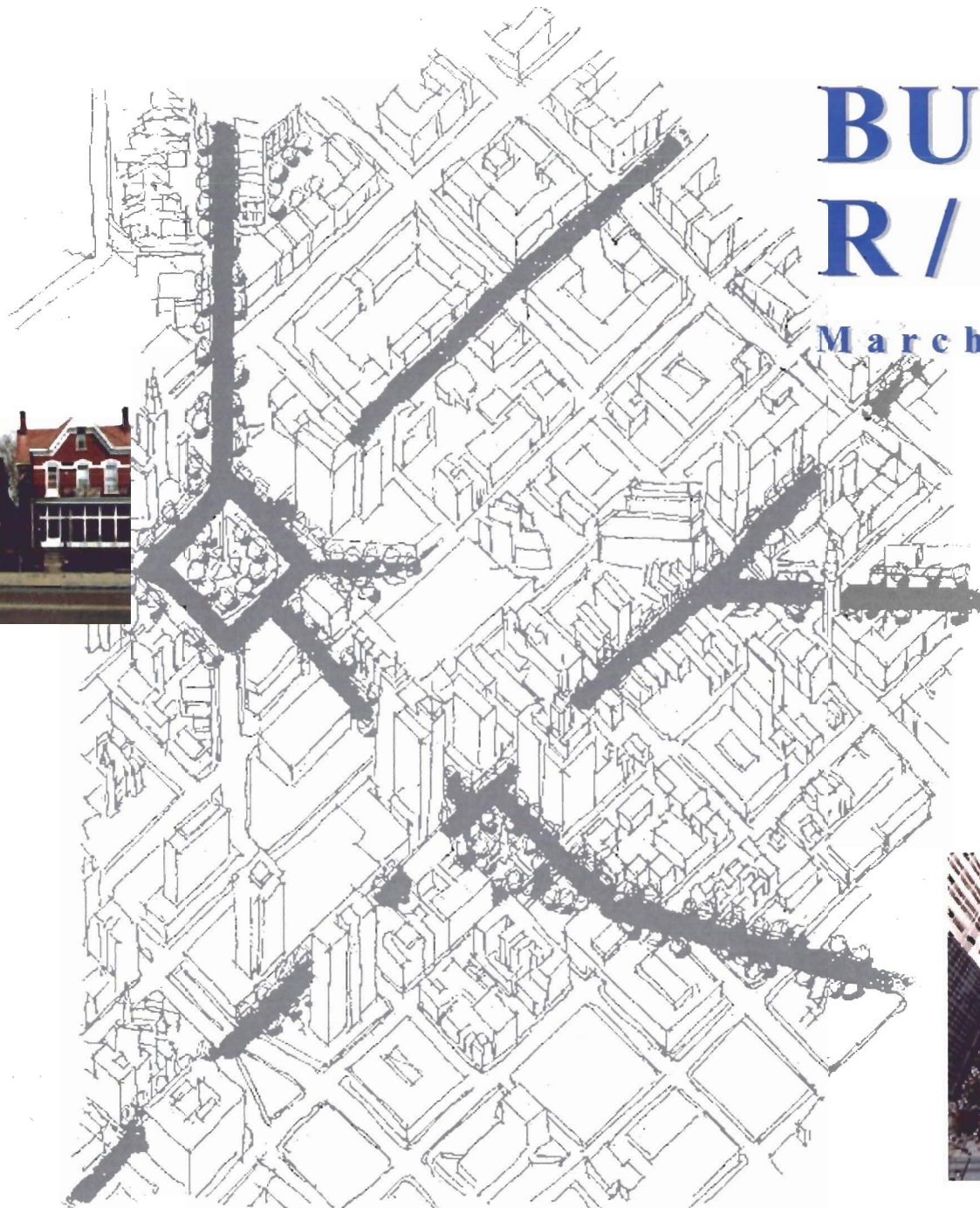


BUFFALO R/UDAT

March 22 - 26 2001



Regional / Urban Design Assistance Team
of the American Institute of Architects

WHAT IS A R/UDAT?

R/UDAT is a program of the Urban Planning and Design Committee of The American Institute of Architects. R/UDATS have been conducted in over 140 cities in the USA over the past 30 years.

A Regional/Urban Design Assistance Team, or R/UDAT, is a fast paced, intensive work session usually lasting four days. The results are an illustrated strategy and recommendations for addressing a community's concerns; local coalitions that form as a results of the highly participatory process; and a local steering committee of community leaders and citizens dedicated to working with, and following-up on, the team's recommendations. Team members volunteer their time and represent a variety of professions selected to meet the special needs of each specific community. The R/UDAT visit is invited and funded by the local community requesting assistance. Communities often spend many months preparing for a R/UDAT visit and many more months following-up on the team's recommendations.

The Buffalo, New York R/UDAT was conducted March 22-26, 2001, and was presented to the people of Buffalo on March 26, 2001.



Buffalo R/UDAT 2001

*A public service project of the
American Institute of Architects*



TABLE OF CONTENTS

| | | |
|----------|--|-----------|
| 1 | CHALLENGES AND OPPORTUNITIES | 1 |
| | Why downtown Buffalo? | 1 |
| | Why downtown housing? | 3 |
| | Can downtown housing succeed? | 5 |
| 2 | MAKING CONNECTIONS | 7 |
| | Uniting the city: a conceptual framework | 7 |
| | Removing barriers and linking communities | 8 |
| | The Public Realm | 8 |
| | A unified housing development strategy | 9 |
| | Prioritized development corridors | 9 |
| 3 | TOWARD A DOWNTOWN HOUSING STRATEGY | 15 |
| | Create clusters | 15 |
| | Link downtown housing to inner neighborhoods | 16 |
| | Prime the pump | 16 |
| | Do it right | 18 |
| | Provide an income mix | 19 |
| 4 | IMPLEMENTING THE HOUSING STRATEGY | 21 |
| | Lafayette Square | 21 |
| | 700 Block of Main Street | 25 |
| | Niagara Street | 26 |
| | Other development opportunities | 28 |
| | A long-term perspective | 31 |
| | Building code issues | 32 |

TABLE OF CONTENTS – 2

| | | |
|----------|---|-----------|
| 5 | OTHER ISSUES AFFECTING THE CBD | 34 |
| | Parking | 34 |
| | Retail needs | 36 |
| | Inner Harbor/waterfront link | 37 |
| | Convention center | 38 |
| | Cars sharing Main Street | 40 |
| 6 | THE MARKET OPPORTUNITY | 42 |
| | Market pros and cons of downtown Buffalo | 42 |
| | Baby boomers and the baby boom echo | 44 |
| | Rental vs. homeownership | 45 |
| 7 | MAKING IT HAPPEN | 47 |
| | Financial feasibility | 47 |
| | Gap financing strategies | 50 |
| | Leadership and capacity | 52 |
| 8 | CONCLUSION | 56 |
| | Vision | 57 |
| | Community | 57 |
| | APPENDIX ONE: Market evaluations | 58 |
| | APPENDIX TWO: Rental pro formas | 61 |
| | APPENDIX THREE: Loft condominium pro forma | 71 |
| | TEAM | 73 |
| | PARTICIPANTS | 74 |
| | BENEFACTORS | 76 |
| | STEERING COMMITTEE | 78 |

1. CHALLENGES AND OPPORTUNITIES.

The R/UDAT team was invited to Buffalo to help the city and the community develop a downtown housing strategy, a "realistic, progressive and achievable" strategy, in the words of the R/UDAT mission statement, to advance the goal of having more people live in downtown Buffalo. In the pages of this report, we have attempted to respond to this charge. First, we must answer three key questions:

- Why downtown Buffalo?
- Why downtown housing?
- Can downtown housing succeed?

Why Downtown Buffalo?

Buffalo is a beautiful city, in a beautiful setting facing Lake Erie, at the confluence of the Buffalo and Niagara Rivers. Over the past two hundred years, it has been embellished with magnificent architecture, a superb network of Olmstead parks, and outstanding cultural and educational institutions. At the dawn of the 20th century, Buffalo was one of the nation's leading cities.

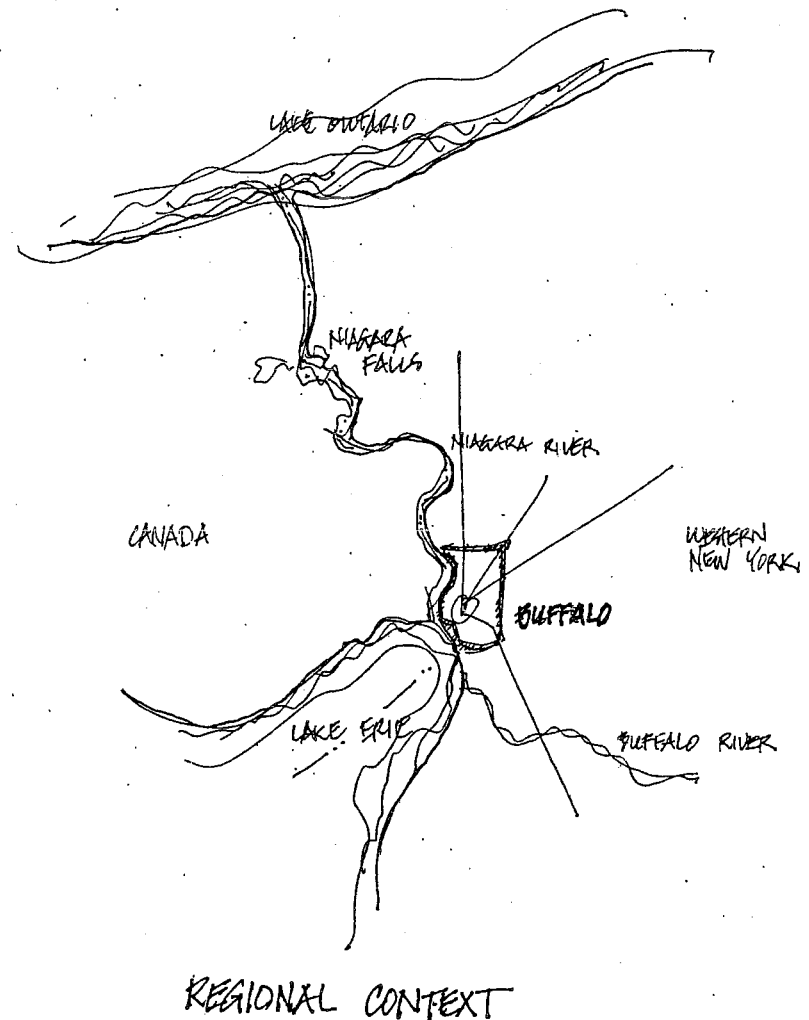
Fifty years of disinvestment, beginning shortly after the end of World War II, have taken their toll on Buffalo. Starting in the fifties, the city began to lose most of its industrial base, culminating in the loss of Bethlehem Steel in the 1970's. It has lost over half of its peak population, which now stands at some 292,000. In the course of this decline, Buffalo has lost many of its finest assets, as demolition of historic buildings, construction of freeways, and other initiatives of the past decades have eaten into the city's fabric. Economic decline, and the lack of jobs, has driven away many of the city's most talented young people, and

doomed many of its residents to lives of poverty.

Despite many problems, Buffalo's Central Business District (CBD) has great strengths that augur well for its future. It is still a regional center of government, finance, and entertainment. Although many historic buildings have been lost, far more remain than in most other older American cities. These buildings, combined with a complex street network and strong open spaces such as Lafayette Square, create a rich, textured, urban fabric.

50,000 people come to work every day in the banks, corporations and government agencies located in the CBD, while the arts, entertainment and sport venues draw millions of people – many from outside the city – every year.

At the same time, the CBD also shows a dispiriting picture of vacant storefronts, abandoned or underutilized office buildings, and seas of surface parking lots. As one person commented, it is "a downtown for a city of 300,000 in a skin designed for 600,000." Even during daytime hours, Main Street is underutilized, and evenings and weekends it is eerily empty. The CBD is disconnected from the rest of the city. Freeways block it from the waterfront, while the Elm/Oak Connector separates it from nearby East Side neighborhoods. Parking lots and pockets of abandoned buildings separate it from neighborhoods to the north and the west. All of those neighborhoods, despite constructive efforts and positive signs, show varying degrees of urban decay.



The downtown – the Central Business District and its adjacent residential neighborhoods – is the symbolic heart of the city and the region, knitting it together and creating a space in which all of the people of the region – of all racial and ethnic groups, and all economic levels – can come together and share common ground. Downtown Buffalo no longer fulfills that function. Without a center, the city has become increasingly fragmented and increasingly segregated, made up of ethnic and racial groups that live separately, and talk little to one another.

The future of Buffalo's neighborhoods is inextricably tied to the future of its downtown. While the city must continue to address the needs of its neighborhoods, rebuilding problem-ridden areas and shoring up struggling urban villages, it must recognize that restoring the health of downtown Buffalo is a critical part of that effort. We do not see a downtown strategy as being in conflict with the needs of the city's neighborhoods, but – properly conceived and executed – as a critical step toward restoring the health of the city as a whole.



Why Downtown Housing?

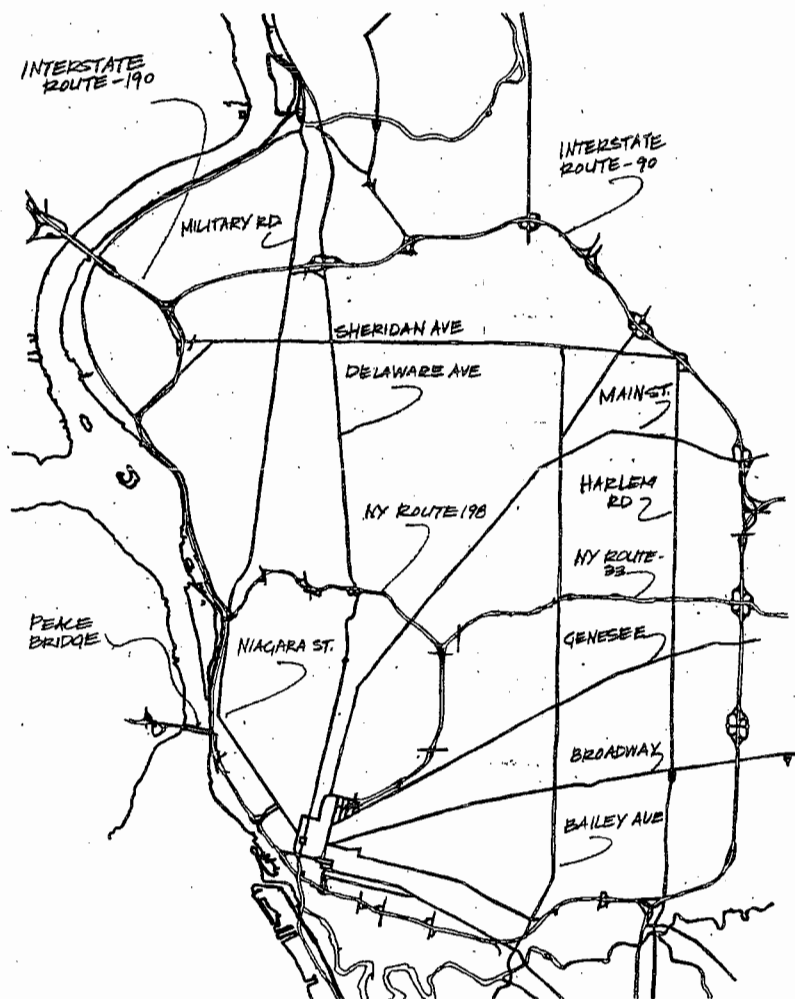
The central issue is how to breathe life into Buffalo's Central Business District, how to take advantage of its assets, and work within its limitations. A housing strategy, although not without its difficulties, offers dramatic potential to foster downtown revitalization in Buffalo, as it has in many other cities. At the same time, the city must recognize that its options for downtown revival are limited. Housing may not be the only game in town, but it is one of few, and most probably the best one.

Cities across the United States have seen a revival of interest in downtown living by a variety of households, ranging from young single people and couples to empty nesters and retirees. The diverse urban environment, coupled with the growing variety of restaurant, entertainment and other options available in downtowns has attracted a population tired of the sameness of suburban life.

This demand has revived the downtowns of many cities, not just the global cities of New York and Chicago, but smaller cities such as Atlanta, Cleveland, Denver or Indianapolis. Their presence has begun to transform these CBD's into 24 hour communities, making more attractive as locations for retail and cutting edge high-tech business.

While Buffalo has seen little of the development that has dramatically affected these other cities, it has many of the same assets that those cities have, and many unique assets:

- The city's inventory of architecturally distinguished, historically significant buildings is second to none.



Many of these buildings are eminently suitable for reuse as housing, and many are of little interest to today's commercial and office users. These buildings can be converted into a wide range of housing types, ranging from unfinished lofts for live-work space to luxurious apartments for empty nesters.

- Downtown has become a center for entertainment and culture.

The theater district and Chippewa Street are a potential magnet for young people, while the HSBC Arena and Dunn Tire Park attract a diverse family audience from throughout the region. The redevelopment of the Inner Harbor will add a dynamic tourist attraction, and begin the process of reconnecting downtown to the Lake Erie waterfront.

- The CBD employment base creates a natural pool of demand.

Over 50,000 people work in the CBD, with thousands more just outside in the growing medical complex centered on Main and High Streets. Legal, financial and government services all employ a growing number of highly skilled younger workers, whose numbers are growing as the Byte Belt initiative makes the city more attractive to high-tech and IT firms.

Moreover, downtown housing has the potential to stimulate the growth of retail activities that are currently missing in downtown. Buffalo's CBD is no longer a retail center for a larger region. The existing downtown market does not support large-scale CBD retail. The amount of retail space in the Buffalo Place area has declined by nearly 50% in the



last fifteen years. As the residential population grows, however, so can retail activity in downtown. A well-designed strategy can build residential and retail – including specialized niche retail – in tandem.

“Big ticket” projects, such as arenas or convention centers, while often important in terms of changing a community’s image, rarely generate the kind and level of spillover benefits that their sponsors hope to see. By bringing people into a community to live, rather than to come in for a few hours and leave, far more impact can be expected for every public dollar invested.

Downtown housing can reinforce the Buffalo CBD’s strengths, by making it a more attractive workplace, by adding retail activities that benefit the surrounding neighborhoods, and by supporting the growth of entertainment and arts activities that distinguish the downtown area. It can make Buffalo more attractive to its young people and recent university graduates, keeping them as valued members of the community. It can help add

life that is missing in the CBD, bringing back Buffalo’s missing center.

At the same time, it is not a “silver bullet” for Buffalo’s many ills. There are no silver bullets. As an element in a larger strategy for rebuilding a fine but battered city, and knitting together its polarized parts, it can play a significant role.

Can downtown housing succeed?

The answer is a careful, qualified yes, but. Housing in Buffalo’s CBD still lacks a track record of success. Past projects, such as Market Square and CitiCenter, have not been financially successful, and there is little on the drawing boards today.

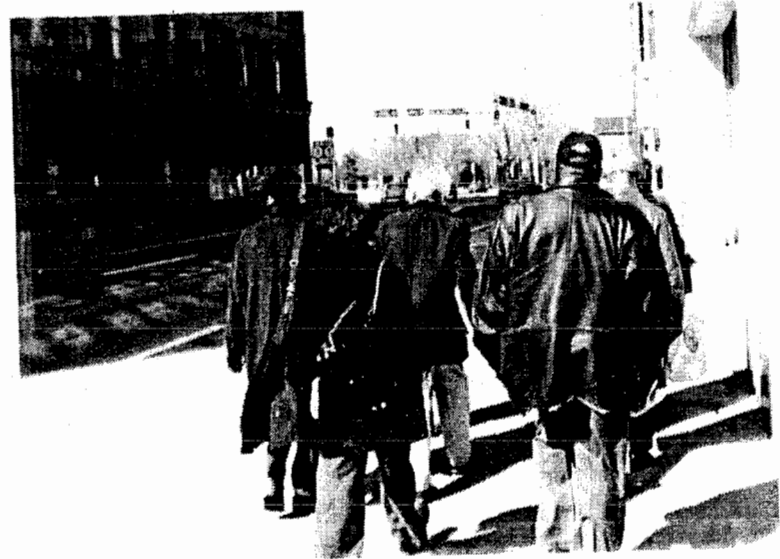
We believe that many people would like to live in downtown Buffalo, including students, artists, young downtown workers, and empty nesters. The problem is that the price most of these people can pay – or are willing to pay – to buy or rent downtown is not enough to cover the cost of developing quality housing, especially the cost of rehabilitating the historic buildings with which the CBD abounds.

If a true market is to be created in downtown Buffalo, the public sector will have to take the initiative to “prime the pump”. What that means is that, at least today, creating downtown housing will cost a substantial amount in public subsidy. Our financial feasibility analysis, which is discussed in detail in the body of this report, estimates that to create major new downtown housing today could cost

the public sector \$50,000 or more per unit in public financial support, to fill the gap between what it will cost to develop the housing, and the sales price or rent level that the housing will command in today's marketplace.

If the effort is successful, and the new housing captures the imagination of the market, the price people will be willing to pay in the future for downtown housing will rise. Future housing will require less and less government support, and over time, the money provided by the city to the first projects will come back, along with the benefits of increased rateables and a more dynamic, thriving downtown.

It will take more than money. It will take a new approach from both the government and the private sector, an approach that favors partnerships over hierarchies or adversarial relationships, and that focuses on quality rather than development for development's sake. It is a risky undertaking, because there is no guarantee of success. The real question is, is it riskier to make this investment, or to make no such investment, and continue to go on without a strategy to reverse the decline of downtown Buffalo?



2. MAKING CONNECTIONS

Uniting the city: a conceptual framework

The essence of a livable Buffalo comes from a sense of community. Current population trends and the historic city fabric suggest that opportunities for reimagining and in turn reconnecting the city exist .

Macro-economic shifts and the resultant loss of Buffalo's 19th and early 20th century industrial base have left a vacant and underutilized landscape. The decline of employment opportunities has been a major contributor to the city's population decline. Urban renewal efforts from the last half of the 20th century have served to physically disconnect one Buffalo neighborhood from the other.

A city's sense of community has social-cultural, economic and physical dimensions. Buffalo's physical fabric has served to reinforce physical and psychological barriers in and between it's various racial and ethnic communities. Issues of social and economic justice, race-based perceptions and prejudices and a general negative outlook for the city's future have served to limit the region's willingness to embrace all of its citizens and neighborhoods as potential resources and assets.

New housing in the central business district should be visually and psychologically connected to the existing in-town neighborhoods through urban vistas, shared streetscape improvements and shared community retail and recreational services. A range of housing types and costs should be made available to encourage an economically and socially diverse population. A unified housing development strategy will serve to link public policies and private investment decisions in a way that enhances the proposed downtown neighborhood in tandem with the existing in-town neighborhoods.

Market forces can not be ignored. Public resources should be deployed to support public purposes in a way that recognize existing market forces. Potential public investments should not distort markets or contribute to the existing market imbalances.

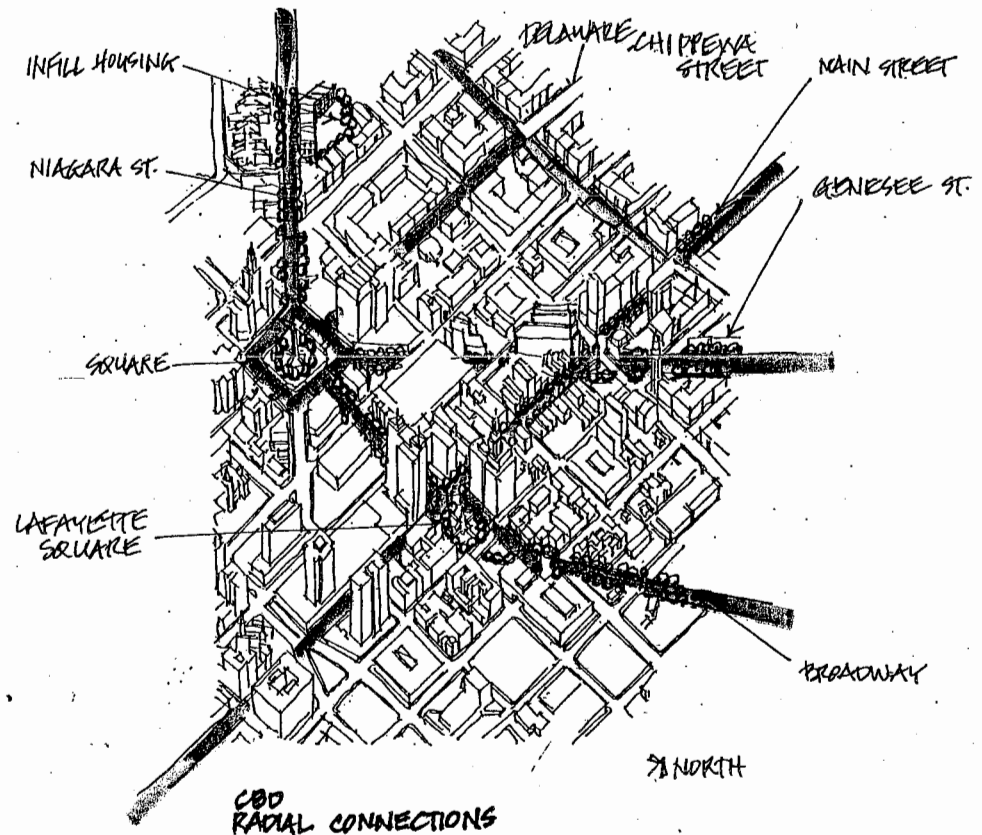
Removing Barriers and Linking Communities

One of the most significant physical and psychological barriers created between the downtown and the in-town neighborhoods exists along blocks between Oak and Elm Streets from Tupper Street to Swan Street. Their role as feeder streets to and from Route 33 to the north and Interstate 190 to the south create an intimidating crossing for pedestrians. They also define a series of parcels with surface parking and similar uses that further undermine any efforts to create a welcoming pedestrian environment. A successful strategy for a livable downtown not only brings people to the downtown but also assures a gracious and inviting pedestrian environment.

The Public Realm

Public investments should be targeted to enhance public open space - parks, waterfronts, plazas and squares – and streetscapes. Where private investment occurs, it should be encouraged to contribute to the quality of these public realm investments. As part of its overall mission, Buffalo Place functions as a trustee of the public realm in the Main Street corridor of downtown on behalf of its property-owning membership.

The City's Office of Strategic Planning (in partnership with Downtown Buffalo 2002 and its Implementation Council,



Buffalo Place and key downtown neighborhood organizations, property owners and businesses) should develop a ***Public Realm Action Plan*** for the downtown and inner neighborhoods of Buffalo.

The Public Realm Action Plan should give priority to the grand historic boulevards and significant streets that connect the downtown neighborhoods to the CBD. We have identified four streets for initial action. Two (Niagara Street and Broadway) would reinforce the existing radial street system that converges on the civic space defined by Niagara Square and Lafayette Square. Main Street pedestrian oriented streetscape improvements and automobile focused access improvements would strengthen its role as the spine of downtown that receives and distributes the civic energy of the downtown neighborhoods, the city of Buffalo, and the Buffalo/Niagara Region beyond. The fourth, East Genesee Street exists as a remnant of the original radial street system. Improvements between Elm Street and Theodore Roosevelt Plaza will serve to reestablish the visual and physical link between the downtown neighborhoods and the core of the Main Street spine.

A unified housing development strategy

A sustainable and holistic downtown housing development strategy should reinforce and exploit all of Buffalo's physical, sociocultural and economic assets. Its program should include the following implementation strategies:

- Develop and implement a ***Buffalo Public Realm Action Plan***.

Within 12 months, the city, in partnership with key stakeholders, should implement a prioritized streetscape improvement program, which connects the downtown with key in-town neighborhoods, parks/open spaces, cultural amenities and public/retail services.

- Create new downtown housing units via adaptive reuse of strategically located vacant and underutilized buildings.
- Create new downtown housing units via new construction on strategically located vacant and underutilized land.
- Continue to develop and implement a ***Neighborhood Housing Site Improvement Project***.

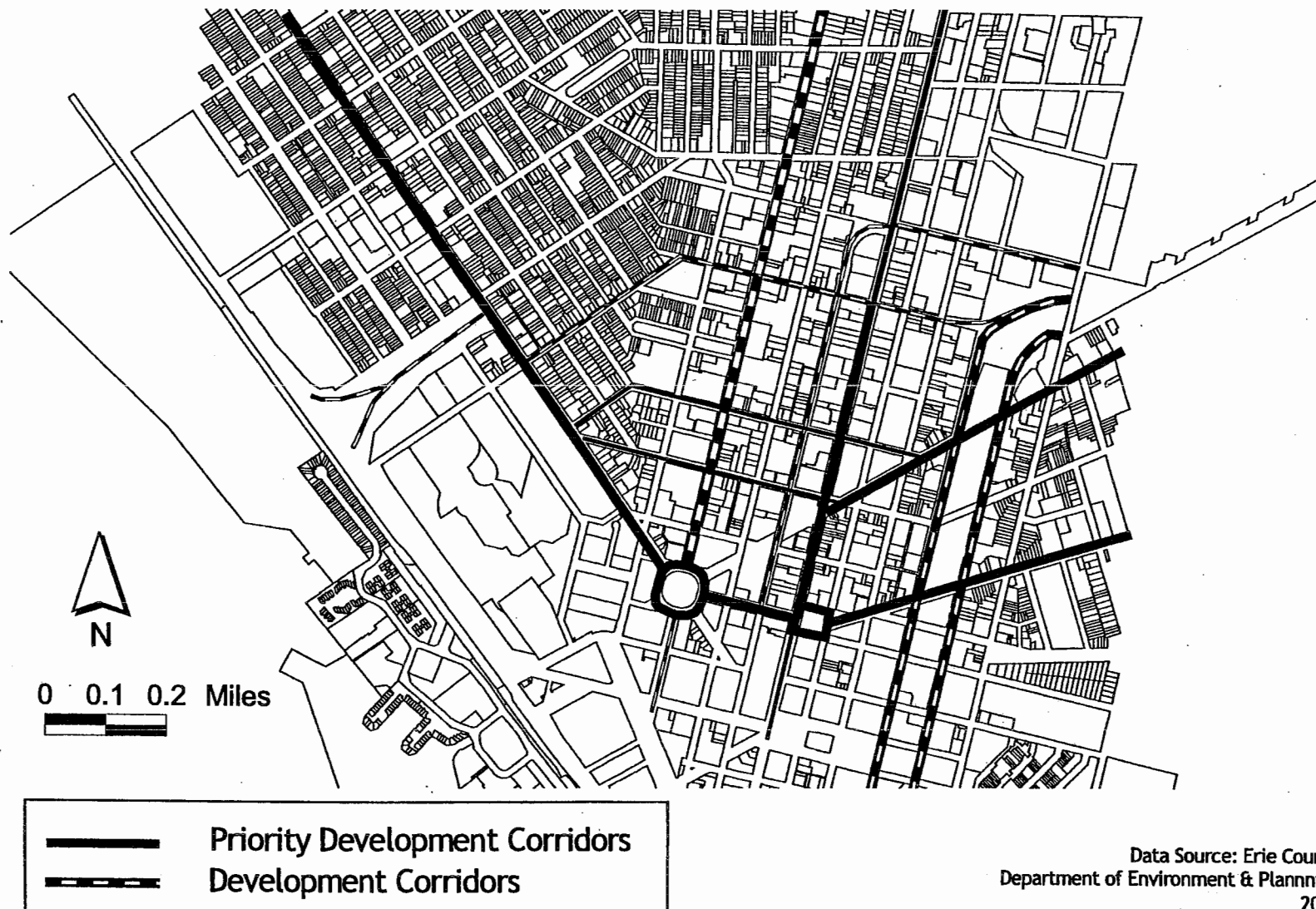
Within 12 months, establish and implement a prioritized project strategy to improve streetscape and public open spaces in neighborhoods with publicly supported new and/or existing scattered-site single-family housing developments.

- Establish a Downtown Housing Development Center. This is discussed further in section 4.

Prioritized Development Corridors

Many recent planning and urban design studies and implementation strategies for community redevelopment and neighborhood/housing stabilization have been completed for Buffalo over the past ten years. We have reviewed some of them and recommend that redevelopment of the following corridors are considered in their light.

Major Regional and Local Connectors to Downtown

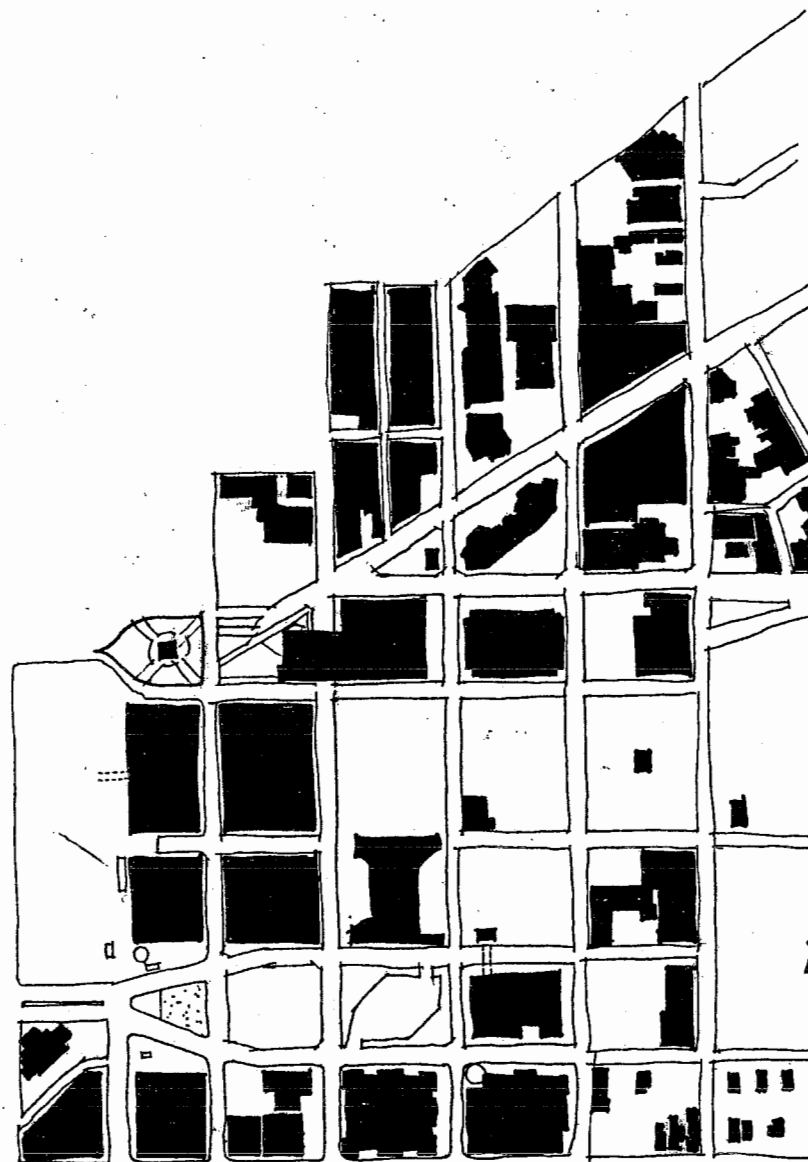


Joseph Ellicott employed sound urban design principles in the development of Buffalo's 1900 radial plan. Downtown Buffalo was once connected by a system of trolley lines that tended to follow the plan's radial streets. We recognize the intrinsic value of this layout as one element of an effective strategy for linking the downtown neighborhoods and the CBD. This physical planning strategy can reinforce the role of the downtown as a symbolic *common ground* for all citizens of Buffalo and the surrounding region.

Broadway

Once a grand industrial (workers) boulevard from the east to downtown, Broadway is now a visible symbol of Buffalo's economic decline, social-economic stratification and imbalance in the distribution of private/public capital resources. Most of Buffalo's African-American community resides in this district. A streetscape and transportation improvement plan should be developed and implemented to reinforce existing new development and serve as a framework to support future development. Following is a list of proposed improvements:

- Expand and redevelop the open space on the southern side of the street between Washington and Ellicott Streets. Develop it as a small memorial or interpretive park. (A history of the Underground Railroad or other significant urban event relevant to that location.)
- Extend a colonnade of trees through the commercial district at the Broadway Market.
- Introduce dedicated bus and bike lanes from Market Street to State Road 62. Add new bus stops, maps and accurate schedules along this route.



Niagara Street

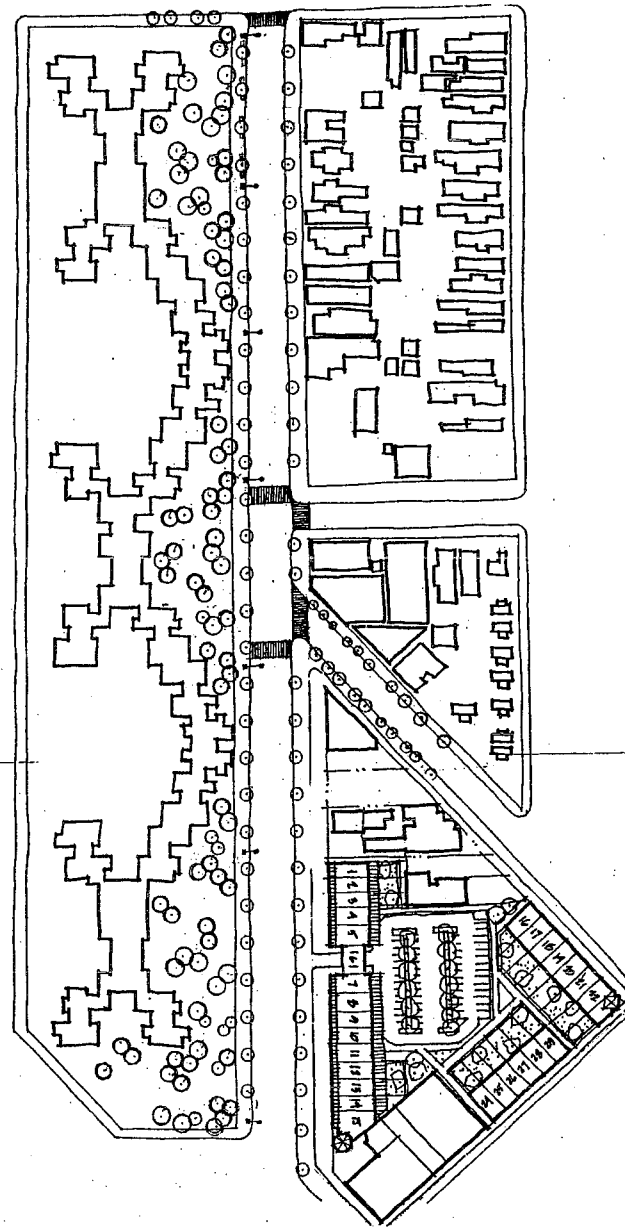
This grand boulevard which connects directly to Niagara Square is the commercial and physical spine of Buffalo's growing Latino community. Develop and implement a streetscape improvement plan that creates a linear gateway from Niagara Square to Prospect Park. The design goal is to symbolically extend Olmstead's Parkway concept to Niagara Square. This action will provide an aesthetic and image framework for future retail development when market conditions support such investments. Following is a list of priority Niagara Street improvements.

- Create a colonnade of trees (other vertical elements like event banners may also serve this purpose) to create a ceremonial connection to the downtown.
- Develop landscaped nodes at the intersection of Huron Street.

The long-term goal of the city and the West Side community should be to build Niagara Street into a vibrant, strong Latino shopping street, capable of attracting both Latinos and non-Latinos from the city and region for its specialty foods and other attractions.

East Genesee Street

The Hyatt Regency Hotel and the Buffalo Convention Center severed the historic Genesee Street from Niagara Square. The opportunity exists to reinforce a new connection between the east and west sides of downtown via Chippewa Street. East Genesee Street also connects to Main Street. As a major connection between the east and west sides of downtown an opportunity exists to celebrate



these connections in the form of streetscape improvements at Theodore Roosevelt Plaza.

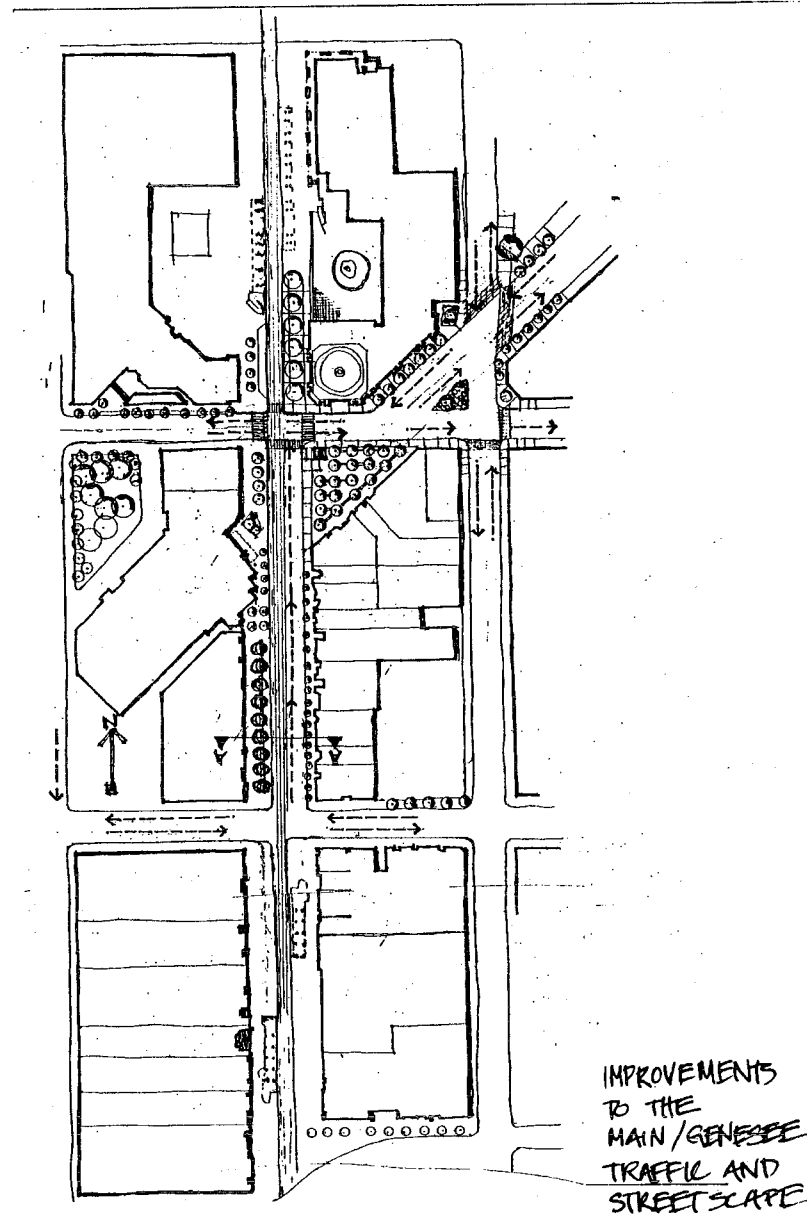
Additionally, the intersections with Elm and Oak Streets are an opportunity to lower the speeds, improve safety/pedestrian crossings, improve directional signage and maintain the existing traffic flows. A list of proposed traffic and streetscape improvements follows:

- Improve the geometry of the intersection at E. Chippewa Street to improve traffic and pedestrian safety. Introduce coordinated district signage to herald the Theater/Entertainment District.
- At Huron Street improve the geometry, introduce pedestrian prioritized signalization cycles and add additional landscaping.
- Introduce additional street trees from Huron to Michigan Street.
- Add hedgerows along blocks between Oak and Elm Streets.

Main Street

The lack of pedestrian and retail activity along Main Street is symbolic of the economic and development challenge that faces downtown Buffalo and the Buffalo/Niagara region as a whole. The symbolic regional *common ground* is nearly vacant. However, although the vital signs are weak, evidence of a potential rebirth is beginning to emerge.

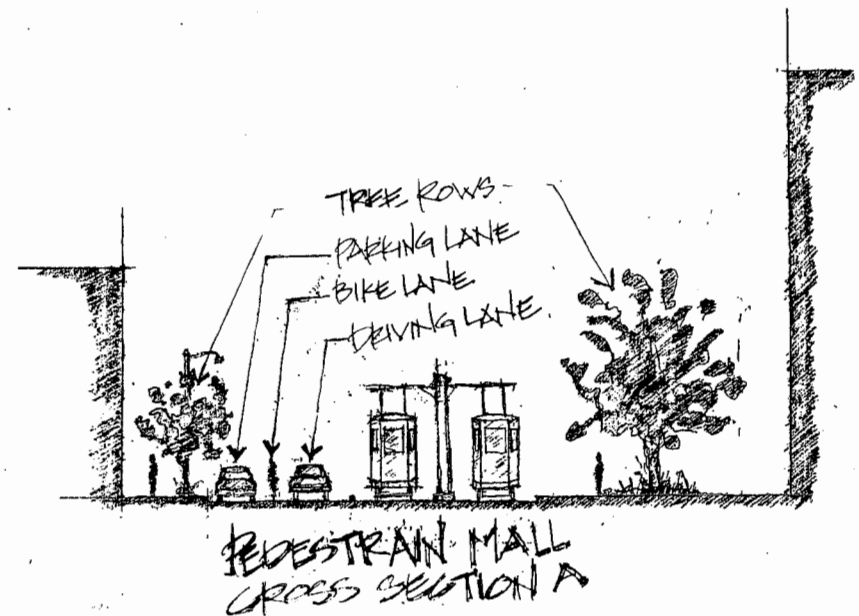
Recent investments in street lighting and the current review of alternatives to reintroduce automobile access along Main Street are strategies aimed at upgrading the street to support



the development of a more intensely used commercial street. Additional streetscape and transportation improvements between Court and Tupper Streets are proposed to improve access, visibility and activity concentration. Following is a summary list of priority Main Street Improvements:

- Introduce northbound automobile travel and parking lanes between Mohawk and Huron Streets.
- Open Mohawk Street to two-way automobile traffic between Washington and Pearl Streets.
- Introduce two-way automobile travel and parking lanes between Huron and Tupper Streets.
- Relocate the southbound transit platform from the block between Huron and Chippewa Streets to the northwest corner of Main and Chippewa Streets. Identify it as the Chippewa/Theater District Station.
- Eliminate the transit platforms from the block between Chippewa and Tupper Streets.
- Reduce the typical width of sidewalks from Court Street to Tupper Street to 12-15 feet, measured from the face of the buildings.
- Eliminate decorative arches and towers.
- Review tree-planting plan. Relocate existing trees and introduce new trees where required.
- Review street furnishing plans. Relocate existing furnishings and introduce new furnishings where required.

Restoring downtown Buffalo's public realm is a critical step in restoring downtown Buffalo as a true central place for the city and region, and knitting the fragmented texture of the downtown community.



3. TOWARD A DOWNTOWN HOUSING STRATEGY

While Buffalo as a whole has a wealth of housing alternatives, including residential neighborhoods close to downtown, there are few residential choices within the immediate central business district. If Buffalo is to create such choices, it must develop a strategy to guide its actions. The obstacles that must be overcome dictate that the approach be strategic, focused on clear goals and objectives, rather than opportunistic. Some of the key strategy issues are as follows.

Create Clusters

New downtown housing should be clustered, concentrated in high visibility areas to create a critical mass of new residents in strategic locations. These new clusters should be located such that their presence serves as an anchor to the overall area, positioned to suggest a relationship to nearby neighborhoods to the east, west and north of the CBD. clustering resolves specific urban design issues, fosters simultaneous development of retail to better serve the overall community, and enhances the quality of life in the area.

As described in the following section, we have identified a number of locations in which clustered development is possible, the most important of which is the area surrounding downtown Lafayette Square. We anticipate that this cluster will include new development on vacant land as well as the restoration and adaptive reuse of the historic Lafayette Hotel. The project will enhance the square, already a major destination for downtown activity, while enhancing the connection between the CBD and the neighborhoods to its east along Broadway. The

combination of new construction and restoration will bring several hundred new residents to the area.

A second cluster could be developed in the 700 block of Main Street, while other potential clusters have been identified elsewhere along Main Street, on Genesee Street, and on Niagara Street. Other clusters can and should be identified. The important point is that development should be clustered, to create the impact and visibility needed to create the downtown housing market.

Link downtown housing to inner neighborhoods

As discussed in detail in the previous section, downtown cannot thrive disconnected from the adjacent neighborhoods, including the East Side, West Side and Allentown areas. Similarly, those areas cannot thrive in the absence of a vibrant, dynamic downtown. The development of housing in the CBD should be seen as an opportunity to better link the CBD to those neighborhoods, overcoming the barriers that currently separate them. In particular, housing opportunities should be sought that enhance the following corridors:

- Niagara Street to the west
- Main Street to the north
- Genesee Street and Broadway to the east



Prime the pump

It is expensive to build in downtown Buffalo. While our market demand analysis indicates that there is a strong demand for housing in downtown, it is unlikely that most of those eager to live in downtown are willing or able to pay rents adequate to support the full cost of the housing. The result is that it is unlikely that private developers will move to create significant numbers of new units in the CBD without both substantial financial assistance from the public sector, as well as substantial changes in the relationship between the public and private sectors. The combination of financial assistance and programmatic change are needed to “prime the pump” to build the market for the future.



We propose the creation of a public/private initiative to provide incentives to key development proposals, for a limited period, while establishing an administrative and programmatic support system to ensure that development is facilitated, and not obstructed. The initiative would be designed to be equally supportive of both large and small developers and property owners.

Key elements in the initiative from the public sector should include the following:

- Streamline the entire project approval process
- Create a Downtown Housing Development Center.

This center would be located in a highly visible and accessible Main Street location, designed to serve anyone – but in particular small-scale property owners and

developers – with an interest in fostering downtown housing. Within the Center, design review, project management, financing assistance and permitting assistance would be available to owner-occupants and entrepreneurs proposing small scale – typically under 10 unit – housing or live/work facilities in downtown and along the priority development corridors.

- Reduce building permit fees overall, but in particular building permit fees for renovation or rehabilitation of existing buildings, which currently far exceed fees for new construction, or fees charged elsewhere in Erie County.
- Develop a preliminary plan review program for every level of the approval process including zoning, planning, building permit and certification of occupancy.
- Implement the International Building Code and the sub-chapter for Rehabilitation immediately once adopted by the State of New York.
- Conduct seminars for architects, developers, owners, engineers, and others both prior to and after implementation of the new building code, to seek their input and familiarize them with the code.
- Conduct development implementation seminars where public officials and developers can work through typical situations involved with development, especially that relevant to downtown. These seminars will “blend thinking,” build common ground and work through real problems.
- Provide mechanisms for gap financing to close the shortfall between development cost and a profitable project, including both tax incentives and soft

subordinated debt. Some gap financing mechanisms are discussed in the section on feasibility below.

- Encourage private employers to participate by offering incentives to new and existing employees to live in the CBD.
- Use the city's redevelopment powers both to facilitate housing development as well as ensure that development is of high quality.

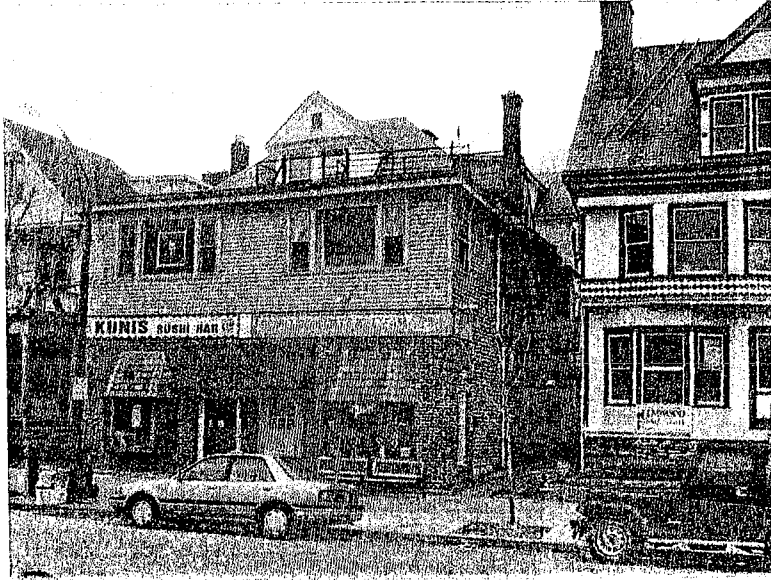
The redevelopment process can establish specific development and design standards designed to facilitate restoration of existing structure, shared parking, as well as incentives for particular development options sought by the city.

The redevelopment process will also permit the city to use the power of eminent domain to ensure that holdout land speculators do not block urgently needed improvements to key downtown areas. While eminent domain is a powerful tool that should be used sparingly, the city should be prepared to use it to ensure that key properties are developed in the manner necessary, and do not continue to blight the area, devaluing their neighbors, and perpetuating the negative perception of downtown Buffalo that is distressingly widespread.

Do It Right

With respect to every downtown housing development the City of Buffalo should expect and demand the highest quality with respect to life safety, exterior aesthetics, urban design, quality of life, and preservation and/or enhancement of the urban fabric of downtown. This





principle should apply to all developments, whether large or small, new construction or rehabilitation, apartment, loft, townhouse, or mixed use project.

In providing financial support to developments, the city should make sure that the project is of high quality, even if the level of financial assistance may be increased as a result. Support should not be provided to developers or owners who do not have the ability to follow through on their commitments, and illegal conversions or renovations should not be encouraged.

The city must remember with every step it takes to further downtown housing that the goal is to create a sound, sustainable, long-term market for housing in and around the CBD that will create a vibrant downtown and enhance the surrounding neighborhoods. Cheap, unattractive, poorly constructed or financially unstable projects merely create problems that the city will have to deal with in the future.

Provide an income mix

While the principal goal of the downtown housing strategy is to foster market-rate development, and build a strong market demand, it is important to remember that much of the population of Buffalo is still living in substandard conditions, and is in need of better housing. Experience throughout the United States has shown that it is possible to provide mixed income housing without negative effect on the demand for that housing by market-rate tenants or homebuyers.



Just as it is important to provide market-rate housing in lower income neighborhoods in order to help upgrade those neighborhoods, and foster economic integration, it is important to ensure that a percentage of the new housing constructed or rehabilitated in the CBD is made available to appropriately qualified households of low and moderate income.

4. IMPLEMENTING THE HOUSING STRATEGY

Downtown Buffalo offers a wide variety of options in terms of implementing the strategy principles outlined in the previous section. Indeed, one could believe that it offers *too many* options, running the risk that precious resources could be expended on projects that, while not without merit, do not further the strategic objectives that are crucial to the long-term success of the downtown living strategy.

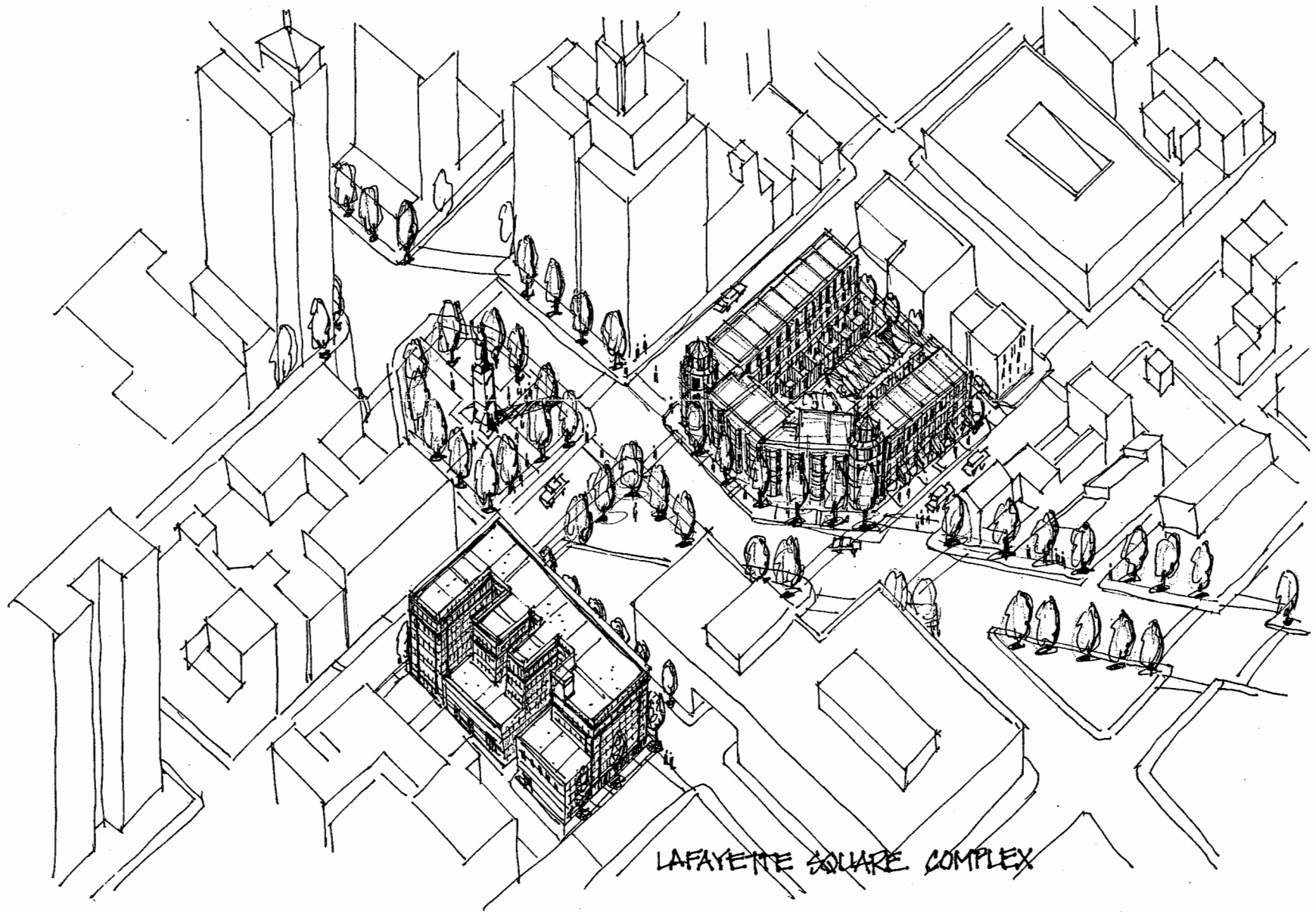
This section will discuss specific development proposals, including those we recommend to be given high priority, and others – including projects currently proposed – that should also be addressed.

Lafayette Square

Lafayette Square, the heart of downtown activity and entertainment, has been an urban park since the end of the 19th century. Today, crowds of 10,000 to 15,000 are generated by the Thursday in the Square concert series which draws an estimated weekly crowd of 10-15,000 people, and adds millions to downtown business revenues.

Creation of a critical mass of housing around Lafayette Square would create a highly visible, dynamic center for the downtown housing strategy, provide a mix of new and rehabilitated housing, and foster the restoration of the link along Broadway from the CBD to the East Side.

From a planning and urban design standpoint, Lafayette Square has three separate problems:



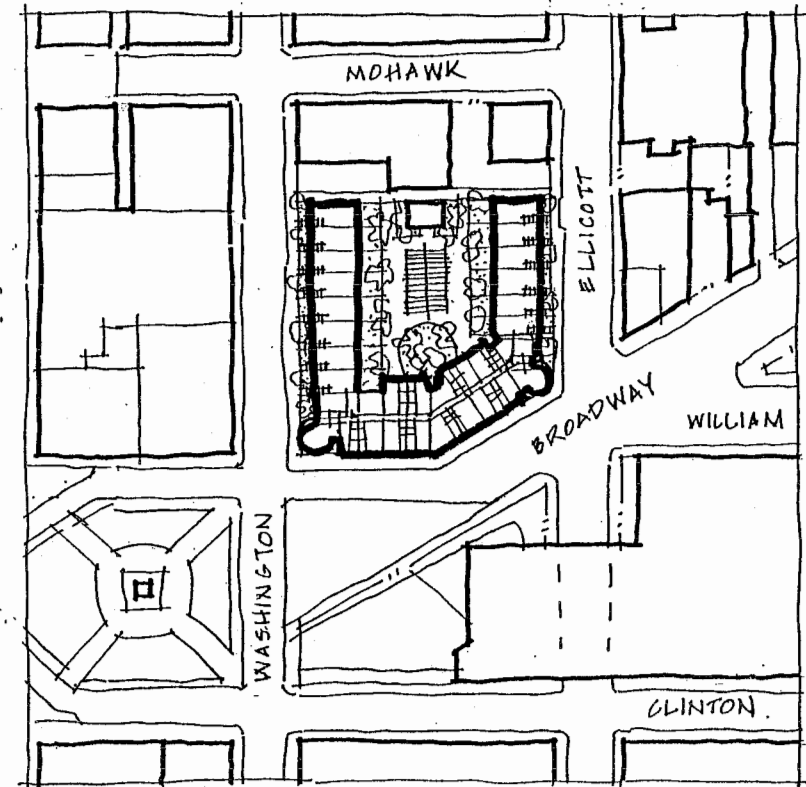
LAFAYETTE SQUARE COMPLEX

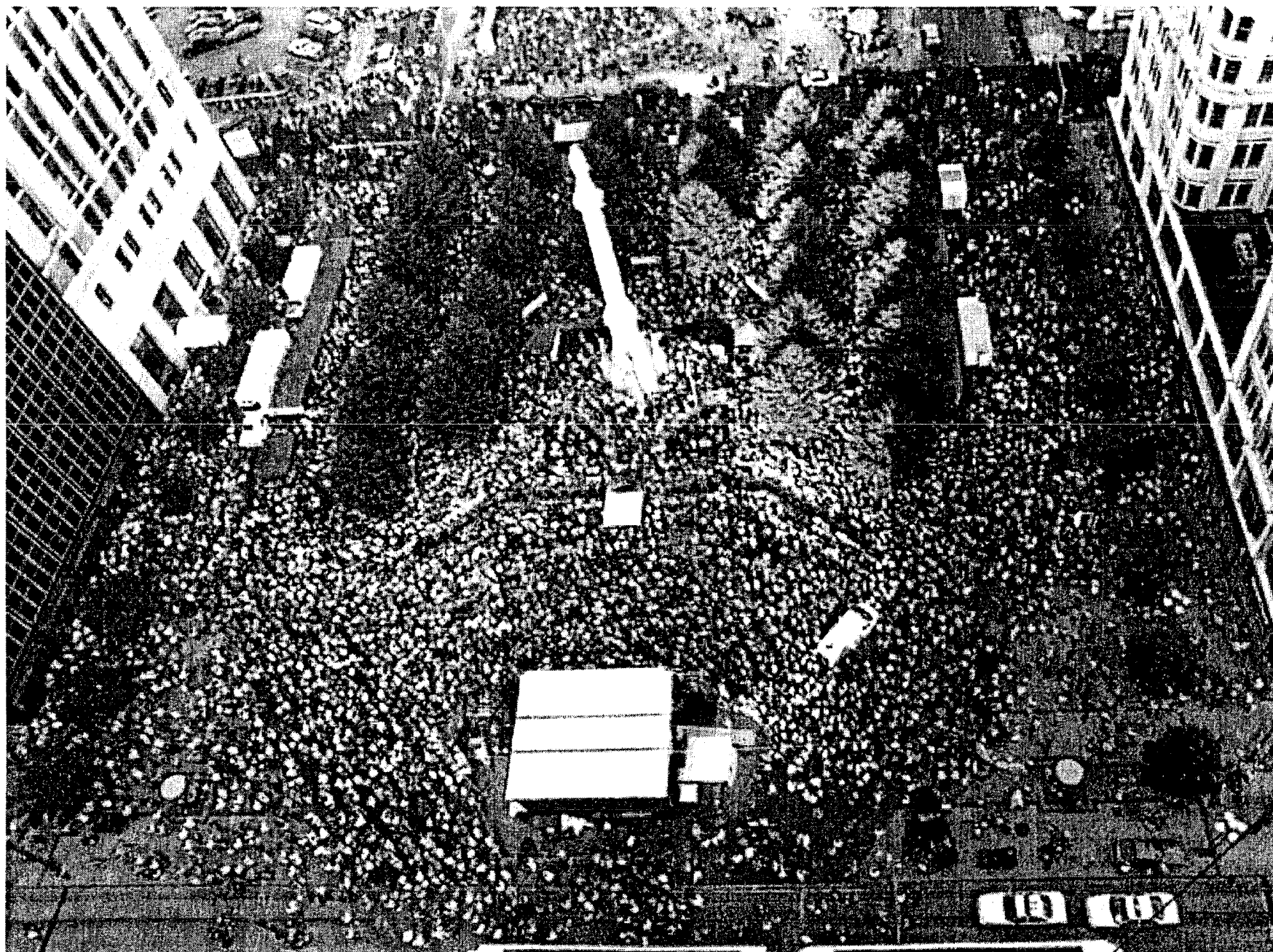
- The parking lot at the northeastern corner of the square
- The unusable open space facing the public library, and the poor pedestrian connection to Broadway and the East Side
- The status of the Lafayette Hotel

The parking lot at the northeastern corner of the square should be developed with new housing of a density adequate to frame the square, while providing opportunities for townhouse or maisonette living. Units can be simplex or duplex units, with a three or four story profile facing the park, and running down Broadway. A total of 60 to 88 units could be provided at a density of 40 to 60 units per acre.

The Lafayette Hotel was designed by Louise Blanchard Bethune, and built between 1901 and 1904. Sitting squarely on the southeast corner of Clinton and Washington Streets, it is historically and architecturally significant. The adaptive reuse of the Lafayette Hotel will help to close the square, redefine the streetscape and define a neighborhood, offering the opportunity by its scale to add a significant retail element back into this immediate area. The reuse of the building is estimated to result in 120 to 150 one and two bedroom units.

Finally, a redesign of the forecourt of the public library, and its integration into the square, will complete the transformation of one of Buffalo's most important and historic locations, and the creation of a new downtown residential neighborhood.

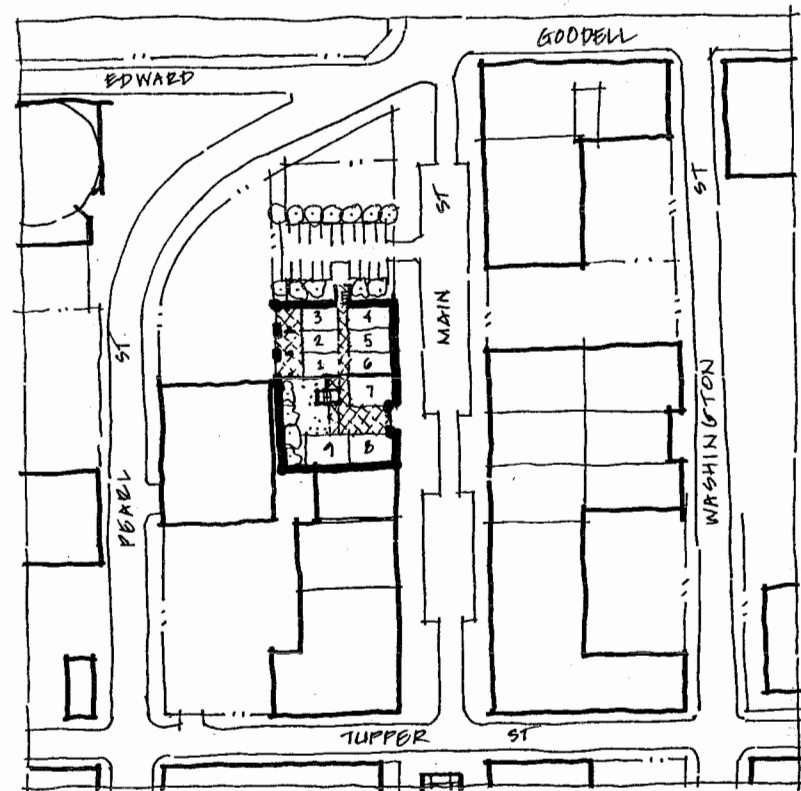




700 block of Main Street

The 700 block of Main Street, between Tupper and Goodell, is a critical block in the revitalization of downtown Buffalo. A key gateway to the city from the north, it is a key part of the connections between the CBD and Allentown to the northwest and the medical center to the northeast. Severely dilapidated, it compromises the integrity of the theater district to its south, and Allentown to its west. At the same time, it is close enough to the theater district and its amenities to offer an attractive option for housing, particularly for young people and individuals engaged in the arts. An evaluation of the potential market for housing on this block is attached to this report as Appendix One.

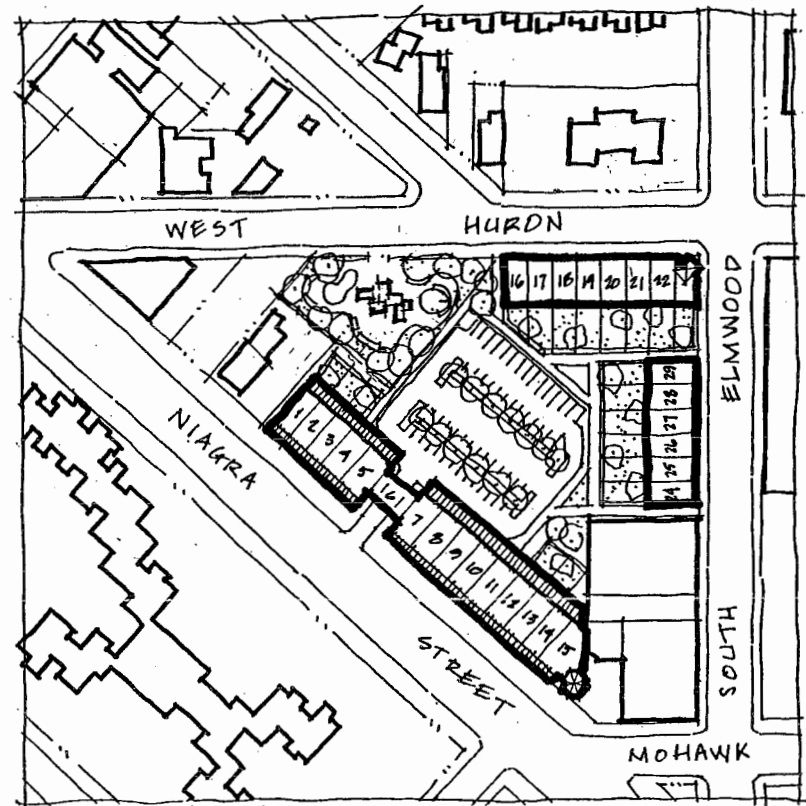
The proposal for the 700 block of Main Street is re-use of existing buildings to create informal loft units, which can be either relatively conventional living spaces, or live/work spaces for performing and visual artists. It is estimated that a total of 23 units would be created on this block.

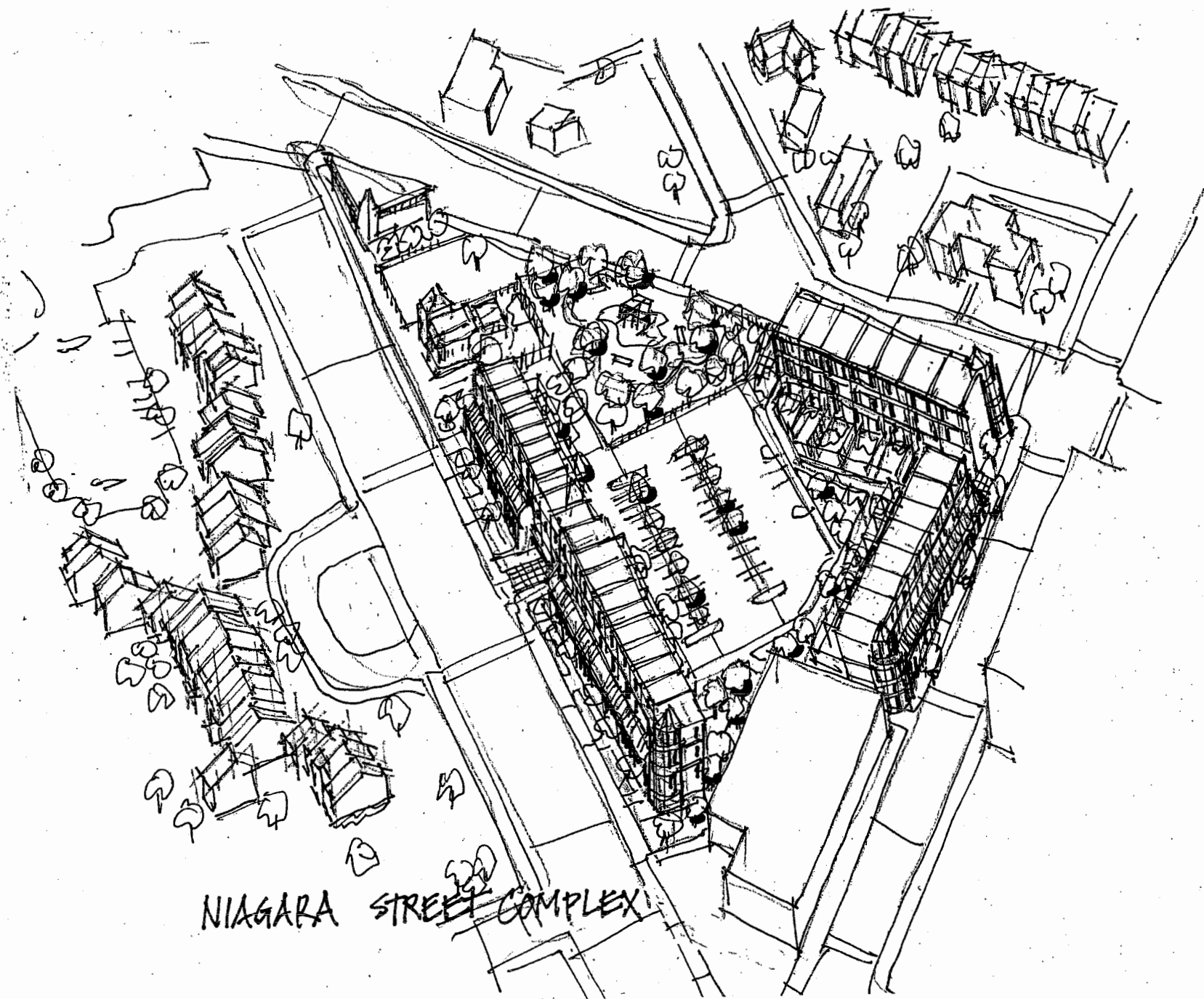


Niagara Street

An outstanding development opportunity exists in the block bounded by Niagara, Elmwood and Huron Streets. This block could be assembled almost in its entirety for a development that would both strengthen the downtown area and enhance the West Side area, strengthening the linkage between the burgeoning Latino shopping area along Niagara Street and the CBD.

The proposed development would contain a three story building with ground floor retail and two floors of flats along Niagara Street, with two or three story residential buildings facing Huron and Elmwood Streets (the illustration shows three story buildings in these areas). Those buildings could be flats, duplex townhouses with second units, or duplex townhouses. Depending on the mix chosen, the total number of units on the site could be between 40 and 66 units at an overall density of 15 to 24 units per acre. It would be anticipated that the development would be a mixed income development, with the majority of the units available without income restrictions.



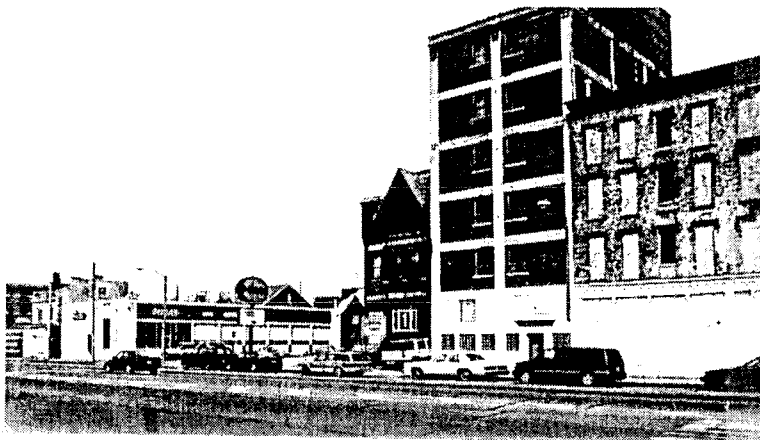


NIAGARA STREET COMPLEX

Other development opportunities

The three development models discussed above represent no more than the tip of the iceberg in terms of downtown residential potential. With a conservative estimate of 1.8 million vacant square feet within the Buffalo Place service area, and an unknown – but substantial – amount beyond that area but within the CDB, residential development opportunities abound throughout Buffalo's downtown.

Many of the most exciting opportunities are not in the large vacant office buildings of the CBD, but in the many smaller buildings scattered throughout the area. Two outstanding clusters of small buildings which could be restored for mixed use, including both residential and commercial development are the Genesee corridor, along Genesee Street east of the end of Chippewa Street, and the east side of Main Street between Mohawk and Huron. In addition, there are a number of proposed residential projects with potentially significant impacts.



Proposed Projects

There are four residential projects that have been proposed within the Central Business District or its environs. These include the following:

- Berger's building (Bellesario)

The restoration of the former Berger department store has been proposed by Ellicott Development, to create 29 high-end units. This is an exceptionally attractive Italianate building, although rehab costs are likely to be high. The depth of the market at the proposed rent levels, as well as uncertainties about construction costs remain. We are optimistic that this project will take place and will succeed. If it does, the renovation of the facing block, discussed below, would be a logical next step.

- Century Center (Trico building)

This project, proposed for 260 mid-market units, is located at Washington and Goodell streets, near the medical center area. We have significant questions about the feasibility of producing units through substantial rehabilitation at mid-market rent levels without significantly more public sector assistance than the developer has requested, and are uncertain whether this project can be considered likely to take place, or whether the number of residential units may be significantly reduced. Even if successful, this project will have, in our judgment, only limited impact on the CBD area, and should not be a candidate for significant public sector financial assistance, if sought.

In addition to these two projects, Heart of The City Neighborhoods is developing a six unit subsidized project at Chippewa and Elmwood, and Adelphia has indicated that it may construct up to 30 units for corporate use within its planned complex. Neither of these projects will have any significant impact on the long-term strategy for downtown living.

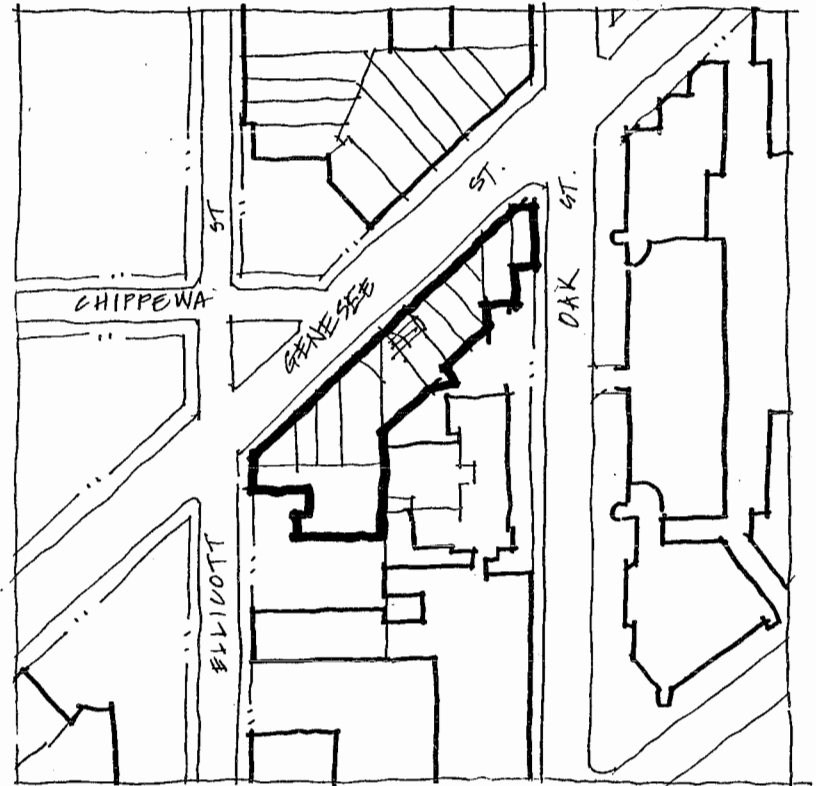
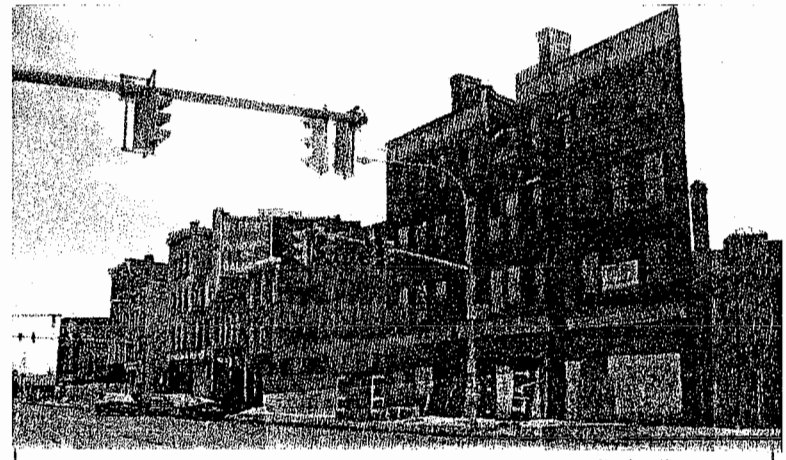
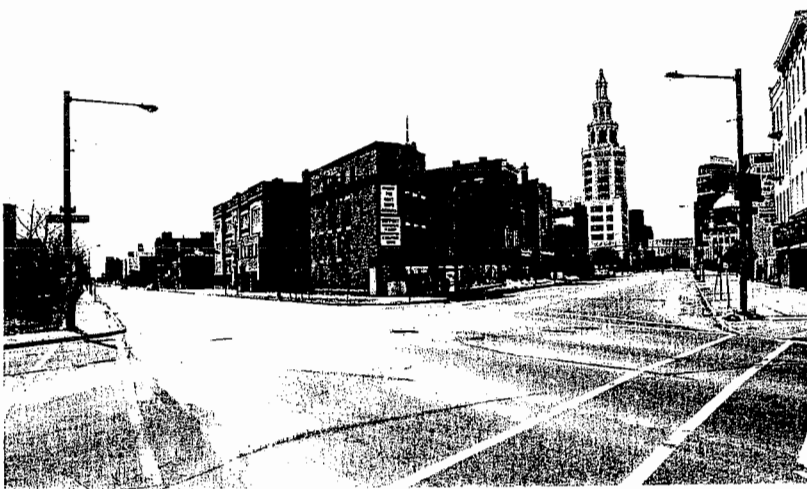
There are a variety of other proposals that have been made informally, but that have not reached the point where they can be considered formal development proposals. In conclusion, although there is widespread developer *interest* in the idea of developing downtown residential uses, there is only limited developer *activity* in this area. One interesting conceptual proposal that has recently surfaced is for a mixed use development containing 50+ units in the Cobblestone district.



Genesee Street

The Genesee Street buildings, most of which have sat vacant for years, represent one of the most architecturally and visually interesting clusters of small commercial buildings within the CBD. In its current condition, it is one of the city's most unappealing gateways, welcoming thousands of visitors and commuters every day. Blessed with great accessibility, easily walkable to downtown offices and the theater district, it offers significant market advantages. Redevelopment in that location could also enhance the connection between the CBD and the East Side.

Should the restoration of the Genesee Street buildings be successful, the immediate area offers significant additional residential opportunities. Underutilized buildings along Ellicott Street have upper floors that could be reused for housing, while the parking lots between Ellicott and Washington Street have outstanding potential for infill



townhouse development, with construction of a parking ramp to address the area's continued need for parking spaces. The area – Genesee, Chippewa and Ellicott – could accommodate over 100 families, and become, with proper planning and landscape design, more than a cluster of housing units, but a true residential village within the CBD.

Main Street

A similar opportunity exists along the east side of Main Street between Mohawk and Huron Streets. While not as architecturally interesting as the Genesee Street buildings, this is an appealing row of roughly a dozen buildings and lots; moreover, its setting, framed by the Hyatt hotel, the M&T Center and Niagara Mohawk, is exceptionally attractive. This project, particularly if the Berger's building restoration moves forward, could anchor the central stretch of Main Street south of the theater district.



A long-term perspective

Our market demand analysis has indicated that there is a significant demand for housing within the CBD. In round numbers, the market appears to be able to absorb 250 rental units and 50 sales units, or a total of 300 units per year for the next few years. Over five years, therefore, there is a potential demand for as many as 1,500 units. This is a significant potential, well worth pursuing.

There is no question that there is more than enough room for 1,500 residential units within the CBD without crowding out potential office or retail development. Current space inventories from Buffalo Place indicate 1.8 million square feet of vacant floor space within their service area, which includes approximately half of the CBD, and most of the more heavily utilized areas. Additional vacancies within the CBD but outside the Buffalo Place area are substantial, while numerous surface parking lots offer other development opportunities. At most, future residential development will occupy a small percentage of this potential development area. While many buildings or lots may raise difficulty in acquisition, this issue will have to be addressed by the city, including where necessary use of eminent domain.

The key limiting factor at present is the gap between the effective market price and the cost of producing housing. As the financial analysis shows, the rents or selling prices that must be established to respond to market demand are not adequate to carry the cost of development without public sector assistance. We doubt whether it is either fiscally responsible or sound public policy for the City of Buffalo, even with assistance from the county, state and Federal governments, to assume the cost of subsidizing 300 units per year indefinitely.

Buffalo and Erie County face numerous competing demands for the limited funds available for housing and redevelopment. Substandard housing and neighborhood conditions are widespread throughout many parts of the city, and many neighborhoods are at risk of deterioration. As we have previously stated, the benefits of creating a residential environment in the CBD justify an *initial* public subsidy, in order to help create a viable and economically self-sustaining market for downtown housing. They do not justify, in our judgment, a long-term *ongoing* high level of public subsidy.

The question is whether the initial investment will trigger enough increase in market demand, *and increase in the amount that people are willing to pay to live downtown*, to enable the city and its partners to gradually – and significantly – reduce the amount of public sector assistance that each subsequent project requires. If that happens, then a number such as 1,500 – or more – over the next five years is realistic. If the market does not improve, and rent levels and sales prices do not increase, the long-term prognosis for downtown housing is far less secure.

Building Code Issues

Building codes and their enforcement have been frequently cited as an obstacle to downtown housing in Buffalo, as well as to rehabilitation efforts generally in the city. This section attempts to address some of the issues connected with building codes in the downtown housing strategy.

The new codes

The prevailing building codes of the State of New York and the City of Buffalo are now being considered for major revisions if not complete replacement by the International Building Code (IBC). The adoption of some form of rehabilitation sub-code, to address the special needs of existing buildings, as a component of the new IBC, is also planned.

The adoption of the IBC will result in significant improvements in the building permit process and should gradually reduce duplicate time-wasting work as well as construction cost increases resulting from local interpretations of conflicting codes. Once the building industry needs to learn only one code, it should be able to master it in short order.

Because the City of Buffalo has such a wealth of existing underutilized or vacant structures, the rehabilitation sub-code should have positive benefits to both building community and building officials. It offers *limited* technical remedies to renovation issues such as means of egress, fire protection, handicap accessibility, vertical circulation, “classified” interior finishes and environmental

systems. Where buildings are vacant, and being planned for conversion to a new use requiring a new Certificate of Occupancy—often the codes become loosely interpreted and result in conflict.

Proposed Streamlining of Buffalo's Construction Permit Process

The 1999 report of the Buffalo Development Council offers a variety of useful suggestions to streamline Buffalo's construction permit process. We suggest however, that in addition to the recommendations within that report, the City of Buffalo should go a few steps further and consider streamlining the entire building approval process, including zoning review, site plan review and building permits. The city should consider establishing a "one stop shop" for all building related issues. This office should be user-friendly and located away from the often intimidating realm of City Hall.



5. OTHER ISSUES AFFECTING THE BUFFALO CBD

Downtown housing cannot be addressed in a vacuum. There are other key issues that could affect the ability to attract new residents to downtown. Among issues identified by the R/UDAT team are

- Parking, particularly surface parking
- Retail needs
- Connections to the waterfront and Inner Harbor
- The proposed convention center
- Cars sharing Main Street.

These issues have been documented in many reports and debated in many public and private forums. Inclusion of these issues in this report acknowledges the importance of these issues to the redevelopment of Buffalo's downtown.

Parking

Surface parking

Downtown Buffalo has over 24,000 parking spaces including approximately 1,700 on-street parking spaces and approximately 22,500 off-street parking spaces, supporting a daytime employment population of approximately 50,000 persons. A majority of these spaces are in surface lots that tend to break up the urban fabric of the downtown.

Destination Downtown Buffalo 2002, A Roadmap for an Accessible Community, Parking Infrastructure Task Force, March 2000 puts forth recommendations that call for the creation of additional on-street and off-street parking, and additional parking management strategies that will be implemented in the next five years.

The downtown parking supply is used to meet the daytime employee and visitor demand, and to a lesser extent, service the resurgence of evening and nighttime activity on Chippewa and the theater district. Many of the surface parking lots on the periphery of the downtown area are underutilized.

The downtown population diminishes significantly during the evening hours therefore residual off-street and on-street parking spaces are available in certain areas. Opportunities exist to utilize or share the parking supply for complementary land-uses such as housing.

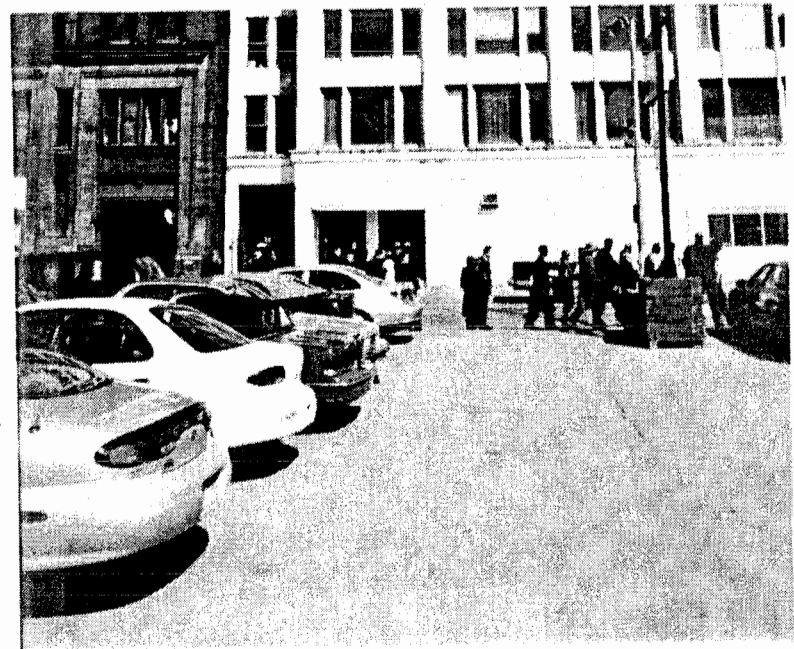
- A management strategy for shared parking in the CBD should be addressed by Buffalo Place within the context of their overall parking planning effort.

Parking is a particularly lucrative land use, but if the urban fabric of the CBD is to be maintained, it is essential to reduce the practice of demolishing buildings to create off-street parking lots.

- The city should explore legal means of preventing this type of urban blight and limiting the ability of property owners to create parking lots through demolition of buildings that contribute to the downtown fabric.

Residential Parking

Cities establish guidelines for off-street parking requirements tailored to their needs, based on the goals and objectives of the city and the environment that is trying to be created.



- Off-street parking space requirements can be waived or reduced, where the availability of on-street parking, nearby off-street parking or public transportation make this feasible.

Residential off-street parking requirements for encouraging housing in downtown Buffalo should be flexible particularly in the case of the adaptive use of existing buildings. Each project should be looked at on a case by case basis within guidelines that set a maximum of one off-street parking space per dwelling unit. Reducing off-street parking requirements, particularly for residential projects that would require underground and structured parking facilities can make a difference in whether a residential product can be brought to market.

Use of on-street parking should be considered and opportunities to convert parallel parking to angle parking is one way to create more parking on streets with an excess number of travel lanes. Developers should be given the opportunity to demonstrate that they could secure off-street parking by lease or ownership of close-by locations if it is proven to be economically infeasible to provide on-site parking

In the case of off-street parking city owned facilities could offer below market monthly permits for downtown residents parking overnight. In the case of on-street parking the city can set up overnight residential permit only zones between 6:00 PM and 6:00 AM on primarily residential blocks.

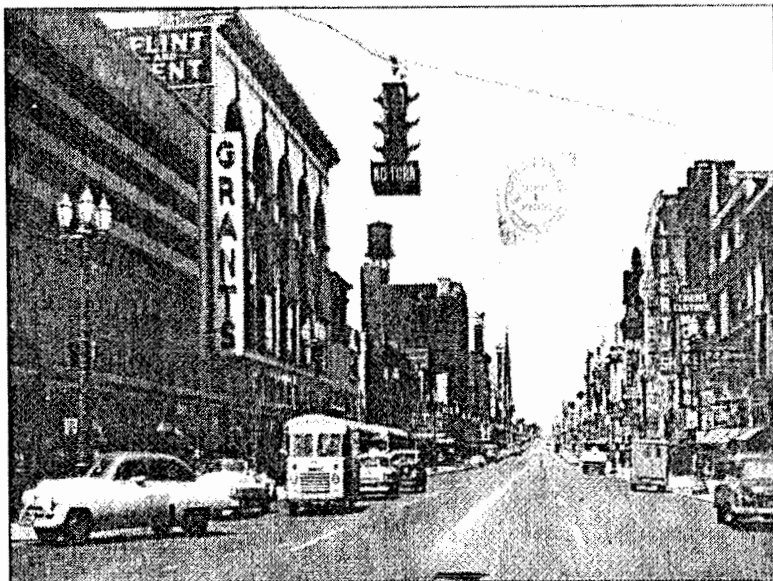
Retail Needs

The success of any downtown housing strategy for Buffalo can be strengthened by a retail mix that meets the needs of the downtown resident and its workers, as well as the residents of the surrounding neighborhoods and region. Meeting the sustained wants and needs of the downtown resident is the most important step in attracting and maintaining a living, working, playing, 24-7 downtown. We believe that parallel development of housing with basic retail services is a critical first step in this effort.

Downtown residents have few options available to service their basic needs in the immediate area. The large retail outlets of the past have all but disappeared from the face of the CBD. No 24 hour grocery store or deli currently exists in the CBD. Most establishments are primarily geared to downtown workers on their lunch breaks. The nearest supermarket is the Tops on Niagara Street, roughly a five minute drive from the CBD.

The type of retail that is needed for downtown housing could be characterized as a "first tier" retail need for products and services that fulfill the daily needs of the downtown resident. "Second Tier" needs would most likely be met by the larger hyper and supermarkets that exist on the periphery of the downtown neighborhoods. The need to drive to the periphery to do weekly shopping is, unfortunately, a common urban phenomenon not limited to Buffalo.

"Third Tier" needs would be met by boutique establishments carrying such luxury items as leather goods, jewelry and high end cookware. Boutique retailing has



replaced traditional downtown retailers in many urban downtowns. This type of retail might be attracted in a successful Inner Harbor development, but is unlikely to be located elsewhere in the CBD in the short run.

Some examples of the services that are needed for a livable or sustainable downtown are:

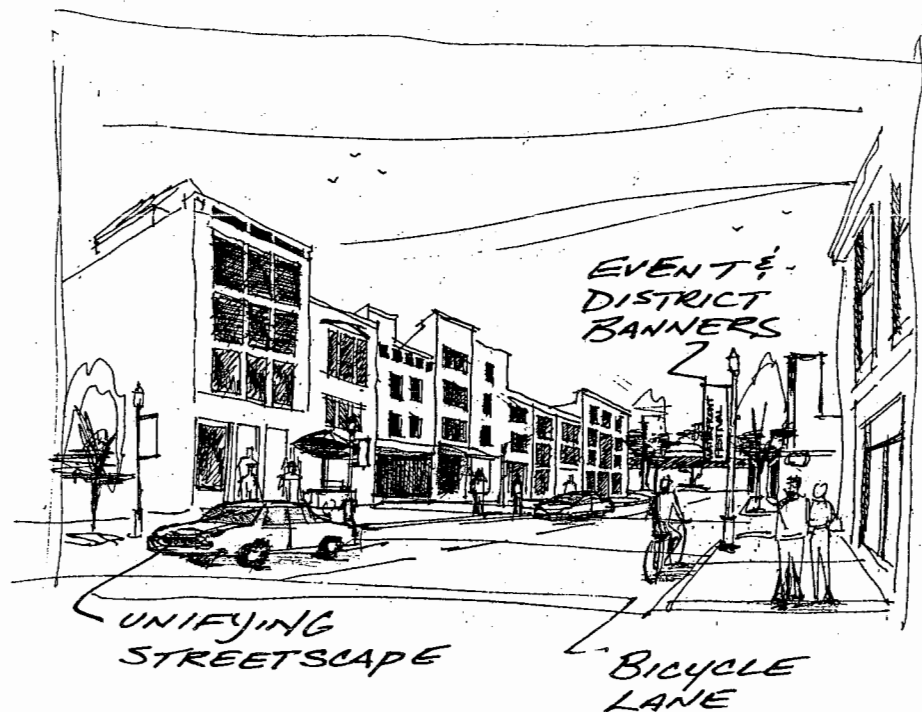
- Small Grocery or Convenience Stores or Mini Marts
- Drugstores
- Dry Cleaners and Shoe Repair
- Housewares and Hardware Stores
- Health Clubs

These facilities could be situated on the first floor of any housing development, fostering a truly mixed use environment.

Inner Harbor/Waterfront Link

The distance between the inner harbor and the north-end of the downtown (Tupper Street) is approximately 1.25 miles. Visually the linkage is blocked by I-190 just north of the waterfront. In spite of this visual barrier the ability to link the inner harbor and its related venues (stadium, arena, Waterfront Park, etc.) to downtown housing can provide additional impetus in attracting new residents to the downtown and make for a stronger residential market.

The City of Buffalo and New York State's Empire State Development Corporation have undertaken the redevelopment of the Inner Harbor at the foot of Main Street. Presently, the waterfront is occupied by parking



lots, a naval and servicemen's park, and two World War II era naval ships.

In response to preservationists' concerns and a new interest in developing the site's heritage and tourism potential, the redevelopment plan is being revised to focus on reopening the historic commercial slip. The slip was buried in the early part of the 20th Century as the Erie Canal became obsolete. This development has the potential of being a significant tourist destination for Buffalo, as well as overcoming, to some extent, the barriers between the CBD and the water. As such it should be actively pursued by the city. As with the housing to be developed in downtown, it is essential that it be an attraction of high quality and exceptional interest. The development of the Inner Harbor may encourage additional housing to be built in the immediate area.

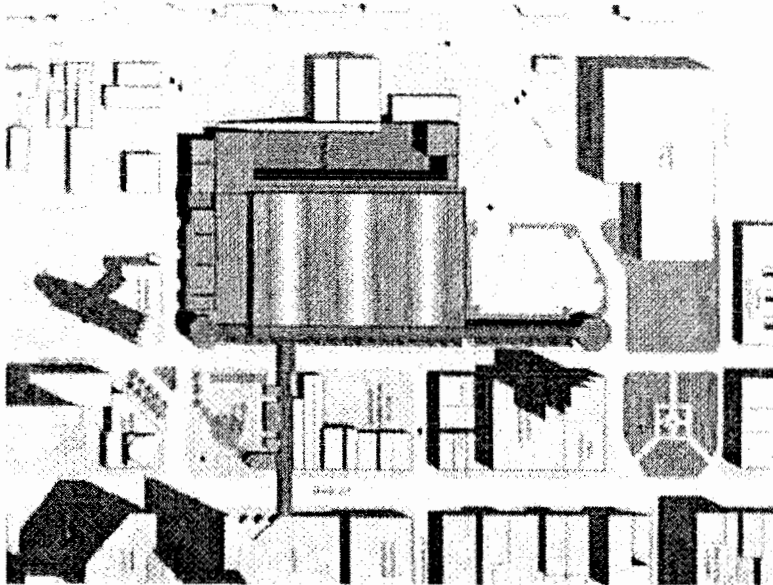
Additional links between the inner harbor and the downtown should be created on the streets parallel to the to Main Street between Delaware Avenue and Ellicott Street, in particular bicycle and pedestrian routes.

Unifying streetscapes (sidewalks, landscape treatments, street furniture and signage should be implemented on these north-south streets to provide a seamless connection in these corridors. The use of light-pole banners in these corridors to announce coming waterfront and downtown activities would help in unifying the two districts.

Convention Center

The city's convention center is located near Niagara Square between Franklin and Pearl Streets, and Court Street and

*PROPOSED MOHAWK
CONVENTION SITE*



Mohawk Street. Its construction led to the elimination of part of Genesee Street, one of the original radial routes in the city's street plan.

The city and county have proposed to build a new convention center, significantly larger than the current one in order to stay competitive in the convention center business and to attract larger exhibitions and conventions. It was initially proposed to be located northeast of Lafayette Square, requiring the elimination of parts of Ellicott, Washington and Mohawk Streets. While convention centers have had mixed results in other communities, both with respect to financial return and redevelopment impact, we have not made an investigation to determine whether it would be an appropriate facility for downtown Buffalo.

The location of a larger convention center in the CBD could have negative impacts on the attractiveness for residential development of immediately adjacent areas:

- Loss of urban scale and elimination of both vehicular and pedestrian routes to and from Lafayette Square
- Additional large truck traffic, with associated noise and visual impacts
- Loss of buildings at an attractive urban scale with varied building façades
- Additional barriers between the East Side and the CBD.
- Significant public funding required, potentially displacing other public priorities.

A convention center, however, if successful, could potentially have positive impacts by increasing the number of people visiting – and staying overnight in – the CBD,

increasing restaurant and retail business, and increasing municipal revenues.

Two questions that need to be asked are:

- What happens to the current convention center facility if a new facility is built?
- Would a new convention center be economically sustainable over the next 10 – 20 years?

From an urban design standpoint a new or expanded convention center should be designed with retail shops wrapped around the building. This would provide for street level activities during at least the business hours of the day and would avoid the appearance of a “big blank box” placed in the middle of the city.

Cars Sharing Main Street

Feasibility Study for Accommodating Motor Vehicles within the Pedestrian Mall on Main Street, prepared by Erdman Anthony September 1999 addressed the return of vehicles to Main Street. Twelve alternative concepts were prepared of which eight alternatives were selected for further evaluation.. To date a selected alternative has not been selected. Alternatives included providing travel in one and both directions, providing on-street parking and drop-off, and providing select block access.

The R/UDAT team concurs that the attractiveness of the downtown could be improved with the return of vehicles to Buffalo's Main Street, which might facilitate attracting new restaurants and retail establishments



Preliminary engineering plans reviewed by team members suggested that rather than open the entire length of Main Street to vehicular traffic, it should be limited to opening selected blocks to cars, creating vehicular loops:

- Two-way vehicular traffic would be returned to Main Street between Chippewa Street and Tupper Street .

Parking would be provided on the west side. The existing light rail stations in this section would be removed. The current southbound station south of Chippewa Street would be relocated to its north side. A combined theatre district/Fountain Plaza Station would be created to serve this area of Main Street.

- One-way northbound vehicular traffic would be returned to Main Street between Mohawk Street and Huron Street by narrowing the east sidewalk. On-street parking would also be provided

We suggest that these options be considered as a cost-effective and speedy way to return vehicles to Main Street. In concert with the city's planned traffic changes of converting selected one-way streets to two-way and creating a north-south traffic loop around Main Street will ease circulation in the CBD.

6. THE MARKET OPPORTUNITY

The R/UDAT team identified the potential for introducing new additions of market-rate housing, with both new construction and/or adaptive reuse of existing building, to be leased or sold with in the Downtown Buffalo study area. The target markets for Downtown include the:

- The households of the +/- 50,000 Downtown employees who currently live outside the study area limits;
- households that live in the city but may work elsewhere in the metropolitan area and show tendency for urban living and counter-commute; and
- households with propensity for urban lifestyles from other areas of the entire metropolitan area.

As such, the Primary Market Area ("PMA"), the area from which the majority of demand for the residential product to be offered Downtown will be generated, is defined by the total of Downtown employees and other households living within the City of Buffalo boundaries. The Secondary Market Area ("SMA"), the area which will also provide significant interest for downtown products, is defined as the metropolitan area, Erie and Niagara Counties.

Market pros and cons of downtown Buffalo

The appeal of urban lifestyles, in general, and that of downtown Buffalo, specifically, include:

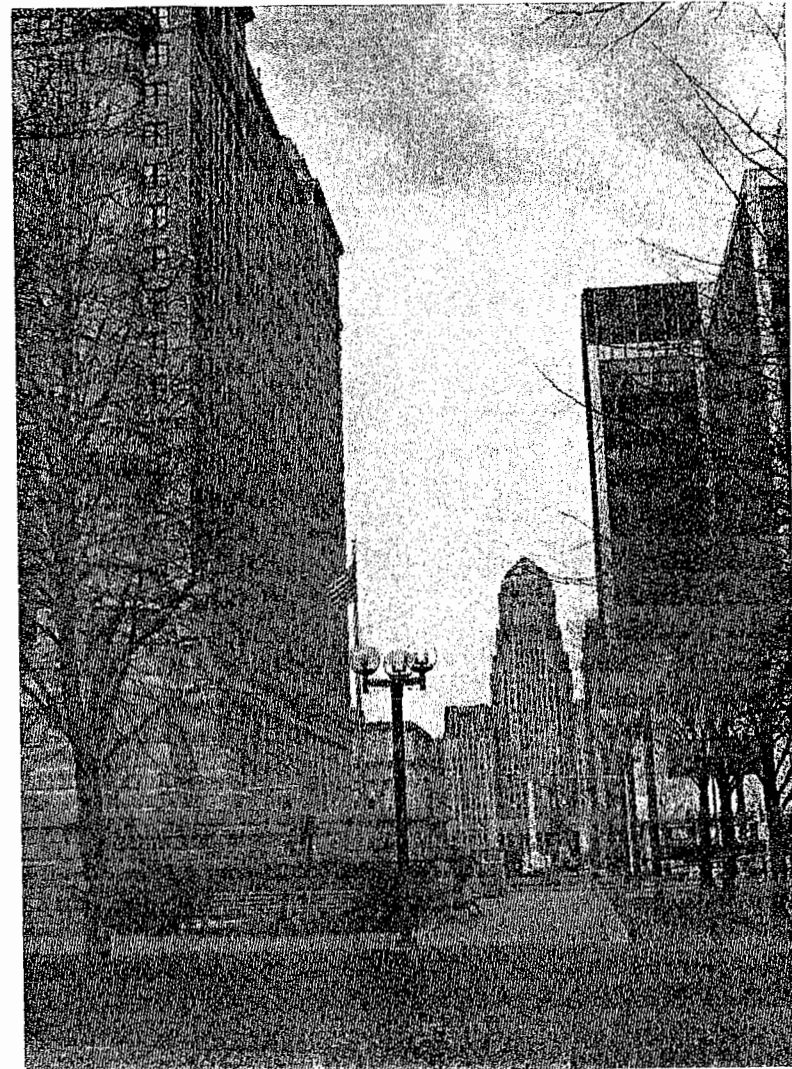
- proximity to work, for those in the downtown labor-force;
- pedestrian lifestyle;

- unique mix of age, income, household (singles, couples, families, and related/unrelated adults sharing a residence) and ethnic characteristics of the population;
- access and proximity to cultural, entertainment, and athletic venues; and
- the sheer beauty of the environment including the layout of the City, the vistas created by the urban landscape and the richness of turn-of-the century architecture.

The new product's ability to capture its fair share of the market area's demand will be challenged by the following attributes of the study area:

- lingering perception of crime and related lack of security;
- lack of product offerings that appeal to the various market segments - for sale and for rent, large and small floor plans, flats/town homes and "lofts", single- and multi-family, attached and detached, low-rise/mid-rise and high rise, etc;
- lack of retail services, specifically lack of full-service grocery stores located in downtown;
- inferior quality of public schools;
- lack of critical mass and scattered locations of the newly introduced market-rate residential clusters, the direct result of opportunistic versus strategic nature of development, which - in turn - is due to ineffective planning; and
- questionable security of the future residents' financial investment.

The profile of the future residents of the study area will not be very different from those currently residing there, with



two market segments - empty nester "baby-boomers"(age 54 to 70 years of age) and their offspring, the "echo-baby-boom"(20-36 years of age) - gaining share.

Baby boomers and the baby boom echo

- Many young families move to the suburbs for the better schools and larger lots than city dwellings can offer.

As their children go off to college, more and more "boomer" households choose the urban lifestyle for its access to the entertainment and cultural activities as well as for the downtown residential neighborhoods' proximity to employment. This trend is emphasized by the unique magnitude of this age cohort that is entering the empty nester stage. The majority of empty nesters will be still employed and at the peak of their earning capacity, will be mostly couples, and will be interested in mid-price as well as upscale apartments and for-sale products. In rental, stacked flats in new and renovated products, while in for-sale, mostly new town-homes and detached dwellings will be their choice.

- Seldom discussed, the births in the cohort that represent the so called "echo" of the "baby-boom" are actually exceeding the number of births or their parents, except those births are stretched over a longer period, as "boomers" tended to have their children significantly later than prior generations.

Nationally, between 1946 and 1955, (from start to mid-point of baby-boom births), 61 million births were registered. Since the late 1970s, when the "echo" births started peaking, there were 93 million births. As the wave

of high birth volume is yet to show slowing, it is assumed, that - in the worse case - we are at half of the cycle. As the newly released census data indicates, the trends are similar in the Buffalo metropolitan area, which bodes very well for housing downtown.

To quantify the potential depth of the demand for urban housing in the PMA and the SMA, and the capture potential of the study area, the R/UDAT team conducted demand analysis that applied statistical and judgmental methodologies. Beyond demographics of the population, such as age and income, the analyses also included attributes of mobility rates, lifestyle characteristics and compatibility issues.

- There are approximately 21,000 "baby-boomers" working downtown, of whom - at prevailing rent/price levels - over 19,000 are income qualified to rent or purchase a residence. Another (those who do not work downtown) 29,000 age and income qualified "boomer" households live in the city of Buffalo and 103,000 in other parts of the metropolitan area. The above numbers add up to a demand source of 151,000 empty nester households in the metropolitan area.

Approximately 4.0% of downtown-working empty nesters, 1.7% of this age cohort in the city of Buffalo and .5% of those in the rest of the metro area exhibit lifestyle preference for downtown living which adds up to approximately 1,770 households.

- The first wave of the "echo-baby-boom" generation is in its first job or in various levels of university/college education.

The approximately 100,000 students in the 35 colleges and universities in the wider region represents a deep pool of potential downtown residents - mostly renters, often in room-mating situations - who, especially those in graduate school, show a high propensity for urban living.

Of the 7,500 "echo-baby-boomers" working downtown, 2,600 are income qualified at current rents and prices, for renting or purchasing a residence in the study area. An additional 11,700 age and income qualified "echo" households are currently living in the city of Buffalo and 32,400 in the rest of the metro area who do not work downtown .

As much as 9.0% of the downtown-working "echo" households, 4.0% of those living in the city and 2.0% living in the rest of the metro area but work elsewhere exhibit tendencies for downtown living. Overall, in the metro area, there are 1,350 age and income qualified "echo" households with high propensity to move to the study area, not counting the hard to measure potential pool of the student population.

Given the above, the metro area's empty nester and young adult households represent a pool of 3,120 potential residents with the high propensity for downtown living. That pool is added up from those interested in the rental and those interested in ownership products.

Rental vs. homeownership

In terms of the propensity of households for rental versus ownership housing, there are significant differences between the study area, the city and the rest of the metro area. In the study area, which represents approximately 1%



of the metro households, only 3% of those households own their own residence. The city (excluding study area), represents 37% of the metro households and 22% of them own while 63% rent. The remaining areas of the metro area represent 62% of the households with a 46% propensity to own versus 38% to rent.

Thirty-three percent of the renter households "turn over" each year, creating an annual demand potential for 227 new rental units in downtown Buffalo. Households that show ownership tendencies "turn over" at rates of 8% annually, representing a demand potential for 48 new ownership units in the study area.

It is not to say that the study area is not appealing to families, as the school issue is remedied for some by the availability of high quality independent and church-operated private schools. Yet, urban living will remain a second choice for most families with children.

The R/UDAT team estimates, based on current household trends, that family households will represent approximately 10% of the overall demand for rentals and 7% for owned homes, bringing the total demand potential for new rental units to 252 and new ownership units to 52.

The demand potential for newly introduced market rate housing, including new construction and rehabilitation / adaptive use of existing structures, will not represent an even mix of rent/price ranges. The following table presents the rent/price segmentation of potential demand.

| <u>Rental Product</u> | | |
|--------------------------------|---------------------------|--------|
| <u>Monthly Rent Range (\$)</u> | <u>Number/ % of Units</u> | |
| \$400 to \$500 | 38 | (15%) |
| \$500 to \$600 | 101 | (40%) |
| \$600 to \$800 | 62 | (25%) |
| \$800 to \$1,000 | 38 | (15%) |
| over \$1,000 | 13 | (5%) |
| Total | 252 | (100%) |

| <u>Ownership Product</u> | | |
|--------------------------|------------------------|--------|
| <u>Price Range (\$)</u> | <u>Number of Units</u> | |
| Under \$100,000 | 10 | (18%) |
| \$100,000 to \$150,000 | 28 | (50%) |
| \$150,000 to \$200,000 | 11 | (20%) |
| \$200,000 to and over | 7 | (12%) |
| Total | 52 | (100%) |

7. MAKING IT HAPPEN

Pulling together a successful downtown living strategy requires that two essential conditions be in place. First, that the development of downtown housing is financially feasible, through some combination of public and private resources; second, that the leadership and capability, on the part of the public and private sectors, be in place to move the strategy forward.

Financial Feasibility

Redeveloping urban neighborhoods involves levels of complexity and risk that suburban development rarely encounters. All developments reasonably anticipate issues with zoning, permitting, code compliance, the development of infrastructure and an uncertain market. In addition to these issues, urban redevelopers often face protracted and expensive land assemblage, environmental remediation, existing resident or business relocation, unforeseen subsurface geotechnical and building structural problems and a variety of neighbor related considerations.

All these complexities add time, cost and risk to urban redevelopment and account for some of the massive flight of investment to suburban markets.

The Buffalo SMA poses several unique market challenges. With a declining population base and easy automobile access to anywhere in the metropolitan market, affordable housing stock is plentiful and average rents are low. New construction costs, however, are comparable to other similarly sized northeast submarkets with heavy union trade representation. When you add to the investment equation the relatively high real estate tax burden that

property owners must absorb, economic returns disappear making development of all but the very high end of the market impracticable without significant subsidy.

Attached in Appendix Two are three sets of hypothetical development proformas:

- 100 new construction mixed income units
- 100 new construction market rate units
- 100 units of historic market rate rehabilitation



These three development types were chosen to give policy makers a model for understanding the relative size of gap or subsidy financing that might be required for a range of downtown redevelopment opportunities. The alternatives reflect the fact that the principal redevelopment opportunities are found in the wealth of architecturally significant but underutilized buildings and in reuse of some the vast number of surface parking lots.

As with any projection, the assumptions used are critical to the creditability of the numbers. Detailed below are some of the key assumptions.

- Projected downtown rents are based on the Danter Company October 1998 report prepared for the Heart of the City Neighborhoods, from informal surveys of current and prospective renters, and from the R/UDAT team's market analysis, presented earlier.
- Affordable rents were calculated from the HUD 2000 Buffalo SMA Area Median Income of \$46,900.
- New construction costs are projected at \$106 per gross square foot for new construction and approximately \$118 per gross sq. ft. for historic rehab. These figures assume amenities and quality comparable with the best suburban product and, in the case of the rehabilitation, full compliance with the National Park Service standards for historic rehabilitation.
- Total development costs are approximately \$117,000 per unit for new construction and \$135,000 for the historic rehab excluding site acquisition. Because the proformas do not represent actual development sites, a \$2 million site acquisition assumption was used. Some functioning parking lots and buildings may well be more expensive.

- Conventional financing was assumed in all cases. The assumed interest rate is approximately 200 basis points (BP) above the current 10 year US Treasury rate amortized over thirty years.
- The 10-year, phased tax exemption or abatement available under the Empire Zone program was calculated based on the current residential tax rates for all cases. Alternative programs could increase this subsidy source. Taxes may be understated because good approximations of the downtown BID assessment and the unabated tax bills of hypothetical properties are not available.
- Federal Historic and Low Income Housing Tax Credits (LIHTC) were priced at the current for similarly sized projects. Economic equity was sized to yield an approximate 15% preferred return to investors.

The gap is the difference between the balance of all other funding sources and the Total Development Costs (TDC). Based on these assumptions, the projected gap was between \$50,000 and \$70,000 per dwelling unit.

A similar cost model was used to analyze the feasibility of selling a condominium loft project. A loft in downtown Buffalo would be a distinctive product not available in other neighborhoods. It would utilize a former office or industrial building to create units with floor heights in excess of 18 feet with large windows on three sides, exposed brick walls and wood floors. The unit, which would have a floor area of approximately 1,000 square feet including a 300 square foot mezzanine space, would have a full kitchen and one bath. It would also have one parking space.



The cost model for this product is presented in Appendix Three. Based on a projected selling price of \$110,000 derived from the R/UDAT team's market analysis, we estimate that the project, to achieve even a modest 10% profit level, would require a gap subsidy of \$20,000 per unit.



Gap financing strategies

There are several programs that assist housing development in New York State generally and Buffalo in particular. Some are targeted to low and moderate income tenants or only apply to historic rehabilitation that meet stringent standards set by the National Park Service. Only a handful of these programs generate material per unit funding. None of these programs completely fill the gap financing required to make a project feasible. As a result, existing programs need to be bundled into packages that add both complexity and time to the development process.

Compared to some other States and local jurisdictions, Buffalo and New York have relatively few large programs

designed to assist in the redevelopment of urban neighborhoods. Additional resources are needed. At the end of this summary, several programs are suggested for future consideration by local and State officials.

Programs are listed by the jurisdiction responsible for program administration not by the source of funding. Many additional programs, especially those targeted to low and moderate homeownership, were not listed.

City of Buffalo and Erie County

Condemnation of blighted sites for urban renewal
Empire Zone Residential Tax Benefits

- 8% Sales Tax Refund on construction materials
- 10 year graduated Tax Exemption (abatement)

Public Improvement Funding

CDBG grants and 108 Loan Funds

Extended Real Estate Tax Exemption

- Urban Development Action Area Act (UDAAA) 10 year full abatement
- Historic Property Exemption Ordinance (Up to 20 years of 50% tax abatement)

Erie County participating intergovernmental grants or loans for City of Buffalo projects (case by case).

New York State Housing Finance Agency

Low Income Housing Tax Credit (LIHTC)

80/20 Program

HFA/FHA Risk Sharing Program

Private activity tax exempt bond financing

Various low interest taxable loan programs



New York State Office of Parks, Recreation & Historic Preservation

Multiple small grants programs to assist in planning and restoration projects.

Federal Government

20% Federal Historic Tax Credit
 Historic Façade Donation Tax Deductions
 Hope VI grants of up to \$35 million (HUD mixed income public housing redevelopment)

ISTEA DOT Transportation related acquisition, historic preservation, planning and ROW improvement grants.
 EPA Brownfield environmental remediation study and remediation funding.

Private Sources

FNMA American Community Fund Mezzanine Equity Funding
 National Trust for Historic Preservation consulting grants, technical assistance and
 Utility Rate Reduction for Empire Zone developments

In addition to these tools, there are valuable redevelopment tools that exist in many other states, but have not been enacted in New York State. We strongly urge the Buffalo community to work with their state legislative delegation to seek passage of legislation authorizing the following programs, or if possible, to enact them at the local level:

- Transferable State Brownfield Remediation Income Tax Credits
- A State Historic Tax Credit
- State Affordable Housing Credits
- Local Land Bank Funds
- Public /Private Soft Loan Pools (Community Loan Funds)
- Tax Increment Financing
- Extended Tax abatement periods.
- Routine waiver of permit or utility tap fees.

Leadership and Capacity

The downtown living strategy that we have outlined in the preceding pages is a complex one, because it is a complex solution to a difficult solution. The fact that it has not happened up to now, despite many efforts and attempts, reflects how difficult and complex it is. It will take money, and will take technical skill. It will also take political will, leadership, and capacity, on the part of many different actors.

Government

Perhaps the most important actor in the process will be the City of Buffalo itself. The city has the legitimacy of being the elected government of the community. However strapped, it has a body of resources, in terms of staff, funding and legal authority that are essential to carrying out any redevelopment strategy. It is the body that has the responsibility to establish land use regulations, approve or deny applications, and enforce building codes.

With legitimacy and authority comes responsibility. If the city wants downtown living to happen, it must become an active, energized partner in *making it happen*. The entire thrust of city government in the relevant areas – planning, redevelopment, codes – must be directed to that goal. Plans and regulations must be revised so that they further the goal, while procedures must be streamlined and burdens reduced to enable the other key actors to play their parts in the process.

Leadership goes in tandem with capacity and accountability. Successful cities have created clear lines of authority and accountability with respect to their development and redevelopment goals, while ensuring that the individuals response had both the qualifications and the motivation to achieve those goals. A few examples:

- One mayor appointed an individual to be deputy mayor in charge of development *and* president of the city's economic development corporation, with a clear mandate to make things happen. It worked.
- Some cities have delegated their authority within priority areas, such as downtowns, to an independent, professionally-staffed redevelopment or community development authority.
- Other cities have established 'ombudsman' or support offices for development projects, staffed by project managers with a clear mandate to do what they could to make the developments in their portfolio happen.



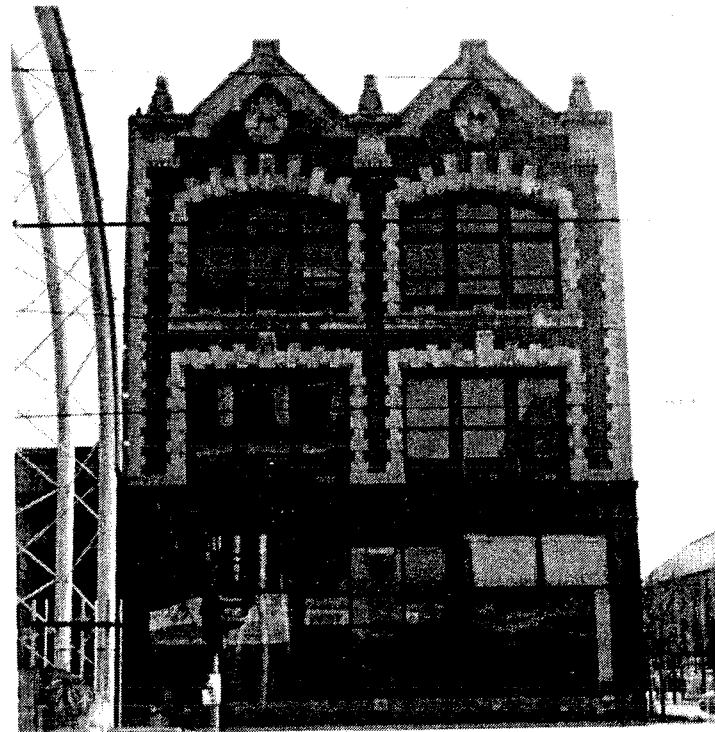
Leadership also means making the tough decisions, where following a strategy can often mean disappointing or antagonizing others. The willingness to use eminent domain, even sparingly and reluctantly, can easily become a demonstration of leadership.

The same set of principles govern all of the above models. While they cannot always be realized in full, they are important to follow as goals:

- Lines of responsibility are clearly defined and clearly understood by everyone.
- Staff knows that they are expected to produce results, not just paper.
- Staff are selected for their qualifications to achieve the results expected of them.
- The city's relationships are partnerships, not hierarchical or adversarial
- The developer knows where to go, and to whom to turn. She knows that she has an advocate in city hall.
- All agencies, and administration and council, are all on the same page.
- The message starts at the top.

Erie County can also play a significant role, although it is secondary to the city's role. By law in New York State, responsibility for housing, land use and redevelopment belongs to cities and towns. The county has a massive stake, both as a major employer and property owner and as representative for the larger geographic area, in downtown Buffalo. Possessing a far greater resource base than the city, they are in a position to contribute significantly to the

financial feasibility of downtown housing developments, as well as to participate in key non-housing initiatives – such as the Inner Harbor, the school financing program, or public transportation improvements – that enhance the climate for downtown living and community-wide improvement.



Advocates and deal-makers

For all its awesome responsibility, the city's role is inherently limited, and – however much the city may reinvent itself – its process remains complicated and cumbersome. A third party is often needed to put the pieces together, to put development packages together, to link private and public financial resources, or to help the developer progress through the process. The third party bridges the gap between government (or multiple government agencies) and the private sector.

Some part of this role has begun to be played by Buffalo Downtown 2002!, which has made a valuable contribution to the downtown redevelopment process. It should continue in its role as coordinator and facilitator of projects in the pipeline, but should be supplemented by an organization that is equally focused on creating as well as sustaining creative initiatives.

In many communities this role is filled by the downtown organization or business improvement district. In Denver, the Denver Partnership – Denver's equivalent to Buffalo Place – took the lead in creating the climate for housing development in LoDo (Lower Downtown), and continues to act as a facilitator for development projects in their district. In other communities, this role has been filled by an economic development corporation.

To play the role of advocate and deal-maker, the organization must have entrepreneurial leadership, staff that are sophisticated in the process of making development deals happen, and good working relationships with both the public and private sector.



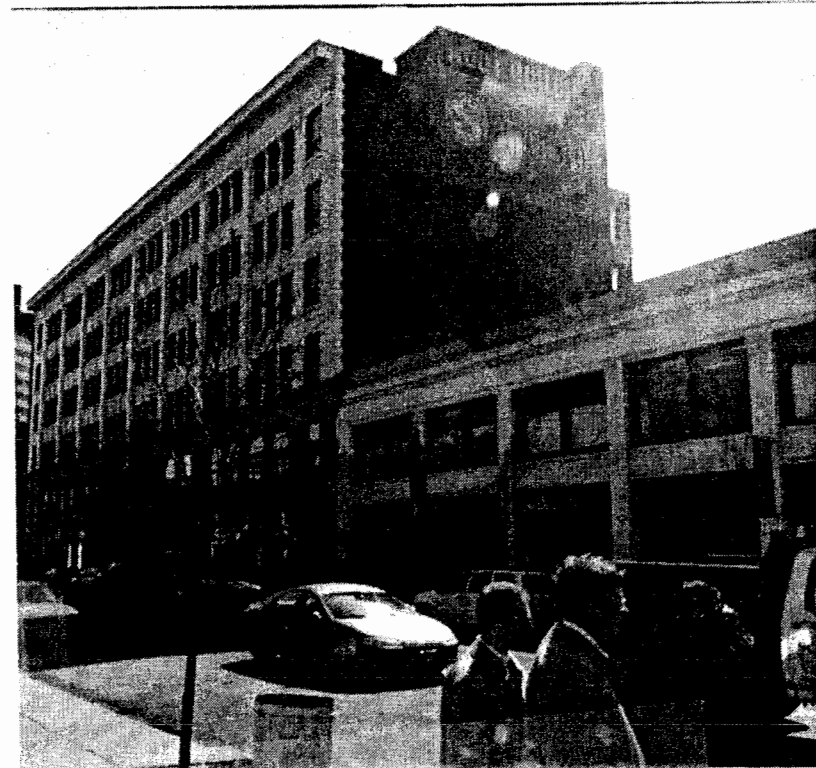
The Private Sector

In the final analysis, creation of downtown housing will depend on the private sector, including

- Property owners
- Developers
- Lenders

At this point, few private sector players have become engaged in downtown housing. A few developers have begun to explore possibilities, as have a handful of property owners. Most, it would appear, are still sitting on the sidelines, waiting to see whether it becomes an established trend. Lenders, uncertain of the depth of the market, have been wary of becoming involved with a new and untried product.

It is natural, perhaps, for most people to sit on the fence and wait for someone else to take the initial risks before getting involved, particularly in an uncertain political and economic environment. Government and organizations such as Buffalo Place must work to bring lenders, property owners and developers to the table, both to engage them in the process and demonstrate that the environment has significantly changed. Lenders, in particular, have not been highly visible at the table. They should be shown that investment in downtown housing is not only good for the community, but will enhance their existing significant investment in downtown Buffalo.



8. CONCLUSION

Buffalo is a beautiful city, full of aesthetic and cultural riches. Buffalo is a city full of people who are proud to call themselves Buffalonians, of people who have come back to live here after years in California, New York City or Europe. Buffalo is also a city in deep trouble, with a history of economic decline going back fifty years, a city that has squandered many of the assets built up over a hundred years of prosperity and pride.

The R/UDAT team believes that the downtown living strategy, properly pursued, can provide real benefits to the city of Buffalo as it attempts to reverse its years of decline. In the preceding pages, we have tried to describe what such a strategy might look like, and what level of commitment making it happen will require from the public and private sectors within the city.

As important as any specific steps that anyone may take toward carrying out that strategy, however, is the underlying philosophy or values that we believe should be in place among those involved with carrying out the strategy – values that animate their perspective on the strategy, on downtown Buffalo, and on the city as a whole. It is this underlying philosophy that we would like to highlight as we close our report and our visit to the Queen City on Lake Erie.

Vision

As the prophet said, "without vision, the people perish." Without vision, cities may not perish, but they wither and fray. Buffalo needs to believe in a vision of what it can be, and hold tight to that vision, instead of settling for what seems immediately available today, or appears to offer a simple solution to a complex problem. Put differently, Buffalo must start thinking strategically and stop thinking opportunistically.

As importantly, Buffalo's civic, political and business leadership must find a way to engage all sectors of the community in a shared vision. That must begin by engaging everyone in framing the vision, rather than having it imposed by the few on the many. If the vision belongs only to a few, or if it is shared by only one part of what is a highly fragmented and polarized city, it is unlikely to be achieved.

Community

Underlying any shared vision must be a shared sense of community. Buffalo's sense of itself as a community, although real, is broken by a series of painful fault lines, between East and West, between racial and ethnic groups, and perhaps most of all, between haves and have-nots. It is hard not to see the freeways and arterials that cut through the city, blocking neighborhood from neighborhood, as the physical manifestation of these fault lines.

Our report has attempted to address this issue through a series of strategies that link downtown housing to other concerns, and use that housing to help build links between Buffalo's central business district and the neighborhoods – also a part of downtown Buffalo – that surround it. We believe that a revitalized CBD can play an important role in healing the fissures and building community, by becoming a strong, vibrant common group in which all Buffalo's citizens can share.

It is not too late. Buffalo's people, white, African-American, Latino, Asian, rich and poor, care deeply about their city. It is up to their leaders to make sure that they move forward together, rather than separately.

Finally, it is worth reiterating a phrase we have heard often lately, that "there are no silver bullets." There are no quick fixes for any of Buffalo's ills, no single projects – however expensive – that can put more than a small dent in the city's problems. The only way Buffalo will move forward to a better future is if the city begins to plan and execute for the long haul, animated by a vision and a sense of a community that includes every single person who is part of the city.

APPENDIX ONE

Market Evaluation of the Lafayette Square Residential Sites

| Description | Evaluation | Score |
|--|--|-------------------------|
| Regional Location The subject site is in the R/UDAT team's study area, in Downtown Buffalo, located in the geographic center of Western New York State; 33% of the region's jobs and 29% of its population are in Buffalo | The central location within the region and the critical mass of jobs and population bode well for the introduction of new residential units for rent and for sale, in newly built structures and as adaptive re-use of existing structures | 5.0 |
| Site Location Two properties are recommended for producing new additions to the market-rate housing stock Downtown, the existing Lafayette hotel and the empty lot across the square, which is arguably the top location in the City. Plans call for the adaptive re-use of the hotel for market-rate rental and the lot for town-homes to be sold. | The location is excellent for both type of market-rate residential uses; new development at this location, which is the gate-way toward the east side of town, reinforces the historical and social connection between the two sides of the City; residential products will benefit from the strength of the site, while the City will benefit greatly from the activity at this crucial location | 5.0 |
| Regional Access Via Kensington Expressway and the I-190, an extension of NYS Thruway; the Buffalo-Niagara International Airport is within a 20-minute drive | The regional access makes Downtown, in general, and the site, specifically, very appealing to those working in Downtown and in need to travel, and for those who will counter-commute to their jobs | 5.0 |
| Local Access With the closure of Main St. to vehicular traffic in the area, vehicular access to the site is awkward; the Light Rail provides good public transportation access; pedestrian access is equally strong | The awkwardness of vehicular access weakens the site's desirability for future residents; the public transportation and pedestrian access alternatives make the situation acceptable | 4.0 |
| Visibility Lafayette Square is the scene of the vast majority of cultural and entertainment events of the City; these events are frequented not only by locals but also by visitors, many of whom could be target audience for the planned projects; visibility from vehicular traffic on the east-west collectors will offer similar advantages | Visibility could not be better; the marketing the product on two sides of the square will benefit from the large number of people visiting the site; marketing should start with signage early on, as the construction begins, the view of activity will reinforce the awareness of new residences being prepared for offering, finally, the actual sales will close those interested | 5.0 |
| Surrounding Land Uses The square itself borders both sides, as does the public library; three high quality office buildings, the Rand, Brisbane and National Fuel Buildings surround the square; government buildings and the "liberty" building are across Main Street to the west, with City Hall a short distance away; however both sides have a weak fourth side, to the southeast from the Lafayette hotel and to the northeast of the current parking lot | The presence of some of the very best office properties in the immediate area will provide a feeling of security for future home owners and renters; being open toward some of Downtown's most abandoned sites from the east side will require strong design solutions; while the projects should not "turn their backs" on to the east side of town, the feeling of the future residents' real and perceived security should not be compromised | 4.5 |
| Proximity of Services Retail services are throughout Downtown, even though no major supermarket or department stores are within a 10 minute drive, and the local convenience stores close at the end of the work-day; the immediate neighborhood of the site has the only mall in Downtown; medical services are within a five minute drive; and elementary through high schools are within a 10 minute walk | The type of residential products that will be feasible at the site will attract an audience that will miss the proximity of high end department store retail and the convenience of upscale boutiques; nearby restaurants and the Theatre District several blocks away will be appreciated; convenience of medical facilities and schools will contribute to market feasibility | 4.0 |
| Total | | 4.6 EXCELLENT |

Market Evaluation of the 700 Block Main Street Site

| Description | Evaluation | Score |
|--|---|------------------------|
| Regional Location | | 5.0 |
| The subject site is in the R/UDAT team's study area, in Downtown Buffalo, located in the geographic center of Western New York State; 33% of the region's jobs and 29% of its population are in Buffalo | The central location within the region and the critical mass of jobs and population bode well for the introduction of new residential units for rent and for sale, in newly built structures and as adaptive re-use of existing structures | |
| Site Location | | 4.0 |
| On Main Street, in the Theatre District, the site is near entertainment, restaurants and a high concentration of relatively high paying jobs in the nearby medical facilities; the area is on the southern border of Allentown, a middle class community within the Buffalo city boundary | At the far northern edge of Downtown, the site is somewhat remote from other residential areas; the redevelopment of existing structures and the introduction of new residential product at the site will improve the linkage to Allentown; the proximity of the high-paying jobs nearby will create demand potential for the newly introduced units | |
| Regional Access | | 5.0 |
| Via Kensington Expressway and the I-190, an extension of NYS Thruway; the Buffalo-Niagara International Airport is within a 20-minute drive | The regional access makes Downtown, in general, and the site, specifically, very appealing for those working in Downtown and in need to travel, or for those who will commute to their jobs. | |
| Local Access | | 3.0 |
| With the closure of Main St. to vehicular traffic up to Tupper St., vehicular access to the site is circuitous and awkward; the Light Rail provides good access by public transportation; and pedestrian access is equally strong | The awkwardness of vehicular access weakens the site's desirability for future residents; the public transportation and pedestrian access alternatives make the situation acceptable | |
| Visibility | | 1.0 to 4.0 |
| The pedestrian activity on Main Street ends at the site, there is no vehicular traffic on Main Street coming from the south, and the "train" goes underground prior to reaching the site | Visibility is very poor; while such situation may appeal to future residents, it will make it very-very hard to market residential products; should vehicular traffic be reintroduced to Main Street, the visibility would improve significantly with the site becoming a major vehicle entry-point to downtown. | |
| Surrounding Land Uses | | 4.5 |
| St. Louis Church is to the north, the Theatre District to the south, in a short distance to the east is a concentration of medical facilities, and a mixture of older structures and surface parking lots are located to the west of the site; the West Chippewa Street entertainment zone with its restaurants and bars is nearby to the southwest | With the exception of the uses immediately to the west of the site, the activity in the immediate area will be very attractive to future residents, especially to the young profile expected to be attracted to the type of product that can be developed | |
| Proximity of Services | | 4.0 |
| Retail services are throughout Downtown, even though no major supermarket or department store are within a 10 minute drive, and the local convenience stores close at the end of the work-day; the immediate neighborhood of the site is rich in restaurants and entertainment; medical services could hardly be more convenient; and elementary through high schools are within a 5 to 7 minute walk. | The type of residential products that will be feasible at the site will attract an audience that will not be intimidated by the lack of high end retail nearby, though the lack of convenience inherent in the hours that facilities are in business will be a deterrent; the proximity of medical facilities and schools will contribute to market feasibility | |
| Total | | 3.8 to 4.2 +/- GOOD |

APPENDIX TWO

MIXED INCOME / NEW CONSTRUCTION MODEL, BUFFALO, NEW YORK
PRELIMINARY CONSTRUCTION BUDGET

100 Total Units

Schedule 1

Revision No.: 1
 Date Revised: 25-Mar-01
 Date Printed: 25-Mar-01
 File Name: BUFFALO2

| Line No. | Per Unit | Residential Total | Notes and Comments | | | |
|------------------------------------|------------------|---------------------|---|---------------------------------------|--|------------------|
| A. USES | | | | | | |
| LAND & SHELL | \$20,000 | \$2,000,000 | Assume City Acquisition. | 6 | | |
| PUBLIC IMPROVEMENTS | - | 0 | By City | | | |
| SEISMIC ENGINEERING | - | 0 | | | | |
| ENVIRONMENTAL | - | 0 | If needed by City. | | | |
| SUBTOTAL/SITE COSTS | 20,000 | 2,000,000 | | | | |
| ON-SITE IMPROVEMENTS | 7,500 | 750,000 | | \$7,500 | per unit | 290 |
| STRUCTURES COST | 65,000 | 6,500,000 | Retail space not included. | 81,111 | Gross Loft Square Ft | \$80.14 |
| FIRST FLOOR RETAIL | - | 0 | | \$ | 20.00 | |
| CONTRACTOR CONDITIONS, FEES & BOND | 9,500 | 950,000 | | | 13.10% of total site and structures cost | |
| CONSTRUCTION CONTINGENCY | 4,100 | 410,000 | 5% of construction contract. | 8,610,000 | Total Construction Hard Costs | \$ 106.15 |
| ARCHITECTURE/ENGINEERING | 4,100 | 410,000 | 5% of construction contract. | | | |
| ENGINEERING/SURVEY | 820 | 82,000 | 1% of construction contract. | | | |
| SUBTOTAL/CONSTRUCTION COSTS | \$111,020 | \$11,102,000 | | | | |
| CONSTRUCTION LOAN INTEREST | 4,880 | 488,000 | Construction loan funds for | 14 | months at | 9.50% 508,000 |
| BRIDGE LOAN INTEREST | 790 | 79,000 | 690,000 | 14 | months at | 9.75% 78,488 |
| PREDEVELOPMENT LOAN INTEREST | - | 0 | | 9 | months at | 15.00% 0 |
| BUILDERS' RISK INSURANCE | 410 | 41,000 | .003% of TDC. | 41,253 | | |
| BOND FINANCING FEES | - | 0 | | 171,888 | | |
| MORTGAGE COSTS & FEES | 970 | 97,000 | 2% | | | |
| TAX CREDIT FEES | 250 | 25,000 | | | | |
| TITLE WORK | 250 | 25,000 | | | | |
| LEGAL/ACCOUNTING/CONSULTING FEES | 2,000 | 200,000 | | | | |
| REIMBURSABLE/MISCELLANEOUS | 100 | 10,000 | | | | |
| MARKETING/OFFICE EQUIP. | 750 | 75,000 | | | | |
| DEVELOPER FEE | 11,500 | 1,150,000 | % of total uses = | 9.1% | 1,237,590 | |
| PROGRAM MANAGER | - | 0 | % of total uses = | 0.00% | 281,475 | |
| OPERATING DEFICIT ESCROW | 3,190 | 319,000 | Five months operating expenses plus interest. | | | |
| PROJECT CONTINGENCY | 1,400 | 140,000 | % of total uses = | 1.0% | | |
| TOTAL USES | \$137,510 | \$13,751,000 | | | | |
| B. SOURCES | | | | | | |
| 1ST MORTGAGE | 48,300 | 4,830,000 | | 7.25% 30 year amortization @ 1.20%DSC | | 5,743,000 |
| FEDERAL HISTORIC CREDIT | - | 0 | | | | |
| FEDERAL LIHTC EQUITY | 19,660 | 1,966,000 | \$.78 Pricing | | | |
| EQUITY | 17,250 | 1,725,000 | | | | |
| GAP FUND LOAN | 52,300 | 5,230,000 | | | | |
| TOTAL SOURCES | \$137,510 | \$13,751,000 | | | | |

MIXED INCOME / NEW CONSTRUCTION MODEL, BUFFALO, NEW YORK
OPERATING PROFORMA
100 units

SCHEDULE 2

Revision No.: 1
 Date Revised: 25-Mar-01
 Date Printed: 25-Mar-01
 Filename: BUFFALO2

| NO.OF UNITS | UNIT TYPE | AV.NET SQ.FT. UNIT | CURRENT MONTHLY RENT | RENT/ SQ.FT. | Proforma 2,000 | Construction Yr. 1 | Construction/ Lease Up Yr. 2 | Base Year Yr. 3 | Yr. 4 | Yr. 5 | Yr. 6 | Yr. 7 | Yr. 8 | Yr. 9 | Yr. 10 | |
|---|----------------|--------------------------|----------------------------|-----------------|-------------------|-----------------------|------------------------------------|--------------------|------------|------------|------------|--------------|--------------|--------------|--------------|--|
| MARKET-RATE | | | | | | | | | | | | | | | | |
| 48 | 1BR/1BA GARDEN | 650 | 700 | 1.08 | 33,600 | | | | | | | | | | | |
| 32 | 2BR/2BA GARDEN | 850 | 900 | 1.06 | 28,800 | | | | | | | | | | | |
| 0 | 2BR/2BA TOWN | 1,050 | 0 | - | 0 | | | | | | | | | | | |
| 80 | | 58,400 | | \$ 1.07 | \$ 62,400 | | | | | | | | | | | |
| 50% LIHTC | | | | | | | | | | | | | | | | |
| 12 | 1BR/1BA GARDEN | 650 | 365 | 0.56 | 4,380 | | | | | | | | | | | |
| 8 | 2BR/2BA GARDEN | 850 | 433 | 0.51 | 3,464 | | | | | | | | | | | |
| 0 | 2BR/2BA TOWN | 1,050 | 0 | - | 0 | | | | | | | | | | | |
| 20 | | 14,600 | | \$ 0.54 | \$ 7,844 | | | | | | | | | | | |
| 100 | PROJECT TOTALS | 73,000 | | \$ 0.96 | | | | | | | | | | | | |
| MONTHLY REVENUE | | | | | \$ 70,244 | | | | | | | | | | | |
| | | | | | X 12 | | | | | | | | | | | |
| GROSS ANNUAL RENTS TRENDING ANNUALLY AT | | | | | 2.5% \$ 842,900 | \$ 864,000 | \$ 885,600 | \$ 907,700 | \$ 930,400 | \$ 953,700 | \$ 977,500 | \$ 1,001,900 | \$ 1,026,900 | \$ 1,052,600 | \$ 1,078,900 | |
| RETAIL INCOME | | | | | \$ - | 0 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| PARKING & OTHER INCOME (PUPM) | | | | | \$ 45.00 | 54,000 | \$ 55,400 | \$ 56,800 | \$ 58,200 | \$ 59,700 | \$ 61,200 | \$ 62,700 | \$ 64,300 | \$ 65,900 | \$ 67,500 | |
| VACANCY LOSS - PER CENT | | | | | 7% | (62,800) | | (67,600) | (69,300) | (71,000) | (72,800) | (74,600) | (76,500) | (78,400) | (80,400) | |
| NET ANNUAL REVENUES | | | | | | 834,100 | | 898,300 | 920,800 | 943,900 | 967,400 | 991,600 | 1,016,300 | 1,041,700 | 1,067,700 | |
| MANAGEMENT FEE | | | | | 5% | 41,700 | | 44,900 | 46,000 | 47,200 | 48,400 | 49,600 | 50,800 | 52,100 | 53,400 | |
| OTHER OPERATING EXPENSES -PUPA | | | | | 2,300 | 230,000 | 236,900 | 244,000 | 251,300 | 258,800 | 266,600 | 274,600 | 282,800 | 291,300 | 300,000 | |
| R. E. TAXES (Abated) | | | | | 103% \$ 1,123 | 112,319 | 112,319 | 115,700 | 119,200 | 122,800 | 126,500 | 130,300 | 134,200 | 100,594 | 68,556 | |
| R. E. TAXES (Current) | | | | | \$ - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 33,531 | 68,556 | |
| INSURANCE - PUPA | | | | | 110 | 11,000 | 11,300 | 11,600 | 11,900 | 12,300 | 12,700 | 13,100 | 13,500 | 13,900 | 14,300 | |
| REPLACEMENT RESERVE - PUPA | | | | | 250 | 25,000 | 25,800 | 26,600 | 27,400 | 28,200 | 29,000 | 29,900 | 30,800 | 31,700 | 32,700 | |
| TOTAL OPERATING EXP. TRENDING AT | | | | | \$ 4,200 | 3% | 420,019 | | 454,700 | 468,100 | 482,000 | 496,300 | 510,900 | 521,825 | 536,213 | |
| NET OPERATING INCOME (DEFICIT) | | | | | \$ 4,141 | \$ 414,061 | | \$ 443,600 | \$ 452,700 | \$ 461,900 | \$ 471,100 | \$ 480,700 | \$ 494,475 | \$ 505,487 | \$ 516,736 | |
| DEBT SERVICE: | | | | | YEARS | RATE | CONSTANT | | | | | | | | | |
| BASE 1ST MORTGAGE | | | | | \$ 4,215,000 | 30 | 7.25% | 8.19% | 345,068 | | | | | | | |
| | | | | | | | | 345,068 | 345,068 | 345,068 | 345,068 | 345,068 | 345,068 | 345,068 | 345,068 | |
| CASH FLOW (DEFICIT) | | | | | | | | \$ 69,014 | \$ 98,532 | \$ 107,632 | \$ 116,632 | \$ 126,032 | \$ 135,632 | \$ 149,407 | \$ 160,420 | |
| DEBT SERVICE COVERAGE | | | | | | | | 120% | 129% | 131% | 134% | 137% | 139% | 143% | 146% | |
| ABATEMENT MORTGAGE | | | | | 615,000 | 7 | 7.25% | 18.26% | 112,319 | | | | | | | |
| TOTAL 1ST MORTGAGE | | | | | \$ 4,830,000 | | | 100% | | | | | | | | |

MIXED INCOME / NEW CONSTRUCTION MODEL, E
OPERATING PROFORMA
100 units

| NO.OF UNITS | UNIT TYPE | AV.NET SQ.FT. UNIT | CURRENT MONTHLY RENT | RENT/ SQ.FT. | Proforma 2,000 | Yr. 11 | Yr. 12 | Yr. 13 | Yr. 14 | Yr. 15 |
|--|----------------|--------------------------|----------------------------|-----------------|-------------------|--------------|--------------|--------------|--------------|--------------|
| MARKET-RATE | | | | | | | | | | |
| 48 | 1BR/1BA GARDEN | 650 | 700 | 1.08 | 33,600 | | | | | |
| 32 | 2BR/2BA GARDEN | 850 | 900 | 1.06 | 28,800 | | | | | |
| 0 | 2BR/2BA TOWN | 1,050 | 0 | - | 0 | | | | | |
| 80 | | 58,400 | | \$ 1.07 | \$ 62,400 | | | | | |
| 50% LIHTC | | | | | | | | | | |
| 12 | 1BR/1BA GARDEN | 650 | 365 | 0.56 | 4,380 | | | | | |
| 8 | 2BR/2BA GARDEN | 850 | 433 | 0.51 | 3,464 | | | | | |
| 0 | 2BR/2BA TOWN | 1,050 | 0 | - | 0 | | | | | |
| 20 | | 14,600 | | \$ 0.54 | \$ 7,844 | | | | | |
| 100 | PROJECT TOTALS | 73,000 | | \$ 0.96 | | | | | | |
| MONTHLY REVENUE | | | | | \$ 70,244 | | | | | |
| | | | | | X 12 | | | | | |
| GROSS ANNUAL RENTS TRENDING ANNUALLY AT | | | | | 2.5% \$ 842,900 | \$ 1,105,900 | \$ 1,133,500 | \$ 1,161,800 | \$ 1,190,800 | \$ 1,220,500 |
| RETAIL INCOME | | | | | \$ - | \$ 0 | \$ - | \$ - | \$ - | \$ - |
| PARKING & OTHER INCOME (PUPM) | | | | | \$ 45.00 | \$ 54,000 | \$ 70,900 | \$ 72,700 | \$ 74,500 | \$ 76,300 |
| VACANCY LOSS - PER CENT | | | | | 7% | (62,800) | (82,400) | (84,400) | (86,500) | (88,700) |
| NET ANNUAL REVENUES | | | | | | 834,100 | 1,094,400 | 1,121,800 | 1,149,800 | 1,178,500 |
| MANAGEMENT FEE | | | | | 5% | 41,700 | 54,700 | 56,100 | 57,500 | 58,900 |
| OTHER OPERATING EXPENSES -PUPA | | | | | 2,300 | 230,000 | 318,300 | 327,800 | 337,600 | 347,700 |
| R. E. TAXES (Abated) | | | | | 103% \$ 1,123 | 112,319 | 0 | 0 | 0 | 0 |
| R. E. TAXES (Current) | | | | | \$ - | 0 | 143,300 | 147,600 | 152,000 | 156,600 |
| INSURANCE - PUPA | | | | | 110 | 11,000 | 15,100 | 15,600 | 16,100 | 16,600 |
| REPLACEMENT RESERVE - PUPA | | | | | 250 | 25,000 | 34,700 | 35,700 | 36,800 | 37,900 |
| TOTAL OPERATING EXP. TRENDING AT | | | | | \$ 4,200 | 3% | 420,019 | 566,100 | 582,800 | 600,000 |
| NET OPERATING INCOME (DEFICIT) | | | | | \$ 4,141 | \$ 414,081 | \$ 528,300 | \$ 539,000 | \$ 549,800 | \$ 560,800 |
| DEBT SERVICE: | | | | | | | | | | |
| BASE 1ST MORTGAGE | | | | | \$ 4,215,000 | 30 | 7.25% | 8.19% | 345,068 | |
| | | | | | | | | | 345,068 | 345,068 |
| | | | | | | | | | 345,068 | 345,068 |
| | | | | | | | | | 345,068 | 345,068 |
| | | | | | | | | | 345,068 | 345,068 |
| | | | | | | | | | 345,068 | 345,068 |
| CASH FLOW (DEFICIT) | | | | | | \$ 69,014 | \$ 183,232 | \$ 193,932 | \$ 204,732 | \$ 215,732 |
| DEBT SERVICE COVERAGE | | | | | | 120% | 153% | 156% | 159% | 163% |
| ABATEMENT MORTGAGE | | | | | 615,000 | 7 | 7.25% | 18.26% | 112,319 | 100% |
| TOTAL 1ST MORTGAGE | | | | | \$ 4,830,000 | | | | | |

**MARKET/NEW CONSTRUCTION MODEL, BUFFALO, NEW YORK
PRELIMINARY CONSTRUCTION BUDGET**

100 Total Units

Schedule 1

Revision No.: 1
Date Revised: 25-Mar-01
Date Printed: 25-Mar-01
File Name: BUFFALO3

| Line No. | Per Unit | Residential Total | Notes and Comments |
|------------------------------------|------------------|---------------------|--|
| A. USES | | | |
| LAND & SHELL | \$20,000 | \$2,000,000 | Unknown City Write down. Assume 25 units to acre w/ surface parking. |
| PUBLIC IMPROVEMENTS | - | 0 | By City |
| SEISMIC ENGINEERING | - | 0 | |
| ENVIRONMENTAL | - | 0 | If required by City |
| SUBTOTAL/SITE COSTS | 20,000 | 2,000,000 | |
| ON-SITE IMPROVEMENTS | 7,500 | 750,000 | |
| STRUCTURES COST | 65,000 | 6,500,000 | Retail space not included. |
| FIRST FLOOR RETAIL | - | 0 | |
| CONTRACTOR CONDITIONS, FEES & BOND | 9,500 | 950,000 | |
| CONSTRUCTION CONTINGENCY | 4,100 | 410,000 | 5% of construction contract. |
| ARCHITECTURE/ENGINEERING | 4,100 | 410,000 | 5% of construction contract. |
| ENGINEERING/SURVEY | 820 | 82,000 | 1% of construction contract. |
| SUBTOTAL/CONSTRUCTION COSTS | \$111,020 | \$11,102,000 | |
| CONSTRUCTION LOAN INTEREST | 4,750 | 475,000 | Construction loan funds for 14 months at 9.50% 508,000 |
| BRIDGE LOAN INTEREST | 660 | 66,000 | 14 months at 9.50% 62,067 |
| PREDEVELOPMENT LOAN INTEREST | - | 0 | 9 months at 15.00% 0 |
| BUILDERS' RISK INSURANCE | 380 | 38,000 | .003% of TDC. 41,214 |
| BOND FINANCING FEES | - | 0 | 171,725 |
| MORTGAGE COSTS & FEES | 1,080 | 108,000 | 2% |
| TAX CREDIT FEES | - | 0 | 4% Reservation & Application Fees. |
| TITLE WORK | 250 | 25,000 | |
| LEGAL/ACCOUNTING/CONSULTING FEES | 2,000 | 200,000 | |
| REIMBURSABLE/MISCELLANEOUS | 250 | 25,000 | |
| MARKETING/OFFICE EQUIP. | 750 | 75,000 | |
| DEVELOPER FEE | 11,500 | 1,150,000 | % of total uses = 9.1% 1,236,420 |
| PROGRAM MANAGER | - | 0 | % of total uses = 0.00% 281,150 |
| OPERATING DEFICIT ESCROW | 3,440 | 344,000 | Five months operating expenses plus interest. |
| PROJECT CONTINGENCY | 1,300 | 130,000 | % of total uses = 0.9% |
| TOTAL USES | \$137,380 | \$13,738,000 | |
| B. SOURCES | | | |
| 1ST MORTGAGE | 53,900 | 5,390,000 | 7.25% 30 year amortization @ 1.20%DSC 5,767,000 |
| FEDERAL HISTORIC CREDIT | - | 0 | |
| FEDERAL LIHTC EQUITY | - | 0 | |
| EQUITY | 14,000 | 1,400,000 | |
| COMMUNITY FUND LOAN | 69,480 | 6,948,000 | |
| TOTAL SOURCES | \$137,380 | \$13,738,000 | |

MARKET/NEW CONSTRUCTION MODEL, BUFFALO, NEW YORK
OPERATING PROFORMA
100 units

SCHEDULE 2

Revision No.: 1
 Date Revised: 25-Mar-01
 Date Printed: 25-Mar-01
 Filename: BUFFALO3

| NO.OF UNITS | UNIT TYPE | AV.NET SQ.FT. UNIT | CURRENT MONTHLY RENT | RENT/ SQ.FT. | Proforma 2,000 | Construction Yr. 1 | Construction/ Lease Up Yr. 2 | Base Year Yr. 3 | Yr. 4 | Yr. 5 | Yr. 6 | Yr. 7 | Yr. 8 | Yr. 9 | Yr. 10 | | | | | | | | | | | | | | |
|--|----------------|--------------------------|----------------------------|-----------------|-------------------|-----------------------|------------------------------------|--------------------|---------|---------|----------|---------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|--------|
| MARKET-RATE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 60 | 1BR/1BA GARDEN | | 650 | 700 | 1.08 | | | | | | | | | | | | | | | | | | | | | | | | |
| 40 | 2BR/2BA GARDEN | | 850 | 900 | 1.06 | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 2BR/2BA TOWN | | 1,050 | 0 | - | | | | | | | | | | | | | | | | | | | | | | | | |
| 100 | | | 73,000 | \$ | 1.07 | \$ | 78,000 | | | | | | | | | | | | | | | | | | | | | | |
| 50% LIHTC | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 1BR/1BA GARDEN | | 650 | 365 | 0.56 | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 2BR/2BA GARDEN | | 850 | 433 | 0.51 | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 2BR/2BA TOWN | | 1,050 | 0 | - | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | | | 0 | #DIV/0! | \$ | - | | | | | | | | | | | | | | | | | | | | | | | |
| 100 | PROJECT TOTALS | | 73,000 | \$ | 1.07 | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | MONTHLY REVENUE | \$ | 78,000 | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | X 12 | | | | | | | | | | | | | | | | | | | | | | |
| GROSS ANNUAL RENTS TRENDED ANNUALLY AT | | | | | 2.5% | \$ | 936,000 | \$ | 959,400 | \$ | 983,400 | \$ | 1,008,000 | \$ | 1,033,200 | \$ | 1,059,000 | \$ | 1,085,500 | \$ | 1,112,600 | \$ | 1,140,400 | \$ | 1,168,900 | \$ | 1,198,100 | | |
| RETAIL INCOME | | | | | \$ | - | 0 | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - |
| PARKING & OTHER INCOME (PUPM) | | | | | \$ | 45.00 | 54,000 | \$ | 55,400 | \$ | 56,800 | \$ | 58,200 | \$ | 59,700 | \$ | 61,200 | \$ | 62,700 | \$ | 64,300 | \$ | 65,900 | \$ | 67,500 | \$ | 69,200 | | |
| VACANCY LOSS - PER CENT | | | | | 7% | | (69,300) | | | | (74,600) | | (76,500) | | (78,400) | | (80,400) | | (82,400) | | (84,400) | | (86,500) | | (88,700) | | | | |
| NET ANNUAL REVENUES | | | | | | | 920,700 | | | | 991,600 | | 1,016,400 | | 1,041,800 | | 1,067,800 | | 1,094,500 | | 1,121,900 | | 1,149,900 | | 1,178,600 | | | | |
| MANAGEMENT FEE | | | | | | 5% | 46,000 | | | | 49,600 | | 50,800 | | 52,100 | | 53,400 | | 54,700 | | 56,100 | | 57,500 | | 58,900 | | | | |
| OTHER OPERATING EXPENSES -PUPA | | | | | | 2,300 | 230,000 | | 236,900 | | 244,000 | | 251,300 | | 258,800 | | 266,600 | | 274,600 | | 282,800 | | 291,300 | | 300,000 | | 309,000 | | |
| R. E. TAXES (Abated) | | | | | | 103% | \$ 1,299 | | 129,879 | | 129,879 | | 133,800 | | 137,800 | | 141,900 | | 146,200 | | 150,600 | | 155,100 | | 116,661 | | 79,481 | | 40,647 |
| R. E. TAXES (Current) | | | | | | \$ | - | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 38,887 | | 79,481 | | 121,942 | | |
| INSURANCE - PUPA | | | | | | 110 | 11,000 | | 11,300 | | 11,600 | | 11,900 | | 12,300 | | 12,700 | | 13,100 | | 13,500 | | 13,900 | | 14,300 | | 14,700 | | |
| REPLACEMENT RESERVE - PUPA | | | | | | 250 | 25,000 | | 25,800 | | 26,600 | | 27,400 | | 28,200 | | 29,000 | | 29,900 | | 30,800 | | 31,700 | | 32,700 | | 33,700 | | |
| TOTAL OPERATING EXP. TRENDED AT | | | | | \$ | 4,419 | 3% | 441,879 | | | 478,000 | | 492,000 | | 506,600 | | 521,800 | | 536,900 | | 548,548 | | 563,462 | | 578,889 | | | | |
| NET OPERATING INCOME (DEFICIT) | | | | | \$ | 4,768 | \$ | 478,821 | | | \$ | 513,600 | \$ | 524,400 | \$ | 535,200 | \$ | 546,200 | \$ | 557,600 | \$ | 573,352 | \$ | 586,438 | \$ | 599,711 | | | |
| DEBT SERVICE: | | | | | YEARS | RATE | CONSTANT | | | | | | | | | | | | | | | | | | | | | | |
| BASE 1ST MORTGAGE | | | | | \$ | 4,679,000 | 30 | 7.25% | 8.19% | 383,057 | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | 383,057 | | 383,057 | | 383,057 | | 383,057 | | 383,057 | | 383,057 | | 383,057 | | 383,057 | | 383,057 | | 383,057 | |
| CASH FLOW (DEFICIT) | | | | | \$ | 95,764 | | | | \$ | 130,543 | \$ | 141,343 | \$ | 152,143 | \$ | 163,143 | \$ | 174,543 | \$ | 190,296 | \$ | 203,382 | \$ | 216,654 | | | | |
| DEBT SERVICE COVERAGE | | | | | | | | | | 125% | | 134% | | 137% | | 140% | | 143% | | 146% | | 150% | | 153% | | 157% | | | |
| ABATEMENT MORTGAGE | | | | | | 711,000 | 7 | 7.25% | 18.26% | 129,879 | | | | | | | | | | | | | | | | | | | |
| TOTAL 1ST MORTGAGE | | | | | \$ | 5,390,000 | | | | 100% | | | | | | | | | | | | | | | | | | | |

Col.

**MARKET/NEW CONSTRUCTION MODEL, BUFFALO
OPERATING PROFORMA
100 units**

| NO.OF UNITS | UNIT TYPE | AV.NET SQ.FT. UNIT | CURRENT MONTHLY RENT | RENT/ SQ.FT. | Proforma 2,000 | Yr. 11 | Yr. 12 | Yr. 13 | Yr. 14 | Yr. 15 |
|--|-----------------------|--------------------------|----------------------------|-----------------|------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| MARKET-RATE | | | | | | | | | | |
| 60 | 1BR/1BA GARDEN | 650 | 700 | 1.08 | 42,000 | | | | | |
| 40 | 2BR/2BA GARDEN | 850 | 900 | 1.06 | 36,000 | | | | | |
| 0 | 2BR/2BA TOWN | 1,050 | 0 | - | 0 | | | | | |
| 100 | | 73,000 | | \$ 1.07 | \$ 78,000 | | | | | |
| 50% LIHTC | | | | | | | | | | |
| 0 | 1BR/1BA GARDEN | 650 | 365 | 0.56 | 0 | | | | | |
| 0 | 2BR/2BA GARDEN | 850 | 433 | 0.51 | 0 | | | | | |
| 0 | 2BR/2BA TOWN | 1,050 | 0 | - | 0 | | | | | |
| 0 | | 0 | | #DIV/0! | \$ - | | | | | |
| 100 | PROJECT TOTALS | 73,000 | | \$ 1.07 | | | | | | |
| MONTHLY REVENUE | | | | | \$ 78,000 | | | | | |
| GROSS ANNUAL RENTS TRENDING ANNUALLY AT | | | | | 2.5% \$ 936,000 | \$ 1,228,100 | \$ 1,258,800 | \$ 1,280,300 | \$ 1,322,600 | \$ 1,355,700 |
| RETAIL INCOME | | | | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| PARKING & OTHER INCOME (PUPM) | | | | | \$ 45.00 | \$ 54,000 | \$ 70,900 | \$ 72,700 | \$ 74,500 | \$ 76,400 |
| VACANCY LOSS - PER CENT | | | | | 7% | (69,300) | (90,900) | (93,200) | (95,500) | (97,900) |
| NET ANNUAL REVENUES | | | | | 920,700 | 1,208,100 | 1,238,300 | 1,269,300 | 1,301,100 | 1,333,600 |
| MANAGEMENT FEE | | | | | 5% | 46,000 | 60,400 | 61,900 | 63,500 | 65,100 |
| OTHER OPERATING EXPENSES -PUPA | | | | | 2,300 | 230,000 | 318,300 | 327,800 | 337,600 | 347,700 |
| R. E. TAXES (Abated) | | | | | 103% | \$ 1,299 | 129,879 | 0 | 0 | 0 |
| R. E. TAXES (Current) | | | | | \$ - | 0 | 166,345 | 171,300 | 176,400 | 181,700 |
| INSURANCE - PUPA | | | | | 110 | 11,000 | 15,100 | 15,600 | 16,100 | 16,600 |
| REPLACEMENT RESERVE - PUPA | | | | | 250 | 25,000 | 34,700 | 35,700 | 36,800 | 37,900 |
| TOTAL OPERATING EXP. TRENDING AT | | | | | \$ 4,419 | 3% | 441,879 | 594,845 | 612,300 | 630,400 |
| NET OPERATING INCOME (DEFICIT) | | | | | \$ 4,788 | \$ 478,821 | \$ 613,255 | \$ 626,000 | \$ 638,900 | \$ 652,100 |
| DEBT SERVICE: | | | | | | | | | | |
| BASE 1ST MORTGAGE | | | | | \$ 4,679,000 | 30 | 7.25% | 8.19% | 383,057 | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| CASH FLOW (DEFICIT) | | | | | | | | | | |
| DEBT SERVICE COVERAGE | | | | | | | | | | |
| ABATEMENT MORTGAGE | | | | | 711,000 | 7 | 7.25% | 18.26% | 129,879 | |
| TOTAL 1ST MORTGAGE | | | | | \$ 5,390,000 | | | | 100% | |

MARKET/HISTORIC REHAB MODEL, BUFFALO, NEW YORK
PRELIMINARY CONSTRUCTION BUDGET

100 Total Units

Schedule 1

Revision No.: 1
 Date Revised: 25-Mar-01
 Date Printed: 25-Mar-01
 File Name: BUFFALO4

| Line No. | Per Unit | Residential Total | Notes and Comments | | | |
|------------------------------------|------------------|---------------------|--|---------------------------------------|--|------------------|
| A. USES | | | | | | |
| LAND & SHELL | \$20,000 | \$2,000,000 | Assume City Write down. 25 units to acre w/ surface parking. | | | |
| PUBLIC IMPROVEMENTS | - | 0 | By City | | | |
| SEISMIC ENGINEERING | - | 0 | | | | |
| ENVIRONMENTAL | - | 0 | If required by City | | | |
| SUBTOTAL/SITE COSTS | 20,000 | 2,000,000 | | | | |
| ON-SITE IMPROVEMENTS | 7,500 | 750,000 | | \$7,500 | per unit | 290 |
| STRUCTURES COST | 70,000 | 7,000,000 | Retail space not included. | 81,111 | Gross Loft Square Ft | \$86.30 |
| FIRST FLOOR RETAIL | - | 0 | | \$ | 20.00 | |
| CONTRACTOR CONDITIONS, FEES & BOND | 9,500 | 950,000 | | | 12.26% of total site and structures cost | |
| CONSTRUCTION CONTINGENCY | 8,700 | 870,000 | 10% of construction contract. | 9,570,000 | Total Construction Hard Costs | \$ 117.99 |
| ARCHITECTURE/ENGINEERING | 6,090 | 609,000 | 7% of construction contract. | | | |
| ENGINEERING/SURVEY | 2,610 | 261,000 | 3% of construction contract. | | | |
| SUBTOTAL/CONSTRUCTION COSTS | \$124,400 | \$12,440,000 | | | | |
| CONSTRUCTION LOAN INTEREST | 5,710 | 571,000 | Construction loan funds for | 14 | months at | 9.50% 571,000 |
| BRIDGE LOAN INTEREST | 1,600 | 160,000 | 1,382,000 | 14 | months at | 9.50% 153,172 |
| PREDEVELOPMENT LOAN INTEREST | - | 0 | | 9 | months at | 15.00% 0 |
| BUILDERS' RISK INSURANCE | 460 | 46,000 | .003% of TDC. | 46,344 | | |
| BOND FINANCING FEES | - | 0 | | 193,100 | | |
| MORTGAGE COSTS & FEES | 1,080 | 108,000 | 2% | | | |
| TAX CREDIT FEES | - | 0 | | | | |
| TITLE WORK | 250 | 25,000 | | | | |
| LEGAL/ACCOUNTING/CONSULTING FEES | 2,000 | 200,000 | | | | |
| REIMBURSABLE/MISCELLANEOUS | 250 | 25,000 | | | | |
| MARKETING/OFFICE EQUIP. | 750 | 75,000 | | | | |
| DEVELOPER FEE | 13,000 | 1,300,000 | % of total uses = | 9.2% | 1,390,320 | |
| PROGRAM MANAGER | - | 0 | % of total uses = | 0.00% | 314,450 | |
| OPERATING DEFICIT ESCROW | 3,440 | 344,000 | Five months operating expenses plus interest. | | | |
| PROJECT CONTINGENCY | 1,540 | 154,000 | % of total uses = | 1.0% | | |
| TOTAL USES | \$154,480 | \$15,448,000 | | | | |
| B. SOURCES | | | | | | |
| 1ST MORTGAGE | 53,900 | 5,390,000 | | 7.25% 30 year amortization @ 1.20%DSC | | 5,767,000 |
| FEDERAL HISTORIC CREDIT | 21,550 | 2,155,000 | Assume 90% pricing | | | |
| FEDERAL LIHTC EQUITY | - | 0 | | | | |
| EQUITY | 13,000 | 1,300,000 | | | | |
| GAP FUND LOAN | 66,030 | 6,603,000 | | | | |
| TOTAL SOURCES | \$154,480 | \$15,448,000 | | | | |

MARKET/HISTORIC REHAB MODEL, BUFFALO, NEW YORK
OPERATING PROFORMA
100 units

SCHEDULE 2

Revision No.: 1
 Date Revised: 25-Mar-01
 Date Printed: 25-Mar-01
 Filename: BUFFALO4

| NO.OF UNITS | UNIT TYPE | AV.NET SQ.FT. UNIT | CURRENT MONTHLY RENT | RENT/ SQ.FT. | Proforma 2,000 | Construction Yr. 1 | Construction/ Lease Up Yr. 2 | Base Year Yr. 3 | Yr. 4 | Yr. 5 | Yr. 6 | Yr. 7 | Yr. 8 | Yr. 9 | Yr. 10 | |
|--|----------------|--------------------------|----------------------------|-----------------|-------------------|-----------------------|------------------------------------|--------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--|
| MARKET-RATE | | | | | | | | | | | | | | | | |
| 60 | 1BR/1BA GARDEN | 650 | 700 | 1.08 | 42,000 | | | | | | | | | | | |
| 40 | 2BR/2BA GARDEN | 850 | 900 | 1.06 | 36,000 | | | | | | | | | | | |
| 0 | 2BR/2BA TOWN | 1,050 | 0 | - | 0 | | | | | | | | | | | |
| 100 | | 73,000 | | \$ 1.07 | \$ 78,000 | | | | | | | | | | | |
| 50% LIHTC | | | | | | | | | | | | | | | | |
| 0 | 1BR/1BA GARDEN | 650 | 0 | - | 0 | | | | | | | | | | | |
| 0 | 2BR/2BA GARDEN | 850 | 0 | - | 0 | | | | | | | | | | | |
| 0 | 2BR/2BA TOWN | 1,050 | 0 | - | 0 | | | | | | | | | | | |
| 0 | | 0 | | | \$ - | | | | | | | | | | | |
| 100 | PROJECT TOTALS | 73,000 | | \$ 1.07 | | | | | | | | | | | | |
| MONTHLY REVENUE | | | | | \$ 78,000 | | | | | | | | | | | |
| | | | | | X 12 | | | | | | | | | | | |
| GROSS ANNUAL RENTS TRENDED ANNUALLY AT | | | | | 2.5% \$ 936,000 | \$ 959,400 | \$ 983,400 | \$ 1,008,000 | \$ 1,033,200 | \$ 1,059,000 | \$ 1,085,500 | \$ 1,112,600 | \$ 1,140,400 | \$ 1,168,900 | \$ 1,198,100 | |
| RETAIL INCOME | | | | | \$ - | 0 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| PARKING & OTHER INCOME (PUPM) | | | | | \$ 45.00 | 54,000 | \$ 55,400 | \$ 56,800 | \$ 58,200 | \$ 59,700 | \$ 61,200 | \$ 62,700 | \$ 64,300 | \$ 65,900 | \$ 67,500 | |
| VACANCY LOSS - PER CENT | | | | | 7% | (69,300) | | | (74,600) | (76,500) | (78,400) | (80,400) | (82,400) | (84,400) | (86,500) | |
| NET ANNUAL REVENUES | | | | | | 920,700 | | 991,600 | 1,016,400 | 1,041,800 | 1,067,800 | 1,094,500 | 1,121,900 | 1,149,900 | 1,178,600 | |
| MANAGEMENT FEE | | | | | 5% | 46,000 | | 49,600 | 50,800 | 52,100 | 53,400 | 54,700 | 56,100 | 57,500 | 58,900 | |
| OTHER OPERATING EXPENSES -PUPA | | | | | 2,300 | 230,000 | 236,900 | 244,000 | 251,300 | 258,800 | 266,600 | 274,600 | 282,800 | 291,300 | 300,000 | |
| R. E. TAXES (Abated) | | | | | 103% \$ 1,299 | 129,879 | 129,879 | 133,800 | 137,800 | 141,900 | 146,200 | 150,800 | 155,100 | 116,645 | 79,481 | |
| R. E. TAXES (Current) | | | | | \$ - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 38,882 | 79,481 | |
| INSURANCE - PUPA | | | | | 110 | 11,000 | 11,300 | 11,600 | 11,900 | 12,300 | 12,700 | 13,100 | 13,500 | 13,900 | 14,300 | |
| REPLACEMENT RESERVE - PUPA | | | | | 250 | 25,000 | 25,800 | 26,600 | 27,400 | 28,200 | 29,000 | 29,900 | 30,800 | 31,700 | 32,700 | |
| TOTAL OPERATING EXP. TRENDED AT | | | | | \$ 4,419 | 3% | 441,879 | 478,000 | 492,000 | 506,600 | 521,600 | 536,900 | 548,527 | 563,462 | 578,953 | |
| NET OPERATING INCOME (DEFICIT) | | | | | \$ 4,788 | \$ 478,821 | | \$ 513,600 | \$ 524,400 | \$ 535,200 | \$ 546,200 | \$ 557,600 | \$ 573,373 | \$ 586,438 | \$ 599,647 | |
| DEBT SERVICE: | | | | | YEARS | RATE | CONSTANT | | | | | | | | | |
| BASE 1ST MORTGAGE | | | | | \$ 4,679,000 | 30 | 7.25% | 8.19% | 383,057 | | | | | | | |
| | | | | | | | | 383,057 | 383,057 | 383,057 | 383,057 | 383,057 | 383,057 | 383,057 | 383,057 | |
| CASH FLOW (DEFICIT) | | | | | | | \$ 95,764 | \$ 130,543 | \$ 141,343 | \$ 152,143 | \$ 163,143 | \$ 174,543 | \$ 190,317 | \$ 203,382 | \$ 216,590 | |
| DEBT SERVICE COVERAGE | | | | | | | 125% | 134% | 137% | 140% | 143% | 146% | 150% | 153% | 157% | |
| ABATEMENT MORTGAGE | | | | | 711,000 | 7 | 7.25% | 18.26% | 129,879 | | | | | | | |
| TOTAL 1ST MORTGAGE | | | | | \$ 5,390,000 | | 100% | | | | | | | | | |

MARKET/HISTORIC REHAB MODEL, BUFFALO, NI
OPERATING PROFORMA
100 units

| NO.OF UNITS | UNIT TYPE | AV.NET SQ.FT. UNIT | CURRENT MONTHLY RENT | RENT/ SQ.FT. | Proforma 2,000 | Yr. 11 | Yr. 12 | Yr. 13 | Yr. 14 | Yr. 15 |
|--|-----------------------|--------------------------|----------------------------|-----------------|------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| MARKET-RATE | | | | | | | | | | |
| 60 | 1BR/1BA GARDEN | 650 | 700 | 1.08 | 42,000 | | | | | |
| 40 | 2BR/2BA GARDEN | 850 | 900 | 1.06 | 36,000 | | | | | |
| 0 | 2BR/2BA TOWN | 1,050 | 0 | - | 0 | | | | | |
| 100 | | 73,000 | | \$ 1.07 | \$ 78,000 | | | | | |
| 50% LIHTC | | | | | | | | | | |
| 0 | 1BR/1BA GARDEN | 650 | 0 | - | 0 | | | | | |
| 0 | 2BR/2BA GARDEN | 850 | 0 | - | 0 | | | | | |
| 0 | 2BR/2BA TOWN | 1,050 | 0 | - | 0 | | | | | |
| 0 | | 0 | | | \$ - | | | | | |
| 100 | PROJECT TOTALS | 73,000 | | \$ 1.07 | | | | | | |
| MONTHLY REVENUE | | | | | \$ 78,000 | | | | | |
| | | | | | X 12 | | | | | |
| GROSS ANNUAL RENTS TRENDING ANNUALLY AT | | | | | 2.5% \$ 938,000 | \$ 1,228,100 | \$ 1,258,800 | \$ 1,280,300 | \$ 1,322,600 | \$ 1,355,700 |
| RETAIL INCOME | | | | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| PARKING & OTHER INCOME (PUPM) | | | | | \$ 45.00 | \$ 54,000 | \$ 70,900 | \$ 72,700 | \$ 74,500 | \$ 76,400 |
| VACANCY LOSS - PER CENT | | | | | 7% | (69,300) | (90,900) | (93,200) | (95,500) | (97,900) |
| NET ANNUAL REVENUES | | | | | 920,700 | 1,208,100 | 1,238,300 | 1,269,300 | 1,301,100 | 1,333,600 |
| MANAGEMENT FEE | | | | | 5% | 46,000 | 60,400 | 61,900 | 63,500 | 65,100 |
| OTHER OPERATING EXPENSES -PUPA | | | | | 2,300 | 230,000 | 318,300 | 327,800 | 337,600 | 347,700 |
| R. E. TAXES (Abated) | | | | | 103% \$ 1,299 | 129,879 | 0 | 0 | 0 | 0 |
| R. E. TAXES (Current) | | | | | \$ - | 0 | 166,345 | 171,300 | 176,400 | 181,700 |
| INSURANCE - PUPA | | | | | 110 | 11,000 | 15,100 | 15,600 | 16,100 | 16,600 |
| REPLACEMENT RESERVE - PUPA | | | | | 250 | 25,000 | 34,700 | 35,700 | 36,800 | 37,900 |
| TOTAL OPERATING EXP. TRENDING AT | | | | | \$ 4,419 | 3% | 441,879 | 594,845 | 612,300 | 630,400 |
| NET OPERATING INCOME (DEFICIT) | | | | | \$ 4,788 | \$ 478,821 | \$ 613,255 | \$ 626,000 | \$ 638,900 | \$ 652,100 |
| DEBT SERVICE: | | | | | | | | | | |
| BASE 1ST MORTGAGE | | | | | \$ 4,679,000 | 30 | 7.25% | 8.19% | 383,057 | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| CASH FLOW (DEFICIT) | | | | | | | | | | |
| DEBT SERVICE COVERAGE | | | | | | | | | | |
| ABATEMENT MORTGAGE | | | | | 711,000 | 7 | 7.25% | 18.26% | 125% | 160% |
| TOTAL 1ST MORTGAGE | | | | | \$ 5,390,000 | | | | 163% | 167% |
| | | | | | | | | | 170% | 174% |

APPENDIX THREE

APPENDIX THREE: Loft Projection

| | |
|---|------------------|
| Unit Sales Revenues @ \$110,000 per unit | 3,300,000 |
| less commissions, closing & selling costs | -180,000 |
| TOTAL REVENUES | 3,120,000 |
| | |
| Land Costs, Phase 1 | 800,000 |
| Hard Construction Costs | 1,800,000 |
| Permits & Fees | 36,000 |
| Offsite Construction Costs | 25,000 |
| Architecture & Engineering | 110,000 |
| Project Management | 100,000 |
| Property Taxes | 3,000 |
| Insurance | 25,000 |
| Legal & Accounting | 25,000 |
| Marketing Costs | 200,000 |
| Soft Cost Contingency | 50,000 |
| Loan Origination Fees | 30,000 |
| Construction Interest Costs (15 months) | 200,000 |
| | |
| Total Project Costs | 3,404,000 |
| Projected profit @ 10% | 340,400 |
| | |
| TOTAL COSTS | 3,744,400 |
| TOTAL GAP SUBSIDY NEEDED | 624,000 |
| | |
| Gap subsidy per unit | 20,800 |

R/UDAT Team Members

MUNICIPAL HOUSING
Mr. Alan Mallach, AICP,
Project Team Leader

PLANNING & URBAN DESIGN
Mr. Joe Champeaux, FAIA

FINANCE: HOUSING
Mr. Jack Hambene

TRANSPORTATION & PARKING
Mr. Paul Kitsakos

MUNICIPAL URBAN DESIGN
Mr. Curtis Davis, AIA

DEVELOPER: HOUSING
Mr. Mickey Zeppelin

URBAN DESIGNER: MIXED USE
Mr. Todd Lee, FAIA

ARCHITECTURE: HOUSING
Mr. Jim Lindemon, RA

MARKET ANALYST: HOUSING
Ms. Marta Borsanyi

Student Support

University at Buffalo School of Architecture and Planning - MUP/M.Arch, School of Law

Kevin Casey – Urban Planning
Anthony Vallone – Urban Planning
Deepali Weyand – Urban Planning
Rebecca Martino – Urban Planning
Allita Steward – Urban Planning
Tim Burke – Architecture

Jessica Jamrosz – Architecture and Urban Planning
Kevin White – Architecture
Charles Davis – Architecture
Marie Carone – Architecture
Gabe DiMaio – School of Law

Focus Group Contributors

Mayor Anthony M. Masiello
Council President James Pitts
Councilmember Antoine Thompson
County Executive Joel Giambra
Legislator Judith Fisher
Assemblyman Sam Hoyt
Stewart Alexander
Michael Ball
Keith Belanger
Timothy Callan
Ronald Cavlieri
Dave Chiazza
Mike Clarke
Anthony J. Colucci III
Thomas Dearing
Alan DeLisle
Matt Enstice
Mary Flanagan
Lawrence Franz
Connie Gerbush
Laura Goodwin

Melissa Grainger
George Grasser
William Griener
Jim Hearn
Carole Holcberg
Chris Jacobs
Theresa Kaczmierczak
Thomas Kucharski
Celeste Lawson
Maria Lehman
Bonnie Kane Lockwood
Tim Madden
Tom McManus
Greg Michalek
Mark Mistretta
Richard Ogorek
Carl Paladino
Dennis Penman
Roberta Ross
Laurence Rubin
Andrew Rudnick

John Scheffer
Michael Schmand
Christopher Schoepflin
W. Morgan Smith
Linda Stang
David Sweet
Doug Swift
Patricia Wyant
Jason Yots

Representatives from the following legislative offices were also present:

Councilmember Barbara Miller-
Williams
Legislator George Holt
Legislator William Pauly
Assemblyman Arthur Eve
Senator Byron Brown
Senator William Stachowski

Public Forum Attendees - Saturday, March 24, 2001:

Leo Abbott
Lynn Adamczyk
Bill Alessi
William Andriette
Helen Andriette
Frank Armento
Kris Badger
James Baldy
Chuck Banas
Bill Banas
Chuck Banasrezeant
Derek Bateman
Peggy Beardsley
Tino Bellanca
Robert Bennett
Elizabeth Berry
Bemer Bridgeford
Peter Bridgeford
Hank Bromley
James Burke
Jim Carlo
Mike Cermak
Robert Coles
John Crabbe
Dee Crosby
Elaine Cryer
Dick Dickenson
Tracy Diina
John Fell
Jim Forton
Frances Frankenberger

Karl Frizlen
Gregory Glover
Andrew Graham
Melissa Grainger
George Grasser
Sam Gurney
Sean Harman
Bill Harrington
Jay Heckman
Robert Heffern
Fred Heinle
Mark Hogan
Jan Hohl
Sara Howell
Steven Joseph
Theresa Kaczmierczak
David Kernan
Irving Korn
Paul Kwiatek
Mike LaMarca
Matt Lincoln
Tom Lochner
Bonnie Kane Lockwood
Frank Lojacano, Jr.
Jim Magavern
Brian Maher
Ellen Markel
Nadine Marrero
Tom McManus
Jennifer Miller
Michael Anthony Miller

Peter Murad
Catherine Murphy
V. Neiderhoffer
Steve Opara
Marjorie Parmenter
Mary Ann Patti
Sean Phelan
Steven Polowitz
Linda Prieb
Jim Puskas
Larry Quinn
Jamey Quiram
Nicholas Raczky
Marcella Ralicki
Daryl Rasuli
Thomas Reagle
Thomas Riveras
Terrence Robinson
James Rozanski
Jim Sandoro
Maryann Sandoro
Beverly Sanford
Virginia Scahill
Joe Schmidbauer
Jessie Schnell
Charles Seiter
Bob Shibley
W. Morgan Smith
Sean Spiez
Bob Stievater
William Sullivan

Linda Thomas
Kurt Thomas
Kathy Toepfer
William Trezevant
Paul Tronolone
Celine Ulmet
Cynthia Van Ness
Joseph Vjavitiz
Savannah Wallard
Gail Wells
Mark Wendel
Richard Willert
Kathy Williamson
Phillip Wolfing
Jason Yots
David Young
Martin Zaklikowski
Tom Zyskowski

AAA of Western New York
AIA Buffalo / Western New York Chapter
BOMA of Buffalo
Baer and Associates
Blue Door Gift Creations
Buffalo Economic Renaissance Corporation
The Buffalo News
Buffalo Niagara Enterprise
Buffalo Niagara Partnership
Charlie the Butcher
Charrette
Ciminelli Development Corporation, Inc.
Clover Management
Copier Fax Business Technologies
CS Business Systems
**Downtown Buffalo 2002! - The City of Buffalo, Buffalo Place Inc.,
and The University at Buffalo's School of Architecture and
Planning, Urban Design Project**
D'Youville College
Erie County
Fannie Mae
Hamilton Houston Lownie Architects, PC

Project Benefactors

Hodgson Russ Andrews Woods & Goodyear, LLP
Hurwitz & Fine, PC
Hyatt Regency Buffalo
Insty-Prints: Franklin Street
Integrity Distribution, Inc.
James Cavanaugh
Lumsden & McCormick, LLP
McCullagh Coffee
Militello Realty
National Fuel
Niagara Frontier Transportation Authority
Niagara Mohawk
Phillips Lytle Hitchcock Blaine & Huber, LLP
Prentice Office Environments
Rich Products
Saperston Day, PC
Tops Supermarkets
Vito's Gourmet Market/Delaware North Companies

Project Benefactors

Don Erb, RPA

Maria Gambacorta

Andres Garcia

Laura M. Gang

Charles Grieco

Celeste Lawson

JoAnne E. Loughry

Brenda McDuffie

Joe McIvor

Richard Morrisroe

Gus Pratchett

Patricia Pitts

Laura Roberts

Laurence Rubin

Sister Denise Roche

Tom Scime

Robert G. Shibley, AIA, AICP

Gerald Strickland, Jr., AIA -

Chuck Thomas -

Chairman:

Matthew Meier, AIA -

BOMA of Buffalo

Working for Downtown

Kaleida Heath

Buffalo Niagara Partnership

New Millennium Group

Arts Council of Buffalo

Buffalo Place Inc.

Buffalo Urban League

Niagara Frontier Builders Assoc.

Heart of the City Neighborhoods

NAACP of Buffalo

Buffalo Civic Auto Ramps

Buffalo Niagara Partnership

Erie County

D'Youville College

Buffalo School Board

Downtown Buffalo 2002!

AIA Buffalo/WNY

City of Buffalo

Buffalo Development Council

Buffalo R/UDAT Steering Committee

