

Photo No. 41 Date 4-10-28  
Central Passenger Station Improvement  
Buffalo, N. Y.  
Alfred Fellheimer and Steward Wagner,  
Architects  
F. B. Freeman, Chief Engineer  
Walsh Construction Co., Builders

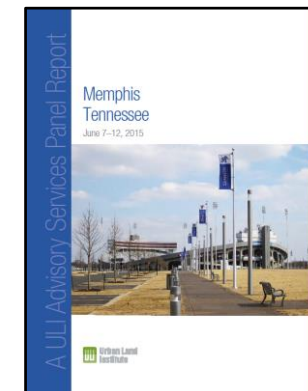
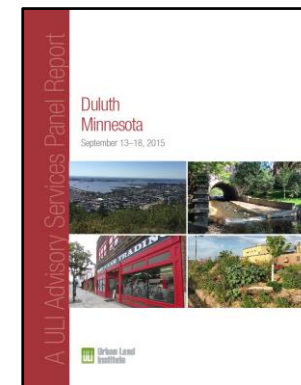
# About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 40,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of best practices
  - Writes, edits and publishes books and magazines
  - Organizes and conducts meetings
  - Directs outreach programs
  - Conducts Advisory Services Panels

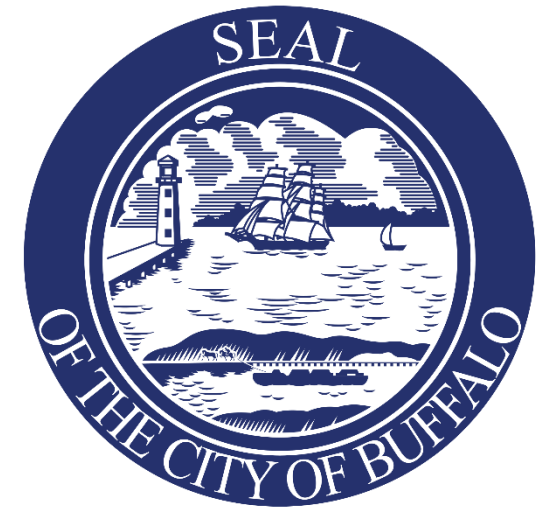


# The Advisory Services Program

- Since 1947
- 15-20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
  - Review background materials
  - Receive a sponsor presentation and tour
  - Conduct stakeholder interviews
  - Consider data, frame issues and write recommendations
  - Make presentation
  - Produce a final report



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# Panelists

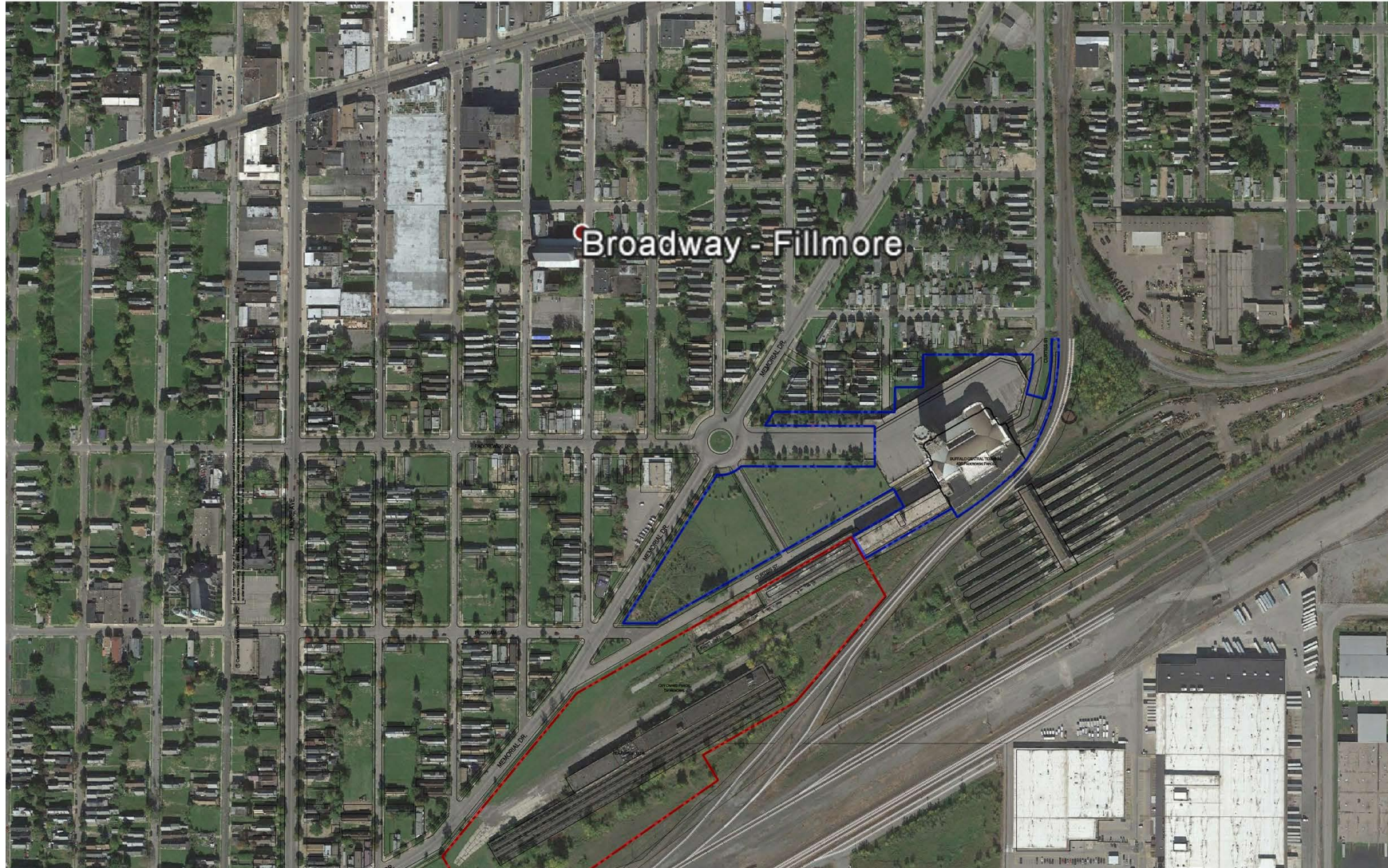
- Michael Stern, MAS*places* – Jackson, WY
- Daniel T. Anderton, Dewberry – Germantown, MD
- Jennifer Ball, Central Atlanta Progress, Inc. – Atlanta, GA
- Keith Bawolek, Vermillion Realty Advisors – Mokena, IL
- Betsy del Monte, Transform Global – Dallas, TX
- Evan Schweigel – Buffalo, NY
- Ross Tilghman, The Tilghman Group – Seattle, WA
- Malaika Abernathy Scriven, DMPED – Washington, DC

## Urban Land Institute Staff

- Paul Angelone – Director, Advisory Services
- Grace Hill – Senior Associate, Meetings and Events
- Sean Geygan – Associate, UrbanPlan and Professional Development
- Michael Frankiewicz – Intern, Advisory Services



# Advisory Services Panel Study Area



# The Assignment

- From a market and neighborhood revitalization perspectives, what would the most appropriate and/or desirable mix of uses at the complex and estimated square footages/acreages?
- Given the scale and complexity of the complex, what is a logical sequence of next steps for the Central Terminal?
- What would be the menu of options for financing (and rough estimates of possible funding levels for each) for a phased rehab/redevelopment?
- Considering the historic importance of the complex, what would be the best legal structure for the Central Terminal Restoration Corp. to allow long-term reuse of the space at the complex?
- Assuming a portion of the finance package would include public and private investment, what other legal structures would be required to allow for both private and public sector funds/tax credits to be invested into the project?
- Given that transportation has played a critical role in the history of the complex, can future bus/rail public transit or passenger/freight rail serve as a tool in redevelopment scheme?
- What are the best means and methods of ensuring historic integrity is preserved in perpetuity?
- What is the role of residential in redevelopment?
- What is the relationship between the neighborhood and the complex?

## Key Recommendations

- The fate of the Central Terminal is directly linked to the Broadway-Fillmore neighborhood. The Terminal has stood as a prominent symbol of the blight of the East Side for too long; it needs to become a beacon of light.
- The neighborhood is the front door to the Central Terminal and the Terminal is the icon, and can be an anchor of the neighborhood. Planning and development must be conducted in tandem to their mutual benefit.
- There currently is little-to-no market value in the Terminal—we need to Create Value in order to establish a market.
- Creating a year-round, regional event venue using the diversity of spaces on the Main Concourse of the Terminal is the best way to do that.
- This venue needs to appeal to a diverse, multi-ethnic clientele that includes residents of the neighborhood in the entrepreneurial activities and opportunities.
- The Central Terminal Restoration Corp. has been an excellent custodian of the facility and is the right entity to carry its mission forward, but it now must broaden its focus into promotion, management and active planning for the future. It should partner with the City, State, and others to engage in a neighborhood planning effort.



# Presentation Overview

I. Establishing a Vision

II. Value Creation

III. Placemaking and Connectivity

IV. Getting it Right

Central Terminal, Buffalo, N. Y.

# Presentation Overview

I. Establishing a Vision

II. Value Creation

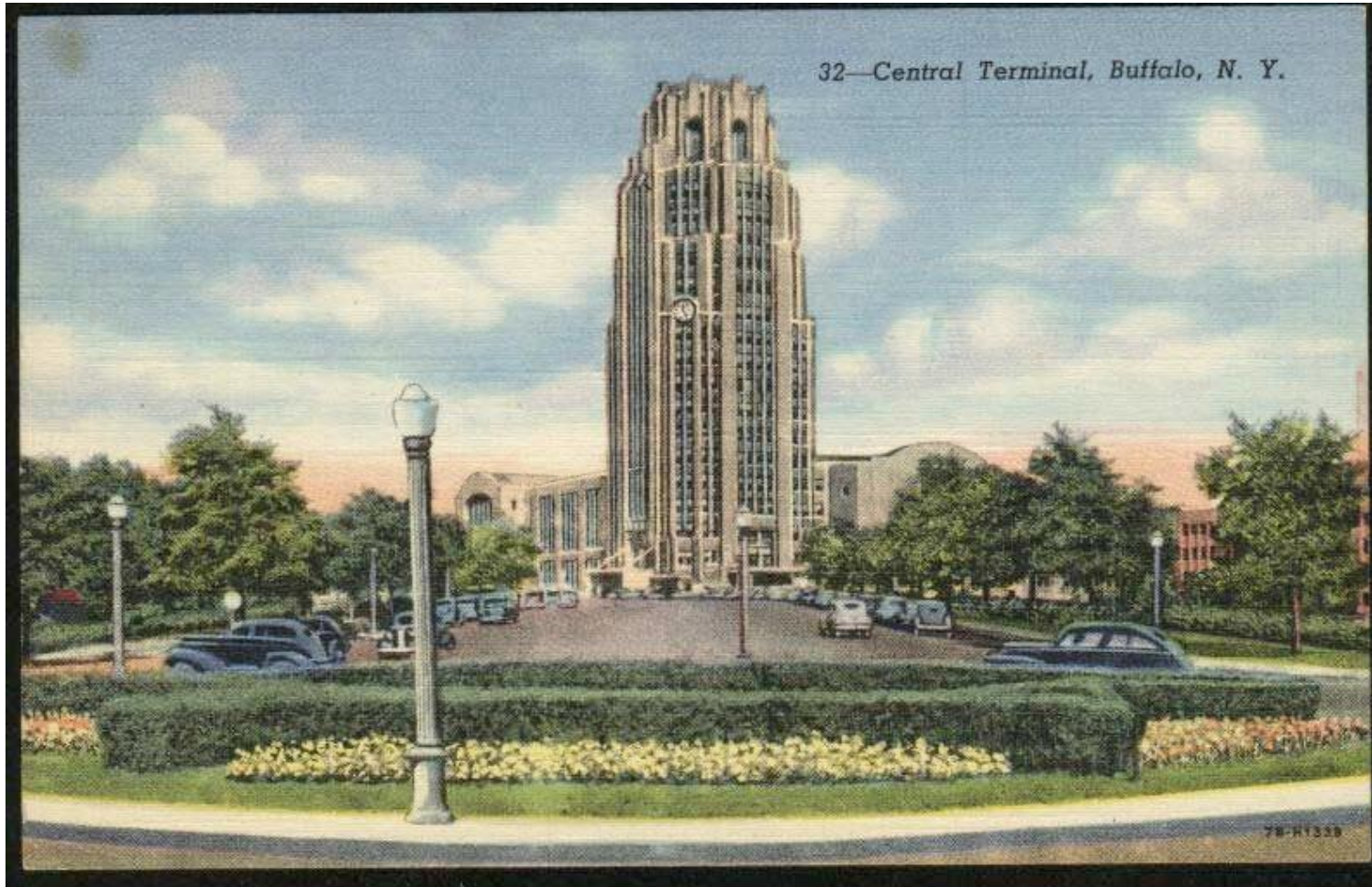
III. Placemaking and Connectivity

IV. Getting it Right

Central Terminal, Buffalo, N. Y.

## Establishing a Vision

Buffalo Central Terminal is the home of shared memories



## Establishing a Vision

Our vision: A thriving neighborhood surrounding a vibrant icon.

- Unique opportunity
- Known, visible structure
- Memories = history
- Architectural prominence = civic importance



## Establishing a Vision

### The Neighborhood

- Broadway-Fillmore is a diverse neighborhood and has been home for families of many different cultures since its inception
- The Central Terminal cut a swath in the neighborhood fabric
- The energy put into bringing back the building must bring back the neighborhood
- Capitalize on existing neighborhood diversity to generate new activities
- Develop exterior spaces to include neighbors and provide recreational spaces
- Events happening in the complex can offer employment opportunities to residents
- Use existing programs to rebuild neighborhood housing and infrastructure



## Establishing a Vision

### Community Catalyst

- Bringing events into the complex brings recognition to the community
- Coordination between groups will energize efforts for job creation
- Entrepreneurial activities can be supported by use of the complex with events to showcase local talent
- This place represents a singular opportunity; we visualize using this opportunity to create jobs and improve infrastructure
- Using partnerships to expand opportunities
- The terminal is a symbol; it has been a symbol of decline but can now become a symbol of hope



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Central Terminal, Buffalo, N. Y.

# Value Creation

## Real Estate Market - Economic Indicators

- To understand the demand for real estate relevant to the Central Terminal it's essential to assess population and job growth in the market
- These statistics and future projections for Buffalo and Western New York are mixed—the region has overcome decades of downward trends but growth is not yet assured
- Investment in economic development is leading to the transformation and reinvention of a modern economy
- This investment and changing conditions have resulted in a tempered optimism for real estate demand across all market sectors—office, residential and hospitality—albeit modest
- Optimism is based on recent investment momentum—Canalside to Buffalo Niagara Medical Campus and Larkinville to Downtown
- Consistent with regional priorities to recruit jobs and industry—his momentum should continue with the Central Terminal—investing in the creation of a shovel ready site for future demand
- Cautious not to simply draw investment, tenants and activity from other growth areas, but rather to grow the pie for the entire region

**We can see that our region is transforming. It is evident in the physical landscape, national public perception, regional psyche, and in key indicators of economic prosperity.”**

*A strategy for Prosperity Progress Report  
September 2016  
Western New York Regional Economic Council*



Source: Flickr, David Wilson



# Value Creation

## Our Premise to Create Value

- To overcome the existing market challenges, the eventual adaptive reuse of the Central Terminal must create a market that does not exist today
- A phased, long-term, speculative redevelopment approach, dependent on developing components as market conditions allow will not create the immediate impact and momentum needed to revitalize the area
- The recommended Central Terminal strategy utilizes placemaking strategies to change the perception, reputation and vibe that will help create interest in the area
- The rebirth of the Central Terminal must happen concurrently with the rebirth of the surrounding Broadway-Fillmore community



## Value Creation - Near Term Central Terminal Initiatives

### Curate a New Attitude and Vibe

- The Central Terminal should be the most interesting and creative venue in Buffalo. Not an imitation of other successful places and spaces, but wholly new and unique
- To achieve this new attitude, leverage the unique architecture, features and curiosity in the Terminal into a new perspective for the next generation
- Generating a new vibe—through word of mouth, social media and digital media—will renew interest to attract different and larger audiences, especially among the immediate neighbors
- Inside and out the Terminal should be viewed as a canvas for culture, art, sports, food, music and theater
- Potential new programs might include raves, DJs, maker-space, hack-a-thon, ice skating, concerts, festivals, food stalls, art shows
- Activities, programs and events must be consistent and constant yet varied—don't be afraid to think outside the box and be bold and provocative

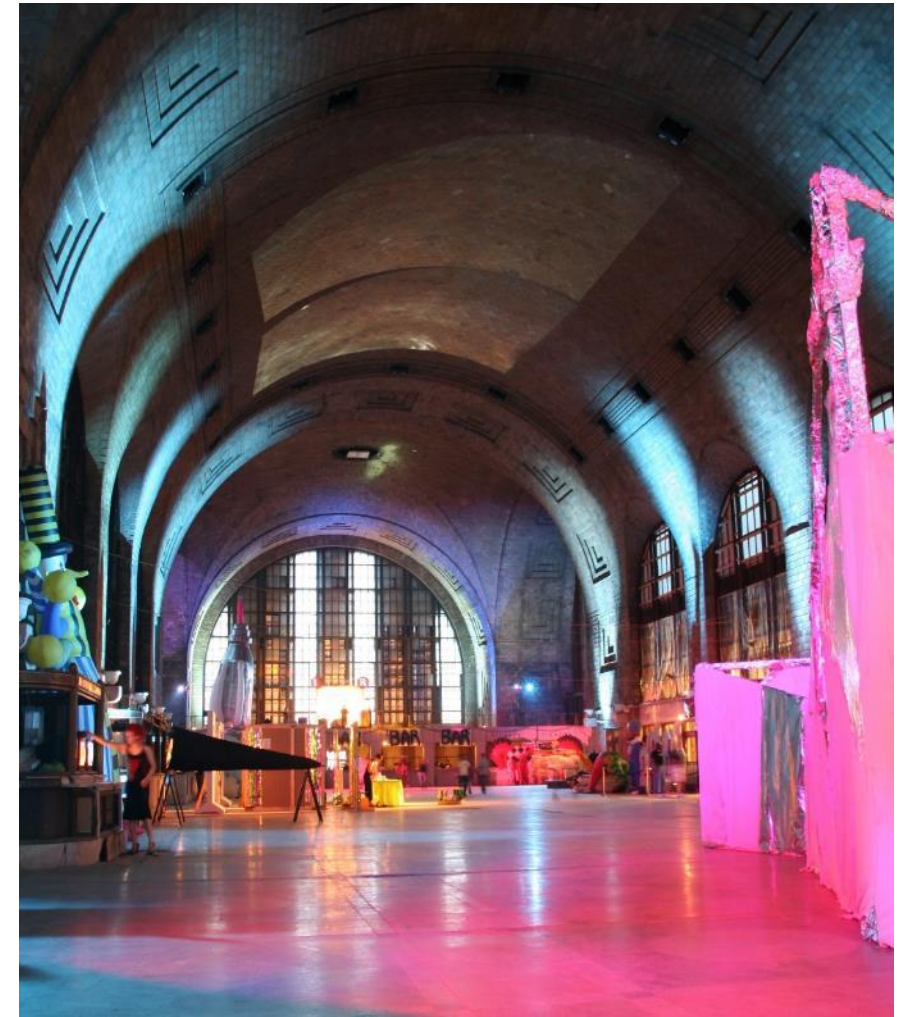


Sources: Flickr, John Loach, Burnaway, Becky Stern, Dennis Jarvis and Jennifer Ball

## Value Creation - Near Term Central Terminal Initiatives

### Reorganize the Central Terminal Restoration Corporation (CTRC)

- CTRC should be converted from a volunteer group into a formal organization under the leadership of an Executive Director and full-time staff
- This new entity would be empowered to solely focus on the operations, redevelopment and programming of the Central Terminal complex
- The creation of a new master plan will serve as a guide to implement in an organized fashion a variety of strategic programs to redevelop the Central Terminal complex to allow for year-round public use
- Year-round programming will lead to a more robust use of the Central Terminal complex and green spaces



Source: Flickr, Dave Pape

## Value Creation - Near Term Central Terminal Initiatives

### Current Building Conditions

- A formal, third-party report needs to be commissioned to confirm the magnitude of redevelopment needed for the Central Terminal complex absent of any proposed development program
- The report should identify, by component (i.e., the Concourse, kitchen/bar area, etc.), the minimum costs needed to redevelop each component in order to allow the public areas to be available and programmed year-round
- Once these minimum costs are determined, they can be a key component of the new master plan to guide future redevelopment efforts



Source: Jennifer Ball

## Value Creation

### Good Example – Bethlehem Steel Stacks; Bethlehem, PA

- Former steel mill has been restored, adapted, and transformed into an arts and cultural campus that features preserved blast furnaces and other historic steel mill buildings
- This is a massive project that involved many partners to pull off including needing to remediate the land since it was a brownfield

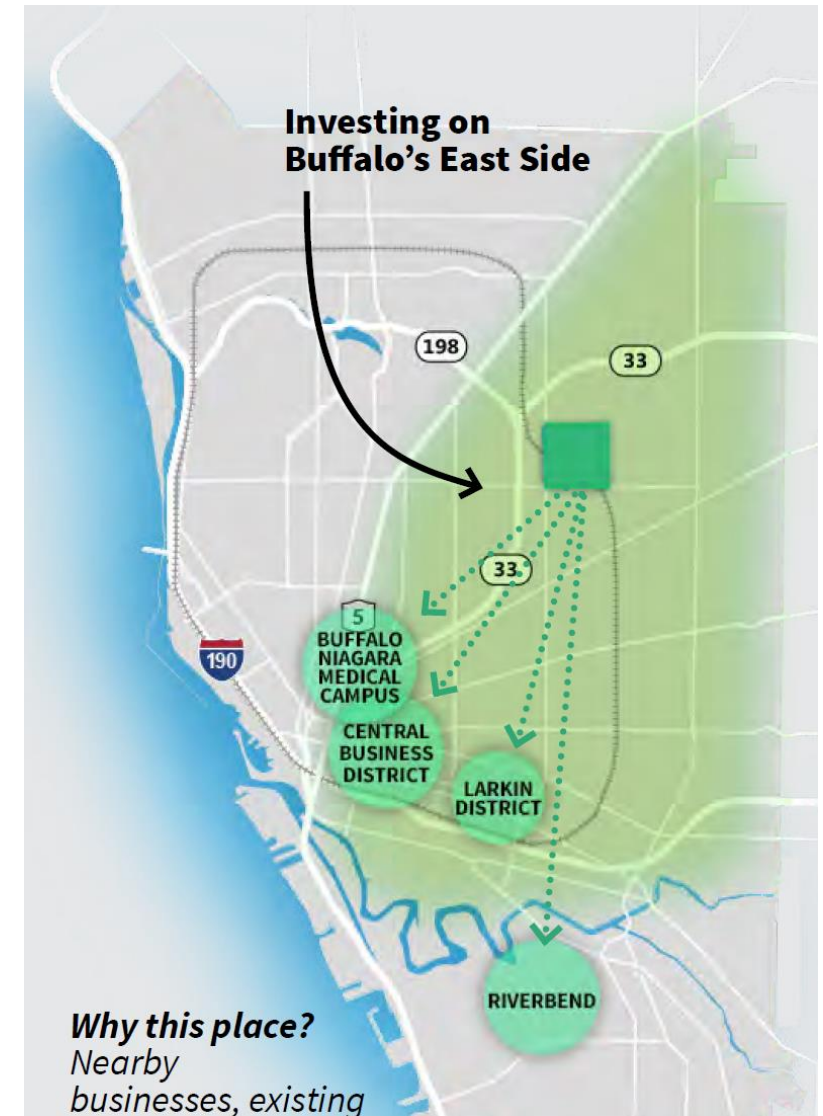


Source: SITIO architecture + urbanism

## Value Creation – Invigorate Broadway-Fillmore Community

### The Case for Investment – Investment is Warranted

- It is a neighborhood in need (it suffers from demographic and physical characteristics that lag other Buffalo communities) population decline, median income, poverty and housing characteristics
- These conditions—loss of units and vacancy—contribute to a feeling of disinvestment and instability within the community and puts downward pressure on the real estate value and potential of the Central Terminal
- Concentration of community assets – historic and cultural, Broadway Market, churches, Adam Mickiewicz Library and new ones like Torn Space Theater
- Location on targeted East Side that is triangulated among Downtown, Larkinville and the Medical Center campus: Broadway-Fillmore is the ‘hole in the doughnut’
- Community Revitalization has momentum—\$41 million committed to date—homeownership and rehabilitation, Broadway Market, parks, streets, and sidewalks



Source: Buffalo Niagara's Strategic Plan for Prosperity

## Value Creation - Invigorate Broadway-Fillmore Community

### Targeted Strategies and Why the Neighborhood

- Double Down on strategies that will change the outcomes in the Broadway-Fillmore community within the following focus areas:
  - Employment Opportunities for Residents
  - Entrepreneurial Support
  - Housing Stabilization and New Forms of Housing
  - Vacant Land Activation and Community Land Trusts
  - Infrastructure
  - Community Organization Capacity
- Investment in community development pays dividends
  - Local Initiatives Support Corporation (LISC) research
- An economically vibrant community with an exceptional quality of life provides the demand—people and pocketbooks—that will support the full redevelopment Terminal
- A thriving Central Terminal should not stand alone without a thriving community



Source: Flickr, Dave Paulin

# Value Creation – The Value of Broadway Market

## A Platform for Revitalization

- The Broadway Market has historically been and should remain a core community asset, locally and regionally
- The City of Buffalo's commitment of \$1.4 million to enhance the market is a great start toward invigorating the Market for another 100 years
- The re-establishment of the Market as a regional destination adds value to the Terminal and the neighborhood
- The following is recommended for the Market
- Infrastructure
  - *Continued investment in the physical infrastructure to address deferred maintenance*
- Entrepreneurship
  - *Commissary kitchen will be a tremendous asset to support small food business, catering and food trucks.*
- Expand Product Base
  - *Recruit new vendors to serve the expanding cultural markets of the Broadway-Fillmore community*
- Marketing and Communication
  - *In an increasingly competitive marketplace of new retail options, the market should innovate and expand their marketing efforts*



Source: Ross Tilghman



## Value Creation

### The Future is Bright!

- Efforts to advance the revitalization of the Central Terminal and the Broadway-Fillmore community need to be **aligned and coordinated** for the highest and best outcomes to be realized.
- Activating the concourse area and other public spaces is **just the first step** to creating an extraordinary mixed-use, live-work-play destination
- The size and character of the Central Terminal buildings lends itself to **create a variety of uses** including, but not limited to residential apartments and micro-units, office space, live-work collaborative studios, etc.
- As **value is created** through these recommended tactics, the future for the Central Terminal will be bright



Source: Betsy del Monte

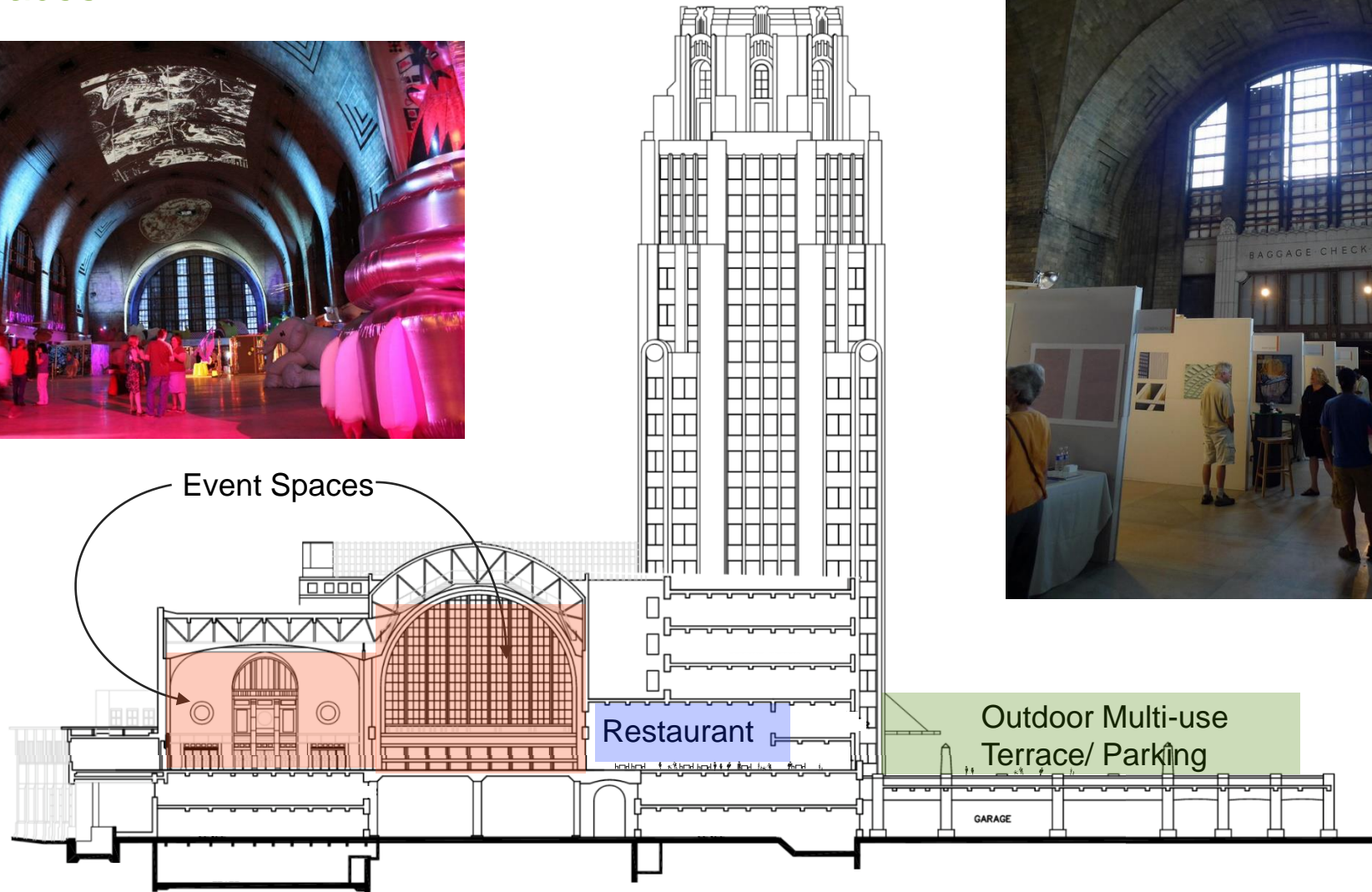
# Presentation Overview

- I. Establishing a Vision
- II. Value Creation
- III. Placemaking and Connectivity**
- IV. Getting it Right

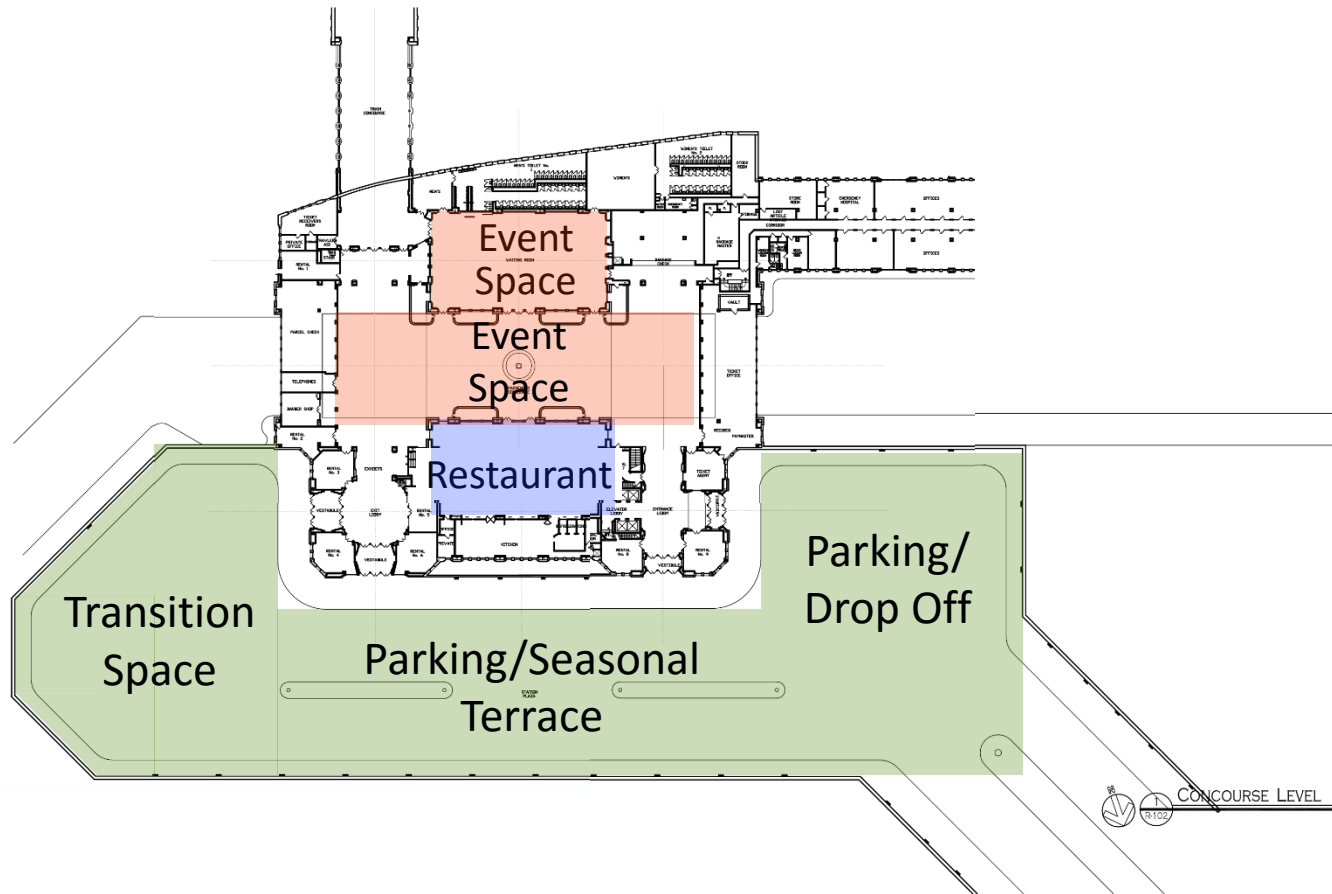
Central Terminal, Buffalo, N. Y.

# Placemaking & Connectivity

## Defining Spaces

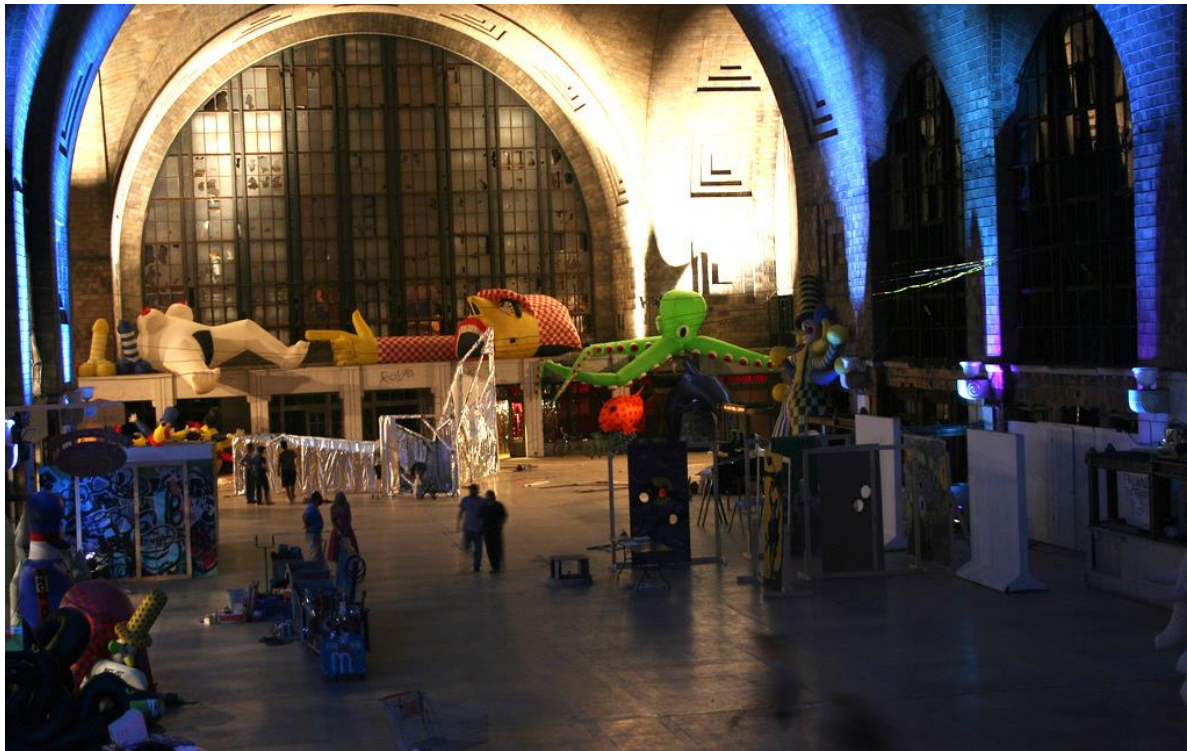


## Placemaking & Connectivity



## Activating Central Terminal – Indoor Spaces

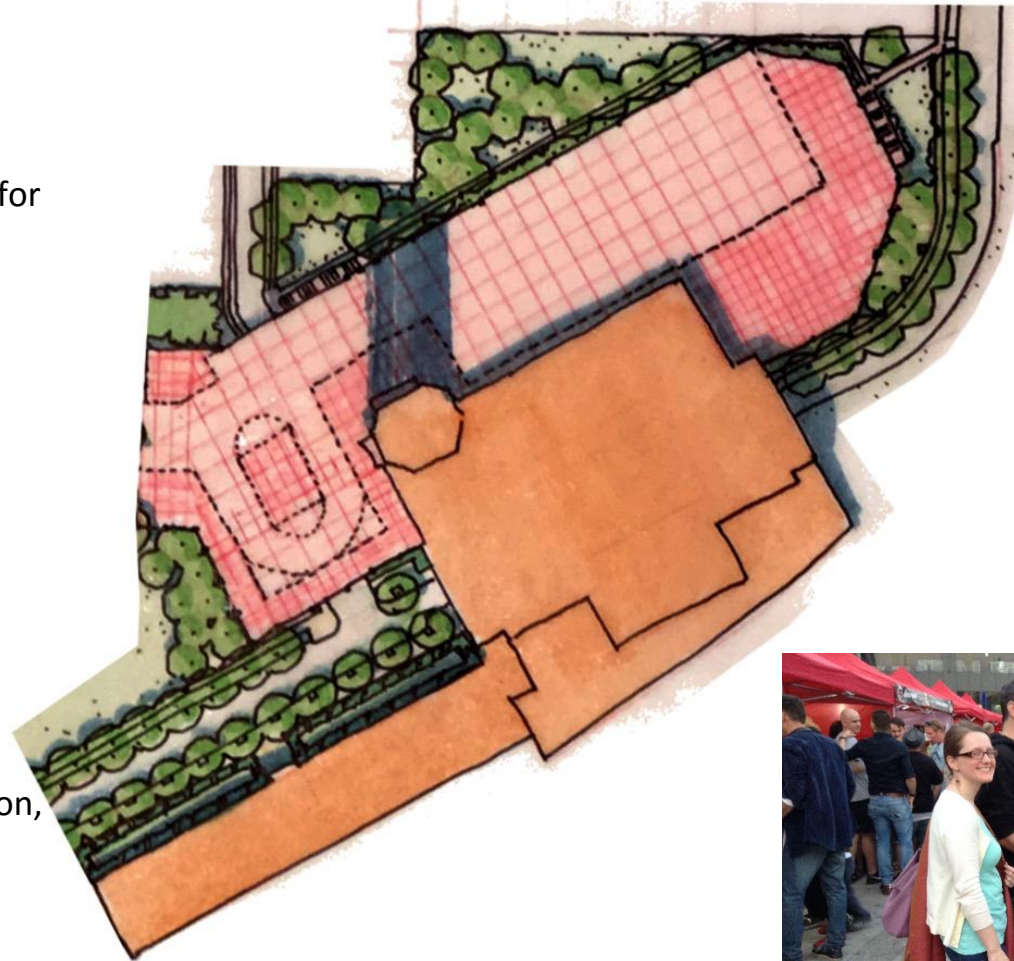
- Upgrade Concourse and select interior spaces to operate around the year
- Use former waiting room and restaurant areas
- Program possibilities are endless:
  - Concerts & performances
  - Galas & holiday parties
  - Raves
  - Town Halls
  - Dodgeball
  - Weddings and catered events
  - Business meetings
  - Art shows
  - Movie screenings
  - Wacky events



# Placemaking and Connectivity

## Activating Outdoor Spaces

- Use the terrace as a flexible space. When not needed for parking, program possibilities are endless:
  - Outdoor events, even ice skating
  - Farmers' Market
  - Stargazing
  - Food trucks
  - Outdoor seating
  - Craft Fairs
  - Event parking
  - Car shows
  - Outdoor artwork/chalk murals
  - Hula hoop and jump rope competitions
- More events create market for restaurant
- Make the Terminal a welcoming neighbor
  - Re-open arches on parking garage wall
  - Use paving patterns to clarify drop-off, circulation, parking and multi-use areas
  - Add pedestrian access (i.e., stairs or ramp) to increase connectivity to neighborhood



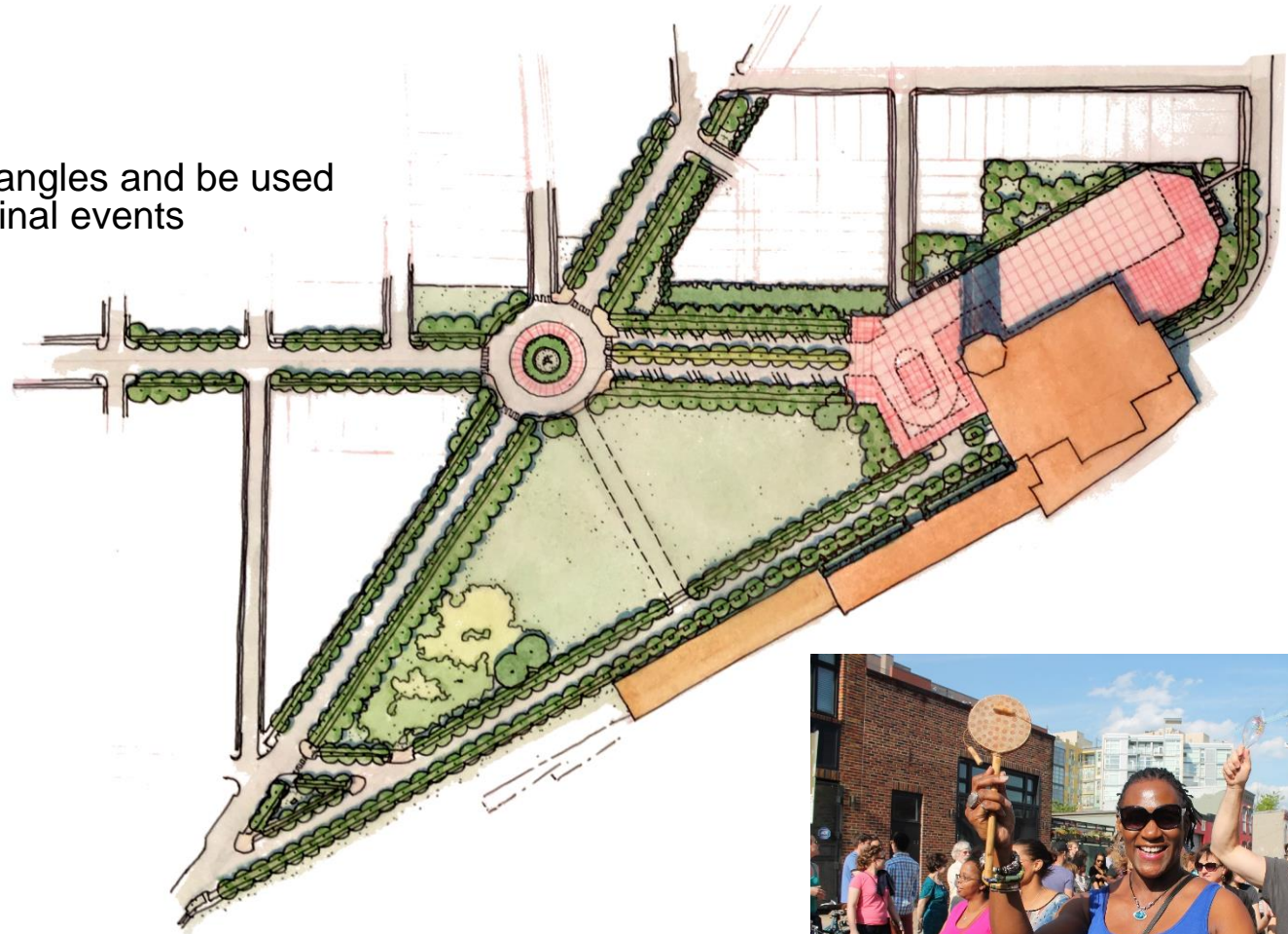
Buffalo Central Terminal  
June 25-30, 2017



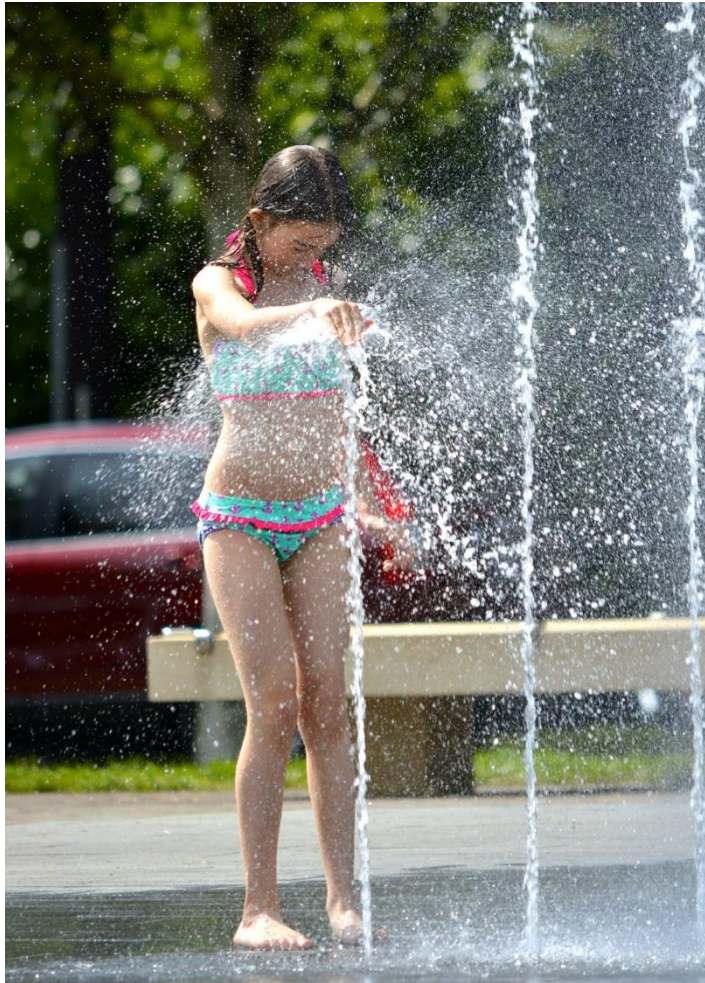
# Placemaking and Connectivity

## Activating Outdoor Spaces

- A park should be developed on green triangles and be used for both neighborhood and Central Terminal events
- Program possibilities are endless:
  - Outdoor seating
  - Children's play area
  - Amphitheater
  - Mega snowball fights
  - Kite festival
  - Splash park
  - Music festival
  - Neighborhood parades
  - Night Market
  - Food trucks
  - Play areas
  - Picnicking and barbeques
- If the City decided to use their property as a park, it's large enough to fit a practice field, three soccer/rugby/lacrosse, and two baseball/softball fields



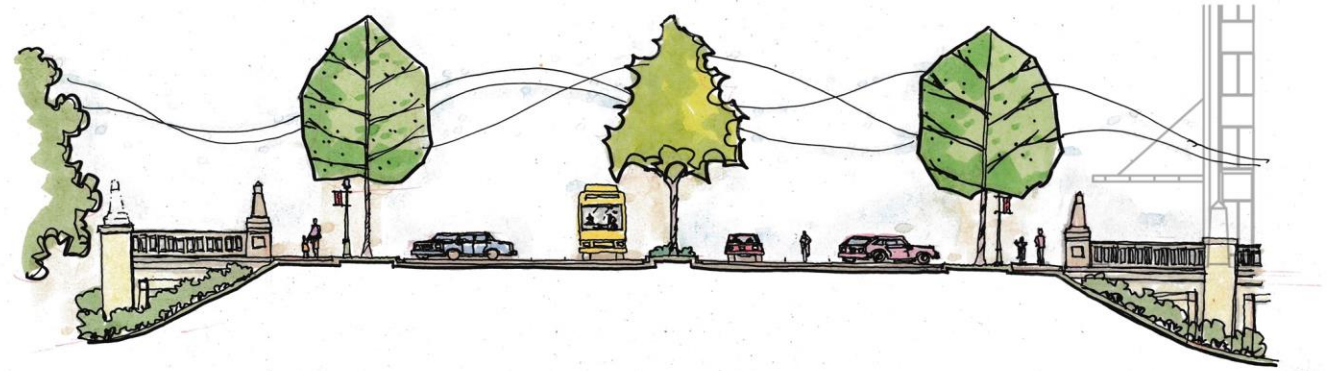




## Placemaking and Connectivity

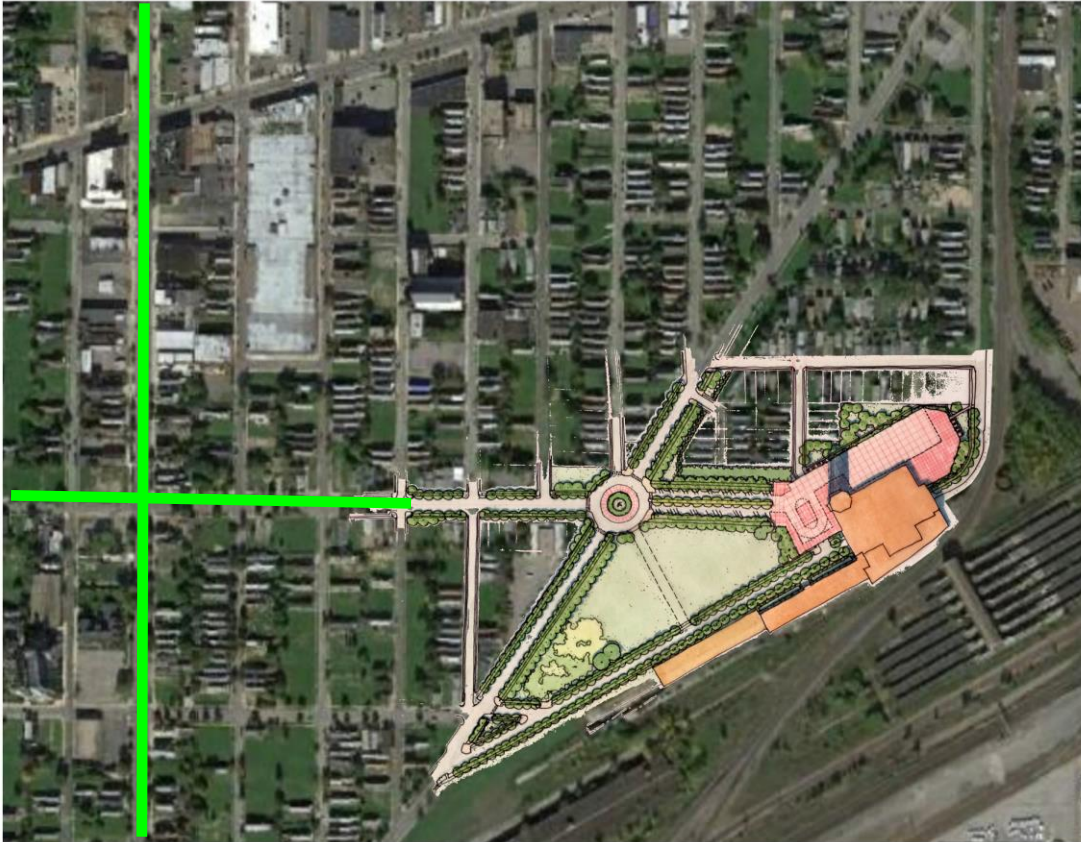
### Connections to Neighborhood

- Improve Paderewski approaching the Terminal
  - Planted median
  - Angle parking
- Revise Memorial/Paderewski traffic circle

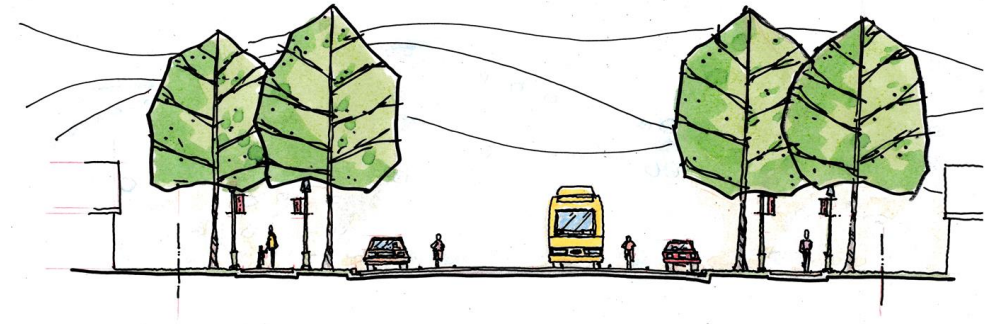


# Placemaking and Connectivity

## Connecting to the Neighborhood



- Extend Olmsted principles westward
- Re-establish streetscape along Memorial and Curtiss
  - Upgrade and rebuild sidewalks
  - Add and extend bike lanes where possible
  - Enhance streetscape with trees and appropriate pedestrian level street lighting



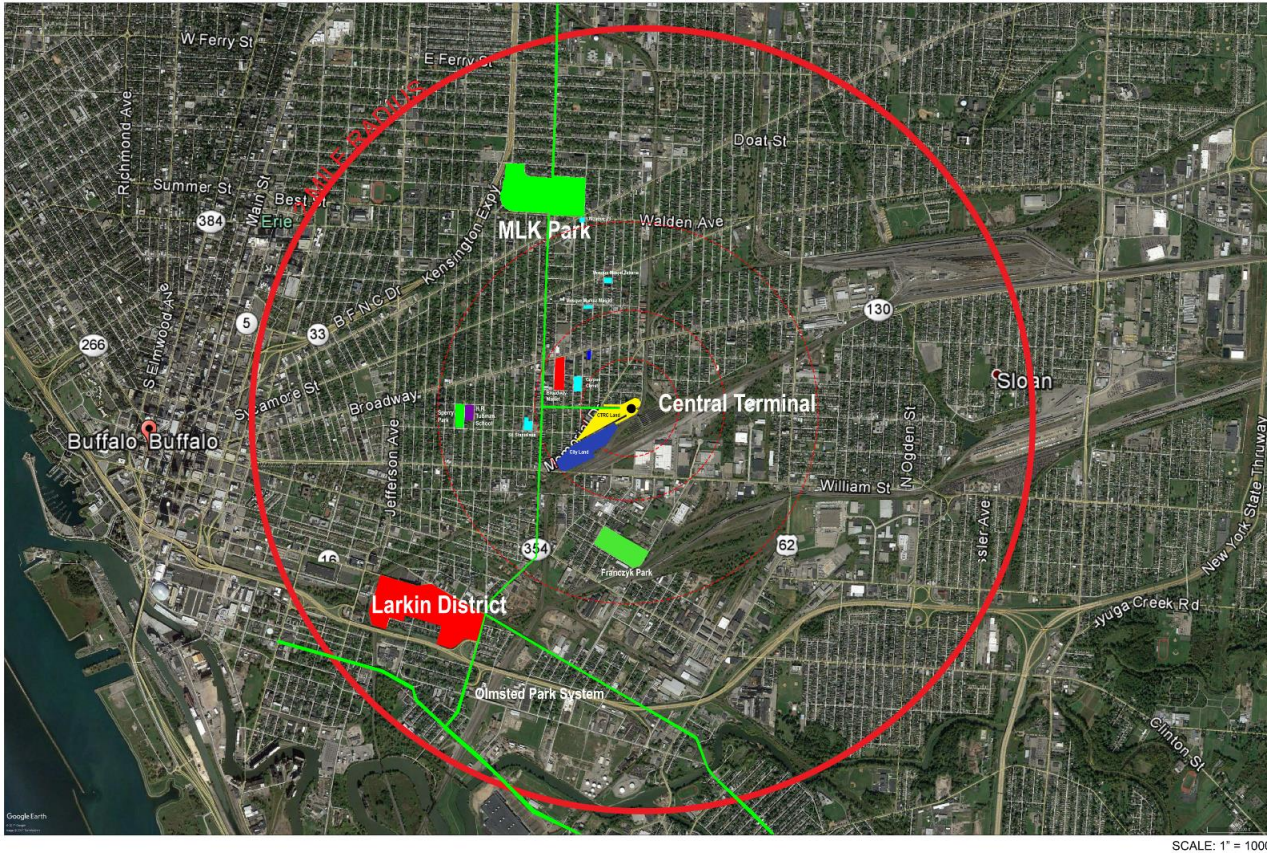
## Placemaking and Connectivity



### Connecting to the Neighborhood

- Within a 5 minute walk:
  - Allow for small neighborhood open spaces on vacant or abandoned land for a variety of functions (play areas and gathering places)
- Within a 10 minute walk:
  - Increase accessibility (physical & visual) to Broadway-Fillmore commercial core, including Broadway Market
  - Consider providing more organized parks and neighborhood open spaces for recreation

# Placemaking and Connectivity



## Relation to the Neighborhood and City

Transportation Advantages supporting Re-Use:

- Two miles from downtown
- Readily accessible by car from downtown and regional highways
- Near important parks, commercial, and cultural resources
- Adjacent to streets planned to complete Olmsted park system

The Connectivity Strategy addresses:

- Walling off from neighborhood
- Accessible from only one direction
- Inconveniently far from local transit

# Placemaking & Connectivity

## A Flexible Parking Strategy

- Vary use of parking terrace by season
  - More parking in winter
  - Less parking to make space available for other activities in summer
- Prioritize surface parking for visitors
- Limit garage lower level to on-site employees
  - Its access and columns make it awkward for general public
- Angle parking on Paderewski Drive east of Memorial Drive
- Combination of angle and parallel parking on Curtiss Street
- Overflow for larger events on Memorial Drive, REA building grounds
- Sufficient for events up to 1,100 people
- Largest events will use more street parking

## Placemaking & Connectivity

### A Flexible Parking Strategy

- Future uses may introduce different parking needs
- Daytime uses could share parking with most evening and weekend events
- Parking could be incorporated in or around some buildings when they redevelop, depending on the use

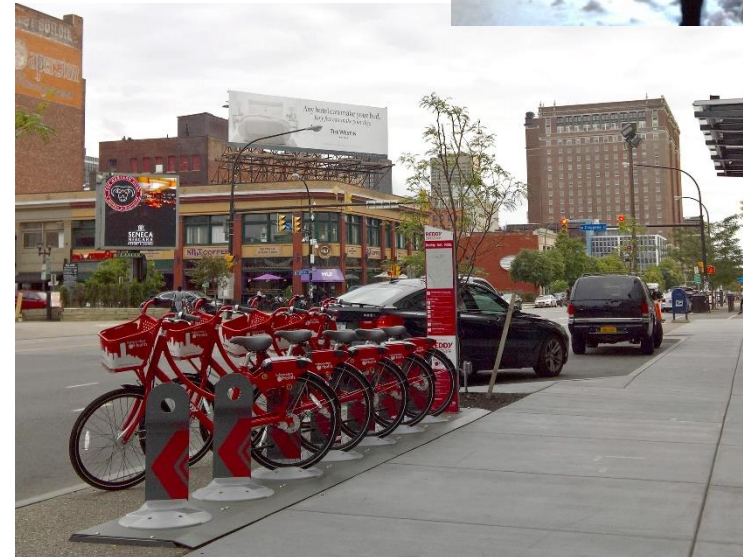
# Placemaking & Connectivity

## Other Transportation Options

- Shared-cars and -bikes already benefit Buffalo and can be expected to become more popular
- As neighborhood population increases and Central Terminal activities grow, explore adding a bus route and stop to Memorial Drive, within an easy walk of the Terminal
- If light rail uses the Belt Line to extend to airport, a neighborhood station within walking distance would benefit Broadway-Fillmore and Central Terminal
  - Locate transit stations at places accessible from all directions (not Central Terminal)
- Autonomous cars will increase access choices while minimizing parking needs at destinations



Source: Flickr



Source: Wikipedia-Andre Carrotflower



# Presentation Overview

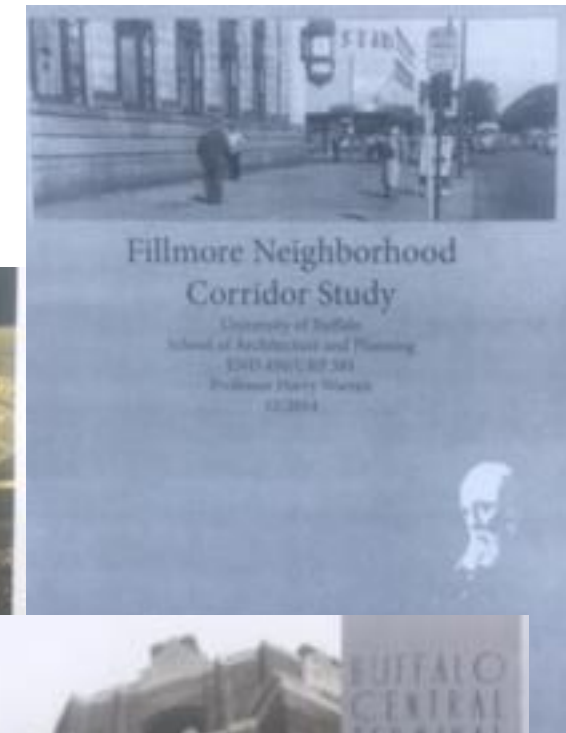
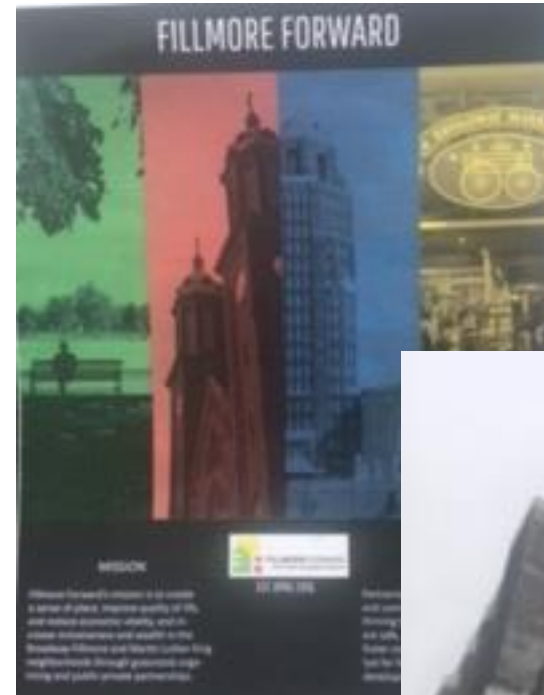
- I. Establishing a Vision
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Central Terminal, Buffalo, N. Y.

## Getting It Right

### Central Terminal Restoration Corporation - moving forward

- Central Terminal Restoration Corporation
  - Volunteer organization that has led key station improvements over a 20-year timeframe
- Key Stakeholder Partnerships
  - Empire State Development funding
  - Assembly Member Crystal Peoples-Stokes awarded \$250,000 for electrical improvements
- Maintenance and Operation of the Concourse
  - New roofs over waiting room, replaced parapets, reduced water infiltration
  - Concourse restoration project—upgrading key public spaces



## Getting It Right



Source: City of Buffalo

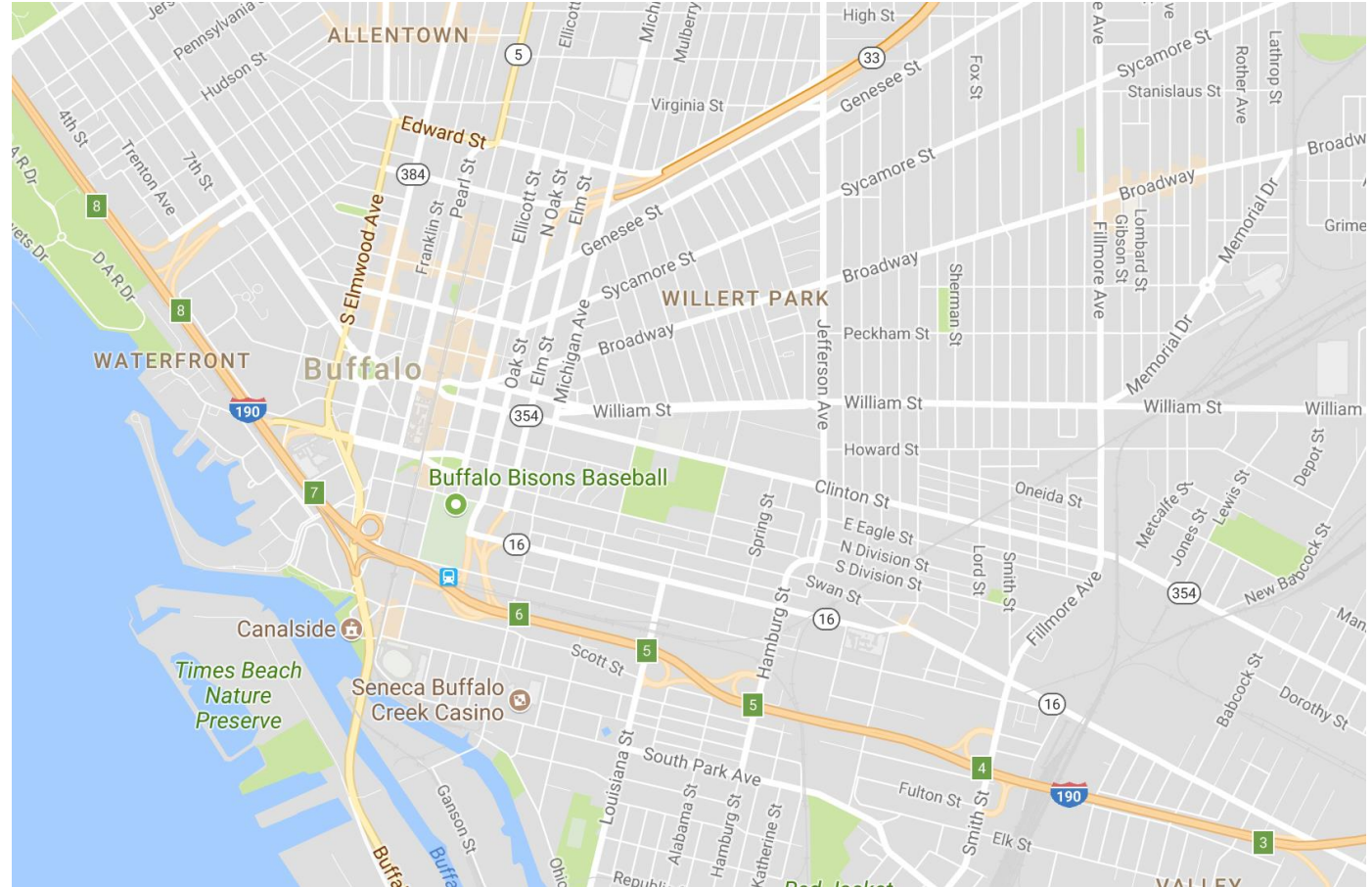
### Underscoring the Vision and Guiding Principles

- There is a symbiotic relationship between the Central Terminal, Broadway Market, and the Broadway-Fillmore neighborhood
- When we achieve this goal, both the Terminal and the Broadway-Fillmore neighborhood will be revitalized
- Families of diverse cultural backgrounds have and will continue to call Broadway-Fillmore home—both now and when investments occur
- By capitalizing on its unique character and rich history, even in its current underutilized condition, we can create a flexible venue for a wide variety of activities that will set the foundation for revitalization over the next 10-20 years

# Getting It Right

## Key Next Steps

- Create a Broadway-Fillmore Neighborhood Plan
  - Recommendations should focus on catalyzing economic development, improving housing and job opportunities, and building real connections—both physical and emotional—to the Central Terminal and the people that live there
- Create a Central Terminal Facilities Master Plan
  - Recommend stabilizing the Central Terminal’s Concourse



Source: Google Maps

## Getting It Right

### Key Next Steps

- Create value through branding and marketing
  - Reorganize CTRC
  - Establish a Vision and Mission
  - Engage business and resident community
  - Formalize branding
    - Logo, colors and font
    - Social media presence



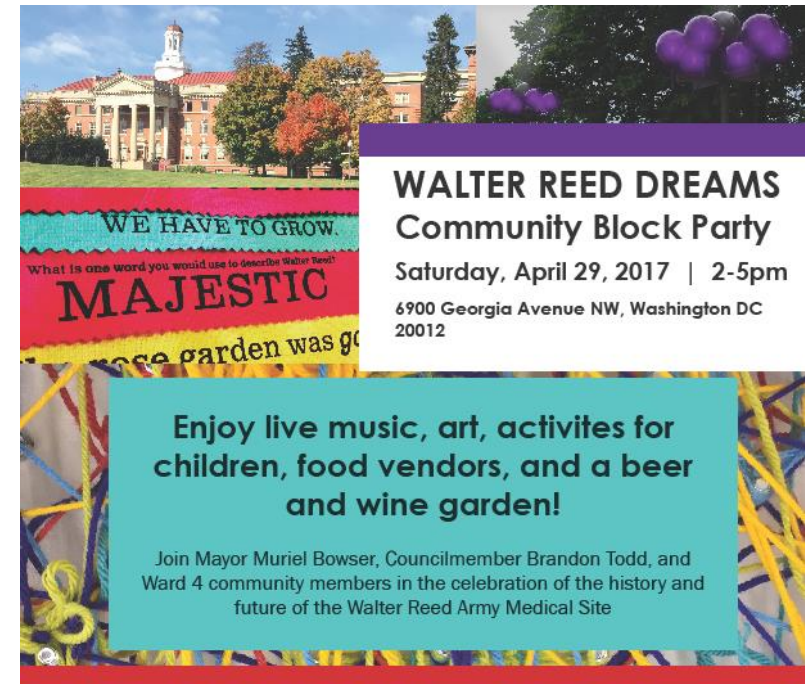
Source: Flickr and Betsy del Monte

# Getting It Right

## Key Next Steps

- Create value through Creative Placemaking
  - Connect with the community
  - Share stories with artists
  - Activate canvasses of the Central Terminal in exciting ways
- Use Creative Placemaking to test Panel recommendations
  - Strengthen connections between neighborhood and Terminal
  - Use food and art events to activate flex-spaces

**Creative Placemaking**  
*verb*  
The act of engaging residents and capturing stories through art and culture to activate the public space and canvasses.



Walter Reed Dreams is part of a city-wide initiative called "Crossing the Street," which promotes community-building through creative placemaking in neighborhoods that are experiencing rapid demographic and social change. This event is a community driven arts and culture tribute, featuring multiple activities as part of the redevelopment of the Walter Reed campus. We will invite all of the District to experience the strength of Walter Reed's legacy through the work of 4 artists, musicians, and creatives.



## Celebrating Diverse Cultural of Broadway-Fillmore - Creative Placemaking

- Walter Reed Dreams (*Washington, DC*)
- Central 14<sup>th</sup> Street Art Place (*Washington, DC*)
- Night Market (*Taipei, Taiwan*)
- Slow Roll (*Detroit, MI*)
- Turkish bazaar (*Istanbul, Turkey*)



Source: Malaika Abernathy Scriven



Source: Flickr, Russ



Source: Flickr, Jorge Lascar



Source: Flickr, dumbonyc

# Getting It Right

## Implementation Action Plan

### Immediate Actions (2017)

- **Professionalize the Central Terminal Restoration Corporation with an Executive Director and key staff**
  - Goal: Develop an institutional capacity to manage and maintain an active facility over the long-term
  - Actors: CTRC board with organizational consultant
  - Funding: Foundations
- **Consider rebranding the CTRC as the *Central Terminal Corporation***
  - Goal: Reflect the *CTC*'s broadened role as an active manager of the facility
  - Actors: CTC board with organizational consultant
  - Funding: TBD
- **Develop a comprehensive branding strategy and intensive events schedule**
  - Goal: Attract broad, new constituencies and drive further interest in the Terminal
  - Actors: Consultants managed by new CTC Executive Director
  - Funding: CTC and private clients



# Getting It Right

## Implementation Action Plan

### Immediate Actions (2017)

- **Develop Central Terminal facilities master plan (concurrent with neighborhood plan)**
  - Goal: Establish a predevelopment information-base to facilitate serious development interest; including a historic structures report, a property condition report, a development master plan, environmental reports, and a building systems needs report for near-term actions
  - Actors: Consultants managed by new CTC ED and board committee
  - Funding: Foundations & Empire State Development (ESD)
- **Develop a Broadway-Fillmore neighborhood plan (concurrent with facilities master plan)**
  - Goal: Improve day-to-day neighborhood conditions, support development of human capital and community identity, establish a positive environment for Terminal redevelopment, promote connection between the Terminal and Broadway-Fillmore neighborhood, and build neighborhood support for revitalization
  - Actors: Consultants managed by City of Buffalo Office of Strategic Planning & CTC
  - Funding: Foundations & ESD

# Getting It Right

## Implementation Action Plan

### Near-term Actions (Years 1-5)

- **Invest in infrastructure improvements to create a climate-controlled, updated Concourse**
  - Goal: Create comfortable, welcoming social spaces to attract year-round event revenue
  - Actors: Consultants & contractors managed by CTC
  - Funding: Grants/ESD
- **Establish a year-round event venue, ethnic food hall, and banquet facilities on Concourse level**
  - Goal: Activate the Concourse and establish an economic generator in the neighborhood
  - Actors: Food-service entrepreneurs, private vendors, arts organizations, and community members
  - Funding: Grants/private investment
- **Create partnerships with local institutions such as the Broadway Market to promote local entrepreneurship**
  - Goal: Encourage local business synergies and create jobs for neighborhood residents
  - Actors: City of Buffalo and CTC management
  - Funding: City of Buffalo and local institutions/businesses

# Getting It Right

## Implementation Action Plan

### Near-term Actions (Years 1-5)

- **Invest in infrastructure improvements to improve neighborhood access and connectivity to the Central Terminal**
  - Goal: Create an enhanced physical context for a rebranded Terminal and establish physical connections to the Broadway-Fillmore neighborhood
  - Actors: City of Buffalo
  - Funding: City budget allocations & grants
- **Establish a neighborhood housing inventory, stabilization, and expansion plan**
  - Goal: Understand conditions of residential neighborhood, improve residential density and quality of housing stock
  - Actors: City of Buffalo & local non-profit organizations
  - Funding: TBD

# Getting It Right

## Implementation Action Plan

### Near-term Actions (Years 1-5)

- **Stabilize additional portions of Central Terminal complex for future use**
  - Goal: Provide shovel ready development sites to attract new investment
  - Actors: CTC management with consultants/contractors
  - Funding: TBD
  
- **Develop an RFP for future development that is responsive to dynamic market conditions**
  - Goal: Attract serious private investment interest
  - Actors: CTC management with consultants
  - Funding: TBD

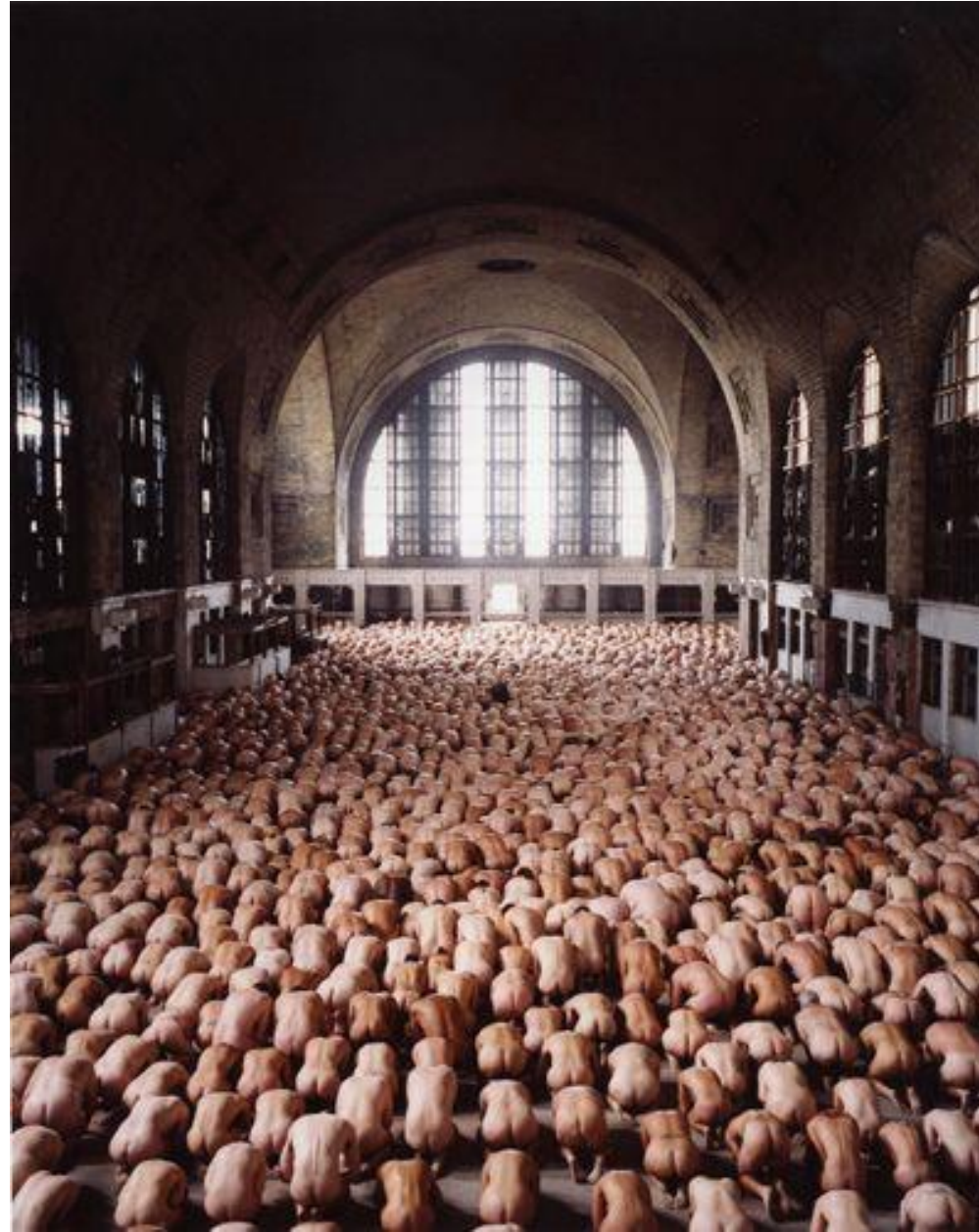
# Getting It Right

## Implementation Action Plan

### Longer-term Actions (Years 5-20)

- **Enhance Fillmore Avenue as a complete street**
  - Goal: Re-establish Olmsted’s East Side parkway plan while connecting the Terminal to burgeoning developments such as Larkinville
  - Actors: City of Buffalo & New York State
  - Funding: State/Federal transportation funding
- **Develop a local network of small neighborhood parks and urban gardens**
  - Goal: Reuse vacant parcels for productive, regenerative activities
  - Actors: Local institutions/non-profits/residents
  - Funding: TBD
- **Expand bikeways and rails-to-trails infrastructure**
  - Goal: Enhanced urban connectivity and support for healthy, sustainable lifestyles
  - Actors: City of Buffalo & alternative transportation organizations
  - Funding: TBD

## The “End”



Source: Spencer Tunick

**Thank You!**

*32—Central Terminal, Buffalo, N. Y.*

**Questions**

