This day has been a long time coming for Buffalo's East Side.

As a son of the city I love and as a humble representative emblematic of those historic neighborhoods I grew up in that are connected to or near our beloved Michigan Street African American Heritage Corridor, I am very proud to be a part of the effort that ultimately created our Heritage Corridor Commission's new strategic action plan and economic development strategy. The plan, developed through extensive community engagement and led by the national firm, Moody Nolan, will guide the redevelopment and future of our Corridor. The plan is funded by a New York State grant from Empire State Development which focuses on ensuring that all Western New Yorkers have an improved quality of life with inclusive roles in the midst of Buffalo’s renaissance.

I am excited in presenting this new strategic action plan to those who may have been residents or continue to live with their families within our Heritage Corridor that historically have been ignored or marginalized. The inclusionary 12-month planning process collected input and direction from the Corridor’s four anchor institutions: the Michigan Street Baptist Church, the Nash House Museum, the Colored Musicians Club and Museum, and WUFO Radio and the Black Radio History Collective; six focus groups with 32 community residents; two general public meeting; a community workshop with 105 registrants and 71 active participants; 13 interviewed stakeholders and representatives from the City of Buffalo’s Office of Public Works and Empire State Development.

As you will learn, the goals of the plan include identifying short-, medium- and long-term actions that will work to create a unified tourism destination; strengthen the Corridor’s cultural assets and the surrounding neighborhood; support the sustainability of the Commission; and further develop assets to facilitate increased visitorship and additional private investment. I am fully confident that this plan will serve as the economic engine that will spur economic development for the entire Corridor and its surrounding communities.

THANK YOU, Buffalo residents for your participation in this process, and for bringing your dreams, ideas and aspirations for the Michigan Street African American Heritage Corridor to each conversation. Your passion for preserving the history and telling the stories of the Corridor and Buffalo’s place in African-American history, and your investment in its future are invaluable.

Michigan Street African American Heritage Corridor Commission (MSAAHCC)
Terry Alford, Executive Director
Audrey Clark, Project Manager
George Alexander, Treasurer
Anthony Johnson
Dr. Cynthia Conides
Dr. Lillian S. Williams
Dorothy Hill
Judge James McLeod
Roxanne Kise, Kise Consulting, LLC

Michigan Street Baptist Church/Buffalo Niagara Freedom Station Coalition
Lillie Wiley-Upshaw, Chair of the Buffalo Niagara Freedom Station Coalition

Nash House Museum
Sharon Holley, President

Colored Musicians Club
George Scott, President

WUFO Radio and Black Radio History Collective
Sheila Brown, Owner & Founder

University at Buffalo Regional Institute (UBRI)
Laura Quebral, Director
Monique Sullivan James, Associate Director of Operations

Empire State Development (ESD)
Paul Tronolone, Vice President
Amanda Mays

City of Buffalo Commissioner of Public Works, Parks and Streets
Michael J. Finn, Commissioner
Nolan Skipper, Acting City Engineer

Visit Buffalo Niagara
Patrick Kaler, President & CEO
Ed Healy, Vice President
Cindy Kincade, Director of City Relations
Karen Fashna, Director of Marketing

Community Outreach/Engagement Support
Sandra White, Mustard Seed World Consulting Group

Consultant Team
Lord Cultural Resources
Jon Stover & Associates
Elizabeth Kennedy Landscape Architects
Trophy Point

FROM THE DIRECTOR
On behalf of the Commission, I would like to thank East Side Avenues (ESA), a capacity building initiative developed to fund, plan and coordinate revitalization strategies and initiatives aimed at improving economic conditions in four main commercial corridors on Buffalo’s East Side. It is backed by a unique partnership of private and philanthropic organizations that created the pooled, $8 million East Side Collaborative Fund administered by the Community Foundation for Greater Buffalo. The grants and supports are being provided to complement capital funding that is being awarded by Empire State Development (ESD) as part of its $65 million East Side Corridor Economic Development Fund (ESCEDF), which is part of New York State’s economic development investment plan. East Side Avenues stemmed from UB Regional Institute’s (UBRI) partnership with ESD and the City of Buffalo to reach out to community members, to listen, analyze past investments and create a comprehensive plan focused on what key stakeholders said they’d like to see happen and what projects they believe are important for promoting economic activity. UBRI is the research enterprise of the University at Buffalo School of Architecture and Planning.

State and federal grants allow the Commission to highlight the area’s historic assets. With planning and resources in place, more opportunities for the Commission exist to build upon momentum and work together with the community to improve the entire Corridor, while creating a national tourist destination that will tell the stories of Buffalo’s rich African American history.

I would also like to personally thank the members that comprise the Michigan Street African American Heritage Corridor Commission, its staff, and the consultants involved in this planning project, in particular the Moody Nolan team of experts, who all dedicated above-and-beyond selfless hours in the development of the plan.

In closing, many of you know there have been plans for either the development of the entirety of the Corridor or aspects of it in the past, with little real progress realized. You may ask what makes this plan different from those past plans, and that would be a fair question.

For the first time in history, the Commission has full-time, dedicated staff members who will lead the implementation of this plan and economic development strategy and continue to engage and connect with the community, funders, partners, and city leadership. Stakeholders within and beyond the Corridor are excited about the expansion, renovation and stabilization capital construction projects involving the four anchor institutions and have been more involved with Commission-sponsored activities and programming over the past two years. Individuals that presently own property in the Corridor, along with both local and outside developers have already begun making inquiries regarding opportunities. Private and public organizations have expressed interest in partnering to promote entrepreneurial activities and interests that may increase minority-and women-owned businesses. There is real synergy occurring that is driving a sense of hope for our Corridor in becoming the vibrant community we all deserve.

Now the really hard work begins.
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INTRODUCTION
INTRODUCTION

A BEACON OF THE AFRICAN AMERICAN STORY OF RESILIENCE

African American history and culture have long been treated as outliers of the American experience. However, American history can not be told without sharing the experiences, challenges, and successes of the African American community. The Michigan Street African American Heritage Corridor comprises a collection of historically significant spaces and places, courageous people, and defining movements that exemplify the tenacity inherent in the African American experience. The many movements that took place across chronologies within the corridor were ignited sometimes by iconic leaders, and sometimes by those who are less noted in the history books. From the Buffalo Anti-Slavery Movement, to the Niagara Movement, to the Civil Rights Movement, and the Jazz Age - pivotal events transpired in Buffalo in architectural spaces, and in spaces beyond the brick and mortar. They place Buffalo squarely in the narrative of nearly two hundred years of African American history. These spaces and stories symbolize the resilience of the Black community in Buffalo and across the nation.

CONSENSUS BUILDING, ECONOMIC DEVELOPMENT, STRATEGIC PLANNING, AND STORYTELLING

The intent of the Strategic Action Planning Process has been to listen and to build consensus among the Commission, the corridor’s anchor institutions, community stakeholders, public agencies, and the broader community with regards to desires and priorities for the future development and economic sustainability of the Heritage Corridor. The Strategic Plan’s primary objectives are to establish a vision for the long term sustainable operations of the Commission and the Corridor anchors, a vision for increased national and international visibility and enhanced tourism experience, and to outline a framework for aspirational cultural, residential and commercial development in the corridor which honors the Corridor’s rich cultural history, is consistent with the mission and goals of the community and the Commission, and is aligned with the City of Buffalo Land Use Plan’s commitment to place-based planning for Mixed-Use Neighborhood Centers.

The strategic planning process began with a visit to Buffalo and tours and interviews with each of the anchor institutions. The consultant team studied information from previous planning efforts in the Corridor along with published guides for the city of Buffalo’s development future such as the Land Use Plan and the Green Code. The team worked together with Commission leadership and a community liaison to curate a list of stakeholders who became instrumental in the community engagement and visioning sessions. Through an extensive engagement process, the team was able to identify key findings and strategic opportunities to support development recommendations in the Corridor. Armed with these key findings, the team moved into the economic development planning phase, and then to the strategic development visioning phase.

This strategic action plan has been developed in full collaboration with the Michigan Street African American Heritage Corridor Commission leadership, with the engagement of key community stakeholders, and in relationship and partnership with a host of Buffalo residents and community members. The limits of the Michigan Street African American Heritage Corridor extend beyond the boundaries of this study. However, the plan’s intent is to focus on the core area around the cultural anchors and to provide an implementable roadmap for catalyzing and transformational development that will spread outward from the core in a way that is contextual and sensitive to the aspirations of the community.

“The John E Brent YMCA there is the epicenter of the black prosperity as far as learning how to survive coming out of slavery and Jim Crow.” – People don’t follow titles, they follow courage. – William Wells Brown

MOODY NOLAN, INC.
## Project Schedule

### Michigan Street African American Heritage Corridor

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
<th>Duration</th>
<th>Start Date</th>
<th>End Date</th>
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<tr>
<td><strong>Phase I</strong></td>
<td>Project Familiarization, Scoping, Existing Condition Analysis</td>
<td></td>
<td></td>
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<tr>
<td>Project Kickoff Meeting</td>
<td>3 Days</td>
<td>JAN</td>
<td></td>
<td></td>
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<tr>
<td>Introduce Michigan Street Baptist Church</td>
<td>3 Days</td>
<td>FEB</td>
<td></td>
<td></td>
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<td>Introduce Nash House Museum</td>
<td>3 Days</td>
<td>MAR</td>
<td></td>
<td></td>
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<tr>
<td>Introduce Colored Musicians Club</td>
<td>3 Days</td>
<td>APR</td>
<td></td>
<td></td>
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<tr>
<td>Introduce WUFO Radio and Black Radio History Collective</td>
<td>3 Days</td>
<td>MAY</td>
<td></td>
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<td>Review Existing Background Documents</td>
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<td>Consensus Building, Stakeholder Engagement, Concept Design</td>
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<td>Information Gathering Sessions with Organizations</td>
<td>10 Weeks</td>
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<td>Best Practice Research</td>
<td>8 Weeks</td>
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<tr>
<td>Develop Business and Operating Plan</td>
<td>21 Weeks</td>
<td>APR</td>
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<td>Develop Marketing and Communication Plans</td>
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<td>Develop Investment Area Capital Plan</td>
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<td>Review and Incorporate Draft Strategic Action Plan Review</td>
<td>9 Days</td>
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<tr>
<td>Final Visioning Session and Presentation to MSAAHCC</td>
<td>1 Day</td>
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**Note:** The schedule details the timeline for each phase, with specific milestones and durations provided for each task or session. The timeline is set from January (JAN) to August (AUG) in 2021 and 2022.
HISTORY OF THE CORRIDOR

02

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BRIEF HISTORY OF THE CORRIDOR & COMMISSION

The neighborhood along Michigan Avenue on the east side of Buffalo has played a pivotal role in the story of African-American experience and contributions to history in Buffalo and across the nation. The seat of the Buffalo Anti-Slavery Society, established in 1838, the area played a key role in the Underground Railroad.

“...with its proximity to the Canadian border. In 1905 several black intellectuals organized to fight racial injustice and formed the Niagara Movement, the precursor organization to the National Association for the Advancement of Colored Persons (NAACP), and scheduled its inaugural conference to be held in Buffalo. Activist and suffragist Mary Talbert was a Buffalo resident and an outspoken member of the Michigan Street Baptist Church. Such stories constitute only the tip of the iceberg when it comes to Buffalo and the Heritage Corridor’s place in African American history.

Michigan Avenue (formerly Michigan Street) between Eagle and Sycamore was designated as a state heritage area in 2007 known as the Michigan Street African American Heritage Corridor. An umbrella organization with representation from each of the Corridor’s four anchor institutions, the Michigan Street African American Heritage Corridor Commission (MSAAHCC) was established at the same time, with a mission to “ensure that the Heritage Corridor is recognized regionally, nationally and internationally as a thriving livable community; advocate for the interest of the individual cultural anchors within the Corridor; and to operate as the facilitating agency which leads in the development of an economically inclusive and diverse Heritage Corridor.” The Commission became the managing entity of the Corridor in 2020, and was established as a 501(c) 3 certified Board in January of 2021.
THE CULTURAL ANCHORS

MICHIGAN STREET BAPTIST CHURCH

A Safe Space

The Michigan Street Baptist Church - formerly known as Macedonia Baptist Church, built in 1845 at 511 Michigan Street in Buffalo, is a beacon of community pride. Historically, it was one of the last stops on the Underground Railroad and has continued to support civil rights issues. It is now maintained and operated by the Buffalo Freedom Station Coalition.

THE NASH HOUSE MUSEUM

A Contemplative Space

As pastor of the Michigan Street Baptist Church from 1892-1953, Reverend J. Edward Nash and his wife, Frances J. Nash occupied this home near the church. Reverend Nash was widely known and respected in Buffalo and was instrumental in many efforts to gain benefits for African Americans in the community. After her husband’s death, Mrs. Nash remained in the home until the 1980’s. She left her husband’s study quarters largely untouched. Recognized as a historic community treasure, the home was restored and opened as the Nash House Museum in 2007.

COLORED MUSICIANS CLUB

A Creative Space

Having been barred from entry to the single available musicians’ union, Black musicians in Buffalo formed the first Black musicians’ union, Buffalo Local 533, in 1917. The Colored Musicians Club (CMC) was subsequently established, and after several years purchased the property at 145 Broadway where local aspiring and well known musicians gathered to collaborate and to showcase their musicianship. CMC was and continues to be a place for musicians to socially gather and to practice. Ella Fitzgerald, Duke Ellington, and many other notable artists visited the club. The club is the only remaining African American musicians’ club in the country and personifies the history of jazz in Buffalo.

WUFO RADIO AND BLACK RADIO HISTORY COLLECTIVE

A Celebration Space for Black Music

As a Black History Radio Museum established in 2018, WUFO Radio and Black Radio History Collective celebrates the ingenuity and power of black music genres including soul, rhythm and blues, and gospel. WUFO Radio has been instrumental since its establishment in keeping the African American community informed of current events through the decades. When she purchased the station, Sheila Brown became the youngest black woman to own a radio station in the country.
OTHER NOTABLE LANDMARKS

Once a thriving neighborhood, Michigan Street was home to many historic landmarks that no longer physically remain, but which have lasting legacies in the city.

BROADWAY GARAGE

Originally known as the Broadway Arsenal and then the Broadway Auditorium, the building has historic significance within the community as a former sporting venue. It has been targeted for historic preservation and is recognized by some as the oldest surviving building in the country to have hosted professional ice hockey. After suffering years of neglect, it was taken over and has been occupied by the city and operated as a sanitation garage for decades.

LITTLE HARLEM CLUB/HOTEL

Owned and operated by Ann Montgomery for nearly 30 years, the Little Harlem Club and Hotel hosted many notable artists who performed, dined and stayed in its accommodations. At a time when black musicians were not welcome in other parts of the city, the Little Harlem was a haven for musical greats including Billie Holiday, Louis Armstrong, Dinah Washington and Cab Calloway. The club remained a vibrant black entertainment venue until the building was lost to fire in 1993. Museum in 2007.

YMCA has left such a void in the community...”

MICHIGAN AVENUE YMCA

Designed and dedicated in 1928 by John Edmonston Brent - Buffalo’s first black architect - the Michigan Avenue YMCA provided dormitories for 70 black men and boys and provided community amenities to the thriving black community it served. It remained a fixture at the heart of the community, home to gatherings, performances and lectures, and a place for socializing and recreation until it was demolished in the 1970’s. The lot it once occupied remains vacant, and its absence is still felt in the community.
REGIONAL CONTEXT

Located on Buffalo's east side, the Michigan Street African American Heritage Corridor lies within easy reach of the Downtown Central Business District. Spanning south to Division Street and north along Michigan Avenue to the Freedom Wall on E. Ferry, the Corridor is home to a rich cultural history and many notable institutions and landmarks. The focus of this study is the designated Heritage Corridor bound to the north by Sycamore Street and to the South by William Street.

Once a thriving, densely populated neighborhood on the East Side, the area has suffered many years of disinvestment, resulting in a patchwork of vacant and underused lots within the strategic plan's focus area and a dearth of available goods and services for residents. While it remains well connected by transit lines, this lack of neighborhood amenities makes this stretch of Michigan Avenue all too often a thoroughfare. The cultural anchors draw visitors to the area, but with a lack of adjacent supporting infrastructure, there is little to keep patrons in the Corridor for extended periods of time.
The anchor organizations of the Michigan Street Corridor are important to the story to African Americans in Buffalo but many other organizations outside of the boundaries of the Corridor are tied to the same narratives.
MOODY NOLAN, INC.

LAND USE PLAN
OVERLAY

- N-1D (Downtown Hub)
- N-2C (Mixed-Use Center)
- N-1S (Secondary Employment Center)
- N-2R (Residential)
- D-IL (Light Industrial)
- D-CC (Mixed-Commercial)
- N-3R (Residential)
- N-3C (Mixed-Use Center)
- N-4-30 (Single Family)
- N-3E (Mixed-Use Edge)

02 HISTORY OF CORRIDOR
## Community Engagement

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COMMUNITY ENGAGEMENT

ENGAGEMENT PROCESS

OVERVIEW

The community engagement process laid the foundation for the Strategic Action Plan’s short-term intervention recommendations for the Michigan Street African American Heritage Corridor, while also looking towards the future for mid to long-term development recommendations. Working with our community liaison and with Commission leadership, we developed a targeted list of community organizations, leaders and individual stakeholders with whom to conduct a series of visioning and listening sessions.

“The most important part of the Corridor is sharing our culture, preserving our history and the legacy of those who came before us.”

Designed to capture as much community feedback as possible and build consensus among stakeholders, the engagement framework comprised a three-part strategy.

ANCHOR ORGANIZATION INTERVIEWS

Beginning in April 2021, the consulting team first met with the four anchor organizations and their Board members and the members of the Commission’s Board to gain an understanding of the aspirational goals each organization has for itself and for the future of the Corridor. Two main findings were established through these initial conversations:

- The need for a cohesive and cooperative vision for the Corridor is integral to its success.
- The stories that make up the Corridor are vast and varied and deserve a hub beyond the individual anchor sites.

COMMUNITY WORKSHOP #1

Once the team had a chance to meet with the anchor institutions and collect their feedback, we began to engage the Buffalo community at large. The consulting team hosted the first of three Community Workshops on May 4, 2021. The purpose of the meeting was to introduce the Strategic Action Plan to the community and to provide expectations for future community engagement throughout the strategic planning process. This workshop received 105 registrants and hosted 71 active participants. With an opportunity for the broad community with connections to the Corridor to identify possibilities for the future, the participants discussed three main topics to be addressed in the Strategic Action Plan.

- Form partnerships with affiliated organizations outside of the Corridor to expand reach and community ownership.
- For the corridor to be a destination it must have stronger attractions.
- The Corridor should be a site of community convening and engagement.

“I will unite with anyone to do good, but with no one to do harm.” – Frederick Douglas
COMMUNITY WORKSHOP #2

The consulting team facilitated a second community workshop on July 27, 2021. The purpose of this workshop was to share the findings from the previous engagements and allow the workshop participants to begin to prioritize what short term interventions should be enacted first. There were eight Strategic Opportunities that were presented to the community to then be prioritized to three short-term actions that should be enacted in the first phase of interventions of the Corridor.

Following the second community workshop a prioritization survey was sent to the registrants of Community Workshops 1 and 2, and the Focus Group conversations. The team conducted an analysis of Strengths, Weaknesses, Opportunities and Challenges to be addressed. (SWOC Analysis) Key findings from each stage of the community engagement process are outlined in detail in Appendix A of this report. The eight strategic opportunities and three short term priorities established through the process are listed in the Key Findings section. These priorities and opportunities provided the framework on which the economic development plan is built.

“I remember coming to the Corridor as a kid and there were always events near the church (Michigan Street Baptist). Even if it was just a picnic, the whole community would come out and you really felt like you were a part of something. It made me proud to be a part of this community.”

FOCUS GROUPS

After the first Community Workshop, the consulting team in collaboration with the MSAAHC Commission developed a series of focus groups to identify the wants and needs of specific constituent groups in the area. The six focus groups were identified as:

- Arts and History
- Education
- Neighborhood Associations
- Community Elders and Church Leaders
- Youth and Students
- Young Professionals

This series of focus groups, from May 5-25th, 2021, hosted 32 community members and identified four main areas of intervention that should be prioritized.

1. A central hub that provides amenities and acclimates visitors of all types to the Corridor.
2. Events that call upon the nostalgia of the Corridor can spur new connections to younger generations.
3. Participants want input and to collaborate with the Commission in decision making on new businesses and housing development in the area.
4. There is a need/desire for collaboration with the Buffalo Schools to co-create a curriculum that encompasses the history of the Corridor.

STAKEHOLDER INTERVIEWS

After facilitating numerous large community meetings, the consultant team conducted one-on-one interviews with 13 individual stakeholders from various sectors of the Buffalo area. These interviews were important to establish possible future partnerships and collaborations between local governmental entities and community organizations.

1. The Corridor can connect to larger narratives of African American history around Downtown Buffalo.
2. With a cohesive narrative, there is an opportunity to collaborate with the broader Buffalo educational system.
3. Marketing the Corridor as a collective entity is imperative.

“My humanity is bound up in yours, for we can only be human together.”
-Desmond Tutu
KEY FINDINGS AND CONSENSUS

8 STRATEGIC OPPORTUNITIES FOR THE MICHIGAN STREET AFRICAN AMERICAN HERITAGE CORRIDOR

1. Create an attractive and compelling central hub for planning activities and general information.
2. Educational curriculum collaboration/integration (K-12 and colleges).
3. Landscape planning that fosters community engagement.
4. Black-owned businesses to enliven and sustain the corridor.
5. Policy/Zoning changes to protect characteristics of the corridor (new development).
6. Marketing the corridor as a collective entity, including attractive wayfinding.
7. Incorporate ways of sharing multiple historical stories through a contemporary lens.
8. Including the community in the development of programs and services for the corridor.

(See Appendix A for Examples in Action.)

“There are a lot of African American focused clubs and organizations in the area that don’t have a meeting place. The Corridor would be a first choice because of the unique histories that exist there but currently the anchors don’t have the capacity for larger engagements.”

3 SHORT-TERM PRIORITIES FOR TRANSFORMING THE MICHIGAN STREET AFRICAN AMERICAN HERITAGE CORRIDOR

1. Safety Measures
   - Improved street lighting
   - Slowed streets in the Corridor main streets
2. Improved Pedestrian Access
   - Landscaping
   - Sidewalks
   - Bike Path
   - Bike Racks
   - Street Furnishings
3. Wayfinding and Signage
# Economic Development Strategy

**MSAAHC Strategic Plan**

Issued as part of Phase Three in the Strategic Planning Process

**November 2021**

This document was developed by Jon Stover & Associates (JS&A) as part of Phase Three of the Michigan Street African American Heritage Corridor Strategic Plan. The provided information details the economic development opportunities along the Michigan Street Corridor, focusing on the economic development role of the Commission as an organization (Business and Operating Plan), real estate and development market demand and opportunities (Current and Projected Market Demand), and tourism opportunities (Tourism Enhancement Strategy).

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© Jon Stover & Associates, 2021
This section of the Economic Development Strategy includes the framework for Commission’s Business and Operating Plan and relevant insights for organizational sustainability and resiliency.

## GOAL FRAMEWORK

**FRAMEWORK OF TARGETED GOALS AND PRIORITIES**

**LONG-TERM COMMUNITY GOALS**

Source: Phase 2 Community Report
Completed by Lord

**NEAR-TERM COMMUNITY GOALS**

Source: Phase 2 Community Engagement Sessions
Completed by Lord and Moody Nolan

**MSAAHC COMMISSION GOALS**

Source: Phase 1 Site Visit, Anchor Board Interviews, and Phase 3 Interviews
Completed by Moody Nolan and Phase 3 by JS&A

**PHYSICAL INTERVENTIONS**

Source: Phase 2 Preliminary Development Ideas
Completed by Moody Nolan

**STRATEGIC PLAN TOOLS**

The MSAAHC Strategic Plan addresses the identified goals with these four tools in the planning process:

- **ORGANIZATION**
  - MSAAHC Business and Operating Plan

- **VISITORS**
  - Tourism Enhancement Strategy

- **STORIES & COMMUNITY**
  - Marketing and Communications Plan

- **PLACE**
  - Capital Improvement Plan

The project team identified corridor strategic goals through four distinct categories:

The MSAAHC Strategic Plan addresses the identified goals with these four tools in the planning process:
COMMUNITY AND COMMISSION

IDENTIFIED GOALS

FINDINGS THROUGH THE STRATEGIC PLANNING PROCESS

The MSAAHC Strategic Planning process involved extensive community engagement to articulate the community’s near-term and long-term goals for the Michigan Street corridor and nearby area. The economic development opportunities reflect the Commission and community’s goals and desired physical interventions.

LONG-TERM COMMUNITY GOALS

<table>
<thead>
<tr>
<th>IDENTIFIED GOALS</th>
<th>TIMING</th>
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<tr>
<td>Create an attractive and compelling central hub for planning activities/general info.</td>
<td>Long-Term</td>
</tr>
<tr>
<td>Educational curriculum collaboration and integration (K-12 and college).</td>
<td>Long-Term</td>
</tr>
<tr>
<td>Landscape planning that fosters community engagement.</td>
<td>Near-Term</td>
</tr>
<tr>
<td>Retain and attract black-owned businesses to enliven and sustain the corridor.</td>
<td>Long-Term</td>
</tr>
<tr>
<td>Policy/zoning changes to protect characteristics of the corridor (new development).</td>
<td>Long-Term</td>
</tr>
<tr>
<td>Market the corridor as a collective entity, including attractive wayfinding.</td>
<td>Near-Term</td>
</tr>
<tr>
<td>Incorporate ways of sharing multiple historical stories through a contemporary lens.</td>
<td>Long-Term</td>
</tr>
<tr>
<td>Include the community in the development of programs and services for the corridor.</td>
<td>Long-Term</td>
</tr>
</tbody>
</table>

Sources: Phase 1 and Phase 2 of the Strategic Planning Process (Moody Nolan and Lord Cultural Resources)

NEAR-TERM COMMUNITY GOALS

<table>
<thead>
<tr>
<th>IDENTIFIED GOALS</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Measures</td>
<td>Near-Term</td>
</tr>
<tr>
<td>Wayfinding</td>
<td>Near-Term</td>
</tr>
<tr>
<td>Pedestrian Considerations/Activity</td>
<td>Near-Term</td>
</tr>
</tbody>
</table>

Sources: Phase 2 Community Engagement Report, Priorities Survey of Community Workshop Participants

EXISTING MSAAHC COMMISSION GOALS

<table>
<thead>
<tr>
<th>IDENTIFIED GOALS</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure that the Heritage Corridor is recognized regionally, nationally, and internationally as a thriving livable community.</td>
<td>On-Going</td>
</tr>
<tr>
<td>Maintain the historic integrity of the Corridor.</td>
<td>On-Going</td>
</tr>
<tr>
<td>Direct a sustainable organization that is broad-reaching, inclusive, and diverse.</td>
<td>On-Going</td>
</tr>
<tr>
<td>Maintain and encourage on-going collaborative communication internally, and with private and public partners.</td>
<td>On-Going</td>
</tr>
<tr>
<td>Operate as the facilitating agency which leads the development of an economically inclusive and diverse Heritage Corridor.</td>
<td>On-Going</td>
</tr>
<tr>
<td>Advocate for the interest of the individual cultural anchors within the Corridor.</td>
<td>On-Going</td>
</tr>
</tbody>
</table>

Source: MSAAHC Commission Vision Statement

PHYSICAL INTERVENTION GOALS

<table>
<thead>
<tr>
<th>IDENTIFIED GOALS</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sidewalk and Streetscape</td>
<td>Near-Term</td>
</tr>
<tr>
<td>Sanitation Building as a Multi-Use Space</td>
<td>Long-Term</td>
</tr>
<tr>
<td>Sanitation Building Parking Lot</td>
<td>Long-Term</td>
</tr>
<tr>
<td>YMCA Lot(s) and Sycamore/Broadway Lot(s)</td>
<td>Long-Term</td>
</tr>
</tbody>
</table>

Sources: Phase 2 Community Engagement Report, Preliminary Development Ideas (Moody Nolan)

RECOMMENDED ECONOMIC DEVELOPMENT OPPORTUNITIES

<table>
<thead>
<tr>
<th>IDENTIFIED GOALS</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure a sustainable operating model for the Commission moving forward by increasing earned income and funding support.</td>
<td></td>
</tr>
<tr>
<td>Prioritize strategic actions that generate near-term wins and long-term impact along and near Michigan Street.</td>
<td></td>
</tr>
<tr>
<td>Purchase property near the anchors to serve as the Commission’s office space and hub for the corridor.</td>
<td></td>
</tr>
<tr>
<td>Establish and encourage redevelopment along the corridor that reflects the community and Commission’s collective vision for the future of Michigan Street: Improve the vibrancy of the neighborhood, building upon Michigan Street’s cultural heritage and black history.</td>
<td></td>
</tr>
<tr>
<td>Bring more visitors to Michigan Street and its anchors. Enhance the visitor experience of the area. Celebrate Michigan Street’s African American heritage with visitors.</td>
<td></td>
</tr>
</tbody>
</table>

© Jon Stover & Associates, 2021
THE NASH HOUSE
(The Michigan Street Preservation Corporation)
The historic house has been operating as a museum since 2007. Many of Rev. Nash’s sermons and letters that are a crucial part of Buffalo’s African American community history were written here and are on display for viewing. The house is currently getting cosmetic updates.

COLORED MUSICIANS CLUB
The club offers live jazz in an intimate setting, and some of the best jazz you can find anywhere. It is open to non-members who want to share a love of jazz and are seeking a relaxing time in a friendly place.

WUFO RADIO AND BLACK RADIO HISTORY COLLECTIVE
(Sheila L. Brown of Vision Multi Media Group (VMMG))
Established in 1961, WUFO is the only African American owned radio station in Western New York. Vision Multi Media Group currently operates WUFO Radio as a for-profit entity. Vision Multi Media Institute Collective currently operates as a nonprofit organization overseeing the Black Radio History Collective.

SUMMARY OF EXISTING FINANCIAL AND OPERATING MODELS
SUMMARY OF EXISTING CONDITIONS
MSAAHC COMMISSION AND CORRIDOR ANCHORS

The following information conveys the Commission and anchors mission, organizational models, and insights related to economic development opportunities along Michigan Street.

ORGANIZATION AND MISSION

<table>
<thead>
<tr>
<th>MSAAHC COMMISSION</th>
<th>FINANCIAL / ORG. MODEL</th>
<th>OPERATING BUDGET</th>
<th>SOURCES OF REVENUE</th>
<th>OPPORTUNITIES &amp; IMPLICATIONS FOR THE STRATEGIC PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>As an advocate for the community, MSAAHCC endeavors to integrates the African American cultural significance and impact on Buffalo’s history through public engagement, community education that will invigorate, inspire, and enliven cultural appreciation, preservation, and community development.</td>
<td>Nonprofit 501(c)(3) (2020)</td>
<td>$541k (2021 Expenses)</td>
<td>59% Public Grants, 39% Public Support, 2% Other Income</td>
<td>Increased desire for physical presence on the corridor (future office space). Identified six key criteria for future development agreement.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MICHIGAN STREET BAPTIST CHURCH</th>
<th>FINANCIAL / ORG. MODEL</th>
<th>OPERATING BUDGET</th>
<th>SOURCES OF REVENUE</th>
<th>OPPORTUNITIES &amp; IMPLICATIONS FOR THE STRATEGIC PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preserve and Promote the Heritage of the Historic Michigan Street Baptist Church. The coalition is charged with the use and care of the property, planning and implementing its restoration, and conducting its educational and tourism activities.</td>
<td>Nonprofit 501(c)(3) (2001)</td>
<td>N/A</td>
<td>Tours (Operation and Administrative Costs), Philanthropic Support (Construction), Government Grants (Construction and Renovations)</td>
<td>Recently received $240k federal grant for rehabilitation through African American Civil Rights of the 20th Century as administered by the National Park Service, Department of the Interior.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THE NASH HOUSE</th>
<th>FINANCIAL / ORG. MODEL</th>
<th>OPERATING BUDGET</th>
<th>SOURCES OF REVENUE</th>
<th>OPPORTUNITIES &amp; IMPLICATIONS FOR THE STRATEGIC PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>(The Michigan Street Preservation Corporation)</td>
<td>Nonprofit 501(c)(3)</td>
<td>Approx. $15k (Estimated Annual Expenses)</td>
<td>40% Membership Structure, 40% Museum Admissions, 20% Gift Shop</td>
<td>The Nash House is currently 100% volunteer-driven which may impact future growth/operations. Current museum capacity is limited to approx. 15-25 visitors at a time. Development activities should reflect Strategic Plan.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COLORED MUSICIANS CLUB</th>
<th>FINANCIAL / ORG. MODEL</th>
<th>OPERATING BUDGET</th>
<th>SOURCES OF REVENUE</th>
<th>OPPORTUNITIES &amp; IMPLICATIONS FOR THE STRATEGIC PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>The club offers live jazz in an intimate setting, and some of the best jazz you can find anywhere. It is open to non-members who want to share a love of jazz and are seeking a relaxing time in a friendly place.</td>
<td>Nonprofit 501(c)(3)</td>
<td>N/A</td>
<td>Membership Structure, Bar Revenue, Venue Rentals, Museum Admissions, Events, Programming</td>
<td>Currently undergoing a $2 million renovation, funded through state and local government funds, with expected re-opening during the summer of 2022.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WUFO RADIO AND BLACK RADIO HISTORY COLLECTIVE</th>
<th>FINANCIAL / ORG. MODEL</th>
<th>OPERATING BUDGET</th>
<th>SOURCES OF REVENUE</th>
<th>OPPORTUNITIES &amp; IMPLICATIONS FOR THE STRATEGIC PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Sheila L. Brown of Vision Multi Media Group (VMMG))</td>
<td>For Profit (WUFO)</td>
<td>N/A</td>
<td>For Profit: Advertisement (100%) Nonprofit Grants Fundraisers Museum Admissions</td>
<td>Currently in the process of moving locations to 509 Michigan St. New location will allow for enhanced, interactive museum that will support increased visitor draw/tourism efforts for the corridor.</td>
</tr>
</tbody>
</table>

| BUSINESS AND OPERATING PLAN | SOURCES: MSAAHCC Website, Individual Anchor Websites and Interviews |
REVENUE GENERATION OPPORTUNITIES

EXISTING SOURCES OF REVENUE AND OPPORTUNITIES TO ENHANCE REVENUE

CURRENT REVENUE SOURCES

1. Public Grants
   In 2021, nearly 60% of the Commission’s income was attributable to direct public grants. This includes grants received from Empire State Development, Erie County, and New York Power Authority.
   Revenue Enhancement Opportunities:
   As the Commission’s capacity grows and partnerships are strengthened, public grant opportunities are expected to continue in the future.

2. Public Support & Donations
   The Commission received direct public support through East Side Avenues (28% of the Commission’s 2021 income), event fundraising, and donations.
   Revenue Enhancement Opportunities:
   Bolstering the Commission’s credibility and recognition will continue to help drive public support from the city, state, and major institutions. Event fundraising and donations from individuals and local, small businesses will likely grow as well, though this is not anticipated to be a major long-term revenue source.

3. Tours & Tickets
   The Commission currently coordinates ticketing and tours for the anchors. The Commission receives 5% of the corridor’s ticket revenue.
   Revenue Enhancement Opportunities:
   Increasing visitor volumes for anchor tickets and tours will generate additional revenue for the Commission.

ADDITIONAL REVENUE GENERATION OPPORTUNITIES

4. Real Estate Investment with Recurring Revenue Opportunities
   Strategic property ownership along the corridor can provide the Commission with a recurring revenue source as well as long-term equity for financial stability and resiliency.

5. Partnerships with the Development Community
   Joint ventures and equity stakes in development can allow the Commission to invest in area development. Development partnership opportunities reflect the Commission’s capacity while adding an additional source of revenue for the Commission’s operations. Additionally, place-based nonprofit organizations often receive donations from area developers.

ACTION STRATEGIES & IMPLEMENTATION

CONTINUE TO DEVELOP A SUSTAINABLE OPERATING MODEL FOR THE COMMISSION MOVING FORWARD BY INCREASING EARNED INCOME AND FUNDING SUPPORT.

<table>
<thead>
<tr>
<th>ACTION STRATEGY</th>
<th>TIMING</th>
<th>PARTNERS</th>
<th>PRIORITY &amp; IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A Invest in real estate that provides the Commission with recurring revenue.</td>
<td>On-Going</td>
<td>Development Community, Property Owners</td>
<td>● ● ●</td>
</tr>
<tr>
<td>1B Bolster ticketing and admissions revenue for the corridor and its Anchors through the Commission’s tourism enhancement strategy.</td>
<td>On-Going</td>
<td>Anchors, Visit Buffalo Niagara, Explore Buffalo</td>
<td>● ● ●</td>
</tr>
<tr>
<td>1C Strengthen the Commission’s network of private funders, foundations, and grant opportunities.</td>
<td>On-Going</td>
<td>Private Sector, Nonprofits</td>
<td>● ● ●</td>
</tr>
<tr>
<td>1D Maintain relationships with city, county, and state stakeholders to ensure continued public support of the Commission.</td>
<td>On-Going</td>
<td>City of Buffalo, East Side Avenues, Erie County, ESD, State of New York</td>
<td>● ● ●</td>
</tr>
</tbody>
</table>

PRIORITY STRATEGIC ACTIONS THAT GENERATE NEAR-TERM WINS AND LONG-TERM IMPACT ALONG AND NEAR MICHIGAN STREET.

<table>
<thead>
<tr>
<th>ACTION STRATEGY</th>
<th>TIMING</th>
<th>PARTNERS</th>
<th>PRIORITY &amp; IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2A Purchase commercial property with recurring revenue for a physical presence of the Commission near Michigan Street. Locate the Commission’s office at the property, signifying the Commission’s leadership and investment in Michigan Street.</td>
<td>Immediate</td>
<td>Property and Real Estate Stakeholders, ESD</td>
<td>● ● ●</td>
</tr>
<tr>
<td>2B Initiate mural(s) or artistic building wrap(s) on the sanitation building’s western façade along Nash Street. Work with a local artist to design and develop a mural that reflects the Commission’s brand, historic homage to the past, and the corridor’s vision for the future.</td>
<td>Near-Term</td>
<td>City of Buffalo, Local Artist(s)</td>
<td>● ● ●</td>
</tr>
<tr>
<td>2C Develop a strategy centered on business growth for the Michigan Street corridor to attract the types of retail tenants desired by the community and in support of the Strategic Plan vision. The strategy may include concepts such as business incubator partnerships and business technical assistance.</td>
<td>Near-Term</td>
<td>Business Community, Local Business Incubator Programs</td>
<td>● ● ●</td>
</tr>
</tbody>
</table>

STABILIZED OPERATIONS OF MSAAHCC

By bolstering the Commission’s revenue with added earned income through enhanced ticketing and tours, revenue generated through real estate investments, and increased support from the public and private sectors, the Commission’s projected operation budget, provided in the Appendix of this report, will allow for sustained and successful programmatic operations for years to come.
Visit Buffalo Niagara expects Buffalo’s hotel industry operations to return to normalcy in 2022 with an uptick in leisure travel as vaccination rates increase and the pandemic eases.

MARKET DEMAND AND DEVELOPMENT CONSIDERATIONS

CURRENT AND PROJECTED MARKET DEMAND AND DEVELOPMENT OPPORTUNITIES

The Michigan Street corridor between Jesse Clipper Square and Sycamore Street includes the four anchors, the City of Buffalo Streets Building, small-scale commercial uses, and vacant lots prime for future uses. The MSAAHC Commission and the development community, property owners, and the city recently discussed future development opportunities along the corridor. The initial phases of the Strategic Planning process articulated the community’s vision and desire for new development in the area.

RECOMMENDED SEQUENCING OF LAND USES

The following sequencing of land uses and development leverage current market demand to create a stable base of users that can sustainably support cultural, restaurant, and retail uses in the area.

HOSPITALITY

Hospitality uses compliment a key strategic initiative of the Commission – bringing more people and visitors to the anchors – and they help support the community’s vision of establishing new restaurants in the area.

MARKET INDICATORS AND PROJECTED DEMAND

Development Interest. Recent interest in the Michigan Street Corridor by hospitality developers indicates that the hotel market may be or projected to be viable along the corridor, demonstrating projected local demand.

Evidence of Market: Existing Nearby Hotel Agglomeration in Downtown Buffalo. With over 1,900 hotel rooms within a one-mile radius of Michigan and Broadway, Buffalo’s downtown features a significant agglomeration of hotels demonstrating the existing nearby hotel market.

- Hilton Garden Inn Buffalo Downtown (0.4 Miles Away) | 124 Rooms
- Hotel at the Lafayette, Trademark Collection by Wyndham (0.4 Miles Away) | 34 Rooms
- Hyatt Regency Buffalo Hotel and Conference Center (0.5 Miles Away) | 396 Rooms
- Curtiss Hotel, Ascend Hotel Collection (0.6 Miles Away) | 88 Rooms
- Holiday Inn Express & Suites Buffalo Downtown (0.6 Miles Away) | 146 Rooms
- Embassy Suites by Hilton Buffalo (0.7 Miles Away) | 182 Rooms
- Hampton Inn & Suites Buffalo (0.8 Miles Away) | 140 Rooms
- The Westin Buffalo (0.8 Miles Away) | 115 Rooms
- Aloft Buffalo Downtown (0.9 Miles Away) | 103 Rooms
- Buffalo Grand Hotel & Event Center (0.9 Miles Away) | 486 Rooms
- Courtyard by Marriott Buffalo Downtown/Canalside (0.9 Miles Away) | 120 Rooms

Pandemic Recovery and Return to Travel. Visit Buffalo Niagara expects Buffalo’s hotel industry operations to return to normalcy in 2022 with an uptick in leisure travel as vaccination rates increase and the pandemic eases.

BOUTIQUE HOTEL EXPERIENCE: CONNECTING WITH INDUSTRY TRENDS

Prior to 2020, the U.S. hotel industry experienced a rise in the boutique hotel trend, promoting independently owned hotels and soft brands affiliated with larger hotel groups. This was spurred in part due to the popularity and competition with the short-term rental market of Airbnb. This trend, likely to continue post-pandemic, prioritizes hospitality accommodations that are:

- Experience-Based for Guests
- Rooted in Cultural and the Arts
- Provide Quality Dining and Drink Establishments
New residential development in the Michigan Street Corridor area will generate benefits for the corridor by increasing the area’s residential base. More residents in the area will bring more local purchasing power and discretionary income — supporting more businesses, restaurants, and retailers. Increasing the community’s population will improve the vibrancy and safety of the community by adding more people along the sidewalks and supporting more street-level retail and office uses.

MARKET INDICATORS AND PROJECTED DEMAND

Development Interest. Recent development interest for residential projects near the corridor signals that the market will likely support residential uses.

Mixed-income Neighborhood Opportunities. Balancing market-rate and income-restricted housing options in the community will encourage a range of housing options for residents.

CURRENT NEIGHBORHOOD SNAPSHOT: HOUSING SUPPLY & POPULATION

<table>
<thead>
<tr>
<th>Neighborhood Residential Population</th>
<th>Current Housing Supply</th>
</tr>
</thead>
<tbody>
<tr>
<td>467 residents live in the quarter-mile neighborhood</td>
<td>175 housing units in the quarter-mile neighborhood</td>
</tr>
<tr>
<td>2,558 residents live within in the half-mile neighborhood</td>
<td>1,359 housing units in the half-mile neighborhood</td>
</tr>
</tbody>
</table>

Most housing units in the half-mile neighborhood are renter-occupied, a slightly higher proportion compared to the city-wide rate of 50%. Buffalo’s overall housing vacancy (21%) is nearly double the neighborhood’s 9% housing vacancy rate.

Median Household Income

$37,976

Household Income in the half-mile neighborhood of the Michigan Street Corridor align with Buffalo’s median household income of $38,000.

Household Summary

44% 1 Person Households
56% 2+ Person Households
29% Households with Children

The Michigan Street Corridor neighborhood features a balance of one-person households and households with more than two people.

COMMERCIAL

Future commercial land uses along the Michigan Street corridor will likely include retail and office uses, adding street-level vibrancy, spaces for entrepreneurs and employment, and places for residents and visitors to shop and dine, strengthening the livability of Michigan Street. Importantly, bringing more people – both to live and visit – is a key factor to encouraging more retailers and businesses in the area.

MARKET INDICATORS AND PROJECTED DEMAND

Retail Viability and Projected Demand. The collective vision of enhanced retail amenities in the corridor includes a desire for additional food and beverage establishments and retail shops for both residents and visitors. While many factors determine the market viability of retail, three key aspects include:

- Population and Customer Base. Different types of retail uses – from neighborhood goods and services to restaurants to merchandise retailers – assess the potential customer base and population in urban areas ranging from a quarter-mile radius (walking distance for neighborhood businesses) to a one-mile radius for destination retailers.
- Disposable Incomes. Discretionary spending contributes to the viability of more retail in the area. The Michigan Street Corridor’s unique mix of visitors and residents will bring a mix of disposable income levels as more tourists come to the corridor and more residential development occurs.
- Established Cluster of Similar Uses, New retail uses along the corridor will likely spur more retailers and restaurants along adjacent streets once a commercial cluster is established.

Office Suitability and Market Demand. Offices may accompany future commercial uses along the Michigan Street Corridor. These uses will help add daytime population to the corridor, bringing more customers to future retail businesses.

Entrepreneurship and Locally-Owned Businesses. New retail spaces often require credit-worthy tenants, which can be a challenge for new businesses. Pathways for local entrepreneurship should include assessing new businesses’ access to capital to help ensure that retail spaces are filled with locally-owned businesses rather than chain retailers. Connecting with partners in Buffalo who focus on business incubators and growth may be a valuable strategy for the future.

CONNECTING WITH THE COMMUNITY’S VISION

Fulfilling the community’s desire for locally-owned businesses along the corridor and pathways for black-owned businesses and entrepreneurship opportunities may require strategic interventions to guide the marketplace and ensure the constructs are in place to achieve this vision. The Commission can play a critical role by establishing and strengthening partnerships with Buffalo-based entities with established business incubator programs and entities specializing in temporary retail activation and pop-up interventions.
CULTURAL

The small footprints of the Michigan Street anchors limit capacity at the individual anchors, creating a desire for a larger-scale cultural hub on the corridor that will allow for larger groups to gather before disseminating to the individual anchors. New cultural spaces on the corridor may provide an opportunity to better tell the comprehensive story of the corridor’s history and heritage.

MARKET INDICATORS AND PROJECTED DEMAND

Increased Visitor Volume. As more visitors come to the Michigan Street Corridor, there may be increased demand for additional cultural attractions. Providing a centralized hub along the corridor has been identified as a priority from the community and commission’s perspective. Notably, operating an additional cultural establishment such as a museum space or auditorium will require substantial revenue and larger volumes of visitors than the corridor’s current visitor base. Analyzing current visitor volume alongside attendance projections can help inform market need for a larger-scale cultural use on the corridor.

Partnership Support. Maintaining and operating a centralized cultural hub on Michigan Street will require changes to the Commission’s operating structure. Should the Commission want to establish a cultural hub, increasing its partners and operations will likely be essential.

Market Need for Enhanced Tour Bus Parking. There is an established need for improved parking for visitor buses along the corridor. This need will increase as visitor levels rise. Developing a near-term and long-term bus parking strategy can alleviate current and projected needs while assessing the appropriate strategy for the future.

CONDUCTING A VIABILITY ASSESSMENT AND MARKET ANALYSIS FOR A NEW CULTURAL USE ON THE CORRIDOR

Conducting thorough analysis prior to developing a new cultural use along the Michigan Street Corridor will allow the Commission and partners to better understand the viability of this type of use. A comprehensive Cultural Use Viability Assessment and Market Analysis should include:

- Demand Projection Model analyzing projected visitor attendance levels attributable to the new use.
- Programmatic Needs and Opportunity Assessment to determine the space’s optimal spatial and experiential programming, including appropriate square footage allocation for exhibit, assembly, and operations.
- Operating Plan featuring staffing needs, operating costs, and more and Partnership Strategy to identify optimal development models and funding strategies.
- Competitive Assessment Summary of cultural uses in the Buffalo region to understand the competitive supply of similar spaces and expected on-site rent per square footage.

SUCCESSFUL PUBLIC SPACES

Successful public spaces bring liveliness and vibrancy to an area, which can catalyze future development opportunities. With more people coming to the area, there will be more opportunities to support businesses and bring spending to the corridor. Revenue-generating events such as farmers markets, vendor festivals, and food truck activation that often occur at these types of plaza spaces create direct economic impacts.

There are many different types of public spaces that may evolve along the Michigan Street Corridor, including:

- Plazas and Gathering Spaces
- Living Museums
- Open, Unprogrammed Green Spaces
- Community Gardens

STRATEGIES FOR PLACE-BASED NONPROFITS TO ENCOURAGE ENHANCED PUBLIC SPACES

Advocate for quality public spaces along the corridor. Encourage the development community to incorporate more open space and gathering spaces available to the greater community in new development. This may translate to available community meeting space, publicly accessible plazas, and quality landscaping along new buildings.

Nonprofit organizations similar to the MSAAHC Commission with limited operating budgets should prioritize working with city agencies and the development community to create new or enhanced public spaces.

Recognize the role of streetscaping as a public space. While public spaces are often thought of as dedicated parcels or places, the public realm experience of sidewalks and crosswalks play a critical role in the experience of a place.

Improved wayfinding, public art, and sidewalk conditions can bolster the pedestrian experience and sense of place.

Prioritize placemaking. By prioritizing placemaking and activation strategies, place-based nonprofits can play a critical role in ensuring that public spaces are well-used and loved by the community. Activation and events can help draw more visitors to the corridor and add new reasons to visit. These placemaking efforts can directly contribute to the overall perception and experience of the corridor.

CONNECTING WITH THE COMMUNITY’S VISION

Retaining and preserving the open space around the Nash House and Michigan Street Baptist Church plays a role in the future experience of Michigan Street’s anchors. Community residents also articulated the desire for open space along the Michigan Street Corridor – encouraging new spaces that foster engagement and gathering while prioritizing quality spaces that improve the area’s livability, such as community garden space.
HOW FUTURE DEVELOPMENT GENERATES ECONOMIC IMPACT

New development creates changes in the local economy – new residents move to the area bringing enhanced spending dollars to the corridor, new businesses lease retail or office space, and more local jobs are created and supported. Understanding potential economic impacts are commonly quantified in three different buckets: change in industry revenue (direct), business-to-business expenditures (indirect), and household spending of wages (induced impacts). These different categories help articulate the flow of money through the local economy as a result of changes such as new buildings and businesses. All five potential development uses bring an opportunity to directly or indirectly support the local economy, symbolizing area investment and sparking more economic activity.

<table>
<thead>
<tr>
<th>FUTURE LAND USE</th>
<th>Revenue Generation</th>
<th>Economic Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>DIRECT</td>
<td>HIGH</td>
</tr>
<tr>
<td>Retailers, restaurants, business incubators, and office spaces provide jobs along Michigan Street. These jobs will generate salaries and wages and business-to-business transactions. More opportunities to shop and dine along Michigan Street brings more dollars to the community’s economy.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential</td>
<td>DIRECT</td>
<td>HIGH</td>
</tr>
<tr>
<td>Increasing the nearby population of Michigan Street improves the viability of more retailers and businesses in the area. New residents will bring spending dollars for local businesses to capture. Adding market-rate and mixed-income apartment units will create substantial opportunities to bolster business revenue through discretionary spending.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospitality</td>
<td>DIRECT</td>
<td>HIGH</td>
</tr>
<tr>
<td>New hotel uses along the Michigan Street corridor will generate high levels of economic impact. Hotel visitor spending at restaurants and retailers will help support new businesses in the area, encouraging more retailers and restaurants as the local customer base increases with this new typology of people directly in the area.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cultural</td>
<td>DIRECT AND INDIRECT</td>
<td>MODERATE</td>
</tr>
<tr>
<td>Cultural uses that increase the visitor base of Michigan Street and capture revenue will bring more economic impact to the corridor.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open Space</td>
<td>INDIRECT</td>
<td>LOW</td>
</tr>
<tr>
<td>While intentional open spaces, parks, and community gardens play into the holistic experience of a place, this typology of space by nature does not directly generate economic impacts or substantial on-site revenue. However, quality open spaces can catalyze corridor investment, increase visitors’ length of stay, and create a more optimal environment to live and work.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

MEASURING THE IMPACT OF DEVELOPMENT

An economic impact analysis measures the economic gains, such as jobs, sales, and wages, generated by a development, event, or program. Economic impact analyses are a crucial resource when communicating the importance of a specific project to stakeholders. A fiscal impact analysis measures the amount of tax revenue attributable to a development or initiative. Like an economic impact analysis, this can be a valuable advocacy tool, particularly for programs that receive public dollars. When measuring the economic and fiscal impacts of new development, the analysis often assesses two distinct periods of time: the impact during the development and construction process and the impact during stabilized operations.

A community impact analysis describes the impact development or programs have on nearby residents and other local stakeholders. These analyses typically focus on quality-of-life impacts such as social cohesion, historic preservation, safety, and design. Data for this type of impact analysis is typically more difficult to quantify but can produce results that have a wide range of appeal. Community impact analyses are often paired with economic and fiscal impact assessments.

The scope and cost of impact assessments can vary significantly depending on the context of the development and purpose of the analysis. Knowing the economic and fiscal impacts of new development can be valuable specifically for developments that may need additional funding, grant support, or city financial support.
DEVELOPMENT AGREEMENT CRITERIA

The MSAAHC Commission supports new development efforts along the Michigan Street Corridor that satisfies the following criteria:

- **AFRICAN AMERICAN PARTICIPATION.** New development and redevelopment efforts should include African American participation. This may be achieved in the development process or uses such as dedicating retail spaces for black-owned businesses.

- **INCORPORATE OPEN OR GREEN SPACE.** New development should contribute high-quality green spaces or landscaping along the corridor, bolstering community beautification efforts.

- **CELEBRATE THE AFRICAN AMERICAN HERITAGE OF MICHIGAN STREET.** This may be achieved through historical markers, art, namesake, or an homage to previous architectural conditions, amongst other examples.

- **CONTRIBUTE TO THE COMMUNITY’S DESIRED LAND USES.** The Michigan Street community desires entertainment, retail, grocery, neighborhood-serving establishments, and hospitality uses throughout the corridor. New development should directly contribute to the community’s vision.

- **STRENGTHEN THE CUSTOMER AND VISITOR BASE OF THE ANCHORS AND BOLSTER MICHIGAN STREET’S VIBRANCY.** From adding street-level vibrancy through commercial uses, improving the visual aesthetic of the corridor, and increasing the population and visitor volume, development should help sustain the anchors and enhance the experience of Michigan Street.

- **TRANSFORMATIONAL IN NATURE AND CATALYTIC TO THE FUTURE OF MICHIGAN STREET.** New development and redevelopment efforts should add substantial value to the corridor and help spark additional investment for the community.

- **RESPONSIVE TO THE MICHIGAN STREET STRATEGIC PLAN.** Developers should review the Michigan Street Strategic Plan and articulate how their development projects achieve the established vision and planning goals.
### Real Estate Investment Implementation

Real estate ownership meets the needs and objectives of the Commission and community, directly implementing the strategic plan vision of the corridor. From an economic development and strategic planning perspective, real estate investment and property ownership enhances the Commission by:

- Enabling an additional revenue source for the Commission, bolstering the sustainability and resiliency of the Commission’s operating model, reducing future reliance on outside funding sources, and will likely generate a long-term ROI.
- Enabling neighborhood and community investment and helping activate the area, a priority identified by both the community and the Commission. Property ownership allows the Commission to improve the corridor experience for visitors and community members directly.
- Enabling a physical presence to support and fulfill the needs of the anchors, specifically with off-street bus and visitor parking, ancillary facilities, and a gathering hub for groups and visitors.
- Enabling the Commission to have its own long-term physical space on the corridor with full control over its future.

### Case Study of Potential Real Estate Opportunity: 136-146 Broadway Site-Specific Strategic Benefits

- 136-146 Broadway is centrally located near the anchors: across the street from the Colored Musicians Club and within a short walking distance to Michigan Street Baptist Church, the Nash House, and WUFO. The location serves as a gateway to the Michigan Street corridor from downtown, a critical place for tourists and visitors.
- The site offers a surface parking lot directly adjacent to the commercial building. As both the Commission and the anchors have identified a lack of surface parking for buses and area visitors as a current obstacle in its tourism strategy, this site immediately resolves this corridor issue.
- The mixed-use orientation of the property allows for earned income and operating revenue immediately with stabilized market-rate apartments on-site and potential to lease additional office space.
- The market value of the properties aligns with optimal allocation of available capital improvement resources and is a reasonable financial investment for the Commission.
- The building is immediately ready for the Commission with tenants and revenue structures in place. The property’s turn-key status generates ease for the Commission as its first owned property and eliminates development timing, risks, and burdens.
- 136-146 Broadway achieves the development agreement criteria identified in this Economic Development Strategy, exemplifying the types of real estate decisions reflective of the Commission and the community interests.

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### Action Strategies & Implementation

The following Implementation Matrix articulates strategic actions for the Commission to partner with development and real estate communities to enhance the Michigan Street area.

#### Purchase Property Near the Anchors to Serve as the Commission’s Office Space and Hub for the Corridor and Its Anchor Institutions.

<table>
<thead>
<tr>
<th>Action Strategy</th>
<th>Timing</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>3A Conduct a Certified Report of Conditions for selected site for purchase</td>
<td>Immediate</td>
<td>Architect/Engineer, ESD</td>
</tr>
<tr>
<td>3B Develop a site-specific Property Management and Operational Strategy for selected site for purchase, identifying the building's operating revenue and expenses, property management costs and considerations, and the Commission's roles and responsibilities in the property ownership</td>
<td>Immediate</td>
<td>Development Advisor/Consultant, ESD</td>
</tr>
<tr>
<td>3C Conduct an immediate site-specific property valuation assessment for selected site for purchase to determine appropriate market and transaction costs</td>
<td>Immediate</td>
<td>Development Advisor/Consultant, ESD</td>
</tr>
<tr>
<td>3D Engage adjacent property owners to assess future market availability of adjacent parcels and identify any necessary shared-use agreements</td>
<td>Immediate</td>
<td>Property Owner, Development Advisor, ESD</td>
</tr>
</tbody>
</table>

#### Establish and Encourage Redevelopment Along the Corridor That Reflects the Community and Commission’s Collective Vision for the Future of Michigan Street. Improve the Vibrancy of the Neighborhood, Building Upon Michigan Street’s Cultural Heritage and Black History.

<table>
<thead>
<tr>
<th>Action Strategy</th>
<th>Timing</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>4A Establish a collective vision for the future of Michigan Street, bridging projected development with the corridor’s heritage and Anchors</td>
<td>Underway</td>
<td>Community, City, Strategic Planning Process</td>
</tr>
<tr>
<td>4B Advocate for development reflective of the collective vision leveraging the Development Agreement Criteria. Identify opportunities for joint ventures and equity partnerships in development, and/or future land ownership</td>
<td>On-Going</td>
<td>Developers, Dept. of Strategic Planning, Development Community</td>
</tr>
<tr>
<td>4C Establish partnerships with placemaking efforts. Bridge the gap between public, private, and area nonprofits to create a quality place along Michigan Street for both residents and visitors</td>
<td>On-Going</td>
<td>Dept. of Strategic Planning, RICD, Developers, Placemakers</td>
</tr>
<tr>
<td>4D Identify a strategy to encourage and incentivize retail businesses to locate on Michigan Street</td>
<td>Mid-Term</td>
<td>Biz. Community, Econ. Dev. Orgs, Chamber</td>
</tr>
</tbody>
</table>

Note: The above property may be available for purchase at the time of this report. Significant external factors influence the availability of this property that are outside of the Commission’s control. With several potential successful routes forward for the Commission’s real estate investment in the area, the Commission should strive for site benefits similar to the 136-146 Broadway parcels if this site is not feasible for purchase.
TOURISM ENHANCEMENT STRATEGY

TARGETED INTERVENTIONS TO DRAW MORE VISITORS TO THE MICHIGAN STREET CORRIDOR AND ITS ANCHORS

A fundamental part of the Commission’s mission and vision is to ensure that the corridor is recognized locally as a focal point for learning about the city’s African American history and recognizing the corridor’s heritage legacy nationally and internationally. Enhancing Michigan Street’s heritage tourism provides numerous benefits for the organization, community, and anchors, including:

- Achieving the Commission’s vision of recognizing the corridor’s history nationally and internationally.
- Improving the sustainability of the organization and anchors by enhancing corridor revenue, specifically by increasing the volumes of tours and admissions.
- Strengthening the viability for enhanced commercial amenities such as restaurants and shops by increasing the numbers of visitors to the corridor.
- Adding vibrancy to the corridor with more people experiencing the Michigan Street Corridor. Bringing more pedestrians and visitors increases the livelihood and activity of the corridor, improving the overall pedestrian experience, fostering a stronger sense of safety, and enhancing the livability of Michigan Street.

The Commission currently facilitates ticketing and tours for Michigan Street Baptist Church and the Nash House. The Commission’s website provides easy-to-understand and detailed information for booking a tour, including virtual tours offered during the COVID-19 pandemic.

This tourism enhancement strategy illustrates the path for the MSAAHC Commission to bolster the corridor’s tourism draw, bringing more visitors to Michigan Street and its anchors and building upon the Commission’s prior successes and achievements.

DEFINING HERITAGE TOURISM

“Traveling to experience the places, artifacts, and activities that authentically represent the stories and people of the past and present.”
- National Trust for Historic Preservation

MSAAHC’s work aligns with Heritage Tourism through its targeted efforts to bring visitors to the corridor to celebrate and educate its distinguished anchors. To date, the Commission has executed the foundational framework with proven success.

BEST PRACTICE SPOTLIGHT: THE NATIONAL TRUST FOR HISTORIC PRESERVATION FRAMEWORK FOR HERITAGE TOURISM:

- IDENTIFY LOCAL OR REGIONAL POINTS OF INTEREST. The Commission clearly identifies the corridor’s anchors and history.
- DEVELOP AND ORGANIZE THE POINTS OF INTEREST FOR VISITATION. The Commission successfully constructed a tourism framework of the information tourists need to know for visiting the corridor, clearly articulating the anchors as points of interest and other historically and culturally significant places along the corridor, and organizes tickets and tours.
- DEVELOP PROMOTIONAL AND INFORMATIONAL MATERIALS AND GUIDES FOR DISTRIBUTION TO VISITORS AND TOURISTS THROUGH TOURISM BUREAUS, CHAMBERS OF COMMERCE, AND OTHER MARKET METHODS. The Commission produced a high-quality promotional video for its website to excite people about visiting the corridor. There are opportunities for the Commission to continue its marketing and promotional efforts as well as strengthen partnerships with city and regional tourism bureaus and other tourism entities.

COMMISSION SUCCESSES TO DATE

Over the past three years, the Commission achieved substantial progress towards establishing the Michigan Street Corridor as a tourism destination. These successes include:

- Established clear and comprehensive tour offerings with the Nash House and Michigan Street Baptist Church.
- Created revenue partnerships between these anchors and the Commission for facilitating tour bookings, leveraging the Commission’s capacity as a shared resource for the anchors.
- Launched well-done virtual tour offerings that share the story of each of the four anchors and the corridor through digital technology.
- Produced a high-quality promotional video celebrating the tourism experience, marketing the Michigan Street Corridor for all audiences.
- Established and facilitated a well-executed Eventbrite page for user-friendly tour booking.
- Launched social media channels with regularly posted quality content, including nearly 700 Facebook and 500 Instagram followers.
- Established partnerships with regional tourism entities, including Visit Buffalo Niagara and Explore Buffalo.

(National Trust for Historic Preservation, www.savingplaces.org/topics/preservation/glossary-topics-world/heritage-tourism)
BUFFALO’S TOURISM MARKET

Buffalo, New York, attracted nearly 9 million annual visitors before the pandemic with a tourism market built upon culture, recreation, and culinary experiences. Recently launched regional tourism branding efforts center around the theme of "Unexpected Buffalo," messaging the city's unique offerings to all types of visitors.

REGIONAL TOURISM PARTNERSHIPS

- Visit Buffalo Niagara | Visit Buffalo Niagara markets and sells the area’s assets and attractions to visitors outside of the region as a tourism, convention, and leisure destination for the economic benefit of the community. The organization is the county’s leading marketing organization for conventions and meetings, amateur sporting events, and cultural and heritage tourism. Visit Buffalo Niagara is funded through annual grants from Erie County through its occupancy tax. Visit Buffalo Niagara currently promotes African American Heritage Tourism through a dedicated page on its website as well as an available Guidebook, much of which is rooted in the Michigan Street corridor. Commission Board leadership are featured in the Guidebook and through its map of locations. The Commission includes a seat on the Visit Buffalo Niagara Board. (www.visitbuffaloniagara.com)

- Explore Buffalo | Explore Buffalo is a nonprofit 501(c)3 that provides tours and opportunities to discover Buffalo’s architecture, history, and neighborhoods. The organization focuses on providing quality education for all ages. Explore Buffalo offers a 90-minute guided tour of Michigan Street’s notable Freedom Wall which showcases 28 local and national civil rights leaders. (www.explorefbuffalo.org)

- Preservation Buffalo Niagara | Preservation Buffalo Niagara is the region’s staffed preservation organization focused on championing historic preservation efforts for culturally rich, vibrant, affordable, and sustainable communities. (www.preservationbuffaloniagara.org)

CURRENT TOURISM ASSETS

MICHIGAN STREET CORRIDOR ANCHORS

- The Michigan Street Baptist Church
- The Historic Colored Musicians Club & Jazz Museum
- The Nash House
- WUFO Radio Station & Black History Collective

NEARBY TOURISM ASSETS

- Jesse Clappier Square (0.2 Miles Away)
- The Freedom Wall (2.1 Miles Away)
- Forest Lawn Cemetery (2.5 Miles Away)
- African American Veterans Monument (1.1 Miles Away)
- Restaurants on Ellicott Street (Less than 0.5 Miles Away)
- Downtown Hotels (Approx. 0.5 Miles Away)

BUFFALO’S REGIONAL DRAW

BUFFALO’S TOURISM MARKET TARGETS VISITORS WITHIN 300 MILES OF THE CITY.

This travel distance is approximately 5 hours at highway speeds and covers many metropolitan areas. Based on industry research from Visit Buffalo Niagara, the top five states where visitors come from include:

1. New York
2. Pennsylvania
3. Ohio
4. Florida
5. New Jersey

ABOUT BUFFALO’S VISITORS

9 Million
Annual Visitors

Prior to the pandemic, approximately 9 million people visited Buffalo each year.

Length of Stay
The average daytrip visitor to Buffalo spends five hours during their visit while the typical overnight visitor spends nearly three nights.

Visitor Expenditure
Visitors coming to Buffalo spend money on dining, shopping, entertainment and recreation, and transportation. Overnight visitors also spend money on lodging, with 52% of overnight guests staying in hotels.

Cultural Tourism Generates Higher Levels of Visitor Spending
Based on national findings, cultural tourists spend approximately 60% more than leisure tourists during their travel.

Data Source: Visit Buffalo Niagara, Longwoods Int’l Research (2019) | Note: All findings provided above reflect 2019 travel data.
ENHANCING TOURISM ALONG THE MICHIGAN STREET CORRIDOR

The Michigan Street Corridor’s tourism strategy balances three central goals. First, the Commission should help attract more visitors to the corridor and its anchors through strategic partnership and marketing efforts. Second, the Commission should work to enhance visitors’ experience along the corridor, emphasizing placemaking efforts and working to lengthen visitors’ stay on the corridor. Finally, and importantly, the Commission must continue to celebrate the African American heritage of Michigan Street, amplifying the corridor’s stories and anchors, connecting regional and national heritage tourism ecosystems, and reflecting not only on the past but preparing the corridor for the future.

MICHIGAN STREET CORRIDOR TOURISM ENHANCEMENT FRAMEWORK:

ACTION STRATEGIES & IMPLEMENTATION

The following Implementation Matrix articulate near-term and long-term actions to achieve the tourism enhancement goals.

5. BRING MORE VISITORS TO MICHIGAN STREET AND ITS ANCHORS. ENHANCE THE VISITOR EXPERIENCE OF THE AREA. CELEBRATE MICHIGAN STREET’S AFRICAN AMERICAN HERITAGE WITH VISITORS.

ACTION STRATEGY TIMING PARTNERS PRIORITY & IMPACT

5A Market and promote the Michigan Street corridor and its anchors. Continue to strengthen partnerships within Buffalo’s tourism network. Near-Term Anchors, Visit Buffalo Niagara

5B Prioritize the comprehensive corridor experience, considering the visitor experience beyond the anchors, and improving the quality of visits. Long-Term Development and Business Community

5C Continue to support the corridor’s anchors, ensure the Anchors remain visitor-ready and positioned for increased visitor draw. Underway, Near-Term Anchors

5D Identify regional and national heritage tourism ecosystems and strategize to tap into these ecosystems for a stronger visitor network. Long-Term National Trust for Historic Preservation, Regional Partners

CONNECTING TO RESOURCES

African American Cultural Heritage Action Fund Grant, National Trust for Historic Preservation

The National Trust for Historic Preservation offers grants for projects focused on African American cultural heritage. Applicable projects range from organizational capacity building, capital projects, project planning, and programming and interpretation. Awards range from $50,000 to $150,000. Since 2017, the African American Cultural Heritage Action Fund has supported over 150 preservation projects. Further information can be found on the National Trust for Historic Preservation website.

MEASUREMENTS OF SUCCESS

CURRENT VISITOR BASE 2,000 NEAR-TERM TARGET 5,000? LONG-TERM TARGET 15,000?

It is a recommended best practice to measure key metrics to understand measurements of success for tourism strategies. Annual visitation volume is the primary metric, but many other key performance indicators (KPI) can help organizations such as MSAAHC Commission understand their tourism impacts. Recommended metrics include attendance figures, visitor reach based on zip code data of ticket holders, visitor demographics or segmentation, and more.
ECONOMIC DEVELOPMENT IMPLEMENTATION GUIDE

This Economic Development Implementation Guide is a roadmap for the MSAAHC Commission over the next seven years – helping clarify core goals specific to supporting a robust local economy along the Michigan Street corridor and outlining recommended action steps for achieving them. This Implementation Guide, created as part of the MSAAHC Strategic Planning process, incorporates three primary areas for strategic change: 1. the Commission’s operations, 2. real estate and development interventions, and 3. tourism enhancement for the corridor. The recommended action strategies reflect current opportunities, revelations from engaging the community, thorough conversations with Commission leadership, and best practices for nonprofit place-based economic development and heritage organizations. Each recommended action strategy includes implementation timing considerations (near-term targeting the next three years and long-term reflecting three to seven years).

1. CONTINUE TO DEVELOP A SUSTAINABLE OPERATING MODEL FOR THE COMMISSION MOVING FORWARD BY INCREASING EARNED INCOME AND FUNDING SUPPORT.

<table>
<thead>
<tr>
<th>ACTION STRATEGY</th>
<th>TIMING</th>
<th>PARTNERS</th>
<th>PRIORITY &amp; IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A Invest in real estate that provides the Commission with recurring revenue.</td>
<td>On-Going</td>
<td>Development Community, Property Owners</td>
<td>🟢🟢🟢</td>
</tr>
<tr>
<td>1B Bolster ticketing and admissions revenue for the corridor and its Anchors through the Commission’s tourism enhancement strategy.</td>
<td>On-Going</td>
<td>Anchors, Visit Buffalo Niagara, Explore Buffalo</td>
<td>🟢🟢🟢</td>
</tr>
<tr>
<td>1C Strengthen the Commission’s network of private funders, foundations, and grant opportunities.</td>
<td>On-Going</td>
<td>Private Sector, Nonprofits</td>
<td>🟢🟢🟢</td>
</tr>
<tr>
<td>1D Maintain relationships with city, county, and state stakeholders to ensure continued public support of the Commission.</td>
<td>On-Going</td>
<td>City of Buffalo, Erie County, ESD, State of New York</td>
<td>🟢🟢🟢</td>
</tr>
</tbody>
</table>

2. PRIORITIZE STRATEGIC ACTIONS THAT GENERATE NEAR-TERM WINS AND LONG-TERM IMPACT ALONG AND NEAR MICHIGAN STREET.

<table>
<thead>
<tr>
<th>ACTION STRATEGY</th>
<th>TIMING</th>
<th>PARTNERS</th>
<th>PRIORITY &amp; IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2A Purchase commercial property with recurring revenue for a physical presence of the Commission near Michigan Street. Locate the Commission’s office at the property, signifying the Commission’s leadership and investment in Michigan Street.</td>
<td>Immediate</td>
<td>Property and Real Estate Stakeholders, ESD</td>
<td>🟢🟢🟢</td>
</tr>
<tr>
<td>2B Initiate mural(s) or artistic building wrap(s) on the sanitation building’s western façade along Nash Street. Work with a local artist to design and develop a mural that reflects the Commission’s brand, historic homage to the past, and the corridor’s vision for the future.</td>
<td>Near-Term</td>
<td>City of Buffalo, Local Artist(s)</td>
<td>🟢🟢🟢</td>
</tr>
<tr>
<td>2C Develop a strategy centered on business growth for Michigan Street to attract the types of retail tenants desired by the community and in support of the Strategy Plan vision. The strategy may include concepts such as business incubator partnerships and business technical assistance.</td>
<td>Near-Term</td>
<td>Business Community, Local Business Incubator Programs</td>
<td>🟢🟢🟢</td>
</tr>
</tbody>
</table>

3. PURCHASE PROPERTY NEAR THE ANCHORS TO SERVE AS THE COMMISSION’S OFFICE SPACE AND HUB FOR THE CORRIDOR AND ITS ANCHOR INSTITUTIONS.

<table>
<thead>
<tr>
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<td>3B Develop a site-specific Property Management and Operational Strategy for selected site for purchase, identifying the building’s operating revenue and expenses, property management costs and considerations, and the Commission’s roles and responsibilities in the property ownership.</td>
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<td>3D Engage adjacent property owners to assess future market availability of adjacent parcels and identify any necessary shared-use agreements.</td>
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<tr>
<td>4A Establish a collective vision for the future of Michigan Street, bridging projected development with the corridor’s heritage and Anchors.</td>
<td>Underway</td>
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<td>4B Advocate for development reflective of the collective vision leveraging the Development Agreement Criteria. Identify opportunities for joint ventures and equity partnerships in development, and/or future land ownership.</td>
<td>On-Going</td>
<td>Developers, Dept. of Strategic Planning, Development Community</td>
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<td>4C Establish partnerships with placemaking efforts. Bridge the gap between public, private, and area nonprofits to create a quality place along Michigan Street for both residents and visitors.</td>
<td>On-Going</td>
<td>Dept. of Strategic Planning, BLD, Developers, Placemakers</td>
<td>🟢🟢🟢</td>
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<tr>
<td>4D Identify a strategy to encourage and incentivize retail businesses to locate on Michigan Street.</td>
<td>Mid-Term</td>
<td>Biz. Community, Econ. Dev. Orgs, Chamber</td>
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5. BRING MORE VISITORS TO MICHIGAN STREET AND ITS ANCHORS. ENHANCE THE VISITOR EXPERIENCE OF THE AREA. CELEBRATE MICHIGAN STREET’S AFRICAN AMERICAN HERITAGE WITH VISITORS.

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<tbody>
<tr>
<td>5A Market and promote the Michigan Street corridor and its anchors. Continue to strengthen partnerships within Buffalo’s tourism network.</td>
<td>Near-Term</td>
<td>Anchors, Visit Buffalo Niagara</td>
<td>🟢🟢🟢</td>
</tr>
<tr>
<td>5B Prioritize the comprehensive corridor experience, considering the visitor experience beyond the anchors, and improving the quality of visits.</td>
<td>Long-Term</td>
<td>Development and Business Community</td>
<td>🟢🟢🟢</td>
</tr>
<tr>
<td>5C Continue to support the corridor’s anchors, ensure the Anchors remain visitor-ready and positioned for increased visitor draw.</td>
<td>Underway, Near-Term</td>
<td>Anchors</td>
<td>🟢🟢🟢</td>
</tr>
<tr>
<td>5D Identify regional and national heritage tourism ecosystems and strategize to tap into these ecosystems for a stronger visitor network.</td>
<td>Long-Term</td>
<td>National Trust for Historic Preservation, Regional Partners</td>
<td>🟢🟢🟢</td>
</tr>
</tbody>
</table>
# MSAAHCC PROJECTED STABILIZED OPERATIONS

The following tables provide the current and projected stabilized operational revenue and expenses for the MSAAHCC Commission. The recommended Targeted Stabilized Operations reflect the Commission’s mission and vision of the organization, the community’s near and long-term goals for the area, economic development insights, and best practices for sustainable operating models for place-based nonprofit organizations.

## CURRENT AND PROJECTED REVENUE

<table>
<thead>
<tr>
<th>Earned Income</th>
<th>2021</th>
<th>Targeted Stabilized Operations (2028+)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ticket and Tours Admission Revenue</td>
<td>$10,000</td>
<td>$25,000</td>
</tr>
<tr>
<td>Real Estate Revenue</td>
<td>--</td>
<td>$100,000</td>
</tr>
<tr>
<td><strong>Public Support</strong></td>
<td><strong>$328,000</strong></td>
<td><strong>$100,000</strong></td>
</tr>
<tr>
<td>State Level: Empire State Development</td>
<td>$281,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>State Level: NY Power Authority</td>
<td>$22,000</td>
<td>--</td>
</tr>
<tr>
<td>County Level: Erie County</td>
<td>$25,000</td>
<td>$25,000</td>
</tr>
<tr>
<td>City Level: City of Buffalo</td>
<td>--</td>
<td>$25,000</td>
</tr>
<tr>
<td><strong>Private Support</strong></td>
<td><strong>$61,000</strong></td>
<td><strong>$190,000</strong></td>
</tr>
<tr>
<td>Foundations</td>
<td>$26,000</td>
<td>$65,000</td>
</tr>
<tr>
<td>Development Community</td>
<td>--</td>
<td>$35,000</td>
</tr>
<tr>
<td>Corporations and Businesses</td>
<td>$15,000</td>
<td>$35,000</td>
</tr>
<tr>
<td>Events and Fundraisers</td>
<td>$5,000</td>
<td>$30,000</td>
</tr>
<tr>
<td>Other Giving</td>
<td>$15,000</td>
<td>$25,000</td>
</tr>
<tr>
<td><strong>Core Partners</strong></td>
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<tr>
<td><strong>Total Revenue</strong></td>
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## CURRENT AND PROJECTED EXPENSES

<table>
<thead>
<tr>
<th>Programmatic Activities</th>
<th>2021</th>
<th>Targeted Stabilized Operations (2028+)</th>
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<tbody>
<tr>
<td>Partnerships, Stakeholder, and Community Engagement</td>
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<td>Marketing and Tourism Enhancement</td>
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<td>Anchor Ticket and Tour Management</td>
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<td><strong>Administration and Support</strong></td>
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<tr>
<td>Facilities, Equipment, and Operations</td>
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<td><strong>Total Revenue</strong></td>
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This operating plan includes targeted distribution of revenue and expenses reflective of conditions and findings to date for the Commission and strategies for sustainable operating models for the Commission moving forward. This model includes projected stabilization in seven years in alignment with the capital improvement funding timeline. Actual stabilized revenue and expenses may vary.

# NOTE REGARDING 2021 OPERATING BUDGET

The Commission’s 2021 Operating Revenue and Expenses reflect significant funding from Empire State Development and Eastside Avenues for the Strategic Planning Process. As such, the Commission’s 2021 Operating and Revenue were significantly higher than the targeted stabilized operations of the Commission.
The following recommended distribution of capital improvement funds reflect:

- MSAAHCC Commission Goals: reflective of the organization’s mission as well as strategies to ensure sustainable organization operations into the future.
- Near and Long Term Community Goals: as articulated through extensive community engagement conducted through this planning process.
- Physical Interventions: identified through the Strategic Planning efforts to date.
- Best Practices and Recommendations: reflective of the corridor’s economic development strategy.

### CAPITAL IMPROVEMENT RESOURCE ALLOCATION

**APPENDIX**

### RECOMMENDED DISTRIBUTION OF CAPITAL IMPROVEMENT FUNDING

<table>
<thead>
<tr>
<th>PHYSICAL IMPROVEMENTS</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>TOTAL</th>
<th>SHARE</th>
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**PROPERTY OWNERSHIP**

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**DEVELOPMENT PARTNERSHIP**

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**TOTAL ALLOCATION**

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<th>2025</th>
<th>2026</th>
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*Revenue Generation Opportunities. These capital improvement expenditures are direct revenue generating improvements along the Michigan Street Corridor area. These initiatives represent nearly two-thirds (61%) of the resource allocation.

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**APPENDIX**

© Jon Stover & Associates, 2021

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**DEFINITIONS**

The following definitions provide a framework for the types of resource allocations and efforts that fall under the umbrella of capital improvements.

**CAPITAL IMPROVEMENT**

Enhances the experience of the corridor and nearby physical realm, adds market value, prolongs the operations of current and prospective entities, and generates improvement beyond original operational and/or physical conditions.

**PHYSICAL IMPROVEMENTS**

Includes efforts that improve the experience and condition of the corridor and nearby area.

**REAL ESTATE OWNERSHIP & INVESTMENT**

Includes expenditures and resources related to the purchase, maintenance, and sustained longevity of buildings and properties as well as development investment in the area.

Based on the agreed-upon distribution of the $7,472,000 awarded funding from Empire State Development, the MSAAHCC and ESD have allocated $3,072,000 towards construction efforts to stabilize the existing anchors on the Michigan Street Corridor. A total of $400,000 of funding was allocated towards various professional consultants. The remaining awarded funds of $4 million are allocated towards capital development and improvement projects along the Michigan Street Corridor. The overall funding allocation between capital improvements, anchor stabilization, and professional consultants was determined before creating this economic development strategy. This report provides recommended allocation of these remaining funds through physical improvements and real estate investment.
VISION FOR THE FUTURE

LONG TERM DEVELOPMENT VISION
GUIDING PRINCIPLES
STRATEGIC RECOMMENDATIONS
VISION FOR THE FUTURE

LONG TERM DEVELOPMENT VISION

The sequence of development outlined in the economic development plan prioritizes revenue generating land uses such as hospitality and residential ahead of commercial and cultural spaces. This is based on the argument that population and foot traffic in the Corridor must be increased in order for commercial and cultural program elements to take root and be economically sustainable. At the same time, one can argue that the preservation and enhancement of the cultural campus, the grounding of the historic anchors, and the reactivation of historically significant sites in the Corridor such as the site of the former YMCA are equally if not more important to the early stages of the Corridor’s revitalization. It is therefore intentional in this aspirational vision that recommendations are outlined in the order of their importance and priority to the cultural anchors and to the community. The strategic plan endeavors to center the stories and history of African Americans in the Corridor and in Buffalo.

GUIDING PRINCIPLES

The plan envisions the Michigan Street African American Heritage Corridor as a district for cultural exchange and education that also provides residential and economic opportunities; a walking destination that celebrates both the history and the future of African American culture in Buffalo. The cultural vitality of the Corridor will be ultimately supported by mixed-use developments for commercial, residential and hospitality spaces in the form of restaurants, mixed income residences, and hotels which will contribute to the economic sustainability of the Corridor and its cultural assets. The scale of the redevelopment envisioned is intended to preserve and enhance local community based equity. The plan’s guiding principles and strategic goals are outlined below.

- Provide an economic and physical framework for diverse mixed use infill development and adaptive reuse.
- Establish site control and strategically acquire property to support the vision.
- Strengthen the neighborhood center by returning the community to the corridor through immediate activation and place-making that support locally based commercial and cultural activity.
- Provide a cohesive open space plan that links the cultural assets.
- Provide a platform for the Commission to partner with the City in redeveloping infrastructure which is supportive of the cohesive vision for the Corridor.

HOW DO WE GET THERE?
IMMEDIATE ACTIONABLE RECOMMENDATIONS

Among the strategic interventions recommended by this plan, some are specifically targeted at providing maximum impact through low cost initial development that will act as a catalyst for the transformation of the Heritage Corridor in the coming years. Focused on immediate activation goals that are attainable and that present low barriers to entry, these tactics are intended to be implemented within the first two years.

The following strategic recommendations align with the community’s vision for the Heritage Corridor, the Commission’s goals and the City’s Land Use Plan. Four are identified as immediate activation goals and can be put into effect in the immediate term.

"It would be great to see the Corridor be a major destination for African Americans around the nation.”

Mooney Nolan, Inc.

"It deserves to have a place where people can be brought into the story before exploring all the Corridor has to offer.”
STRATEGIC RECOMMENDATIONS

• Central Heritage Campus
  • Physical and symbolic connection between anchors

#1 Public Works/Streetscape Improvements
  • Traffic Calming for Slowed Streets
  • Widened Sidewalks
  • Bike Lanes
  • Modular Fencing with Lighting and Graphics
  • Street Planting & Furnishings

Legend:
Immediate Activation Goal

#2 Property Acquisition, Use Agreements and Site Control
  • Commission Headquarters within the Corridor
  • Designated Developer Status for Central Campus
  • Negotiation of buffer yard easement and site use agreements with property owners

#3 Spatially redefining the Corridor with Storytelling
  • Michigan Street Arches
  • Modular Fencing with Lighting and Graphics
  • Vinyl Building Wrap on Broadway Auditorium
  • Light Pole Banner project throughout the Corridor
  • Wayfinding Signage throughout the City

#4 Open Space Activation
  • Pop-up Retail, Quonset Huts, Farmers Market, Food Truck

• Traffic Pattern Interventions
  • Nash Street Partial Closure
  • Divert Heavy Traffic around Michigan Avenue between William and Broadway
  • Divert eastbound traffic on William around Expanded Jesse Clipper Square

• Infill Development
  • Shared Cultural Space - African American History & Art Museum/Visitor Space
  • Mixed Use Commercial and Residential
  • Mixed Use Restaurant & Retail
  • Hospitality
  • Grocery/Food Market and Urban Agriculture

• Adaptive Reuse
  • Broadway Auditorium - Renovate and convert to mixed use commercial retail, restaurant & entertainment venue
  • Nearby underutilized properties - Repurpose and develop into arts and business incubator space
Immediate Activation Goals

- Michigan Street Baptist Church
- The Nash House Museum
- The Colored Musicians Club
- WUFO Radio
- Michigan Street Arches
- MSAAHCC Headquarters
- Pop Up Retail Shipping Containers
- Tour Bus Parking
- Food Trucks
- Quonset Hut
- Parking
- Street Edge Beautification
- Mural/Building Wrap
- Fencing & Lighting

Map Legend:
- Proposed Slowed Down Street
- Open Space
- Property Acquisition
CENTRAL HERITAGE CAMPUS

The essence of the Heritage Corridor is its historic assets. The strategic plan puts forth a reinforced and enhanced campus experience through commissioned art, monuments, planting and furnishings. At the heart of the corridor, this campus connects the anchor institutions both symbolically and physically, providing universal access to visitors and a dynamic public space in which to gather and experience all that the Corridor has to offer. Such a strategy makes it possible to share the vastly rich history of the Heritage Corridor through a diversified contemporary lens. Landscaping can be utilized as a living thread for the environmental branding of the corridor — complimenting the cohesion of the Corridor’s historical narrative. A dynamic city center can be achieved through this central living museum campus surrounded by activated open spaces and streetscapes that, in turn, encourage physical activity, mental restoration, and social interaction. The public will be guided through the campus by historical markers, informational branding and wayfinding signage to make for an accessible and navigable experience.

The campus gateway which faces down Mark St towards Jesse Clipper Square leads to an elevated boardwalk which connects the Nash House Museum to the Michigan Street Baptist Church and overlooks the activated lawn and plaza created by the closure of Nash Street alongside the repurposed Broadway Garage. Cascading fixed amphitheater seating and ramps provide opportunities for active and passive recreation within the heart of the campus.

“The Corridor could be a living lesson... to explore their identity and hear stories of their ancestors that paved the way for them.”

MOODY NOLAN, INC.
Streetscape Improvements

Strategic Partner(s): Department of Public Works, Parks and Streets

An enhanced pedestrian experience in the Corridor is paramount to establishing an inviting and vibrant experience for residents and visitors. This plan recommends combining a variety of interventions and improvements to reach this goal. *Widening sidewalks* between Sycamore Street and William Street and between Elm Street and Michigan Avenue will effectively *slow down vehicular traffic* on Michigan Avenue and Broadway, while increasing the width of the pedestrian zone and allowing for street plantings and furnishings that improve and *beautify the street edge*. Incorporating curb cuts, pedestrian crosswalks, drop-off zones, and connecting to the city’s bike lane network will all contribute to the walkability and accessibility of the Corridor and enhance transportation alternatives, providing opportunities for gathering and interaction. Combined with improved and *enhanced street lighting*, pedestrian safety will be addressed.

Widened sidewalks will afford the opportunity to create a greenway with expanded planting zones and street trees. This plan advises the planting of mature street trees to restore the street canopy on the block between Arsenal Place and Broadway for its immediate experiential impact, and as a way to help distinguish this block as the heart of the historic district.

"Something like a sense of “discovery” as you move from place to place.”

Legend:

Immediate Activation Goal
TRAFFIC PATTERN INTERVENTIONS

In support of the establishment of a central walking museum campus, the strategic plan suggests the closure of Nash Street between Broadway and Arsenal Place. This closure will reclaim the street for activation and pedestrian activity and create an outdoor market area that complements the lawn and elevated boardwalk of the connecting central campus.

The diversion of heavy commercial traffic off of Michigan Avenue between Broadway and William Street will reinforce this district as a pedestrian friendly destination.

The plan further recommends the modification of the traffic pattern on William Street to redirect eastbound traffic to the south around Jesse Clipper Square. This will slow down vehicular traffic on William Street within the heart of the Corridor, and allow for the expansion and establishment of Jesse Clipper Square as a more prominent focal point within the Corridor. This expansion will strengthen the visual and pedestrian connection to the central campus. It is noted that the above recommendations must be vetted with the City and through comprehensive traffic studies which evaluate their impact on adjacent neighborhoods and thoroughfares.
PROPERTY ACQUISITION, USE AGREEMENTS AND SITE CONTROL

Potential Strategic Partner(s): Mayor’s Office of Strategic Planning, Adjacent Property Owners, Community Organizations

Much of the transformation put forth in this strategic plan cannot be accomplished without the negotiation of a combination of site control, land use agreements, easements and strategic property acquisition. The aspirations of the community and the Commission for the Corridor in both the near and long term will hinge on these things. Thus the strategic plan proposes that the Commission establish a physical presence within the heart of the Corridor by acquiring a strategic turnkey property at 136-146 Broadway. Such an acquisition can provide the Commission with another source of revenue generation by potentially leasing existing commercial and residential spaces. Additionally, the acquired property can function as a visitor hub in the near term with public bathrooms as well as visitor and tour bus parking.

Buffalo's open spaces create opportunities for physical activity, mental restoration and social interaction. In order to maintain and enhance these spaces within the Corridor, the Commission must first secure its role as designated developer of the parcels between the Nash House Museum and the Michigan Street Baptist Church. By preserving this public space, the cultural anchors will be assured that they will not be overshadowed by new built development but rather buttressed by it. In this way, the strategic plan holds space for the future development of a contemplative Central Heritage Campus for the community to enjoy that honors the African-American history of the Corridor and acts as a barrier-free symbolic and physical connection between the anchors. As designated developer, the Commission will be able to oversee the cohesion of the campus and the Corridor.

Some of the pedestrian way improvements recommended, such as expanded pedestrian and street planting zones along Michigan Avenue would also be more impactful and benefit from agreement(s) with current property owners for buffer zone easements. Such easements will allow for installation of the proposed edge-defining modular fence system which incorporates lighting and graphics.

Finally, a similar use agreement negotiated with the owners of the former YMCA parcel will afford the Commission and the Corridor an opportunity for immediate reactivation of the historically significant site through temporary construction.

Legend:
Immediate Activation Goal
COMMISSION HEADQUARTERS IN THE CORRIDOR

Moody Nolan, 2022
SPATIALLY REDEFINING THE CORRIDOR WITH STORYTELLING

Strategic Partner(s): Local Artists, Department of Public Works, Parks and Streets

Establishing the Corridor as a destination within the city is an important aspect of increasing its visibility. The current location of the Michigan Street African American Heritage Corridor Arch relates only to the church, and does not do enough to define the core of the Corridor as a destination. The plan proposes moving the existing arch south to the corner of Arsenal Place, and commissioning a second arch to be installed closer to the intersection of Broadway and Michigan Avenue. This second arch should be designed to complement the first. Coupled with the effort to reestablish a tree canopy by planting mature street trees between Arsenal and Broadway, the two arches will designate this block of Michigan Avenue as the core of the historic district.

The opportunity to showcase and define the stories of African-Americans in Buffalo through the years by using interpretive graphics and informational signage can create visual interest in the Corridor and enhance the public’s experience of the campus. Custom graphics for a vinyl building wrap for the west facade of the Broadway Garage as well as for a modular fence system can be deployed throughout the Corridor. As a low cost immediate intervention, the mural or building wrap can set the visual tone for graphics in the corridor that can also be applied to the proposed modular interpretive fencing. Dynamic environmental graphics and wayfinding signage that utilizes a number of visual communication strategies will guide visitors and local residents through the Corridor. Local African American artists and educational arts programs can be commissioned to paint the Broadway Garage mural and/or design the building wrap thereby increasing local participation of all ages in the redevelopment of this historic Corridor. The modular fence establishes boundaries, incorporates lighting for an enhanced pedestrian experience, and provides a backdrop for streetscape and open space activation. Murals and modular fence graphics will engage the community through art and visual storytelling. This strategy offers a walkable, interactive cultural experience which can be complemented by live reenactments and digital media introduced through QR codes incorporated into modular fencing at points of interest — all creating a deeper draw to the Michigan Street Corridor and Buffalo at large. Graphic design of signage and art should take into account the project which is underway to install light pole banners throughout the Corridor, and coordinate with future efforts to install wayfinding signage throughout the city. Such wayfinding signage along major traffic routes will increase the visibility of the Corridor from other parts of the city.

Legend:
Immediate Activation Goal
BUILDING WRAP COLLAGE OF HISTORICAL ANCHORS & KEY FIGURES OF MSAAHC

MOODY NOLAN, INC.

RENDERING
BROADWAY GARAGE BUILDING WRAP & CENTRAL HERITAGE CAMPUS AMPHITHEATER

PRECEDENT IMAGES - BUILDING WRAPS
TOP: STUDIO BE - NEW ORLEANS, LA. BOTTOM LEFT: EXAMPLE OF BUILDING WRAP ON BRICK BUILDING. BOTTOM RIGHT: BRONZEVILLE MURAL - COLUMBUS, OH

CORRIDOR MAP
CENTRAL HERITAGE CAMPUS

BUILDING WRAP COLLEGE OF HISTORICAL ANCHORS & KEY FIGURES OF MSAAHC

05 VISION FOR THE FUTURE
#4 ACTIVATED OPEN SPACES

Potential Strategic Partner(s): Mayor’s Office of Strategic Planning, Adjacent Property Owners, Buffalo Urban Development Corporation

To retain, attract and support black-owned businesses, the plan suggests utilizing open spaces and expanded pedestrian zones for rotating retail pop-up stores. Either through acquisition of property at the northeast corner of Michigan Avenue and Broadway, or through the leveraging of relationships with property owners for long term lease agreements, the plan recommends establishing a commercial space for local businesses to operate on a pop-up or rotating basis using shipping containers. These pop-ups can be supported by beautified street edges enhanced with plantings, furnishings, and widened sidewalks to entice the community in a walkable and wheelchair accessible experience. A relatively inexpensive short term intervention, this mini-mall will create a commercial anchor on the corner of this major intersection in the Corridor. The shipping containers frame a view corridor, creating sight lines to the Nash Street promenade.

On the site of the former Michigan Avenue YMCA, the plan recommends a two-part reactivation of the vacant lot. In the immediate term, low cost, temporary climatized Quonset Huts are proposed - a signal to residents and visitors to the Corridor that development is coming, and a symbolic revival of a site that was once such an integral part of the neighborhood. This temporary construction provides a venue for gathering and community programming in the corridor, immediately activating and anchoring the north block of the Heritage Corridor’s core. This immediate activation goal presents opportunities to partner with local organizations like the YMCA for programming.

As the eastern boundary of the central heritage campus, the Nash Street Closure establishes a permanent public/pedestrian plaza for farmers markets and indoor/outdoor events that relate directly to the repurposed Broadway Garage and to the campus lawn. Similarly, sight lines from the campus elevated boardwalk to the expanded Jesse Clipper Square can establish visual connections between activated areas of the campus thereby engaging visitors and drawing them in towards the expansiveness of all the Corridor will have to offer.
SHIPPING CONTAINER POP-UP RETAIL & ACTIVATED PUBLIC SPACE
Moody Nolan, 2022
IMMEDIATE TERM REVIVAL OF FORMER YMCA PARCEL
Moody Nolan, 2022
INFILL DEVELOPMENT

SHARED CULTURAL SPACES

Shared cultural spaces are imperative to community building, attracting tourism and maintaining the historic wealth of the Corridor. The long term plan proposes redeveloping and redefining the site of the former YMCA into a hub for African American history and cultural and visual arts to live at the north end of the Corridor’s core. There are many vacant structures and lots in Buffalo that can be leveraged for the betterment of the Buffalo community. Redeveloping the former YMCA site into an arts hub is a prime example of how these vacant lots can be revitalized for economic, cultural and environmental benefits. Buffalo is reemerging as a cultural nexus for Black art and design in western New York. This cultural space can host exhibits, educational information and programming about the region’s African-American historical sites. These exhibits can be woven into the interactive experiences offered throughout the corridor and support the corridor anchor institutions.
The strategy for the Corridor seeks to address the Commission’s long-term goals for increased population through a combination of mixed income residential developments and contextually scaled infill housing. These developments may include retail and commercial spaces on ground floors to house local businesses that provide a range of goods and services, thereby boosting the local economy. Offering housing opportunities that target multiple market segments also promotes social and economic diversity, signaling to wider Buffalo communities that the Corridor is a hub for all. Partnerships with developers and local foundations can be leveraged to support local Black-owned businesses within these developments as well.
A DYNAMIC PLACE TO VISIT

Furthering the Commission’s objective to increase the area’s population, the plan anticipates unique accommodations for tourists. Directly adjacent to the adaptive reuse of the Broadway Garage a new state of the art hotel can support visitors to the Corridor with a range of amenities as well as direct access and adjacency to the anchor institutions. Here in the heart of the cultural heritage corridor, a hotel would serve local, national and international interest and support the Commission’s goals for a widely recognized Heritage Corridor.
FOOD SECURITY

The Michigan Street Corridor is currently a food desert. Meeting the goals of developing the Corridor into an economically stable and vibrant neighborhood for years to come requires that future development addresses the lack of access to fresh food markets. The development of a supermarket or food Co-op within the heart of the Corridor with the opportunity for urban agriculture and greenhouse on the roof will help address issues of access to fresh and affordable food and support food justice within the community, while providing an important amenity for visitors to the area.

“\nThe hungry cannot wait. Talk is fine. Discussion is fine. But we must respond.\n- Rep. John Lewis
ADAPTIVE REUSE

The Broadway Garage has long been a topic of discussion in the community, and strong desire has been expressed to reclaim and redevelop the building into a use more focused on serving the community and visitors to the Central Heritage Corridor. There is a long list of precedents in Buffalo and across the country of repurposing industrial buildings for community and public use. The plan suggests restoring the historic portion of the building to its original grandeur and creating a hub for mixed use commercial space which includes retail, restaurants, flexible entertainment and performance venues.

Several property owners in the vicinity of the Corridor core have expressed interest in redevelopment in support of the Corridor’s mission. Repurposing underutilized spaces in the immediate vicinity for business incubator space and arts/educational studio space establishes the Corridor as a district that not only celebrates African American history, but also provides and supports opportunities for African American economic growth in the city of Buffalo.

“The Corridor should be an all-day trip. Have breakfast in the morning at a Black-Owned restaurant, take a tour around the Corridor, and then stay for a night event like a movie night or live music.”

MOODY NOLAN, INC.

05 VISION FOR THE FUTURE

"The Corridor should be an all-day trip. Have breakfast in the morning at a Black-Owned restaurant, take a tour around the Corridor, and then stay for a night event like a movie night or live music.”
SUMMARY OF RECOMMENDATIONS

The Michigan Street African American Heritage Corridor Strategic Action Plan has been put forth to provide a framework for economic and physical development which will ultimately support, showcase and sustain its cultural heritage anchors for years to come. The long term economic viability of the Michigan Street Baptist Church, the Nash House Museum, the Colored Musicians Club, and WUFO Black Radio History Collective will be bolstered by the reinforced neighborhood center around them, and by the increased operational sustainability of the Commission as an umbrella organization. There may be many facets to the mix of strategies and opportunities ultimately employed. By leveraging its relationships with community organizations, city agencies, elected officials, the local development community and property owners, the Commission will be empowered to guide the redevelopment of the Corridor and ensure that it is contextual and reflective of the community’s desires and aspirations and those of the cultural institutions.

Implementing immediate interventions in the heart of the Corridor which activate underutilized land will act as a catalyst for long term development both within the Plan’s focus area, and beyond.

Enhancing transportation alternatives, increasing walkability, emphasizing and branding the Heritage Corridor as a destination with a diverse mix of activities and amenities will draw more visitors to the Corridor and thereby bolster the anchor institutions and surrounding community.

“The vision of the Corridor is to create a walking, living museum that encompasses and acknowledges the deep roots African-Americans’ place in history.”
COMMUNITY ENGAGEMENT REPORT

MICHIGAN STREET AFRICAN AMERICAN HERITAGE CORRIDOR
“The most important part of the Corridor is sharing our culture, preserving our history and the legacy of those who came before us.”

–MSAAHC Youth Engagement Meeting
1. Methodology
2. Key Findings
   • Anchor Organization Boards
   • Community Workshop #1: May 4, 2021
   • Focus Groups
   • Key Stakeholders
3. SWOC Analysis
4. Strategic Opportunities
5. Prioritization of Opportunities
   • Community Workshop #2: July 27, 2021
   • Priorities Survey
   • Mapping the Corridor Focus Group
Methodology

Task 1:
Consensus Building and Stakeholder Engagement

- Engage Heritage Corridor stakeholders, including business owners, anchor institutions, religious organizations and service providers.
  - Meetings with area organizations, community members, and key stakeholders for information gathering.
  - Review sessions with community stakeholders.

Task 2:
Best Practices Research

- Research and analyze comparable cultural/heritage destinations and districts
  - Marketing/branding efforts of similar projects.
  - Precedents for ticketing and tours, both physical and virtual.
  - Models of organizational management.
  - Revenue generating strategies.

Task 3:
Strategic Plan

- Draft Strategic Action Plan that will include short-, medium- and long-term strategies to meet the goals for the MSAAHCC and the investment area.
  - Business and Operating Plan
  - Marketing and Communications Strategies
  - Investment Area Capital Plan
  - PRESENT DRAFT PLAN TO THE PUBLIC
Who We Engaged

- **4 Anchor Organizations**
- **6 Focus Groups with 32 Community Residents**
  - Arts and History
  - Education
  - Neighborhood Associations
  - Community Elders and Church Leaders
  - Youth and Students
  - Young Professionals
- **Community Workshop #1 May 4, 2021**: with **105 registrants and 71 active participants**
- **13 Completed Key Stakeholder Interviews**
- **Community Workshop #2 July 27, 2021**: with **111 registrants and 76 active participants**
  - 47% of the active participants responded to the follow-up MSAAHC Priorities Survey
  - **Mapping the Corridor Focus Group** was comprised of 5 community members from Community Workshop #2
Key Findings
Anchor Organizations
Finding 1

A cohesive and cooperative vision for the Corridor is integral to its success.

“Our organization has been a staple in this community for generations, we have the history of the Corridor and the African American community of Buffalo in our archives. It would be great to see the Corridor be a major destination for African Americans around the nation.”

There are four anchor organizations within the Corridor, but there are many auxiliary businesses and organizations in the surrounding area that contribute to the history and the culture of the Corridor.

Through a synergistic approach, led by the Michigan Street African American Heritage Corridor Commission, there is an opportunity for the Corridor to be recognized as a “must visit” destination – not just for Buffalo-area residents, but for visitors from all over the nation.
The stories that make up the Corridor are vast and deserve a hub beyond the individual anchor sites.

Finding 2

“*The Corridor was the center of Black life in Buffalo for decades and many important figures in African American history are tied to the histories of the each anchor site. But imagine if we had a visitor center that could work as a first stop for people coming into the area.*”

The Corridor connects past history with the present. How the various histories of the Corridor are connected to African American history in the U.S. is an integral component of the larger story.

There were various organizations throughout the history of the area that served as cornerstones for the community, such as the YMCA.

There is a need now for a central location within the Corridor that brings a larger perspective to these histories and operates as an entry point, providing general information for visitors/school groups to plan their visit.
Community Workshop #1
Form partnerships with affiliated organizations outside of the Corridor to expand reach and foster community ownership.

Finding 1

“There are numerous community organizations and African American Heritage sites outside of the boundaries that have historic ties to the Corridor. When looking to the future, building strong relationships with surrounding community anchors will be imperative to creating a sense of ownership for the African American community of Buffalo.”
Finding 2

For the corridor to be a destination it must have stronger attractions.

“The Corridor should be an all-day trip. Have breakfast in the morning at a Black-Owned restaurant, take a tour around the Corridor, and then stay for a night event like a movie night or live music.”

The anchor organizations are open to the public on different schedules and through different capacities, but there is a necessity in having activities available to the public throughout the year and at different times of the day, for multiple types of visitors.

By activating the Corridor with events such as festivals, film nights, family days, and culinary experiences, there is a larger opportunity to draw people in and encourage them to stay in the area for longer periods of time.

The Corridor can be an all-day experience, with offerings changing throughout the year, creating a greater possibility of repeat visitations. (Gravity model).
Finding 3

The Corridor should be a site of community convening and engagement.

The Corridor is a site of vast history and cultural importance for the African American community.

However, the current landscape does not support an experience that is a draw for visitors or fosters a community-centric feeling.

There is a lack of basic needs, such as meeting spaces, outdoor seating, public restrooms and parking.

When creating a hub for the African American community and other visitors, there should be multi-purpose spaces that can accommodate the different needs of groups and organizations; thereby activating the Corridor further than it has been in recent years.

“There are a lot of African American focused clubs and organizations in the area that don’t have a meeting place. The Corridor would be a first choice because of the unique histories that exist there but currently the anchors don’t have the capacity for larger engagements.”
Focus Groups
Central hub that provides amenities and acclimates visitors of all types to the Corridor.

Finding 1

“The Corridor needs a visitor center. Michigan Street is an important site for the African American community not only for Buffalo but for the nation. It deserves to have a place where people can be brought into the story before exploring all the Corridor has to offer.”

While there are long-standing businesses in the Corridor, in addition to the anchor heritage organizations, there is a gap in comfort services such as public restrooms, parking, restaurants, and meeting locations throughout the Corridor.

Many people aren’t aware of activities/events at the anchors (or around the Corridor) because there is no central location to receive general information (e.g., the Corridor’s history, or hours of operation for the anchor organizations).

It is imperative for the Corridor to have a central hub for school groups. Without having basic comfort services readily available, school groups will not be able to travel to the Corridor for extended periods. And without the proper structure for organization of trips to the site, inclusive of general information, it will be difficult to attract educational visitors.
Finding 2

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Finding 4

There is a need/desire for collaboration with Buffalo-area schools to co-create a curriculum and learning module that encompasses the history of the Corridor.

“There are a need/desire for collaboration with Buffalo-area schools to co-create a curriculum and learning module that encompasses the history of the Corridor.”

The focus groups rallied around the idea of a curriculum that ties together the various storylines that make up the Corridor, while connecting them to the larger histories of African Americans.

Many noted the gaps in the current social studies curriculum of the Buffalo Schools System regarding African American history.

The Corridor could be a site not only for experiential learning, but as living lessons to be included in various curriculums, helping to better educate younger generations on the importance of preserving and continuing legacy.
Key Stakeholder Interviews
The Corridor can connect to larger narratives of African American history around Downtown Buffalo.

Finding 1

The Corridor has an opportunity to be the central hub for African American Heritage in the area. This designation would not only serve the organizations within the boundaries of the Corridor, but could assist as a living and active directory of historic sites in Buffalo that preserve African American history and culture.

Many African American heritage sites in downtown Buffalo, in addition to the anchor sites of the Corridor, have received support from the City of Buffalo. By creating an inclusive narrative, encompassing the organizations and sites outside of the boundaries, there is an even greater opportunity to raise financial support and general awareness.

“Why recreate spaces in the Corridor like parks or green spaces when there are sites a block away that the Corridor not only serve the Black community but also have connections to historic events or historical figures from the Black community? Collaboration is key in preserving these histories.”
Finding 2

With a cohesive narrative, there is an opportunity to collaborate with the broader Buffalo educational system.

“*They don’t teach the history of African American’s in Buffalo in schools here. They teach about the slave trade and segregation but you don’t hear enough of the individual stories of the people. You don’t hear about the people from Buffalo who made the strides to get our people where they are today.*”

The Buffalo education system, not just K-12 public schools, but also private, charter, parochial schools and higher education institutions, will benefit from the creation of a comprehensive and cohesive narrative that ties together the histories of the anchor sites and the local community.

The Corridor is an example of Black resilience and cultural celebration that needs to be leveraged within the academic community.
Finding 3

Marketing the Corridor as a collective entity is imperative.

“When I bring people to Buffalo, I want them to go to the Corridor but I don’t always know what is going on there. I have lived in Buffalo all of my life and I don’t even know where to necessarily send them to unless it is one of the anchors like Nash House or the Colored Musicians Club but even for those I don’t know the times they are open.”

Synergistic relationships will be essential to making the Corridor a true destination, not just a series of individual venues. Marketing efforts should represent an ongoing engagement with the public.

Marketing and placemaking go hand in hand: by making the Corridor a true destination, all connected pieces will benefit. Whether it is an online activities hub for everything happening in the area, or signage that signals you have arrived and where you can go, there needs to be a collective identity for the Corridor.
SWOC Analysis
Strengths

• The history is so vast that multiple stories can be told through various lenses.
• Members of the community want to see the Corridor succeed and there are numerous organizations that are invested in bringing the Corridor to the forefront of African American history.
• The anchor organizations have generations of loyal members and supporters, providing built-in support for the Corridor.
• The unique aspects of African American history and culture found in the Corridor can provide a draw of national proportions, if marketed correctly.
• There are many opportunities for the Corridor to connect to larger narratives of African American history in Buffalo. Many African American heritage sites have been bolstered and funded by the City of Buffalo in the recent year.
Weaknesses

• The Corridor does not have a comprehensive way of booking and organizing tours.

• Content throughout the Corridor is limited, but there is so much history that could be shared with a wider lens on the entirety of the Corridor. Each venue needs to be a shared part of the collective story.

• The African American community can be territorial but needs to be collaborative for the success of this enterprise.

• The current capacities and historic infrastructure of the anchor organizations do not create an environment that would allow for visiting groups to easily access the venues.

• There is a perception that the Corridor is unsafe due to a lack of street lighting and vagrants who disturb visitors and residents of the area.
Opportunities

• Moratorium on land purchases until the Corridor has a cohesive vision and appropriate coding for land parcels.

• The Corridor needs to think in terms of a “Gravity Model”; in other words, how can the Corridor be a destination that continually draws people in, and not just for special events?

• With a connected storyline, there is an opportunity to collaborate with various local schools systems. Not just public schools but also private, charter, and parochial schools, as well as secondary education institutions.

• Parking in the Corridor would provide necessary infrastructure for visitors to stay in the area for longer visits.

• New businesses (Black owned) in the area will add more reasons for people to visit the Corridor. Restaurants, boutiques, recreational spaces would be a draw, while also keeping money within the local African American community.

• Creating a “hub” destination within the Corridor to provide an entry point for visitors, to not only explore the history of the Corridor, but how it is tied to larger African American histories around the downtown area could make the Corridor an economic driver for Buffalo as a whole.
Challenges

• Marketing the Corridor as a collective entity is imperative. Synergistic relationships will be essential to making the Corridor a destination not just individual venues.

• The Corridor has not been recognized as the “treasure” it is. Without economic policy protections by local and state government, gentrification (which is already present in the area) could push out the heritage nature of many venues.

• Many people have lived in Buffalo their whole lives and have never been to the Corridor. How does the Corridor encourage a “critical mass” of younger generations coming to the Corridor and understanding the importance of continued preservation?

• Tying the heritage of the Corridor to the larger narrative of African American History in the country is top of mind, not just for individual histories of the anchor sites, but to the overall narrative of the historic area.
Strategic Opportunities
Strategic Opportunities

1. Create an attractive and compelling central hub for planning activities and general information.

2. Educational curriculum collaboration/Integration (K-12 and colleges).

3. Landscape planning that fosters community engagement.

4. Black-owned businesses to enliven and sustain the Corridor.

5. Policy/zoning changes to protect characteristics of the corridor (new development).

6. Marketing the Corridor as a collective entity, including attractive wayfinding.

7. Incorporate ways of sharing multiple historical stories through a contemporary lens.

8. Including the community in the development of programs and services for the Corridor.
Strategic Opportunity #1

An attractive and compelling central hub for planning activities and general information is imperative

- The Corridor has an opportunity to be the destination for African American Heritage in the area.

- Visitors need easily accessible service amenities (restrooms, parking, general information).

- A central hub within the Corridor not only provides an overview of the history of the area but can act as the entry point to Buffalo African-American History sites

Example in Action:

Weeksville Heritage Center
Brooklyn, New York

- Weeksville Heritage Center is an historic site and cultural center in Central Brooklyn that uses education, arts and a social justice lens to provide contemporary engagement with the history of Weeksville.

- Weeksville is one of the largest free Black communities in pre-Civil War America, and the Historic Hunterfly Road Houses.
Strategic Opportunity #2

Educational Curriculum Collaboration/Integration (K-12 and Colleges)

• The Corridor could be a site not only for **experiential learning**, but as living lessons to be included in curriculums, helping to better educate younger generations on the importance of preserving and continuing legacy.

• The Buffalo education system, not just K-12 public schools, but also private, charter, parochial schools and higher education institutions, will benefit from the creation of a **comprehensive and cohesive narrative**.

Example in Action:

Reginald F. Lewis Museum
Baltimore, Maryland

• The Lewis Museum offers several Guided or Self-Guided themed tour options for K-12 school groups and research trips for higher education students.

• Site themed tours align with State Curriculum Standards and complement lessons from An African American Journey: A Resource for Learning the History of African Americans in Maryland and the United States developed by the Maryland State Department of Education in partnership with the Museum.
Strategic Opportunities #3

Landscape planning that fosters community engagement

- When thinking of landscape planning, it includes green spaces but also encompasses public infrastructure.
  - Parking
  - Sidewalks
  - Lighting
  - Meeting spaces
Strategic Opportunity #4

Black-owned businesses to enliven and sustain the Corridor

• New businesses (Black owned) in the area will add more reasons for people to visit the Corridor.
• Restaurants, boutiques, recreational spaces would all bring more people into the Corridor and keep money within the African American community in Buffalo.

Example in Action:

Houston Black Food Truck Festival
Houston, TX

• In Summer 2019, the 2nd Annual Black Food Truck Festival & Vendor Fair was hosted by Houston’s Blacklist Association and sponsored by the City of Houston.
• The Festival successfully highlighted the city’s underrepresented community of black-owned food trucks.
Strategic Opportunities #5

Marketing the Corridor as a collective entity including attractive signage

- Marketing and Placemaking go hand in hand. By making the Corridor a destination, all connected pieces will benefit.
- Whether it is an online activities hub for everything happening in the area, or signage that signals you have arrived and where you can go, there needs to be a collective identity for the Corridor.

Example in Action:

Spartanburg Cultural District
Spartanburg, SC

- The Downtown Public Art experience allows for the area to remain fresh, welcoming and unique for not only our visitors, but for the downtown workforce and residents that enjoy visiting our downtown on a regular basis.
- The different public art pieces identify historic sites in the area and create a feeling that you have arrived at a destination.
Strategic Opportunity #6

Policy/zoning changes to protect the Corridor (new developments)

• Without economic policy protections by local and state government, new development (already present) could alter or erase the heritage nature of the area.
Strategic Opportunity #7

Incorporate ways of sharing historical stories through a contemporary lens

- By creating an inclusive narrative, encompassing the organizations and sites outside of the boundaries there is even greater chance of receiving financial support and public awareness.
- Activating the Corridor with events such as festivals, film nights, family days, and culinary experiences, that connect to the larger narrative of the Corridor creates a larger opportunity to draw people in.

Example in Action:

Smithsonian African American Film Festival
Washington, DC

- The film festival was a multi-day cinematic experience celebrating African American visual culture and film. Attendees experienced historic films alongside contemporary works by some of the brightest emerging and veteran filmmakers.
Strategic Opportunities #8

More community involvement in planning Corridor programs and services

- Community members want to be kept “in the know” about new businesses in the area.
- There is a strong push towards specifically bolstering Black businesses and working with developers to ensure the integrity of the Corridor is maintained with new buildings.

Example in Action:

IMPACCT Brooklyn
Brooklyn, NY

- Previously known as the Pratt Area Community Council.
- This council works with local organizations in the area to temper market forces through coordinated efforts of grassroots activists, community development organizations, socially responsible businesses, and progressive public officials, to balance the virtues of continuity and change and preservation of their community.
Prioritization of Opportunities
Community Workshop #2
July 27, 2021
What We Heard

The most pressing needs and wants for the Corridor to address Strategic Opportunities...

- Safety Measures (i.e., improved street lighting, speed bumps in the Corridor main streets)
- Improving Pedestrian Access (i.e., Landscaped sidewalks, bike paths, bike racks, benches)
- Intergenerational Music Events (i.e., utilizing the vast history of music in the Corridor, connecting new generations to the legacy)
- Cultural Festivals (i.e., Kwanza, Underground Railroad Tribute)
- Wayfinding and Signage (i.e., directions for visitors and historical markers around the Corridor)
- Neighborhood Clean-Up Initiative (i.e., Cleaning up streets, sidewalks, garbage cans, green spaces and building entryways)
- Historically Relevant Statues in Green Spaces (i.e., Jesse Clipper, Reverend Nash)
- Youth Programming (i.e., regular youth focused activities connected to the larger cohesive narrative of the Corridor)
- Reenactments in the Corridor (i.e., important events, activating sites that may no longer have a physical space in the Corridor)
- Information Kiosks (i.e., easily accessible general information on anchor institutions and events)
MSAAHC Priorities Survey
MSAAHC Priorities Survey

We polled registrants from the July 27th Community Workshop to identify priorities, based on input we received in the discussion, as to which actions must happen with the first phase of funding. We asked respondents to select their top three responses, which are included here:

1. Safety Measures (i.e., improved street lighting, speed bumps in the Corridor main streets) 52%

2. Improving Pedestrian Access (i.e., Landscaped sidewalks, bike paths, bike racks, benches) 48%

3. Wayfinding and Signage (i.e., directions for visitors and historical markers around the Corridor) 46%
Mapping the Corridor Focus Group
Mapping the Corridor Focus Group

Following the July 27th Community Workshop and MSAAHC Priorities Survey, we wanted to map ideas from various inputs to identify and discuss potential space implications and activations in the Corridor.

Participants Discussed...

• Sidewalk/Streetscape
• Sanitation Building
• Sanitation Building Parking Lot
Sidewalk/Streetscape

We heard...

- **Lower** the speed limit in the Corridor and add speed bumps where necessary.
- **Update** historical markers around the Corridor, the Corridor needs a plan for maintenance or more durable materials for signage.
- **Connect** local bike trails to the Corridor, adding bike lanes and bike racks throughout.
- **Bring** in local Black artists to create murals throughout the Corridor connected to the history of the Corridor.
- **Create** Corridor clean-up initiatives to keep the area clean and welcoming.
- **Plant** foliage around the Corridor, flower boxes and trees. Bring in community gardeners maintain the landscape.
- **Design** new lighting in the Corridor (i.e., vintage light posts with banners)
- **Identify** best bus routes throughout the Corridor if streets are modified.
- **Use** technology such as QR codes to activate information stations or pop-up visitor centers in containers around the Corridor.
- **Build** benches and ample seating around the Corridor.
Sanitation Building

We heard...
The Sanitation building should be a Multi-use space.
- **Build** in an amphitheatre to spotlight local musicians and theater groups, music every night.
- **Create** a year-round, Sunday to Sunday event schedule for public access.
- **House** a Black Business Incubator program. (Training and Business Development)
- **Build** in a flex space for events and a banquet Hall for prestigious events.
Sanitation Building Parking Lot

We heard...

• **Use** this as a parking lot (building a subsurface parking garage in the future)
• **Advertise** bus parking is available for group visiting the Corridor, potential revenue generation.
• **Design** a grassy plaza area (i.e., urban agriculture)
• **Build** outdoor restroom facilities
- BASED ON DRAFT SCOPE OF WORK SPREADSHEETS PROVIDED BY MOODY NOLAN ON JANUARY 30, 2022.
- NEW YORK STATE PREVAILING WAGE RATES FOR ERIE COUNTY.
- SHORT TERM PROJECTS ESCALATED TO 2024, LONG TERM PROJECTS ESCALATED TO 2030.
- NORMAL WORKING HOURS AND CONDITIONS, NO PREMIUM FOR A CONDENSED CONSTRUCTION SCHEDULE IS INCLUDED.
- STANDARD WORK SHIFTS FOR TRADESMEN (NO SECOND / THIRD SHIFT WORK OR OVERTIME IS INCLUDED).
- COMPETITIVE BIDDING PROCESS.
- PROJECT WILL BE PHASED.
- UNIT PRICES INCLUDE PRIME AND SUBCONTRACTOR GENERAL CONDITIONS, OVERHEAD AND PROFIT AND A DESIGN CONTINGENCY.
- CONSTRUCTION CONTINGENCY (10%) INCLUDED FOR OWNERS CHANGE ORDER RESERVE.

EXCLUSIONS:
- CONSTRUCTION MANAGER FEES, MARKUPS OR GENERAL CONDITIONS
- PROJECT LABOR AGREEMENTS
- SOIL REMEDIATION
- ROCK OR BELOW GRADE OBSTRUCTION EXCAVATION
- ASBESTOS AND HAZARDOUS MATERIALS ABATEMENT (IF APPLICABLE)
- FF&E (IF APPLICABLE)
- SITE ACQUISITION COSTS

Note: This estimate represents a reasonable opinion of cost based on several public and proprietary sources of information. It is not a prediction of the successful bid from a contractor as bids will vary due to fluctuating market conditions, errors and omissions, proprietary specifications, lack of surplus bidders, perception of risk, and so on. Consequently, this estimate is expected to fall within the range of bids from multiple competitive contractors or subcontractors. However, we do not warrant that bids or negotiated prices will not vary from the final construction cost estimate.
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<tr>
<td>Mural and building wrap</td>
<td>8,420</td>
<td>SF</td>
<td>$547,300</td>
<td>$585,611</td>
<td>$82,095</td>
<td>$722,406</td>
<td></td>
</tr>
<tr>
<td>Relocate existing arch to Arsenal and Michigan</td>
<td>1</td>
<td>EA</td>
<td>$35,000</td>
<td>$37,450</td>
<td>$5,250</td>
<td>$46,200</td>
<td></td>
</tr>
<tr>
<td>Widen sidewalks</td>
<td>73,125</td>
<td>SF</td>
<td>$1,096,875</td>
<td>$1,173,895</td>
<td>$164,531</td>
<td>$1,447,875</td>
<td></td>
</tr>
<tr>
<td>Accessible curb cuts</td>
<td>20</td>
<td>EA</td>
<td>$100,000</td>
<td>$107,000</td>
<td>$15,000</td>
<td>$132,000</td>
<td>May include drop off zones</td>
</tr>
<tr>
<td>Pedestrian crosswalks including striping and call signals</td>
<td>10</td>
<td>EA</td>
<td>$100,000</td>
<td>$107,000</td>
<td>$15,000</td>
<td>$132,000</td>
<td></td>
</tr>
<tr>
<td>Street edge planting</td>
<td>11,250</td>
<td>SF</td>
<td>$168,750</td>
<td>$180,563</td>
<td>$25,313</td>
<td>$222,563</td>
<td>City typical grass and ground cover species</td>
</tr>
<tr>
<td>Street tree planting</td>
<td>8,000</td>
<td>SF</td>
<td>$80,000</td>
<td>$85,600</td>
<td>$12,000</td>
<td>$105,600</td>
<td></td>
</tr>
<tr>
<td>Bike lanes</td>
<td>2,550</td>
<td>LF</td>
<td>$25,500</td>
<td>$27,285</td>
<td>$3,825</td>
<td>$33,660</td>
<td></td>
</tr>
<tr>
<td>Bike racks</td>
<td>30</td>
<td>EA</td>
<td>$5,000</td>
<td>$4,844</td>
<td>$4,500</td>
<td>$14,344</td>
<td></td>
</tr>
<tr>
<td>Enhanced street lighting</td>
<td>60</td>
<td>EA</td>
<td>$300,000</td>
<td>$321,090</td>
<td>$45,000</td>
<td>$396,090</td>
<td></td>
</tr>
<tr>
<td>Provide temporary fencing to allow park to be closed in evening</td>
<td>1,000</td>
<td>LF</td>
<td>$40,000</td>
<td>$42,800</td>
<td>$4,000</td>
<td>$52,800</td>
<td></td>
</tr>
<tr>
<td>80’-0” x 100’-0” climatized quonset huts with connector to include restrooms and small warming kitchen</td>
<td>5,000</td>
<td>SF</td>
<td>$2,000,000</td>
<td>$2,140,000</td>
<td>$300,000</td>
<td>$2,640,000</td>
<td>Connections to utilities may be necessary</td>
</tr>
<tr>
<td>Pop up retail shipping containers</td>
<td>6</td>
<td>EA</td>
<td>$18,000</td>
<td>$19,260</td>
<td>$2,700</td>
<td>$23,760</td>
<td>Connection to utilities may be necessary. Containers should be self contained and equipped with power and lighting for basic retail operations. Potential uses include coffee shop, boutique clothing and gift shop.</td>
</tr>
</tbody>
</table>
## Long-Term Projects

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>UOM</th>
<th>Unit Cost</th>
<th>Total 2022 Construction Cost</th>
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<th>Total Project Cost</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MSAAHC Arch - New</strong></td>
<td>1</td>
<td>EA</td>
<td>$110,000.00</td>
<td>$110,000</td>
<td>$145,200</td>
<td>$16,500</td>
<td>$11,000</td>
<td>$172,700</td>
<td><strong>Please provide an allowance</strong></td>
</tr>
<tr>
<td><strong>Boardwalk, planting, lighting and seating for Commemorative Park</strong></td>
<td>1</td>
<td>LS</td>
<td>$1,700,000.00</td>
<td>$1,700,000</td>
<td>$2,244,000</td>
<td>$255,000</td>
<td>$170,000</td>
<td>$2,669,000</td>
<td><strong>Please provide an allowance</strong></td>
</tr>
<tr>
<td><strong>Street murals, lighting and bollards for Nash Street closure</strong></td>
<td>1</td>
<td>LS</td>
<td>$200,000.00</td>
<td>$200,000</td>
<td>$264,000</td>
<td>$30,000</td>
<td>$20,000</td>
<td>$314,000</td>
<td>Assumes bollards at street ends; street lighting along route; allowance for street murals</td>
</tr>
<tr>
<td><strong>Jesse Clipper Square Expansion - Traffic redirection eastbound on William Street for expanded plaza</strong></td>
<td>31,400</td>
<td>SF</td>
<td>$10.00</td>
<td>$314,000</td>
<td>$414,480</td>
<td>$47,100</td>
<td>$31,400</td>
<td>$492,980</td>
<td><strong>3 story new construction</strong></td>
</tr>
<tr>
<td><strong>New hotel on partially redeveloped Broadway Auditorium site</strong></td>
<td>155,371</td>
<td>SF</td>
<td>$350.00</td>
<td>$54,379,850</td>
<td>$71,781,402</td>
<td>$8,156,978</td>
<td>$5,437,985</td>
<td>$85,376,365</td>
<td>Partial demolition and new construction; 3 story base, 10 story tower</td>
</tr>
<tr>
<td><strong>Renovated Broadway Auditorium - Mixed-use retail, entertainment venue and office space for businesses and non-profits</strong></td>
<td>52,000</td>
<td>SF</td>
<td>$300.00</td>
<td>$15,600,000</td>
<td>$20,592,000</td>
<td>$2,340,000</td>
<td>$1,560,000</td>
<td>$24,492,000</td>
<td>Glut renovation, historical restoration</td>
</tr>
<tr>
<td><strong>Mixed-use Residential - Commercial ground floor with two stories of apartments above</strong></td>
<td>279,300</td>
<td>SF</td>
<td>$225.00</td>
<td>$62,842,500</td>
<td>$82,952,100</td>
<td>$9,426,375</td>
<td>$6,284,250</td>
<td>$98,662,725</td>
<td><strong>3 story new construction</strong></td>
</tr>
<tr>
<td><strong>Residential Two-family homes and/or live/work with commercial ground floor</strong></td>
<td>13,300</td>
<td>SF</td>
<td>$225.00</td>
<td>$2,992,500</td>
<td>$3,950,100</td>
<td>$448,875</td>
<td>$299,250</td>
<td>$4,698,225</td>
<td><strong>2 story new construction</strong></td>
</tr>
<tr>
<td><strong>Single story grocery store with urban agriculture on roof</strong></td>
<td>22,807</td>
<td>SF</td>
<td>$200.00</td>
<td>$4,561,400</td>
<td>$6,021,048</td>
<td>$684,210</td>
<td>$456,140</td>
<td>$7,161,398</td>
<td>New construction</td>
</tr>
<tr>
<td><strong>Renovate warehouse building located at 200 Broadway Street for businesses and arts incubator</strong></td>
<td>96,850</td>
<td>SF</td>
<td>$225.00</td>
<td>$21,791,250</td>
<td>$28,764,450</td>
<td>$3,268,688</td>
<td>$2,179,125</td>
<td>$34,212,263</td>
<td>Glut renovation</td>
</tr>
<tr>
<td><strong>New community center on former YMCA site</strong></td>
<td>66,300</td>
<td>SF</td>
<td>$350.00</td>
<td>$23,205,000</td>
<td>$30,630,600</td>
<td>$3,480,750</td>
<td>$2,320,500</td>
<td>$36,431,850</td>
<td><strong>3 story new construction</strong></td>
</tr>
<tr>
<td><strong>Landscaped plaza over open single level parking garage (south of hotel)</strong></td>
<td>80,300</td>
<td>SF</td>
<td>$225.00</td>
<td>$18,067,500</td>
<td>$23,849,100</td>
<td>$2,710,125</td>
<td>$1,806,750</td>
<td>$28,365,975</td>
<td><strong>3 story new construction</strong></td>
</tr>
<tr>
<td><strong>Museum/exhibit space for culturally relevant art and history</strong></td>
<td>66,300</td>
<td>SF</td>
<td>$500.00</td>
<td>$33,150,000</td>
<td>$43,758,000</td>
<td>$4,972,500</td>
<td>$3,315,000</td>
<td>$52,045,500</td>
<td>New construction: 3 story</td>
</tr>
<tr>
<td><strong>Nash House Museum elevator</strong></td>
<td>1</td>
<td>EA</td>
<td>$250,000.00</td>
<td>$250,000</td>
<td>$330,000</td>
<td>$37,500</td>
<td>$25,000</td>
<td>$392,500</td>
<td>2 stops, standard hydraulic</td>
</tr>
</tbody>
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<tbody>
<tr>
<td><strong>MICHIGAN STREET AFRICAN AMERICAN HERITAGE CORRIDOR COMMISSION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>