



Celebrating Buffalo's Cultural Diversity

A Vision for the Michigan Street Heritage Corridor

Prepared by:
SUNY Buffalo Department of Urban and Regional Planning Spring 2011 Studio
for the Michigan Street Heritage Corridor Commission

Acknowledgements

The students of the Urban Planning Studio Project from the University of Buffalo Spring 2011 would like to acknowledge the following for their contribution to our Michigan Street Heritage Corridor project.

Special thanks to:

- Commissioners of the Michigan Heritage Corridor Commission
- Ms. Karen Stanley- Fleming - The Michigan Heritage Corridor Commission
- Ms. Cynthia Van Ness, MLS - Director of Library & Archives
- City of Buffalo and Erie County Historical Society
- The Nash House Museum
- Mr. Chris Hawley, Office of Strategic Planning
- John Fell, Office of Strategic Planning
- Ms. Susan Eager, Director of Plant Operations – Buffalo Schools
- Mr. Andrew Rabb, Deputy Commissioner, Dept. of Public Works, City of Buffalo
- Mr. Tom Mead, Associate Landscape Architect - Buffalo Olmsted Parks Conservancy
- Mr. Paul Ray, The Urban Design Project
- Mr. Bradshaw Hovey, The Urban Design Project
- Dr. Henry Louis Taylor Jr. Director, Center of Urban Studies
- Mr. Alfred D. Price, Associate Professor, UB School of Architecture and Planning
- Dr. Ernest Sternberg, Professor and Interim Chair UB School of Planning
- Desiree Valdez and Ink Martyr Graphics
- Dorothy and Michael Hill of the Langston Hughes Institute
- Larry Rubin, Attorney
- Dr. Ramzi Farhat, Visiting Assistant Professor, Studio Director

Studio Participants:

Carmen Acevedo, Bianca Acevedo, Joe Boone, Sarah Culligan, Jack Daugherty, Cristina Delgado, Deandra Dunn, Megan Hathaway, Elizabeth Heinz, Troy Joseph, Shalmali Kulkarni, Melanie Shorey, Kadec Sulasmini

Cover Image: Map of City of Buffalo, 1901

*Library of Congress Geography and Map Division
[Repository]. (1901). City of Buffalo, 1901 [Aerial Map].
Retrieved from http://memory.loc.gov/cgi-bin/query/D?gmd:1:./temp/~ammem_VROJ::*

Contents

Acknowledgements	2
Background	4
1: Introduction:	4
Demographic Overview	8
Overview	12
2: History	12
Underground Railroad and Buffalo	14
Civil Rights in Buffalo	14
Jazz Age in Buffalo	17
Portrait of a Neighborhood	21
Resources - Political Life	29
3: Assets & Resources	29
Resources – Social and Cultural Life	36
The Jazz Era	38
Social Life	39
Resources – Residential and Occupational Life	40
Land use, property ownership, and vacant lands	43
Historic Structures Inventory	51
Public Space: Parks & Recreation Areas	58
Overview	58
Contemporary African American Programming	64
Regional Resources:	69
Goals & Objectives	75
4:Goals & Objectives	75
Themes and Subthemes	77
5:Physical Development	78
Form-Based Code FBC and the Transect	87
Physical Improvements in the Node -	92
Physical Improvements in the Corridor - William Street Boulevard	94
Physical Improvements in the District-	104
Open Space in the District	105
6:Tourism Development	106
G2: P1. Underground Railroad Tours	108
Develop a Distinct Identity	111
Marketing And Promotional Strategies	117
Museum/Info Center	125
7: Community & Economic Development	131
Michigan Avenue Historic Heritage District Infill Housing Program	133
Cultural Development Organization	136
Healthy Communities by Block	139
Michigan Street Heritage Corridor Association	145
Mrs. Nash's Victory Garden	151
8: Looking Forward	156
Looking Forward	156
9: Appendix	157
Additional Items attached:	165

1: Introduction:

Background
Stewardship
Demographics



Image: Michigan Ave Baptist Church
http://www.waymarking.com/waymarks/WM1J5C_Michigan_Avenue_Baptist_Church_Buffalo_NY

Background

The Michigan Street African American Heritage Corridor is a rich and culturally significant place for both the African-American community and the greater Buffalo-Niagara region. The area is known for its contributions to the Underground Railroad, anti-slavery movement, Jazz Age, and Civil Rights movement. Densely inhabited by both African Americans and immigrants from all over the world, the district was a thriving and often raucous place. Different cultures and ethnicities lived side-by-side and at times even shared homes with multiple families. While many of the important structures and institutions from that era may not have survived, their historic significance retains a powerful reminder of the area's wider influence on the region and culture at large. Located in the heart of Buffalo in the Ellicott District just east of the downtown core, the area boasts an ideal location between Buffalo's most active growth centers. To the south are the Waterfront, Cobblestone and Larkin Districts, to the north you find the Buffalo Niagara Medical Campus, and to the east the local food hub and burgeoning urban farm district. It is uniquely situated on the radial grid of the original Ellicott Plan and has been featured in it Buffalo's Comprehensive Plan as a focus area for redevelopment.

Stewardship

In the past, proximity to the downtown central business district has been an unfortunate relationship for the corridor and surrounding Ellicott District. When the urban core declined due to what a planner from the era called "changes in American living habits which revolutionized post-war retailing...(due to)...individual mobility and the automobile"¹, urban living was disfavored by the middle and upper classes and they fled to the suburbs. Since 1945 a strong desire to reverse the trend of decline in the core directed negative attention to neighboring areas perceived as "blighted". Combined with "redlining", restrictive zoning and declining employment² the district became a target of slum clearance, urban renewal and federal highway transportation act projects that demolished significant amounts of neighborhood fabric and decimated residential and commercial vitality of the district. In the interim period, waves of government subsidized housing developments created a unique mix of housing stock modeled after suburban style homes which did not look to preserve the historic character of the area. However, In 1996 the Michigan Street Preservation Corporation (MSPC), a not-for-profit organization, was established and designated by the City of Buffalo as the responsible party for promoting a historic preservation program for the Michigan and William Street area. Its primary tasks were to recognize and promote the heritage of the City of Buffalo, and transition this historic area into a heritage corridor, by "promoting programs and activities for the restoration, education, research, and economic development of historic properties in the area."³

The MSPC's primary project was the restoration of the Rev. J. Edward Nash house at 36 Nash St., for which it gained title to in 1999. Following the acquisition of the Nash House, the MSPC put forth the Michigan Street Urban Design Plan, which would establish a museum for visitors within the Nash house, and would redevelop other historic properties within the heritage area. This plan was the impetus of the Michigan Street African American Heritage Corridor Commission.

The Michigan Street Preservation Corporation became incorporated, and shortly after applying in January 2010, both the MSPC and the Colored Musicians Club obtained the 501(c)(3) tax exemption status, which established that both organizations operate for religious or educational purposes, thus are exempt from certain federal taxes.

In early 2007, the historic preservation area legislation was introduced to recognize the area as a heritage corridor. CHAPTER 595 (Laws of New York 2007) was signed into law on August 15, 2007 and amended the parks, recreation and historic preservation law, to designate the Michigan Street African American Heritage Corridor in Buffalo as a state heritage area and established the Michigan Street African American Heritage Corridor commission."⁴ The Michigan Street African American Heritage Corridor is one of twenty-one Heritage Areas designated by the New York State Legislature. This legislation outlined the heritage corridor of the east side of Buffalo, located between Broadway, Eagle, Elm and Nash to William Street, William Street (east) to Pine Street, and Pine Street (south) to Eagle. [PRHP Law 35.03(1)(t)]⁵

With the sponsorship of Assemblywoman Crystal Peoples and her procurement of a legislative grant for \$75,000 in state funds following the designation of the heritage corridor area, the commission was formed and both the voting and non-voting members of the commission were appointed by the Governor. The first

¹ Arthur D. Little Inc., 1960. *Buffalo Downtown Study*.

² Czaja, Brian and Frank Chaney, 1977. *South Ellicott Phase 1 - Neighborhood development Program*. Buffalo, NY

³ MICHIGAN STREET HERITAGE CORPORATION: *Executive Summary*. Rep. Buffalo: MSHC. Print

⁴ United States of America. NEW YORK STATE ASSEMBLY. MEMORANDUM IN SUPPORT OF LEGISLATION, Submitted in Accordance with Assembly Rule III, See 1(f). Buffalo, 2008. Print.

MICHIGAN STREET AFRICAN AMERICAN HERITAGE CORRIDOR FACT SHEET.

⁵ United States of America. NEW YORK STATE ASSEMBLY. MEMORANDUM IN SUPPORT OF LEGISLATION, Submitted in Accordance with Assembly Rule III, See 1(f). Buffalo, 2008. Print. MICHIGAN

STREET AFRICAN AMERICAN HERITAGE CORRIDOR FACT SHEET.

commission meeting was held in December 2008. As of the time this report was produced, The commission was in the process of retaining a consultant to produce the district management plan. The commission expects to present its management plan to Governor Cuomo in late 2011.

Culture and Tourism

Heritage development not only highlights the historic and cultural achievements of African Americans in Buffalo, but also celebrates the diversity of the area. Using heritage development as a catalyst for community revitalization in the area has the added benefit of creating economic development opportunities locally, while enhancing Buffalo’s cultural significance outside of the region. Recognizing this potential, Erie County and the City of Buffalo awarded the Colored Musicians Club a grant to create a museum showcasing the history of jazz in Buffalo and the history the club. The city’s ‘Federal Agenda’ references the allocation of \$800,000 to support attractions such as an interactive museum exhibit at the Colored Musicians Club, and interior renovations and capital projects for ADA compliance at the Michigan Street Baptist Church⁶. The City of Buffalo also recently released a request for proposals regarding the historic Broadway Barn that seeks to transform it into an Urban Art Center⁷. Among the goals of the project are to establish “Buffalo, New York as a destination for the urban cultural experience...and highlight the importance of the Michigan Avenue Corridor to the Underground Railroad’s historic and cultural experience for African Americans and others, locally, nationally, and globally.” Another development for the district is the recent acquisition of 163 Broadway by the Langston Hughes Institute. The group will relocate from their current location on High Street and open a multiuse complex with office space, artists’ lofts and museum.

Built environment

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 deserve specific attention.”

Queen City in the 21st Century – Buffalo Comprehensive Plan

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. 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

⁶ City of Buffalo. (2010). Federal Agenda 2010/2011[Agenda]. Buffalo, NY
⁷ City of Buffalo. (2011). Request for Proposals: Urban Arts Center [RFP]. Buffalo, NY
⁸ Foit-Albert Associates. Streetscape Improvement of Michigan Avenue - Buffalo, NY.



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

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.

Demographic Overview

Data from US Census of various period; 1990, 2000, 2005-2009 and 2010 were used to overview the demographic trend of the study area by focuses primarily on census tract 14.01 and 14.02 for the City of Buffalo. This boundaries are not definitive of the study area but rather serve as a general boundary and provide means for comparison and statistical reference. A combination of both tracts cover the area that bounded by Main St. to the west, Broadway to the north, Eagle and South Division to the South and Jefferson and Madison to the east, while the study area is bounded by Main St. to east, Sycamore to the north, Madison St. to the east and William to the south. This overview will include the information on population, race and ethnicity, households, income, housing and employment.

Population

The 2010 Census reported 308.7 million people in the United States, a 9.7 % increase from the Census 2000 population of 281.4 million. The same trend was also shown in state wide where New York State experiences an increase in population of 2.1 %. Unlike nation and state wide trend, the study area showed a decrease in population of 11.7% from 3,686 in 2000 to 3,253 for the current year. Total population in the area showed an increase of 13.7% in 2000 compare to 1990 population of 3,179. The census tract roughly covered 242.5 acres (0.38 square miles) with current density of 13.4 persons per acres. Figure 1 shows population changes from 1930 to 2000 which revealed increased population from 1930 to 1950 followed by dramatic decreased from 1950 to 1990.

Figure 1: Population Changes from 1930 to 2000

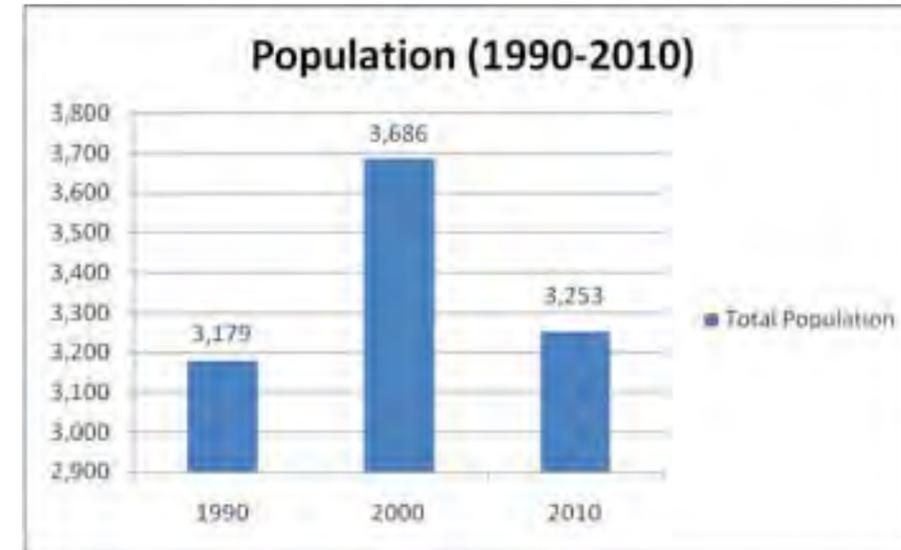
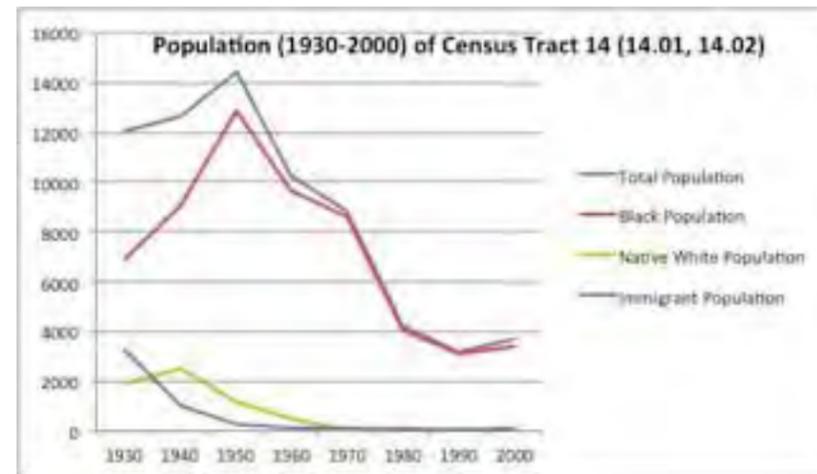


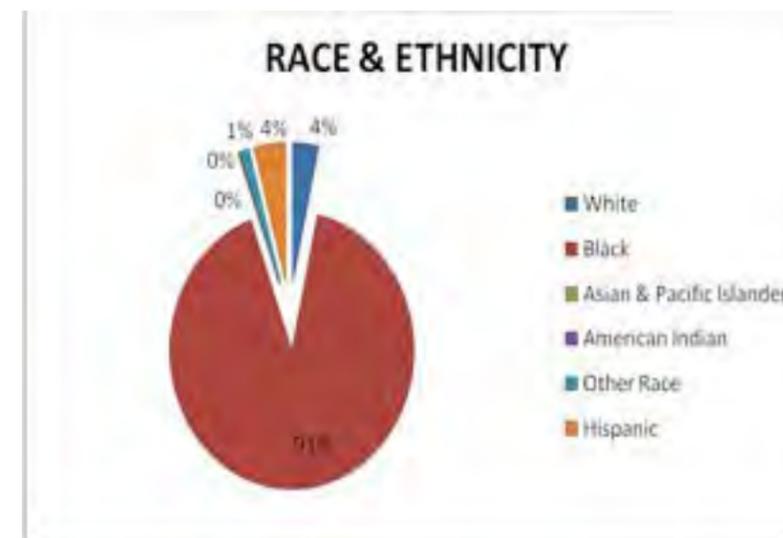
Figure 2: Total Population (1990-2010)

Race & Ethnicity

In 2010, the racial makeup of the area was as follows: 91% Black, 4% White, 0% Asia, 0, 1% Native American, and 1% other races as shown in Figure 3 below. Compare these to the US racial makeup which was: 72.4% White, 12.6% Black, 0.9% Native American, 4.8% Asian and 0.2% Native Hawaiian and Other Pacific Islander.

People of Hispanic ethnicity are counted independently of race. People of Hispanic origin make up 4% of the current year population in this selected geography area. Compare this to the US makeup of 16.3%.

Figure 3: Race and Ethnicity Breakdown in 2010



Changes in the population within each race and ethnicity category from the 1990 Census to the 2000 Census are as follows: 100% decrease of American Indian; 100% decrease of Asian and Pacific Islander; 7.5% increase of Black, 59% increase in Hispanic Ethnicity, 4% increase in other race and white increase 62%. Hundred percent decrease of Asian & Pacific islander and American Indian and Alaska Native meaning that the 2000 Census reported that there were no Asian and American Indian lived in the area while in 1990 there were still few of them. Over the period Black dominate the racial composition of the area while other races are fluctuate over the year.

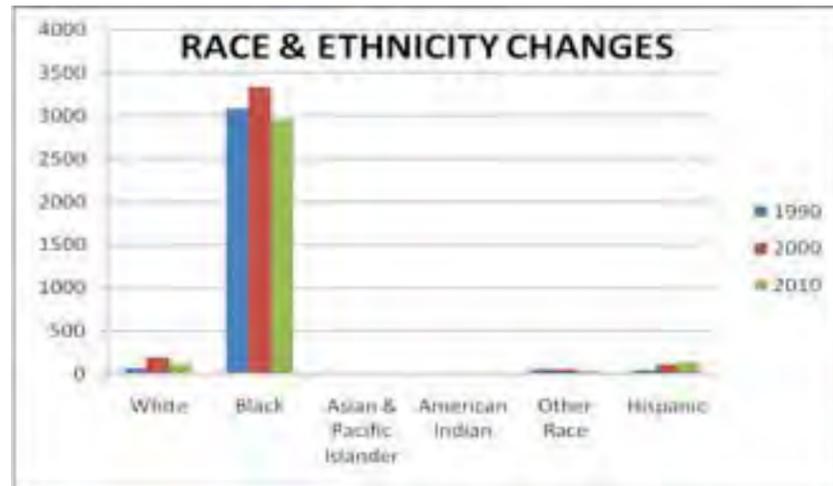


Figure 4: Race and Ethnicity (1990-2010)

Households

The Census revealed household counts of 1,835 in 2000, up from 1,706 in 1990 representing a change of 7% with average household size is 2 persons. In 2009 the average household size in this geography was 1.94 people and the average family size was 2.77 people.

Income

In 2009, the median household income in this selected geography was \$13,011. The Census revealed median household incomes of \$15,765 in 2000 and \$11,809 in 1990 representing a change of 25%. In 2009, the percapita income in this area was \$12,006 or 56% lower compared to the US per capita, which was \$27,041. The average household income was \$23,121, compared to the US average which was \$70,096

Housing

The median housing value in this area was \$106,300 in 1990; compare this to the US median of \$79,100 for the same year. The 2000 Census reported a decrease in median housing value which was \$81,800, or 23% change from 1990. In term of housing ownership status, in 1990, there were 82 owner and 1,473 renter occupied housing units. In 2000 these number were increase to 329 owner and 1,580 renter occupied housing units in the same area.

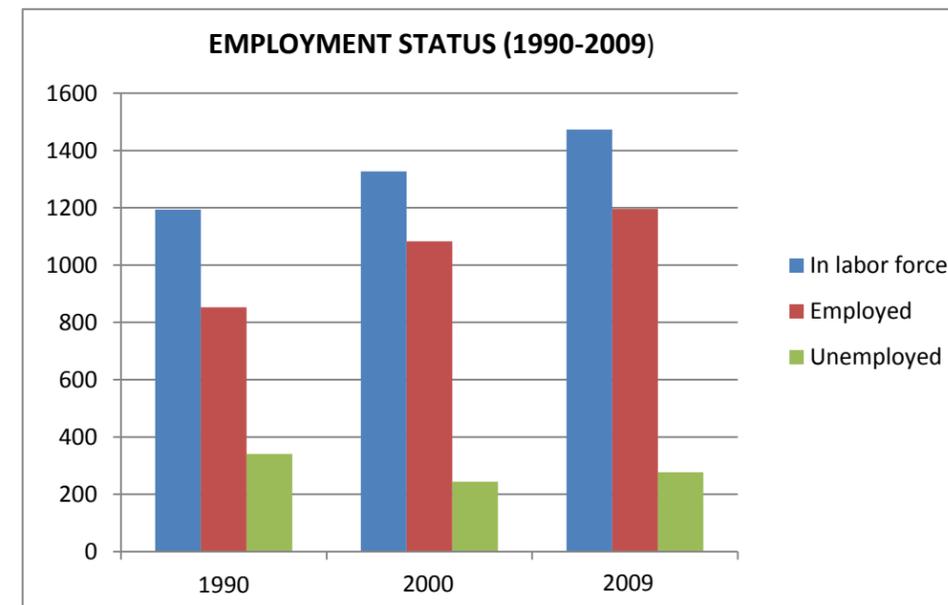
Year	Housing Ownership Status		Median Value
	Owner	Renter	
1990	82	1,473	\$106,300
2000	329	1,580	\$81,800

Table 1: Housing Ownership and Median Value (1990-2000)

Employment

In 2009, there were 1,473 people over the age of 16 in the labor force in this geography area. Of these 81% were employed, 19% were unemployed. This condition was not far different from employment status in 2000 which showed 82% were employed and 18% were unemployed from total 1,327 people who were in the labor force. Compare this to employment status in 1990 where 71% were employed and 29% were unemployed from total 1,194 people who were in the labor force. The average time traveled to work in 2009 was 15 minutes and 25.5 minutes in 2000. The Census 2010 employment data has not been revealed at the time of this report was created.

Figure 5: Employment Status (1990-2009)



Reference:

US Census 1990, 2000
2005-2009 American Community Survey

2: History

Overview

Underground
Railroad Influence

Civil Rights in
Buffalo

Jazz Age Buffalo

Portrait of a
Neighborhood



Overview

Throughout the mid-19th century to the early 20th century the African American population in Buffalo witnessed a historic evolution. The residential make up of Buffalo in terms of the African American population evolved from a sparse population throughout several wards in the city around 1905, to a highly concentrated black population in primarily two wards in the year of 1925. Over this time span, the trend of blacks comingling with other whites remained. As discussed by Lillian Williams, the prevalence of German, Polish and Russian Jews located in the east side alongside blacks was all too common. Immigrants, primarily Jewish immigrants were shunned almost as equally as African Americans, leading to blended housing patterns in “one or two family dwellings”³ in the east side of the city (1999,3). Furthermore, this integration of immigrants in company with blacks remained relatively cordial. The large Russian and Jewish populations which frequented a local Jewish community center located at the corner of William Street and Jefferson Avenue stood directly beside a black enterprise known as the Brotherhood of Sleeping Car Porters (Goldman,1983,213). This coexistence symbolized the level of struggle that blacks and

immigrants faced which relegated where each population would reside. Along the area of William, Jefferson, Broadway and Michigan Avenue, several enterprises owned by immigrants existed alongside African American businesses. A prime example of this intermingling was at the Broadway Auditorium which is located at 197 Broadway between Nash and Milnor. At this location a mass protest on the part of Germans, Jews and Italians took place in efforts to impede the passing of the Johnson Immigration Bill. This mass protest was held in the heart of the “negro district”(Williams,1999, 3).Immigrants, leading up to and directly following the passing of the Johnson Immigration bill felt no reason to reside in the East side of Buffalo any longer. Jews and other local immigrants were more adept to obtaining secure work and opportunities elsewhere, which inherently throughout the years of 1915-1930’s allowed their attrition out of the East side of buffalo. It was at this point that housing options and availability of services deteriorated for local blacks.

Several factors affected the transformation of the East side of Buffalo and led to the conditions which residents faced during the time of the Great Migration. As masses of migrants flocked North, lifestyle and living patterns were replicated from the South. As is the case in the South, family remained the cornerstone of livelihood. African American females and males alike remained in the home until they were of age; usually designated at age 16, when they could then choose to acquire a working permit and forego further education. Beyond the security of immediate family housing, black young adults and southern migrants turned to an option which provided a transition phase allowing for a level of security equivalent to that of a nuclear family along with the freedom of independent living. The option of becoming a boarder was a particularly popular option due to shortages in housing and financial constraints because it allowed heads of households the ability to earn additional discretionary income to supplement their own families. A great many boarding houses arose, such as the boarding house located at 105 William Street run by proprietor Fannie McDonald (Williams,1999,59). Moreover, boarding became a viable option in that it allowed boarders a transition period where they could accumulate savings and become adjusted to a new lifestyle. Boarding was typically an option only offered to those who were known by others, therefore alternate options for housing did arise.

As familial bonds remained strong between relatives which had already moved north and those remaining in the south, crucial linkages were established which aided in the migration of blacks to Buffalo’s East side. As discussed by Lillian Williams, “the black family was one of the pillars upon which individuals could draw to escape the debilitating effects of racial prejudice and discrimination” (1999, 49). Two methods in which the family played a role in aiding migrants was through “extended and augmented” familial ties (Williams, 1999, p.52). Both of these methods allowed those who were in need of housing the option to turn to family regardless of how distant the relationship may have been. These two options were major determinants in the living situation and survival of blacks during the years of 1915-1930’s.

Underground Railroad and Buffalo

The Underground Railroad, which aided fugitive slaves on their escape from involuntary servitude to freedom in the northern states and Canada, is enlivened in many local stories and folklore throughout Western New York. Fugitive slaves arrived in Western New York from the more eastern sections of New York State and from western Pennsylvania. Before the Compromise of 1850 and the Fugitive Slave Act of 1850, many fugitives, remained in Western New York, while others traveled to Canada, crossing at several points along the Niagara River. The proximity of connections along the Underground Railroad to Canada contributed to the significance of Buffalo, rendering it a major terminus for fugitive slaves.

Throughout its 50 year time span the Underground Railroad system delivered hundreds of fugitives slaves from slavery and beyond the jurisdiction of the Fugitive Slave Law of 1793. Both local abolitionist and freethinkers contributed to the cooperative efforts, and as a result of their ability to organize, the underground network was pivotal in aiding runaways to secure their right of freedom. One organization which practiced civil disobedience in opposition of slavery was the Buffalo City Anti-Slavery Society, which was formed in the late 1830's. Some prominent abolitionist who were either stationmasters or anti-slavery activists in Buffalo during this period were William Wells Brown, George Weir, and Lewis Baker, to name a few. Historically relevant Underground Railroad stations in Buffalo, NY include the Michigan Street Baptist Church which still stands in its original location, and maintains its architectural integrity, the now demolished homes of prominent abolitionist on Pine Street, and the Foot of Ferry Street along the Niagara River, presently known as Broderick Park. Numerous other individuals and "safe houses" were also influential in the Underground Railroad. The Michigan Avenue Heritage Area was historically a vital center for the anti-slavery movement, and any plan put forth to revitalize this area, must strongly consider the copious historical resources and significance which this neighborhood encompasses.

Civil Rights in Buffalo

Buffalo has a rich heritage regarding the early Civil Rights movement. In 1900, there were only 2000 black residents of Buffalo, which represented one-half of one percent of the population. Yet among these residents were people who would grow to be influential within the international black community.

Mary Burnett Talbert lived with her husband, Buffalonian William Talbert, at 521 Michigan Avenue, right next to the Michigan Street Baptist Church. Mrs. Talbert received her bachelor's degree from Oberlin College, and went on to graduate studies. She was the first woman to receive a doctorate degree from the University at Buffalo. In 1901, Mrs. Talbert helped host the National Association of Colored Women's biannual meeting in Buffalo. Also in this year, Mrs. Talbert protested exhibits that were to be presented at the Pan-American Exposition in Buffalo. These exhibits, "Old Plantation" and "Darkest Africa," were racist in their depictions of black life and history. Perhaps Mrs. Talbert's longest legacy is her part in the creation of the local chapter of the NAACP. In 1905 W.E.B. DuBois, John Hope, Monroe Trotter, and 27 other black men met secretly in the Talbert home on Michigan Avenue. This meeting was to help plan



Image: The slave-trader walker and the author driving a gang of slaves to the southern market. From the Narrative of William W. Brown, an American Slave. Written by Himself.

Courtesy of UNC University Library: Documenting the American South Database

a movement to promote the rights and responsibilities of black Americans, and especially to contrast the speech that Booker T. Washington gave in Atlanta urging black Americans to compromise.

At the meeting, the participants planned to rendezvous in Fort Erie, Ontario, Canada. They also set forth what would be their founding document, which they titled their "Principles." These principles were Progress, Suffrage, Civil Liberty, Economic Opportunity, Education, Courts, Public Opinion, Health, Employers and Labor Unions, Protest, Color-Line, "Jim Crow" Cars, Soldiers, War Amendments, Oppression, The Church, Agitation, Help and Duties (vote, respect rights of others, work, obey the laws, etc.). When the group met in Fort Erie, Ontario, Canada from July 11-14, 1905, they named themselves the Niagara Movement. They wanted their influence to be as powerful as the mighty Niagara Falls. W.E.B. DuBois articulated the rallying cry of the Niagara Movement: "We want full manhood suffrage and we want it now... We are men! We want to be treated as men. And we shall win." In 1909 many of the main players in the Niagara Movement formed the National Negro Committee. They chose February 2nd as their founding date, in honor of Abraham Lincoln's birthday. Race riots in Lincoln's hometown of Springfield, Illinois led to the formation of the NAACP in 1910. The Niagara Movement disbanded.

Mary Talbert continued to be a leader among black Americans and among women. In 1910 she served as a delegate to the International Council of Women in Norway. Mrs. Talbert also formed a Phyllis Wheatley Club in Buffalo, named for a slave poet who lived from 1753 to 1784, Phyllis Wheatley Clubs were formed by black women across the United States. Mrs. Talbert served as the president of the National Association of Colored Women from 1916-1920. However, in 1917 she trained with the Red Cross to become a nurse so that she



Image: Mary Talbert.
Image courtesy of math.buffalo.edu

could join the American expeditionary forces in France. She returned home after the war, and in 1922 received one of the NAACP's highest honors: the Springarn Medal. Mrs. Talbert died in 1923 at the age of 57, but her legacy lives on. The story of Mary Talbert and the roots of the local chapter of the NAACP are significant in chronicling the Civil Rights movement in the Michigan Avenue area of Buffalo. However, there were other players and institutions in the story of Civil Rights.

In 1912 *John Brent* moved to Buffalo. An African American architect, Mr. Brent would go on to design the Michigan Avenue YMCA in 1928. Mr. Brent was the second African-American to design a "colored" YMCA. The Michigan Avenue YMCA included a cafeteria, gym, pool, barber, tailor, library, classrooms, locker rooms, dorms, and billiard tables. It was a pillar of the Michigan Avenue community until it was demolished in 1977.

Florence Randolph Jackson, a Michigan Avenue resident, founded the Lit-Mus Study Club in 1922. Lit-Mus is short for "Literacy" and "Music." The club was an African American women's group that studied arts, humanities and social sciences in order to improve the community. The club went on to become a part of the Empire State Federation of Women's Clubs, and an affiliate of the National Association of Colored Women's Clubs. In 1928 the Lit-Mus club instituted Negro History Week.

This celebration of African American history eventually became the nationally recognized Black History Month. The Lit-Mus Club is still in existence in Buffalo, and has a scholarship fund to help local students. The Club's records are on file with Buffalo State College.

Reverend J. Edward Nash is another important figure in Buffalo's Civil Rights history. Reverend Nash was the head of the Michigan Street Baptist Church from 1892 to 1953. Reverend Nash and William Evans founded the Buffalo Urban League in 1922, which fought for African American rights within Buffalo. Reverend Nash was also instrumental in establishing a Buffalo chapter of the NAACP. In 1910, shortly after the formation of the NAACP, Reverend Nash hosted Booker T. Washington's meeting with "Afro-American Citizens of Buffalo" at the Michigan Street Baptist Church. Reverend Nash also maintained ties with the Buffalo community at large, serving as secretary of the Ministers' Alliance for 32 years.



Image: The Niagara Movement
Image courtesy of math.buffalo.edu



Image: Reverend Nashe
Image courtesy of...

Jazz Age in Buffalo

By 1900, Buffalo became the eighth largest city in the country and one of the front runners of the American Jazz Age, not only leading the way for many of our nation's cities to create musical unions but also hosting many of the world's greatest jazz musicians and singers. There was very little black migration up until the turn of the century. In 1920, only 4,500 blacks had migrated to Buffalo to fill a labor shortage. However, by 1930, 13,500 blacks had moved to Buffalo, mostly all to the lower east side, where there has been a small but consistent black community since the 1820's. Along with the growth of the black community, so did the talent and expression of African American culture and music.

The American Federation for Musicians, founded in 1896, was a musician's professional trade union. Tensions between blacks and whites in Buffalo's local No. 43 union began around 1916 during an influx of black bands to the downtown circuit. Non-union bands were prohibited from playing clubs within Local 43's jurisdiction. Major John Powell, President of Local 43, encouraged black musicians to join the union to avoid these conflicts and to enhance their opportunities as musicians. However, the white union members refused to accept black musicians. With blacks unsuccessfully

trying to join the white musicians' local union, they formed their own musicians' local union on February 3, 1917. *Local No.533* was the first black union in Buffalo and only the eighth city since the formation of the American Federation of Musicians to have dual musician unions that were racially segregated.

One year after Local No. 533 was formed, a close knit group of musicians, independent from the union but comprised of its members, formed a club where the musicians could socialize after their shows at night. It was free space with a piano where they could relax and play music, marking the inception of *The Colored Musicians Club*. Before its permanent home at 145 Broadway, the Colored Musician's Club was housed in the union headquarters on Michigan Avenue, 96 Clinton St. at Oak Street, and the Masonic Temple at 168 Clinton Street. The structure at 145 Broadway was originally just as a storefront. The building was constructed between 1880 and 1900 initially as a shop of shoemaker Charles Zifle, then McNamara's cigar and Tobacco stand, a billiards parlor and finally the Niagara China and Equipment Co.

The club was incorporated on May 14, 1935 as a separate entity from the union and started using the upstairs as rehearsal space while the union held its meetings downstairs. The club is the only continually operating club still in existence in the United States. Jazz greats like Miles Davis, Coleman Hawkins, Dizzy Gillespie and Duke Ellington frequented the stage. Louis Armstrong and his wife, Lil, were both members of the club. "Doctors, lawyers, laborers, whites and blacks alike were all welcomed to the club with only conditions for entrance being a love of music and a smile."²



Images: The Colored Musicians Club in the late 1940s, including Dizzy Gillespie on the piano and Miles Davis in the doorway.

Photo courtesy of the Colored Musicians Club of Buffalo, NY

The Colored Musicians' Club was not the only jazz influence in Buffalo. *The Little Harlem* supper club opened in 1929. Ann Montgomery opened an ice cream parlor at 496 Michigan Avenue, later becoming the Little Harlem. The ice cream parlor expanded to a billiards club in 1920, and in 1930 Montgomery formed a cabaret which initiated the Little Harlem hotel and nightclub in 1934. A local Blues legend turned national star, Robert Robinson, known as "Count Rabbit"², was discovered outside Club Moonglow at William Street and Michigan Avenue. He grew up playing for change on Buffalo's east side. He also became a popular performer at the Little Harlem and *The Lucky Clover*.

¹ Meyer, Brian. "Ceremony Honors 'Count Rabbit'" *Buffalo News* 19 Feb. 2011. Factiva. Web. 23 Feb. 2011.

² Rudewicz, Joel, and Chris Root. "History Written with Jazz: The Colored Musicians Club of Buffalo." *Western New York Heritage* Winter 2011: 56-63. Print.

Bibliography

- Advertising Department of Home Finder, Buffalo N.Y. East Side Region Echoes Prosperity of past. Buffalo: Advertising Department of Home Finder, Buffalo N.Y., 2007. Print.
- Allen, Carl. "The Old Families of the Black Community." *The Buffalo News Magazine* 15 Jan. 1984: 6+. Print.
- Bernstein, Rachel. "Men Working Together: The Colored Musicians Club of Buffalo." *The Colored Musicians Club Of Buffalo, New York - Historic Jazz Club, Live Music, Museum, One of Earliest African-American Musicians' Unions* (est. 1917-1918). 2004. Web. 7 Feb. 2011. <<http://www.coloredmusiciansclub.org/history.html>>.
- Bilotta, James D. "Reflections of an African American on His Life in the Greater Buffalo Area, 1930s-1960s." *Afro-Americans in New York Life and History* 13.2 (1989): 47. Print.
- "Black Ministry Isn't Limited to Spiritual Needs." *The Buffalo News* [Buffalo] Jan. 1980: E-12. Print.
- Brooks-Bertram, Peggy, and Barbara Nevergold. *Uncrowned Queens*. Vol. 1. Buffalo: Uncrowned Queens, 2002. Print.
- Buckham, Tom. "New Look for Historic Area." *The Buffalo News* [Buffalo] 12 July 2005. Print.
- Ciambella, Perry. *WNY Catholic*. Feb. 1992. Vertical Files. Central Library- Grosvenors Room, Buffalo.
- Clark, Daris D. "Friendship Missionary Baptist Church." *Friendship Baptist Church*. Web. 10 Feb. 2011. <<http://www.friendshipmissionarybc.org/churchhistory.html>>.
- The Colored Musicians Club Of Buffalo, New York - Historic Jazz Club, Live Music, Museum, One of Earliest African-American Musicians' Unions (est. 1917-1918). *Colored Musicians Club Of Buffalo, NY*, 2008. Web. 01 Feb. 2011. <<http://www.coloredmusiciansclub.org/>>.
- Cottrell, Kevin. *Motherland Connexions, Inc. Buffalo: Underground Railroad Tours of the USA & Canada*. Print.
- Delmont, Mary, and Monroe Fordham. "African American Heritage." *Western New York Library Resources Council*. 2011. Web. 5 Feb. 2011. <<http://www.wnylrc.org/orgMain.asp?storyid=182&orgid=235>>.
- Densmore, Christopher. "Reform, Religion and the Underground Railroad in Western New York - University Archives - Special Collections." *University at Buffalo Libraries*. University at Buffalo Special Collections, Jan. 2001. Web. 03 Feb. 2011. <<http://ublib.buffalo.edu/archives/exhibits/old/urr/>>.
- Farley, Ena, AJ W. Meyers, and Ralph Watkins. *African American Presence in NYS History*. Ed. Monroe Fordham. New York: NY African American Institute, 2004. Print.

History

- Farrison, William E. "William Wells Brown in Buffalo." *The Journal of Negro History* 39.4 (1954): 298-314. JSTOR. Web. 01 Feb. 2011. <<http://www.jstor.org/stable/2715403>>.
- Fordham, Monroe, and Ralph Watkins. "Colored Musicians Association of Buffalo: Musicians Local 533." The Monroe Fordham Regional History Center. Department of History & Social Studies, Buffalo State College. Web. 24 Jan. 2011. <<http://www.monroefordham.org/>>.
- Franczyk, David A. "Don't Throw Out Grandma's Old Stuff." *East Buffalo Gazette* 30 Apr. 1998. Print.
- German-American Postal Card Co. "Iroquois Hotel Postcard, Buffalo, N.Y." *Western New York Legacy*. Buffalo and Erie County Historical Society Research Library, 13 May 2010. Web. 25 Jan. 2011. <<http://www.wnylegacy.org/cdm4/browse.php?CISOROOT=%2FVTP004>>.
- Hague, John. "Moonglo Nightclub." *Buffalo Architecture and History*. 2003. Web. 11 Feb. 2011. <<http://www.buffaloah.com/h/af/source/17.html>>.
- "Historic Michigan Street Baptist Church." The Michigan Street Baptist Church. Web. 16 Feb. 2011. <<http://www.themichiganstreetbaptistchurch.org/index.html>>.
- "History of the Buffalo, New York Branch N.A.A.C.P." N.A.A.C.P. (Feb. 2000): 1-2. Print.
- LaChiusa, Chuck. "The J. N. Adam & Co. / AM&A's Department Store." *Buffalo Architecture and History*. Web. 2 Feb. 2011. <<http://buffaloah.com/a/main/377/hist/hist.html>>.
- Lapp, Al. "Buffalo Movie Theaters: Broadway Lyceum." *Buffalo Architecture and History*. Web. 05 Feb. 2011. <<http://www.buffaloah.com/h/movie/lapp/source/7.html>>.
- Meyer, Brian. "Ceremony Honors 'Count Rabbit'" *Buffalo News [Buffalo]* 19 Feb. 2011. Factiva. Web. 23 Feb. 2011.
- Miles, Bill. *Churches of Black Buffalo*. Apr. 1987. Directory. Central Library- Grosvenors Room, Buffalo.
- Rey, Jay. "History and Hope." *The Buffalo News [Buffalo]* 21 Feb. 2003: A6. Print.
- Rudewicz, Joel, and Chris Root. "History Written with Jazz: The Colored Musicians Club of Buffalo." *Western New York Heritage Winter 2011 [Buffalo]* 2011: 56-63. Print.
- Sandhu, Ranjit. "Buffalo Theaters." *Buffalo Architecture and History*. 2002. Web. 5 Feb. 2011. <<http://www.buffaloah.com/h/movie/sandhu/index.html>>.
- Trotter Jr., Joe W. "The Great Migration." *OAH Magazine of History World War I* 17.1 (2002): 31-33. Print.
- Western New York Legacy*. 2011. Web. 29 Jan. 2011. <<http://www.wnylegacy.org/>>.
- Williams, Deidre. "Nash Home Receives Historic Designation." *The Buffalo News [Buffalo]* Jan. 2007, City & Region sec.: B. Print.
- Williams, Lillian S. "Afro-Americans in Buffalo, 1900-1930: A Study in Community Formation." *Afro-Americans in New York Life and History* 8.2 (1984): 7. Print.
- Williams, Lillian S. *The Development of a Black Community: Buffalo, New York, 1900-1940*. Diss. State University of New York at Buffalo, 1979. Ann Arbor, MI: University Microfilms International, 1979. Print.
- Williams, Scott. "African American History of Western New York State 1900-1935." The Circle Association. Apr. 1996. Web. 9 Feb. 2011. <<http://www.math.buffalo.edu/~sww/0history/1900-1935.html>>.
- Wilner, M. M. "Buffalo and the Underground Railroad: The Story of Buffalo-The City Was a Terminus of the Underground Railroad in Slavery Days." *The Buffalo News* Mar. 1930: 2-4. Print.

Portrait of a Neighborhood

In order to fully gain the knowledge needed to interpret the Michigan Street Heritage Corridor into a historic place, it is useful to look at the manuscript census of the neighborhood in 1925, when the area has been claimed to have become a thriving “black neighborhood”. This data tells who was living there, where they were from, where they worked, and whom they lived amongst. In doing this research it can be found that the area was quite an anomaly for the time. Although the area is proposed to be an African American Heritage corridor, the multiculturalism in the area should not be ignored. Blacks and whites from all over the world were living next door to one another, and at times even in the same house. Bringing these other cultural aspects will only add to the African American heritage corridor and aid to bring even more tourists to the area. Buffalo is often considered one of the most segregated cities in the country, but at this time this neighborhood was quite the opposite. The Michigan Street Heritage Corridor lies partially in two Wards at the time (6 and 7).

The “Michigan Street Area” corresponds to the loose boundary of census tract 14 at the time. For each street, information from two or three pages of manuscript census was collected. It was decided to use back-to-back pages in order to determine if people of different racial and ethnic backgrounds were living within and amongst each other or if the neighborhood was indeed segregated. An analysis of nativity shows that although the majority of residents at the time were from the U.S., some of those counted as “American White” were children of those born in places elsewhere (Figure 1). This graph aids to show the great diversity that can add to the story of this African American Heritage Corridor.

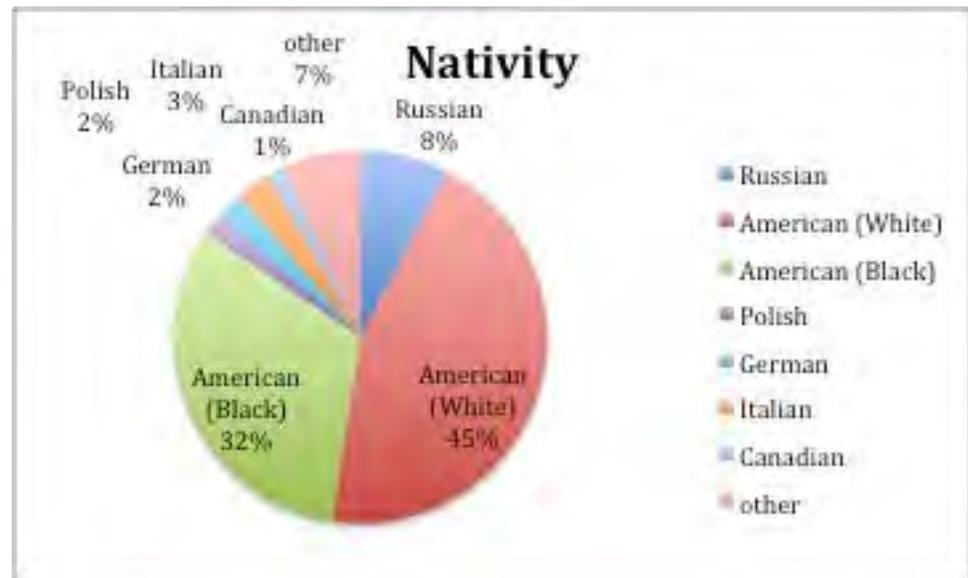


Figure 1. Nativity

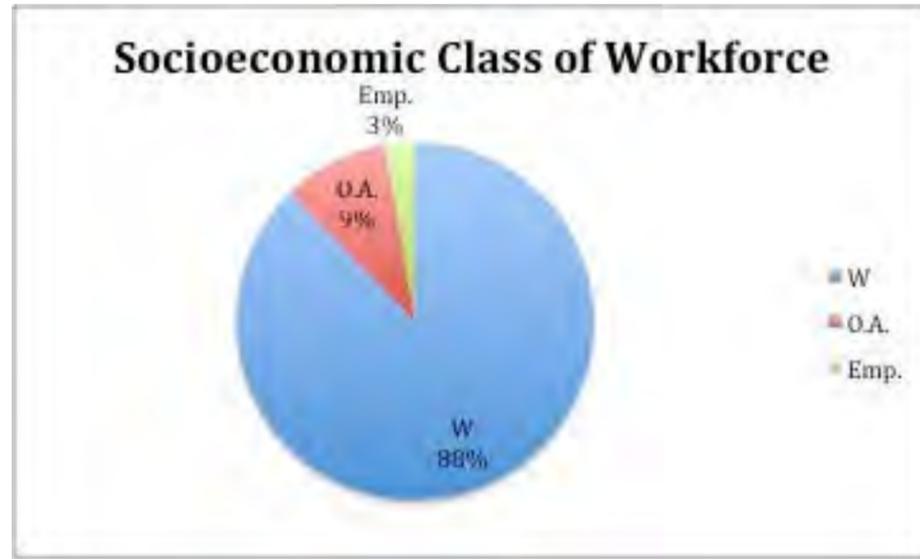


Figure 2. Employment



Figure 3. Self-employment

Simply finding the percentage breakdown of nativity is not enough to determine the magnitude of multiculturalism within the neighborhood. The data set of 2,813 residents represented 34 countries of origin, but were they living amongst one another? Blacks and whites resided at the same address in 43 cases of the sample. Figure 4 shows an example of this data.

Street	House #	Name	Relation	Color	Sex	Age	Nativity	# yrs in US	Citizen or alien	If naturalized when and where	Occupation	Class
Jefferson	498	Gordon, Alice	Wife	W	F	23.00	Canada	2.00	A		Housework	E
Jefferson	498	Gordon, Pearl	daughter	W	F	2.00	Canada	2.00	A		infant	E
Jefferson	498	Lutberg, A.	Lodger	W	M	79.00	Russia	25.00	A		No occupation	E
Jefferson	498	Mitchell, Solomon	Head	B	M	25.00	U.S.	15.00	C		Polish, Cook	W
Jefferson	498	Mitchell, Mary	Wife	B	F	26.00	U.S.	26.00	C		housework	E
Jefferson	498	Walker, Henry	Head	B	M	26.00	U.S.	26.00	C		Porter	W
Jefferson	498	Walker, Corinne	Wife	B	F	26.00	U.S.	26.00	C		Housework	E
Jefferson	498	Walker, Henry Jr	son	B	M	1.00	U.S.	1.00	C		infant	E
Jefferson	498	Walker, Agnes	daughter	B	F	0.00	U.S.	3 month	C		infant	E
Jefferson	498	Nuckles, Louis	Head	B	F	15.00	U.S.	15.00	C		public school	E
Jefferson	498	Douglas, Fred	Head	B	M	26.00	U.S.	26.00	E		Common Laborer	W
Jefferson	498	Douglas, Anna	Wife	B	F	24.00	U.S.	24.00	C		Housework	E
Jefferson	498	Douglas, Helen	daughter	B	F	4.00	U.S.	4.00	C		infant	E
Jefferson	498	Douglas, John	son	B	M	2.00	U.S.	2.00	C		infant	E
Jefferson	498	Minsky, John	Head	B	M	30.00	U.S.	30.00	C		Evangelist	W
Jefferson	498	Minsky, Lilla	Wife	B	F	23.00	U.S.	23.00	C		Housework	E
Jefferson	498	Linsky, Louis	Head	W	M	55.00	Russia	15.00	A		Iron Peddler	W
Jefferson	498	Linsky, Rose	Wife	W	F	43.00	Russia	4.00	A		Housework	E
Jefferson	498	Linsky, Sarah	daughter	W	F	20.00	Russia	4.00	A		Dry Goods Clerk	W
Jefferson	498	Linsky, Rose	daughter	W	F	17.00	Russia	4.00	A		Dry Goods Clerk	W
Jefferson	498	Linsky, Max	son	W	M	15.00	Russia	4.00	A		Public school	E
Jefferson	498	Linsky, Bertrada	daughter	W	F	22.00	Russia	4.00	A		Housework	E

Figure 4. Portion of the 1925 Manuscript Census Data.

Less than half of those sampled were in the workforce. This is explained by the fact that a large number of children and women generally did not work. Figure 2 serves to enhance our understanding of the neighborhood workforce. The majority of those working were, not surprisingly, of the working class. However, it is important to look at the 12% of self-employed within the neighborhood. Looking at the 159 business owners in the sample, it was found that the majority were owned by immigrants.

To further understand the neighborhood it was necessary to look to see if these addresses were simply anomalies or if the intertwining of cultures was prevalent throughout. Figure 5 demonstrates the wide variety of culture on five blocks of Michigan Avenue. People of different cultures (fifteen countries are represented) were scattered throughout the neighborhood. Creating this figure for many of the streets would yield a similar visual and results.

Figure 5. Each color on the figure represents a different country of origin. In the cluster of purple dots, about half are Black business owners in the neighborhood, representing part of the Black business district.

Although this paints a picture of harmony, commodification of housing began to segregate neighborhoods. The first pattern observed is the prevalence of boarding houses in and surrounding the district. As the population of blacks grew due to the great migration and primary location of industry remained around east buffalo, the need for housing grew. Consequently, people with families of their own viewed the boarding house business as a profitable and philanthropic venture. As government lacked concern for the area due to racial tensions, the area's housing stock continuously declined leaving blacks in deplorable conditions.

Slum Area Determination Surveys began to be determined by residents' country of origin and race. Figure 6 shows the maps of these determination surveys from 1934. The neighborhood (Census tract 14) can be seen as becoming increasingly populated by Blacks and decreasingly so by Whites. The census data from 1925 shows that less than ten years previous the area was much less segregated.



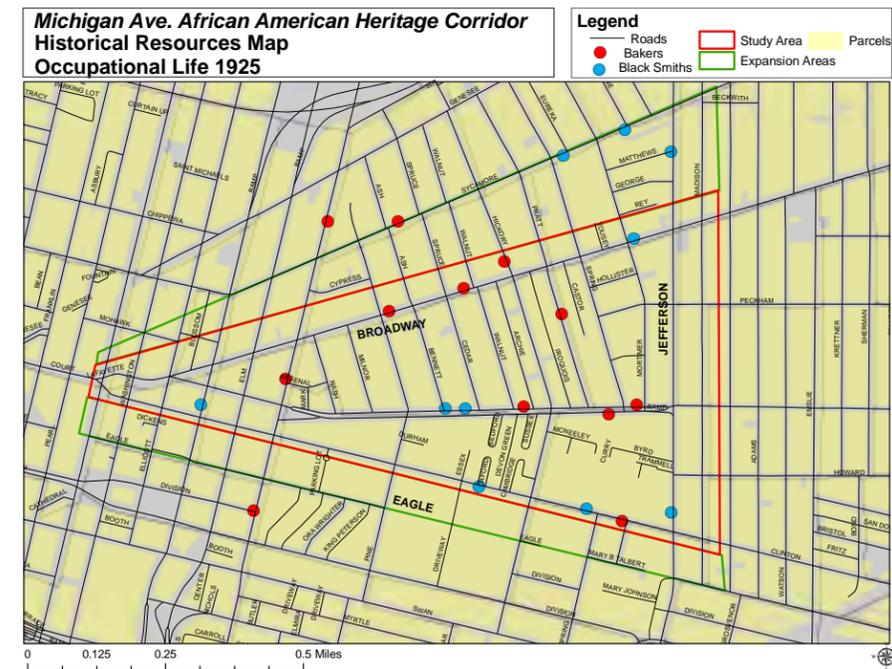
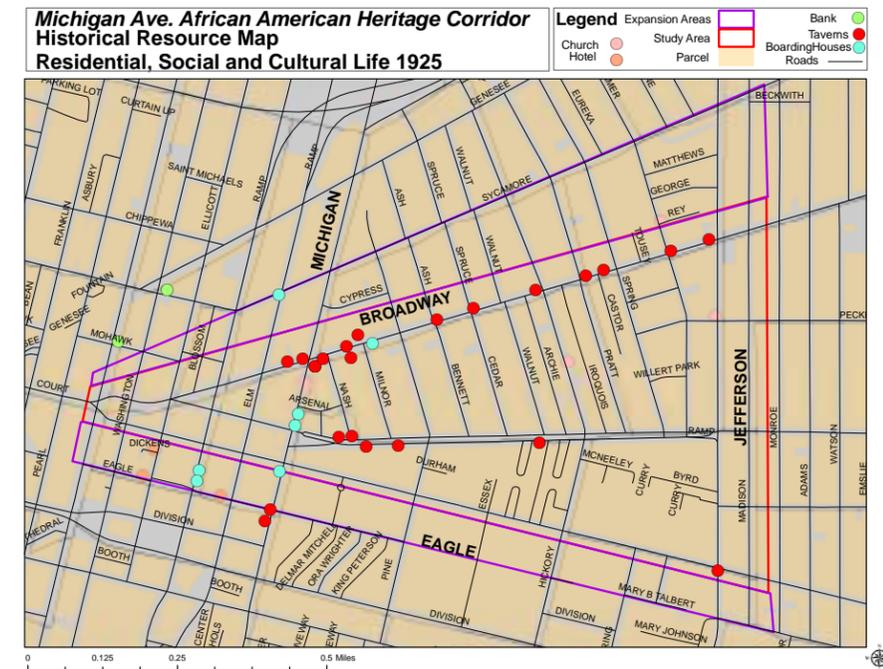
Figure 6. 1934 Slum Determination Survey Maps provided by the Emergency Relief Bureau to the Buffalo Municipal Housing Authority.

Occupational Trends

As trends of residential occupancy evolved so did the types of employment offerings for blacks during the Great Migration. In the East side of Buffalo, employment options changed from primarily positions held in the service industry to positions held in a variety of sectors. During and following World War I, job offerings in the growth sectors of factory and industry work finally opened to blacks. Although difficult to maintain employment due to lack of transportation from the east side to employers such as Bethlehem Steel and Wickmire Steel Mills, there was an observed increase in positions held by blacks which was not seen in the previous decade. At least 4 industrial plants with over 100 employees were located within the census tract, with another 18 industrial plants employing over 100 workers within a mile of the tract boundaries.

As the growth of blacks in industry flourished from 1915-1930, so did the growth of black enterprises and businesses. Throughout the early twentieth century immigrants had a strong business presence throughout the Michigan Street Heritage district predominantly along Oak Street and Broadway. Black enterprises resided alongside European immigrant businesses that specialized in retail, repairs, and corner stores that catered to immigrants. There were various types of occupations with blacksmiths and bakeries been the most significant occupation in the area. Job offerings for females and males shifted from positions such as hotel attendants, and chambermaids, to an increase in black owned enterprises to fulfill the needs of a large influx of migrants. Black enterprises that arose in the core of the negro district within the boundaries of William street, Broadway, Jefferson and Michigan Avenue ranged from nightclubs, hotels, drugstores, and private physician practices. In example, the Little Harlem Hotel and supper club which was not only a notable structure but remained an influential social organization which catered to the growing black population.

Some of the businesses which catered specifically to the black population ranged from beauty parlors, drugstores, physician practices, grocery stores and gathering places. Several private physician practices arose to provide services to blacks who would otherwise be denied service. Some of the offices which sprung up were a dental office run by Dr. Elisha Gilbert which was located at 259 William Street. Another practice was owned by Ophthalmologist Yerby Jones, which was located at 428 Jefferson Avenue. Beyond medical services offered by blacks to blacks, a few private law practices arose. One law partnership arose on William Street which was run by Clarence Mahoney and Julian Evans. The corridor during the 1920's was one of the most vibrant hubs in the city. There were various types of activities taking place, which affected the lives of the community members and the Metropolitan area at large. Economically it was the site of three banks one of which was the First German Bank. There were over thirty taverns and boarding houses in a four-block radius (See Map 1).



History: Portrait of a Neighborhood

Business Directory Listings for Key Streets

One way to get a better understanding of the diversity of commercial establishments in the area is through an analysis of entries in the 1930 City Directory. We concluded a preliminary study that recorded all listings that appeared to be the title of a company and all listings that also included an occupation, because these appeared to indicate that the person operated from the listed address. For an initial study of Broadway Ave. and Oak St., listings were broken down into 9 categories as follows: dining (bars, rest., cafeteria); professional (lawyers, doctors, accountants); convenience (food market, grocery, barber shop, drug store); retail (furniture store, appliance store); shop (machine shop, clothing repair, care repair, appliance repair, filling stations); offices (office services, publishers, real estate, corporate offices); factory/production (manufacturing); institutional (churches, government services, social services, studios, theatres); unknown/other (unknown business type or does not fit other category). The findings generally reinforce earlier conclusions about the cultural and occupational diversity in the area:

- Offices were concentrated more toward downtown while retail and convenience services became more prevalent up the road
- Many organizations and names in the area, particularly among restaurants, appear to be Greek, not African-American, indicating the multi-cultural nature of the neighborhood
- There are no bars listed on either street because 1930 was still during Prohibition. The businesses listed as “soft drinks” may have been the former sites of bars (or potentially speakeasies)
- Many of the businesses include names like “...& Sons, indicating a family business
- Most businesses on the street appeared to be small businesses, and many were listed by the owner’s name.
- Some businesses had a storefront at the bottom and the owner lived in the unit upstairs or in the back; many addresses had more than one business or resident on the premises.

Distribution of Businesses Classes

Total Businesses on Oak/Broadway (In Study Area)	372	100
Dining	29	7.8%
Professional	39	10.5%
Convenience Locations	56	15.1%
Retail Stores	82	22.0%
Repair Shops (of various types)	63	16.9%
Offices	42	11.3%
Factory/Production Facilities	18	4.8%
Institutional Facilities/Services	27	7.3%
Unknown or Other Businesses	16	4.3%

3: Assets & Resources

Resources:

Political
Social and Cultural
Work

Assets:

Land
Structures
Public Space
Programming



Image: Nash House

http://www.waymarking.com/waymarks/WM180W_Nash_Rev_J_Edward_Sr_House

Resources - Political Life

Underground Railroad

The Underground Railroad was a movement with pervasive moral significance. It was the nation's first integrated and nonsectarian movement; with a fellowship comprised of Catholics, Protestants, Jews and dissenters. Many individuals in Western New York, specifically the City of Buffalo's East side, embraced personal accountability for the rights of fugitive slaves. Both blacks and whites were participants in the underground movement, which sheltered and clothed fugitive slaves; they served as guides, hosts, and insisted that the call for abolition be heeded. Because of its close proximity to the Canadian border, Buffalo was one of the main stops on the Underground Railroad thoroughfares. Buffalo and the surrounding areas were clustered with Underground Railroad stations led by brave stationmasters.

Frederick Douglass

Douglass was an avid abolitionist in the early 1840s and a major opponent to Jim Crow segregation in the 1890s. He lived the majority of his life in Rochester, N.Y., where he established the most influential black newspaper of the mid-19th century, called The North Star (1847-51), Frederick Douglass' Paper (1851-58), and The Douglass



Monthly (1859-63). Douglass achieved international noteriety as an orator and as a writer of persuasive power. Frederick Douglass spoke to a full parish at the Michigan Street Baptist Church. He was an active abolitionist during the Civil War and fought to eradicate slavery. During the war he was proponent of the Union cause, a recruiter of black soldiers, and an advisor to President Abraham Lincoln. During the Reconstruction he traveled and spoke publicly on racial issues.

Harriet Tubman

Harriet Tubman, a runaway slave and a major conductor on the underground railroad, led dozens of enslaved blacks to safe-houses in the northern states and in Canada. After the Civil war, she returned to Auburn, New York, where she continued her humanitarian work by raising money

for school and helping the poor, sick, and disabled. She worked with black women’s groups and the African Methodist Episcopal Zion church. She served as a representative at the first annual convention of the National Association of Colored Women 1896.

Undrground Railroad Stations

The Buffalo City Anti- Slavery Society

The Buffalo City Anti-Slavery Society was founded in 1838, by prominent Black members George Weir Jr., Abner Francis and James Whitfield.

George Weir Jr.

George Weir Jr. was one of the Buffalo African American community’s few merchants. His home was a well-known stop on the underground railroad.

Abner Francis

Abner Francis, a wealthy merchant, was elected treasurer of the Buffalo City Anti-Slavery Society in 1848. Francis was also a prominent member of the National Negro Convention Movement. He owned a dry cleaning company in Buffalo.

James Whitfield

James Whitefield was a founding member of the Buffalo City Anti- Slavery society. In 1845, his book of anti-slavery poems was published.

Research suggests that 1% or less of Buffalo’s urban framework and infrastructure predates the Civil War. This means that many of the significant structures associated with the anti-slavery movement and the Underground Railroad are no longer standing. Approximations of their origins noted.

The Foot Of Ferry And The Black Rock Canal

Located at 1170 Niagara St., this park harbored Black Rock Ferry, which was the means by which many fugitives were delivered to freedom. The land that Broderick Park occupies was the last stop on the Underground Railroad before slaves crossed the Niagara River into Canada. It is located at the southernmost tip of the Bird Island Pier, which separates the Black Rock Canal from the Niagara River.

The Home Of George Weir, Jr

The home of George Weir, Jr., a grocer, was located on Pine Street at North Division. He housed fugitives from Kentucky, where they subsequently were taken to another nearby safe station before reaching Black Rock, where they traversed the river to Canada. George Weir, Jr., was a mulatto and firm integrationist.

The Home Of John Spencer Fosdick

The home, located at 329 Ellicott Street,was a safe house for many fugitives on their way to Canada. It is presently the site of a Ferguson Electric warehouse.

The Site Of The American Hotel

The American Hotel was located at 310 Main St. An African-American employee, Samuel Murray, provided food from the kitchen to fugitives and directed them to the Black Rock Ferry. The building burned down in 1865 and is presently is the site of the Ellicott Square Building.

The Home Of George W. Jonson

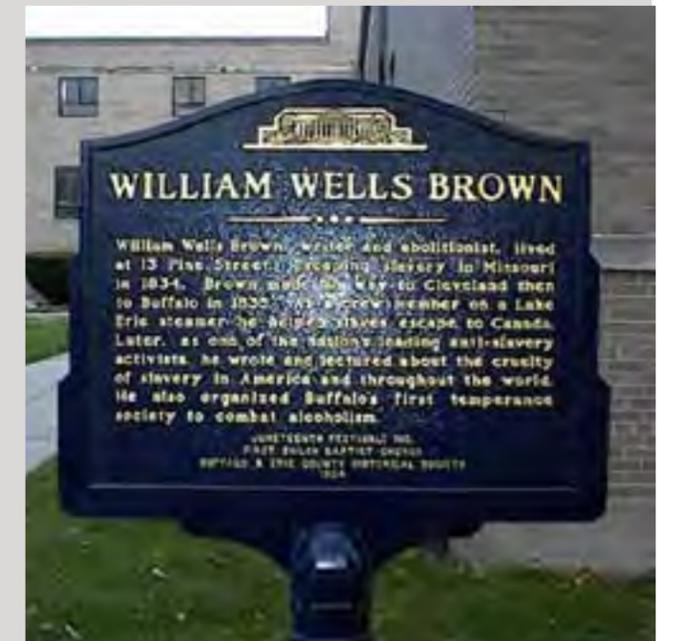
The home of George W. Jonson, attorney and abolitionist, was located at Niagara and Pearl Streets. In July of 1842, Jonson assisted a family of fugitives to a colored boarding house in the Michigan Street area before sending them to Detroit to freedom. The building was demolished and is presently the site of the Main Place Mall.

Home Of William Wells Brown, Also Known As The

“Fugitive House”

The home of prominent abolitionist and station master William Wells Brown (1814-1884), was located at 13 Pine Street. Brown helped slaves cross the Niagara River when he worked for the Lake Erie Steamship Co.

William Wells Brown was born in 1814 near Lexington, Kentucky. His mother, Elizabeth, was enslaved and his father, George Higgins, was the half-brother of Brown’s master, Dr. John Young. In 1834, Brown escaped slavery and settled in Cleveland, Ohio. He became increasingly involved in the abolitionist movement and the Underground Railroad and moved his family to Buffalo in 1836. Brown is well-known for his writing of the *Narrative of William Wells Brown, a Fugitive Slave* (1847). From 1849 to 1854, Brown travelled Europe as an an-tislavery lecturer. After Brown returned to the United States, he continued his social activism until his death in 1884.



The Vine Street A.M.E Church

The AME Church, also known as Bethel AME church, was located on Vine Street between Elm and Oak Streets. Among other things, the church housed the Women’s Mite Missionary Society. The two blocks of Vine Street and Vine Alley were leveled in the late 1920s due to the William Street extension from Michigan to Broadway.

During the 1830’s, two African American religious denominations established churches in Buffalo, NY. The first was the Colored Methodist society, which first organized on Carroll Street. In 1837, the Methodist Society became a member of the African Methodist Episcopal denomination. By 1839, The Vine Street African Methodist Episcopal Church was established and became an important institution in the African American community of Buffalo. Many notable events took place at this site and numerous prominent individuals were tied to the AME Church.

George Weir Sr.

George Weir, Sr. was pastor of the Vine Street African Methodist Episcopal Church from 1838-1847. He was a prominent member of the National Negro Convention Movement, and a member of the Buffalo City Anti-Slavery Society from 1838. Weir was a mulatto and an integrationist, and throughout the 1840’s Weir helped organize many anti-slavery lectures.

Henry Moxley

Henry Moxley was born into slavery in Virginia but later escaped and settled in Buffalo. He was the deacon of the A.M.E. Church on Vine Street and an organizer of the National Convention of Colored Men held in 1843. The 1867 court case *Moxley vs. The Buffalo School Board* asserted that Blacks should be allowed to send their children to schools of their choice. The Council ignored his plea and, in response, Moxley and other community members enrolled 18 of their children at two other East Side schools. The Common Council had the children sent back to the Vine Street African School, and Moxley and the parents sued the Superintendent and the School Committee of the Common Council. The lawsuit was thrown out of court.

Michigan Street Baptist Church

The Church, organized in 1836, is still located at 511 Michigan Street and was a well-known stop on the Underground Railroad. Many black abolitionists like Frederick Douglass and William Wells Brown made frequent visits to the church to speak at anti-slavery gatherings, even aware of the fact that aiding fugitive slaves was a breach of the federal Fugitive Slave Law. The basement of the church was used as a final stop before run-aways made their way to Canada.

Rev. William Monroe

Reverend William Monroe was the first pastor of the Michigan Street Baptist Church.

Rev. Edward Nash

Reverend Nash served as pastor of the Michigan Avenue Baptist Church from 1892 to 1953. In 1910, shortly after the formation of the NAACP, Reverend Nash hosted Booker T. Washington’s meeting with “Afro-American Citizens of Buffalo” at the Michigan Street Baptist Church. He participated in many community organizations like the local branch of the NAACP and, along with William Evans, founded the Buffalo Urban League in 1922. Reverend Nash maintained ties with the Buffalo community at large, serving as secretary of the Ministers’ Alliance for 32 years.

The National Convention Of Negro People

Held in 1834, two years after the state abolished the last of its slavery laws.

The National Liberty Party

Held a convention in Buffalo in 1847.

The Free Soil Party

When violence flared up between slave and free territories in the West, the party convened in Buffalo in 1848.

Lewis Baker

City grocer and abolitionist. He was the father of father Nelson Baker, directed fugitive slaves to safe houses and the north.

Struggle For Civil Rights

The Niagara Movement 1905-1910

In 1905 W.E.B. DuBois, John Hope, Monroe Trotter, and 27 other black men met secretly in the home of William and Mary Talbert at 571 Michigan Avenue. This meeting was to plan a movement to promote the rights

**“We want full manhood suffrage and we want it now... We are men! We want to be treated as men. And we shall win.”
- DuBois**



Image: Niagara Movement

Image by: anemone + clownfish @ <http://www.flickr.com/people/anemone/>

and responsibilities of black Americans, in contrast to the speech that Booker T. Washington gave in Atlanta urging black Americans to compromise.

At the meeting, the participants planned to rendezvous in Niagara Falls, Ontario, Canada. They also set forth what would be their founding document, titled *Principles*. These principles were Progress, Suffrage, Civil Liberty, Economic Opportunity, Education, Courts, Public Opinion, Health, Employers and Labor Unions, Protest, Color-Line, “Jim Crow” Cars, Soldiers, War Amendments, Oppression, The Church, Agitation, Help and Duties.

When the group met in Fort Erie, Ontario, Canada from July 11-14, 1905, they named themselves the Niagara Movement. They wanted their influence to be as powerful as the mighty Niagara Falls.

W.E.B. DuBois articulated the rallying cry of the Niagara Movement: “We want full manhood suffrage and we want it now... We are men! We want to be treated as men. And we shall win.”

The Niagara Movement would become nationally recognized. ON February 2, 1909, Abraham Lincoln’s birthday, the main players in the Niagara Movement formed the National Negro Committee. Race riots in Lincoln’s hometown of Springfield, Illinois led to the formation of the NAACP in 1910. The Niagara Movement disbanded.



Image: Mary Talbert

Photo: Creative Commons/Project Gutenberg Archive

Mary Burnett Talbert - September 17, 1866 – October 15, 1923

Mary Burnett Talbert lived with her husband, Buffalonian William Talbert, at 571 Michigan Avenue, right next to the Michigan Street Baptist Church. Mrs. Talbert received her bachelor’s degree from Oberlin College and went on to be the first woman to receive a doctorate degree from the University at Buffalo.

In 1901, Mrs. Talbert helped host the National Association of Colored Women’s biannual meeting in Buffalo. Also in this year, Mrs. Talbert protested exhibits that were to be presented at the Pan-American Exposition in Buffalo. These exhibits, “Old Plantation” and “Darkest Africa,” were racist in their depictions of black life and history.

Mrs. Talbert’s Michigan Avenue home was the cite of the first meeting of the Niagara Movement (see Niagara Movement). Mary Talbert continued to be a leader among black Americans and among women. In 1910 she served as a delegate to the International Council of Women in Norway. Mrs. Talbert also formed a Phyllis Wheatley Club in Buffalo, named for a slave poet who lived from 1753 to 1784. Phyllis Wheatley Clubs were formed by black women across the United States.

In 1916 Mrs. Talbert became the president of the National Association of Colored Women. A year later she trained to be anurse with the Red Cross and joined the American expeditionary forces in France. In 1922 after she returned from the war, she received one of the NAACP’s highest

honors: the Springarn Medal. Mrs. Talbert died in 1923, but her legacy lives on.

The Nash House

Reverend Nash’s home, erected in 1900 in the architectural Queen AnnStyle, was listed on the national register in 1973 and is still standing at 36 Nash Street in Buffalo.

Sam Davis

One of six representatives that attended the National Negro Convention at the Vine Street AME Church. Davis was a buffalo cooper who would later become a pastor at the Michigan Avenue Baptist Church.

William Talbert

President of the Colored Republican Party. The Republican agenda and party fulfilled the sentiment of many if not most blacks during the early 1900’s, specifically due to being the party related to President Abraham Lincoln, the Great Emancipator. Talbert, also worked as an organizer of the Niagara Movement which met in Buffalo in 1905.

Rev. Sidney O.B. Johnson

Collaborated on launching the Buffalo American newspaper, but more importantly remembered for his work on creating a Buffalo branch of the National Urban League. Former director of the BNRC.

Amelia Anderson

One of the first black women to graduate from Syracuse University, earning a Doctorate in Liberal Arts. Anderson also taught at local Buffalo schools. She helped found the Lit-mus Study Club in 1922. Was member of the NAACP, National Association of Colored Women. Elected President of Empire State Federation of Womens’ Clubs in 1938. Elected president of Buffalo NAACP in 1928. She was one of the most prominent black female leaders in Buffalo. Ms. Anderson died in 1950 and is laid to rest at the Forest Lawn Cemetery.

Frank Perkins

Prominent Former member of the Buffalo city council.

Theodore Kakaza

Black physician during 1920-1930’s with practice located on east side of Buffalo.

Buffalo Urban League

Headquartered on William Street in 1927, was “designated an interracial organization whose intent was not only to alleviate the harsh economic conditions but also to ameliorate race relations”.

William Evans

Founder and Executive secretary of Buffalo Urban League from 1927-1963.

The Broadway Auditorium

Home to immigrant gatherings such as rallies and protests. It is here where immigrants protested the passing of the Johnson Immigration Bill at the center of a predominant black community during the times of the great migration.

Vine Street School

In 1867 the court case Moxley vs. The Buffalo School Board, asserted that Blacks should be allowed to send their children to other schools on the Buffalo’s East side. The Council ignored their plea, and in response Moxley and the others enrolled 18 of their children in two other East Side schools. The Common Council had the children sent back to the Vine Street African School, and Moxley and the parents sued the Superintendent and the School Committee of the Common Council. The lawsuit was thrown out of court.

Assets & Resources: Social and Cultural Life

Phyllis Wheatley Club

Named for a slave poet who lived from 1753 to 1784, Phyllis Wheatley Clubs were formed by black women across the United States.

Bethel Ame Church

Housed the Women's Mite Missionary Society which focused supporting reform movements and focused primarily on education in the Buffalo as well as other places where blacks resided.

Broadway Home Made Candy Parlor

Notorious for refusing to serve blacks Harold Robinson and William Jackson. In frustration, these youngsters went to speak to lawyer and NAACP counselor Clarence Mahoney who advised them to file a suit against the proprietor George Zappas. They won the case earning \$100 in compensation each. This was quite a triumph for Maloney and the Buffalo NAACP.

St. Luke Ame Zion Church

Prince Hall/Order Of Masons

Resources – Social and Cultural Life

Michigan Avenue YMCA

The Michigan Street YMCA opened its doors in 1928 to serve the needs of the black youth of the neighborhood. It was a pillar of the Michigan Avenue community until it was demolished in 1977. The amenities offered to members of the YMCA included athletic facilities, dormitory rooms, a barber shop, and classrooms for youth skill-building. As race relations began to worsen between blacks and whites, the YMCA helped ease the struggles many blacks faced. This organization can be said to be one of the most important stepping stones for many black youth and without it the lives of many may have been altered greatly. The YMCA was designed by John Brent, an African-American architect, who moved to Buffalo in 1912. Brent was only the second African-American to design a "colored" YMCA.



Image: Michigan Ave YMCA

http://www.monroefordham.org/organizations/Michigan_YMCA.html

Assets & Resources: Social and Cultural Life

The Sattler Theater - 516 Broadway

A popular theater and architectural gem located at the center of what was once a booming entertainment strip in the East Side of Buffalo.

This beautiful structure has served the East side community since the year of its establishment in 1914. This notable structure began its days as a thriving one screen movie theater appealing to a blend of clientele, primarily European immigrants. Throughout its existence the Sattler location functioned as a home to the Broadway Theater, followed by the Basil's Broadway, Muhammad's Mosque, God's Holy Temple and lastly as Joy Temple Church. The Sattler currently stands as an abandoned architectural beauty that was designed by architect Henry Spann in the Beaux Arts style. Presently, a local non-



Image: Sattler Theater - current day

Melanie Shorey, UB Studio

for profit group is taking advantage of the beauty and durability of this unique building. The Western New York Minority Media Professionals group is currently working on revitalization efforts in hopes of creating a one stop shop for entertainment and the arts. This organization hopes to renovate the Sattler and make its primary focus to provide exposure and educational programs in the arts to local African-American youth. The revitalization efforts aim to maintain the structures historic integrity while integrating the power of gospel and arts back into the neighborhood.

St. Mary's Lyceum - 215 Broadway

St. Mary's Lyceum currently located at 215 Broadway is an extension of St. Mary's Roman Catholic church. This three-story, 27,000 sq.ft. beauty is a Buffalo landmark. St. Mary's church was destroyed by a fire in 1986 and was demolished soon after. Located where the church existed are several homes built on the lot near Pine Street. The church's adjoining convent was later demolished in 1990 due to the condition of the structure. St. Mary's Lyceum in its early years provided services to German immigrants and orphans of the local east side of Buffalo. It was later used in the 1950's–1960's as a female business school. At this time it remains vacant and efforts are set to renovate this unique building.

Lit-Mus Club (1992- Present)

In 1922, Florence Randolph Jackson, a Michigan Avenue resident, founded the Lit-Mus Study Club, short for "Literacy" and "Music." The club is an African American women's group that studies arts, humanities and social sciences in order to improve the



Image: Black History Month Logo from Lit-Mus Club

?????

welcomed celebrities and locales alike. The Colored Musicians Club now located at 145 Broadway was previously housed at the union headquarters on Michigan Avenue; 96 Clinton Street at Oak and 168 Clinton Street at the Masonic Temple. It started as a social club for black musicians, was incorporated May 14, 1935 separate from the union, and remains the oldest continually operated club in existence in the United States.

Several celebrities made their way to Buffalo to play at these hotspots. Some of these icons were Robert Robinson "Count Rabbit," who was discovered outside of Club Moonglow, Miles Davis, Coleman Hawkins, Dizzy Gillespie and Duke Ellington. These clubs, along with others like the Lucky Clover and Mandy's were known for their diverse crowds and also attracted the gay and lesbian demographic.

Little Harlem Hotel 496 Michigan Avenue

The Little Harlem Hotel began its days as an ice cream parlor headed by Ann Montgomery. The ice cream parlor operated from 1910 to 1920 then became the Oriental Billiard Parlor. Several years later Montgomery converted this business into a cabaret which grew in popularity due to the increase of the black population in East Buffalo. This cabaret gave way to the Little Harlem Hotel in 1934 which was considered one of Buffalo's best nightclubs. In its early years, the Little Harlem Hotel became a showcase for famous and striving artists who faced difficulty locating jobs elsewhere due to deteriorating race relations. Some famous performers that spent time here were Louis Armstrong, Billie Holiday and Sammy Davis. This hot spot

community. The club went on to become part of the Empire State Federation of Women's Clubs and an affiliate of the National Association of Colored Women's Clubs.

In 1928 the Lit-Mus club instituted Negro History Week. This celebration of African American history eventually became the nationally recognized Black History Month. The Lit-Mus Club is still in existence in Buffalo, and has a scholarship fund to help local students. The Club's records are on file with Buffalo State College.

The Jazz Era

"Jazz Triangle" Broadway & Michigan. Colored Musicians Club, Club Moonglow, Little Harlem Hotel

In the 1920's and 30's, the Jazz Triangle is what was known by many as the cultural mecca of Buffalo. The Little Harlem Hotel, Club Moonglow, and Colored Musicians Club were central to the Jazz age of Buffalo and

appealed to politicians and was also a haven for people who were sometimes seen as outcast. The Little Harlem Hotel and Nightclub welcomed lesbians and gays and was just one of several locations which arose on the East side of Buffalo. Montgomery and her staff prided themselves in catering to new and regular customers as well as maintaining a welcoming atmosphere. In 1999, after being under new ownership for just nine years the Little Harlem Hotel was lost to a fire. Although the structure of Little Harlem no longer exists, the influence it had during the times of a growing black population must be remembered.

Jazz Age Hotspots:

Local 533 Union

Club Moonglow

Lucky Clover

65th Regiment Performance For St. Josephs Cathedral

Metropolitan Orchestra

Friendship Baptist Church

Social Life

Robert Love

First Black UB graduate earning a degree in Medicine.

Elijah Echols

Reverend of Shiloh Baptist Church and Board member of the Buffalo Urban League.

Clara Payne

She was born in Buffalo in 1860 to an established Black family. She was the daughter of Buffalo city clerk Thomas Payne. Began working as a domestic in 1905. Then as a caterer in 1915 and at the age of 63 she became the first African American to work in Erie County's social welfare department entering into the field in 1925. She was a founding member of the Board of Directors of the Buffalo Urban League, and remained involved with that organization from 1927 until her death in 1958".

Other Social Life Hotspots:

Mcavoy Theatre, Robert Joplin

Jewish Community Center At William And Jefferson

Hotel Vendome

Resources – Residential and Occupational Life

Partial List of other prominent members of African American Community in Buffalo in the early Twentieth Century, as well as events, people, places and structures illustrative of life in the time:

Cornelius Ford

He was a successful and prominent Livestock Dealer .He arrived to Buffalo in 1906 and began partnerships with large firms such as Armour and Company, which was listed at that time as the world's largest meat packing company. Ford was the only black member of the Livestock Association.

Robert Talbert

In the late 19th century, Robert Talbert invested in real estate in Erie County. His investments paid off, and he ended up quite wealthy. Robert is the father of William Talbert, who was married to Mary Burnett Talbert.

Samuel A. Waddell

President of the BNRC, born in South America and educated in British Guiana. Throughout his eight years of residence in Buffalo he became a member of the Buffalo Real Estate Association helping him obtain a wealth of knowledge of the real estate field.

Elijah Gilbert

Dr. Elijah Gilbert opened a dentist office at 259 Williams Street in the 1930s.

Ezekial Nelson (Buffalo Cooperative Economic Society)

Dr. Nelson was a black physician who worked on the East Side. In 1935 he helped found the Buffalo Cooperative Economic Society, which supported local African-American businessmen.

William Bright

William Bright owned a hotel at 167 Elm Street. Mr. Bright's extended family lived at 165 Elm Street, right next to the hotel.

Dan Montgomery

Dan Montgomery owned and operated a hotel and supper club on Exchange Street. It hosted both nationally claimed black performers and local black intellectuals.

Ann Montgomery

Proprietor of Little Harlem Hotel and Night Club. Member of NAACP, Michigan Ave YMCA, Successful Businesswomen.

Clarence Mahoney And Julian Evans

Attorneys, had offices on William Street.

Charles H. Patrick

Pharmacist, collaborated on the Buffalo American, and Director of the BNRC. Proprietor of the Ruth-Patrick Drug Company, the largest store of its kind in Buffalo.

H.H. Lewis

A black physician with an practice located on the East Side of Buffalo.

Ivorite Scruggs

A prominent black physician, graduate of Howard University, and outstanding civic leader. In 1929, purchased office located at Peckham and Jefferson, largest piece of real estate owned by any black during this time period.)

John Brent

Architect worked on Michigan Ave. YMCA-1928 .Brent originally from Washington DC, was a Tuskegee Institute grad, worked for several architecture firms.

Lloyd Plumer

Secretary of the Colored Musicians Union. Union created in 1917.

Brown Bomber Cab Co.

The My-Cab Company had a policy to only hire black drivers. Its insurance company cancelled their insurance policy, because of the black-only issue. The Brown Bomber Taxi company stepped in to fill the void left by the disappearance of the My-Cab Company.

Resources – Residential and Occupational Life

Francis Peregrino

Black publisher, South African Nationalist, edited a Newspaper, " The Spectator" in 1925.

Lyth & Lambert (Jefferson/Delaware Area)

Driven by segregation in the 1920s, some successful blacks bough homes at the intersections of Lyth & Lambert, and Jefferson & Delaware.

Buffalo American

The Buffalo American was one of the most influential local black newspapers, founded in the 1920s. It helped local blacks develop a collective identity, reinforced concepts of self-help and racial solidarity.

Douglas Grocery Company, Inc . (149 Clinton Street)

A Grocery Cooperative, was the first black economic cooperative in the area.

Sims & Tome Furniture

Sims and Tome New and Used Furniture Store, located on Michigan Avenue, is one of the oldest black-owned businesses in the community.

Buffalo Negro Realty Company

Joint effort amongst prominent black Buffalonians. Company was established in 1920 in efforts to alleviate housing shortage that blacks faced. BNRC bought and sold existing homes, but also constructed new homes. President- Samuel A. Waddell
VP- Joseph Moon
Secretary- Reverend Sidney O.B. Johnson
Treasurer- Charles H. Patrick

Bethlehem Steel

Many Buffalo blacks worked for Bethlehem Steel. They were good workers, and the managers helped them get work in areas that would pay them a little more--\$0.50 an hour. The largest employers of black people, throughout Buffalo were (in order of magnitude): Bethlehem Steel, Pullman Car Shops, American Radiator Company, Pratt 7 Letchworth Compay, American Brass Compay, American Car Foundry Company, Jacob Dold Packing Company and Wickwire steel Corporation.

A. D. Price Courts

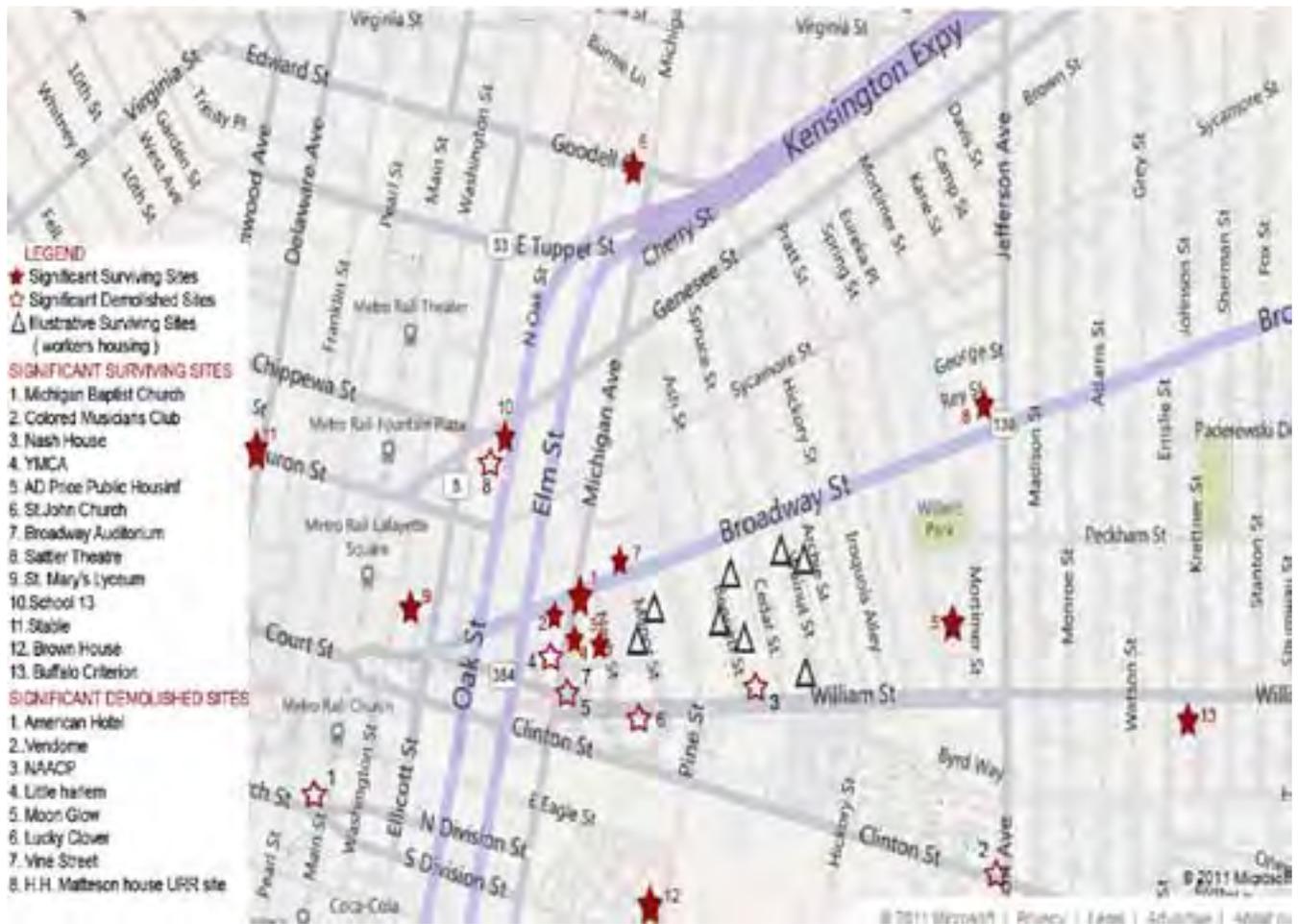
Originally known as Willert Park Housing Project, was built in 1938-1939. This housing project has been nominated to be placed on the National Registry of Historic Places due to its influence in art, ethnic heritage and architectural importance. The architectural influence of these projects draws from the modern architecture movement. This housing project is also important because it provided housing for African Americans who would not be allowed access to equal housing at affordable rates which was predominantly offered to immigrants during this time.



Image: AD Price Courts - Present Day

http://www.ci.buffalo.ny.us/Home/CityServices/Buffalo_Municipal_Housing_Authority/Developments_Properties/FamilyDevelopments

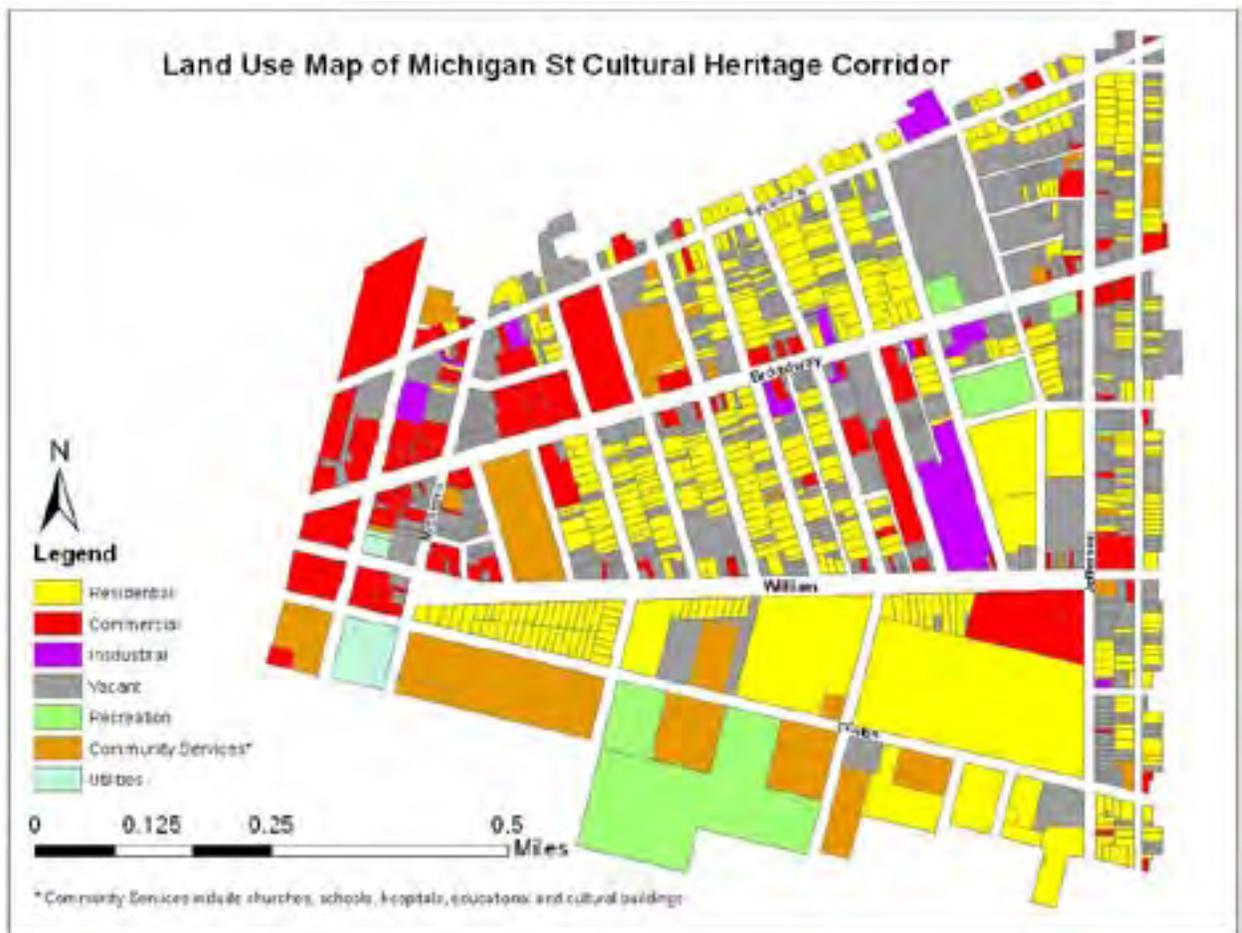
MAP 3: Asset Map of District



Land use, property ownership, and vacant lands

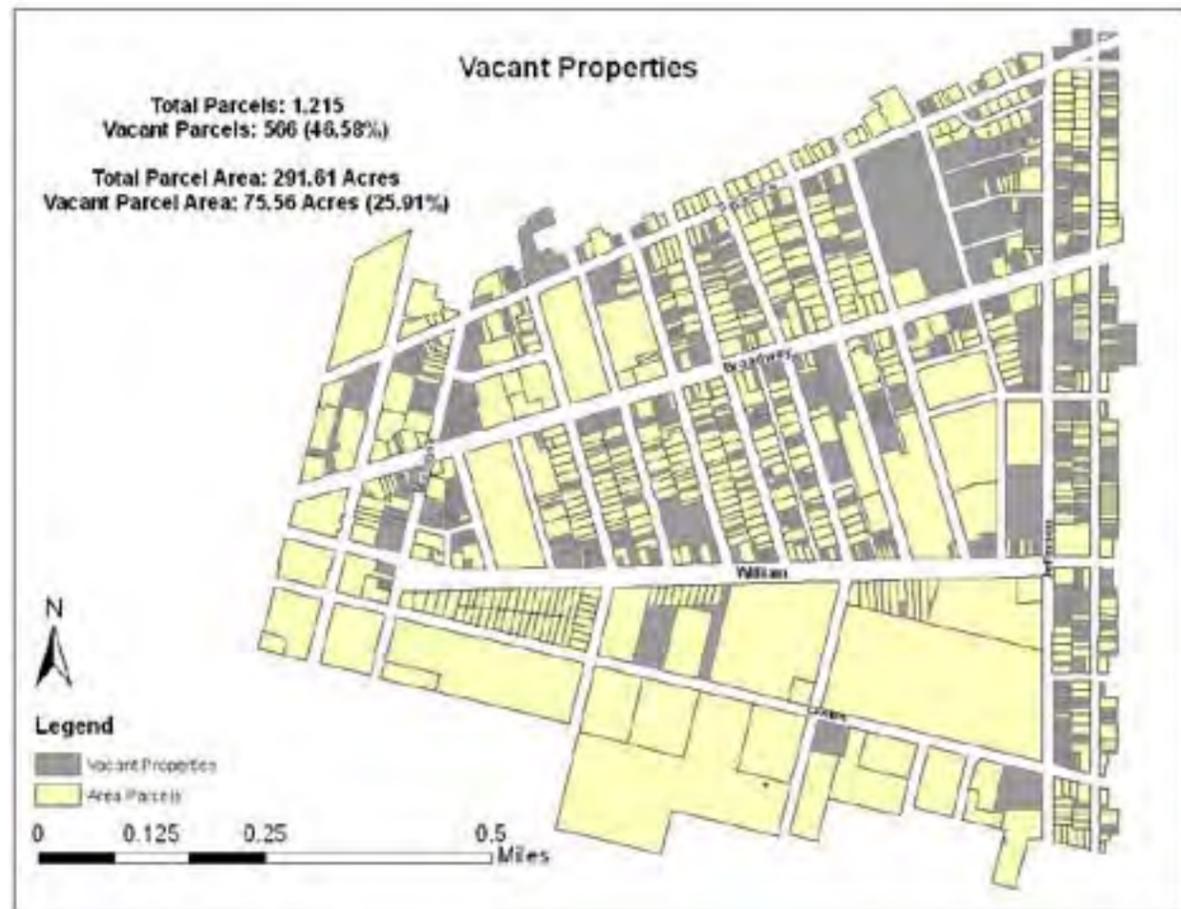
Land Use

This map shows the present day land uses of the parcels located within the study area. In the study area there were 1,215 parcels found for a total parcel area of 291.61 acres. There are multiple land uses in the area, of which the most dominant are residential (485 parcels, 105.678 acres), vacant (566 parcels, 75.558 acres, and commercial (115 parcels, 41.775 acres). To the west of Michigan Ave the land use is dominated by commercial properties, as this area is essentially an extension of downtown Buffalo. On the east side of Michigan Ave the landscape is mostly residential and vacant. Large tracts are also dedicated for community services such as hospitals, schools, utilities, etc. There is also a former industrial area centered around Pratt Street between Broadway and William that still has some buildings being used today.



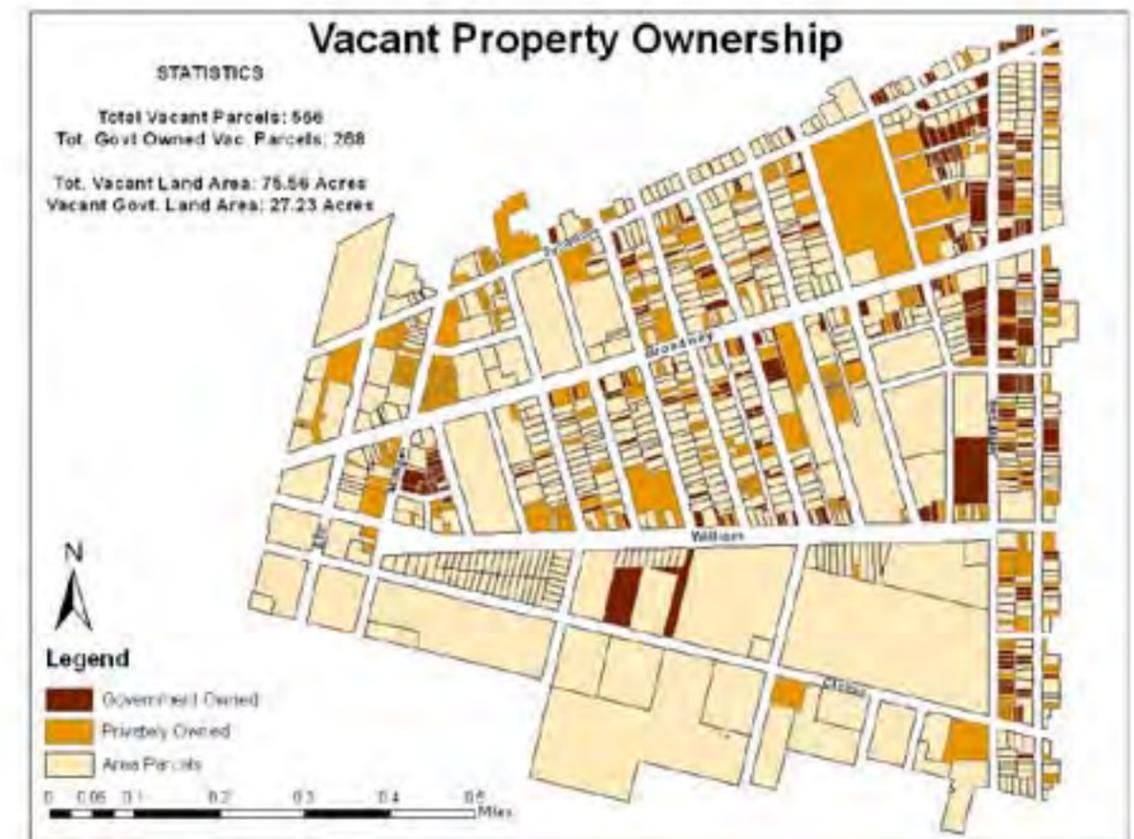
Vacant Properties Map

This map shows all vacant property within the study area. This includes residential, commercial, industrial, as well as private and government owned vacant land. Vacant land is classified New York State as having no significant permanent structures, however it can include properties with minor improvements or uses, typically parking lots. For this study area there were 1,215 total parcels, of which 566 (46.58%) were vacant. The total parcel area (not including roads) was calculated at 291.61 acres, with 75.56 acres (25.91%) classified as vacant. This is a very high rate of vacant properties, as a separate calculation of all city parcels found the city-wide vacancy rate to be around 13%. The large majority of vacant properties were found east of Elm and north of William Streets. The average vacant parcel size was only 0.138 acres, while the median vacant parcel size was 0.074 acres. The largest vacant property was 7.98 acres (nearly 10% of the vacant land in the study area) found at the former Buffalo Forge site, taking up a nearly an entire large city block bound by Sycamore, Broadway, Mortimer, and Spring.



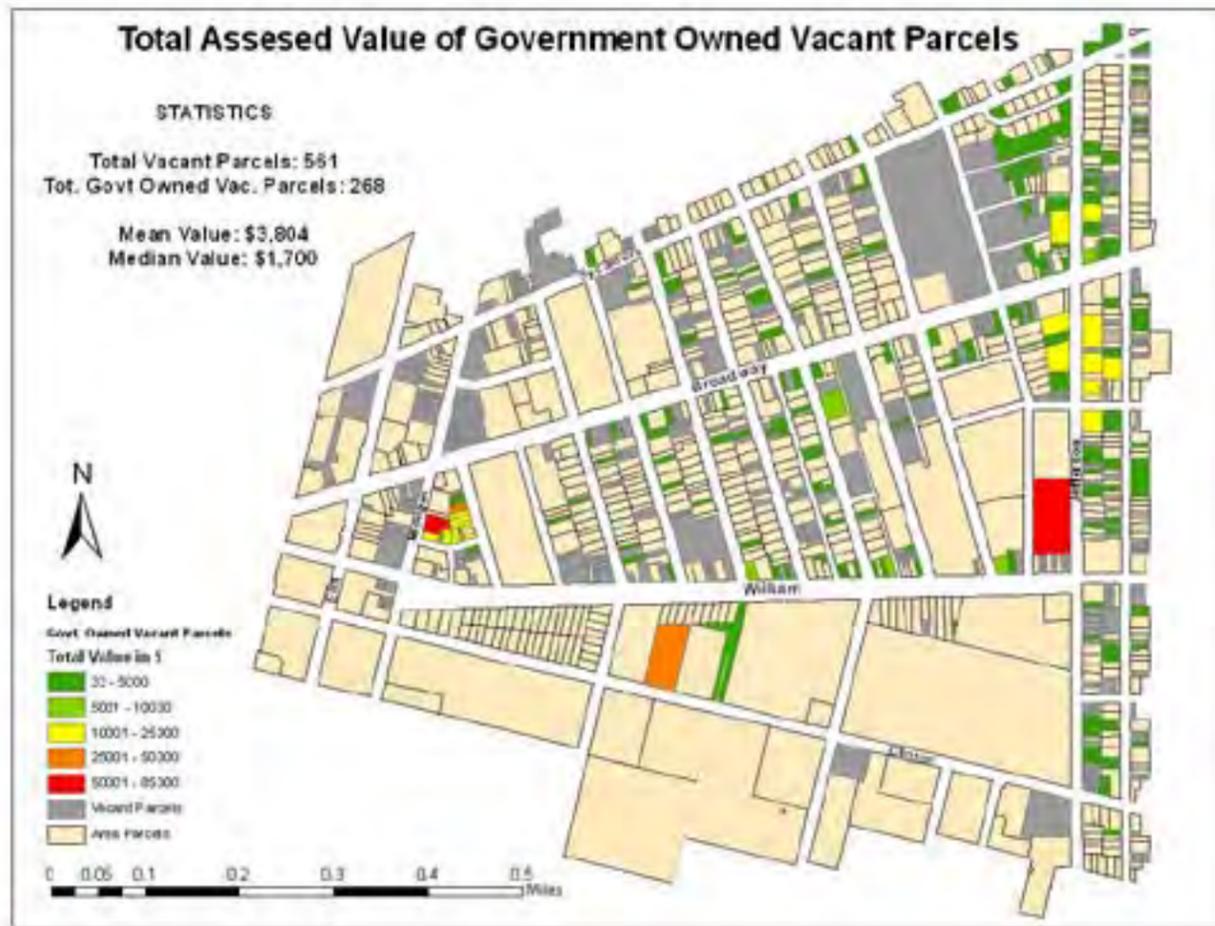
Vacant Property Ownership

This map shows the ownership of vacant property in the study area divided between government-owned and private-owned parcels. Of the 566 vacant parcels, 268 (47.77%) were considered government owned, and 293 (52.23%) were privately owned. Of the 75.56 vacant acres, 27.23 acres (36.66%) were government owned, and 47.04 (63.33%) were privately owned. Government ownership included many different owners such as the City of Buffalo, Erie County, Buffalo Neighborhood Revitalization Corporation, Buffalo Urban Renewal Agency, and the AD Price Housing Corporation. The City of Buffalo was by far the largest owner of vacant properties, with 183 parcels that totaled 15.56 acres. The largest concentration of government owned parcels were along Jefferson Avenue, which is currently experiencing a fairly significant amount of new construction and redevelopment. Privately owned vacant parcels were scattered throughout the area.



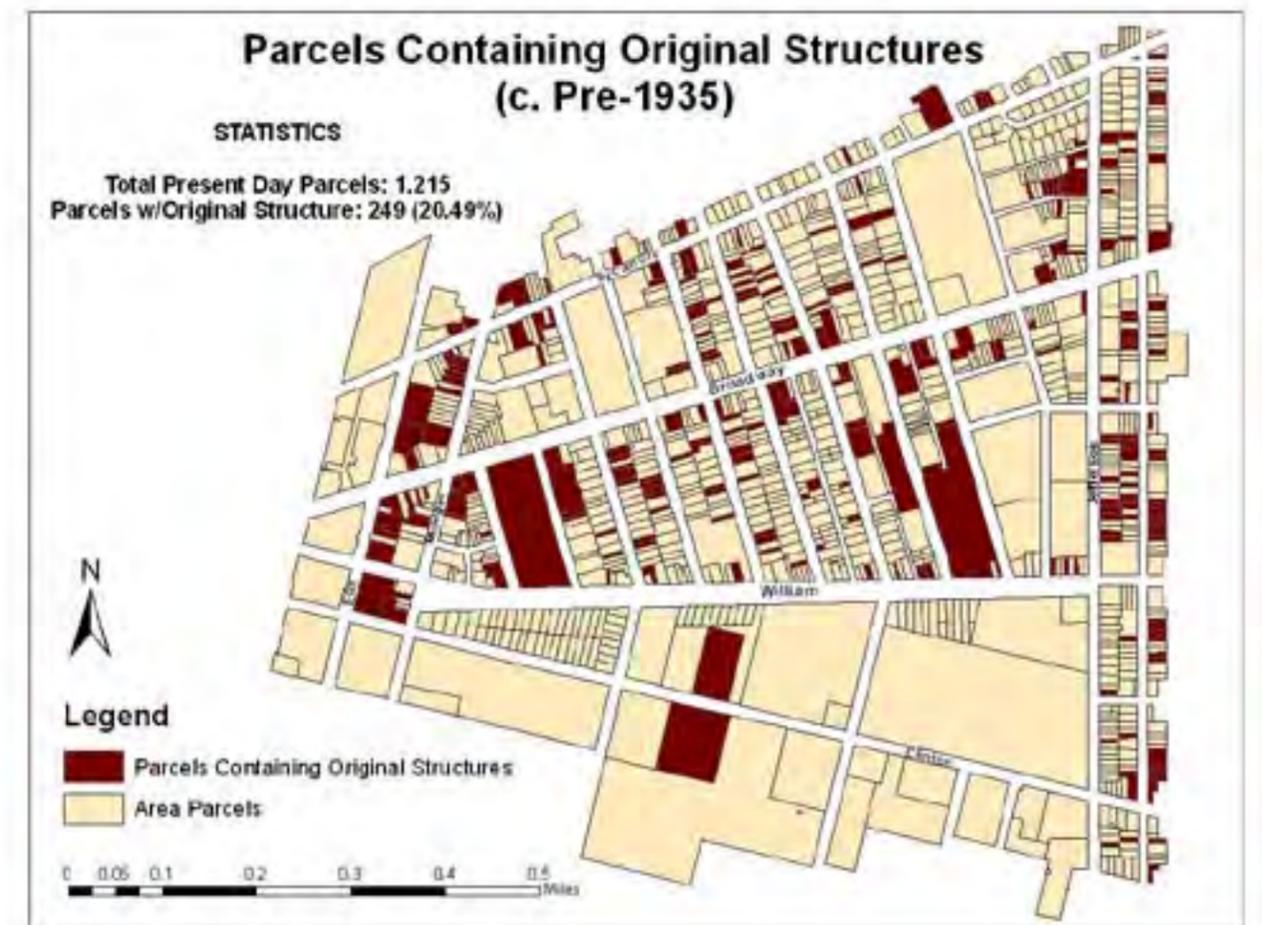
Total Assessed Value Of Government Owned Vacant Land

This map was meant to convey where cheap, vacant, government owned land was located by showing the total assessed value of government owned vacant land in the study area. Overall government agencies (City of Buffalo, Erie County, Buffalo Urban Renewal Agcy, Buffalo Neighborhood Revitilization Corp., AD Price Housing) owned 268 vacant parcels that totaled 27.23 acres. The average total assessed values of these parcels was only \$3,804, and the median was even lower at \$1,700. The map shows the large majority of parcels, 238 (88.4%), were valued at less than \$5,000 (green). Most of these cheap, vacant, government properties were scattered throughout the residential neighborhoods east of Michigan and north of William Streets, Only two parcels were valued over \$50,000 (red).



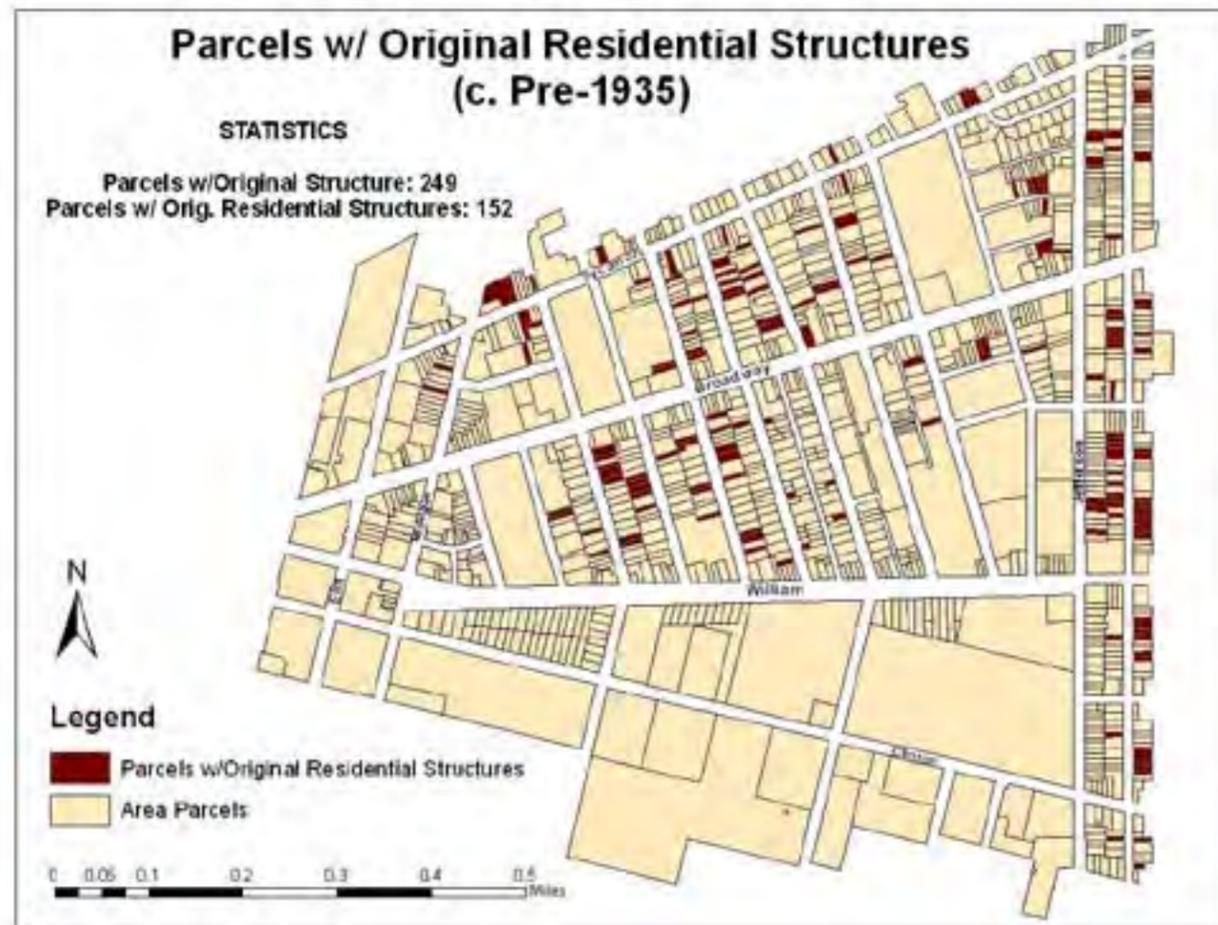
Parcels Containing Original Structures

This map shows all parcels which contain original structures. An “original” structure was defined as those that were existing during the historical period on which this study is focused, the 1920s-30s. All parcels highlighted therefore contain a structure that was built prior to circa 1935. In many cases these parcels contained multiple structures, some of which have since been demolished, with only some of the original buildings or parts of the original structure remaining today. It should also be noted that demolitions and redevelopment in this area continue frequently and what was there very recently may be gone within the next year. In this study area there were 1,215 total parcels, with just 249 (20.49%) parcels containing original structures. This is indicative of the very high rate of demolition and redevelopment that has occurred in the area over the past decades. Some significant concentrations of original buildings can be found in the area around the intersection of Michigan and Broadway, and the industrial area along Pratt Street between Broadway and William Streets. The residential neighborhoods have been largely demolished with very few concentrations of original housing stock. Two of the larger original structures are schools which face each other along Clinton Street.



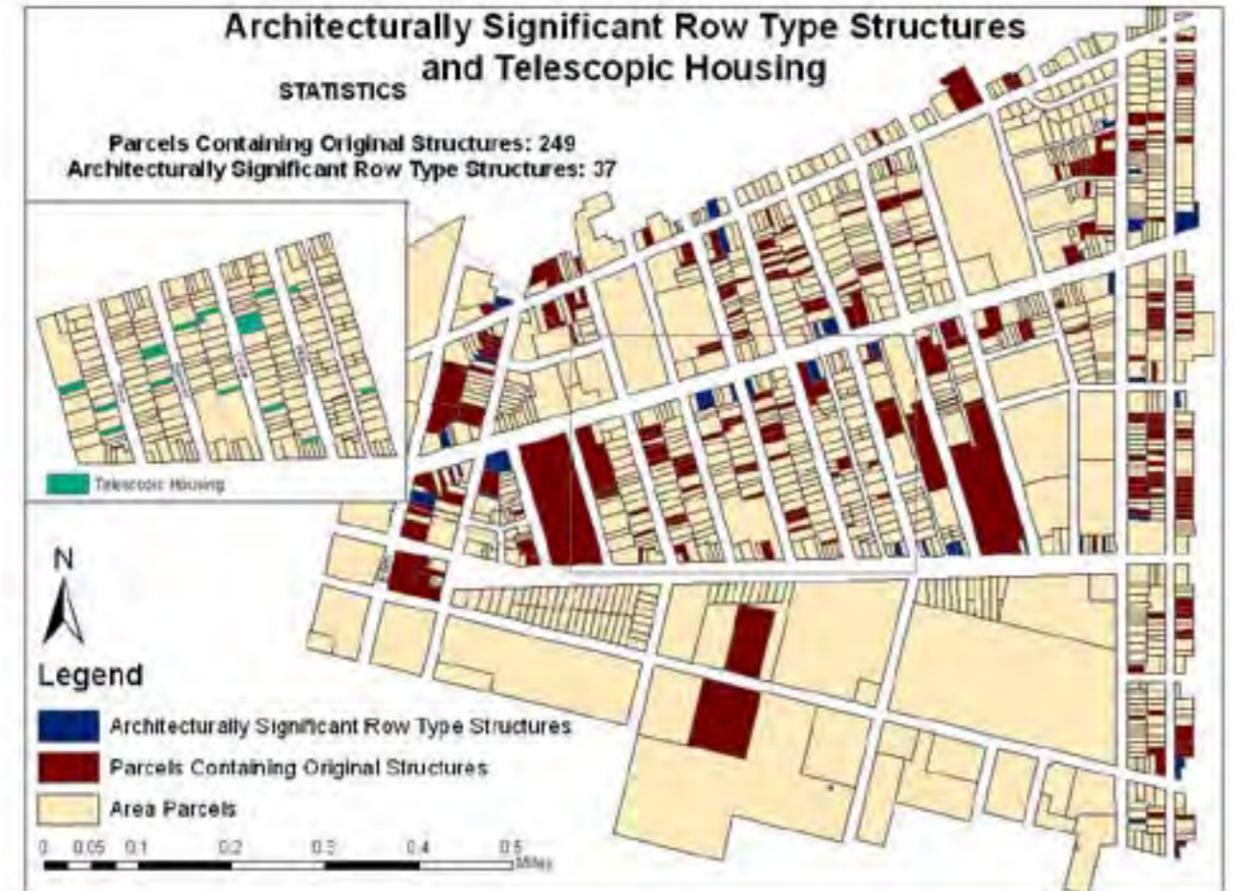
Parcels w/original residential structures

This map shows parcels which contain original residential structures, showing the remaining historical housing stock of the area. Unfortunately most of the original housing stock in this area has been demolished, with only 152 parcels remaining that contain historical residential structures. Some entire blocks, such as the ones south of William Street where no original housing stock remains, have been leveled for new housing developments since the 1920s. There are no significant concentrations of original housing stock remaining, and it is rare to find more than a couple historical houses side by side in their formerly dense pattern of development. There is one string of eight consecutive houses along Madison Street, but this is at the far eastern border of the study area. These former residential lots were developed on small narrow tracts of land, with small setbacks, typically with between 25 to 30 feet street frontage and extending back roughly 110 to 130 feet. The houses themselves were often altered with a succession of additions on the back of the original house resulting in what is known as 'telescopic' housing. The large majority of the remaining homes reflect this style today. These houses today are some of the older houses in the city, as indicated by the "Year Built" of their parcel data. While the "Year Built" is often not an exactly accurate date, it usually falls within a decade. All remaining original residential structures were listed as being built in 1930 or prior, with 37 listed in the 1800's, and 8 in the 1850's.



Architecturally Significant Row Type Structures

This map shows commercial "row type" structures that were deemed architecturally significant. 37 of these structures were found in the area, mainly on Broadway. These buildings, many of which are currently unused, represent commercial and residential redevelopment opportunities that can greatly add to the Cultural Corridor as they are part of the past urban fabric and carry over important architectural elements to the present day. It should be noted this map does not cover all architecturally significant structures, just commercial "row type" structures. The inset map illustrates examples of what is known in Buffalo as "telescopic" or "telescope" housing. These homes are noted for the consecutively smaller additions on the back of the homes that causes the structure to appear similar to a telescope. This type of housing, used to accomodate additional family members, renters, or just to add space, was prevalent in the Michigan Street area and on much of the East Side of Buffalo as well.



Assets & Resources: Past and Present



These aerial photos illustrate the dramatic decrease in density and changes in land use that occurred during the past half century.

(UB Digital Library, above) (Google Maps, below)



Historic Structures Inventory

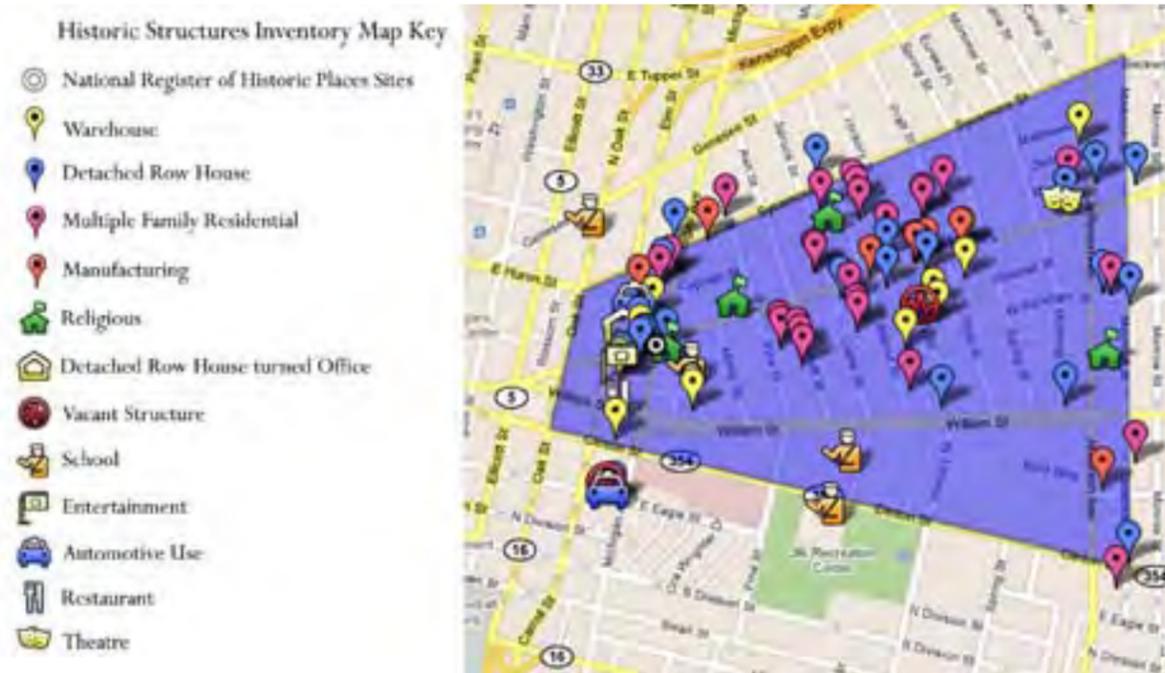
In order to best serve the purposes of the Michigan Street African American Heritage Corridor Commission, our studio took inventory of existing structures within the street boundaries of Oak (West), Seneca (North), Madison (east) and Clinton (South) that were constructed in the 1920's or earlier; a time period considered significant to the early civil rights movement. There are many uses to the Commission for this information such as using this data to examine whether there is sufficient historic building stock to warrant a historic district designation, recognized by the National Register. This information is also complimentary to more in depth work done on Buffalo's African American history and architectural history in a neighborhood specific context. The goals of the exercise were to 1. Identify significant historic structures, 2. Determine what architectural style's these remaining structures were from using pictorial guides by reputable sources, 3. Use the NYS Parks, Recreation and Historic Preservation's Historic Resource Inventory Form's (blue form) to designate important structures which were not yet recognized by the National Register, see appendix for blue form on the Broadway (Sattler) Theatre.

Within the findings, it was observed that there were no highly concentrated areas of existing historic structures and that buildings dating back to the early 1900's were generally spread out within the heritage area being studied. Of the structures remaining from the 1920's and earlier, (22) manufacturing, (11) religious, (2) office, (4) schools, (8) vacant structures, (34) detached row houses, (10) auto-oriented uses, (2) entertainment, (1) utility building were found. Of the remaining residential buildings, excluding the detached row houses, (38), single family, (66) 2-family, (7) 3-family, (5) apartment buildings, (1) converted residence, (3) Inn/lodge buildings, and (20) multiple-residence buildings remain today. Upon further scrutiny, (99) buildings were omitted by discretion of the studio because their alterations over time or their state of deterioration did not add value to the historic structures inventory exercise.

The structures were then mapped using Google Maps and Google Earth so that their exact geographic locations could be plotted within the proposed historic district. Each building was then given its own icon based on its current use. National Register of Historic Places structures were also included into the asset map. Each building's use was included within the description of the icon and can be retrieved electronically. More information was included for buildings that held special historic and cultural significance to the heritage area.

Historic Structures Asset Map: Google Maps

Google Maps has within it, an option free to users that allows individuals to save locations to a Google Map. Within the user options, locations can be customized with their own icons and text information can be added to the icon as well. Each icon can be clicked with a mouse at a computer, and the information that is inserted into the descriptions box, automatically pops up and is in a sense attached to the location for personal reference purposes. This tool was particularly useful in the Historic Structures Inventory, and has allowed the studio to collect information on remaining structures and store it in a visual format.



Broadway Avenue

Broadway Avenue is a major thoroughfare into the heritage area from downtown Buffalo. Notable structures along this corridor were examined more closely. Signature detached row house building typologies were compiled. Architectural landmarks were also cataloged.

Historical Buildings of Merit (*Buildings which are designated by the National Register) **Detached Row Housing (* Pictures included)**

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> • 266 Oak (School 13)* • 511 Michigan Street (Michigan Street Baptist Church)* • 36 Nash (Nash House)* • 197 Broadway (Broadway Auditorium) • 215 Broadway (St. Mary's Lyceum) • 512 Broadway (Broadway Theatre) | <ul style="list-style-type: none"> • *136 Broadway Avenue • *141 Broadway Avenue • *143 Broadway Avenue • *145 Broadway Avenue (Colored musicians Club) • *163-167 Broadway Avenue • *313 Broadway Avenue • *349 Broadway Avenue • *362 Broadway Avenue • *368 Broadway Avenue • *384 Broadway Avenue • *393 Broadway Avenue • *520 Broadway Avenue • *574 Broadway Avenue | <ul style="list-style-type: none"> • 584 Clinton Street • 181 Elm Street • 473 Jefferson Avenue • 565 Jefferson Avenue • 402 Michigan Street • 574 Michigan Street • 31 Peckham Street • 82 Sycamore Street • 204 Sycamore Street • 348 William Street • 442 William Street |
|---|---|--|



School 13
 School 13 Buffalo's Alternative High school is located at 266-268 Oak Street Buffalo NY. The school was listed in the Nation Register of Historic Places on March 15, 2005. According to the NRHP, this building was built in Beaux Arts architectural style. The architect of the building was George Metzger and the building was constructed in 1915. The building has been converted into 29 residential units, with an urban lost-style appeal by Signature Development (oak school lofts).
Development, Signature. "Other Oak School Lofts Properties | Buffalo NY Apartments." Oak School Lofts | Buffalo NY Apartments. Web. 11 Mar. 2011. <http://www.oakschoollofts.com/overview.html>.



Napora, James. "Michigan Street Baptist Church - 1845-1849." Buffalo Architecture and History. Preservation Buffalo Niagara, 1995. Web. 11 Mar. 2011. <http://www.buffaloah.com/how/15/15.1/mich.html>.

Michigan Street Baptist Church
 Michigan Street Baptist Church is located at 511 Michigan Street Buffalo, NY. The Church was listed in the National register of Historic Places with the name Macedonia Baptist Church on February 12, 1974. According to the NRHP, the church was built in 1845. The building was built by Samuel H. Davis (Napora, 1995). This church is famed for being the first black congregation in the City of Buffalo (Napora, 1995). The church was also a haven for slaves along their journey on the Underground Railroad on their way to freedom in the country of Canada (Napora, 1995).



The Sattler Theater - 516 Broadway
 A popular theater and architectural gem located at the center of what was once a booming entertainment strip in the East Side of Buffalo. The Sattler currently stands as an abandoned archi-tectural gem that was designed by architect Henry Spann in the Beaux Arts style. This structure not only is architecturally appealing but it also remains a strong standing fire proof structure.



The Reverend J. Edward Nash, Sr. House

The Reverend J. Edward Nash, Sr. House, also commonly referred to as the “Nash House,” is located at 36 Nash Street Buffalo, NY. The house was listed in the National Register of Historic Places on January 4, 2007. According to the NRHP, the house was constructed in the Queen Anne architectural style. The site has been converted into the Nash House Museum on May 1, 2007 and displays Reverend Nash’s house with much original furniture and artifacts that give insight into the lives of him and his family. Rev. Nash was the pastor of the Michigan Street Baptist Church from 1892 until 1953 (Fordham, 2010).

Fordham, Monroe. “History - Nash House Museum.” Nash House Museum. Michigan Street Preservation Corporation, 2010. Web. 11 Mar. 2011. <<http://www.nashhousemuseum.org/history.html>>.

“National Register Information System”. National Register of Historic Places. National Park Service. 2011-03-13. http://nrhp.focus.nps.gov/natreg/docs/All_Data.html.



St. Mary's Lyceum – 215 Broadway (@ Milnor)

The three-story, 27,000 sq.ft. architecturally significant building is a designated Buffalo landmark. Built in 1874 the Lyceum was the largest parochial school in Buffalo. In its early years, it provided services to German immigrants and east side orphans. It was later used as a female business school and graduated approximately 150 students annually.

The Lyceum is the only remaining original structure of a complex of three structures - church, school and lyceum. In 1981 St. Mary's was closed as parishioners dwindled to just 70 people. The church building was destroyed by a fire in 1986 and was demolished soon after. The church's adjoining convent was later demolished in 1990 due to the condition of the structure. At this time, the Lyceum remains vacant.

<http://www.buffalorising.com/2010/06/mystery-revealed-3.html>
<http://buffalolore.buffalonet.org/StMaryR/stmary.htm#Current>



Broadway Auditorium as the 65th Regiment Armory circa 1900
 -photo courtesy of Buffalo and Erie County Historical Society

**NYS Arsenal
 (Later Broadway Auditorium)**

The original structure was designed by Calvin N. Otis and constructed in 1858 to house Buffalo's 65th and 74th National Guard units. By 1907 both regiments had located to different quarters and the property reverted to city ownership as fell into disrepair. Calls for demolition were voiced in the news but the city renovated the property and rented it out for various expositions and sporting events ranging from bowling to boxing until the 1930's. During the depression the city struggled to rent it out and it began to lose money. Again, its fate was uncertain as people called for its conversion to other uses or its demolition. The US Army took control of the building during WWII until 1947 when the returned the building to the city. In 1952 the Broadway Auditorium was given to the Buffalo Streets department to use as a depot and continues this use to this day. Remnants of the original stone structure can be found at the rear of the much altered structure.



Broadway Auditorium circa 1925-
 postcard courtesy of Buffalo and Erie County Historical Society

NYS Arsenal (later Broadway Auditorium) – 197 Broadway (@ Nash)
<http://www.bisonshistory.com/broadway-auditorium.htm>

http://wnyheritagepress.org/photos_week_2009/broadway_auditorium/broadway_auditorium.htm



Broadway Auditorium-
 Melanie Shorey, UB Studio

The Broadway Auditorium at 197 Broadway Avenue has undergone several major reconstructions that it no longer maintains historic architectural significance.

Catalog - Detached Row Housing



Public Space: Parks & Recreation Areas

Overview

The Michigan Ave Heritage Corridor has a strong potential for significant natural and outdoor recreation. Its location is ideal as a connector between the rapid growth area around the Buffalo Niagara Medical Campus and the downtown and waterfront areas being actively developed by the city. This section parks, recreation facilities and vacant Land.

Green Infrastructure

A current tree survey was unavailable at the time of this report. However, we were able to obtain some GIS tree cover data for 2001. While it may be somewhat dated and does not represent the trees lost during the 2006 ice storm, it can give us an impression of where trees have been planted. An in-person survey of the study area reveals a need for increased tree cover.

Tree planting in this area would be a beneficial green infrastructure improvement. The American Forests report targeted a 25% tree cover goal in urban residential and 15% in central business district for Buffalo. According to American Forests the benefits include: Air purification – in 2003 12% citywide tree coverage removed 335,000 pounds of pollutants (American Forests, 2003); Storm water management – in 2003 Buffalo’s trees saved the city approximately \$34.3 Million dollars in avoided storm water services. Increased shade in summertime months also help to increase foot traffic during summer months.

Public Space: Parks and Recreation Areas

Playgrounds

The study area contains 3 playgrounds and 2 playgrounds associated with operating public schools.

1. 450 Broadway:

Owner: City of Buffalo
Basketball court
Play structure



2. 399 Clinton St (Park at JFK Park)

Owner: City of Buffalo
2 Playfields
Pool
Playground
Baseball diamond
Tennis court
Track
Basketball court



Images 1-5: Google Maps Aerials
Google maps

3. 426 Adams

Buffalo Federated Neighborhood Center
Play structure

Playgrounds cont.

4. 32 Cedar (School 32- Montessori School)

Owner: Buffalo Public Schools
Play Structures

5. 396 South Division Street (School #6)

Owner: Buffalo Public Schools
Play Structures



Image: PS32 Montessori Playground
Image from Buffalo Public Schools



Images 4-5: GoogleMaps Aerials
Google maps

Parks:

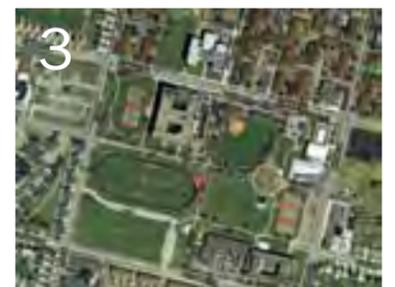
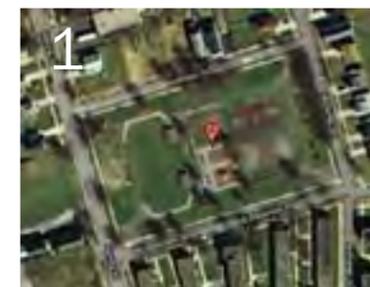
The Study area includes 3 municipal parks:

1. 375 Spring Street (Next to AD Price- Willert Park Public Housing)

2. Lafayette Square

3. JFK Park

Just outside of the study area are parks located at: 53 Eagle West Street (Small triangle at the intersection of Eagle West and Franklin St.), 325 Washington St. (Tree plaza) and Sperry Park (Sherman and Peckham St.)



Images 1-3: GoogleMaps Aerials
Google maps

Recreation facilities

- 1. Public library (Buffalo Public Library Main Branch)**
- 2. The JFK recreation center that sits on JFK park**
- 3. Nash House (educational facility and heritage are landmark)**
- 4. Westminster Community House (Former 1880's immigrant settlement house).**

Vacant Land and Underutilized land

The City of Buffalo owns a significant amount of land in the study area. Although land is owned by various city agencies, the city's combined holding equal approx. 730 parcels and 60 acres of land. There is significant opportunity to expand current green space as well as assemble new green space for a variety of purposes in the area. Stewardship of vacant land in the community encourages neighborhood stabilization (Iverson Nassuer & VanWieren, 2009) as well as reduces the financial burden of maintaining these properties by the City.

Small urban farms and farmer's markets provide educational and employment opportunities for local residents, especially youth. They also provide culturally appropriate, fresh foods to area residents. Establishment of an area open-air market also increases foot traffic around the district and increased exposure to cultural attractions in the area.

A Note about green space in the area:

Green space in the area is owned and maintained by various agencies in the city. AD Price-Willert Park Public Housing development has a large piece of green space, which is owned by the Municipal Housing Agency. Buffalo Schools owns and maintains green space around the two public schools. The Department of Public Works maintains the streets and sidewalks, as well as, any street trees. They also house the department of Parks and Recreation, which own and maintain the public recreation centers and municipal parks

Please see Natural Assets Map in the appendix.

Resources:

American Forests. (2003). *Urban Ecosystem Analysis Buffalo-Lackawanna Area, Erie County, NY*. Forest Service, Department of Agriculture. Washington DC: American Forests.

Greater Buffalo-Niagara Regional Transport Council. (2010, 8 1). *Bicycle Route Guide*. Map . Buffalo: GBNRTC.

Greater Buffalo-Niagara Regional Transportation Council. 2008 *Bicycle and Pedestrian Master Plan for Erie and Niagara Counties*. Buffalo: GBNRTC.

Iverson Nassuer, J., & VanWieren, R. (2009). *Vacant Property Now and Tomorrow*. Genesee Institute. Flint, MI: Genesee Institute.

Page, G. W., & Verma, N. (2007). *Buffalo: City as a Park*. SUNY Buffalo - Dept. of Urban and Regional Planning. Buffalo: SUNY Buffalo.

Rabb, A. (2010). *City of Buffalo Michigan Ave. Heritage District Parks table*. Department of Public Works, Parks department. Buffalo: City of Buffalo.

Samina Raja, E. A. (2009). *Queen City Gardens Plan: Planning for Community Gardens in the City of Buffalo*. SUNY Buffalo, Urban and Regional Planning. Buffalo: SUNY Buffalo.

The Erie County Department of Environment and Planning. (2009). *2009 Erie County Parcel Data*.

Acknowledgments:

Chris Hawley, Office of Strategic Planning – City of Buffalo

Susan Eager, Director of Plant Operations – Buffalo Schools

Andrew Rabb, Deputy Commissioner, Department of Public Works, Parks & Streets, City of Buffalo

Tom Mead, Associate Landscape Architect - Buffalo Olmsted Parks Conservancy

Google Maps

Transportation

Transportation to and from and around the proposed Michigan Street Heritage Corridor will play an important role in its development. The transportation involving the site can be broken down into categories, of which will provide the best options for tourists and locals alike. It should be considered that the majority of tourists will likely come from either downtown, the airport, the bus or train station, the major highways, or from the north via Niagara Falls. Locals will likely come from all directions. Given the concentration of sites near the intersection of Broadway and Michigan, this will be used as the destination point. The following section will provide directions and information that can be used to satisfy the transportation needs for tourists and locals.

According to a road survey conducted in 2007 by the Greater Buffalo-Niagara Regional Transportation Council (GBNRTC) road conditions in the area varied from fair (William and Broadway) to poor (Jefferson). All the roads in the district carried very little traffic (under 10,000 cars/per day). Considering these conditions, improvements to the street infrastructure is recommended to accommodate the needs of the district as a tourist destination, as well as, to serve multimodal transportation.

Public Transit (Nfta) – Bus And Train

Train

For those that have access to the NFTA Metro Rail, which runs along Main Street from the Erie Canal Harbor south of downtown to University Station and the northern edge of Buffalo, it can provide a useful means to reach the Heritage Corridor. Coming from either north or south, riders can stop at Lafayette Square station and walk a short distance (about 0.4 miles) to Broadway and Michigan. Lafayette Square is a popular gathering place at which events are often held and is centrally located in downtown with a good view of the City Hall, making it a good starting place for tourists whether they are traveling there for an event or if they are just interested in the Heritage Corridor.

Bus

Whether tourists or locals choose to use the bus system there are three routes that can be of service. The most direct route is the 4-Broadway bus that runs frequently between downtown, traveling through Niagara Square and Lafayette Square, and the Thruway Mall of I-90, stopping at the intersection of Broadway and Michigan. The 1-William bus runs a similar route downtown than the 4 bus but travels along William past Ellicott street, stopping at William and Michigan, very near to the sites. The 2-Clinton bus runs similar downtown routes and travels along Clinton, with stops at Michigan within a very short walking distance of the intersection. Almost all other major bus routes in the city use downtown and Niagara Square in particular as a destination. From Niagara Square travelers can walk east, away from the City Hall, and onto Broadway until they reach Michigan, a little over half of a mile walk.

- Michigan Ave. – 88 Bus
- Clinton Ave. - 2 Bus
- Williams St. – 1 Bus
- Broadway – 4 Bus
- Sycamore – 6 Bus
- Jefferson Ave. - 18

Private Transport

Automobile

For people traveling from any significant distance from the site there are two freeways that can serve the Heritage Corridor, the NYS Route 33 Kensington Expressway and the I-190 Interstate. For those traveling from northern sites (Niagara Falls or Canada) the I-190 serves as the best route. Traveling along I-190 South, drivers can use exit 6, follow Elm Street to Broadway and arrive at the Michigan intersection in one block and use available parking. For those traveling from southern sites of the country, using the I-90, US 219, or NYS Rte 400, they can take the I-190 and use exit 6 and follow the same directions, continue on Elm and take a right on Broadway where the next street is Michigan. For those traveling from the east (including the airport or along the New York State Thruway, I-90 West) they can take the 33 Kensington Expressway, follow it until it ends and turns into Oak Street, then take a left at Broadway, with Michigan St only two blocks away. Locals not using the highways can use any of the major or radial streets from the east (Genesee, Sycamore, Broadway, William, Clinton, Seneca) and travel until they reach Michigan. For those coming from the north or west, they can use major roads such as Niagara, Elmwood, or Delaware to reach Niagara Square, from which they can travel east onto Court, then Clinton, and take a left on Michigan until they reach Broadway.

Bike and Car Share

Bike paths are absent from the heritage district. Currently, there is a bike path connector to the waterfront bike path at Michigan Ave and Scott St. that serves Canalside, the Cobblestone District and sporting arenas (HSBC Arena and Bison's Stadium). Buffalo Blue Bikes operates a citywide bike share program. At this time there are no hubs in the study area. However, a hub does exist at the Buffalo Niagara Medical Campus just north of the study.

Buffalo Car Share operates a citywide car sharing program. At this time there are no hubs in the study area. However, a hub does exist at the Buffalo Niagara Medical Campus just north of the study.

Transport related opportunities

Tours

Those who wish to travel within the Heritage Corridor should be encouraged to walk during the season where weather permits as all major attractions will initially be located within close proximity to one another. For those who wish to further explore the neighborhood beyond the major sites, maps should be provided with details showing other landmarks, examples or telescopic housing in the neighborhood, etc. Auto travel can also be used during winter months. For other that are part of tour groups of the larger region, buses should be arranged that stop near the major sites and provide a tour throughout the neighborhood.

Expanded Bike Access

In order to encourage bike traffic to the district bike paths and bike racks should be installed in the district. Extending the existing bike path north along Michigan to the Buffalo Niagara Medical Campus would put the Heritage District at the center point of Buffalo's two most active growth centers. Additional paths from Michigan Ave to eastbound on William St. to the Central Terminal Building and Broadway to Jefferson would also better service the transportation needs of the eastside community and visitors to key eastside attractions like the Broadway Market (Broadway @ Jefferson), Central Terminal, urban farms (Wilson @ Broadway, Central Terminal) and community gardens. Expanded bike paths are supported by the Complete Streets ordinance (ARTICLE XIV. Complete Streets § 413-68 – § 413-70).

There is an opportunity for the installation of additional bike racks through the City of Buffalo's Commercial District Bicycle Parking Program. The program is a collaboration of Green Options Buffalo and the City. It allows business owners to request installation of bike racks in front of their businesses. This program is supported by the Bike Parking ordinance (§ 307-15.2. Bicycle parking) which requires parking facilities for 1 bicycle for every 5 automobile parking spaces at any new building, addition, parking lot or enlargement of an existing building, or any change in the occupancy of any new building that results in the need for additional auto parking facilities within all city of Buffalo business districts¹.

Useful websites:

NFTA Website: www.nfta.com

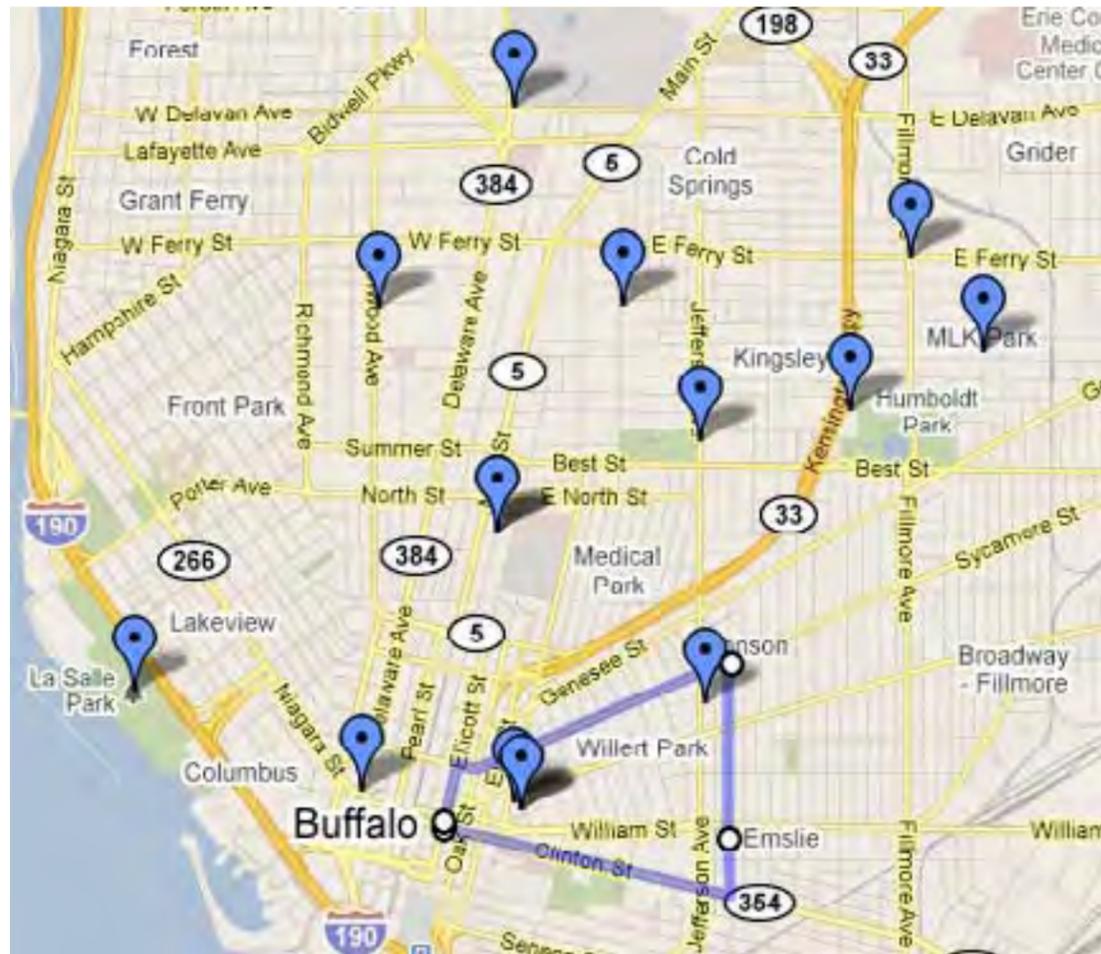
Google Maps: www.maps.google.com

Wikitravel: http://wikitravel.org/en/Buffalo_%28New_

¹ <http://www.greenoptionsbuffalo.org/programs.php?recordID=3>

Contemporary African American Programming

Buffalo as a whole currently has many programs and organizations that promote the teaching and celebration of African American heritage. These programs are spread across Buffalo and are mostly run by completely different organizations. There is a need for collaboration and some of the festivals should be incorporated into the Michigan Street African American Heritage Corridor to add to the area's theme. The Michigan Street Baptist Church, the Colored Musicians Club, the Nash House, and the Jefferson Street Heritage Gallery are currently in the proposed boundary, but there are no festivals. Although the museums are open during the winter (hours are currently very limited), most of the programming is during the summer. There should be an effort to incorporate more programs yearlong and begin to locate cultural enrichment programs in the Heritage Corridor.



Cultural Education Programs and Destinations

Harriet Tubman Annual Retreat

<http://www.caoec.org/html/tubman.html>

716-881-5150

The Community Action Organization of Buffalo organized an annual retreat to visit the home of Harriet Tubman in Auburn, New York. This bus excursion occurs in July and costs \$40/person (\$25 for those under 18). The excursion includes a tour of Harriet Tubman's home, a ceremony at her gravesite, and other historic exhibits of the Underground Railroad.

Jefferson Street Heritage Gallery

607-611 Jefferson Ave., Buffalo 716-854-8392

The gallery is open for all ages to view its contents on the weekends from 1-4pm as well as by appointment. The gallery holds a number of antiques, collectibles, and research papers from Buffalo's past, maintaining a special section for African American history in the area.

Michigan Street Baptist Church

www.themichiganstreetbaptistchurch.org

511 Michigan Ave 716-854-7976 or 716-847-6015

The historic Michigan Street Baptist Church is a notable place for African American Heritage not only in Buffalo, but for the entire nation. The church is still active, but is known for its involvement in historical movements such as the Underground Railroad, the Niagara Movement, and the Civil Rights Movement and for its connection with notable people such as Reverend Jesse E. Nash and Mary Talbert.

Nash House Museum

www.nashhousemuseum.org

36 Nash Street, Buffalo 716-856-4490

The Nash House Museum was the former home of Reverend Nash of Michigan Street Baptist Church (years?) and avid civil rights activist. The museum holds many of his letters and collectibles as well as other historical books and paraphernalia of the time.

African-American Tour

www.forest-lawn.com

The African-American Tour through Forest Lawn Cemetery is in operation from June to September. The tour is one and a half hours on an air-conditioned bus as they tell stories about notable African-Americans buried in Forest Lawn. They also offer a separate Mother Mary Talbert Interpretative performance for those who book in advance. The cost is \$60/performance.

Black Capital Network Economic Empowerment Conference and Expo

www.thebcn.com

716-881-6066

In October this economic summit is free to the public. The goal is to emphasize the importance of economic development, financial literacy, self-empowerment and the revitalization of urban communities. The conference features national and local presenters, business forums and vendor opportunities.

Youth Educational Programs

Ujima Company, Inc.

www.ujimatheatre.org

545 Elmwood Avenue, Buffalo 716-883-0380

Ujima Company, Inc. is a professional theatre company dedicated to the development and presentation of work by African-American and other Third World artists. It is among the most praised and awarded arts organizations in the region.

Muhammed School of Music

(housed in Langston Hughes Institute at 25 High Street, Buffalo)

716-856-4877

The Muhammed School of Music has created a curriculum that features lessons of the historical connection of the violin to Africa. The school's goal is to "cultivate and refine the creative essence of all youth, in particular black and minority youth, through the study of classical music."

Buffalo City Ballet Co., Inc.

www.buffalocityballet.com

Tri-Main Building, Suite 351 2495 Main Street, Buffalo 716-833-1243

Buffalo City Ballet Co, Inc. was established in 1972 to "provide young people of color with opportunities to develop skills in classical dance, including ballet, tap and jazz." They offer classes as well as provide the students with opportunities to participate in public performances.

Jumpin' Jambalaya Summer Program

http://www.africancultural.org/program_jumpin.html

The Jumpin' Jambalaya Summer Program is for local children ages 6-12. The children are in the program all summer and it runs 7:30-5:30 Monday thru Friday. The program was designed to keep students educationally motivated during the summer months as well as culturally enlightened.

Cultural Enrichment/After School Program

http://www.africancultural.org/PDF/CLASS_SCHEDULE_2011.pdf

The Afterschool program sponsored by the African American Cultural Center is offered for children ages 6-18. For \$15/month they offer a number of classes and programs to help enrich children with the roots of their African culture.

Entertainment Programs

Paul Robeson Theatre

http://www.africancultural.org/program_paul.html

350 Masten Avenue, 716-884-2013

The Paul Robeson Theatre is the oldest African American theatre in Western New York and the second oldest component of the African American Cultural Center. The theatre is run by the African American Cultural Center and hosts a number an average of four shows focusing on the African American experience between September and May.

Colored Musicians Club

www.coloredmusiciansclub.org

145 Broadway St, Buffalo 716-855-9383

The club allows non-members to come and enjoy live music in a relaxing setting where one can simply have a drink and listen. For musicians they offer an open jam session on Sundays. Lessons are offered on Saturdays for aspiring jazz musicians.

Festivals and Celebrations

Harriet Tubman Holiday Celebration

25 High Street, Buffalo 716-881-3266

The Langston Hughes Institute hosts an annual celebration in honor of Harriet Tubman for all ages to participate in. While celebrating and reflecting all of her contributions, there is an ongoing effort to push for a national holiday in honor of Harriet Tubman. This annual celebration in March is therefore twofold, both remembering her legacy and strategizing how to push for this holiday.

Pine Grill Jazz Reunion

www.africancultural.org

MLK Park 716-884-3620 or 716-884-2013

The Pine Grill Jazz Reunion is an annual jazz festival free to the public hosted by the African American Cultural Center. The festival is held in MLK Park in August. It is a time for all ages to celebrate the memory of the Pine Grill Nightclub and jazz in Buffalo.

Juneteenth Festival

<http://www.juneteenthofbuffalo.com/>

Martin Luther King Jr. Park, Best Street and Fillmore Avenue, Buffalo 716-891-8801

The Juneteenth Festival is hosted by Juneteenth of Buffalo and B.U.I.L.D. every June in MLK Jr. Park to "actively preserve and promote the broad spectrum of African American heritage through educational and cultural activities that will benefit the community as a whole."

Queen City Jazz Festival

145 Broadway, Buffalo

This Jazz Fest is a one day free jazz concert hosted by Colored Musicians Club. The concert is held in July in downtown Buffalo showcasing a number of local, national, and international jazz performers from 12pm-8pm.

Jefferson Ave Renaissance Arts Festival

Jefferson Avenue between East Utica Street and East Ferry Street, Buffalo

716-882-7594 or 716-883-4367, ext. 11

The Jefferson Ave Renaissance Arts Festival is celebrated on E. Ferry Street sometime in July. It is a two-day block party to celebrate community and creativity.

Masten District Jazz Festival

1020 Humboldt Parkway, Buffalo 716-886-1548 or 716-228-5307

The Masten District Jazz Festival is held on the front steps of the Buffalo Science Museum. Live Jazz shows are performed there all four Sundays of July.

Assets & Resources: Programming

Buffalo Karibana International Parade and Festival

www.buffalokaribana.org

The Buffalo Karibana International Parade and Festival is a three-day celebration held in August located on Delaware Avenue at Niagara Square. This celebration is a sister-celebration of Toronto's Caribana Festival. It includes a parade, Caribbean food, arts and crafts, music, entertainment, and fireworks over City Hall.

Buffalo Caribbean Islands Festival

Delaware Avenue at Niagara Square, Buffalo 716-836-2853

The Caribbean Islands Festival is hosted by Buffalo's Caribbean Islands Organization, De Mas Camp and the Jamaican and American Association of Buffalo and held at Lasalle Park in August. The event is three days and includes a parade, a "Taste of the Island" party, Caribbean food, live music, exhibits, a late night Boat Fiesta on the Miss Buffalo II as well as a late night party on the waterfront.

Buffalo Kwanzaa Festival

716-892-8515

Langston Hughes Institute, Churches, community centers, and other community organizations host the Buffalo Kwanzaa Festival. The festival is held at many different community destinations, but the "First Night Kwanzaa" is traditionally held at the Langston Hughes Institute Center for Cultural History and Arts Education. Kwanzaa founder, Maulana Karenga has been part of the celebration in Buffalo since its beginning in 1981. The festival is filled with African drumming, libations to the ancestors, children reciting the Nguzo Saba, and families celebrating their heritage together.

Gospelfest

Best Street and Jefferson Avenue, Buffalo 716-855-1569 or 716-886-1782

Each July, the community and a host of church choirs come together at Johnnie B. Wiley Sports Pavilion in celebration of Gospelfest. The two-day event is free to the public and includes sermonettes by local pastors, vendors, and performances by choirs, soloists, and bands of gospel music in the Niagara Region.

Taking it to the streets rally weekend

Martin Luther King Jr. Park, Buffalo 716-891-4760

Every July, the "Taking it to the streets rally weekend" is held at MLK Jr. Park. The event is 2-days from 11:30AM-9PM each day. Anita Williams, known as the "Mother Teresa of Buffalo", founded the event to help address the woes of the community, helping single mothers and their children. The event includes Gospel singing, preaching, free non-perishable food, a clothing give-away, free pony rides, zoomobile, drill, step, drama teams, vendors, rides, health fair, youth and senior activities, free Bibles, recording artists, radio DJ appearance, Underground Railroad tours and family reunions.

Assets & Resources: Regional Resources

Regional Resources:

The city of Buffalo is surrounded by regional assets that would be beneficial to the Michigan Street African American Heritage Corridor. These organizations and businesses offer services that will assist in the formation of the various proposals listed as well as general partnership building. Below is a list of the organizations and brief description.

Niagara Bound Tours (ON, Canada)

A customized tour that provides fun, information, and educational content about the Underground Railroad and the stories fugitive slaves in the Niagara region. This company was established in 2004 and has provided education fun to residents and visitors to the Ontario, Canada area.

Niagara Falls State Park- Historic Sites

New York's historic sites tell the story of our rich cultural heritage. Experience the many facets of New York State history through tours, storytelling, exhibits, cooking demonstrations, military drills and encampments. There are countless ways to explore our past.

Motherland Connexions

This tour agency enhances heritage tourism with an educational flare; specializing in interpreting the history of the Underground Railroad. The company was founded by educators, historians and preservationists who pride themselves on authenticity and attention to detail; inspiring creative teaching using historic places, sites and locations.

Akawabba Tours

The Heritage Associates, Inc. presents stories of those who were running to freedom on the Underground Railroad, like "The Unknown Ones," and brings these historical sites and events to life. This company participates in the Passport to Your National Parks Program in the Erie Canal-way National Heritage Corridor. This new partnership builds on the inclusion of the "Riverstroll" tour into the National Park Service Underground Railroad program coordinating preservation and education efforts nationwide and integrating local historical places, museums, and interpretive programs associated with the Underground Railroad into a mosaic of community, regional, and national stories.

Grassroots Gardens

This a non-profit organization, 501(c)(3), based in Buffalo, NY. They assist people in creating and sustaining community gardens in the city of Buffalo. Grassroots Gardens currently supports over 70 gardens on over 100 previously-vacant parcels of land.

U.S Cultural and Heritage Tourism Marketing Council (USCHT)

The council was formed to market and sell U.S. Cultural and Heritage Tourism Destinations to and within the USA. In order to do, the council has partnered with leading U.S. Tourism Destinations, Cultural and Heritage Attractions and Travel Partners, Promote Cultural & Heritage Tourism both nationally and internationally, and package cultural & Heritage Tours to generate visits, exposure and revenue. The marketing effort is conducted through the publication of interactive website and yearly traveler guide book.

Buffalo Niagara Convention and Visitors bureau

Maintain an online press room that provides easy access to information about the Buffalo Niagara area and a visitor center where visitors can find all useful information and assistance during their visit to Buffalo such as maps, brochures, souvenirs, schedules for upcoming events and directions. The mission is to sell and market the assets and attractions to visitors outside of the Buffalo Niagara region as a convention, tourism and leisure destination for the economic benefit of the community

Niagara tourism and Convention Corporation

Niagara Tourism and Convention Corporation is a nonprofit organization that focuses on promoting, selling and marketing the county as a premier destination for meetings, events, conventions and leisure tourism. It is official tourist information for Niagara Falls USA that provides information of the region with complete listing of attractions, hotels and restaurants through internet marketing program such as interactive website.

Binational Tourism Alliance (BETA)

BETA is an incorporated, nonprofit, membership based tourism industry trade organization. BETA provides members with a full complement of services for improvement of their businesses opportunities and growth potential through training and professional development, binational programs and events and advocacy to meet the developing needs of the tourism industry specifically in cross border regions.

Buffalo Niagara Enterprise (BNE)

BNE is a nonprofit, private business development and regional marketing organization. BNE offers assistance through the development of website that provide information and supporting services required by companies interested in locating in the region.

Buffalo River Keepers - <http://bnriverkeeper.org/programs/rain-barrels/>

“Promote, preserve and protect the natural and historical environments of the Buffalo Niagara Rivers and their environs for the benefit of the local community. Restoring the ecological health of the Buffalo Niagara River systems, expressing and celebrating the cultural and historic fabric of the area, improving public access to the Rivers surrounding communities and citizens of the region, encouraging community awareness, “ownership” and stewardship of the Rivers, supporting sustainable development of the region’s economy, and developing a regional River advocacy organization capable of achieving the above goals”

The Congress for the New Urbanism (CNU) <http://www.cnu.org/highways/buffalo>

This organization is the leading organization promoting walkable, mixed-use neighborhood development, sustainable communities and healthier living conditions. CNU promotes the hallmarks of New Urbanism such as livable streets arranged in compact, housing choices to serve people of diverse ages and income levels, making schools and stores reachable destinations by walking, bicycling or transit service, and affirming human scaled public realm.

Olmsted Parks Conservancy - <http://www.bfloparks.org/>

“The Buffalo Olmsted Parks Conservancy, (BOPC), is a 501c3 not-for-profit, independent, community organization that promotes, preserves, restores, enhances and ensures maintenance of Olmsted Parks and Parkways in the greater Buffalo area to guarantee Olmsted park experiences for current and future generations.

American Forests - <http://www.americanforests.org/resources/urbanforests/>

“As the nation’s oldest nonprofit conservation organization, American Forests has been an influential voice for conservation and the environment since its founding in 1875. We work with individuals, communities and policy makers to protect and restore forests around the world, and raise awareness of how important these ecosystems are to all forms of life on the planet. This mission allows us to work on many different fronts to grow a healthier world, with each of our many programs addressing an area of forest conservation, from planting trees, to educating future generations about their benefits.”

NYS Urban Forestry- <http://www.nysurbanforestrycouncil.com/>

New York State’s Urban and Community Forestry program is a partnership of public, private and volunteer organizations and individuals that fosters comprehensive planning, management and education throughout New York to create a healthy urban and community forest and enhance quality of life.

Re-tree WNY - <http://www.re-treewny.org/main.html>

Re-Tree WNY has a five-year plan with a goal to replace the approximately 30,000 trees in Western New York that were damaged or destroyed. The first planting was on Arbor Day, April 27, 2007 and 2,000 trees were planted to get the project a strong jump-start.

The Buffalo Arts Commission

The Buffalo Arts Commission is comprised of 15 volunteer members appointed by the Mayor (10) and Common Council President (5). It is the responsibility of the Commission to advise the Mayor and Common Council concerning works of art to be acquired by the city, whether by purchase, gift or otherwise, together with their proposed location as well as assist the city in the formation of city ordinances and policies designed to promote, enhance, and strengthen the art in Buffalo. The Buffalo Arts Commission is dedicated to Promote the artistic life of city neighborhoods with particular attention paid to preserving and promoting cultural diversity.

The National Endowment for the Arts

Established by Congress in 1965, this organization is an independent agency of the federal government. To date, the NEA has awarded more than \$4 billion to support artistic excellence, creativity, and innovation for the benefit of individuals and communities. The NEA extends its work through partnerships with state arts agencies, local leaders, other federal agencies, and the philanthropic sector.

The Western New York Foundation

The Western New York Foundation, incorporated in 1951, makes grants in the seven counties of Western New York State: Erie, Niagara, Genesee, Wyoming, Allegany, Cattaraugus, and Chautauqua. Under its Certificate of Incorporation, the Foundation has broad powers to assist all charitable agencies of Western New York other than churches or affiliated religious agencies. The corporate stated purposes are “to conduct and promote educational, charitable, philanthropic, eleemosynary and beneficent works only...” The Western New York Foundation supports sustainable organizations that improve the quality of life in Western New York. The Foundation makes investments that

Assets & Resources: Regional Resources

build on nonprofits' proven strengths in order to improve their effectiveness and their ability to fulfill their missions.

Buffalo Public Schools

Local elementary school's after school activities and programs that educate and promote student's interest in art and creativity through working on community art and murals. Foster local youth to become sustaining leaders of their neighborhood through direct participation and volunteerism efforts.

Harriet Ross Tubman School #12
Bennett Park Montessori School
Southside Elementary School

Heritage Centers of Buffalo

A multi-faceted center providing services for the enhancement of the disabled, youth and adults through training, summer camp, housing assistance, and other comprehensive services.

Black Capital Network of Buffalo

This company provides consulting for small businesses, providing public relations, strategic planning, and seminars to support the business's advancement and development. They have a division, OraBind Communications, offering marketing solutions. Their purpose is to promote the growth of African American businesses in the area.

The Allstate Minority & Women Emerging Entrepreneurs Program at University at Buffalo

The program is a joint partnership between the University at Buffalo's School of Management Center for Entrepreneurial Leadership and the University at Buffalo's Center for Urban Studies. The purpose is to create a pathway enabling minorities and women entrepreneurs to advance their companies to the next level. The foster relationships with successful business owners and executives, provide technical advice, help them formulate a clear strategic plan for their businesses, and provide information about other resources that may help them (i.e. obtaining membership in business organizations).

WNY Venture Association

The WNY Venture Association's goal is to elevate economic growth in the region by increasing the size of the investors' base and the quality of the investment opportunities available. It serves as the only not-for-profit organization dedicated to providing a business opportunity and investment forum to the Niagara region. The association holds a series of networking meetings to foster exchange of information between investors and entrepreneurs.

Center for Competitiveness

The Center is located in the Advanced Training facility on Oak Street in buffalo. It offers a wide variety of employee training and educational opportunities. The facility holds labs, classrooms, a video conference center, a satellite down-link, and a manufacturing wing. Their purpose is to provide local businesses with affordable, state of the art training facilities and professional instructors, to provide quality classes to meet their employees' unique needs.

Women's Business Center at Canisius College

With a focus on women, the center works to provide entrepreneurs and small business owners with the critical skills, knowledge, tools, and a support network needed in order to increase their success and

Assets & Resources: Regional Resources

positively impact the economic development of their communities. The Center offers a wide variety of services and programs such as training, networking, counseling, and consulting.

Upstate New York Regional Minority Purchasing Council, Inc.

The council certifies minority business owners in order to be recognized as a minority business owner. This certification puts suppliers on a directory of referrals allowing Corporate America to enhance their supplier diversity process. The council also provides programs and workshops on technology, marketing, sales, and networking opportunities monthly.

Small Business Development Center at Buffalo State College

The SBDC assists small business to develop solutions to their problems to help increase their productivity and profitability. The goal is to contribute to the stability and growth of the small business sector in the region. The center is considered "business plan experts" and provide a range of assistance services such as business plan development, small business start-ups, organizational structures, accounting, financial planning, e-commerce, export assistance, cost analysis, loan information assistance, marketing, human resources, and employee training.

Buffalo Renewal Community

The Buffalo Renewal Community resides in City Hall. They provide tax deductions and wage credit benefits for businesses in specific distressed communities.

Black Chamber of Commerce

The Commerce's mission is to "promote the economic empowerment of WNY's Black community. They work to develop new businesses, aiding in the growth and strengthening of existing businesses, and encouraging the recycling of Black dollars in the community. The commerce not only advocates for their constituents, but also provides tools, solutions, networking opportunities, forums, and business education. However, their event page has not been updated since 2009 so we cannot be confident in their current activity.

National Black Chamber of Commerce

The commerce's focus is to economically empower and sustain African American communities through capitalistic activity and entrepreneurship. The commerce is a nonprofit leading in the educating and training of black communities on how to effectively participate in America's capitalistic society. The national branch provides resource guides and members get discounts off supplies at office depot.

City of Buffalo

The City of Buffalo provides the support and services needed for city-wide and community based events. Communities can access Federal Block Grant funds which support activities principally benefiting limited income persons within the city's older neighborhoods. Economic development, public facilities, infrastructure improvements and public services projects are eligible.

Assets & Resources: Regional Resources

Buffalo Municipal Housing Authority (City of Buffalo)

BMHA assists residents in attaining and maintaining a high standard for their quality of life. The Buffalo Municipal Housing Authority will provide services and opportunities associated with affordable, desirable, and secure housing to individuals and families.

The Good Neighbors Planning Alliance (City of Buffalo)

The Good Neighbors Planning Alliance is a community empowerment process whereby community members will have an official voice in determining the future direction of their own neighborhoods. This alliance includes diverse individuals and groups in the process of improving the community, establishes new partnerships within the community, builds the community's capacity to address complex problems and overall improving the quality of life for all.

The Community Foundation of Greater Buffalo

The Community Foundations mission is to connect people, ideas, and resources to improve lives in Western New York. Donors create funds to support specific organizations, to support specific issues, and to support the community's changing needs.

Local Initiatives Support Corporation (LISC)

LISC connects local organizations and community leaders with resources to revitalize neighborhoods and improve quality of life. The Buffalo office, opened in late 1998, since then we have worked with local not-for-profit partners, private developers, local government and schools, and have provided funding and technical assistance to support projects that are contributing to healthier and more sustainable communities, and improving the lives of the families that live within them.

Broadway-Fillmore Neighborhood Housing Services

Broadway-Fillmore NHS, an affiliate of NeighborWorks® America, provides affordable housing, to promote a high quality of life and social existence, to serve as a resource and referral service providing technical assistance related to housing, and to assist in communications between residents and government entities.

4:Goals & Objectives

Goals & Objectives

Themes & Subthemes



Goals & Objectives

Goal 1: Preservation, Redevelopment and Stewardship of the Built Environment

Express and promote the district's locally, regionally and nationally significant heritage while creating a distinct yet cohesive urban landscape defined by community.

Objectives:

1. Placemaking:

Establish a sense of space through a community-defined vision that creates uses and structures that meet the needs of the community.

2. Public realm:

Encourage social interactions through creation of usable public space.

3. Strategic sustainable development:

Targeted redevelopment that is respectful of current and historic character while enhancing and protecting the natural environment.

4. Regulations and policies:

Promote development and services that meet the needs of the community.

Goal 2: Promoting sustainable tourism

Implement strategies of identification that will foster long term growth, extend awareness of historic influence and encourage a growth in influx of tourists to corridor.

Objectives

1. Foster Regional Linkages with Other Tourist Areas

Foster linkages between other historic sites, organizations and municipalities while building community alliances in order to further the mission of the Michigan Street Heritage Corridor.

2. Coordinate outreach programs

Utilize different marketing mediums to emphasize the historic significance of the corridor in efforts to appeal to a larger tourism market.

3. Create Interactive Experiences

Promote public awareness through the interpretation of the themes of the Michigan Street African American Heritage Corridor, which convey the history of places, diverse people and events associated with the area. Provide opportunities for educational programs, and centers through which the regions visitors can experience the heritage area.

4. Develop a distinct identity

Create a unified identity with cohesive elements that promote ease of way-finding and aid in branding of district.

Goal 3: Community and Economic Development

To create pride and awareness of the local history and culture through strengthened social connections locally and regionally, encouraging renewed economic investment through shared resources.

Objectives

1. Community Building, Culture and Education:

Build strong social networks through a shared sense of heritage amongst local residents. Encourage neighborhood driven planning and implementation through resident empowerment and shared community resources.

2. Physical Revitalization:

Set forth strategies to improve local economy by executing physical building improvements, ethically steering new development and developing accessible and profitable urban farming food systems for residents.

3. Neighborhood Economic Revitalization Programs:

Develop training programs geared towards financial and business education of proprietors and workers alike. Foster an inviting environment to appeal to local businesses in order to rebuild local economic market system.

4. Regional Development and Partnerships:

Strengthen connections within the neighborhood and the Buffalo-Niagara region by connecting local historic sites to the regional tourism network and partnerships with developers. Develop a neighborhood collaborative association that helps to foster partnerships with regional development organizations.

Themes and Subthemes

Contribution to African American Political Struggles

- **Stationmasters, conductors and fugitives** – Buffalo played key role in the Underground railroad.
- **Abolitionist thinking- Buffalo** Anti-slavery society and other organizations create a voice for those who struggled for their rights.
- **Civil rights in Buffalo in beyond** - Civil rights movement flourished in Buffalo as an epicenter for action as prominent black leaders arose in the area.

Contribution to African American Culture:

- **Jazz era**- The east side of Buffalo was a thriving cultural hub signifying a sense of independence amongst black enterprises and entrepreneurs.

Occupational, Social, and Community Life

- **Work in Industrial Buffalo**- Black migrants flock here for industrial jobs.
- **Religious life**- As the population of blacks grew in Buffalo, Southern ways of life and ideology followed, giving way to the African Methodist Episcopal church, and the Baptist church.
- **The great migration**- The great migration occurred during the years of 1910 to about 1930, in which countless African Americans from the south flocked to northeastern and western parts of North America.
- **Integrating newcomers into urban community** - Mass influxes of blacks came to Buffalo due to the great migration creating strains on local systems and organizations. This led to mass reformation and creation of self-help organizations to ensure the inclusion of all blacks be maintained.
- **Mixed company** –The great migration of southern blacks along with an influx of immigrants of European decent to the area leads to a blended community.
- **Neighborhood landmarks and architectural gem**- Along with landmarks related to the Jazz Age, Civil Rights, and the Underground Railroad there are significant architectural structures that are deserving of recognition and help add to the unique image of this area.
- **Social life and institutions**-As black population grew several organizations and enterprises arose to provide services. Without these institutions the black population would not have be able to access basic necessities and would not have had such a strong foundation during rough times.

Life in the district today

- **Building community** – Social spaces and institutions
- **Nature meets city** - Green infrastructure in the city
- **Community building blocks** – The business that put us to work
- **Making connections** – Linking Buffalo to regional assets
- **Preserving the past meeting the future** – Historic preservation and sustainable development.

5: Physical Development



Streetscape Enhancements
Public Space
Complete Streets
Regulations
Node, Corridor and District Development

Goals & Objectives

Placemaking

Establish a sense of space through a community-defined vision that creates uses and structures that meet the needs of the community.

Public realm

Encourage social interactions through creation of usable public space.

Strategic sustainable development

Targeted redevelopment that is respectful of current and historic character while enhancing and protecting the natural environment.

Michigan Street Heritage Corridor Streetscape and Facade Improvement

To provide well-designed building facades, storefront windows and attractive signage and lighting to create visual interest along with the tree plantation program and landscaping improvements; and add appropriate street furniture on the Michigan Avenue

Need

Although the area around Michigan Avenue has received some investment in streetscape improvements, this has been limited in scope.

Benefits

The heritage area could benefit from a comprehensive approach to revitalize the economic health and the quality of life in the community. It will reinforce the sense of place and give structure and orientation to the urban experience.

Description

The streetscape improvements in the area will involve various components. These components include decorative sidewalk edging, antique-style street lamps, street trees, benches, trash receptacles, banner poles and a community bulletin board. These changes will enhance and promote a modern urban street while complimenting the historic architecture features of the corridor.

Basic Improvements Include:

- More consistent street trees in grate
- Sidewalk buffer planter
- Pedestrian scale lighting
- Corner curb extension
- Shorten crossing distances at wide intersections and introduce pedestrian countdown signals to improve pedestrian safety
- High visibility crosswalks



Image: Bench
completestreets.org



Image: Ginkgo Tree
completestreets.org



Image: Sidewalk enhancements
completestreets.org

Sidewalk Enhancements

An important component of the streetscape improvement project will involve changes to the sidewalks. These sidewalks should feature red concrete pavers that edge the curbs and create the decorative effect of bricks. However, they are less likely than bricks to shift and create an uneven surface that could pose a hazard to pedestrians, this would be a great brick substitute and it would be able to withstand the elemental effects of the harsh weather conditions of the area. (See fig 1)

Street Lamps

The avenue should be lit with 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 an historic main street feel.

Trees

After researching numerous tree species known for performing well in urban environments, and native to the area the male Ginkgo biloba trees was selected for planting in the area. The roots of these slow-growing trees extend vertically down into the ground, preventing sidewalks and pavement from cracking. They also have widely-placed branches that would provide a green signature to the area along with providing shade during hot summer months.

Benches

Benches should be placed strategically along streets. They should provide convenient places to sit and rest. The benches should be steel in nature with center arms to enhance comfort

Trash Receptacles

To reduce the presence of trash in the area cast-iron trashcans should be installed. These additions along with regular street maintenance can make a big difference in maintaining the integrity of the area.



Image: Trash receptacle
completestreets.org

Fig1- Proposed sidewalk enhancements

Shalmali Kulkarni - UB studio



Implementation

Green Infrastructure

- Add and improve the tree canopy cover and median plantings in the area.
- Incorporate best management practices in the design of the utilities and infrastructure such as storm water management.
- Establish a vocabulary of elements that integrate well with the urban context and that enhance its legibility.
- Install elements of street furniture that contribute to the heritage identity of the area.

Streetscape Enhancements

- Add street trees between curb and sidewalk.
- Widen sidewalks.
- Utilize light fixtures and street furniture that reflects the heritage of the area.
- Highlight alleys as special pedestrian areas.
- Add public plaza/green space area to the Node (Michigan –Broadway Intersection).

Partner Organizations

City of Buffalo; Office of Parks, Recreation and Historic Preservation; Department of Environmental Conservation; Department of Agriculture and Markets; New York State Heritage Area Program; Parks and Trails New York; Area block clubs.

Objective

Place making:

Establish a sense of space through a community-defined vision that creates uses and structures that meet the needs of the community.

Public realm:

Encourage social interactions through creation of usable public space.

Themes and Subthemes

Life in the district today

Building community

Social spaces and institutions

Nature meets city

Green infrastructure in the city

Making connections

Linking to Buffalo and regional assets

Complete Streets Renovation

Proposal Statement

The implementation of Complete Streets into the Heritage Corridor would include the incorporation of continuous sidewalks, curbs and curb ramps, and tree planting on both sides of the street, buffered bicycle facilities, and new street lighting, pavement, and markings along intersecting streets.

Need

Historically Broadway is one of the most significant streets in the study area. There is however the need to revitalize the area and maximize its significance. Revitalization would establish a sense of place, which would unite the community and invite outsiders to the area to enjoy the experience. Complete streets are proposed and functioned to allow secure access for all users. Pedestrians, bicyclists, motorists and transit riders of all ages and abilities must be able to safely move along and across a complete street. With the creation of complete streets different transportation agencies have to cater and adjust to new character for building use and access. Complete streets tend to acquire new dimensions after incorporated into an area. There are some components, which are found on complete streets, which include bike lanes, special bus lanes, sidewalks, convenient transit stops, numerous pedestrian crossings, curb extensions and islands. Complete streets always incorporate a balance between safety and convenience despite their differences in composition.

Complete streets would help with the revitalization of the area as they foster strong communities. They are a key player in the livability communities as roads are the links between people irrespective of their age or mobility. They also improve safety. Streets designed with sidewalks and better bus stop placement and traffic calming improve pedestrian safety. (Federal Highway Administration) Complete streets also address the issues surrounding climate change. They allow for reduced vehicle usage, which reduces carbon emissions.

Benefits

This can transform the economics of the area through growth and stability by providing effective and efficient connections between the entire community and the region. This initiative will improve safety by reducing traffic congestion and pedestrian oriented incidents. It will give people travel options and increase the transportation capacity. It will increase and promote a stronger neighborhood presence. The implementation of bicycling and walking promotes more physical activity and encourages residents to gain independence.

Implementation

- Add a pedestrian crossing near proposed Community Center on Broadway
- Improve pedestrian safety with the installation of sidewalks, ramps and continuous curbs at the appropriate locations.
- Install biking safety with buffered bicycle lanes separated from pedestrians.
- Clean up and beautification community programs
- The addition of street landscaping
- Improvements in pedestrian lighting
- Calm traffic speed on Broadway (Proposed one-way street)

Description

Complete Streets are streets that deliver an environment, which is suitable and allows access for all users. These include pedestrians, bicyclists, motorists, and transit users. These streets are accessible streets and they provide access for persons of all abilities. Complete streets are designed to cater to the specific area in which they are incorporated; there are however similar components to all complete street designs. These includes continuous sidewalks (or a paved shoulder in rural settings), frequent safe street crossing opportunities/crosswalks, median islands/pedestrian refuge islands, accessible pedestrian signals, curb extensions, bike lanes, paved shoulders, wide curb lanes and bicycle parking areas. Other areas include comfortable, convenient and accessible transit stops with clear designators showing travel directions, speed and capacity.



Best Practice

Cleveland Complete Streets Initiative

The purpose was to use the complete street policies to initiate revitalization and promote livability. There were many vacant areas in the city which if utilized could generate extreme amounts of wealth for the area.

The process, which took place in Cleveland, is a very unique one, which I would support in Buffalo and more specifically in the corridor. There was an initiative to convert two streets in an area for two days only. This impacted the immediate area and its surrounding communities greatly. Traffic slowed down when entering the area, there was an increased presence of children and family in the area and the coffee shop on the street experienced above normal business. The entire psychology of the streets changed with simple adjustments to transportation modes. The project was a success and the transformation spurred even more drive to incorporate complete streets into the city. To advocate for a livable city and to pursue this important policy that considers the design of streets and sidewalks, which provide access for all. A city garden must be within walking distance of every Cleveland resident by 2020. Use the complete streets policy to build strong neighborhoods and build green infrastructure.

Fig 2. Proposed street changes



There are various areas to which changes can be incorporated. The image above highlights some of the proposed changes to streets in the heritage corridor.

- Paved/stable surface at bus stop from curb to sidewalk (for wheelchair access)
- Truncated domes within pedestrian refuge to define extent of travel lanes
- Buffer/screening between sidewalk and parking lot

Design Guidelines

Strategies to achieving a “Complete Street” Network

- Streets should be a critical component of public space upgrade and maintenance
- Streets play a major role in establishing the image and identity of the area.
- Streets provide the critical framework for current and future economic development
- Streets in the corridor will be designed to provide mobility and support livability
- The safety, convenience, and comfort of motorists, cyclists, pedestrians, transit riders, and neighborhood residents will always be considered when planning and designing the streets of in the area
- Planning and designing streets must be a collaborative process, to ensure that a variety of perspectives are considered.

Application

All streets in the corridor would undergo the transition in the full sense. Most of the streets in the area are similar in context and serve similar purposes and provide almost identical services. The complete streets initiative would look more closely at each street and maximize each area and their unique qualities while maintaining a balance in the entire area. The proposal recommends that the area, which surrounds the Michigan Street Baptist Church, be the central node in the corridor. Figure 1. illustrates proposed changes to the built environment, which would utilize the central node theory.

Accessible Streets

Streets should be accessible and well designed. They should allow access along and across for all their users and abilities. These streets should have a frontage zone, which separates pedestrians from buildings, which would allow for easy pedestrian traffic on the side of the road and vehicular transportation in the road.

Fig 3 shows street design recommendations.

The Pedestrian Zone

This should be a minimum of 5'; this gives adequate amount of space for pedestrians to maneuver. The planter/furniture - is the area where any potential obstacles such as trees, parking meters, benches, bus shelters and signs are placed.

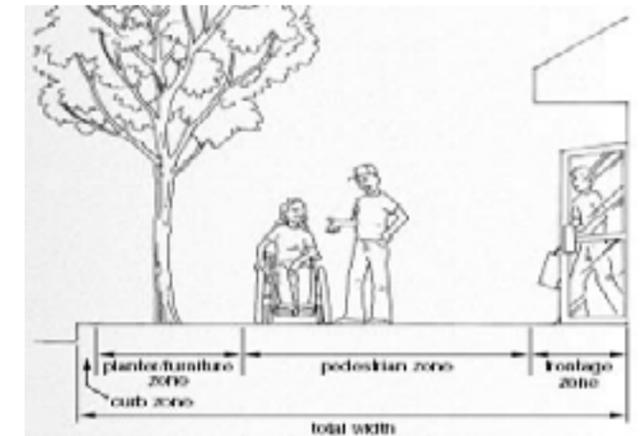


Fig 3 - Accessible Streets

<http://pactsblog.org/blog/wp-AlongStreets.jpg>

The Curb Zone

This should be about (approx. 6”) which would provide the appropriate safety zone for pedestrians. The minimum width of cleared area for a sidewalk of 36” is only acceptable when:

Recommended Design Changes

- The curb ramps should be oriented to crosswalks with detectable warnings [A]
- The sufficient level landing width at ramps [B]
- Accessible pedestrian signals with audible beaoning [C]
- Minimized crossing distances with pedestrian islands (min. 6’ recommended) [D]
- Minimized corner radii [E]
- Well-marked crosswalks [F]
- Curb extensions [G] where feasible.

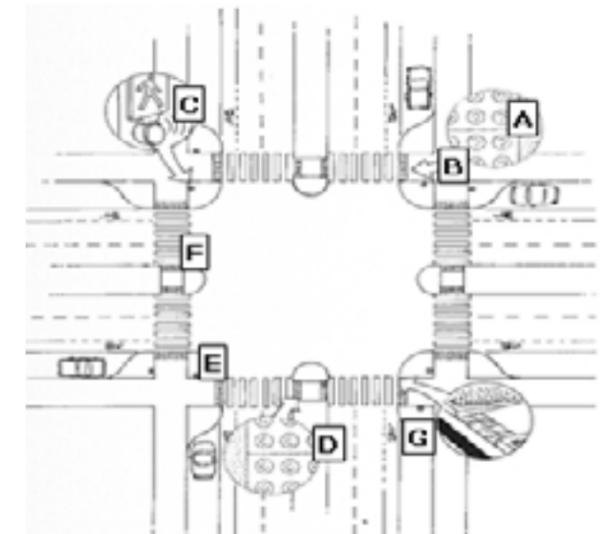


Image: Proposed Curb Changes

<http://www.completestreets.org/>

Cost

Physical Development: Complete Streets Renovation

To incorporate complete streets policies into the area would be relatively inexpensive if the planning is done effectively. The policies can be incorporated into the regular maintenance of the road networks in the area. Below is a list of estimated cost for elements of complete street design implementations.

Side walk improvements- It is estimated that one foot would cost \$6 for a 4 foot wide sidewalk.

Short term changes- \$2,220,000 for the first phase of designs (Corridor Estimate)

- Trees - Each tree would cost approximately \$400
- Bike Rack- To offset the cost of bike racks which are estimated to cost \$500 each the area can utilize city wide bike programs which install bike racks for free or at reduced cost. These include both city programs and non-profit organizations.

Reasons for a Complete Street Design of the Area

There are various reasons, which can be cited for the incorporation of a Complete Streets Design policy. For the proposed area this policy would include changes that covers the need for changing policy so that the transportation system caters to the needs of the people. People of all ages and abilities will have more options when traveling to work, to school, to the grocery store, and to visit family. It will allow for a more integrated community, which will enhance the areas, overall appeal and improve its economic, social and cultural viability.

Making these travel choices more convenient, attractive, and safe means people do not need to rely solely on automobiles. They can replace congestion-clogged trips in their cars with swift bus rides or heart-healthy bicycle trips. Complete Streets improves the efficiency and capacity of existing roads too, by moving people in the same amount of space – just think of all the people who can fit on a bus or streetcar versus the same amount of people each driving their own car. Getting more productivity out of the existing road and public transportation systems is vital to reducing congestion.

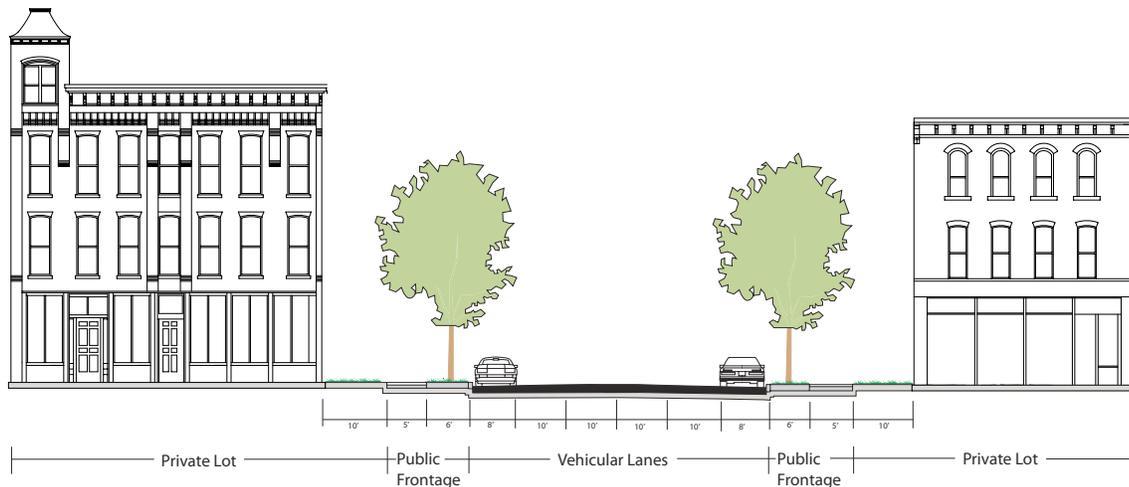
Complete Streets are vital to the revitalization of this area because of the important connections with long-term investments in the area. The existing transportation budget can easily incorporate complete streets with little additional funding, just the re- prioritizing of projects, which are dedicated to improving mobility. Many of the enhancements are low cost and fast and easy to implement. It can also increase and create a new job market for the enhancements in the area.

Form-Based Code FBC and the Transect



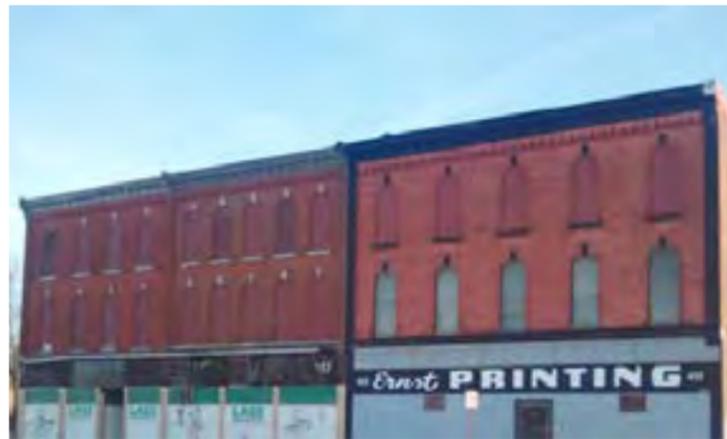
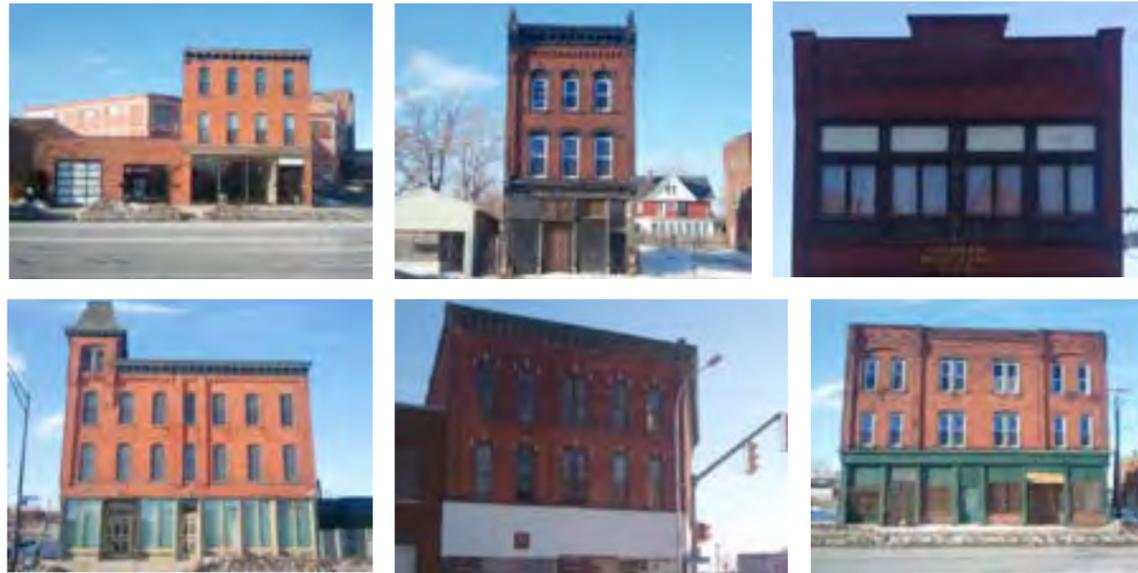
The Michigan Street African American Heritage Corridor once had a vibrant high density urban form, full of commercial and residential uses. Much of the buildings that lined the major thoroughfares of Broadway and Michigan were brick row houses and brownstone buildings with distinct architectural character. While those days are gone and only a few of these types of buildings remain within the corridor, with principles borrowed from form based codes and the transect, design provisions can be mandated within this area to ensure that new development keeps the same design characteristics such as window articulation, building materials, heights and widths of buildings and maintaining building elements like cornices and parapets which are keeping with the corridors historical building contexts.

Form based code (FBC) is a method of land use designation that informs the size and massing of a building, where it must be positioned on its lot and what architectural and façade guidelines it must possess. In many cases these standards are flexible enough to offer interpretation by developers but prescriptive in so much as some basic building components are maintained and entire streets maintain continuity and a constant rhythm. The proposal herein is an example of what design considerations should be examined and democratically decided upon by the Michigan Street African Heritage Corridor



Commission in a public process with the community.

The transect offers a model for building envelopes and frontage designs in areas from predominately urban to areas more rural. For the Commission's purposes, the corridor falls within the T5 and T6 form based code designation set forth by the transect above. Land use that falls within the T5 and T6 designation inform us that buildings will be between 2 and 4 stories, that buildings must be positioned up to the street with a maximum 30' setback, and that parking must be in the back of the buildings. It also indicated that trees must be present to create a vibrant public frontage, leaving a minimum of 10' of space for pedestrians between the street and private frontage.



**Architectural Guidelines:
Gallery of Examples**

Massing and Composition

General Massing Characteristics

Slightly pitched flat roof with parapet or cornice facing public frontages

2- and 3- story with floor being between 12-15' high, with all succeeding floor heights being no shorter than 12'

First floor containing a storefront, with 70% surface area containing windows, open and visible to pedestrians

2- and 3-stories accommodating either commercial or residential uses

Materials

Materials using brick, stone and masonry that conform to the colors and typology of the Michigan Street African American Heritage Corridor are acceptable

Façade Composition

Continuous and visible cornice or parapet

First story has a commercial storefront

Expressions lines which show the division of floors on the façade

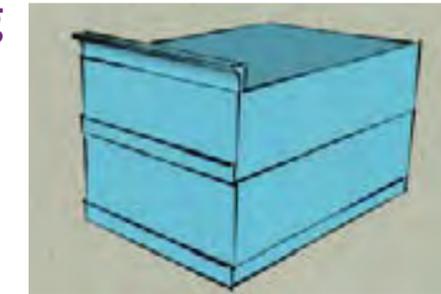
Masonry Piers, columns and articulated structural supports

Narrow, long rectangular and arched windows on all floors

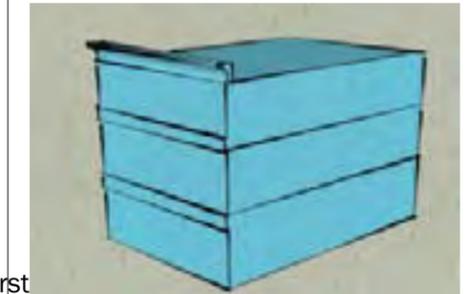
Examples

See 2- and 3- story examples of possible massing and façade composition when building in the Corridor

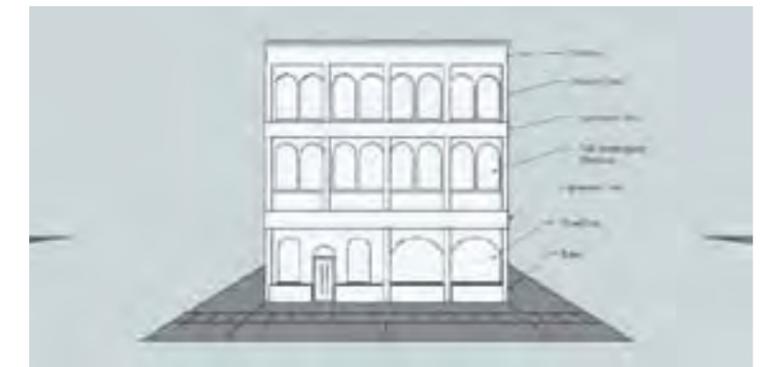
2-story Row House



3-story Row House



first

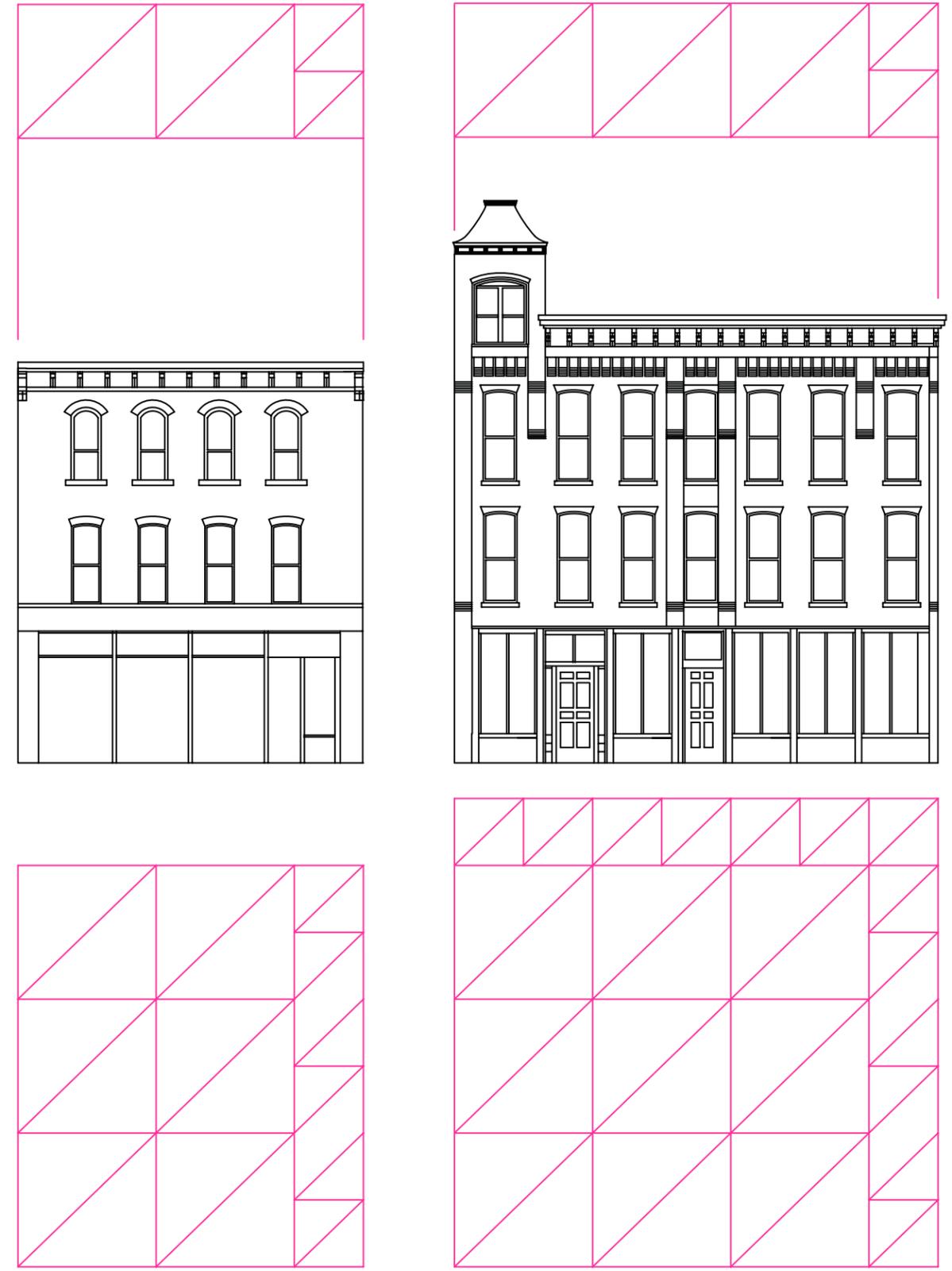
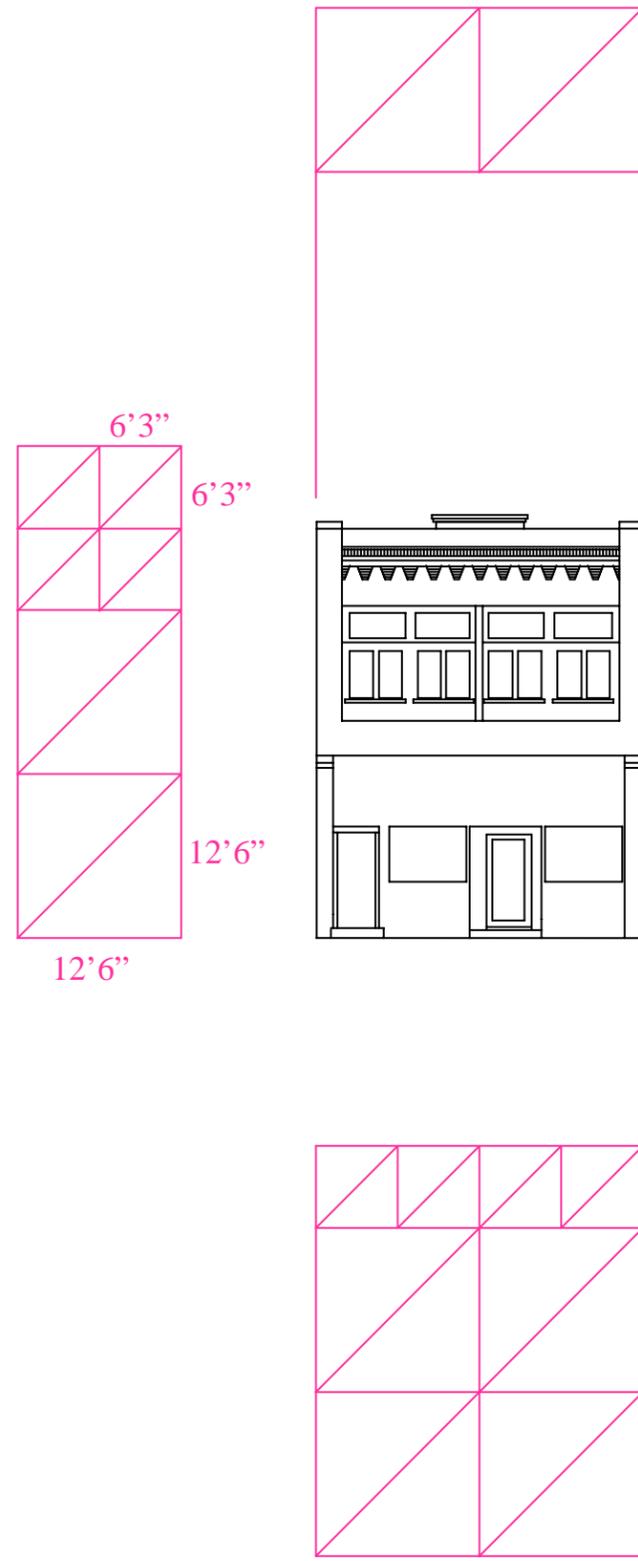


Building Rhythm

In order to determine a building rhythm for the Michigan Street African American Heritage, a closer look at historical building typologies reveal that a modular system can be used to determine height to width ratios. As seen in the buildings below, a small 2 story row house maintains a 25' wide facade composition and 31'3" building height. For a 3 story row house building typology with a commercial storefront and residential quarters above, the building maintains a 37' high facade and 31'3" building width. In the third example, a more articulated 3.5 story row house with a commercial front and residential above, maintains a building height of 43'9" building height and a 43'9" building width.

All of these examples have a consistent modular dimension of 12'6" square. Broken down, this box can be taken in half to depict those dimensions that are 6'3" and so on. this method can be used to create an measuring systems for all building elements within the building facade as well, such as window height and width, cornice articulation, arches, lintels, sills, parapets and many others.

The commission should investigate other modules for building types within residential areas to have a prototype for developers. This will create a consistent building mass and scaling throughout the district as well as provide security for developers as to what is expected in building design and urban form.



Physical Improvements in the Node - Arsenal St. Pedestrian Mall & Michigan Street Park

A phased approach to implementation could start at the focal node for the Michigan Street Heritage corridor. The node is located between Nash, William, Michigan and Broadway and encompasses the district's major attractions: Nash House, Michigan Street Baptist Church, and The Colored Musician's Club. The city of Buffalo worked installed streetscape enhancements for the project which 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 signs.¹ More elaborate plans for the node are featured in the *Queen City Hub Plan - Volume 2*. A rendering of proposed enhancements include an interpretive park, streetscape enhancements and visitors center.



Image: Proposed Michigan Street Urban Design
Queen City Hub - Volume 2, Office of Strategic Planning, City of Buffalo

Building on existing plans for the node we expand the vision. We have reinterpreted the park as a public space with a gently rounded surface that adds complexity and interest to the landscape. There is also an open air amphitheater for community events, concerts and day-to-day use as place for rest and relaxation. Another feature of this space is the "Memory Wall" where community members or artists could create murals to commemorate and celebrate the accomplishments and heritage of the district.

¹ Foit-Albert Associates. Streetscape Improvement of Michigan Avenue - Buffalo, NY.

Physical Improvements in the Node - Arsenal St. Pedestrian Mall & Michigan Street Park

Another expansion of this vision is the temporary pedestrian mall on Arsenal St. This street could be closed off Friday-Sunday and used as a space for festivals, outdoor markets, fairs or block parties. Like temporary road closures in NYC and San Francisco, closure would be accomplished by using moveable street furniture or retractable device.



Image: Proposed Arsenal Street Pedestrian Mall. Features the "Memory Wall" and vendor space for craft fairs, farmer's markets or other activities.
Shalmali Kulkarni - UB Studio



Image: Michigan Street Park. Features nature inspired rolling mounds and amphitheater.
Shalmali Kulkarni - UB Studio



Image: Michigan Street Park. Features nature inspired rolling mounds and amphitheater.
Shalmali Kulkarni - UB Studio

Physical Improvements in the Corridor - William Street Boulevard

Moving beyond the tourist node at Michigan, Broadway and Nash Streets, the Michigan Street Heritage Area has a wonderful opportunity to expand amenities along important corridors. William Street is an important corridor and could become an important and lively destination which serves residents and tourists alike. Broadway is also a possible priority corridor in the district. To envision how William Street could be destination we propose a multiuse boulevard between Michigan and Jefferson on William St. The boulevard could commemorate the rich civil rights history of the area and adds to Buffalo's green infrastructure, while also providing additional public space and economic development opportunities

Description

Background

Current Conditions

William St. is an extremely underutilized minor arterial street which directly links downtown to the Michigan Ave African American Heritage Area. William and Broadway branch off at Ellicott St. behind Lafayette Square. William Street extends eastward toward Memorial Drive and the Old Central Terminal Building. Broadway and William St. are not only significant streets in the district but gateways into and out of the district.

Road conditions

Current conditions on William Street suggest that it is very underutilized, carrying approximately 5,600 cars per day according to Greater Buffalo Niagara Regional Transit (GBNRT) last survey in 2007. Between Michigan Ave and Jefferson Ave it, William St. is classified as a minor arterial, but consists of 6 lanes of traffic and few crosswalks. Crosswalks are located at Michigan Ave., Pine St., Hickory St., Cedar Street and Jefferson St. Traffic is divided by a narrow green strip median with immature trees and grass cover. This strip of street was found by GBNRT to have poor pavement conditions. There are left hand turn lanes located at the intersections of Michigan Ave., Pine St. and Hickory St. Measured with GIS data measurements the William Street Corridor is approximately 3,650 feet long and 120ft. wide between parcels.

Zoning, Use and Demographics

William Street is zoned R3 (Dwelling) between Michigan and Hickory St. North of Hickory it is zoned C2 (Community Business) and M2 (General Industrial). North of Iroquois there are some structures that elude to the historic character of the neighborhood. There are three brick structures located between Iroquois and Pratt which retain historic character. Most significantly, the Crosby Company's building located on 183 Pratt adds character the street. The Crosby Company has been in continual operation for 119 years and makes metal stampings, components and assemblies. The north side of William Street is almost entirely vacant (see MAP 2). On the south side of the street there is a suburban style commercial retail center located at William St. and Jefferson. West of Jefferson St. residential settlement is concentrated along the south side of William Street in a mix of single family homes and apartment complexes.

The William Street corridor is located in the 14.02 census tract and City of Buffalo Willert Park Planning Area. In the 2000 Census SF3 report the area had 5,521 people and 37.3% was identified as being below the poverty line. Housing in the area is comprised mainly of dwellings with 2 or more units (74%); 60% is renter occupied, 20% owner occupied and 20% vacant. While the dominant age group is between 35 and 44 years old it is important to note that 22% of residents were under 19 and 21% were older than 60 and there are high rates of disability in adults over 16 (31%). The area also has low car ownership (44%), high overall unemployment (18%)

Landscaping, Lighting and Street Furniture

William Street is entirely devoid landscaping with the exception of the green strip median which has some immature trees planted in it and some mature trees on the south side of William Street. Trees surveyed in the 2001 tree survey indicate the following species are located in the area: Norway maple, Silver maple, Green ash, Little leaf linden, Crab apple and Ailanthus. Light poles and traffic light poles are similar to those found on freeways or large arterials and are of basic design. The sidewalks are in fair condition and there is no street furniture.

Need and Benefits

William Street would benefit from a multi-use boulevard in conjunction with a complete streets renovation and lane reduction project. Benefits fall on three main categories: public space, infrastructure and economic development.

Public space

Taking into consideration the large population of children, elderly and disabled residents in the area, a multiuse boulevard with recreational opportunities would provide safe, close active and passive recreation options. It would provide all residents with space for activities such as farmer's markets, festivals, picnicking

Physical Development: Corridor-Wide Development

Image: Octavia Blvd Playground

<http://brokensidewalk.com/2010/05/17/this-street-in-san-francisco-used-to-be-a-highway/>



Best practices

Octavia Blvd – San Francisco, CA

Resources:

<http://www.cnu.org/highways/sfoctavia>

http://www.sf-planning.org/ftp/General_Plan/Market_Octavia.htm

<http://www.hayesvalleyfarm.com/>

After the Loma Prieta Earthquake San Francisco decided to turn a collapsed freeway overpass into a multi-use boulevard. It was permanently closed in 1992 and by 2002 was rebuilt as a surface grade, multi-use boulevard. The move to remove the freeway overpass instead of rebuild it was brought on by a desire to revitalize the historic Hayes Valley Neighborhood and create better connections between Market Street (San Francisco's main downtown street) and the rest of the city.

Octavia Boulevard that was built in the footprint of the old Central Freeway. Designed to be both visually appealing and pedestrian friendly. It features generous landscaping, side lanes for local traffic and parking, views from side streets, traffic calming measures, bike boulevards, public art, and pedestrian amenities, such as, height and design restrictions to improve pedestrian experience special light fixtures and brick color, generous tree-lined pedestrian walkways.

It also adds additional green space with a new municipal park, Patricia's Green, and a community urban farm. Additionally the boulevard has been a catalyst for significant economic development helping to revive the Hayes Valley Neighborhood into a thriving retail and restaurant district.

Physical Development: Corridor-Wide Development

and socializing.

Infrastructure

William St. is overbuilt for the amount of traffic it carries. There are few crosswalks and people regularly cross across traffic. Streets with more than four lanes with average traffic below 12,000 to 18,000 cars per day are candidates for "road diet" renovations. These renovations have been shown to be effective increasing safety, improving walkability and gaining support of the community of implementation. In some cases, such as Lake Washington Blvd. in Kirland Washington and Electric Ave. in Lewistown, PA road diet renovations actually increased use of the street.

If William Street is implemented using best practices in urban green infrastructure it will also provide a valuable asset to the city by reducing air pollution through tree plantings, reduce run-off into the already overburdened storm sewer system through the construction of bioswales and reduce the effects of urban "heat islands".

Economic Development

Currently, William Street spans the length of the entire district and is well connected to downtown, the Cobblestone District and Canal Side. With the establishment of the Michigan Ave. African American Heritage Corridor, a strong neighborhood identity would reinforce its historic significance. Hard infrastructure improvements and branding (see proposal) would help market the district as a good place to do business and appropriate mixed use zoning on the north side of William St. in concert with the construction of an attractive public space would bring vibrancy and business into the area. European boulevards are typically accompanied by lively

restaurant or shopping districts. The Boulevard could also provide an excellent space for farmer's markets, craft fairs and street food vendors. Many cities, including San Francisco and NYC, are taking advantage of the Street Food Movement to bolster small businesses and increase tourism. A William Street Boulevard that is designed to highlight the civil rights movement in the area would also be an additional educational and tourist attraction for the district.



Image: William Street

Current View of William Street Looking Eastward.

Implementation

Responsibility

The William Street Boulevard is proposed on William St. from Elm Street to Jefferson Street. Work should begin on Elm Street so as to provide a gateway into downtown and to the historic focal area at Nash and Michigan St.

The first phase of boulevard construction would encompass center bike lane construction, widening of sidewalks and lane reductions with complete street enhancements. The project would require coordination

Physical Development: Corridor-Wide Development



Image

Lafayette Ave. Paseo - Proposed.
Mathews Nielsen Landscape Architects, PC (2006). South Bronx Greenway executive summary. New York City.

Best practice:

Lafayette Ave. Paseo, Hunt's Point Neighborhood – Bronx, NY

Resources:

<http://www.nycedc.com/ProjectsOpportunities/CurrentProjects/Bronx/SouthBronxGreenway/Pages/SouthBronxGreenway.aspx>
South Bronx Greenway info

<http://activelivingbydesign.org/communities/profiles/bronx-ny>
Active Living by Design

<http://www.ssbx.org/ssbxblog/>
Sustainable South Bronx Blog

The Hunt's Point neighborhood is densely populated and 44% of residents live under the poverty line. The neighborhood suffers from high rates of asthma, obesity and diabetes. The new greenway is a collaboration between the city, state, community orgs and charitable foundations. The project attempts to increase greenspace, promote active living, spur economic development and create "safe connections". The total project will result in 6 miles of green streets, and 9 acres of waterfront parkland. Funding is allocated to the project and they are working on phase 3 of 5 at the time of this report.

The Lafayette Ave. Paseo is a proposed "green street" that will be constructed in the next 5 years. It is part of the larger South Bronx Greenway project and it will include a bikeway, sidewalk plantings, new street lights, and pedestrian amenities. Part of the greenway will also include a planted median that is meant to encourage a variety of activities. The median is 25' wide and has ample room to accommodate game tables, community gardens, demonstration rain gardens, and residents to gather. The paseo will add 15,000 square feet of new recreational and landscaped space the neighborhood.

Source: Mathews Nielsen Landscape Architects, PC (2006). South Bronx Greenway executive summary. New York City.

Physical Development: Corridor-wide Development

Suggested Boulevard Design Guidelines

Boulevards come in many shapes, sizes and functions. Below is a partial list of design guidelines that would fit the conditions of the William Street Blvd (Jacobs, Macdonald, & Rofe', 2002). There is also an additional recommendation to include the boulevard as integral part of Buffalo's green infrastructure. Buffalo specific recommendations regarding implementation can be found in Buffalo Riverkeeper's (2011) handbook.

Why Green Infrastructure?

A study at the Wharton School determined that tree plantings added 9% of value to adjacent homes and streetscape improvements 28% of value (Wachter, 2009). Another benefit to "greening" is that green infrastructure like trees and parks, not only add value, but also provide valuable functions. A study by the American Forests and the US Forest Service in 2003 determined that trees in the Buffalo-Lackawanna area removed 335,000 pounds of pollutants from the city's air per year and is a service which they calculated to save the city approximately \$826,000 dollars. Additionally, in storm water services, the same study calculated that trees saved the city \$34.3 million dollars in spite of the high percentage of impervious surfaces and low percentage of tree cover (American Forests, 2003).



Image: Bioswales in Portland, OR

<http://hpiigreen.com/tag/green-streets/>

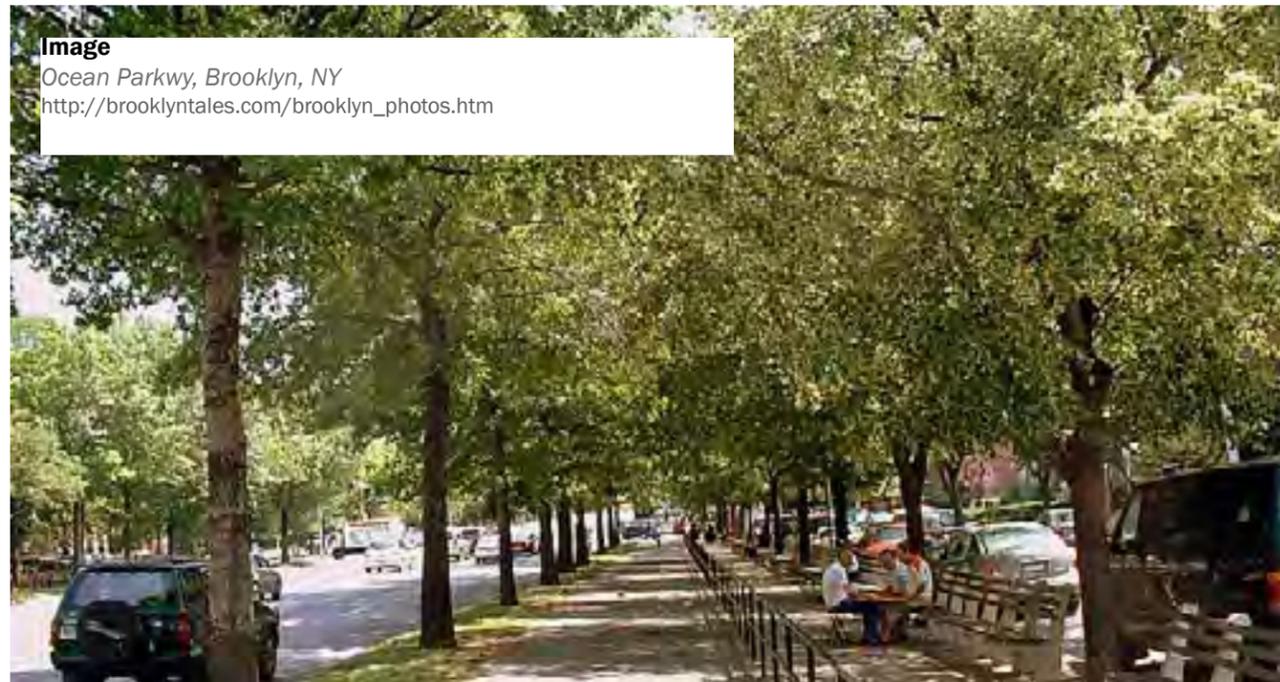
Guidelines:

- Pedestrian realm no less than 50% of the total width of the right of way
- Edge of the pedestrian realm should be defined by a continuous median with at least one row of closely spaced trees
- Deciduous trees are preferred with a maximum spacing of 35ft.
- Closely spaced trees that reach to the intersection
- Attractions that encourage pedestrian use
- Pedestrian scaled street lights at intervals of at least 50 feet
- Where wide enough, water fountains, kiosks, streetscaping, regularly spaced benches
- Street Parking is desirable but the lane width should be narrow – no more than 9 feet wide
- Traffic lanes should also be narrow and no larger than 11 feet wide
- Boulevard should contribute to the green infrastructure of the city (Buffalo Riverkeeper, 2011)

References:

2010 US Census Data
American Forests. (2003). *Urban Ecosystems Analysis Buffalo-Lackawanna Area Erie County, NY*: American Forests.
Buffalo Riverkeeper. (2011). *Green Infrastructure Solutions to Buffalo's Sewer Overflow Challenge* Buffalo: Buffalo Riverkeeper.
Greater Buffalo Niagara Regional Transit GIS Traffic Data
Jacobs, A., Macdonald, E., & Rofe', Y. (2002). *The Boulevard Book*. Cambridge: MIT Press.
Mathews Nielsen Landscape Architects, PC .(2006). *South Bronx Greenway executive summary*. New York City.
Rosales, Jennifer. (2009). *Road Diet Handbook - Overview*. Portland.
Wachter, S. M. (2009). *Greening Vacant Land*. Paper presented at the Green Infrastructure Symposium, Pittsburg.

Physical Development: Corridor-wide Development



Best practice:

Ocean Parkway – Brooklyn, NY

Resources:

Brooklyn's Classic Boulevard

<http://www.nycbikemaps.com/spokes/ocean-parkway-bike-path/>

Ocean Blvd was designed by Vaux and Olmsted and constructed in 1880. It was intended to invoke pastoral landscapes and act as a place where city dwellers could escape from the stress of urban life, participate in healthy recreation and improve their moral character. At the time, the area was open land just outside of Brooklyn city limits. It was built in just five years and features America's first bike path. Olmsted and Vaux discouraged commercial development and public transportation because they felt that it would rob the boulevard of its bucolic feeling. Rather, they envisioned single-family homes on large lots flanking the boulevard.

Today the Boulevard runs between a mix of apartment buildings, single-family homes and businesses, and is on the US national historic registry. Between the center and side roads there are 30-35 foot wide "malls" where people enjoy a variety of activities. There are fixed tables and benches where people play games, a bike path and a row of wood slat benches where people gather to chat and relax. Ocean Blvd. is a well-utilized pedestrian realm, as well as, heavily trafficked arterial. Community support for the boulevard has helped it ward off destructive alterations proposed as part of transportation improvement plans over the years and maintains much of the original character envisioned by Olmsted and Vaux.

Source: Jacobs, Allan, Elizabeth MacDonald and Yodan Rofe' (2002). The Boulevard Book. MIT Press: Cambridge



Image

Ocean Parkwy, Brooklyn, NY
Illustration from The Boulevard Book

Physical Development: Corridor-Wide Development

between the Office of Strategic planning, the design consultant, the Olmsted Park Conservancy. The Greater Buffalo Niagara Regional Transit and the Office of Public Works. The second phase of the project would include the installation of landscape, green infrastructure improvements like bioswales, pervious surfaces and tree planting. This would be done in cooperation with the Office of Strategic Planning, Buffalo River Keeper, Re-Tree WNY. The third and final phase would be implemented by the department of Parks and Recreation and would include the installation of the mini-parks throughout the boulevard.

Funding would come from the capital improvements budget funded through local, state and federal funds. Additional support could come through neighborhood volunteers and community organizations. This project is supported by the Buffalo Comprehensive Plan's Hub City Work Plan and falls under the auspices of fixing the Ellicott Street Grid and could potentially act as a parkway restoration project under the 2008 Olmsted City Plan.

Potential Partners

Grassroots Gardens of Buffalo - <http://www.grassrootsgardens.org/history>

Buffalo River Keepers - <http://bnriverkeeper.org/programs/rain-barrels/>

Congress for New Urbanism - <http://www.cnu.org/highways/buffalo>

Olmsted Parks Conservancy - <http://www.bfloparks.org/>

American Forests - <http://www.americanforests.org/resources/urbanforests/>

NYS Urban Forestry- <http://www.nysurbanforestrycouncil.com/>

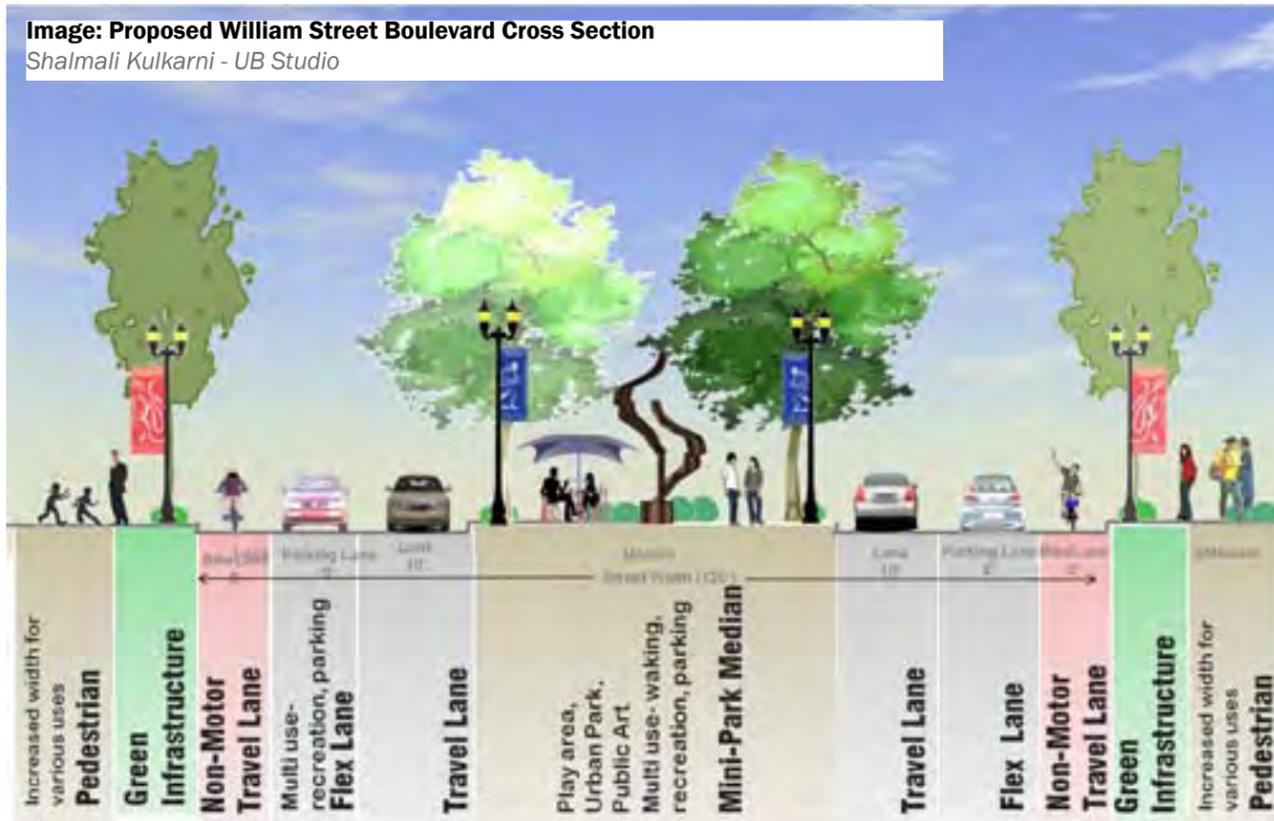
Re-tree WNY - <http://www.re-treewny.org/main.html>

Image: Proposed William Street Boulevard

Shalmali Kulkarni - UB Studio



Physical Development: Corridor-Wide Development



Physical Development: Corridor-Wide Development



Physical Improvements in the District- District-wide Improvements and Historic Multi-modal Tour

A third phase for implementation of urban design strategies would happen at the District Level. In this phase of implementation side streets would be prioritized for complete streets and streetscape enhancement renovations.

Historic Multi-modal Historic Tour

We propose the prioritization of streets which have attractions or buildings of interest to visitors and residents alike. Milnor street (between Broadway and William) has a number of interesting structures including the Broadway Barn, St. Mary's Lyceum and a civil war era cottage (41 Milnor) recently purchased for renovation. Bennett street is another interesting side street with good examples of telescope housing and addresses where multi-ethnic, multifamily dwellings were located. This street provides a unique view into the lives of district residents of the era. Spring Street is another unique street because it passes historic Willert Park and the AD Price Courts public housing complex which features important Work Progress Administration sculptures and is also an example of early modernist architecture by Frederick C. Backus. It is one of the first garden/courtyard housing projects in the country. More importantly also acted as an "incubator" for the emerging African American Middle class². A multi-modal tour designed along an expanded bike route could take advantage of infrastructure improvements and also generate foot and bike traffic throughout the district. Increased visitors to the district could help spur the creation of new restaurants, retail or other services.

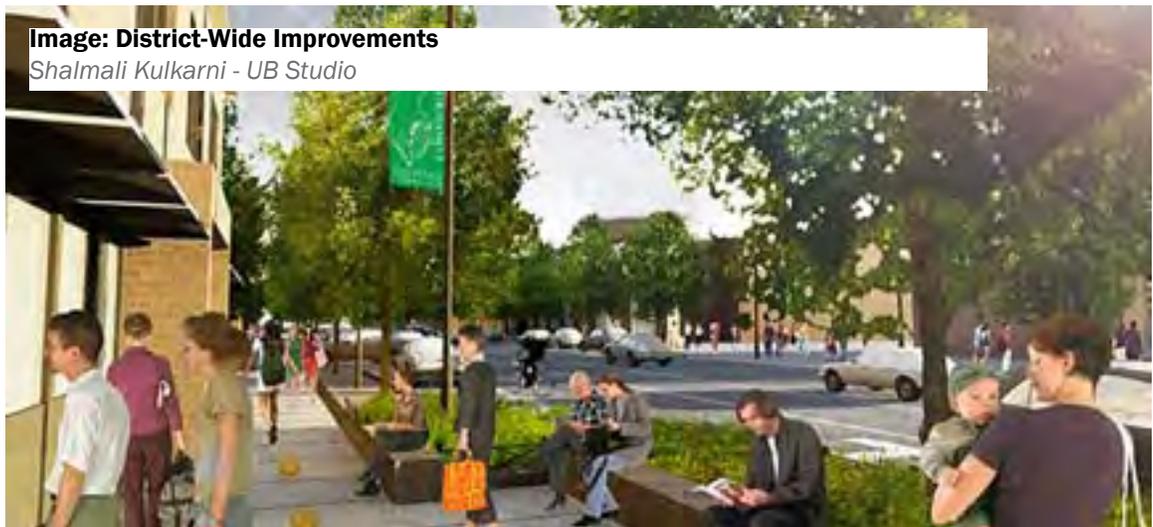


2

Preservation Niagara. (2011). Buffalo's Willert/AD. Price Courts. Accessed online at <http://www.preservationbuffaloniagara.org/page/buffalos-willert-a-d-price-courts/>

Image: District-Wide Improvements

Shalmali Kulkarni - UB Studio



Open Space in the District

Urban public open spaces have the potential, if used effectively, to change the dynamics of an area. The existence of urban open spaces is vital to the revitalization of the area and the transformation of the lives of the people of the area. Currently the design of the spaces in the area is failing to serve the needs of the community. This section of the report will identify one critical design attribute which can be used along Arsenal Street to improve the urban open space design. It will identify how the area can be used to complement the area which promoting economic and social development.

The proposal advocates the transformation of Arsenal Street to a Pedestrian Market/ Plaza from Friday through Sunday during the summer month. Arsenal Street is strategically located in an area which would benefit from the tourism driven economic activities which the area would incorporate into their revitalization plan. This plaza area would be prime locations for various types of businesses sell goods which promoting community and civic engagement. A local farmers market can be utilized on Saturdays which would draw people from the area and region in general. The area would be very appealing because it would make for a pedestrian strip where people can access multiple goods and services; a character which is often very appealing. The area can utilize its proximity to different colleges in the area which can provide an entire market of consumers.

The conversion of the street to a pedestrian plaza is an ideal way to provide for safe and free-flow movement of pedestrians in a desirable historical area. It can be one of the leading efforts in the revitalization plan. Such an initiative can enhance the aesthetics and social environment of the area and promote increased public involvement which would assist in the area returning to its once vibrant character. Pedestrian-centered communities with well designed urban environments are some of the most attractive areas across the country. This area if effectively designed can become a regional attraction where people travel from varying distances to simply stroll along the street and enjoy the summer breeze while learning about the historical significance of the area and sitting and enjoy food and drinks.

Image: Arsenal Pedestrian Mall
Shalmali Kulkarni -
UB Studio



6: Tourism Development



Underground Railroad Tour
Develop a Distinct Identity
Marketing and Promotional Strategies
Museum/Info Center

Implement strategies of identification that will foster long term growth, extend awareness of historic influence and encourage a growth in influx of tourists to corridor.

Introduction

In an effort to create and promote future sustainable tourism for the Michigan Street Heritage Corridor, it is essential to have a strategic marketing effort to promote and develop local assets.

Synergy of Proposals

Each proposal under the tourism goal focuses on a specific area of need in order to create a distinct tourist destination. Through the synergy of marketing initiatives, creation of a distinct identity and partnerships, the goal of sustainable tourism can be attained.

Collaboration

Two proposals focus on branding in an effort to increase the appeal of the area while improving the visitor experience. One specific proposal focuses on building new setting such as a **Museum/Gift Shop/Information Center**, which serves as point of contact and starting point, at which tourists can start their journey. These facilities can also serve as a key location for marketing efforts for other attractions in the area. **Underground Railroad Tours** focus on heritage by utilizing the existing assets to create themed tours. Through the creation of interactive tours in conjunction with other established local and regional tours, the Underground Railroad will able to foster a growth in tourism within the corridor. In addition, **Developing a Distinct Identity** allows for ease of way-finding which is crucial in a tourist area. Furthermore, the efforts of branding through varyious mediums create a memorable image which aids in awareness and growth of area. Ultimately, with an effective **Marketing and Promotional Strategy** the districts attributes can reach a broader market, in turn successfully growing tourism to the area.

Objectives:

Foster Regional Linkages with Other Tourist Areas

Create Interactive Experiences

Educate and Inspire Buffalo Community

Themes and Subthemes: Contribution at AA Political struggles

Stationmasters, Conductors, and Fugitives Buffalo's Role

Abolitionist thinking

Occupation, Social, and Community Life

Religious Life

Life In The District Today

Making Connections-linking Buffalo to regional assets

Preserving the past meeting the future

G2: P1. Underground Railroad Tours

Proposal statement:

Buffalo has a rich history with the Underground Railroad and early African American civil rights history. Establish relationships and linkages with various UGRR and African American heritage tours that are connected to the fabric of the Michigan Street A.A.H.C. in neighboring cities, regions, and countries (Canada).

Description

Need:

Create themed tours with corridor as destination to illustrate the history of the neighborhood and the Underground Railroad.

Benefits:

- Connecting with established tours will bring UGRR and history enthusiast to the area to learn more about Buffalo's role.
- Celebrating local history

Best Practices: The Living Museum Underground Railroad

The Living Museum Underground Railroad is location in the First Congregational (FCC) in Detroit, Michigan. This museum is a part of the Special Research Study organized by the National State Parks. The concept of a "living" museum is combining the past with present; the FCC has been serving the community since 1844 and continues to serve by sharing its rich American history with the public the form of a museum.

This First Congregational Church goes the extra mile using its participation in the anti slavery and the Underground Railroad as theme for its largest attraction. The tour is designed to take visitors through the journey of slavery, beginning with the reenactment of Africans being shackled and loaded on a ship. It continues with the arrival of the slaves, working for the master, and concluding with escaping to north via the Underground Railroad to Canada. Visitors are transformed into "passengers". This tour, however, does not expand to different locations throughout the city of Detroit; it is limited to just the church.

Aside from the tourism aspect they have also incorporated the spirit courage, determination, and ingenuity of the Underground Railroad throughout the surrounding community. The Living Museum Underground Railroad is designed to reach a varied audience, researchers, nonprofit organizations, educators, and residents. Encouraging, supporting, and providing resources to the residents of the local community. These communities are referred to as "Freedom Communities". This program is funded by the Fund for the Improvement of Post Secondary Education (FIPSE), which is a part of the U.S. Department of Education. The FIPSE program also funds roughly 35 other programs themed with the Underground Railroad across the country.

Implementation

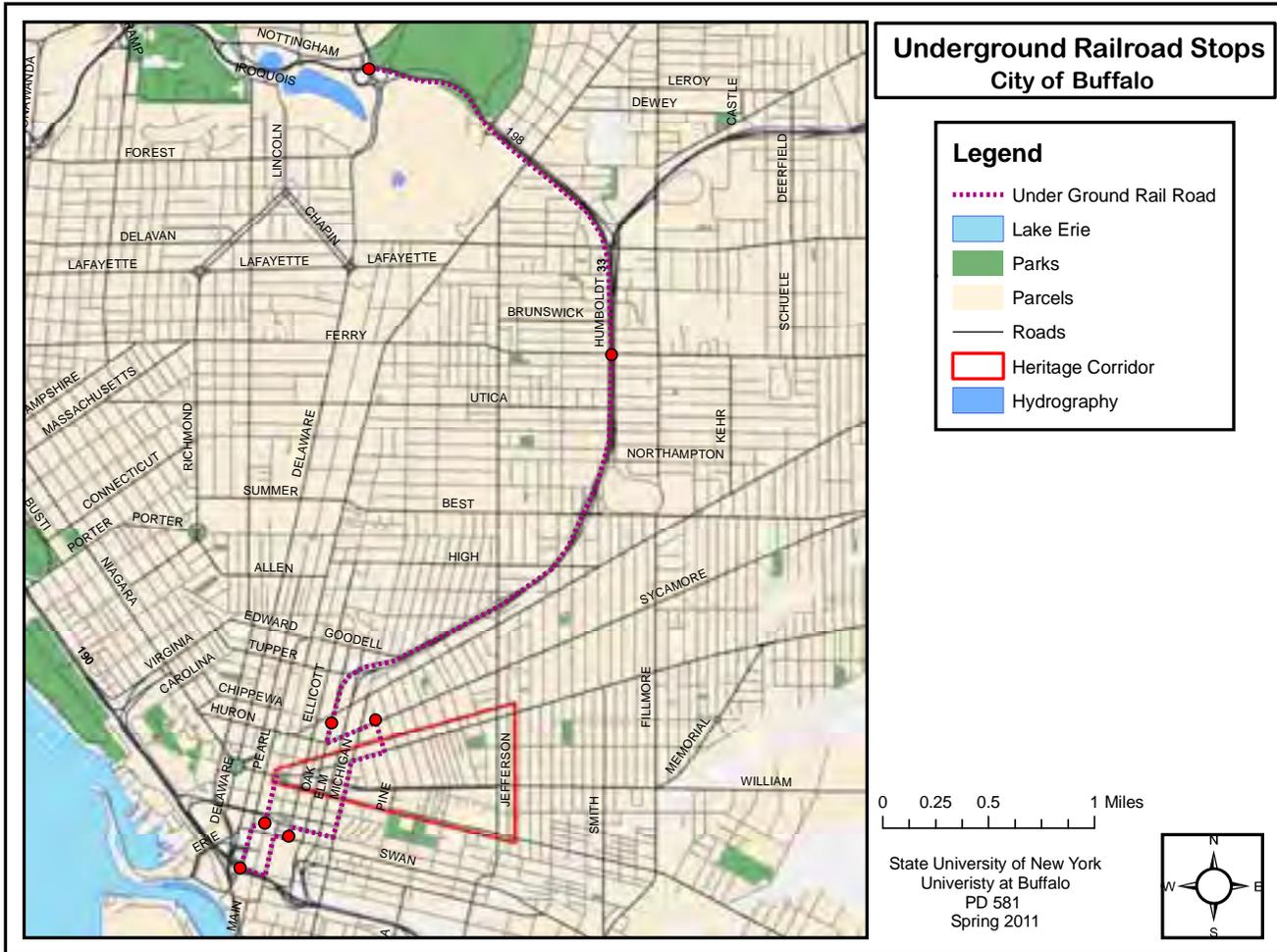
- Select which organization(s) that would be willing to partnership (please refer to Regional Asset section page **)
- Select/ create a story line would connect the UGRR stops and manuscript census information to create actual characters.
- Create scripts for reenactments and decided who will act out the parts (volunteers, students, members of the community, retirees, acting classes from area colleges, etc.)
- Hire tour guides
- Create different maps for different tours (full tour vs. partial tour) (please refer to Figure 2 for Suggest Tour Route) All Tours will begin and end within the Heritage Corridor.
 1. Full Tour- see all locations on the tour (houses, prominent buildings, Nash House, etc) visit a house built from that time period, reenactments at majority (if not all) locations, provide lunch at a local restaurant, stop at Forest Lawn Cemetery to visit notable African American connected to the time period, explanation of signage throughout the area (proposed William Street Peace Boulevard), each tourist can have their picture taken (for purchase) with their feet next to the (proposed) signature foot prints throughout the trail, and souvenir.
 2. Half Tour-see a portion of the locations, less reenactments, no visit to Forest Lawn Cemetery, tourist can have their picture taken with their feet next to the (proposed) signature foot prints throughout the trail, and no souvenir.
- Invite local intuitions to take the tour (Schools, Afterschool Programs, Buffalo Information Centers, etc)
- Create weekend packages that include the UGRR tour as well as other historic tours and visit; connecting with the organizations on potential partner list. (please refer to Regional Asset section page **)
- All tours should end with closing statements at the (proposed) information center and museum to give visitors to shop and get information on upcoming events, future projects, other area tours, and to experience the museum.
- Transportation- decide on tour bus options, possible partnership with the City of Buffalo or the University at Buffalo to provide a bus or a shuttle to do the tours.
- Initially the tours will be done by appointment only Thursday- Saturday. This gives publics and after school programs to also participate. Once the interest in the tours picks up then hours of operation are to be expanded. The tours being by appointment only to ensure that there is enough to staff to conduct the tours, do reenactments, and have staff to operate the Nash House, the Information Center/ Museum, and any other tourist attractions.

Partner Organizations:

- Motherland Connections (Niagara Falls, NY),
- Akawabba Tours (Rochester, NY),
- Uncle Tom's Cabin Historic Site (Dresden, Ontario, CA)
- City of Buffalo
- SUNY University at Buffalo

D. Cost

Tourism Development: Underground Railroad Tours



Map: Underground railroad tour stops in Michigan Street Corridor

Credit: Troy Joseph - UB Studio

Tourism Development: Identity

Objectives:

Develop a distinct identity

Themes and Subthemes:

Jazz Era

Role in Underground Railroad

Social and Community Life

Develop a Distinct Identity

Proposal statement:

Promote historic sites and people relevant to this historic district through easily distinguishable site identifiers such as lot markers, street signs, banners and path identification. These benchmarks will function as way-finding mechanisms which will attract visitors by creating a distinct, appealing and easily traversable path through the historic district.

Description

Need:

As the largest population of African Americans in Buffalo continue to reside within the boundaries of the Michigan Street Heritage Corridor since the years of the Great Migration efforts to reinforce the struggles and successes of their predecessors have been minimal. The need to promote and work to designate this area as a historic district is of great importance at a time when preservation efforts in the area are almost non-existent and only a few structures of importance still remain. This should not deter efforts to designate this area as a historic district, but rather we must work to promote and preserve the rich culture and history which has played a major role in the advancement of African Americans.

Benefits:

An increased awareness and recognition of historic and contemporary sites by locals and tourists adding value to the area via business growth, recognition, and job growth.

Implementation

Branding through Signage

“Welcome to the Michigan Street Heritage Corridor”

The main entry way into the Michigan Street Heritage Corridor coming from the central business district beginning at Elm Street should be marked by a banner welcoming people to the area. This banner will be elevated across Broadway Avenue at Elm extending from posts on opposite sides of Broadway Avenue. This banner must be raised due to interference at the ground level with corner storefronts and minimal frontages.

Leading the Way

To further provide way-finding to visitors an interpretive panel with a map and attached legend pinpointing local historic and contemporary sites will be set at the corner of Broadway at Michigan along the frontage of a vacant lot near the Colored Musicians Club. To ensure that sites listed on the panel will be easily located two pathways will be created beginning at the Colored Musicians club trailing through the corridor to other benchmarks. The first path will be known as the “pathway to freedom”, which will be marked by brass footprints and an engraved paver reading “Michigan Heritage Corridor –Pathway to Freedom”. This path will link only sites and markers tied to the Underground Railroad. The second trail will be marked by a brick trail directing tourists to sites listed on the site map.

Best Practices:

The Snohomish Historic district

In efforts of implementation of historic and creative indicators proposed for the Michigan Avenue Heritage Corridor past applications must be evaluated. The first precedent under review as it relates to creating a distinct historic identity and creative indicators is the Snohomish Historic district located in Washington State. The Snohomish district also provides insight into the best use of creative indicators such as wall murals and artwork on public buildings and sets forth design standards clearly stating that these methods of artwork shall not overpower the historic character of buildings, but rather should add to the sense of place. Furthermore, standards for lighting in a historic district are discussed and as stated lamppost shall remain consistent throughout the district at primary intersections first, followed by secondary intersections and side streets.

St. Joseph Historic District

As displayed in the historic district of St. Joseph, Indianapolis signage should meet multiple requirements to ensure it conveys a direct message and remains an informative measure for visitors and residents alike. Several issues are raised in this historic district evaluation. The first issue states the importance of ensuring proper distance of signs and lampposts from the curbside to avoid any damage to and from vehicles. A second issue put forth is the necessity to create signs and banners that maintain a size proportionate to the surrounding structures and space allowing for ease of legibility but the least amount of obstruction to local buildings. Moreover, signage shall be standardized in design, color, and material allowing for a coherent layout throughout a district. Furthermore, signage must be consolidated when possible to avoid visual clutter. More importantly as displayed in this historic district it remains most effective when Historic District signage is placed at prominent intersections. As displayed in this district all signs display the Historic district logo which aids in moving forward efforts in branding the district and helps create an enduring identity.

Boston Freedom Trail

The Boston Freedom trail serves an exemplary demonstration of how to create a cohesive identity for a historic district. As seen in the figure below the historic sites that make up the historic area in Boston are easily located by following the freedom trail which is marked by this red brick trail and paver. The Freedom Trail meets another famous Boston trail at the Robert Gould Shaw/54th Massachusetts Regiment Memorial on Beacon Hill, where the Black Heritage Trail begins". (Freedom Trail Foundation) This method of leading a path to other important sites or path should be implemented in reference to the area of Broderick Park. A "Path to Niagara" can be met by the path beginning in the Michigan corridor.



P.Figure 1 Boston Freedom Trail
Credit: Igo Ugo Photo



Figure 2 Lamppost Banners
Credit: Ink Martyr Designs



Figure 3 Logo
Credit: Ink Martyr Designs

Street Signage

To further the extent of an identifiable heritage character banners will line streets on lampposts. Reminiscent of the banners marking "Little Italy" on Hertel Avenue, these banners will aid in clear identification of the area and will peak the interest of visitors as to the influence and role of the area. Further, a consistent logo should be placed on any relevant marketing materials, newsletters and brochures to ensure successful branding.

Creative Indicators

Other means of identifying the area and creating a distinct image for the Michigan Street African American Heritage Corridor are placing historic lampposts, which are contributing features, at strategic locations within the neighborhood, tying together the houses and businesses into a consistent historic fabric. Another creative strategy to characterize the neighborhood is to create murals, mosaics and other cultural art, to make the district attractive and inviting. Such community art programs are an easy and inexpensive way to beautify a neighborhood as well as to increase community involvement. One mural I propose be redone is the mural located on the Club Moonglo Building which reads "The Moonglo" and had images of dancers.

Community Art

Another approach to increasing the appeal of this historic area would be to set forth efforts in public art installations via temporary and permanent pieces. Public art has the ability to enliven public spaces and can transform someone's sense of place. Temporary art could range from portable art pieces, public art murals, and statues, to unique imagery and media, set in vacant or open spaces. Efforts to promote community public art should move forward in conjunction with the designation of the specific themed districts proposed in the latter portion of this report, and should be advertised in public art walking tours. Moreover, it must be taken into consideration that all proposed public art should respect the historic character of structures and landscape within the corridor.

A proposed art installation that should be set in the community themed district of the corridor should have artistically designed figures in a circular arrangement linked by hands. This piece should be located in a vacant lot along a major intersection and should be accompanied by creatively designed outdoor furniture for seating. Consequently, this piece will function as a gathering place and will serve to unite residents and visitors. In addition, another art project that can be executed at minimal costs would be a projection art show. Images and art created by local artists could be projected onto the sides of vacant buildings to add to the intrigue of the corridor.

Secondly, transitioning into the district theme of jazz and culture, an art installation should be established that displays large musical instruments painted by local students in the vacant lot alongside the Colored Musicians



Figure 4 Historic Lamppost
Credit: InKMartyr Designs



Figure 5 Interpretive Panel
Credit: Ink Martyr Designs

Club. These efforts will make use of the many vacant lots in the Michigan Street Heritage corridor that span the area. By approaching the lot vacancies with a creative reuse approach, local artists will be drawn to work in the area and tourist's interest will flourish.

Obtaining Historic District Designation

Apply for local and national designation as a historic district. In efforts to target a broader market and gain increased recognition of area this could be one of the most crucial endeavors to be undertaken by the Commission.

The benefits of historic designation are an increased awareness at local, state, and national levels. Furthermore it can aid in stabilizing and increasing property values, encouraging investment and lead to increased rehabilitation efforts of historic structures. Overall, obtaining this designation can act as a catalyst for economic development and job growth due to increased tourism and appeal.

Action:

- Hold focus groups with residents of district and locals to gain feedback.
- Draft district site plans, compile photographs, research historic sites with possibility of gaining landmark status and define projects in area.
- Apply for designation with the preservation board of the City of Buffalo who will aid in obtaining local, state and national designation.

Responsibility

Efforts to maintain the signage, community art and identifiers within corridor should be maintained by the Cultural Development Organization in partnership with the Buffalo Arts Commission. Funding and historic designation efforts should be managed continuously by the Michigan Street Heritage Corridor Commission.

Partner Orgs

Partner with local elementary schools to educate and involve youth in activities of area. Partner with these schools to create after school programs promoting student's interest in art and creativity through working on community art and murals. Foster local youth to become sustaining leaders of their neighborhood through direct participation and volunteering efforts.

- Harriet Ross Tubman School #12
- Bennett Park Montessori School
- Southside Elementary School

Partner with Heritage Center located at 101 Oak Street which currently functions as a multi-faceted center providing services for the enhancement of the disabled, youth and adults through training, summer camp, and housing assistance.



P. Figure 7 Public Art Installation

Credit:
Simon
Sculpture.com

-Tie in offered after school programs with educational activities and recreational events in Historic district.

In an effort to aid in maintaining proposed community art throughout the Corridor partner with the Buffalo Arts Commission to obtain a consistent funding stream from City Hall. Furthermore, in efforts to make the identification of this area a success partnerships with local enterprises within the boundaries must be fostered. Primarily businesses located at the corners of Elm and along the higher volume cross-streets of Michigan and Broadway must work to incorporate collaboration with these

companies. Moreover, primary partnerships shall be fostered between local schools and local artists.

Cost

As displayed in **Table 1** costs for all proposals are broken down per implementation term. Costs associated with creating a distinct identity inherently increase over time as more segments or increased quantities of the proposal are implemented and set into place. Furthermore, cost increase as efforts of implementation expand from the node to a district and lastly to the entire corridor.

Timeline Table

The accompanied table displays how sections or parts of the proposal should be implemented based on their importance and expense. As a result items in the proposal that are deemed as crucial to bringing about initial recognition and awareness of the district are implemented first. As implementation efforts progress larger, more costly endeavors are to be carried out.

References

- Dickinson, Mary. Freedom Trail. Digital image. Igo Ugo. Travelocity, 2003. Web. Mar. 2011. <http://photos.igougo.com/pictures-photos-p73106-Freedom_Trail.html>.
- Simon, James. Liberty Avenue Musicians. Digital image. James Simon Sculpture. Web. 15 Apr. 2011. <simonsculpture.com>.
- Snohomish Historic District Design Standards. City Council, Oct. 2003. PDF.
- St. Joseph Historic District Signage. Indianapolis: St. Joseph Landmark Commission. PDF.
- Valdez, Desiree. I.M. Designs and Ink Martyr Graphics. Mar. 2011. Historic Lamppost.
- Valdez, Desiree. I.M. Designs and Ink Martyr Graphics. Mar. 2011. Interpretive Panel.
- Valdez, Desiree. I.M. Designs and Ink Martyr Graphics. Mar. 2011. Lamppost Banners.
- Valdez, Desiree. I.M. Designs and Ink Martyr Graphics. Mar. 2011. Logo.
- Valdez, Desiree. I.M. Designs and Ink Martyr Graphics. Mar. 2011. Pathway to Freedom Seal Design.
- "Visit the Freedom Trail." The Freedom Trail. The Freedom Trail Foundation. Web. Mar. 2011. <<http://www.thefreedomtrail.org/>>.

Tourism Development: Identity

Investment Timeline	Proposal Components	Costs/unit	Quantity
Short Term (Node)	Outdoor Lamppost Banners (Two-sided)	\$400	8
	Mounting Hardware for Banners	\$120	8
	Interpretive Panel (Info kiosk)	\$2,000	1
	Historic Lamppost	\$1,200	8
	Brick Walkway	(\$13/sq.ft.) \$17,160	1320 ft. (.25 Mile)
Short Term Cost Total			\$32,920
Medium Term (District)	Entry Archway	\$35,000	1
	Outdoor Lamppost Banners (Two-sided)	\$400	24
	Mounting Hardware for Banners	\$120	24
	Interpretive Panel (Info kiosk)	\$2,000	2
	Historic Lamppost	\$1,200	24
	Brick Walkway	(\$13/sq.ft.) 34,320	2640 ft. (.5 Mile)
	Community Art	50,000	District
Medium Term Cost Total			\$164,600
Long Term (Corridor)	Outdoor Lamppost Banners (Two-sided)	\$400	48
	Mounting Hardware for Banners	\$120	48
	Interpretive Panel (Info kiosk)	\$2,000	4
	Historic Lamppost	\$1,200	48
	Brick Walkway	(\$13/sq.ft.) 68,640	5280 ft. (Mile)
	Pathway to Freedom Seal	1,500	10
	Community Art	150,000	Corridor
Long Term Cost Total			\$324,200

P. Table 1 Implementation Cost and Timeline

Credit: Proposal Author

Tourism Development: Marketing & Promotion

Objectives:

Foster Regional Linkages with Other Tourist Areas

Coordinate Outreach Programs that Encourage and Support Visitation to the Heritage Corridor

Create Interactive Experiences

Themes and Subthemes:

Contribution to African American Culture

Life in the District Today

Making Connections –

Linking to Buffalo and Regional assets

Marketing And Promotional Strategies

Proposal statement:

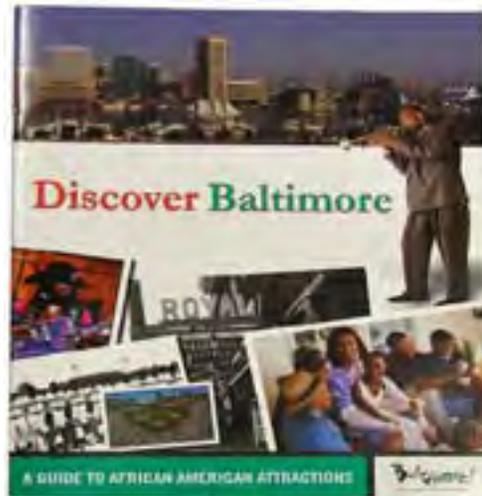
Creation of marketing strategies that promotes the historic significance of the Michigan Street Heritage Corridor to the market and encourage visitation to the area.

Description:

Need: Select, adopt and implement suitable marketing strategies to communicate area assets and attractiveness and to influence community and visitor's attitude, perceptions and opinions toward the area

Benefit: A right marketing strategy will able to create and maintain a steady influx of visitors to the area which will significantly increase economic potential and growth of the area.

Best practices: Baltimore, Maryland



electronic media and advertising through local and national media), and the creation of unique, attractive and special programs for the area. Marketing plan should be created before any implementation is conducted. This document will serves as a blueprint that lays out the steps need to be taken to achieve the marketing goal.

Actions

All proposed strategies and actions are broken down into different sections

based on the target market it could reach as shown in table 1 below.

Partner Organizations

Collaborative partnership can be conducted with local enterprises, local newspaper, local radio and television stations, tour operator, state travel offices, hotels, air carriers, other tourist destination in the region (Greater Niagara USA, Niagara Falls, Ontario, CA, Rochester Museum and Science Center, etc.) and regional marketing organizations such as Buffalo Niagara Convention and Visitors bureau, U.S. Cultural and Heritage Tourism Marketing Council (USCHT), Niagara tourism and Convention Corporation, Binational Tourism Alliance (BETA) and Buffalo Niagara Enterprise (BNE) to promote greater marketing strategies, to identify and develop coordinated packages of cultural offerings.

The City of Baltimore has an exemplary program in place for marketing cultural tourism . People view the city as a destination with “lots to see and do”, one that has well-known landmarks, a rich place with interesting architecture, interesting festivals, fairs and events, excellent museums and interesting historic communities that are affordable and accessible. Although the city has succeeded in projecting an attractive image, it still faces the challenge of the negative perceptions of safety, competitor’s stronger marketing efforts and the need for further coordination of attractions.

In an effort to address the challenges and to bring more people into the city, Baltimore adopted and implemented several marketing strategies to help its tourism industry thrive. Incorporating all the existing assets from world class attractions and hotels to local galleries and museums has worked to strengthen their tourism attractiveness. Baltimore also maintains an official destination website to promote their tourism industry called “Visit Baltimore”. The website provides handful of interesting and useful information to viewers who interested in the city’s tourism such as list of attractions, hotels and accommodations, dining and nightlife, shopping, tours, calendar of events and many more. The web also provide link that specifically direct the users to the page of one of the city’s great treasures, African American Heritage Culture which provides all kind of useful information related to cultural heritage.

A routine marketing campaign is also held by the city in order to enhance the city’s attractiveness and improve the visitor’s awareness of the city. The latest campaign held by the city was in 2010 with a slogan of “Happy Place.” To capture larger group, Baltimore established an organization that dedicated to group’s sales and marketing for the Baltimore Metropolitan Area called The Baltimore Tourism Association (BTA). BTA main responsible is to create innovative and creative packages for group visiting the city.



As a pillar of its cultural resources, African American Cultural Heritage is well promoted by the city through the creation of variety of tours that are intended to help visitors learn the history of the community. Events held during the Black History Month which falls in February, and an annual family celebration of the history, culture, education, heritage and arts called “The African American Heritage Festival” both embrace and promote the rich traditions and zestful spirit of the city of Baltimore and other annual cultural events and festivals. To facilitate the potential visitor gaining more information about the attractions and events, the attractions guide is available to download on the website.

Implementation

In effort to achieve the goal, several marketing effort will be utilized to promote Michigan St. Heritage Corridor including ‘positioning’, which is the creation of a strong positioning phrase and logo to establish and to position the destination above or differently from the competition. Defining a clear market segment is also significant in the early phase in order to choose the right strategies to approach these markets. Larger and wider audience should become the goal of targeting approach for the area. Other marketing efforts that can be adopted are promotions through trade shows, public relations campaigns that focus on how to get the message out (through emphasizing the role of journalist from print and

Actions	Market Segmentation (Target Market)		
	Local	National	Intl.
Create logo and positioning phrase such as “Michigan Street Heritage Corridor...gateway to history”	√	√	√
Create newsletter, press kit, brochure and flyers	√		
Display the brochure and flyers at key locations	√		
Implement attractive, user friendly website that link to other tourist attractions in the city and within the region to encourage coordinated heritage tourism opportunities	√	√	√
Arrange free tours by utilizing the existing attractions site and tours for media members and writers to acquaint them with the attractions	√	√	√
Organize free special events for local officials and community to build awareness, appreciation and enthusiasm such as “free to the public day” at Nash House museum, free Underground Railroad tour, music for community concert and family fun week event that focused on African American Culture	√		
Held press release when something newsworthy happens or is about to happen such as the launching of a new underground railroad tours	√	√	
Create Group Service directory to attract large groups of visitors to the area	√	√	√
Collaborate with hotels, travel agents, and other tourist attraction to include visitation to Michigan Street Heritage Corridor into their special package		√	
Join Passport program with other cultural tourist attraction	√	√	√
Work with annual parade organizations in Buffalo such as Puerto Rican Day Parade to seek any possible collaboration to add some sections of the heritage area as a parade route	√	√	
Advertise the area through African American churches in the Southern United State or throughout the country		√	
Advertise through local and national newspaper, magazine, radio and television	√	√	
Join annual travel industry shows or consumer trade shows		√	√

Table 1: Proposed Actions and Market Segmentation

In order to support the marketing effort, Michigan Street Heritage corridor should corroboratively work with tourism agencies and organizations not only in the City of Buffalo but throughout the region to identify trends in tourism. Data on length of stay and spending patterns can provide information about tourist preferences, which improves plan design and development.

Cost

Costs for all proposed strategies are broken down into three different term as shown in Table 1 below. Cost increases over the period as the effort of marketing implemented will utilize more advanced strategies to target wider audience.

Tourism Development: Marketing & Promotion

Timeline

Table 1 also shows how each strategies should be implemented based on their importance and expenses. Strategies that can be applied to immediately capture local market and can be done with relatively low cost will be implemented in the short term while strategies requiring substantial cost will be applied in later phase.

Marketing	Column1	Column2	Column3
Investment Timeline	Proposal Components	Costs/unit	Quantity
Short Term	Website (Approx. 10 pages)	\$5,000	1
	Flyer (2-sided)	\$0.48	1000
	Brochure (Bi Fold)	\$0.96	1000
	Newsletter (full color, 2 sided)	\$0.27	1000
	Full time Web Designer	\$40,000	1
Short Term Cost Total			\$46,670
Medium Term	Local Radio Advertising (30 sec., 9x/week at \$30/spots)	\$1,080	12
	Local Newspaper (column inch, black & white)	\$336	12
	Local TV ads (30 sec., 9x/week @ \$63/spots)	\$2,268	12
Medium Term Cost Total			\$44,704
Long Term	National TV Advertising	\$15,000	12
	National Magazine Advertising (<5 column inch, 4 color)	\$8,760	12
	National and International Trade Shows	\$10,000	1
Long Term Cost Total			\$295,120

Table 2: Proposal's Timeline and cost

References:

- "Visit Baltimore". Accessed April 2 2011. <http://baltimore.org>
- "Baltimore's African American Heritage and Attractions Guide" Accessed April 2 2011. <http://baltimore.org/africanamerican/tours.htm>
- Gunts, Edwards. "Find Your Happy Place in Baltimore." *The Baltimore Sun*. Accessed April 2 2011. http://articles.baltimoresun.com/2010-05-10/business/bs-bz-smile-campaign-20100509_1_visit-baltimore-happy-place-oriole-bird
- Johnson, Martin. "Happy?... Baltimore's Latest Tourism Campaign Rekindles the City's Ongoing Branding Issues." *Baltimore City Paper*. Accessed April 2 2011. <http://www2.citypaper.com/arts/story.asp?id=20304>
- "Baltimore Sells Smiles with New Tourism Campaign." *USA Today*. Accessed April 2 2011. http://www.usatoday.com/travel/destinations/2010-05-12-baltimore-tourism-campaign_N.htm?csp=34travel
- "An Exciting New Opportunity for Partnership." *U.S Cultural and Heritage Tourism, Marketing Council*. Accessed April 3 2011. <http://www.uscht.com/>
- "Market for Success." *Cultural Heritage Tourism*. Accessed March 24 2011. <http://www.culturalheritagetourism.org/steps/step4.htm>
- National Trust for Historic Preservation Heritage Tourism Program. "Cultural Heritage Tourism Marketing Assessment." *Share your heritage handout*. Access March 24 2011. <http://www.culturalheritagetourism.org/steps/documents/CulturalHeritageTourismMarketingAssessment06.pdf>
- Brochures Pricing. *Digital Room*. Accessed March 23 2011. <http://www.digitalroom.com/print/Brochures.html>
- Newsletter Printing. *Printing Blue*. Accessed March 23 2011. <http://www.printingblue.com/4page-newsletters.asp>
- "Radio Advertising Build Brand." *Radio Lounge USA*. Accessed April 15 2011. <http://www.radioloungeusa.com/>
- "Trade Show Costs." *Trade Show Handbook*. Accessed April 16 2011. <http://www.tradeshowhandbook.com/trade-show-costs.html>
- "2011 Travel Weekly Ads. Rates." *Travel Weekly*. Accessed April 16 2011. http://www.travelweekly.com/uploadedFiles/TW_Manual_Pages/Advert_Us/RatesSpecs_2011.pdf
- "Newspaper Ad. Costs in New York" *gaebler.com, Resources for Entrepreneurs*. Accessed April 16 2011. <http://www.gaebler.com/Newspaper-Advertising-in-New-York>
- "Costs of Advertising on Television." *gaebler.com, Resources for Entrepreneurs*. Accessed April 16 2011. <http://www.gaebler.com/National-TV-Spot-Ad-Costs.htm>
- "Highlights From the African American Department Ephemera Collection." Accessed April 28 2011. <http://www.prattlibrary.org/locations/afam/index.aspx?id=4196>
- "African American Heritage Festival Baltimore." Accessed April 28 2011. <http://www.flickr.com/photos/hbmedia/192069154/>

Objectives:

Community Building, Culture and Education

Physical Revitalization

Neighborhood Economic Revitalization Programs

Regional Development and Partnerships

Themes and Subthemes:

Contribution to African American Political Struggles

Contribution to African American Culture

Occupational, Social, and Community Life

Life in the District Today

Museum/Info Center

Proposal Statement:

This is a proposal for a building that can serve as a large museum, info/visitor's center, gift shop, and central gathering place for tourists coming to the Michigan Street Cultural Corridor. Auxiliary functions can include accommodations for meetings, events, and small conferences.

Description:

Need: Currently there is no central gathering place or information center in the Michigan Street Cultural Corridor. There is also no defining museum or attraction, but rather a collection of smaller sites. This site would serve as a main attraction and central place where tourists can learn about the area and other attractions in the Cultural Corridor. There is also a need for more revenue generation, which a sizable gift shop could provide. The Nash House does have a small gift shop, but it is not open on a regular basis and is limited in its size and selection.

Benefits:

This site would provide a defining attraction that could draw tourists from beyond the local area and attract visitor's nationally as well. Acting as a central gathering place gives tourists a place "to start" when exploring the local area and region. This site would act as the main draw for the Cultural Corridor and then encourage them to visit the smaller sites such as the Nash House, Michigan Baptist Church, and Colored Musicians Club, thus increasing their visitor rates as they would likely not draw as many national visitors on their own. The museum should also serve to spark interest in the area and other sites. The gift shop could include a variety of items, including food and beverages, which could provide a steady revenue stream.

PROPOSAL

This museum would serve many functions that could greatly contribute to the Michigan Street Cultural Corridor. First and foremost it could be the premier African-American historical museum in the City of Buffalo and the Western New York region. It could also include topics that are relevant to the entire area by including subjects such as labor, industry, immigration, and the multiculturalism that once existed along Michigan Street and on the East Side of Buffalo. Exhibits could potentially include artifacts and memorabilia from the Underground Railroad, artwork from the AD Price Courts, a streetscape recreation, records from the manuscript census to track relatives, old semi-working industrial equipment to illustrate occupational life, and interactive exhibits for for children. One main goal could be an attempt to recreate what has been lost in this once vibrant neighborhood and give visitor's the "feel" of the area in the 1920s. Technological additions should not be ruled out although it will largely serve as historical museum. Interactive sites with computers, potentially a small movie theatre, MP3 guided tours, and other creative used of technology should all be considered to make this a first-rate facility. This

Best practices: Wright Museum - Detroit, Michigan

The Charles H. Wright Museum in Detroit, Michigan is widely regarded as one of the premier African-American history museums in the country. Along with critical acclaim and being named on many lists of the best African-American museums, it made the popular travel book "1,000 Places to See Before You Die in the US and Canada." The Wright Museum is located in Detroit's Cultural Center, which is somewhat comparable to what Buffalo's Cultural Corridor may be one day. Detroit and Buffalo also share a link due to their proximity to Canada, making them each a city that was once consider a "gateway to freedom" for the Underground Railroad. Also given the history of the Wright Museum and its ability to continually expand over decades it is a good model for the potential museum in Buffalo.

The goal of the Wright Museum was to create a resource center to document, preserve, and educate the public on African-American history, life, and culture – very similar to the idea being proposed for the site in Buffalo. It was started in 1965 by Dr. Charles H. Wright and a partnership of 30 like-minded Detroiters who named it the International Afro-American (IAM) Museum. Originally it was housed in a residential building on W. Grand Blvd. The IAM later became a traveling museum in a mobile home, but grew quickly and needed a larger permanent residence. This led to its present day site in Detroit's Cultural Center on land leased by the City which was located near the Detroit Institute of Arts, Science Center, and Wayne State University.



Image: Wright Museum Detroit, MI
(Detroit Entertainment Guide)

Funds were raised through a variety of methods. Public school students participated in a "Buy a Brick" campaign that raised \$80,000. Following this success was a major fund raiser called the Million Dollar Club in which wealthy participants donated a minimum of \$1,000, ultimately raising over \$300,000. Finally in 1985 a partnership with the City of Detroit was made to secure the \$3.5 million needed for a 28,000 square foot museum. Once again the facility outgrew its dimensions and a third generation was built on to the site and completed in 1997 and then renamed the Charles H. Wright Museum of African-American History. This was a \$38 million, 120,000 square foot state-of-the-art building, funded by the City of Detroit selling construction bonds, making it the largest African-American history museum in the world at the time. (Charles H. Wright Museum)

function as a museum would attract visitors locally, regionally, and nationally.

The second function of this site would be to create a visitor and information center for tourists to the Corridor and region. This space would provide information on all sites in the Corridor as well as travel and tourist information for the Buffalo-Niagara region in general. This would give tourists a meeting place to start their journey while also providing them with valuable information on the area they will explore. Without such a facility tourists may be confused about where to go, what to see, and what to do.

Revenue generating functions of this site would include a gift shop and small cafe to provide visitors with refreshment and souvenirs. The cafe can either provide simple fare such as sandwiches, salads, and pre-

packaged food or can act as a small restaurant. This is largely dependent on whether a commercial presence that includes restaurants develops within the Corridor. As for the gift shop, any and all related items should be included from African-American history to the Buffalo-Niagara region as long as they are appropriate and produce revenue. Items could be widely ranged from Negro League apparel and other clothing items, historical maps of Buffalo, the Underground Railroad, Michigan Street area, historical photographs, books, videos, postcards, coffee mugs, etc.

Auxiliary functions can include a space to accommodate meetings, events, and small conferences. If the movie theatre idea is adopted that space could double as a conference room and meeting space so long as adjustable seating was used to transform the room for different uses.



The museum/info center should be centrally located within the Corridor. One possible location is the former Broadway Auditorium, now known as the Broadway Barns and currently used as a municipal garage. Recently the City of Buffalo put out an request for proposals regarding the reuse and redevelopment of the site for an Urban Arts Center. If the formerly architecturally significant facade can be restored and the building is capable of being retrofitted as a museum it would provide ample space, a large parking area, a central location, and make use of a building that has a deep and rich history in the Cultural Corridor. If the Barns are not capable of being rehabbed and must be demolished then the site on which they stand would still be a preferable location.

There are at least three other nearby sites that show potential as well. Site 2 is a collection of underutilized intact historical building stock on Elm Street just south of Broadway. These buildings could be rehabbed to create fitting historical atmosphere for the museum. There is also room for parking and potential additions behind the buildings along Michigan. Site 3 is across the street from the Nash House and would require acquisition and demolition of an existing building. This site would require a new structure. Site 4, at the intersection of Broadway and Michigan is mainly used as parking and would require a new build.

IMPLEMENTATION

Actions:

Starting a museum is no easy task. This project will require a well coordinated effort that takes years to plan and fully implement. Preliminary planning will require establishment a board or organization that can lead the process from beginning to end and create a sound corporate plan while defining its visions and goals. Funding at this stage will require seed money for the first steps of this process. Research ranging from market analysis, collection strategies for exhibit material, and feasibility studies will be needed to ensure this proposal can become a reality. Funding strategies and financing schemes also need to be developed as this will be an expensive project.

These preliminary stages will lead way to the actual museum development that includes creating a floor plan, designing exhibits, architectural and engineering plans for the building, programmatic plan, and choosing and preparing a site for the development. At this stage funding sources need to be identified and funding secured for implementation.

Once the detailed design and plans have been finalized, the proper legal documentation can be obtained for construction approval as well as the construction bid process. After construction the museum will require management and maintenance as it finally becomes fully operational.

Partner Organizations:

Due to the size and scope of the project there will be a need for a regional effort that involves many organizations and institutions working together to make this a reality. These partner organizations will be necessary for help in providing exhibit material for the museum, construction, staffing, funding, and management. First off this proposal must have the full support and cooperation of other organizations operating within the Cultural Corridor, specifically the Nash House, Colored Musicians Club, Michigan Street Baptist Church and the Langston Hughes Institute, along with any other organizations that develop within the Corridor. This center should ultimately act as the focal point of the Cultural Corridor so it is essential that it provides benefits to other smaller satellite institutions in the Corridor while they reciprocate as well, creating a stronger and more attractive area.

Given the recent movement of the Langston Hughes Institute to the Cultural Corridor and their plans for redevelopment in the area, they should be a leading partner. The LHI is planning on a multi-million dollar reinvestment project at Broadway and Michigan that will include art exhibits, artist lofts, a commercial kitchen, and educational space. These potential developments mean they can initially act as the central place for the Cultural Corridor in the coming years. However, due to limitations in the floor space of their buildings they will have limitations in the services and exhibit space they can provide. The larger central museum can offer an opportunity for them to expand to their full capacity, which is greater given that they now have less floor space than they did in their former location.

As it will be a regional attraction, a strong partnership should be formed with the Buffalo-Niagara Convention Center and Visitor's Bureau, who can provide a vehicle for funding, significant research and market studies, while also plugging them into an established organization with strong regional ties. This organization should be partnering with the entirety of the Michigan Street Cultural Corridor, and it is likely they would recognize the need for such a central institution.

Since the main focus of the museum will be African-American history and culture there should be strong ties with other regional organizations that focus on this subject and history in general, including Motherland Connections, "The Collective" organizations of the region, the Underground Railroad Interpretive Center of the Castaellani Art Museum of Niagara University, and the Buffalo Historical Society. These institutions will be able to provide exhibit materials as well as creating strong regional links to document the rich African-American and multicultural history of Buffalo-Niagara.

Local universities such as the University at Buffalo, Buffalo State, Canisius, and Niagara can potentially provide staffing through intern programs for students in African-American studies, history, urban planning, sociology, tourism, and other fields that are relevant to the museum. These internships can either be paid or unpaid, providing a source of intelligent, young, and enthusiastic cheap labor. Local school systems, specifically Buffalo Public Schools, can also be partnered with to provide school children with field trips, educational experiences, and summer programs that can positively influence young children while educating them as well.

Cost:

This project will require significant investment and multiple sources of funding to become a reality. It is likely this could become the most expensive project within the Cultural Corridor due to its size and scope. On that note, the size and scope of this project will ultimately determine the necessary investment. Many examples of recently built museums have ranged greatly in their cost per square foot based on what they were building and where they were building. In this instance, Buffalo is at an advantage due to cheap land and the relatively low salary structure of the region. A rough estimate of \$500/sq ft is a reasonable assumption based on other similar projects that have been built throughout the country in recent decades. A decent sized museum of about 20,000 square feet would then likely cost at least \$10 million, a larger building with 30,000 square feet would rise to \$15 million, etc. Ultimately these numbers would be decided in the planning and truly during implementation, but it must be understood that this will be a multimillion dollar project. It should also be noted that the Broadway Barns cover roughly 100,000 square feet, meaning the project could soar over \$50 million if such a large structure was used. It may be possible to retrofit only sections of the building while demolishing others, thus lowering costs to a more reasonable level.

Fundraisers can play a role in providing initial funding that can help get the project off the ground. All stages of the process require funding but often it is difficult to find money just to start the process. Any and all types of fundraisers from dinners, musical and sporting events, art and food fairs, donation bottle drives, etc. should be considered to obtain the necessary seed money. More significant sources of funding can then be found once a plan has been put in place.

The City of Buffalo, Erie County, and State of New York must also be involved in helping to fund this project. Ultimately it will benefit the City of Buffalo, Buffalo-Niagara region, and New York State by bringing in outside tourist dollars so there should be serious consideration of public funding.

Fortune 500 companies that have a presence in the Buffalo-Niagara region are often willing to donate to help the respective community they do business in as it gives them good publicity. Some companies with a significant presence in the region include General Mills, Bank of America, Citigroup, General Motors, Ford,

Tourism Development: Museum/Info Center

HSBC, Geico, Verizon and M&T Bank. Other large companies that are locally based, such as the New Era Cap Company, Rich Products, Moog Inc., Wegmans, Tops, Kaledia and Catholic Health Systems may also be willing to help if properly solicited.

Large charitable foundations and public donors that provide or can coordinate arts and culture funding will be important to help with financing. Some of these organizations include the Ford Foundation, the Mellon Foundation, National Endowment for the Arts, New York Foundation for the Arts, Bank of America Charitable Foundation, and the Annenberg Foundation to name just some potential sources.

Timeline:

This proposal will ultimately be a long-term project that will take years regardless of how fast it can be planned and implemented. In the short term, which can be loosely defined as half a year, there needs to be preliminary planning for the project. This can include creating an organizational framework for the museum, a set of visions and goals, identifying and contacting potential financing sources, identifying who the key partners and people will be in the process, a preliminary feasibility study and market studies, and identifying possible sites for the building.

In the mid-term, roughly 6 months to a year, there needs to be a firm organizational structure and people that begin to work to turn this into a reality. They can then work on museum design, potential exhibits, physical dimensions and architectural design. Funding sources and financing plans need to be secured so that plans don't collapse due to a lack of money, which should be accompanied by a more permanent and realistic feasibility study. During this time there should also be a definite site, and backup if necessary, that is chosen so that physical design can commence. Site preparation should also begin if there are obstacles to locating in the chosen site, for example if a building needs to be demolished this would be the time to start. If intense rehab is required then the beginning stages, such as gutting the buildings should begin.

With a financing scheme in place the funding needs to come through, checks must be signed and turned over to the organization that will be building the structure. Needs for a floor plan for the museum and final architectural and engineering plans must be finished. Proper approval from state and local authorities is also necessary for building and possible re-zoning or other legal requirements. Once this is completed actual construction can begin. Construction or rehab will take at least a year, it is more realistic to assume two years, and potentially longer, for construction or rehab.

If this process began today and everything went as smooth as possible with no problems, it would be at least three years before there would be a grand opening. However this is an extremely unlikely scenario, it is more likely that the timeline would be at least be doubled. If the necessary people became committed to this idea, funding was secured, and there were no other major obstacles along the way, it is not unrealistic to think this could be accomplished within five or six years.

7: Community & Economic Development



In-fill Housing

Cultural Development Organization

Healthy Communities Block by Block

Michigan Street Heritage Association

Mrs. Nash's Victory Garden

Goal 3: Community and Economic Development

To create pride and awareness of the local history and culture through strengthening social connections within the community and the region to encourage renewed economic investment through shared resources.

Introduction:

In order to forge a sustainable future for the Michigan Street Heritage Corridor, it is essential to establish a breadth of programs and services which meet both the social and economic needs of the community.

Synergy of Proposals

In an effort to reduce expenses, eliminate duplicity and increase efficiency, each proposal focuses on a specific area of need. By offering a specialized program or service, the association or organization, forms a collaborative anchor institution.

Collaboration

Specific proposals focus on physical improvements to the community, such as, the [Michigan Ave. Heritage District Infill Housing Program](#), which aims to address the blight and affordable housing needs of the area. Additionally, the revitalization of [Mrs. Nash's Victory Garden](#), would provide recreational and green space, but also serve as a site for local schools to hold educational programs. These programs can be coordinated in conjunction with the Healthy Communities by Block initiative in the area.

The [Healthy Communities by Block](#) initiative is an on-the-ground movement which promotes active interaction between residents of the community. This initiative creates a forum for discussion of community issues and directs residents to the appropriate entities for obtaining additional services.

Such entities consist of the [Michigan Street Heritage Corridor Association \(MSHCA\)](#) and the [Cultural Development Organization \(CDO\)](#), which form a collaborative. The Michigan street Heritage Corridor is geared towards providing social services which increase human capacity, and allow residents to leverage resources for self-improvement. The Cultural Development Organization supplements the services offered by the MSHCA, with offerings focused on promoting the arts and heritage. The [Business Improvement District \(BID\)](#) proposal suggests that a Commission-sponsored Business Improvement District strategy to raise funding for basic public or marketing improvements in the Heritage Corridor. This proposal suggests two possible scenarios: one that includes just the target area boundaries of the Corridor, and another that expands the boundaries to include Inner Harbor, Cobblestone District, and the Lower East Side. Limited, but potentially useful funds for district marketing, signage, and community event activities could be produced. Each initiative and organization functions together to produce a result that would not be independently obtainable.

Objectives:

Physical Revitalization

Neighborhood Economic Revitalization Programs

Economic development

Neighborhood stabilization

Themes and Subthemes:

Life in the district today

Michigan Avenue Historic Heritage District Infill Housing Program

Proposal statement:

Remediate vacant residential and commercial lots through the construction of new homes and mixed use storefronts w/2-4 units of residential that maintain the historic lot size and character of the district. The program provides a full set of architectural plans at a variety of price points with the purchase of a vacant lot for \$1 from the city. Qualified buyers would also be eligible for a low-interest loan guaranteed by the city or subsidized through city grants to community development organizations

Description

Need:

Currently the housing stock in the district consists of single-family, suburban style homes on large lots, vacant city-owned lots, housing projects and older substandard housing. Historic strips on Broadway, Michigan and William lack commercial development and physical structures to house new and potential business. There is a low density of population that does not support the creation of new businesses that could provide goods and services to the neighborhood, as well as, retail and restaurants that could serve residents and tourists.

Benefits:

Diversity of housing stock at different scales and price points that matches the historic character of the neighborhood, not only increases housing opportunities for a variety of incomes, ages and lifestyles, but also adds much needed density without sacrificing the aesthetic identity of the neighborhood.

The simplified process for permitting, construction and financing all offer an incentive to homebuyers interested in living in the urban core to choose this district as a home. Finally, more people in the district increases the demand for goods, services, restaurants and retail. Paired with a neighborhood entrepreneurship training program, the neighborhood would have increased employment opportunities and tourists would have a unique and local destination to visit. Finally, because the program is "on demand" there is no initial outlay of funds for the project or needs to develop multiple homes and sell the afterward. The use of preferred builders could also further city initiatives to provide contracting opportunities to the minority and women owned business while at the same time offering buyers the option to construct the home themselves.

Community & Economic Development: Infill Housing



Best Practices:

Milwaukee, WI - The City of Milwaukee offers free architectural plans and fast track permitting for people who purchase infill vacant lots at market price. Those who purchase homes for \$1 can purchase the plans for \$500. Homes were designed to respect Milwaukee's unique architectural style while accommodating modern expectations for amenities and also accommodating residents with disabilities.

New Orleans, Louisiana The "Katrina Cottage" was originally conceived as an alternative to the much loathed FEMA trailer after Hurricane Katrina in Louisiana. The small cottages are small context sensitive structures built with hurricane resistant

materials. The cottages come in a variety of sizes and styles which can expand over time. Cottages are available for purchase through distributors or as a kit from Lowe's Home Improvement stores. Due to overwhelming popularity options and sizes the cottages can now be purchased across the country.

Katrina Cottage¹

Source: <http://katrinacottagehousing.org/original.html>

Proposal Implementation

Funding:

The project would be funded through HUD Community Development Block Grant funds and administered through the City of Buffalo. Financing to qualified homebuyers would occur through community development organizations that offer homebuyer programs such as Home Front Buffalo, Belmont Housing Corporation, etc. Funding would require a residency requirement of 10 years or repayment of loan at higher interest rate. Tax increment financing (TIF), could be used as back-end funding, after grants have been obtained. TIF serves as a means for funding real estate development, and is a tool which would aid the local government in financing capital projects in support of economic development. The development projects are financed with tax revenues generated by the new development, and subsequently funds are then reallocated to pay for the costs of developing.

Home and Mixed-Use Building Design-

An architectural study of the area would need to be performed and a series of architectural plans would be developed. Home sizes should range from small single family, single family with accessory unit and duplex. Homes could be marketed to "empty nesters", elderly, young professionals and small families. Plans would also be available at different price points. For example, a small single-family cottage might could

Community & Economic Development: Infill Housing

cost \$30,000 while a duplex could cost \$100,000. Homes would be extremely basic, yet well built and homeowners would be responsible for enhancements, which they could make over time. Because homes meet desired specification by the city and match form based code and historic district overlay specifications they would be fast tracked for permitting. Additionally, buyers who elect to use a preferred contractor would also receive some other incentive such as closing cost assistance or reduced property taxes for a limited time period.

Potential homebuyers would go a community development association that specializes in home ownership programs and see if they qualify for the program. They would then go through counseling, education and loan qualification. Once purchasers have completed these steps they would select a site and plan and begin construction. The whole process would ideally take no longer than 2-6 months.

Actions:

Develop a neighborhood housing strategy, identify available parcels and provide home-buyer education in conjunction with the Michigan Street Heritage Corridor Association.

Responsibility:

The Infill housing program, should measure or gauge capacity and demand for such services and housing by conducting population studies and projections based on Census data, as well as public meetings.

Partner Organizations:

HUD; City of Buffalo; Home Front Buffalo, Belmont Housing Corporation, Buffalo Municipal Housing Authority

Cost

Aside from land acquisition costs, developers of infill must take into consideration higher construction costs, particularly in rapidly growing cities, where there may be a shortage of construction labor. It is necessary to make allowances for additional site pre-development costs, including demolition and possible remediation of the property. A study by the city of Chicago in the late 1990s found that it spent \$1-2 per square foot to remediate an industrial site for industrial re-use, but that it costs \$7-15 to remediate the same site for residential use (Northeast-Midwest Institute 2001).

Investment anticipated:

local, state and federal grants. The Community Development Block Grant (CDBG) program is a flexible program run by HUD, that provides communities with resources to address a wide range of unique community development needs. Brownfields Economic Development Initiative (BEDI). BEDI is a competitive grant program used to spur the return of brownfields to productive economic reuse. Tax-increment financing (TIF).

Community & Economic Development: Cultural Development Organization

Objectives:

Community Building, Culture and Education

Physical Revitalization

Neighborhood Economic Revitalization Programs

Regional Development and Partnerships

Themes and Subthemes:

Contribution to African American Culture

Occupation, Social, and Community Life

Life in the district today

Cultural Development Organization

Proposal statement:

To use the heritage and arts as a tool for economic and community development. To increase and sustain the presence of Buffalo's history and culture through strategic and supportive planning

Description

Need:

There is a need for the community to organize and create support for the arts and heritage organizations to create a brand identity for the district. With the surplus of vacant land and structures, there is an opportunity for the community to focus strategic investment on these kinds of organizations. With incentive programs and marketing plans, the area can not only encourage adaptive reuse of abandoned architectural properties treasured by the community, but welcome creative and innovative plans for unused space, which celebrate the past and present culture of the neighborhood. A cultural development organization is specifically designed to act as counsel for new and transplanted business owners, to maximize scarce resources in the area, and connect businesses, artists, residents, and community groups.

Benefits:

Foster innovative development and encourage sustainable spaces and adaptive reuse, to provide capacity building and organizational development. This organization should place emphasis on the local history and culture and inspire new creative culture in the area, by marketing property as attractive places for investment and development. The primary benefit of this proposal is to create an arts destination on a local/regional level, to encourage community participation in projects and activities based on a shared history and culture, while promoting a better quality of life and vibrancy to the community.

Best Practices:

The concept of a Cultural Development Organization, specifically a Heritage and Arts District, has been implemented most notably in the case of the Cultural Development Corporation (CuDC), which is based in Washington D.C. The organization's mission is to "... create opportunities for artists and arts organizations that stimulate economic development and improve the quality of life."¹ The goal of this entity is to incorporate the arts as a key player for both economic and community development. The non-profit organization has been successful because of its broad scope, and the active involvement and inclusion of stakeholders in the D.C. metropolitan area. The CuDC came about in 1996, when the Downtown Arts Committee enlivened efforts to create programs based on arts and culture, in order to revitalize Downtown D.C.

The Greater Hartford Arts Council (GHAC) is one of the largest United Arts funds in the nation, and funds raised by the GHAC's United Arts Campaign provide

Community & Economic Development: Cultural Development Organization



Credit: deviantart.com²

grants and services to over 150 area organizations annually. These grants provide secure funding for major arts institutions and start-up funding for smaller organizations and community-based projects.

The nonprofit arts industry generates billions in total economic activity. This spending supports millions of full-time jobs. In a recent report by the Americans for The Arts, evidence suggests that the nonprofit arts are a significant industry in many regions. Heritage and Arts Districts flourish with the support of cultural development organizations such as the GHAC³. This type of organization could potentially be a catalyst for large amounts of event-related spending by visitors, and major growth in Buffalo's local economy on account of increased jobs, local and state revenue,

and income.

Proposal

Detailed description of proposal:

Establish an anchor institution which will provide diversified programs and services to the underserved population of the Michigan Street Heritage Corridor. Identify funding to create an incentive for targeted businesses to build or relocate to the neighborhood. Provide support for real estate development which incorporates arts and culture components. Provide public access and subsidies to residents, for affordable admission prices to activities and events.

Grant Services — The organization should provide assistance with obtaining federal, state, and other grants or loans for the operation and maintenance of arts and heritage groups or businesses.

Facilities Planning — Provide specialized assistance to arts groups and cultural organizations to help in the planning process for operation of arts spaces and amenities.

Management Services — Provide tools to help entrepreneurs and cultural organizations become sustainable, independent businesses. Establish a center to provide individual assistance, workshops and discussion forums to encourage institutional growth.

Political Implications — The Cultural Development Organization should play an active role in the formation of ordinances and policies designed to promote, enhance and strengthen the arts in Buffalo.

Stewardship of Heritage Sites — The Cultural Development Organization should serve as an advocate for the conservation and enhancement of collaborative arts programs and existing heritage assets, in order to maintain the city's aesthetic appearance.

Community & Economic Development: Cultural Development Organization

Implementation

Actions:

Identify and partner with existing institutions dedicated to Buffalo's arts sector and heritage who may establish roots in the neighborhood. Create a business plan and mission statement which includes a financial outlook, and outlines programs and services to be offered. Obtain 501(c)3 status, and incorporation as a non-profit organization.

Responsibility:

The CDO, should measure or gauge participation in municipal arts and heritage programs on a continuous basis. number of heritage permit applications by type (alteration or demolition) and by outcome; attendance at performing arts events; per capita investment in arts and heritage. Work in conjunction with the Buffalo Arts Commission to hold public meetings to receive feedback on organizational activities

Partner Organizations:

Local schools and universities, local visual and performing arts institutions, real estate companies, the City of Buffalo Arts Commission, National Endowment for the Arts, and The Western New York Foundation.

Possible financing entities - include the City of Buffalo Office of Strategic Planning Economic Development Initiative, Housing and Urban Development Appropriation, and the Community Foundation for Greater Buffalo.

Cost & Time Line:

Cultural Development Organization			
Investment Timeline	Proposal Components	Costs	Quantity
Short term	Festivals and Heritage events collaboration	\$10,000	
	Subsidizing individual residents for public access to arts & heritage events	\$110,000	11,000 residents
Short term total			\$120,000
Medium term	Applying for 501(c)(3)	\$99-\$500	
	Advocacy & consulting for arts & heritage businesses and organizations	\$45,000	
Medium term total			\$45,500
Long term	Facilities planning & management services for arts businesses & entrepreneurs	\$20,000	
	Grant assistance and writing services	\$30,000	
	Promoting space for art use/artist live-work housing	\$80,000	
Long term total			\$130,000

¹ Mission & Scope. (n.d.). Cultural Development Corporation. Retrieved March, 2011, from <http://www.culturaldc.org>

² Aagaard, J. (n.d.). Culture [Digital image]. Retrieved March 28, 2011, from <http://aagaards.deviantart.com/art/Culture-120805398>

³ The Economic Impact of Nonprofit Arts Organizations and Their Audiences. (n.d.). Greater Hartford Arts Council. Retrieved March, 2011, from <http://www.letsgoarts.org/>

Community & Economic Development: Healthy Communities

Objectives:

Physical
Revitalization
Community
Building
Education
Culture

Themes and

Subthemes:

Occupational, Social, and
Community Life

Life in the District Today

Integrating Newcomers Into the
Community

Social Life and Institutions

Building Community

Healthy Communities by Block

Proposal statement:

To provide activities and events that will build social connections among residents, to encourage neighborhood organization and resident leadership for future neighborhood sustainability, and to provide a range of educational and support services to help residents better understand and benefit from personal investments to their homes and community.

Description

Need:

Tourism and economic development will attract growth and diversity not only to the Heritage Corridor's business district, but to the residential neighborhoods that surround it. It will become increasingly more important to understand the lenses in which people view their neighborhoods and each other and to provide tools to help residents navigate through the challenges of social and racial interactions. Residents will reap the benefits, along with carrying the burdens, of neighborhood commodification. There is a need for residents to be engaged and empowered in the future of the neighborhood so it is lasting and sustainable. Through a united neighborhood voice, a commitment to positive outcomes, and confidence in the physical and social investment of their homes and streets, residents will cultivate a sense of pride and ownership of where they live. Neighborhood events that support positive images will allow neighbors to get to know each other under forward-looking contexts. With the potential for future economic and tourism-related development, it is crucial that residents be knowledgeable and supportive of decisions affecting their quality of life, as they will also be the spokespeople of the community

Benefits

"Healthy Communities" are measured as such by three priority focus areas: **social connectivity, physical improvement, and creating neighborhoods of choice**. Small visible projects and community events benefit the area long-term.

Social- Residents become less individualistic and begin to see the community as a whole. Those issues that may affect one citizen may affect others and they begin to understand the power of numbers to promote action. Strong neighborhood organization will divert criminal activity and begin to reverse negative outside perceptions. Organization gives residents the strength to influence the decision-making entities that will affect their futures.

Physical- Neighborhoods aim to surpass the minimal expectations and aim for higher maintenance standards. As neighborhoods improve overtime, homeowners have a greater incentive to maintain and invest in their properties, ultimately raising home value and preventing further decline.

Community & Economic Development: Healthy Communities

Neighborhoods of Choice- With physical and social improvements, neighborhoods will become more attractive places to live, work, and invest.

Additionally, a “Healthy Communities by Block” program aims to:

- Build leadership skills of local residents
- Raise awareness of local and national funding opportunities for households in the target area that will leverage funding for confident investments

Proposal

“Healthy Communities by Block” is a community development and revitalization tool designed to integrate current community assets with public participation efforts. The initiative will require frequent and visible efforts within the community, starting in a concentrated area to maximize its impact, and rippling out to bordering communities. The first phase of the initiative will encompass the neighborhood surrounding the focal node of the Michigan Avenue Heritage Corridor.

Volunteers need to take steps to become be respected and embraced by neighborhood members by becoming actively involved in currently existing community activities. Resident representatives should conduct outreach efforts and act as liaisons between the community and larger local and city forums. The purpose it to educate residents so they can be self-sustaining in the future. Healthy Communities by Block will provide leadership training and community organizing skills to residents from the onset of the initiate to cultivate future neighborhood sustainability. Outreach is done through the means of quarterly newsletters, door-to-door, flyers, and face-to-face conversation.

The events and activities planned for the target neighborhood will be in collaboration with existing block club projects and in alignment with the Healthy Neighborhoods approach (See “Best Practices.”) “Healthy Communities by Block” can supplement these events by offering additional funding to those residing within the target neighborhoods. A major intent intent of the program is to promote awareness of opportunities available to homeowners, renters, and landlords and to provide leadership training opportunities. Individuals outside of an affiliated community group. are welcomed to propose ideas for community-building projects using “Healthy Communities by Block” funds.

Healthy Communities by Block plans events to include a variety of demographics including school aged-elderly, disabled, and all socioeconomic levels to foster positive relationships with each other. Activities aim to bridge efforts of new and existing community groups. A monthly “residents united” council meeting, in accordance with an agreed upon set of by-laws, will take place for all community groups to address community needs, explore potential collaborations, and to expand their role as key city players.

Community & Economic Development: Healthy Communities

Best Practices

The Healthy Neighborhoods Approach has been adopted in many communities nationally, most notably in central neighborhoods of Baltimore, Maryland and in a very distressed community in Battle Creek, Michigan. The Healthy Neighborhoods Approach, as laid out in the paper, “Great Neighborhoods, Great City: Revitalizing Baltimore Through the Healthy Neighborhoods Approach,” prepared by David Boehlke, aims to break the cycle of disinvestment by improving the physical housing market and by motivating residents to become directly involved in strengthening and promoting the positive aspects of their neighborhoods. In cities like Baltimore, Battle Creek and Buffalo, where there has been considerable population loss and physical decay, there is a need for social and financial investments that residents of these neighborhoods can offer.

The Healthy Neighborhoods Approach focuses on four elements to stabilize communities to become places where it makes sense for residents to invest their time, effort, and money and where neighbors are willing and able to manage everyday community issues. The four elements in which choices are made are: choice, competition, confidence, and predictability. The two main goals of the approach are to build home equity and strengthen social fabric. The Healthy Neighborhoods approach is different from conventional revitalization efforts. A few examples which may be good strategies for the Michigan Avenue Heritage Corridor neighborhood are: Resident investment will help to enhance and promote the unique assets of a neighborhood like housing, history, heritage, parks, and presence of neighborly institutions. It will lead to residents making decisions that will not only benefit themselves but the community as a whole.

In the 1990’s, Battle Creek Michigan faced issues similar to those that impact Buffalo’s neighborhoods: drugs, unemployment, vacant houses, failing schools, and declining commercial areas. Its’ neighborhoods were not competitive enough for stable investment and residents were not willing to cooperate. While the city worked to attract jobs and upgrade the downtown, older neighborhoods continued to lose people and value. A small local non-profit organization (Neighborhoods, Inc.), led by committed community leaders, restructured itself to align with the Healthy Neighborhoods approach. A board comprised of residents, civic leaders, lenders, corporations, foundations, and the city government, worked to raise housing values, address blight, increase citizen participation and involve community institutions in the revitalization process.

Residents of an urban neighborhood in Baltimore took note of Battle Creeks’ successes which included more than 500 purchased and improved homes; more than 100 fully renovated vacant homes; new business construction; more than 1,000 rehab loans granted; entire block upgrades with paint jobs and lighting; and 250 block projects celebrated. In addition to providing core neighborhood services, the organization is now a major city player dealing with schools, tourism, and citywide leadership training programs. Baltimore’s community leaders organized community workshops, creative block projects, and socials to get neighbors to get to know each other emphasizing the positive reasons of the neighborhood rather than the negative.

Some techniques and strategies used in these two cities are: social events; community unifier projects like distinctive banners or house numbers; free services and lower interest loans; city-wide events to celebrate and publicize the neighborhood; and grants for physical improvements above and beyond the minimal code compliance.

Implementation

Actions:

- Identify organizations already working for Buffalo's neighborhoods to take stake in the Michigan Avenue Corridor
- Identify and partner with existing institutions experts in financial literacy, lending, homeownership education, and energy efficiency
- Provide consistent neighborhood activities that build relationships between residents, the community, the city, and the region
- Connect with funding resources for neighborhood driven projects and exterior physical home improvements

Responsibility:

- Create accessible forums for residents to participate and engage in community issues and events and increase attendance overtime
- Celebrate local history and culture

Partner Organizations:

Much of the Healthy Communities by Block initiative will not be possible without a series of partnerships and funding sources.

City of Buffalo Communities can access Federal Block Grant funds which support activities principally benefiting limited income persons within the city's older neighborhoods. Economic development, public facilities, infrastructure improvements and public services projects are eligible.

Buffalo Municipal Housing Authority (City of Buffalo) BMHA assists residents in attaining and maintaining a high standard for their quality of life and provides services and opportunities associated with affordable, desirable, and secure housing to individuals and families.

The Good Neighbors Planning Alliance (City of Buffalo) The Good Neighbors Planning Alliance is a community empowerment process whereby community members will have an official voice in determining the future direction of their own neighborhoods.

The Community Foundation of Greater Buffalo The Community Foundations mission is to connect people, ideas, and resources to improve lives in Western New York. Donors create funds to support specific organizations, to support specific issues, and to support the community's changing needs.

Local Initiatives Support Corporation (LISC) LISC connects local organizations and community leaders with resources to revitalize neighborhoods and improve quality of life.

Broadway-Fillmore Neighborhood Housing Services Broadway-Fillmore NHS, an affiliate of NeighborWorks® America, provides affordable housing, to promote a high quality of life and social existence, to serve as a resource and referral service providing technical assistance related to housing, and to assist in communications between residents and government entities.

Community-Building Activities:

The following examples were chosen to show the range of potential approaches and outcomes. Note that the possible venues for such activities emphasizes the use of existing community assets.

Ice cream social

Ice cream socials are ways in which neighbors can get to know each other in a personal and non-confrontational way. The purpose is not to gather over any community issue or to mobilize action. The socials are set up at neutral places often on the streets themselves where residents can simply come out for an ice cream with limited obstacles.

Porch Painting

Something as simple as a fresh coat of paint can dramatically improve the appearance of not only one house but improve the physical appearance of the homes around it. Many times residents would like to take on such projects but have barriers to doing so (i.e.: Age, disability, cost). A day set aside to help these residents followed by a social mixer with food and beverages offers incentive to get neighbors working together for a common cause, improve physical conditions and marketability, and identify neighbors in need.

Neighborhood Clean-up

Neighbors will work together for the better of the community. The clean-up not only creates a more attractive place to live and work, but provides an opportunity for neighbors to feel invested in their neighborhood. A clean-up project followed by a social hour with food and beverage works well simultaneously with other projects like porch painting and tree planting.

Garden contest

A front-yard garden contest will encourage neighbors to aim for more than the minimum when it comes to caring for their homes. While it is encouraged to take it beyond the front, the neighborhood will benefit most from the things that are visible from the street. It creates an incentive to invest time and money to those things that may end up on the bottom of the priority list. The neighborhood begins to look like a place where people enjoy living and working.

Skills Training/Guest Speakers

To provide opportunities for citizens within the community to gain skills and create awareness of the resources available to them. The sessions will vary by age and interest with some examples being financial literacy education, baby-sitting certification, computer skills, representatives for grant opportunities, home buying seminars, etc. Additionally, the sessions are social opportunities and a place to share ideas and identify future leaders in the community. Special sessions can be held to discuss specific community issues with appropriate representatives present to develop solutions. Place-based leadership trainings are offered to support future resident-led organizing.

Group Purchasing

Residents will campaign yearly for a specific project that will benefit them while beautifying the entire neighborhood. Examples include, but are not limited to driveway repair, glass block window installation, gutters, and power-washing. With participation from a local business, if three are more homes within the target area chose to participate in the project, a discount can be applied.

Police and Citizen Partnerships/Crime Walk

The partnership builds trust and promotes communication between the community and the City of Buffalo. Residents need to feel that their voice is heard and to gain a better visual understanding of the system and how it works. Youth learn early to trust the system and feel they are being protected through the right channels. Crime walks at night will provide an opportunity for residents to get to know each other and that people care about what's going on. Monthly meeting with police lieutenants creates a two-way communication between the people and the city. Neighbors should be encouraged to understand the system and how it helps the community. The visibility of police and residents invested in the safety of the community will reduce crime rates over the long-term.

Community & Economic Development: Healthy Communities

D. Cost & Time Line

Column 1 District/Neighborhood	Column 1	Column 2	Column 3
Investment Timeline	Proposal Components	Costs/unit	Quantity
Short Term (Node)	Start-Up Costs	\$500	
	Social Events	\$2,000	6
	Outreach/Newsletter	\$800	
	Skill/Information Sessions	\$500	10
	Short Term Cost Total		
Medium Term (Corridor)	Leadership Training	\$1,000	2
	Grant Seeking	\$100	
	Social Events	\$4,000	12
	Skill/Information Sessions	\$500	10
	Outreach/Newsletter	\$1,600	
	Unifier Project	\$1,200	
Medium Term Cost Total			\$4,800
Long Term (District)	Leadership Training	\$1,000	2
	Grant Seeking	\$100	
	Social Events	\$5,000	12
	Outreach/Newsletter	\$2,000	
	Neighborhood Common Council Meetings	\$600.00	12
	Skill/Information Sessions	\$500.00	10
Long Term Cost Total			\$9,200.00
			\$17,800.00

References:

- oehlke, David. "Great Neighborhoods, Great City." GoldSeeker Foundation (2001). Nov. 2001. Web. 1 Apr. 2011. <http://www.goldseekerfoundation.org/great_neighborhoods.pdf>.
- "City Services." City of Buffalo. Web. 1 Apr. 2011. <<http://www.ci.buffalo.ny.us/Home/CityServices>>.
- "Healthy Blocks." NeighborWorks Rochester. Web. 1 Apr. 2011. <<http://nwrochester.org/>>.
- "None Like You/We Care Community Block Club." Web. 1 Apr. 2011. <<http://nonelikeyouwecareoutreach.com/Homepage.html>>.
- <http://www.nw.org/network/index.asp>. NeighborWorks America. Web. 1 Apr. 2011.

Community & Economic Development: Michigan Street Heritage Corridor Association

Objectives:

Neighborhood Economic Revitalization Programs

Themes:

Occupational, Social, and Community Life

Life in the district today

Subthemes:

Social life and institutions

Building community – social spaces and institutions

Community building blocks – the business that put us to work

Preserving the past meeting the future

Michigan Street Heritage Corridor Association

Proposal Statement

The Association would serve to provide training and a financial base for community members to become small business owners in the Michigan Street Heritage Corridor. Once businesses are established, the association will serve to foster healthy relationships among owners in order to increase knowledge share, innovation, marketing tactics, and economic productivity. At a larger, more long-term scale the hope is that this association would serve as a hub for all the corridor's economic needs. This would include the availability of low-rate loans, employee training, job placement, improvement funding and incentives, and fostering youth and social development.

Need

Beyond the museums and historical destinations that are being proposed to build this corridor into a vibrant tourist attraction, small businesses will be a necessity in order to fully provide for visitors. In order for the economic revitalization to be successful, the neighborhood has to obtain and keep as many dollars as it can in the neighborhood; increasing its economic multipliers. It is important to include people of the community in this growth in order to increase pride, provide jobs that are desperately needed, and lessen the chances of gentrification. The corridor's proximity to downtown is a large asset and the revitalization of the area will aid in lessening the stigma of East Buffalo. Through this association, it is proposed that focusing on microeconomics in the area and increasing pride in the neighborhood through ownership and accountability will bring not only tourists in, but fellow Buffalonians and others from the region to enjoy the many restaurants, bars, and shops it will have to offer. It also addresses the need to train employees to the specific needs of the heritage area and its potential need for a tourism workforce; giving jobs to those already in the area who need them instead of seeking outward to people who may not be completely invested in the neighborhood as a whole.

Benefits

Encouraging local employment and ownership to provide a variety of goods and services will not only ensure to keep tourists a few more hours or days spending their money in the corridor, but will also draw the region to the area as it becomes a vibrant place to socialize. If the restaurants and shops remain consistent to the central theme of the corridor, it will provide a unique experience to the area and word of mouth will spread. As this occurs, the hope is that the stigma of East Buffalo will begin to break down. The community will find a new sense of hope in their neighborhood and future, developing a sense of accountability and pride. This revitalization of the neighborhood economy will ensure safe access to the heritage corridor as well as continued upkeep of the surrounding neighborhoods, a necessity to draw people regularly to the neighborhood.

Community & Economic Development: Michigan Street Heritage Corridor Association

Implementation

The Michigan Street Heritage Corridor Association will need to be implemented in stages based on both funding and the rate of development in the area. It is suggested to begin its focus on one potential commercial strip, perhaps Broadway or Michigan with potential for infill development. It will be extremely important to form a series of healthy partnerships and partners in this effort. Financial services and training will be the most immediate needs to get the economy of the neighborhood kick started. The best practices of Bedford Stuyvesant and its shortcomings together would provide the ideal services for the neighborhood, but will take many years, much effort, and a lot of funding. The suggested timeline proposes the order in which to invest money to this effort.

Potential Funding Resources

Since the neighborhood has been disinvested for a number of years, there will need to be a great amount of funding to begin the association and to develop local employees and business owners. Due to the nation's economic downturn, some of these options are not currently accepting new applications, but are still provided as the funds they provide changes often depending on the political climate and the economy.

HUD's grants for Economic and Community Development

http://portal.hud.gov:80/hudportal/HUD?src=/program_offices/comm_planning/lawsregs

<http://www.hud.gov/offices/cpd/economicdevelopment/programs/index.cfm>

The Buffalo Municipal Housing Authority already has its presence in the neighborhood. Through a partnership with the BMHA, grants through HUD could be sought for economic development purposes. Many of these grants currently are not accepting applications, but have given a lot of funding throughout the years and could potentially do the same in the future. Although they currently may not have as much funds available, they are still awarding benefits such as tax incentives.

HUD's Initiative for Empowerment Zones and Renewal Communities (EZ/RC)

<http://www.hud.gov/offices/cpd/economicdevelopment/programs/rc/index.cfm>

This initiative provides tax incentives in renewal communities. Regionally, it has recently held a small business owner open up in Niagara Falls in the development area downtown.

U.S. Department of HUD's Sec. 5318 Urban Development Action Grants

www.hud.gov/offices/cpd/communitydevelopment/rulesandregs/laws/sec5318.cfm

These are offered to fund activities in areas that provide low-income to moderate-income housing in an effort to employ those living there and help in ameliorating the overall distress of the community.

United State's Department of Labor Funding for Job Training

<http://www.dol.gov/dol/topic/training/index.htm>

The Department of Labor's Employment and Training Administration (ETA) provides funding for employment training programs across the country in order to improve employment prospects of community members.

Potential Funding Resources cont.,

Oishei Foundation

Community & Economic Development: Michigan Street Heritage Corridor Association

www.oisheifdt.org

The Oishei Foundation provides a number of grants to applicants each year. Their initiatives (Strengthening Neighborhoods and Building Communities; Supporting Self-Sufficiency, Education, and Employment; Expanding the Impact of Regional Assets; Building Organizational Strength through Operational Improvements) support the goals of the association and are an "issues-based" funder.

Buffalo Niagara Enterprise

www.buffaloniagara.org

The Buffalo Niagara Enterprise aims to attract business into the region. They also provide economic development assistance to new and existing businesses. The Energy Smart Loan Program and the Business Loan Program are examples of this service.

Partner Organizations:

This association to aid in the revitalization of the corridor's economy cannot be possible without a series of partnerships. A number of these programs the association proposes to provide are currently available in the region at some level. Serving as a hub, in a collaboration of efforts and funds, will increase the efficiency and effectiveness of these services. The variety of services provided locally will increase the community's trust, access, and knowledge. Below are a few potential partner organizations:

Black Corporate Network of Buffalo

Black Chamber of Commerce

Buffalo Municipal Housing Authority

Buffalo Niagara Enterprise

Buffalo Renewal Community at City Hall

Buffalo's SCORE

Buffalo Urban Development Corporation

Center for Competitiveness

Community Centers and Adult Education Programs

Minority & Women Emerging Entrepreneurs Program at University at Buffalo

Small Business Development Center at Buffalo State College

Upstate New York Regional Minority Purchasing Council, Inc.

WNY Venture Association

Women's Business Center at Canisius College

Michigan Street Heritage Corridor Association

Investment Timeline	Proposal Components
Short term	Board of Directors
	Partner/shadow with current employee and business owner training programs
	Develop Partnerships
	Create a prioritized program development plan (i.e tourism business owner and employee training as first need)
	Recruit Current Businesses
	Research Local, State, and Federal Funding Opportunities
	Develop Donor Prospect List
	Head Quarters Location
Medium term	Program Development and Implementation (for Employees and Small Business)
	Employee Recruitment and Placement Services in Action
	Marketing Strategy
	Legislation (become it's own 501(c)(3), other funding needs)
	Funding Partners
	Purchase headquarters
Long term	Youth Programs
	Social Development Programs
	Independent Small Business Association and Mentor Program
	Continuous Evaluation and Improvement of Programs
	Partner with a Local Bank
	Develop a Capital Fund
	Marketing Department
	Providing Small Business Incentives

Best Practice:

Bedford Stuyvesant Restoration Corporation, Brooklyn, NY

www.restorationplaza.org

Context:

The thriving areas in Buffalo Allentown and Elmwood Village, both have small business associations. Both of these areas have been growing as more and more people continue to open their businesses there. Elmwood Village gives us a precedent to follow in the area, but is lacking some necessary training programs we would need in the Michigan Street Heritage Corridor. For this we need to look to a development association that attends to similar needs. Bedford Stuyvesant Restoration Corporation serves as a successful example in Brooklyn, New York established in 1967 as a national model for community development under the Special Impact Program. Senator Robert F. Kennedy stated, "Our goal is to transform the neighborhood into a vibrant and economically viable destination, assist small businesses and entrepreneurs to realize their dream, and empower individuals to become economically self-sufficient." A similar goal needs to be taken on by MSHC. The Bedford Stuyvesant Restoration has successfully developed programs to aid in the economic, social, and educational development of Central Brooklyn.

- It became it's own 501 (c)(3) **nonprofit organization**.
- It was backed and developed through the work of prominent **political figures and business leaders**.
- They created a "**Financial Empowerment Center**" providing one-on-one professional counseling to aid in finding banking solutions, reduce debt, manage credit, and learning to save.
- Have their **headquarters** inside of the neighborhood at Restoration Plaza providing more accessibility to their services and allowing them to better connect with their constituents needs.
- Provide a **wide range of employment services**: one-on-one assessment, career coaching, group trainings and lectures, placement services (general and special needs)
- **Professional Board of Directors**: provide a great knowledge base for development, networking capacity to carry out goals, and connections to funding partners.
- **Neighborhood homes program**: provide subsidies for construction costs to encourage homeownership and long-term residency in the area.
- Created a **Restoration Capital Fund**: provides wide spectrum financing for start-ups; can connect residents with other lenders as well; supports entrepreneurship and minority-owned businesses that create jobs and contribute to Brooklyn's economy and community life.
- Formed a **partnership with Brooklyn Cooperative Federal Credit Union** to provide fixed-interest business loans.
- **Social supports**: making the Restoration Plaza a "one-stop shop" these supports include social service referrals, free benefit screening, licensed lawyers for legal counseling, social workers on staff, and more.
- **Youth development**: empower youth through programs such as the In School Youth Program, Youth Arts Academy, and the College Access Center.
- Eventually became it's own **Business District**.

Community & Economic Development: Michigan Street Heritage Corridor Association

Shortcomings:

Although Bedford Stuyvesant Restoration has had its successes and serves as a good model, it cannot simply be duplicated. The Michigan Street Heritage Corridor presents its own needs, challenges, and culture that need to be considered and accounted for. The following are some shortcomings of this model that must be recognized:

- **Small Business Owner Involvement:** Encourage the small business owners to be more involved once established. Develop their own committee to run the Small Business Association component to address the needs they see on a daily basis.
- **Restructure of Board of Directors:** Along with the professionals should be community members and small business owners to bring a range of perspectives and assure needs are being considered and addressed.
- **Mentor program:** Once a small business is established for a number of years and becomes successful, that business owner should then become a mentor to a newcomer. Providing them with similar advice and knowledge they had originally received, decreasing the need for funding for as many small business training programs.
- **Industry specific training:** Provide training that will produce employees that fit in with the heritage tourism needs of the area.
- **Incentives for hiring locally:** Develop some sort of incentive for business owners, perhaps a tax break or a percentage minimum in order to be a member of the association (which provides access to fixed-rate loans and other services).
- **Back office services:** providing the local businesses with the opportunity to obtain affordable needs such as payroll, accounting, and inventory.
- **Youth employment opportunities:** Students could provide the upkeep of the corridor and other learning jobs as part of a scholarship program.
- **Series of committees:** Similar to Elmwood Village's model of committee in which volunteers of the neighborhood are members of the committee and focus on specific needs (i.e. Economic Development Committee, Neighborhood Committee, Design Committee) and could become advisory committees to the Association's Board of Directors.

Community & Economic Development: Michigan Street Heritage Corridor Association

Objectives:

Physical
Revitalization

Community
Building

Themes and Subthemes:

Occupational,
Social, and
Community
Life

Life in the
District today

Social Life and
Institutions

Nature Meets
City

Mrs. Nash's Victory Garden

Proposal statement:

During World War II, Reverend Nash's wife, Mrs. Nash, grew a Victory Garden on their property on what is now Nash Street. Since the Michigan Street Preservation Group owns the property, reestablishing the garden would be easy.

Description

Need:

Improve vacant land, increase ties with history, enlarge the experience of the Nash house, provide food for the community

Benefits:

Nutrition and healthy living, beautification, economic benefits, environmental remediation, teaching life skills, safety, sense of community, culture and diversity, civic engagement, ecological consciousness, education, recreation, mental health, tourism

Proposal

Mrs Nash's garden should be rehabilitated. The Nash House already owns the land, and may garden as they wish. Immediately, an initial organization should take control of the garden, preferably the Nash House. This organization would then begin an ornamental garden. At the same time, soil remediation should start. Grassroots Gardens could be an excellent consultation source in gardening.

Once the ornamental garden is established, the Nash House can begin to incorporate the garden, and stories of Mrs. Nash's Victory Garden, into their tours. The garden can also be a part of walking tours through the district.

In this beginning phase, the garden will provide many benefits to the local community. The main benefit in this early phase will be beautification. Gardens help fight urban blight (Smith & Kurtz 2003), which is an issue in this area. "Research has found that community gardens are valued by community gardeners and non-community gardeners much like a park or other public green space" (Meehan 2007).

Gardens also improve the safety of the area: gardens have a lower incidence of prostitution (Schmelzkopf 1995, Smith & Kurtz 2003), drug use (Schmelzkopf 1995, Smith & Kurtz 2003), littering (Armstrong 2000, Schukoske 2000, Smith & Kurtz 2003, Egger 2007), graffiti (Egger 2007), and vandalism (Armstrong 2000).

As the garden is established, and the soil is remediated, the garden can be expanded in three ways. The garden's plants can be expanded by planting food plants, the garden's neighborhood incorporate can be expanded by transitioning to a community garden, and the garden's educational outreach can be expanded by involving local schools.

As Victory Gardens were mainly for food, this garden should transition to becoming a food garden as soon as the soil is remediated. The food will not be able to be sold, because of FDA regulations. However, it can be consumed by the gardeners themselves. At the same time, the Nash House should consider obtaining a license to

Community & Economic Development: Michigan Street Heritage Corridor Association

serve the vegetables as part of their tour—a Victory Salad!

In this intermediate stage, the Nash House should maintain the main control of the garden. However, they should begin to partner with block clubs and the Health Communities organization. The garden should transition to be more of a community garden.

As the garden transitions to a community garden, the benefits to the community will compound. As the name suggests, this type of garden improves the community. “Before the community garden, we knew each other; after the community garden, we became friends” (Austen 2005). As a Heritage District, community gardens can improve culture and diversity within the neighborhood. In a study of community gardens in Boston’s South End researchers found that “African-American and white community gardeners tended to agree that community gardening brings together people who would not normally socialize together” (Meehan 2007). Gardens also improve civic engagement: gardens are a way of “promoting local pride and citizen participation, especially in poorer communities that may be lacking in other public amenities” (Macias 2008). The final expansion is to include schools in the garden. The students could learn history, horticulture, and nutrition.

Implementation

Actions & Responsibility

	Action	Responsibility
Short Term	Plan ornamental garden	Nash House, with help from Grassroots Gardens
	Plant ornamental garden	Nash House, with help from Grassroots Gardens
	Begin soil remediation	Nash House, with help from Grassroots Gardens
	Incorporate garden in Nash House tours	Nash House
	Incorporate garden in walking tours	Tourism council
	Maintain garden	Nash House, with help from Grassroots Gardens
Mid-Term	Plan food garden	Nash House, with help from Grassroots Gardens, and community
	Plant food garden	Nash House, with help from Grassroots Gardens, and community
	Maintain food garden	Nash House, with help from Grassroots Gardens, and community
Long Term	Obtain permit to serve vegetables at Nash House	Nash House
	Serve (or sell) vegetables at Nash House as part of tours	Nash House
	Incorporate garden into local school curriculum	Nash house, together with local schools
	Develop a Michigan Avenue Project-like program with neighborhood youth	Healthy Communities, with MAP

Community & Economic Development: Michigan Street Heritage Corridor Association



P.Map1 Location of Nash House

Credit: google maps



P.Map2 Garden Location

Credit: google maps

Community & Economic Development: Michigan Street Heritage Corridor Association

Potential Partner Orgs

Grassroots Gardens of Buffalo (<http://www.grassrootsgardens.org/>)

Nash House

Massachusetts Avenue Project (<http://www.mass-ave.org/>)

Local Schools (Enterprise Charter School, Bennett Park Montessori School)

Local Libraries

communitygarden.org

urbanharvest.org

Cost

To start an ornamental garden: \$1,500 to \$4,000 (urbanharvest.org)

To remediate the soil: \$250,000 for a brownfield, probably less for this site (<http://www.brownfieldrenewal.com>)

Yearly maintenance: \$500 (urbanharvest.org)

To start a food garden: \$1,500 to \$4,000 (urbanharvest.org)

Time Line

	Action	Cost
Short Term	Plant ornamental garden	\$1,500-\$4,000
	Begin soil remediation	up to \$250,000, spread out over short-term
	Maintain garden	\$500/year
Mid-Term	Plant food garden	\$1,500-\$4,000
	Maintain food garden	\$500/year
Long Term	Maintain gardens	\$500/year

Community & Economic Development: Michigan Street Heritage Corridor Association

Resources

Armstrong, D. (2000). A survey of community gardens in upstate New York: Implications for health promotion and community development. *Health and Place*, 6 (4), 319-327.

Austin, E. N. (2005). *Community gardening in a senior center: A public health initiative*. Thesis (M.S.)—State University of New York at Binghamton, Decker School of Nursing, 2005.

www.brownfieldrenewal.com

www.communitygarden.org

Egger, M. C. (2007). *Cultivating social capital: Community gardens in Lansing, MI*. Thesis (M.A.)—Michigan State University. Dept. of Geography, 2007.

www.grassrootsgardens.org

Macias, T. (2008). Working Toward a Just, Equitable, and Local Food System: The Social Impact of Community-Based Agriculture. *Social Science Quarterly*. 89 (5), 1086-1101.

www.mass-ave.org

Meehan, A. E. (2007). *Community in the garden in the community: The development of an open space resource in Boston's South End*. Thesis (M.C.P.)—Massachusetts Institute of Technology, Dept. of Urban Studies and Planning, 2007.

Schmelzkopf, K. (1995). Urban Community Gardens as Contested Space. *GEOGRAPHICAL REVIEW-NEW YORK*. 85 (3), 364-381.

Schukoske, J. E. (2000). Community development through gardening: State and local policies transforming urban open space. *New York University Journal of Legislation and Public Policy*. 3 (2), 1999-2000.

Smith, C. M., & Kurtz, H. E. (2003). Community Gardens and Politics of Scale in New York City. *Geographical Review*. 93 (2), 193.

www.urbanharvest.org

8: Looking Forward



Looking Forward

This report sets out a road map of what the final plan will look like, but it is not a final plan. The main part yet to come is the individual plans for the Chapter 5: Implementation Strategies proposals. Right now, the proposals are just that—proposals. Our team will work to flesh them out according to the strategies laid out in Chapter 6: Vision. These in-depth proposals will be the bulk of the final plan. Additionally, we still want to look at several assets of the current community not included in the existing assets chapter. The major assets yet to be addressed are transit and stewardship of neighborhood resources. In addition, we will refine the existing assets chapter, clarifying the information we have, and strengthening weak spots in the assets directory.

As it stands, the main proposal themes are Urban Design, Community and Economic Development, and Tourism. However, a complete plan should include other themes and proposals. While the final plan will not have in-depth recommendations in additional thematic areas, we will propose a list of suggestions that go beyond the current themes. Furthermore, the list of general proposals will be converted into table. These tables will indicate whether the proposals are short, medium, or long term, and the depth of financial investment necessary for each proposal.

Finally, we will attend to organizational structures, funding mechanisms, management apparatuses, and issues of governmental policy. These concerns are fundamental to a management plan. The implementation of proposals will require money, governmental cooperation, and organizational support.

We hope this version of the plan offers you a glimpse of our vision for the Michigan Street Heritage District.

9: Appendix

Resource	Description	Location
American Forests. (2003). Urban Ecosystem Analysis Buffalo-Lackawanna Area, Erie County, NY. Forest Service, Department of Agriculture. Washington DC: American Forests.	Report available online	http://www.americanforests.org/downloads/rea/AF_Buffalo.pdf
Bernstein, Rachel. "Men Working Together: The Colored Musicians Club of Buffalo." The Colored Musicians Club Of Buffalo, New York - Historic Jazz Club, Live Music, Museum, One of Earliest African-American Musicians' Unions (est. 1917-1918). 2004. Web. 7 Feb. 2011.	Webpage	http://www.coloredmusiciansclub.org/history.html
Bilotta, James D. "Reflections of an African American on His Life in the Greater Buffalo Area, 1930s-1960s." Afro-Americans in New York Life and History 13.2 (1989): 47. Print.	Journal	Buffalo Public Library – Jefferson Branch
Black Ministry Isn't Limited to Spiritual Needs." The Buffalo News [Buffalo] Jan. 1980: E-12. Print.	Newspaper article	Buffalo Public Library-Central Library in the Vertical Files - Grosvenor room
Brooks-Bertram, Peggy, and Barbara Nevergold. Uncrowned Queens. Vol. 1. Buffalo: Uncrowned Queens, 2002. Print.	Book	Buffalo Public Library – Jefferson Branch
Brown, J. (1856). Biography of an American bondman. Boston: R.F. Wallcut.	Online Book	http://docsouth.unc.edu/neh/brownj/menu.html
Buckham, Tom. "New Look for Historic Area." The Buffalo News [Buffalo] 12 July 2005. Print.	Newspaper article	Buffalo Public Library-Central Library in the Vertical Files - Grosvenor room
Buffalo City Directory, 1930 Edition.	Directory	Central Library- Grosvenors Room, Buffalo.
Buffalo Municipal Housing Authority. 1934 Slum Area Determination Survey.	Municipal Report	Loaned for use by Dr. Taylor of UB
Buffalo Photograph, 1927 Aerial. UB Digital Libraries, Map Collection. 28 Feb. 2011.	Image from online database	http://library.buffalo.edu/maps/buffalo-wnymaps/aerialindex.php
Ciambella, Perry. WNY Catholic. Feb. 1992.	Newspaper article	Buffalo Public Library-Central Library in the Vertical Files - Grosvenor room

Resource	Description	Location
Clark, Daris D. "Friendship Missionary Baptist Church." Friendship Baptist Church. Web. 10 Feb. 2011.	Website	http://www.friendshipmissionarybc.org/churchhistory.html
Delmont, Mary, and Monroe Fordham. "African American Heritage." Western New York Library Resources Council. 2011. Web. 5 Feb. 2011.	Online	http://www.wnylrc.org/orgMain.asp?storyid=182&orgid=235
Douglass, F. (1855, January 4). Frederick Douglass' paper.	Website	http://memory.loc.gov/ammem/doughtml/dougprov.html
Farley, Ena, AJ W. Meyers, and Ralph Watkins. African American Presence in NYS History. Ed. Monroe Fordham. New York: NY African American Institute, 2004. Print.	Book	Buffalo Public Library – Jefferson Branch
Fosdick, H. E. (1956). The Living of These Days: An Autobiography (pp. 11-12). New York: Harper.	Book	Buffalo Public Library – Central Library
German-American Postal Card Co. "Iroquois Hotel Postcard, Buffalo, N.Y." Western New York Legacy. Buffalo and Erie County Historical Society Research Library, 13 May 2010. Web. 25 Jan. 2011.	Image from online database	http://www.wnylegacy.org/cdm4/browse.php?CISOROOT=%2FVTP004
GIS Data	Interactive GIS website	http://gis1.erie.gov/GC/ErieCountyNY/default.htm
GIS Parcel Data for Heritage Corridor provided	By request; received Feb 2, 2011. Included property data was the most up-to-date available from Erie County Auditor records at this time.	Erie County Office of GIS Services.
Greater Buffalo-Niagara Regional Transport Council. (2010). Bicycle Route Guide. Map . Buffalo: GBRNTC	Map	http://www.gbnrtc.org/maps/
Greater Buffalo-Niagara Regional Transportation Council. 2008 Bicycle and Pedestrian Master Plan for Erie and Niagara Counties. Buffalo: GBNRTC.	Master Plan	http://www.gbnrtc.org/planning/bikeped/master-plan/

Resource	Description	Location
H "Historic Michigan Street Baptist Church." The Michigan Street Baptist Church. Web. 16 Feb. 2011.	Website	http://www.themichiganstreetbaptistchurch.org/index.html
Hague, John. "Moonglo Nightclub." Buffalo Architecture and History. 2003. Web. 11 Feb. 2011.	Image from online database	http://www.buffaloah.com/h/af/source/17.html
Hague, John. "Moonglo Nightclub." Buffalo Architecture and History. 2003. Web. 11 Feb. 2011.	Website	http://www.buffaloah.com/h/af/source/17.html
Heintzman, N. T. (1990). "Not a scintilla of abolition in Buffalo": the rise of a liberty man as revealed in the journals of George Washington Jonson (pp. 125-126). Buffalo, NY: S.)--State University of New York at Buffalo.	Book	Buffalo Public Library – Central Library
Hill, Dorothy and Michael. Personal Interview at the Langston Hughes Institute. 28 Mar. 2011.	Interview	Langston Hughes Institute, 136 Broadway
Iverson Nassuer, J., & VanWieren, R. (2009). Vacant Property Now and Tomorrow. Genessee Institute. Flint, MI: Genessee Institute.	Report available online	www-personal.umich.edu/.../Vacant-property-now-tomorrow_Secure.pdf
Jacobs, Allen, MacDonald, Elizabeth, Rofe, Yodan. (2002) The Boulevard Book. Cambridge: MIT Press	Book	SUNY Buffalo – Architecture and planning library
Krieg, Eric J. "Race and Environmental Justice in Buffalo, NY: A ZIP Code and Historical Analysis of Ecological Hazards." Society and Natural Resources. 2005	Journal Article	
LaChiusa, Chuck. "The J. N. Adam & Co. / AM&A's Department Store." Buffalo Architecture and History. Web. 2 Feb. 2011.	Website	http://buffaloah.com/a/main/377/hist/hist.html

Resource	Description	Location
Lapp, Al. "Buffalo Movie Theaters: Broadway Lyceum." Buffalo Architecture and History. Web. 05 Feb. 2011 Miles, Bill. Churches of Black Buffalo. Apr. 1987. Directory. Central Library-Grosvenors Room, Buffalo. 1996.	Website	http://www.buffaloah.com/h/movie/lapp/source/7.html
McRae, Richard. "Paying Their Dues: Buffalo's African American Musicians Union." Afro-American Historical Association of the Niagara Frontier. Jan 31, 1996	Journal Article	Buffalo Public Library – Jefferson Branch
Nahal, Anita and Matthew J. Lopez Jr. "African American Women and the Niagara Movement, 1905-1909." Afro-Americans in New York Life and History. 65-84. July 2008.	Journal Article	Buffalo Public Library – Jefferson Branch
NYS Manuscript Census 1925	Original census documents	Inactive Records Center 85 River Rock Drive, Suite 301 Buffalo, NY 14207 Phone: (716) 874-6401 or (716) 570-8721
Olmsted Parks Conservancy. (2008) The Buffalo Olmsted Park System: Plan for the 21 st Century. Buffalo: Urban Design Project	Master Plan	http://128.205.118.147/projects/olmsted/Plan.html
Page, G. W., & Verma, N. (2007). Buffalo: City as a Park. SUNY Buffalo - Dept. of Urban and Regional Planning. Buffalo: SUNY Buffalo.	Report	UB Architecture and Planning Library
Parolek, Daniel G., Karen Parolek, and Paul C. Crawford. Form-based Codes: a Guide for Planners, Urban Designers, Municipalities, and Developers. Hoboken, NJ: J. Wiley & Sons, 2008. Print.	Book	
Picquet, L., & Mattison, H. (2004). Louisa Picquet, the Octoroon: or Inside Views of Southern Domestic Life. UNC University Library: Documenting the American South.	Website	http://docsouth.unc.edu/neh/picquet/picquet.html#p42

Resource	Description	Location
Rabb, A. (2010). City of Buffalo Michigan Ave. Heritage District Parks table. Department of Public Works, Parks department. Buffalo: City of Buffalo.	Table	Supplied by the Department of Public Works – Parks and Recreation Department, City of Buffalo
Rey, Jay. "History and Hope." The Buffalo News [Buffalo] 21 Feb. 2003: A6. Print.	Newspaper clipping	Vertical Files. Central Library-Grosvenors Room, Buffalo.
Samina Raja, et. al (2009). Queen City Gardens Plan: Planning for Community Gardens in the City of Buffalo. SUNY Buffalo, Urban and Regional Planning. Buffalo: SUNY Buffalo.	Report	http://www.seattle.gov/Neighborhoods/ppatch/pubs/City%20of%20Buffalo%20Queen%20City%20Gardens.pdf .
Sandhu, Ranjit. "Buffalo Theaters." Buffalo Architecture and History. 2002. Web. 5 Feb. 2011.	Website	http://www.buffaloah.com/h/movie/sandhu/index.html
Scheer, Brenda Case. The Evolution of Urban Form: Typology for Planners and Architects. [U.S.]: American Planning Association, 2010. Print.	Book	
Severance, F. H. (1899). Old Trails on the Niagara Frontier. Buffalo, NY: Matthews-Northrup.	Online e-book	http://www.archive.org/stream/oldtrailsniagara00severich#page/n11/mode/2up
Siebert, W. H., & Hart, A. B. (1898). The underground railroad from slavery to freedom. New York: Macmillan.	Online e-book	http://deila.dickinson.edu/cdm4/document.php?CISOROOT=/ownwords&CISOPTN=24428
Smith, Gabriel. "Correspondence Between the Reverend J. Edward Nash, and African-American Soldiers during World War II." Afro-Americans in New York Life and History.	Journal article	Buffalo Public Library – Jefferson Branch
T. (2004). William Wells Brown, 1814-1884. Narrative of William W. Brown, a Fugitive Slave. Written by Himself. UNC University Library. Retrieved February 2, 2011,	Online article	http://docsouth.unc.edu/index.html

Resource	Description	Location
The Colored Musicians Club Of Buffalo, New York - Historic Jazz Club, Live Music, Museum, One of Earliest African-American Musicians' Unions (est. 1917-1918). Colored Musicians Club Of Buffalo, NY, 2008. Web. 01 Feb. 2011.	Online	http://www.coloredmusiciansclub.org
Trotter Jr., Joe W. "The Great Migration." OAH Magazine of History World War I 17.1 (2002): 31-33. Print.	Magazine	
Western New York Legacy. 2011. Web. 29 Jan. 2011.	Website	http://www.wnylegacy.org
Williams, Deidre. "Nash Home Receives Historic Designation." The Buffalo News [Buffalo] Jan. 2007, City & Region sec.: B. Print.	Newspaper clipping	Vertical Files. Central Library-Grosvenors Room, Buffalo.
Williams, Lillian S. "Afro-Americans in Buffalo, 1900-1930: A Study in Community Formation." Afro-Americans in New York Life and History 8.2 (1984): 7. Print.	Journal Article	Buffalo Public Library – Jefferson Branch
Williams, Lillian S. The Development of a Black Community: Buffalo, New York, 1900-1940. Diss. State University of New York at Buffalo, 1979. Ann Arbor, MI: University Microfilms International, 1979. Print.	Dissertation	SUNY Buffalo – Architecture and planning library
Williams, Scott. "African American History of Western New York State 1900-1935." The Circle Association. Apr. 1996. Web. 9 Feb. 2011.	Website	http://www.math.buffalo.edu/~sww/0history/1900-1935.html
Wolf, Kyle D. "The Niagara Movement of 1905: A Look Back to a Century Ago." Afro-Americans in New York Life and History, Jul 2008.	Journal article	Buffalo Public Library – Jefferson Branch

Resource	Description	Location
Waymarking Website	PS 13 Historic Structure Info and Images - Website	http://www.waymarking.com/waymarks/WMERG_School_13
Development, Signature. "Other Oak School Lofts Properties Buffalo NY Apartments." <i>Oak School Lofts Buffalo NY Apartments</i> . Web. 11 Mar. 2011	PS 13 Historic Structure Info and Images - Owner's website	http://www.oakschoollofts.com/overview.html
Napora, James. "Michigan Street Baptist Church - 1845-1849." <i>Buffalo Architecture and History</i> . Preservation Buffalo Niagara, 1995. Web. 11 Mar. 2011. <	Website	http://www.buffaloah.com/how/15/15.1/mich.html
Josker, Karl	Online photography portfolio	http://www.pbase.com/kjosker/buffalo
Fordham, Monroe. "History - Nash House Museum." <i>Nash House Museum</i> . Michigan Street Preservation Corporation, 2010. Web. 11 Mar. 2011	Website	http://www.nashhousemuseum.org/history.html
National Register of Historic Places. National Park Service . 2011-03-13.	National Register Information System	http://nrhp.focus.nps.gov/natreg/docs/All_Data.html

Additional Items attached:

Natural Assets Map

Funding Partners

Additional resources