

SOUTH BUFFALO



BROWNFIELD OPPORTUNITY AREA

EXECUTIVE SUMMARY

Step 3: Implementation Strategy

Introduction

*“Someone’s sitting in the shade today because someone planted a tree a long time ago.”
Warren Buffett*

Buffalo is back and we are poised to augment our greatness. The development momentum being realized in our city today is the culmination of the passion, wisdom and vision of our community stewards. Successful planning work is exemplified in the South Buffalo Brownfield Opportunity Area. Ecological foresight, rigorous site assessment, herculean clean-up efforts and place-based design are hallmarks of the work accomplished over the past two decades. The reclamation, preservation and unified assembly of abandoned industrial lands have led to the rebirth of this district. As a result, the South Buffalo BOA has emerged as an invaluable community asset and it will continue to flourish as the implementation strategies are completed.

The 2,000 acre waterfront site is strategically located in the bi-national region. Building on the natural geography, and in support of an aesthetic authenticity is the unique sense of place created by the views of Downtown Buffalo’s skyline and the mega-scale relics of the rich industrial past. The economic engine has been supercharged with the recently announced billion dollar public private partnership for the development of the Buffalo High-Tech Manufacturing Innovation Hub at RiverBend, enhancing the South Buffalo BOA as fertile ground for reinvestment and redevelopment.

This document represents a summary of the South Buffalo BOA Implementation Strategy and the final stage of the BOA process. The completion of this step represents a critical milestone in a process that began with preparation of the South Buffalo Redevelopment Plan in the late 1990s. The very well received and award-winning Step 2 Nomination Study utilized the South Buffalo Redevelopment Plan as the planning foundation.

The Implementation Strategy analyzes and updates the planning work that was completed during previous studies and updated strategies were developed to complement current city trends and support the community vision. Updated land use plans were reviewed with stakeholders and these changes were incorporated into the City of Buffalo’s Green Code. Strategic sites within the study area were identified and outreach to landowners took place to determine future investment plans for their property and garner interest in understanding the environmental conditions that may exist. Throughout the study, small, medium and large implementation projects were identified and discussed with the community and potential project champions. A phased approach for implementing these projects was determined, and potential champions and funding sources were identified. The final Implementation Strategy will provide the South Buffalo BOA stakeholders with a roadmap of opportunities that can lead to transformative change in both the short and long-term.



Regional context

The Implementation Strategy and its supporting documents provide the City of Buffalo with a final strategy to submit to the New York State Department of State for designation of the BOA. An approved BOA demonstrates the importance of this area while providing additional funding opportunities for property owners.

i. Project Description

The City of Buffalo is the second largest city in the State of New York and is the transportation hub of the Buffalo-Niagara Region. The city is located on the shores of the Niagara River, at the eastern end of Lake Erie. It is the fifth busiest trade city in the United States and at the center of North America's fifth largest market, with access to more than 9 million consumers living within a 125-mile radius (Map 1: Regional Context) and regional population growth of over 110,000 people per year, as published in the City of Buffalo's Queen City in the 21st Century Comprehensive Plan. A former industrial giant, the city is transitioning from a manufacturing economy to a knowledge-based economy and is the core of the Buffalo-Niagara region. This new economy is made up of: law and administration; technology and communications; media and creative services; health care and medical research; research and development; culture and heritage; sports and entertainment; and retail.

Due to economic restructuring over the past several decades, Buffalo's older factories and industrial buildings not easily adapted to the requirements of the new economy, have become vacant and underutilized, leaving behind large tracts of vacant land. The slow and permanent decline of large scale heavy manufacturing industries combined with an increasing substitution of technology for labor has also resulted in a fewer number of high paying, career path jobs. As a result, the city has lost industrial sector jobs. Lower environmental standards during the first half of the 20th century have resulted in environmental contamination and the need for remediation before many of these sites can be reused.

Since completion of the Step 2 Nomination Study in 2009, the City of Buffalo and Western New York region have experienced a resurgence in investment in the City of Buffalo and Western New York region. As described in the October 18, 2013 Business First edition, since 2010 and going forward there is more than \$3.78 billion of investment in the development pipeline for the City of Buffalo and \$8.1 billion in the overall Western New York area. In addition to these investments, Governor Andrew Cuomo recently announced that two new companies (Sorra and Silveo) will be located in the South Buffalo BOA on RiverBend which is a 260-acre waterfront site planned as a mixed-use urban community with a focus on research and development. These projects will lead to \$1.5 billion in investment and 850 new jobs to start. These projects will transform the former Republic Steel site into a new clean energy manufacturing campus called the High Tech Manufacturing Innovation Hub at RiverBend.

In addition to these projects, significant investments have been made along the shoreline of Buffalo's waterfront since completion of Step 2 to improve public access and amenities. These projects include: Ship Canal Commons, Tift Street Pier, Gallagher Beach, Wilkeson Point, Fuhrmann Boulevard, Central Wharf, River Fest Park and Mutual Riverfront Park. Combined with the Buffalo River remediation, these public investments have planted the seeds for further investment and revitalization throughout the South Buffalo BOA.

ii. Public Participation

Introduction

The South Buffalo BOA Step 3 community engagement process capitalized on a range of techniques and methods to encourage public participation. These strategies ranged from steering committee and public open house meetings to small stakeholder working sessions and one-on-one landowner site visit/planning meetings. At each phase of the project, communication tools, including advanced web based outreach, were used to share current data, compelling graphics and implementable strategies with the community at large as well as with key groups or businesses who could champion projects. Individuals who were determined to own priority sites were engaged through information mailers, stakeholder and in-person meetings. This outreach was intended to educate property owners of available incentives, including potential funding for voluntary participation in Phase II Environmental Site Assessments (ESA).

Community Participation

The Community Participation Plan (CPP) expands on the success of previous outreach efforts conducted as part of the South Buffalo BOA Step 2 Nomination Study. With such competitive economic opportunities, it was important to engage stakeholders in both the City of Buffalo and the Buffalo-Niagara region. This CPP established the framework for community participation to ensure that city representatives and the consultant team had a



Community Engagement

clear understanding of the issues at the forefront of property/business owners and residents concerns. A diverse approach to outreach included: web based platforms, social media, print media, brochures and fliers. By using a variety of platforms information about the South Buffalo BOA was made available to a large and diverse population.

A total of four public meetings were held beginning April 2013 through December 2013. Two meetings were held to discuss the overall South Buffalo BOA and two meetings were held to focus more in-depth on the Hopkins Street neighborhood to assist with development of the Neighborhood Revitalization Strategy. These public meetings and workshops were dedicated to inform and promote active participation from local residents, business, and property owners of the project status and to solicit opinions on the proposed redevelopment plans of the South Buffalo BOA. The workshops highlighted the importance of community participation in the implementation process. During these events, the team asked community members what they valued and what they would like to see change. The discussion included strategic opportunities and critical steps required for maximum benefit to the community.

iii. Existing Conditions Analysis

Community and Regional Setting

The City of Buffalo and the South Buffalo BOA project area have been slowly experiencing economic resurgence as industries are choosing to locate to the city and entrepreneurs are embracing new business opportunities. The region is starting to adapt to the shifting economic base and is beginning to attract new industry and a more diverse workforce. In addition, new initiatives, such as the Buffalo Billion for Western New York, seek to make Western New York an attractive place for emerging industries to locate and enhance the region's very capable workforce. The region has experienced success with these emerging initiatives, specifically in the South Buffalo BOA project area. These new industries are

bringing the region to the forefront of the green technology movement, and provide new employment and development opportunities.

Demographic Context

Socioeconomic trends throughout the study area have closely mirrored those of the City of Buffalo. Between 2000 and 2010, the city and the study area lost approximately 11 percent of their respective populations, although the region lost less population. Population retention continues to be an important priority for both the study area and the city.

The study area is well represented by a cross section of age groups. According to the 2010 census, the majority of the study area includes residents between the ages of 40 and 64 years of age (33.5 percent), followed by those under the age of 19 years (29 percent). These age groups will need to be taken into consideration to identify appropriate goods and services that may be needed to enable them to succeed and to age in place.

Income growth remains another city-wide challenge. The average income for individuals residing in the City of Buffalo is significantly lower than the region, county and state. Although attracting high-paying jobs is a challenge, the city is slowly starting to adapt to its changing economy. Employment opportunities have resulted in new workforce development programs. Newly trained employees have enhanced skills and great opportunities to obtain higher paying jobs.

Home ownership is another important consideration relating to neighborhood quality-of-life. The study area has a larger proportion of home owners when compared to the city, however over the past ten years home ownership decreased by ten percent. A key consideration for the Hopkins Street neighborhood will be to stabilize home ownership and encourage longer-term renters to maintain the quality of their properties and the surrounding community.

Land Use Patterns and Controls

The South Buffalo BOA project area is made up of approximately 2,000 acres south of the Buffalo River and east of Buffalo's Outer Harbor. The majority of land located within the project area has been vacant or underutilized since former heavy industrial and steel manufacturing uses have ceased and land has awaited redevelopment. In many cases, the properties associated with these land uses resulted in a high concentration of brownfield properties, many of which have since been remediated to commercial standards. Although vacant, underutilized and brownfield properties are associated with area-wide disinvestment, they also present the City of Buffalo and the study area with some of the greatest redevelopment opportunities as they become shovel-ready.

Vacant properties, rights-of-way and public parks/forested properties make up the largest land areas, respectively. The existing open space network continues to be one of the study area's largest assets and public and private investments support further enhancement. The study area is still characterized by lower value uses that may offer longer-term redevelopment opportunities. The city is currently in the process of updating its zoning regulations to focus more on the placement and design of buildings as opposed to separating specific uses. The revised Green Code is intended to streamline the development process by combining zoning, subdivision and public realm standards into a single document.

Brownfield, Underutilized and Vacant Sites

Brownfield, underutilized and vacant sites were initially identified during preparation of the South Buffalo Nomination Study, and comprise a majority of the properties. Many of these sites were historically used as commercial or industrial properties. During the Implementation Strategy process, strategic sites were identified using existing environmental information as well as extensive input from the Steering Committee. Consideration was given to planning level criteria, including potential for site redevelopment to improve quality-of-life, to site new public amenities, and the adequacy of supporting or nearby infrastructure, utilities and transportation systems.

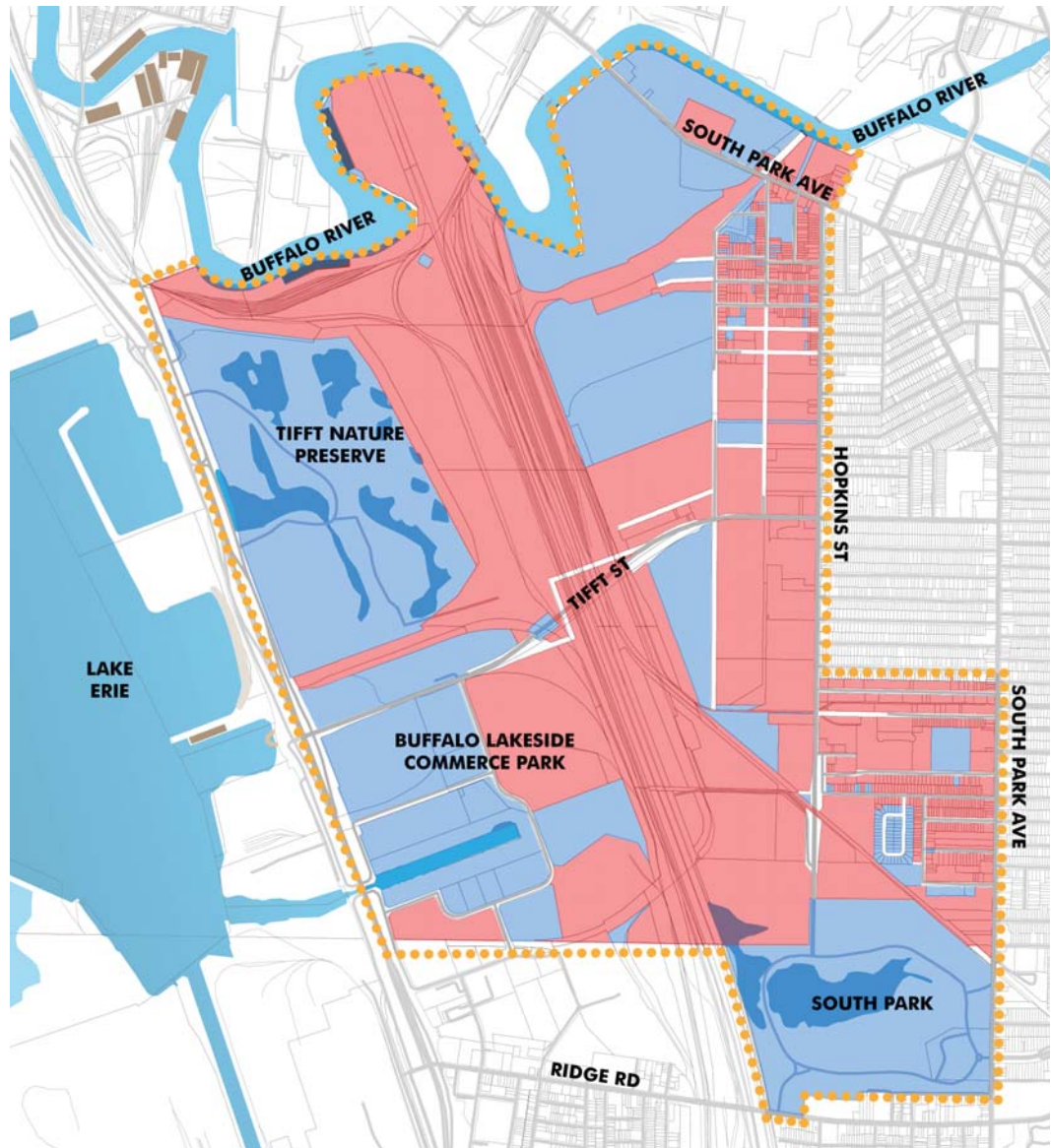
A total of 86 individual tax parcels on approximately 311 acres were initially identified during Step 2 as priority strategic sites, and were further refined to 17 sites as part of the Step 3 Implementation Strategy.

Land Ownership

Property within the South Buffalo BOA includes public and private lands as well as transportation rights-of-way. Public land accounts for approximately 40.5 percent of the land area, with private land holdings comprising the remaining 59.5 percent. The large amount of publicly owned properties provides extraordinary redevelopment opportunities. The primary public property owners include the City of Buffalo and BUDC, who together control approximately 700 acres of land within the BOA. Public properties are actively being redeveloped, particularly in Buffalo Lakeside Commerce Park and at the RiverBend site.

Historic and Archaeological Resources

Historic resources within the South Buffalo BOA are associated with the area's industrial history and highlight the parks and open space system. Historic resources include South Park, including the Botanical Gardens and 1927 golf structure, the Concrete-Central



Private and Public Ownership

LEGEND

- SOUTH BUFFALO BROWNFIELD OPPORTUNITY AREA
- PUBLIC SECTOR
- PRIVATE SECTOR



Buffalo & Erie County Botanical Gardens

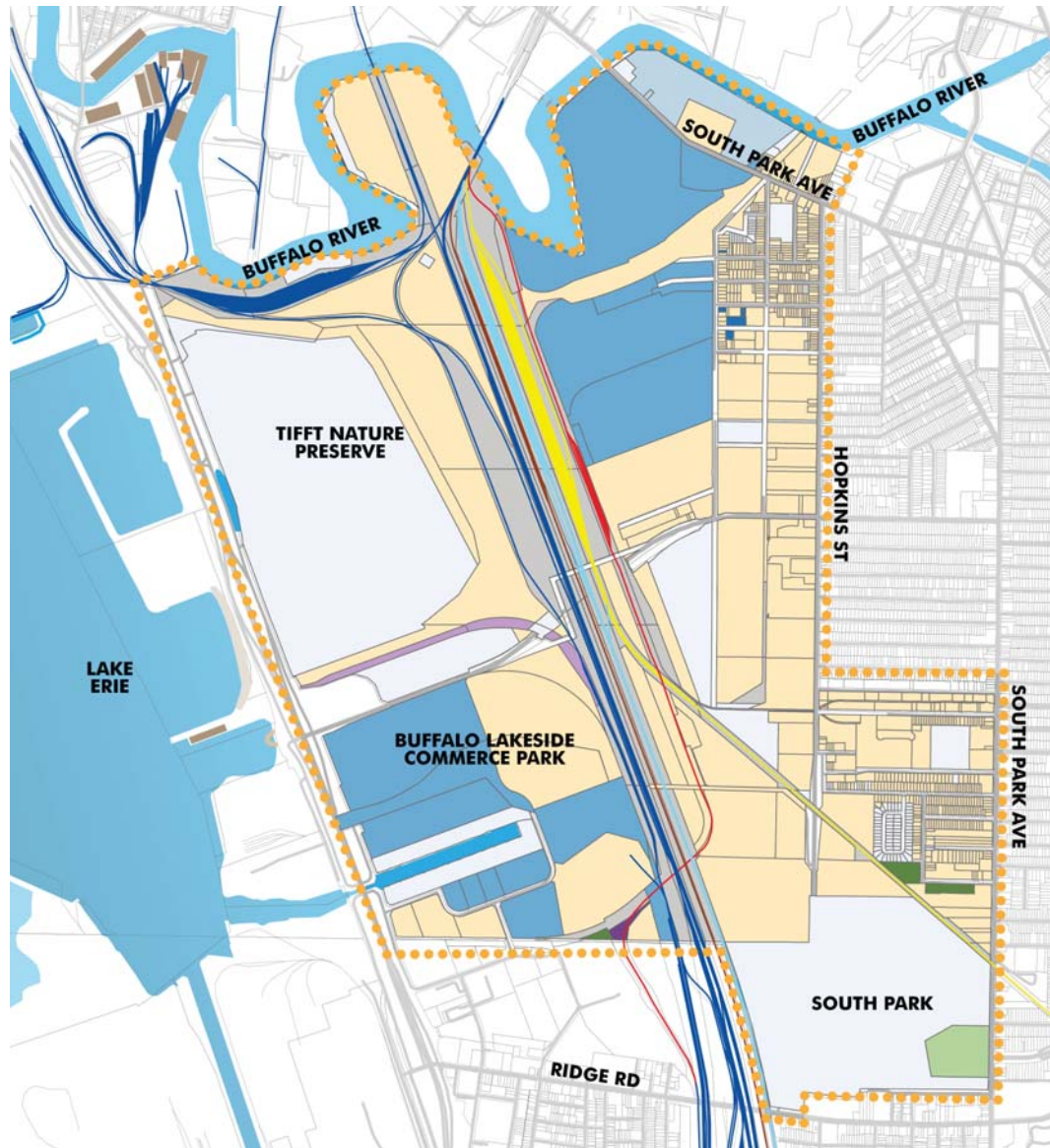
Elevator, Cargill Superior Elevator and Union Ship Canal. These resources provide the opportunity to capitalize on the momentum stemming from investment occurring elsewhere in the city, particularly at the nearby outer harbor. Celebrating the area's industrial heritage provides both educational and economic development opportunities.

Transportation Systems

The South Buffalo BOA is strategically located at the intersection of an international transportation hub with rail, waterway, and road infrastructure. These systems have contributed to the study area's accessibility, and the resulting industrial and commercial development. Several projects have been undertaken to strengthen existing transportation systems, including the Buffalo River Restoration project, the Southtowns Connector/Buffalo Outer Harbor Project, Route 5 Reconstruction Project, Hopkins Street Bridge replacement, among others. There are additional opportunities to address overcapacity issues, such as along Tiff Street, and employ traffic calming techniques to provide improved access to developable properties and promote neighborhood walkability.

Infrastructure

Infrastructure is generally available in developed areas, including along Abby Street, Hopkins Street and South Park Avenue. The majority of vacant land located within the RiverBend project area will require new utility extensions to support development. The need for infrastructure upgrades will provide the city with the opportunity to utilize green energies and invest in green infrastructure to enhance environmental quality throughout the study area. Incorporating green infrastructure techniques into future development furthers the city's goal of alleviating combined sewer overflow events. Additionally, in 2011 the City of Buffalo was selected to receive funding for a Wind Feasibility Study as part of the EPA's RE-powering America's Land initiative. The EPA selected a 3,500 acre site in the South Buffalo and Buffalo River BOAs project areas to determine the feasibility of solar or



Rail Network

LEGEND

●●●●● SOUTH BUFFALO BROWNFIELD OPPORTUNITY AREA

PROPERTY OWNERSHIP

- PRIVATE OWNERSHIP
- CITY OF BUFFALO (PUBLIC)
- BUFFALO ECONOMIC RENAISSANCE CORPORATION (BERC)
- BUFFALO URBAN DEVELOPMENT CORPORATION (BUDC)

TRAIN OWNERSHIP

- CSX
- BUFFALO & PITTSBURGH
- BUFFALO SOUTHERN RAILROAD, INC (ERIE COUNTY)
- NORFOLK SOUTHERN RAILWAY, INC
- SOUTH BUFFALO RAILWAY



Shoreline restoration at RiverBend site

wind power generation. Initiatives such as these can create a new branded identity for the study area and attract additional future investment.

Natural Resources and Environmental Features

One of the study area's most significant assets is its natural resources and environmental features. These assets include the Buffalo River, Tift Nature Preserve, Union Ship Canal, and South Park. The study area is home to wildlife habitat, federal and state wetlands, and floodplain areas. As development in the study area departs from the historic heavy industrial uses, the environmental integrity of these resources are being reclaimed and restored. Currently the Buffalo River shoreline restoration at the RiverBend site is being restored.

In addition to Buffalo River's shoreline restoration, there are significant efforts on publicly controlled parcels to assess and remediate properties in preparation for redevelopment. The Buffalo Lakeside Commerce Park and RiverBend sites are major examples of brownfield properties that have been assessed, remediated, and prepared for redevelopment. In addition, former transportation rights-of-way, such as the Lehigh Valley Railroad Properties, are being assessed to identify the potential for expansion of Tift Nature Preserve. One of the key challenges throughout implementation will be to identify ways to enhance public access to natural features recreational opportunities and further environmental education.

iv. Implementation Strategy

During the past seven years, the City of Buffalo, New York State Department of State, and the New York State Department of Environmental Conservation have guided planning for the South Buffalo study area through the (BOA) program. Urban planning efforts have provided information about the existing community, including its neighborhoods, demographics, built and natural assets as well as the existing environmental and physical conditions of property and infrastructure. Public engagement is integral to understanding the desires of the community and to inform the planning initiatives, partnerships, and techniques identified to create strategic transformational projects.



Demonstration of buildout potential

The South Buffalo BOA Implementation Strategy builds off the success of initiatives implemented across the city and provides a comprehensive strategy with varying scale, cost techniques, timeframes and actions aimed to achieve the community's desired vision. These strategies include: improvements to the public realm, creating places for all residents and visitors, and embracing the city's unique natural habitat. Lighter, Quicker, Cheaper (LQC) initiatives aim to make Buffalo a great place to live, learn, work, and play, all with low cost yielding results. This type of action allows public realm interventions to generate interest thereby attracting additional investment consistent with the community's vision.

The Implementation Strategy is grounded in the community's vision and includes the following transformative plans to support current efforts: the Hopkins Street Neighborhood Revitalization Strategy, Step 3 Road Map to Success Strategies, Step 2 Nomination Study, RiverBend Master Plan, Buffalo Green Code, South Buffalo Golf Course Feasibility Study, and a Recreational Needs Assessment. The Implementation Strategy provides guidance for transformational projects that contribute to positive views and excitement about Buffalo's near and long-term future.

Step 2 Nomination Study Summary

The South Buffalo BOA Master Plan, prepared during the Step 2 Nomination Study phase, represented extensive analysis and consultation that occurred over a two year period ending in 2009. The Master Plan establishes a framework for guiding the evolution of the BOA to a higher value employment area complemented by a mix of new uses, strengthened communities, and significant open space and natural areas. Since the Master Plan was prepared, numerous economic and development changes have occurred; however, the guiding principles and framework developed through the Nomination Study remain relevant.

Transforming the South Buffalo BOA by encouraging a diverse range of land uses will contribute to long-term economic stability and growth. The Master Plan proposes several prevailing themes that are drawn from key assets and opportunities within the study area. The prevailing themes place an emphasis on economic development, ecological restoration and neighborhood revitalization. From the Nomination Study Master Plan these key areas are described below:

- High Environmental Performance and Economic Resiliency
- Emphasis on Employment
- Strong Places and Mixed Use Communities
- Complete Streets
- Enhanced and Integrated Network of Open Space
- Restoration and Development along the Buffalo River

As part of the Step 3 Implementation Strategy, land uses and precinct areas that were defined in the Step 2 Nomination Study were further refined to incorporate ongoing planning initiatives and economic development. This work includes incorporating the RiverBend Master Plan and Buffalo Green Code.

Buffalo Green Code Summary

The City of Buffalo's existing zoning code is a traditional Euclidean zoning code, designed to separate uses from each other. Although this has been amended over time, the existing code is difficult to navigate and not easy to interpret. In addition, the manner in which the regulations were structured no longer permit the type of development desired by the City of Buffalo and its residents. As a result, an overhaul of the city's regulatory framework was initiated and is on-going.

The Buffalo Green Code is intended to bring together and codify land use strategies from an array of ongoing planning initiatives that include the Future Land Use Plan, its four Brownfield Opportunity Area projects, the Local Waterfront Revitalization Program, the Unified Development Ordinance, and inclusion of the Homestead Urban Renewal Plans, which is the only Urban Renewal Plan proposed to be updated and remain active.

The Green Code is further intended to update the city's regulatory framework to reflect emerging development trends and best practices, including smart growth and sustainability techniques. It is a place based strategy that emphasizes building placement and focuses less on separating uses. This framework is intended to provide flexibility to re-establish walkable, mixed-use neighborhoods throughout the city.

RiverBend Summary

After completion of the Nomination Study, the RiverBend Master Plan (2011) was developed and provided a detailed land use plan and employment projections for the RiverBend site. This plan is the first implementation strategy to be completed for the South Buffalo BOA and consists of 260 acres. Similar to the Nomination Study Master Plan, the RiverBend Master Plan proposes a sustainable mixed-use development with a multi-modal transportation system and a holistic approach to the site's ecology. The Master Plan is based on themes to Connect, Restore, Transform, and Engage with an emphasis on the creation of a regional asset. The RiverBend Master Plan provides development guidelines that encourage a green, modern and vital urban neighborhood to attract new jobs and create a new urban destination.

Since completion of the RiverBend Master Plan, Governor Andrew M. Cuomo announced the creation of the Buffalo High-Tech Manufacturing Innovation Hub at RiverBend (2013). 1.5 billion dollars will be invested in RiverBend and more than 2,000 jobs are expected



UDO / Buffalo Green Code

LEGEND

- SOUTH BUFFALO BROWNFIELD OPPORTUNITY AREA
- D-S (RETAIL STRIP)
- N-3R (RESIDENTIAL)
- D-IO (OFFICE)
- D-IL (LIGHT INDUSTRIAL)
- N-3E (MIXED-USE EDGE)
- D-OG (GREEN)



Buffalo High-Tech Manufacturing Innovation Hub at RiverBend

at this new facility. On the northern end of RiverBend, the English Pork Pie Company, which produces traditional English pork pies for distribution nationally and internationally, relocated their food manufacturing plant and headquarters to the existing Village Farms facility in 2011. The company is currently studying options for expanding their product and employment opportunities in the near future. The diversity of manufacturing represented by these companies demonstrates that economic viability within the South Buffalo BOA is possible.

Hopkins Street Neighborhood Revitalization

The Neighborhood Revitalization Strategy (NRS) focuses on the Hopkins Street Neighborhood which is located along Hopkins Street, and runs north-south on the eastern edge of the South Buffalo BOA. This community includes a mix of residential, commercial and industrial uses. For most of this community's history, the neighborhood has been defined and energized by the steel industry, which was in operation for much of the 20th century. In recent years citizen action has been a strong proponent to reinvigorating the neighborhoods. brownfield cleanup efforts and public infrastructure investments throughout the South Buffalo BOA have paved the way for redevelopment.

The growing trend in municipal planning is to focus on developing Neighborhood Revitalization Plans, particularly in rust-belt cities where economic opportunities drastically changed over the course of the past century. Effective revitalization plans are generally resident-led to give a voice to those most affected by the plan. In addition they generally adopt a place-based approach to improve quality-of-life, address critical environmental, economic, and social challenges, and focus on the strengths of the community to more effectively capitalize on future development. The NRS for the Hopkins Street neighborhood seeks to embrace these opportunities.

The Hopkins Street Neighborhood is in transition. Strategies are in place to enhance the quality of life for residents to live, work, play and learn. As part of the NRS, a vision for



Vision for Hopkins Street

Hopkins Street was developed through input from residents, not-for-profit organizations, private sector representatives, neighborhood groups, government agencies, and other interested parties. The NRS offers techniques and best practices to achieve the vision defined by the community. The strategy identifies five guiding principles that are supported by specific objectives and actions. They represent the core values identified through the stakeholder working groups and align with the development priorities established by the Western New York Regional Economic Council. These principles include workforce development, building community resources, housing, quality-of-life, and sustainable development.

The NRS is a working document that is intended to be flexible and adapt to external factors while being guided by the vision and principles set forth by the community. Success will be achieved through small incremental actions and continued community advocacy.

South Buffalo Golf Course Feasibility Study Summary

The South Buffalo Golf Course Feasibility Study (2014) explores a range of issues affecting the feasibility of developing an 18-hole golf course on a 201-acre brownfield site located within the South Buffalo BOA. A golf course on the site was a recommended implementation action proposed in the Step 2 Nomination Study. This proposed land use was seen as an option to put remediated lands back to productive use while helping to connect the open space network in the area. The golf course would be a recreational amenity and add value to surrounding properties. In addition, a new golf course would enable the removal of the existing golf course from historic South Park, allowing restoration of Frederick Law Olmsted's 1894 vision for an arboretum in the park.

The study assessed the site's physical layout, its environmental features, such as wetlands, and known environmental concerns (brownfields) and assessed the financial issues associated with developing a golf course. A number of site concept plans were developed, including 18-hole, 9-hole, as well as other configurations, to evaluate how a golf course



South Buffalo Golf Course Study

could be accommodated on the property. The conclusion from the analysis is that environmental concerns, space limitations, other physical constraints and financial issues preclude the development of a financially feasible 18-hole course on the site; however, a high quality 9-hole course on the southern portion of the site (Steelfields/ Marilla Street landfill property), would be feasible. In support of the feasibility of the project, additional golf amenities, such as a driving range, a practice putting green and a pitch and putt course, along with other recreational facilities such as trails, are recommended to diversify the appeal and draw more visitors to the site. A strong marketing program would help capture an increased share of the golfing market. The new facility should be positioned as a learning center, with a strong, fun player development program to help attract new players to the sport. Additional recreational activities will extend seasonal use, increase potential revenues and help create a four season community asset.

South Buffalo Recreation Needs Assessment

The recreational needs assessment which is currently being studied will be used to determine the need for and feasibility of relocating or constructing one or more indoor and/or outdoor recreational facilities within the South Buffalo BOA. The assessment will include a full feasibility study that incorporates market research of comparable facilities, and a local financial analyses.

Creating opportunities for additional recreational offerings has been identified as an important early-action project that will increase the appeal of the entire South Buffalo BOA. The assessment will ultimately identify whether the South Buffalo BOA is the optimal location for a recreation facility. Elements of the study will include: Preliminary Analysis, Existing Conditions/Supply Analysis, Demand Analysis, Market Analysis, Comparable Identification and Analysis, Location Analysis, Construction Cost Estimates, Financial Operations Analysis, and Economic Impact Analysis.

Road Map to Success

While there are myriad initiatives that have been recommended throughout the master planning effort, the purpose of this Implementation Strategy is to focus on critical initiatives that can lead to immediate and lasting change. Economically viable development along with initiatives, such as creating pedestrian friendly streets, an integrated pedestrian trail system and environmentally sustainable developments, will induce positive change. This transformation will require tangible short-term lighter, quicker, cheaper (LQC) projects to generate momentum, excitement and community buy-in. Small scale, visible and tangible neighborhood projects contribute to the transformational energy needed to encourage implementation of larger long-term strategies.

The Implementation Strategy identifies three priority strategies targeted for completion within one to three year, three to five year and five to fifteen year timeframes. In addition to guiding future funding decisions, the Implementation Strategy provides a partnership/funding matrix to enable and promote public-private partnerships that will benefit the South Buffalo BOA and City of Buffalo residents.

Strategy 1: Create enjoyable Streets for Everyone

Step 1 includes eight initiatives to transform the existing street network to an integrated community system for pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Streets are the most visible and plentiful part of our public realm. Transformation of the infrastructure into complete streets foster increased business activity and generates community pride.

Strategy 2: Integrate Pedestrian Trails through the community

Strategy 2 complements Strategy 1 by recommending six initiatives to develop a network of pedestrian paths connecting residents and businesses to commercial, social, recreation, and natural amenities throughout the South Buffalo BOA and outlying areas.

Strategy 3: Leverage Nature's Economic & Social Potential

Strategy 3 identifies five initiatives that take into account the vast amount of underutilized land, a significant asset in the South Buffalo BOA. Although much of this vacant and underutilized land has historically been industrial, many properties have been remediated, redeveloped, and/or returned to a natural setting. While portions of the South Buffalo BOA will be utilized as a natural preserve and parkland, much of the vacant land will be transformed to support a powerful economic engine once again.



Complete brownfield remediation at Buffalo Lakeside Commerce Park

Brownfield Remediation Strategy

Throughout the Implementation Strategy planning process, landowners and stakeholders were engaged to inform them of the study and refine the Nomination Study's identified strategic sites. Sites were refined based on their immediate redevelopment potential, ownership tenure, location within the BOA, and other planning level criteria. As a result of this analysis, 49 individual tax parcels were identified to be included in targeted landowner outreach. Fliers were mailed and door to door visits conducted to gauge potential interest in being involved in the project and to participate in the voluntary Environmental Site Assessment application process. Of those engaged, eight property owners indicated interest in being involved in the project and possible involvement with the Environmental Site Assessment Program. These sites are further defined in section 3.6 of the Implementation Strategy.

Local Laws and Regulations

Project area recommendations for the Implementation Strategy primarily focus on improvements to the public realm, streetscape enhancements, incorporating green infrastructure strategies, improving environmental conditions and enhancing the local identity of the study area. To facilitate implementation, the regulatory framework needs to be considered to ensure regulations will not inhibit the strategies developed for area-wide revitalization.

- Complete Streets: The City of Buffalo passed an ordinance amendment to Chapter 413 in 2008 requiring inclusion of pedestrian and bicycle facilities into all new street construction, reconstruction, maintenance and public works and parks projects undertaken by the city. This requirement closely aligns with recommendations made for various streets in the study area as part of this process. In addition, in 2011 Governor Cuomo signed the Complete Streets Act, requiring state, county and local agencies to



Complete Street, Main Street, Buffalo

consider the convenience and mobility of all users for transportation projects using state and federal funding sources.

- **Green Infrastructure:** Various green infrastructure techniques are recommended to address environmental, aesthetic and grey infrastructure issues throughout the South Buffalo BOA. The NYSDEC Stormwater management Design Manual establishes best green infrastructure practices to be employed for runoff reduction, and should be used as a resource when considering employing green infrastructure techniques. In addition, the City of Buffalo’s Unified Development Ordinance is structured to support emerging practices, including encouraging local food production, on-site and district stormwater management, and alternative energy production.
- **Re-Tree:** Urban forestry is increasingly recognized as a community amenity and an important component of the green infrastructure network. Chapter 309 of the city code establishes regulations for the protection of trees. In addition, Chapter 476 sets forth regulations to protect trees located on public property or public rights-of-way. Other regulations, policies and programs that could be considered include incompatible development protection, which protect trees from development that may be damaging.
- **Community Gardens:** Community gardens are an emerging initiative impacting communities throughout the country. To facilitate their development, many communities are revising zoning regulations to establish them as an “As-of-Right” use. The city’s proposed Green Code establishes community gardens as an approved principal use in most of the proposed zoning designations. Moreover, “Adopt-a-Lot” policies permit vacant public or private properties to be used as community gardens in the short-term until redevelopment opportunities present themselves.
- **Public Art Installations:** Public art can be used to create a sense of place, celebrate an area’s history, develop neighborhood identity and improve the public realm. Chapter 409

of the City Code establishes an Art in Public Places program, which requires projects equal to or greater than \$1,000,000 to dedicate 1% of the total budgeted design and construction cost to public art costs. This stipulation applies to city projects located on city-owned properties. Although the city already has public art requirements in place, other communities have taken these requirements a step further and established Private Developer Cultural Arts Requirements. These require the developer to incorporate public art into a proposed project, or contribute to an arts fund in lieu of installation.

Step 3 Funding Agencies and Partners

The Implementation Strategy has been an inclusive networking process, creating awareness and engaging many parties ranging from; neighborhood residents, community organizations, business owners, City of Buffalo departments, civic leaders, and cultural institutions. The Implementation Strategy tables correlate potential partners with possible funding sources to support the strategies identified for initiating change in the community. By fostering a forum for partnerships, interested groups are equipped to share knowledge and execute projects with greater propensity.

Marketing the South Buffalo BOA

The South Buffalo BOA has experienced extraordinary investment announcements in 2013 and is positioned to continue experiencing development interest in the near future. These investments have been facilitated by the benefits associated with the BOA program in addition to the availability of shovel ready sites within South Buffalo BOA. Market research performed by Buffalo Niagara Enterprise (BNE), Empire State Development and the Billion for Buffalo defines target industry clusters for the City of Buffalo. These industries have been further refined for the South Buffalo BOA marketing strategy to include: Advanced Manufacturing, Logistics/Distribution, Advanced Business Services and Life Sciences.

Targeting the appropriate market areas for this strategy requires ongoing analysis by BNE and its partners. The target audience for the marketing strategy includes investors, private sector companies and brokers. Techniques used to reach these audiences require multiple formats that include a strong web presence, electronic communications, industry specific news journals, blogs and direct mailers. Using creative approaches to market the South Buffalo BOA is beneficial to introducing new audiences to this exciting area. To support this effort, detailed marketing materials were created as part of the Implementation Strategy and include brochures, strategic site profiles and supportive graphics. These resources can be used to better inform municipal leaders, community organizations, residents, and potential investors of proposed implementation strategies and investment opportunities.



Proposed public realm improvement

Compliance with SEQRA

The requirements of the State Environmental Quality Review Act (SEQRA) (Article 8 of Environmental Conservation Law and 6 NYCRR Part 617 of the implementing regulations) have been fulfilled, including the South Buffalo BOA Plan’s consistency with New York State Coastal Management Program’s Coastal Policies, its consistency with any applicable Heritage Area Management Plans, and specific conditions or criteria under which future actions will be undertaken or approved, including requirements for any subsequent SEQRA compliance. This includes establishing thresholds and criteria for supplemental EIS’s to reflect site-specific impacts that are not adequately addressed in the Draft Generic Environmental Impact Statement (DGEIS).

In general accordance with the BOA Program Guidance, the DGEIS has been partially incorporated into the body of the South Buffalo BOA Plan (i.e., Project Description and Boundary, Community Participation and Analysis of the BOA). The remainder of the DGEIS content requirements (i.e., analysis of the South Buffalo BOA’s potential adverse environmental impacts, description of mitigation measures, description of the range of reasonable alternatives to the action, GEIS references, and conditions for future actions) are included in the DGEIS prepared for the Buffalo Consolidated Development Framework (BCDF) (i.e., South Buffalo BOA and three other BOAs, Green Code, Local Waterfront Revitalization Program, and disposition of Urban Renewal Plans). The BCDF and its relationship to the South Buffalo BOA Plan are described in detail in Section 5 of the Step 3 Implementation Strategy.