target Heritage Corridor Area Node and the Heritage Impact Area.

The available reports reviewed include the following:

1. Michigan Street Preservation Area Urban Renewal Plan 2002- City of Buffalo Office of Strategic Planning
2. Reverend J. Edward Nash Home Restoration and Michigan Street Urban Design Plan 2002- City of Buffalo Office of Strategic Planning
3. SUNY Buffalo Michigan Avenue Study
4. Buffalo Green Code - A New Zoning Direction for Buffalo Technical Report April 2, 2012 –
5. Niagara Greenway Vision and Project Proposals prepared for the Niagara River Greenway Commission 2006
6. Niagara Falls Natural Heritage Area Management Plan March 2012
7. Western Erie Canal Heritage Corridor Management Plan 2004
8. Buffalo Niagara Cultural Tourism Strategy

These reports are summarized below:

Michigan Street Preservation Area Urban Renewal Plan 2002- City of Buffalo Office of Strategic Planning

This study focuses primarily on a two (2) block area (6.4 acres) bounded by Nash Street, Williams Street, Elm Street and Broadway. It is located within the southernmost Target Heritage Corridor Area identified in the Michigan Street African American Heritage Corridor Plan. The summary of this plan is presented in terms of opportunities and issues identified in the report.

Opportunities:

- The Michigan Street Preservation Area has been nationally recognized for its unique cultural resources and historically significant buildings specifically as it relates to the City's African American Community and in the wider context of African American History in our country. This two block area includes five (5) landmarks:
 - Michigan Street Baptist Church- National Register of Historic Places
 - Reverend Dr. Jessie E. Nash Home- Designated Local Historic Landmark
 - The Colored Musician's Club- Designated Local Historic Landmark
 - The site of the Mary B. Talbert Home
 - The site of the Little Harlem Night Club
- The area currently has an Urban Design Plan in place: "Reverend J. Edward Nash Home Restoration and Michigan Street Urban Design Plan" to use as a framework to gain for funding improvements.

Issues

- The area has experienced significant changes since the 1970's transitioning from a thriving commercial and residential district to an area full of vacant and deteriorated buildings many of which are vacant or have been demolished. Absentee landlords, lack of investment and physical decline of the area are the most critical issues.
- The concentration of cultural and historic resources will make it too small to stand on its own.

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Reverend J. Edward Nash Home Restoration and Michigan Street Urban Design Plan 2002- City of Buffalo Office of Strategic Planning

This study covers a four (4) block area bounded by Broadway, Elm Street, Nash Street and William Street.

Opportunities:

- The area is rich in historic sites important to Buffalo and the nation;
 - Michigan Street is the link to Buffalo's historic waterfront and at the heart of the Urban Renewal Area.
 - Michigan Street Baptist Church
 - Site of Civil Rights Leader Mary Talbert Home
 - Site of Reverend J. Edward Nash Home – prominent activist and pastor of Michigan St. Baptist Church
 - Little Harlem Hotel
 - Colored Musician's Club
- The report includes a rendering for this area incorporating existing resources and identifying new uses that would add to the historic theme. It also outlines a vision for the restoration for several important structures in regards to appearance and use.

Issues

- Much of the building fabric that gave the area its vitality has been lost. There are enough key structures remaining to create development anchors and heritage tourism magnets (this is an issue and opportunity).

SUNY Buffalo Michigan Avenue Study

This report has the most detailed information about Michigan Avenue and its environs. It will provide valuable context and data regarding the resources that are important to the corridor, such as structures, sites and historical context.

Study Area

This study provides the most detail regarding existing conditions and resources in a portion of the Michigan Street Heritage Corridor Area. Therefore, the SUNY Buffalo report is summarized in greater detail in regards to the type of information included in the document, where it can be located and how it can be utilized in the preparation of the Heritage Plan.

The study notes that although it is clear that the corridor is important to history of African Americans; the multiple cultures that exist within the area should not be ignored. Historically, there has been a significant Jewish population and other immigrants in this corridor.

Neighborhood Description

Based on the land use map (page 43) there are a total of 1215 parcels within the SUNY Buffalo Study Area corresponding to a total of approximately 292 acres. The most dominant land use is residential especially east of Michigan Avenue. There is also a significant amount of land dedicated to community services. The land west of Michigan Avenue is dominated by commercial uses. A former industrial area is centered near Pratt Street between Broadway and William with some buildings still in use.

New York State classifies vacant land as land with no significant permanent structures. It can include minor improvements, most often parking lots. Over 46% of the parcels and 26% of the land in the study area is vacant. Nearly one-half of the vacant parcels are considered government owned including owners such as the City of Buffalo, Erie county, Buffalo Neighborhood Revitalization Corporation, Buffalo Urban Renewal Agency, and the AD Price Housing Corporation. There is a large concentration of government owned parcels are located along Jefferson Avenue. This area is experiencing a significant amount of new construction and redevelopment. Privately owned vacant parcels are scattered throughout the study area.

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A review of the properties in the study area indicates there is a large amount cheap vacant government owned land. The average assessed value of these properties was only \$3,804. Over 88% of the parcels are valued at less than \$5,000.

A survey of original structures was also conducted. An original structure was defined as a structure that existed during the 1920s-1930s; the focus period of this study. As of spring, 2011 (the date of the SUNY Buffalo Study) only 20% of the parcels contained original structures. Demolitions and redevelopment are occurring rapidly in this area; it is very likely that the number of original structures will continue to decline. Most of the original housing stock has been demolished and many of the remaining structures are not located side by side in the dense pattern that characterized the area. The map entitled “Architecturally Significant Row Type Structures and Telescopic Housing” (p. 49) provides a clear picture of this loss of significant structures in the Study Area. Of the 249 parcels containing original structures, only 37 have been identified as architecturally significant row-type structures located primarily on Broadway.

Issues

- High vacancy rate as compared to the rest of the City
- No highly concentrated areas of remaining structures within the corridor- they are spread throughout the entire district. However there are a significant number of important structures/sites. List of structures p.52
- There are many organizations in the Buffalo area that promote the teaching and celebration of African American Heritage; however they are generally working independently which weakens the Corridor’s theme. These groups need to be brought together fostering collaboration and sharing of resources and centralize the focus on the Michigan Street Corridor thereby strengthening the Corridor’s theme.
- The always present issue; lack of investment dollars.
- Vacant properties, vacant lots and properties/structures in disrepair.
- Although there is abundant data in the SUNY Buffalo Study, it focused on a much smaller area than the area identified for this Heritage Corridor Management Plan.

Opportunities

- Of the 566 vacant properties, 268 are government owned by a number of agencies; the City actually owns 183 properties. The City can have a huge influence on change in this area. This should lead the way for other agencies to extend their positive influence.
- Jefferson Avenue is currently experiencing a significant amount of new construction and redevelopment.
- There are a significant number of important structures scattered throughout the district The list of structures page 52
- There are a number of existing public spaces that could be improved and revitalized. Public Space listing is on p. 58
- There are many organizations in the Buffalo area that promote the teaching and celebration of African American Heritage. These organizations are listed on page 64.
- Lists of resources addresses politics of the time, social and cultural, work, as well as the assets of land, structures, public spaces and programming. (Chapter 3). This provides the historic context of the area and identifies important sites, events and people to be incorporated into the Heritage Corridor Management Plan.
- Chapter 3 also addresses transit and pedestrian movement.
- Streetscape improvements for the Heritage Node at Nash, Michigan and Broadway streets have been completed that included the interpretive Freedom Trail along Michigan Avenue. The suggested next step is to expand the enhancements throughout the rest of the district especially along Broadway and William Street (this is supported by Section 2.4.7 of the City’s Comprehensive Plan).
- The support of the Comprehensive Plan and the Studies that have already occurred should create a strong case
- for funding requests.
- A number of physical improvements have been suggested including specific locations and graphics for streetscape improvements.

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Buffalo Green Code - A New Zoning Direction for Buffalo Technical Report April 2, 2012 – prepared for the City of Buffalo Office of Strategic Planning.

The framework for the new zoning is a huge opportunity as it relates to strengthening and improving the Michigan Street Heritage Corridor. Depending on the timing of the adoption of this form based code it will stream line the process for redevelopment, adaptive reuse and rehabilitation. The new code emphasizes form and function over specific uses and recognizes the importance of the relationship of the “street” to the buildings in a neighborhood or district and the fact that many successful districts are multi-use. This should assist the Heritage Corridor with its goal to recaptures the variety and vitality of the Michigan Street African American Heritage Corridor.

Niagara Greenway Vision and Project Proposals prepared for the Niagara River Greenway Commission 2006

This is not geographically applicable. However the report made recommendations in the framework of short term and long term – prioritization of projects, improvements and actions will be critical to the success of the Michigan Street Corridor.

Niagara Falls Niagara Falls Natural Heritage Area Management Plan March 2012

This will be used as a general reference for organization of priorities and implementation/action plan ideas.

Western Erie Canal Heritage Corridor Management Plan 2004, Western Erie Canal Corridor Planning Commission

This is just an example of a Heritage Plan providing the framework components that should be included.

Buffalo Niagara Cultural Tourism Strategy 2005

This document focuses on cultural tourism of the region and coordinating a marketing strategy for the future. Numerous cultural tourism stakeholders were selected to participate in several workshops over the course of the study. The following affiliations from the Michigan Street African American Heritage Corridor were represented during the workshops:

- African American Cultural Center (3 representatives)
- The Colored Musicians Club of Buffalo
- Langston Hughes Institute

Opportunities

- The document identifies that there information gaps in the region and strives to address this issue. If there has been any action/implementation related to this document, it is important to reach out to the implementing agencies and get on board.

APPENDIX C – COMMUNITY ENGAGEMENT

The following pages capture specific stakeholder feedback on vision, opportunities, challenges and ideas for revitalization of the Corridor gathered during the community engagement process.

1. Key Stakeholders Focus Group (April 17, 2012)

Stakeholder Attendees:

Daryl Rasuli
Tim Tielman
Daniel Johnson
Bishop William Henderson
Dean Bob Shibley
Karen Stanley-Fleming
Carmen Swans

Huntley/CHA Team:

Ed Watts, Jr.
Robert Sanders
Felicia Ridgeway
Walter Huntley
Clara Axam
William McFarland
Everett L. Fly

Setting the Context

Project Overview

- Prepare a Michigan Street African American Heritage Corridor Commission Management Plan to guide the Commission in:
 - Preservation of the Corridor and positioning it in the context of local and national history and culture
 - Development of the Corridor as a destination for residents, scholars and tourists
 - Creation of the appropriate organizational structure with responsibility for the transformation and management the Corridor

Guiding Principles for Development of the Management Plan

- Buffalo's African American heritage is a cultural overlay to the history of the City of Buffalo.
- The story of Buffalo's African American heritage should communicate the impact of that heritage on American history.
- The Corridor plan must integrate the cultural history of Buffalo's African American community with the plans for preservation and economic development.
- The strategy to preserve the history and restore the Corridor must be at urban scale and grounded in the expectation for transformation

Historical Interpretation Briefing

- Emphasized the incredible resources available in public collections
- Indicated Buffalo is one of the major roots with regard to local, national and international history
- It is a disservice and is misleading to limit the African American history for which Michigan Street African American Heritage Corridor is an icon to a ten block corridor
- It is important to weave a comprehensive and cohesive story. Currently the history exists in disconnected bits and pieces. Resources need to be allocated for this effort.
- Suggest that the African American history of Buffalo be viewed as an overlay to the history of Buffalo to assure connections and a whole picture

Participant Input

Resources and stakeholders that should be accessed/referenced/connected:

- Connection to the Downtown Plan
- History of Native Americans
- Eric Canal Historical District
 - The Canal district on the waterfront is receiving a lot of investment
 - Important to show the connection with the Michigan Street African American Heritage Corridor
- Buffalo Place Incorporated (similar to Downtown Development Authority)

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- Documentary of City of Buffalo made by Reverend Henderson's son
- University of Buffalo has a new preservation program (Master of Science, PhD and continuing education) that needs a "laboratory"
 - How to program the space
 - How to preserve and sustain the intellectual component
 - How to position the Corridor nationally and internationally
- Crystal Peoples-Stokes
- Reverend Darius Pridgen
- Councilmember Demone Smith
- Brendan Mehaffey, Commissioner of Planning
- Sam Hoyt, Director of Empire State
- Mayor
- Philanthropy
 - Commission members Willow Brost and Howard Zemsky
 - Community Foundation of Buffalo
- Buffalo Freedom Coalition, Judge Robert Russell
- Campaign for Greater Buffalo
- Choice Neighborhoods, Henry Taylor
- The Collective, Darryl Rasuli – 501(c) (3) which will serve as an umbrella organization to attract funding.

Approach to Historical Interpretation:

- African American history is an integral part of the history of Buffalo. It is not an overlay.
- Consider more of a hub and spoke concept

What is your vision and expectation for a revitalized Michigan Street African American Heritage Corridor?

- Hub and spoke as the organizing concept. This will help everyone understand how each spoke brings energy to the corridor.
- Mix of uses and vitality of places along the corridor
- Pedestrian friendly
- Green
- Reconnecting the east side to city life
- Phasing of investments, prioritized for quick hits
- Cultural events that draw people to the area, e.g.:
 - Seasonal, ritualistic events that build on the tradition of the corridor
 - Queen City Jazz Festival (The Colored Musician's Club)
 - Sanctuary to Speakeasy (2 to 3 hour theatrical performance that draws on the history, produced by Mo' Better Buffalo Tours)
 - Opportunity to coordinate Queen City Jazz Festival and Sanctuary to Speakeasy to create an impactful "experience"
- Revitalization of Vindom Hotel (Claw Brothers) at Clinton near Michigan
- Create a visitor's experience versus fragmented, uncoordinated "popcorn" events and achievements
- Connect to conventions.
 - Consider creating tent cities for festivals. Create destination places where people can gather where there are no physical structures
- Full time jobs
- Economic Development



What are the opportunities, challenges and critical issues for success?

- The richness of the history itself. What is the core story that will launch us?
 - Finding the right story to tell the story
- It's not just the story, it's the mix. How do we re-connect to downtown?
- Vehicular traffic along Elm, Oak and Michigan should be considered in urban design

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- Will need traffic calming strategies
- Section between Broadway and Williams on Elm
- Broadway and Michigan must be controlled.
 - The Medical Campus will grow. How will it impact the block?
- Assuring that Michigan Street is at the table when priorities are set and big decisions are made
- How do you prioritize investments?
- How the geography of the Michigan Street Corridor “voiced” in the Green Code?
 - It is form based.
 - The narrative must be reinforcing
- Defining a focus. There must be a focus for the core
 - Physical focus
- Where do we start
- How do we create physical mass
- How do we create phasing in light of limited resources
 - Programming focus
- Where does the story begin
- How do we program the current assets
- How do we build on current assets
- Bringing the independent anchor entities together to collaborate
 - Coordinated operating hours for anchor institutions (Nash House, The Colored Musician’s Club and the Michigan Street Church)
 - Coordinated tours
 - Coordinated events
- The politics of Buffalo

2. Commission Focus Group (April 17, 2012)

Stakeholder Attendees:

Paul Dudkowski
George Scott
Bishop Clarence Montgomery
Anne Perry
Dorothy E. Hill
Jean McKeown
Willow Brost
Karen Stanley Fleming
Henry Littles
Darius Pridgen
Jessica Thorpe
Tamara S. Wright

Huntley/CHA Team:

Everett L. Fly
Walter Huntley
William H. McFarland
Clara Axam
Felicia Ridgeway

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- Suggest that the African American history of Buffalo be viewed as an overlay to the history of Buffalo to assure connections and a whole picture

Participant Input

Opportunities and Challenges

- Making Michigan Street a destination/experience for conventioners
- Can we come together as a people to make this happen?
- Can we wake up the community so they can see the dream?
- We need a group of champions to promote the project
 - Who is the right champion who can speak to the cause without ruffling feathers/alienating interested parties
- People are burned out and skeptical that anything different is going to happen. We must create and implement "faster, cheaper and lighter" projects and activities that give people a sense of hope and accomplishment.
- We need dedicated "bridges", i.e., people who will help build consensus between conflicting interest
 - There is too much territorialism
 - Territorialism has created dissension in the group
 - We have many voices
- We need a well-functioning team, where people can come to the table and disagree, but remain at the table
- There are opportunities for leveraging resources
 - The City (through Councilmember Pridgen) has allocated \$150,000 for arches to serve as gateways to the historic district
 - Who will decide where they will go, how they will look, what they will say?
 - Create a legislative district in which demolition is not allowed to protect remaining physical structures
- Identify change agents with influence needed to move the agenda forward and eliminate inertia
- Connect to the convention bureau website
 - Note: Karen has already met with Dottie Gallagher
- Create a strategy for attracting private investment
- As the Commission moves into implementation, consider legislation to protect and advance the interests of minority and women businesses
- Position the corridor as a priority by defining its value and its benefit

Vision

- Development and funding attention is focused on Michigan Street and not just the Canal Side and the Medical Center
 - There is connection between Canal Side and the Michigan Street corridor
- There is legislation to protect the Corridor
- We have a narrative and a story so that the area is known and there is a desire to learn more
- We have developed the correct messaging to paint the dream

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- Façade improvements
- Streetscape improvements
- Historical markers
- The Corridor has a digital presence
- The community is knitted back together
- There are new businesses
- There are 17,000 new faces (Medical people working on campus)
- We have become a connecting entity to:
 - Broderick Park redevelopment
 - Other waterfront developments
 - The historical masonic connection
 - The African American Museum (Brother Bell)
- Consider creating an Urban Arts Center to replace the City garage. Perhaps it could be visitor's center or museum as well. This is not a new idea.(Check on EDA grant awarded to the City for feasibility study)
- Accountability is established
- There is consistent and on-going communication that involves everyone



3. Community Meeting - Frederick Douglass Center (April 17, 2012)

Stakeholder Attendees:

Sandra Talley
Mia Moore
Theodora A. Bynes
Verna Meriweather
Deidre Williams
James Pappy Martin
Sheila Daniels
Bonnie Kane Lockwood
Catherine Schweiter
Karen Stanley Fleming

Gail Wells
Ron Wofford
Dionne Williamson
Shirley Jordan
Ted Lownie
Pierre Wallinder
Kevin Cottrell
Clifford Bell
Richard G. Bergen

Aqiel A Qadir
Dawoud Adeyola
Leonard Williams
Sandy White
Michael Desmond
Bernard Rias
Thomas Beauford Jr.
Dorothy E. Hill
Yvonne Brown

Huntley/CHA Team:

Everett L. Fly
Walter Huntley
Clara Axam
William H. McFarland
Felicia Ridgeway

Setting the Context

Project Overview

- Prepare a Michigan Street African American Heritage Corridor Commission Management Plan to guide the Commission in:
 - Preservation of the Corridor and positioning it in the context of local and national history and culture
 - Development of the Corridor as a destination for residents, scholars and tourists
 - Creation of the appropriate organizational structure with responsibility for the transformation and management the Corridor

Guiding Principles for Development of the Management Plan

- Buffalo's African American heritage is a cultural overlay to the history of the City of Buffalo.
- The story of Buffalo's African American heritage should communicate the impact of that heritage on American history.
- The Corridor plan must integrate the cultural history of Buffalo's African American community with the plans for preservation and economic development.
- The strategy to preserve the history and restore the Corridor must be at urban scale and grounded in the expectation for transformation

Michigan Street African American Heritage Corridor Draft Management Plan

Historical Interpretation Briefing

- Emphasized the incredible resources available in public collections
- Indicated Buffalo is one of the major roots with regard to local, national and international history
- It is a disservice and is misleading to limit the African American history for which Michigan Street African American Heritage Corridor is an icon to a ten block corridor
- It is important to weave a comprehensive and cohesive story. Currently the history exists in disconnected bits and pieces. Resources need to be allocated for this effort.
- Suggest that the African American history of Buffalo be viewed as an overlay to the history of Buffalo to assure connections and a whole picture

Stakeholder Input

Project Goal: Create a historical interpretive plan

Important Historical Interpretations

- Migration Impact
- Riots
- Late 30's
- A.D. Price Public Housing
- Buffalo Urban League
- NAACP
- The Chapel
- Integration of Schools
- Abolitionist Movement
- Niagara Falls
- Broderick Park Crossing
- Capture of Slaves
- William Rawls Brown Home



Important Preservation Targets

- Little Harlem
- Michigan Street YMCA
- Mary Talbot House
- Oak Street
- Broadway Market
- Sattler Theater
- Neighborhood Homes
- Sycamore Street

Project Goal: Create plan for economic impact

Ideas for Activity

- Small Hotel
- Tours
- Ancestral
- Broderick Park
- Streetscape
- Maps/Wayfinding
- Restaurants
- Street Vendors/Performers
- Neighborhood Businesses
- Connections
- Langston Hughes Institute
- Downtown
- Branding



Michigan Street African American Heritage Corridor Draft Management Plan

- Historical Markets
- Arts/Murals
- Greenspace
- Town Gardens Plaza
- Piece Arrow Museum
- Medical & Theater Districts
- With the Arts

Consensus

- The richness of history
- Pride in the history
- The desire to celebrate the history

Concerns/Issues

- The rapid loss of physical structures and with it, the loss of history
- The undocumented history
 - Physical assets
 - Social and cultural history
 - The connection between those two things
- City public works facility and related truck traffic

Suggestions for Documented History

- 1967 to 1981 Cultural Renaissance
 - The work of Dan Montgomery
- Erie Canal project and, particularly, its connection to Buffalo's history of tolerance with respect to slavery and race relations and its implications for the economic health and future for all of Buffalo
- Clara Brown, a freed slave through the underground railroad and the irony that an anchored yacht (in the Erie Canal) would be named after her
- The AD Price Housing Project, in particular the contributions of Bachus and Smithering
 - Architecturally significant
 - Need preservation
- Develop the current history – today's history – of Buffalo

Suggestions for Development of the Corridor

- Create an historical timeline
- Create a central, physical, focal point that residents and tourist can access
- Define the Michigan Avenue African American Heritage Corridor boundary
 - As required legislatively
 - Consider a boundary which includes more African American historical and cultural assets than just the big 3, as well as current African American cultural institutions in the area.
 - Must create a strategy for curating a "broader" space
- Develop a map for landmarks
- Use technology e.g., for example headsets for walking tours
- Consider the development of a legacy school
- Install historical markers and memorials
 - Develop a memorial presence/statute on the waterfront
- Consider the soon to be vacated South Memorial hospital – is there a development opportunity
- Honor the social capital associated with the faith-based community
- Prioritize renovation and development projects
- Consider an exhibit which helps the community connect to the African continent on American soil
- Emphasize the social importance of gardens within the African American community

Michigan Street African American Heritage Corridor Draft Management Plan

Partnerships

- Reach out to public school system for involvement and representation
- Reach out to the areas institutions of higher learning for involvement and representation, esp. with involvement in using the students to complete work, planning and research needed
- Request City representation in the planning
- Zoning will be critical
- Create a stakeholder meeting for the three or four substantial institutions or initiatives dealing with African American history or cultures and help facilitate coordination and communication

Facilitator Observations:

- There is no cohesive, well-connected, wholly-woven narrative of the history as it relates to Buffalo or how it impacts history nationally
- There were a number of diverse interest represented in the community meeting, however, each is self-contained
 - There is a significant need to build connection and consensus of purpose, vision and development strategy if the project is to succeed
- This will require the identification of a champion(s), bridges to connect between interest groups and help facilitate the creative tensions, and a strong implementation team/organization that can drive the agenda.
- It will be critical to have City planning and economic development agency involved as a contributing Stakeholder
- It was surprising that no one mentioned funding as a challenge to success. It is not known whether the public recognizes and accepts the funding challenge or is oblivious to it.

4. Visioning Charette (May 8, 2012)

Stakeholder Attendees:

Felix Armfield	Eva Doyle
Richard Berger	Ed Healy
Tommie Blunt	Dorothy E. Hill
Maureen Brady	Shirley Jordan
Ruth Bryant	Bonnie Kane Lockwood
Theodora A. Bynes	Dwayne Kelly
C. Chan	Bilala Khan
Richard E. Clark	Ted Lownie
Valeria Cray	James Pappy Martin
Sheila Daniels	Matt Mattison
Joe Violanti	Henry Taylor
Gail Wells	Jessica Thorpe
Sandy White	Tim Tielman
Dionne Williamson	

Huntley/CHA Team:

Walter Huntley
Clara Axam
Rick Padgett
Everett L. Fly
William McFarland
Robert Sanders
Felicia Ridgeway

Setting the Context

Project Overview

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Guiding Principles for Development of the Management Plan

- Create an interpretive approach to highlight the impact of Buffalo's African American heritage on the history of Buffalo and America

Michigan Street African American Heritage Corridor Draft Management Plan

- Integrate the African American cultural history with preservation and economic development strategies
- Restore the Corridor at urban scale, grounded in the expectation for transformation

Presentation of proposed Corridor Boundary based on Historical Interpretation

- See attached PowerPoint

Presentation on Resource Inventory status

- See attached PowerPoint

Presentation of Stakeholder Feedback to Date

- Opportunities
 - The richness of the history
 - Integral part of the history of Buffalo
 - Impacts on American history
 - Access to historical resources in public collections
 - Connection of historical assets
 - Creation of a cohesive “story”
 - Reconnection of the east side to City life
 - Creation of a visitor “experience”
 - Creation of economic impact on the local economy

Challenges

- Fragmentation and disconnection of the “stories”
- Facilitating collaboration among the independent anchor institutions
- The politics of Buffalo
- Assuring a place at the decision tables
- Defining a physical and programmatic focus
- Prioritizing investments for quick hits and long term impact
- City garage (The Armory)
- Connecting to other development activities/strategies/opportunities e.g.,
- Green Code
- Western Erie Canal Historic District
- Medical campus
- Choice Neighborhood
- Other tourism programs and festival events
- Accessing State dollars for economic development
- Creating momentum for a unified community vision and strategy for implementation
- Creating and implementing “faster, cheaper and lighter” projects that give a sense of hope and accomplishment
- Finding champions for the project, bridges to build consensus and allies to leverage resources
- Rapid loss of physical structures
- Limited documentation of history

Stakeholder Visioning Input

What’s your 2017 Vision for the Michigan Street African American Heritage Corridor?

Ambiance

- Vibrant, overflowing with people from all over the world – there are re-enactors on every other corner in period clothing leading from canal side to the MSBC, colored musician club, Nash House and Langston Hughes.



Michigan Street African American Heritage Corridor Draft Management Plan

There are businesses selling everything from food and from every culture, American clothing and new lighting so folks could walk or ride the corridor at night with ease – people of all cultures, sharing history on designated days. There are posters or kiosks along the way of great persons of color and a little of their bios.

- Well-landscaped
- Dynamic Energy
- The district is well populated. The district will have buildings where there are now vacant lots. Reverse Urban Renewal – Create Urban Restoration.
- Increased activity
- Community coming back
- Music filling the air
- The corridor should express vibrant inner City creative reality.
- It should reflect the glorious past and express the glorious future, i.e., love Supreme Performance School of Music.
 - The corridor will not be just about the past but will be seen as a cultural link to the future by providing audiences for theater, dance and music... African American Cultural Center, Ujima, Langston Hughes, etc. (colored musicians)

Amenities

- Create gateways at designated entry points.
 - Entrance point/starting point created.
- More efficient public transportation
- Increased police presence so that Corridor feels and is safe
- Cohesive signage system to create identity and clearly/tell the story
- Signage identifying corridor
- Restaurants
 - Enough food choices that a group of friends or associates will know they can go there and find something that each may want.
- Housing
 - Lots of houses – cottages, like there used to be there – brick, not plastic
- Inviting public spaces that are well lit and cleaned
- Great lighting outside Gazebo, ex. library
- Streetscape completed
- Heritage Trail markers – kiosks with information
- Kiosks for information, not just markers
- Interpretive sites using interactive technology
- Interactive displays
- Public art
- Small gathering spaces
- Businesses – coffee shops
- Suburban/urban students experienced docents
- Thriving, bustling business district on Michigan Avenue, including shops, services, theme restaurants
- Provision made for parking (discreet) parking (offsite)



Places and Spaces

- Langston Hughes Institute has its four building and soaring culturally, educationally and artistically.
- There is an African Cultural Institute educating children from Pre-K to 12th and huge grounds surrounding institute.
- There is an African cultural museum with artifacts mainly from Africa, but also from places where Africans have traveled.
- Develop a Buffalo Museum of African & African American history
- Cleaned up and renovated Broadway Amory

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- Re-establish Broadway auditorium as a major mixed-use development for Buffalo.
- The Broadway Armory will be a central athletic/cultural institution to the District.
- A restored and transformed Armory that serves the neighborhood and entire region
- Make it into a market place like they have in Charleston, S.C., put Broadway market inside
- Build an open air pavilion for community events between Nash House and Michigan Street Baptist Church.
- Develop idea of corridors (pass through) AND quarters (resting places).
- Create a stage on waterfront for history/drama.
- Colored Musician's Club is the "must visit" destination in Buffalo Niagara.
- Spaces where outside lecturers/concerts could be held
- Stabilization: mothballing, not demolition
- Infill on vacant lots, interim green space
- Cultural Campus
 - Entertainment and cultural centers
 - Educational ventures
- Performance facility
- Walking trail – of the Michigan corridor – self-directed or with tour guides
- Little Harlem Theme Restaurant or other new demolished properties and vacant land rebuilt.
- Museum of Manufacturing History
- Museum (or plans for one)
- Preservation of buildings/houses
- Visitor's Center
- Connections
- Corridor is the anchor of African-American heritage "Loop" involving Michigan, Ferry (to Broderick Park), and the waterfront.
- The Corridor will be integrated into the fabric of downtown, the free canal waterfront and Buffalo's cultural life.
- North end of the corridor, at Ferry Street, should be part of a hub "Coldspring" around Main & Ferry, encouraging development and redevelopment of that area, including interpretive kiosk
- Michigan State Heritage corridor is an east-west linkage, not a dividing line.
- Re-establish Vine Alley
- The development at the Corridor has begun to spread down each "feeder" street.
- Corridor linked south all the way to the Perry Choice Neighborhood, Cobblestone District, Buffalo River, and outer harbor;
- Vibrant housing activity completing the linkage of the medical campus to the waterfront
- Double Decker Bus or Trolley Tour Bus like London bus – you can get off and on at any stop.
- Shuttle service (WNY)
- Bike tours

Economic Impact

- The African American community can effectively promote, market and profit from our contribution to Buffalo and American history.
- Independent businesses that are prosperous
- Nationally recognized destination for tourism
- Increased tourism

Culture, History, Heritage

- Authentic history recreated if it was destroyed and preserved history restored.
- National recognition as an Underground Railroad site
- Tour of Historic Black churches
- Buffalo learns that its living museum of 19th century architecture does not stop at Main Street
- Artistic Programming
- Reenactment of history

Michigan Street African American Heritage Corridor Draft Management Plan

Marketing

- Radio
- Social media (Facebook, etc.)
- Electronic board

Funding

- State and Federal Funding for an improvement district with clout like Erie (and Harbor development)

Issues

Group One

- Armory transformed into supportive recreation center “the Nash Street Armory”
 - Political agreement
 - Money
- Houses and cottages renovated and built
 - Confidence in the neighborhood
 - Mismatch between housing and income
 - Good rental units
- Streetscape improvement done
 - Signage
 - Lightning
 - Fixtures not in keeping with a historic district
 - No markers
- Gathering spaces, gazebo/pavilion
 - Permits
 - Insurance
- Food and stores
 - Table service
 - Casual
 - Not enough foot traffic
 - Image of neighborhood

Group Two

- Addressing transportation issues
- Getting people around
- A wax museum to bring things to life
- Increasing entrepreneurship
- Making healthy foods available
- Increasing historical attractions that keep people in the area
- Connecting African American history to America’s and Buffalo’s overall rich history and local preservation groups
- Getting African American cultural groups to come together to tell the story

Group Three

- Involving the residents in the surrounding area in the project...the area will be seen as a tourist designation with economic spend offs
- Involving the colleges, with students involved in research activities

Group Four

- Working with the schools to provide information to students and teachers so they know why this important (need resource materials) e.g. of Philly – resource guide given to schools.
- Planning for Broadway auditorium and a substantial monument e.g., giant statute of Harriett Tubman in Harlem. Monumental public art, e.g. waterfront monument in Detroit to underground railroad
- Involving elementary and high schools students in this project so that they have a thorough understanding of the history of all areas of the Michigan Street corridor

Michigan Street African American Heritage Corridor Draft Management Plan

- Establishing a functioning museum
- Improving public safety
- Defining best uses for vacant lots along corridor
- Encouraging business development
- Group Five
- Accessible story – getting the word out making the story relevant to many people who may not naturally identify
- Money
 - Public
 - Private WHY!
- Defining the historically important basis
- Politics
- Creating consensus on purposes and goals
- Planning
- Connecting to related development outside of corridor including Broderick Park
- Securing community involvement/cooperation
- Broadening the story to neighbors/co-workers of all ethnic groups

Most critical issues that must be addressed to declare success

- Connecting the past and the future
- Forging connection to artist community
- Working with schools to know why the Corridor is important
- Creating a Broadway audit plan
- Developing monumental public art on water front
- Creating a cohesive and accessible story to market the corridor
- Connecting to Broderick Park and others outside of corridor
- Facilitating community cooperation/ working together
- Increasing entrepreneurship
- Connecting African American history to Buffalo and American history
- Increasing historical attractions retained businesses/people
- Transforming the Armory to “rec. center”
- House and cottages consistent with historical scale
- Developing quality rental housing
- Streetscape improvements with markers

Icons to lift in the Interpretive History

- Dug’s Dive (part of the Underground Railroad) - Will have to be reconstructed using existing foundation
- Juneteenth
- Festival – the 3rd largest Juneteenth Festival in the Nation
- Alvin Shepard House
- Criterion Newspaper - oldest black newspaper in Buffalo and oldest black business – 84 yrs. Old
- UJIMA Theatre
- Mary B. Talbert Plaque – in front of Michigan Street Church
- William Wells Brown Abolitionist 1840’s
- The African American Cultural Center – 350 Masten Avenue
- The Broadway Theater (Broadway @ Mortimer Street) - Out of 2,500, one of 23 remaining historical African American theaters in the country
- Trans-Atlantic Slave Trade to African Origin
- Locust Street Art Center
- Martin Luther King Park
- Vine Alley
- Front Park & The Waterfront
- Langston Hughes Institute

Michigan Street African American Heritage Corridor Draft Management Plan

- Jessie Clipper

Vision Statement

Presentation of Proposed Vision Statement

The Michigan Street African American Heritage Corridor is a nationally and internationally recognized destination that serves as the focal point of a visitors' experience for learning about Buffalo's rich African American history through its physical structures, historical markers, people and institutions, and its significant impact on local and national history.

Its festivals, cultural events and artistic programming draw residents, national and international tourists, scholars and artists to a thriving, residential and commercial corridor of historic urban scale.

The Corridor contributes to the City's economy and the conservation of its cultural resources benefits and unites people and places.

Considerations for Modifications to Proposed Vision Statement

First Paragraph

- Change destination to neighborhood
- Change physical to unique
- After "through its" add "vibrant neighborhoods, shops, restaurants"
- Before "national history" add "international"
- Before "visitors" add "residents"
- Before "physical" add "unique"

Second Paragraph

- After "artist" add "writers, storytellers, poets, dancers, actors and actresses"

Third Paragraph

- After "cities" add "state and regional"

General Comments

- The Corridor has to be a living, thriving residential center as well as a focal point for culture, art and history.
- Include tag line *"From the Underground Railroad to the development of the American Civil Rights Movement"*
 - That it tells a story that inspires.
 - Our unique, inspiring story is one of freedom not only from slavery or from segregation and lack of inclusion freedom of thought, motherhood and apple pie.

5. Presentation of Draft Findings and Recommendations: June 27, 2012

Project Overview

Prepare a Michigan Street African American Heritage Corridor Commission Management Plan to guide:

- Preservation of the Corridor and its positioning in the context of local and national history and culture
- Development of the Corridor as a destination for residents, scholars and tourists
- Creation of the appropriate organizational structure to transform and manage the Corridor

The Management Plan

- Identification of Opportunities and Challenges
- Corridor Vision
- Interpretive Plan and Historic Resources Strategy

Michigan Street African American Heritage Corridor Draft Management Plan

- Corridor Boundary
- Resource Inventory & Assessment of Existing Conditions
- Economic Development and Programming Potential
- Project Conclusions
- Implementation Approach

Guiding Principles

- Create an interpretive approach to highlight the impact of Buffalo's African American heritage on the history of Buffalo and America
- Integrate the African American cultural history with preservation and economic development strategies
- Restore the Corridor to urban scale, grounded in the expectation for transformation

APPENDIX D – PUBLIC REALM IMPROVEMENTS

Excerpt from the SUNY Buffalo Department of Urban and Regional Planning Spring 2011 Studio project titled “A Vision for the Michigan Street Heritage Corridor” prepared for the Michigan Street Heritage Corridor Commission.

Recently, the city of Buffalo worked with Foit-Albert Associates to design and oversee the construction of streetscape enhancements for the heritage node at Nash, Michigan and Broadway streets. The project included pavement milling and overlay, new granite curbs, exposed aggregate concrete sidewalks with the interpretive Freedom Trail along Michigan Avenue, stamped concrete cross walks, landscaping, retaining wall, drainage, street lighting and traffic signs⁸. A next step would be to expand these enhancements throughout the rest of district especially along Broadway and William Street. The City of Buffalo’s Comprehensive plan explicitly states a commitment to “protect and restore the urban fabric” of the city in section 2.4.7. Proposals in the Urban Design section of the report seek to address the Comprehensive Plans goals by supporting walkability, unifying landscapes and streetscapes and promoting economic development through reparation of the “urban fabric” and protection of historic character.

“Buffalo must protect and restore the physical fabric of the city as an essential step in achieving the overall goal of the Comprehensive Plan. If the Ellicott plan, Olmsted parks, and the waterfront are the character defining structure of the city, its historic architecture and landscapes, and the overall natural environment are the fabric of the city. This policy, of course, overlaps with policies on housing and neighborhoods, economic development, infrastructure and services. But our built and natural heritage deserves specific attention.”



In particular the plan calls for an approach of protection of historic assets that seeks to create walkable environments, unifying landscapes and streetscapes and clear guidelines regarding the protection of historic character.

Image: Streetscape Improvements at Heritage Node by Foit – Albert
http://www.foit-albert.com/roads_michiganave.htm

Currently, what remains in the district are a number of historic and culturally significant structures that require protection and investment in order to ensure their continued survival. Strong housing growth in the downtown area may reverse the district’s negative association with the downtown core. Its geographic proximity may ensure that it becomes an attractive destination as more people continue rediscover the benefits of urban living. However, continued care and encouragement of district services, amenities and infrastructure is necessary to ensure success.

Along with these measures the Comprehensive Plan also calls for a prioritization of resources on historic districts, like the Michigan Street Corridor, and the restoration of the Olmsted parks system and the Ellicott radial grid. This policy should benefit the corridor as it is located on the grid and William Street is viable option as a southern parkway consistent with the Olmsted plan. According to the City of Buffalo Comprehensive Plan the city has created a Special Development Program that in conjunction with its base capital improvement plan will provide \$66,000,000 over 10 years for both Olmsted and Ellicott Grid initiatives.

Michigan Street African American Heritage Corridor Draft Management Plan

APPENDIX E – RECOMMENDED STAFFING AND BUDGET GOALS

1ST year Budget Goal: **\$ 226,500**

Corridor Manager	\$ 80,000
Administrative Assistant/Office Manager	\$ 25,000
Marketing and Programming (6 mos)	\$ 25,000
Salary Totals	\$ 130,000
Benefits @ 35%	\$ 45,500
TOTAL PERSONNEL	\$ 175,500

Office Rent and Overhead	\$ 36,000
Office Equipment, Furnishings & Supplies	\$ 10,000
Marketing, Development, Fundraising Materials	\$ 15,000
NON-PERSONNEL EXPENSES	\$ 51,000

TOTAL FULLY-FUNDED BUDGET **\$ 226,500**

2nd Year Budget Goal: **\$ 433,000**

Corridor Manager	\$ 80,000
Administrative Assistant/Office Manager	\$ 25,000
Marketing and Programming	\$ 50,000
Funding and Grants Specialist	\$ 65,000
Salary Totals	\$ 220,000
Benefits @ 35%	\$ 77,000
TOTAL PERSONNEL	\$ 297,000

Accounting and Legal Services	\$ 30,000
Office Rent and Overhead	\$ 36,000
Office Equipment, Furnishings & Supplies	\$ 20,000
Marketing, Development, Fundraising Materials	\$ 50,000
NON-PERSONNEL EXPENSES	\$ 136,000

TOTAL FULLY-FUNDED BUDGET **\$ 433,000**

APPENDIX F – POTENTIAL SOURCES OF FUNDING SUPPORT

Government Agency/Non-profit Organization

Empire State Development
Empire State Development
Empire State Development
Empire State Development

NY Parks, Recreation and Preservation
NY Parks, Recreation and Preservation
NY Parks, Recreation and Preservation

National Endowment for the Humanities
National Endowment for the Humanities
US Economic Development Administration
Environmental Protection Agency
National Urban League
US Dept. of Housing & Urban Development
US Dept. of Housing & Urban Development
US Dept. of Housing & Urban Development
Advisory Council on Historic Preservation
Preserve America

Contributing Foundations to Buffalo, NY

Bank of America Foundation
Buffalo Niagra Partnership Foundation
Citizens Charitable Foundation
Citi Foundation
General Mills Foundation
General Mills Foundation
Harold E. Phyllis & S. Thomas Foundation
Harold E. Phyllis & S. Thomas Foundation
John R. Oishei Foundation
John R. Oishei Foundation
John R. Oishei Foundation
M&T Charitable
M&T Charitable
M&T Charitable
M&T Charitable
M&T Charitable

Local Banks

Citizens Bank
Citizens Bank
First Niagra
First Niagra
HSBC Bank
HSBC Bank
HSBC Bank
HSBC Bank
HSBC Bank

Program

Commercial District Revolving Loan Fund
Economic Development Fund
Real Property Tax Abatement
Regional Council Capital Fund (Consolidated Fund Application)
National and State Registers of Historic Properties
State Tax Credits
Environmental Protection Fund

Preservation Assistance Grants
Grants for Stabilizing Humanities Collections
Economic Adjustment Assistance Program
Revolving Loan Fund, Clean-up Grants
Enterprise Community Loan Fund
Brownfields Economic Development Initiative (BEDI) Grants
Community Renewal Initiative for Renewal Communities
Urban Empowerment Zone Initiative
National Center for Preservation
Preserve America Grants

Organization Which Received The Contribution

Charitable Foundation Funding: Grant & Sponsorships

Neighborhood Revitalization Corporation
Local Initiatives Support Corporations
Massachusetts Avenue Foundation
Valley Community Association
Home Front
Janz Team Ministries
Buffalo State College Foundation
Valley Community Association
Voice Buffalo
Buffalo Niagra Enterprise
Buffalo Place
Community Development Financial Institutions (CDFI's)
Creating Assets, Savings & Hope
Home Front

Programs

Community Cash-back
Corporate Giving : Grants & Sponsorships
Regional Community: Grant & Sponsorships
Corporate Citizenship
Community Reinvestment Act
Enterprise Foundation
Local Initiative Support Corporation (LISC)
Low Income Investment Fund
Neighbor Works America Non-Private Finance Fund

Michigan Street African American Heritage Corridor Draft Management Plan

APPENDIX G – STREETScape COST BY ORDER OF MAGNITUDE

Specific public realm improvements, including the schematic design of sidewalk, street and utility improvements, and the selection and placement of streetscape elements and landscaping is required before reasonable cost estimates can be completed.

The order of magnitude costing below assumes a 60 to 80 foot right-of-way, moderately high end finishes and no improvements or changes to utilities. The estimate is for a 300 foot long city block. Unit prices include labor and material. No soft costs or contingency is included in the order of magnitude costing.

Item	Unit Price	Units	Quantity	Cost	Notes
Sidewalk	\$5.40 SF	8 SF	300	\$12,960.00	Assumes 4 foot wide sidewalk, each side of street
Curb and gutter	\$14.40 LF	2 LF	300	\$8,640.00	Assumes curb and gutter, each side of street
Brick Pavers	\$24.00 SF	7 SF	300	\$50,400.00	Assumes 3 foot wide brick pavers, each side of street
Paving & Striping	\$34.80 SY	9 SY	300	\$93,960.00	Assumes 80 foot right of way
Trash Cans	\$900.00 EA	1 EA	6	\$5,400.00	Assumes 1 every 100 feet, each side of street
Benches	\$900.00 EA	1 EA	6	\$5,400.00	Assumes 1 every 100 feet, each side of street
Lights	\$6,000.00 EA	1 EA	14	\$84,000.00	Assumes one every 40 feet, alternating sides of street
Tree Well	\$900.00 EA	1 EA	14	\$12,600.00	Assumes two 3" caliper tree every 40 feet, each side of st
Grate	\$600.00 EA	1 EA	14	\$8,400.00	Assumes one per tree
Signage/wayfinding	\$800.00 EA	1 EA	6	\$4,800.00	Assumes 1 every 100 feet, each side of street
Total cost per 300 LF				\$286,560.00	Assumes 300 foot long city block
Cost per LF				\$955.20	

Source: Georgia Department of Transportation Item Mean Summary for 01/2011 to 12/2011
Adjusted for time, location and probable nature of "historic" streetscape elements