



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).

TABLE OF CONTENTS

03

BUSINESS AND OPERATING PLAN

- 04 FRAMEWORK OF TARGETED GOALS AND PRIORITIES
- 07 SUMMARY OF EXISTING FINANCIAL AND OPERATING PROCEDURES
- 09 REVENUE GENERATION OPPORTUNITIES
- 10 RECOMMENDED IMPLEMENTATION ACTION STRATEGY

11

CURRENT AND PROJECTED MARKET DEMAND

- 12 EXPLORATION OF MARKET INDICATORS AND DEMAND BY THE IDENTIFIED TARGETED LAND USES
- 17 ECONOMIC IMPACT CONSIDERATIONS
- 19 DEVELOPMENT AGREEMENT CRITERIA
- 21 RECOMMENDED IMPLEMENTATION ACTION STRATEGY

23

TOURISM ENHANCEMENT STRATEGY

- 24 HERITAGE TOURISM FRAMEWORK AND COMMISSION SUCCESSES
- 25 BUFFALO'S TOURISM MARKET AND PARTNERS
- 27 TOURISM ENHANCEMENT FRAMEWORK
- 28 RECOMMENDED IMPLEMENTATION ACTION STRATEGY

29

APPENDIX

- 29 ECONOMIC DEVELOPMENT IMPLEMENTATION GUIDE
- 31 MSAAHCC PROJECTED STABILIZED OPERATIONS
- 33 RECOMMENDED CAPITAL IMPROVEMENT RESOURCE ALLOCATION



BUSINESS AND OPERATING PLAN

SUMMARY OF EXISTING CONDITIONS
MSAAHC COMMISSION AND CORRIDOR ANCHORS
AND FUTURE ECONOMIC DEVELOPMENT OPPORTUNITIES

BUSINESS AND OPERATING PLAN

FRAMEWORK OF TARGETED GOALS AND PRIORITIES

SUMMARY OF EXISTING FINANCIAL AND OPERATING PROCEDURES

REVENUE GENERATION OPPORTUNITIES

RECOMMENDED IMPLEMENTATION STRATEGY

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

Identified Goals

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



Strategic Plan Tools

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

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

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

NEAR-TERM COMMUNITY GOALS

IDENTIFIED GOALS	TIMING
Safety Measures <i>Including Improved Street Lighting, Slowing Down the Street Speed Through Speed Bumps along the Corridor</i>	Near-Term
Wayfinding <i>Including Directions for Visitors and Historical Markers Around the Corridor</i>	Near-Term
Pedestrian Considerations/Activity <i>Including Landscaped Sidewalks, Multimodal Infrastructure Including Bike Paths and Racks, and Pedestrian Seating Opportunities</i>	Near-Term

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

EXISTING MSAAHC COMMISSION GOALS

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

Source: MSAAHC Commission Vision Statement

PHYSICAL INTERVENTION GOALS

IDENTIFIED GOALS	TIMING
Sidewalk and Streetscape <i>Infrastructure to Reduce Vehicular Speeds, Enhanced Historical Markers, Bike Infrastructure, Black Artist Murals, Clean-Up Initiatives, Greenery and Beautification, Improved Lighting, Wayfinding, Seating, and Public Transportation</i>	Near-Term
Sanitation Building as a Multi-Use Space <i>Amphitheater/Performances, Public Events, Black Business Incubator Program, Flex Space</i>	Long-Term
Sanitation Building Parking Lot <i>Parking for Visitors/Tourists, Including Bus Parking, Green Space/Plaza, Outdoor Restrooms</i>	Long-Term
YMCA Lot(s) and Sycamore/Broadway Lot(s)	Long-Term

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

RECOMMENDED ECONOMIC DEVELOPMENT OPPORTUNITIES

Ensure a sustainable operating model for the Commission moving forward by increasing earned income and funding support.
Prioritize strategic actions that generate near-term wins and long-term impact along and near Michigan Street.
Purchase property near the anchors to serve as the Commission's office space and hub for the corridor.
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.
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.

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

MSAAHC COMMISSION

As an advocate for the community, MSAHCC endeavors to integrate 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.

MICHIGAN STREET BAPTIST CHURCH

(Buffalo Niagara Freedom Station Coalition)

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.

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.

FINANCIAL / ORG. MODEL	OPERATING BUDGET	SOURCES OF REVENUE	OPPORTUNITIES & IMPLICATIONS FOR THE STRATEGIC PLAN
Nonprofit 501(c)3 (2020)	\$541k (2021 Expenses)	59% Public Grants 39% Public Support 2% Other Income	Increased desire for physical presence on the corridor (future office space). Identified six key criteria for future development agreement.
Nonprofit 501(c)3 (2001)	N/A	Tours (Operation and Administrative Costs) Philanthropic Support (Construction) Government Grants (Construction and Renovations)	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.
Nonprofit 501(c)3	Approx. \$15k (Estimated Annual Expenses)	40% Membership Structure 40% Museum Admissions 20% Gift Shop	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.
Nonprofit 501(c)3	N/A	Membership Structure Bar Revenue Venue Rentals Museum Admissions Events Programming	Currently undergoing a \$2 million renovation, funded through state and local government funds, with expected re-opening during the summer of 2022.
For Profit (WUFO) Nonprofit (Black Radio History Collective – Vision Multi-Media Institute Collective)	N/A	For Profit: Advertisement (100%) Nonprofit: Grants Fundraisers Museum Admissions	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.

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.

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

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

ACTION STRATEGY	TIMING	PARTNERS	PRIORITY & IMPACT
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.	Immediate	Property and Real Estate Stakeholders, ESD	
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.	Near-Term	City of Buffalo, Local Artist(s)	
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.	Near-Term	Business Community, Local Business Incubator Programs	

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.



MARKET DEMAND AND DEVELOPMENT CONSIDERATIONS

MARKET DEMAND AND DEVELOPMENT POTENTIAL

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.

HOTEL AND RESIDENTIAL



Initial development along the Michigan Street Corridor should prioritize uses that bring more people to the corridor. **Initial development should include residential and/or hospitality uses.** More residents and visitors will grow the area’s customer base and strengthen long-term vibrancy.

RESTAURANT, RETAIL, AND ENTERTAINMENT



After, or as part of a mixed-use development, commercial uses should be prioritized. This not only adheres to the community’s vision for enhanced retail along the corridor but strengthens the visitor experience and can help the area capture more visitor spending dollars.

CULTURAL



Higher population density and visitor draw levels will help support **new cultural uses and long-term vibrant public spaces** along the Michigan Street corridor, enhancing both the livability of the corridor and tourism segment.

The purpose of this section is to help MSAAHC Commission understand key considerations regarding the potential development and market demand for the five land uses incorporated into the Strategic Plan: Commercial, Residential, Hospitality, Cultural, and Open Space. Furthermore, this section articulates recommended partnership strategies for the Commission and the real estate and development community.



HOSPITALITY

Hospitality uses complement 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) | 68 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



RESIDENTIAL

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

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.

MARKET DEMAND AND DEVELOPMENT POTENTIAL

CURRENT NEIGHBORHOOD SNAPSHOT: HOUSING SUPPLY & POPULATION

Neighborhood Residential Population

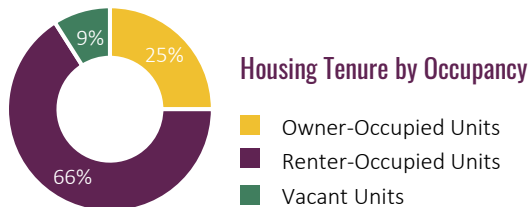
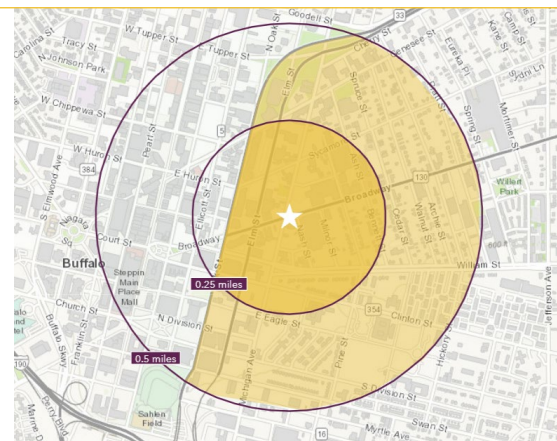
467 residents live in the quarter-mile neighborhood.

2,558 residents live within in the half-mile neighborhood.

Current Housing Supply

175 housing units in the quarter-mile neighborhood.

1,359 housing units in the half-mile neighborhood.



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 (16%) is nearly double the neighborhood’s 9% housing vacancy rate.

Median Household Income

\$37,976

Household incomes in the half-mile neighborhood of the Michigan Street Corridor align with Buffalo’s median household income of \$38,934.

Household Summary



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.*



PUBLIC SPACE

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 MSAHC 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.

MARKET DEMAND AND DEVELOPMENT POTENTIAL

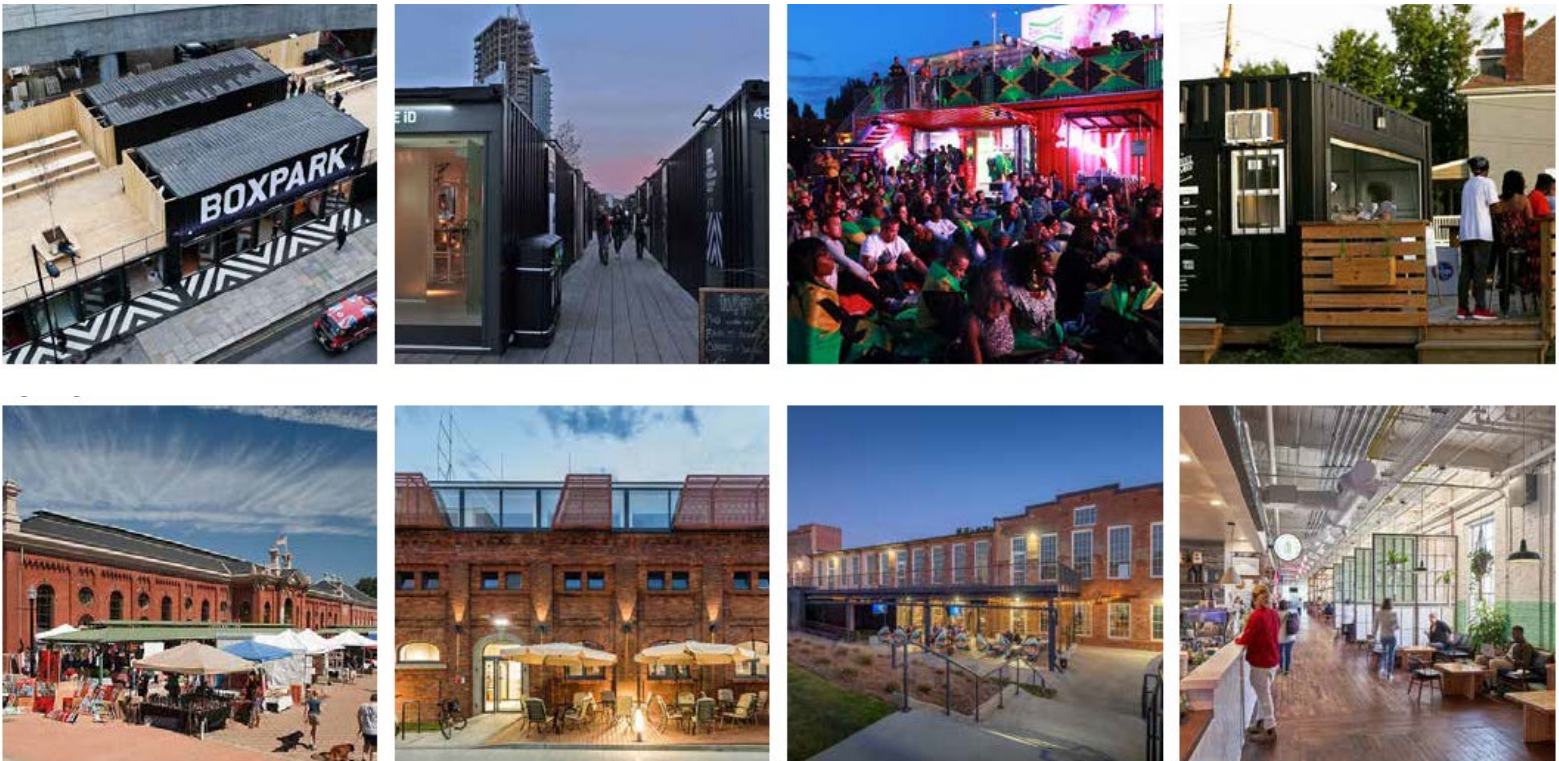
FUTURE LAND USE	Revenue Generation	Economic Impact
<p>Commercial Retailers, restaurants, business incubators, and office spaces provide jobs along Michigan Street. These jobs will generate salaries and wages and business-to-business transactions. More opportunities to shop and dine along Michigan Street brings more dollars to the community’s economy.</p>	DIRECT	HIGH
<p>Residential 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.</p>	DIRECT	HIGH
<p>Hospitality 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.</p>	DIRECT	HIGH
<p>Cultural Cultural uses that increase the visitor base of Michigan Street and capture revenue will bring more economic impact to the corridor.</p>	DIRECT AND INDIRECT	MODERATE
<p>Open Space 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.</p>	INDIRECT	LOW

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.

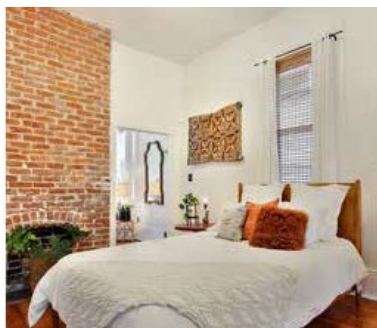


Images from Moody Nolan's Phase 2 Community Engagement Presentation

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.



Images from Moody Nolan’s Phase 2 Community Engagement Presentation



Michigan Street Corridor with Anchor Lots (Bolder) and Open Space (Green)
 Source: Moody Nolan





136-146 BROADWAY SITE

MARKET DEMAND AND DEVELOPMENT POTENTIAL

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.

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.

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.

ACTION STRATEGY	TIMING	PARTNERS	PRIORITY & IMPACT
3A Conduct a Certified Report of Conditions for selected site for purchase.	Immediate	Architect/Engineer, ESD	
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.	Immediate	Development Advisor/Consultant, ESD	
3C Conduct an immediate site-specific property valuation assessment for selected site for purchase to determine appropriate market and transaction costs.	Immediate	Development Advisor/Consultant, ESD	
3D Engage adjacent property owners to assess future market availability of adjacent parcels and identify any necessary shared-use agreements.	Immediate	Property Owner, Development Advisor, EDS	

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.

ACTION STRATEGY	TIMING	PARTNERS	PRIORITY & IMPACT
4A Establish a collective vision for the future of Michigan Street, bridging projected development with the corridor's heritage and Anchors.	Underway	Community, City, Strategic Planning Process	
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.	On-Going	Developers, Dept. of Strategic Planning, Development Community	
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.	On-Going	Dept. of Strategic Planning, BUDC, Developers, Placemakers	
4D Identify a strategy to encourage and incentivize retail businesses to locate on Michigan Street.	Mid-Term	Biz. Community, Econ. Dev. Orgs, Chamber	



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

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

MSAAHCC'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.

(National Trust for Historic Preservation, www.savingplaces.org/stories/preservation-glossary-todays-word-heritage-tourism)



COMMISSION SUCSESSES 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.

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.explorebuffalo.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)

TOURISM ENHANCEMENT STRATEGY

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 Clipper 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*)



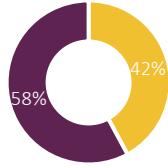
ABOUT BUFFALO'S VISITORS



9 Million

Annual Visitors

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



Share of Person-Trips

- Overnight Person-Trips
- Daytrip Person-Trips



Length of Stay

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

2.9 Nights

Average Number of Nights Spent in Buffalo

5 Hours

Average Length of Daytrip



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.

\$187

Average Daily Spending for Overnight Visitors

\$59

Average Daytrip Visitor Spending

Cultural Tourism Generates Higher Levels of Visitor Spending

Based on national findings, cultural tourists spend approximately 60% more than leisure tourists during their travel.

Top 5 Activities During Buffalo Visits

Heritage tourism plays a significant role in attracting visitors to Buffalo. Historic sites ranked in the top five activities for daytrip and overnight visitors.

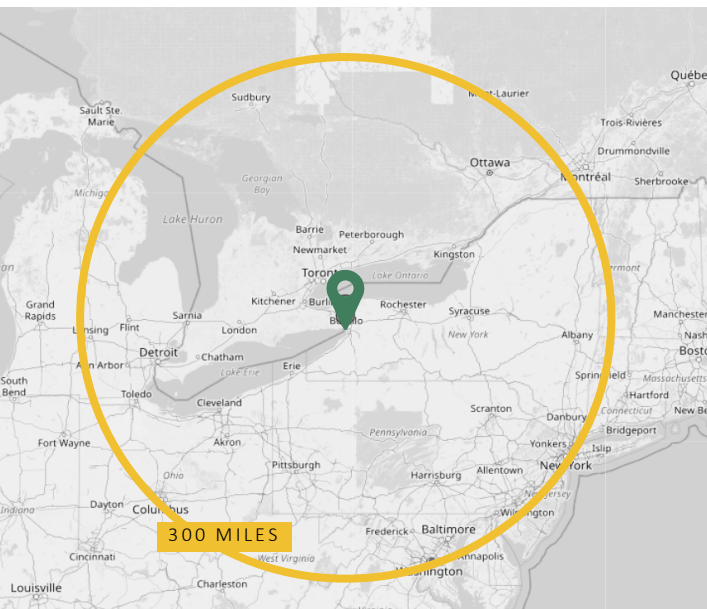
Overnight Visitors:

- Shopping
- State Parks
- Historic Sites & Landmarks
- Bars & Nightlife
- Museums

Daytrip Visitors:

- Shopping
- Casino
- Bar & Nightlife
- Historic Sites & Landmarks
- Hiking

Data Source: Visit Buffalo Niagara, Longwoods Int'l Research (2019). Note: All findings provided above reflect 2019 travel data.



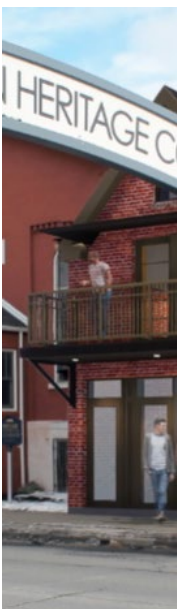
BUFFALO'S REGIONAL DRAW

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

Visit Buffalo Niagara, Longwoods Int'l Research (2019)



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



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).



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













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




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

ACTION STRATEGY	TIMING	PARTNERS	PRIORITY & IMPACT
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.	Immediate	Property and Real Estate Stakeholders, ESD	
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.	Near-Term	City of Buffalo, Local Artist(s)	
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 Strategic Plan vision. The strategy may include concepts such as business incubator partnerships and business technical assistance.	Near-Term	Business Community, Local Business Incubator Programs	













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

ACTION STRATEGY	TIMING	PARTNERS	PRIORITY & IMPACT
3A Conduct a Certified Report of Conditions for selected site for purchase.	Immediate	Architect/Engineer, ESD	  
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.	Immediate	Development Advisor/Consultant, ESD	  
3C Conduct an immediate site-specific property valuation assessment for selected site for purchase to determine appropriate market and transaction costs.	Immediate	Development Advisor/Consultant, ESD	  
3D Engage adjacent property owners to assess future market availability of adjacent parcels and identify any necessary shared-use agreements.	Immediate	Property Owner, Development Advisor, EDS	  

 **4. 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.**

ACTION STRATEGY	TIMING	PARTNERS	PRIORITY & IMPACT
4A Establish a collective vision for the future of Michigan Street, bridging projected development with the corridor's heritage and Anchors.	Underway	Community, City, Strategic Planning Process	  
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.	On-Going	Developers, Dept. of Strategic Planning, Development Community	  
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.	On-Going	Dept. of Strategic Planning, BUDC, Developers, Placemakers	  
4D Identify a strategy to encourage and incentivize retail businesses to locate on Michigan Street.	Mid-Term	Biz. Community, Econ. Dev. Orgs, Chamber	  

 **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	  

A P P E N D I X

MSAAHCC PROJECTED STABILIZED OPERATIONS

The following tables provide the current and projected stabilized operational revenue and expenses for the MSAAHC 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	2021	TARGETED STABILIZED OPERATIONS (2028+)
EARNED INCOME	\$10,000	\$125,000
Ticket and Tours Admission Revenue	\$10,000	\$25,000
Real Estate Revenue	--	\$100,000
PUBLIC SUPPORT	\$328,000	\$100,000
State Level: Empire State Development	\$281,000	\$50,000
State Level: NY Power Authority	\$22,000	--
County Level: Erie County	\$25,000	\$25,000
City Level: City of Buffalo	--	\$25,000
PRIVATE SUPPORT	\$61,000	\$190,000
Foundations	\$26,000	\$65,000
Development Community	--	\$35,000
Corporations and Businesses	\$15,000	\$35,000
Events and Fundraisers	\$5,000	\$30,000
Other Giving	\$15,000	\$25,000
CORE PARTNERS	\$157,000	\$25,000
Eastside Avenues	\$157,000	\$25,000
Anchor and Board Support	--	--
TOTAL REVENUE	\$556,000	\$440,000

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.

CURRENT AND PROJECTED EXPENSES	2021	TARGETED STABILIZED OPERATIONS (2028+)
PROGRAMMATIC ACTIVITIES	\$10,000	\$65,000
Partnerships, Stakeholder, and Community Engagement	--	\$10,000
Marketing and Tourism Enhancement	--	\$20,000
Reenactment Visitor Experience with Visit Buffalo Niagara	--	\$10,000
Anchor Ticket and Tour Management	--	\$10,000
Business Attraction and Incubation	--	\$15,000
Corridor and Commission Events	--	Additional Grant Needed
COMMISSION STAFF	\$180,000	\$260,000
Executive Director Staff and Benefits	\$125,000	\$145,000
Staff Salary and Benefits	\$55,000	\$65,000
Staff Salary and Benefits	--	\$50,000
ADMINISTRATION AND SUPPORT	\$346,000	\$80,000
Insurance, Payroll and Professional Services	\$30,000	\$35,000
Facilities, Equipment, and Operations	\$16,000	\$15,000
Marketing, Website, and Communications	\$5,000	\$10,000
Fundraising	\$5,000	\$10,000
Strategic Planning and Organization Development	\$280,000	\$5,000
Staff and Board Training and Other Expenses	\$10,000	\$5,000
REAL ESTATE AND PROPERTY MANAGEMENT	--	\$25,000
RESERVES	--	\$10,000
TOTAL REVENUE	\$536,000	\$440,000

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.

CAPITAL IMPROVEMENT RESOURCE ALLOCATION

The following recommended distribution of capital improvement funds reflect:

- **MSAAHC 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.

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.

RECOMMENDED DISTRIBUTION OF CAPITAL IMPROVEMENT FUNDING

	2022	2023	2024	2025	2026	2027	2028	TOTAL	SHARE
PHYSICAL IMPROVEMENT	\$605,000	\$385,000	\$285,000	\$125,000	\$35,000	\$10,000	--	\$1,445,000	36%
Mural and Building Wrap(s)	\$65,000	\$25,000	--	--	--	--	--	\$90,000	2%
Streetscape Improvements	--	--	--	--	--	--	--	--	0%
Space Activation Initiatives	\$500,000	\$250,000	\$175,000	\$50,000	\$25,000	--	--	\$1,000,000	25%
Wayfinding	--	--	--	--	--	--	--	--	0%
Retail Enhancement/Support*	\$30,000	\$100,000	\$100,000	\$65,000	--	--	--	\$295,000	7%
Marketing Enhancement	--	--	--	--	--	--	--	--	0%
Other Physical Improvements	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	--	\$60,000	2%
PROPERTY OWNERSHIP	\$1,935,000	\$45,000	\$30,000	\$25,000	\$20,000	\$15,000	\$10,000	\$2,080,000	52%
Real Estate Purchases*	\$1,750,000	--	--	--	--	--	--	\$1,750,000	44%
Management/Operations Strategy and Advisory Services	\$30,000	\$15,000	--	--	--	--	--	\$45,000	1%
Commercial Improvements	\$75,000	--	--	--	--	--	--	\$75,000	2%
Maintenance Expenditures	\$30,000	\$30,000	\$30,000	\$25,000	\$20,000	\$15,000	\$10,000	\$160,000	4%
Real Estate Reserves	\$50,000	--	--	--	--	--	--	\$50,000	1%
DEVELOPMENT PARTNERSHIP	\$125,000	\$125,000	\$125,000	\$100,000	--	--	--	\$475,000	12%
Development Strategy and Advisory Services	\$25,000	\$25,000	\$25,000	--	--	--	--	\$75,000	2%
Development Equity Partnership(s)/Joint Ventures*	\$100,000	\$100,000	\$100,000	\$100,000	--	--	--	\$400,000	10%
TOTAL ALLOCATION	\$2,665,000	\$555,000	\$440,000	\$250,000	\$55,000	\$25,000	\$10,000	\$4,000,000	100%

**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.